ATTACHMENTS

EXTRAORDINARY COUNCIL

Wednesday 30 September 2020

PORT MACQUARIE HASTINGS COUNCIL

Extraordinary Council Meeting

Wednesday, 30 September 2020

Items of Business

Item	Subject	Page
04.01	DRAFT LOCAL STRATEGIC PLANNING STATEMENT	
	Attachment : Draft Local Strategic Planning Statement	4

PORT MACQUARIE HASTINGS COUNCIL

1 Leadership and Governance

What we are trying to achieve

A community that works together in decision making that is defined as ethically, socially and environmentally responsible.

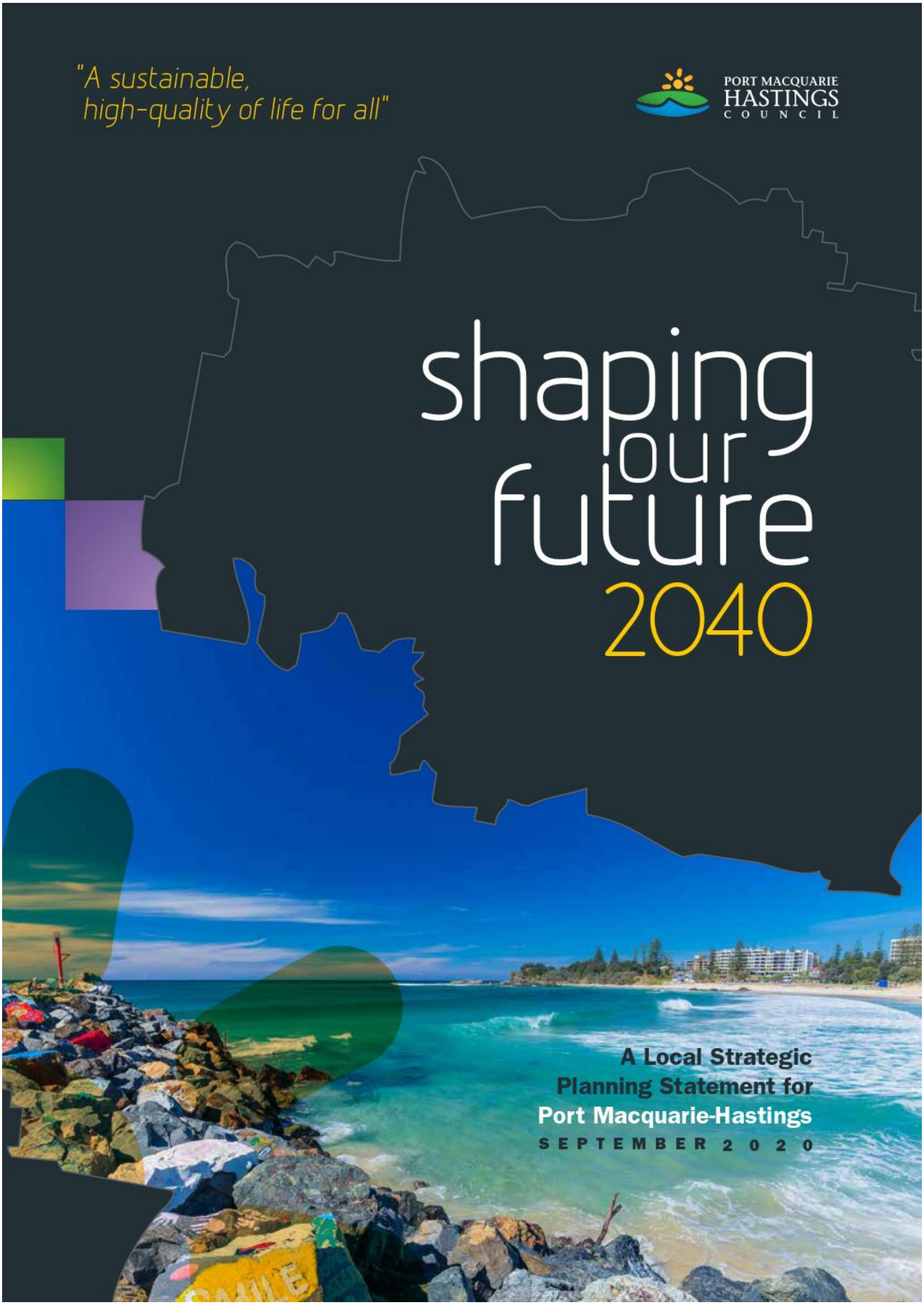
What the result will be

We will have:

- A community that has the opportunity to be involved in decision making
- Open, easy, meaningful, regular and diverse communication between the community and decision makers
- Partnerships and collaborative projects, that meet the community's expectations, needs and challenges
- Knowledgeable, skilled and connected community leaders
- Strong corporate management that is transparent

How we will get there

1.1 Inform and engage with the community about what Council does using varied communication channels
1.2 Maintain strong partnerships between all stakeholders - local, state and federal — so that they are affective advocates for the community
1.3 Demonstrate leadership
1.4 Use innovative, efficient and sustainable practices
1.5 Ensure strong corporate and financial management that is transparent and accountable


"A sustainable, high-quality of life for all"
PORT MACQUARIE HASTINGS COUNCIL
shaping our future 2040
A Local Strategic Planning Statement for Port Macquarie-Hastings
SEPTEMBER 2020

Version Control

Version No.	Date	Author	Rationale
0.1	25/08/2020	Sandra Wallace & Leanne Fuller	Draft for Exhibition Purposes
0.2	29/09/2020	Sandra Wallace & Leanne Fuller	Updated for Endorsement by Council

The Local Strategic Planning Statement aligns with the United Nations General Assembly's Sustainable Development Goals (SDGs) which are a global strategy and form a blueprint to create a sustainable future for everyone. Goals 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15 and 17 are particularly relevant to this LSPS.

Disclaimer
Whilst every reasonable effort has been made to ensure that this document is correct at the time of printing, Port Macquarie-Hastings Council disclaim any and all liability to any person in respect of anything done or omitted to be done in reliance or upon the whole or any part of this document.

"I hope my feelings for this land is that of our ancestors and hope you can understand the importance of what this land means to the Birpai people.

Firstly, I ask you to look and protect! The beauty of the sea, with its blues and green, and the life that is in it as it continues to provide a nutritional diet to our people.

Then gaze upon the golden sands and the jagged headlands and the life that is there, the abundance of shellfish is another treat for us all to enjoy. Put your hand to your brow and you will see? A river or two. A river that is like our veins. They bring life to the land and all the many creatures that surround it.

There within the borders of the Birpai Nation is the green and gold, the red and the black that's in our beautiful hinterland. It has an abundance of wildlife, nuts and berries. And the shelter it provides us."

Words of Uncle Bill O'Brien

Birpai Elder

Acknowledgement

Port Macquarie-Hastings Council acknowledges the Birpai people as the traditional custodians of the lands within its local government boundaries. We would like to acknowledge Elders both past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.

Contents

Introduction

Message from the Mayor
Message from the General Manager 6
About *Shaping Our Future* 7
Our Strategic Planning Vision 7
How to Read *Shaping Our Future* 10
Planning & Policy Context 11
Developing *Shaping Our Future* 12
What Our Community Told Us 19
What We Value 21

Context

Introducing Port Macquarie-Hastings 22
Our Community Now... And Into the Future 25
Our Natural Advantages 27
Our Environmental Report Card 28
Our Economy 29
Our Land Use 30
Our Key Challenges & Opportunities 32

Our vision

Achieving Our Strategic Planning Vision 34
Our Themes 35
Our Strategic Planning Principles 39
Our Planning Priorities 40

Our planning priorities and actions

Our Environment 42
Planning Priority 1 - Protect, conserve and enhance our biodiversity and areas of high environmental value 44
Planning Priority 2 - Manage growth sustainably 48
Planning Priority 3 - Increase our community's resilience to the impacts and risks of natural hazards and environmental change 54
Planning Priority 4 - Protect and improve the health of our waterways and aquatic habitats 63
Planning Priority 5 - Sustainably and efficiently manage our energy, water, waste and natural resources 70

Our Places 82
Planning Priority 6 - Use a place-based approach to shape the development of our sites, streetscapes, precincts, towns and centres 84
Planning Priority 7 - Provide for a diversity of housing in the right locations 93

PORT MACQUARIE-HASTINGS COUNCIL

Planning Priority 8 - Create vibrant public places and spaces that inspire social interaction and support community wellbeing 100
Planning Priority 9 - Preserve and enhance the distinctive character, size and scale of our towns, villages and rural communities 108
Planning Priority 10 - Protect, respect and embrace our natural, built and cultural heritage (including our Aboriginal cultural heritage) 114

Our Connections 120
Planning Priority 11 - Provide a multi-modal integrated land-use and transport network across Port Macquarie-Hastings 122
Planning Priority 12 - Develop a network of safe, accessible and sustainable local transport options linking key local destinations 130

Our Economy 138
Planning Priority 13 - Build the capacity of Port Macquarie as a regional city and develop the vitality of other economic centres and employment lands 140
Planning Priority 14 - Develop a thriving and sustainable visitor economy 149
Planning Priority 15 - Protect and sustainably manage our productive agricultural land and create diverse economic opportunities for our rural communities 154
Planning Priority 16 - Plan for a future economy which is diverse, resilient and inclusive 159

Enabled by Infrastructure 166
Planning Priority 17 - Ensure existing and future infrastructure is resilient to natural hazards and human-related threats 168
Planning Priority 18 - Create a greener urban environment 172
Planning Priority 19 - Plan, prioritise and deliver integrated infrastructure 178

Governance

Implementation 188
Monitoring and reporting 189
Review 189

Appendices

APPENDIX A Port Macquarie-Hastings Local Government Area Narrative from the North Coast Regional Plan 2036 190

APPENDIX B PMHC Strategies and Plans Informing *Shaping Our Future* 192

APPENDIX C Alignment of *Shaping Our Future* Planning Priorities with the North Coast Regional Plan & Council's Community Strategic Plan 198
List of Figures 208
Abbreviations 211
Glossary 212

PORT MACQUARIE-HASTINGS COUNCIL

Message from the Mayor
Peta Pinson

Like me and many of our community, my family was drawn to live in Port Macquarie-Hastings because of the wonderful lifestyle it offers – the beautiful natural environment, the unique blend of the coast and the hinterland and the wonderful people who call Port Macquarie-Hastings home.

These same attributes are seeing more people being attracted to our region. By current trends, Port Macquarie-Hastings will be home to around 20,000 additional people over the next 20 years. Change is therefore inevitable.

This Local Strategic Planning Statement – Shaping Our Future 2040 – is our commitment to making Port Macquarie-Hastings an even better place to live in, 20 years from now.

While many aspects of Port Macquarie-Hastings are changing and opportunities abound, I am also mindful of the things about our region that we love and want to remain – the local character of our villages, our significant heritage, and our fantastic bushland and waterways. Shaping Our Future 2040 is our roadmap for sustainably managing how we evolve and grow. It will help us manage future development that is true to our community's vision and in keeping with our environment, community needs, local character and lifestyle. Shaping Our Future 2040 allows us to influence how and where growth will happen and plan for it responsibly. It underpins our promise to the community in Council's Community Strategic Plan, Towards 2030, of a "sustainable high-quality of life for all".

If nothing else, the current COVID-19 pandemic has taught us that we must be flexible and open to changing how we deliver and manage change. We now have a truly living document that will evolve as our community and the world around us evolves. We will continue to keep looking ahead, regularly reviewing this Statement and refining our plans so that we can respond appropriately to change.

I would like to thank the many hundreds of community members who have contributed their thoughts about the future of our beautiful region on which Shaping Our Future 2040 was based.

I look forward to sharing the journey ahead with you.

Peta Pinson
Mayor

Message from the Acting General Manager
Jeffery Sharp

Shaping Our Future 2040, Port Macquarie-Hastings Council's first Local Strategic Planning Statement, is our strategic roadmap for the future. It represents the shared vision of Council and the community and will play a pivotal role in the future of our Local Government Area.

Together with Council's Community Strategic Plan (CSP) the document identifies the long-term social, environmental and economic aspirations of the community. It provides a one-stop resource for the major planning work we are undertaking for the future of our area and provides a clear direction for future strategic planning and implementation.

It is important that Council has a well-considered and consistent approach to planning that aligns with state and regional plans such as the North Coast Regional Plan 2036 and importantly, ensures that our forecast population is provided for in a sustainable manner.

The planning vision, themes and priorities outlined in Shaping Our Future 2040 capture our goals for Port Macquarie-Hastings over the next 20 years and provide a clear plan of how we're going to achieve them. They will guide Council's future strategies, plans and policies and set in place actions that will be included in upcoming Delivery Programs and Operational Plans.

The next 20 years promise to be an exciting time for Port Macquarie-Hastings. We need to make sure that we maximise the opportunities that are presented to us, to benefit the whole community. To do this we must plan ahead, implement key community-focused projects and work to safeguard the elements that make Port Macquarie-Hastings a great place in which to live, work and play.

I would like to thank the community for its contribution to developing Shaping Our Future 2040. The document reflects the many hundreds of conversations, submissions and survey responses that we have received over the past few years on Council's plans and activities. It is this ongoing dialogue that will enable us to work together to achieve our shared vision for the future of Port Macquarie-Hastings.

Jeffery Sharp
Acting General Manager

About *Shaping Our Future 2040*

The Port Macquarie-Hastings Local Strategic Planning Statement *"Shaping Our Future 2040" (Shaping Our Future)* is the core strategic land-use planning document for the Port Macquarie-Hastings Local Government Area (LGA). It outlines the vision for land-use planning in our local area over the next 20 years and sets the direction for our community's environmental, social and economic land-use needs.

Shaping Our Future will guide all land-use planning decisions into the future. It will guide the character of our centres and neighbourhoods and give direction to the decisions we will make to preserve and enhance the wellbeing of our people, our environment and our lifestyle. It sets in motion a series of actions to be implemented by Council, other levels of government and the private sector over time.

Shaping Our Future is a living document and as such will be regularly reviewed in order to adapt to changes in our community's needs and priorities, national and state priorities and changes in our external environment over its 20-year life.

The Role of *Shaping Our Future* is to:

> Set the 20 year land-use vision for the Port Macquarie-Hastings region

> Identify the special characteristics that contribute to local identity and make our area special

> Recognise our shared community values and how they will be maintained or enhanced

> Direct how we manage future change

> Identify and give effect to relevant directions located within the North Coast Regional Plan

> Identify gaps of knowledge where further strategic planning work is needed

> Link Council's strategies and plans to the implementation of the NSW Government's Strategic Plans

> Shape planning controls to facilitate future planning directions

Our strategic planning vision

Port Macquarie-Hastings is above all a place for our people. A vibrant and welcoming place where city meets country and coast. A place which protects and embraces our proud heritage and unique natural environment. An inclusive place of strong resilient communities where people prosper. A place that people want to be a part of.

How *Shaping Our Future* will be used

Shaping Our Future will be used to direct the actions that will be required to achieve our vision. It will be used:

By Council

- To assess planning proposals within a strategic framework as part of the strategic merit test (as outlined in NSW Department of Planning Industry & Environment guidelines for preparing planning proposals and local environmental plans)
- To inform planning controls in Council's Local Environment Plan (LEP) and Development Control Plan (DCP);
- To inform our operational and delivery plans to better align growth and change with community needs and expectations;
- To identify and inform projects that will shape our LGA;
- To identify infrastructure priorities, and help us advocate to other levels of government for new infrastructure and services to support growth;
- To shape projects such as place plans, master plans and structure plans;
- To inform sustainable transport planning; and
- To support funding applications for priorities identified within *Shaping Our Future*;

By the Community

- To know that there is a strategic planning vision for the region; what that vision is and how it will affect them.

By the Department of Planning, Industry & Environment (DPI&E)

- To understand Port Macquarie-Hastings' contribution to the North Coast planning priorities; and
- To inform future revisions of regional plans including the North Coast Regional Plan.

By other NSW State Agencies

- To identify how and when Council proposes to implement State and regional strategic and statutory plans and priorities at the local level.

By Developers and Industry Professionals

- To align planning and development proposals with the community's land-use vision and priorities for Port Macquarie-Hastings.

How to read *Shaping Our Future*

Context

> Sets out the local strategic planning context for Port Macquarie-Hastings.

Vision

> Outlines our local strategic land-use planning vision for Port Macquarie-Hastings.

Planning principles

> Are the principles that will guide Council's decision-making.

Five themes

> Based on the influences of the *North Coast Regional Plan* and our *Community Strategic Plan* which work together to guide us in achieving our vision.

Planning priorities

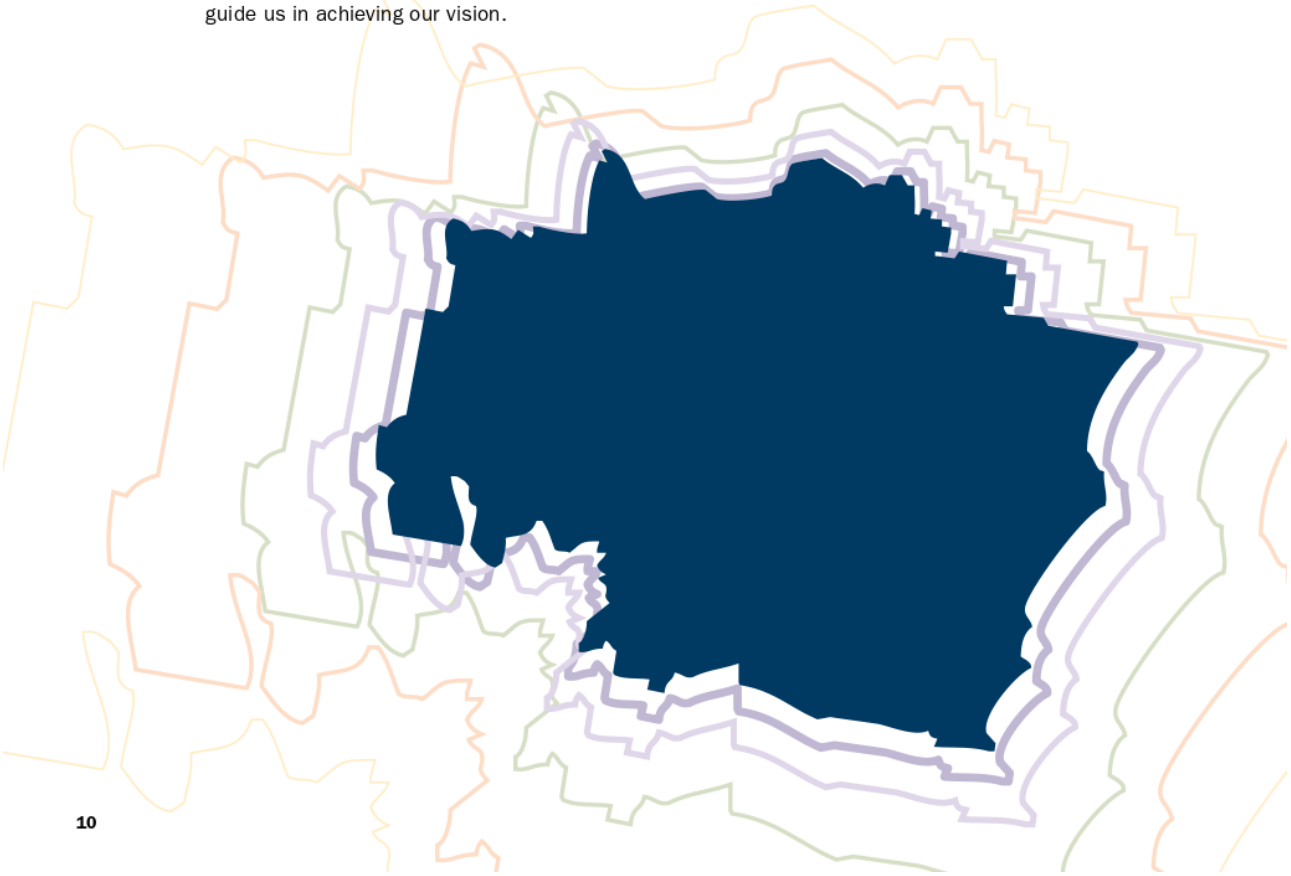
> Establish focus areas within each theme to help us achieve the local (and regional) vision.

Actions

> Represent projects and initiatives which specify how we will address each planning priority and give effect to the *North Coast Regional Plan* for the benefit of our community.

Governance

> Sets out how *Shaping Our Future* will be implemented, monitored and reported to Council and integrated with other Council strategies.



Planning and policy context

Shaping Our Future forms part of the planning continuum which looks at how global issues affect Australia, New South Wales, the North Coast region, the Port Macquarie-Hastings Local Government Area and locations and sites within the LGA (see Figure 1).

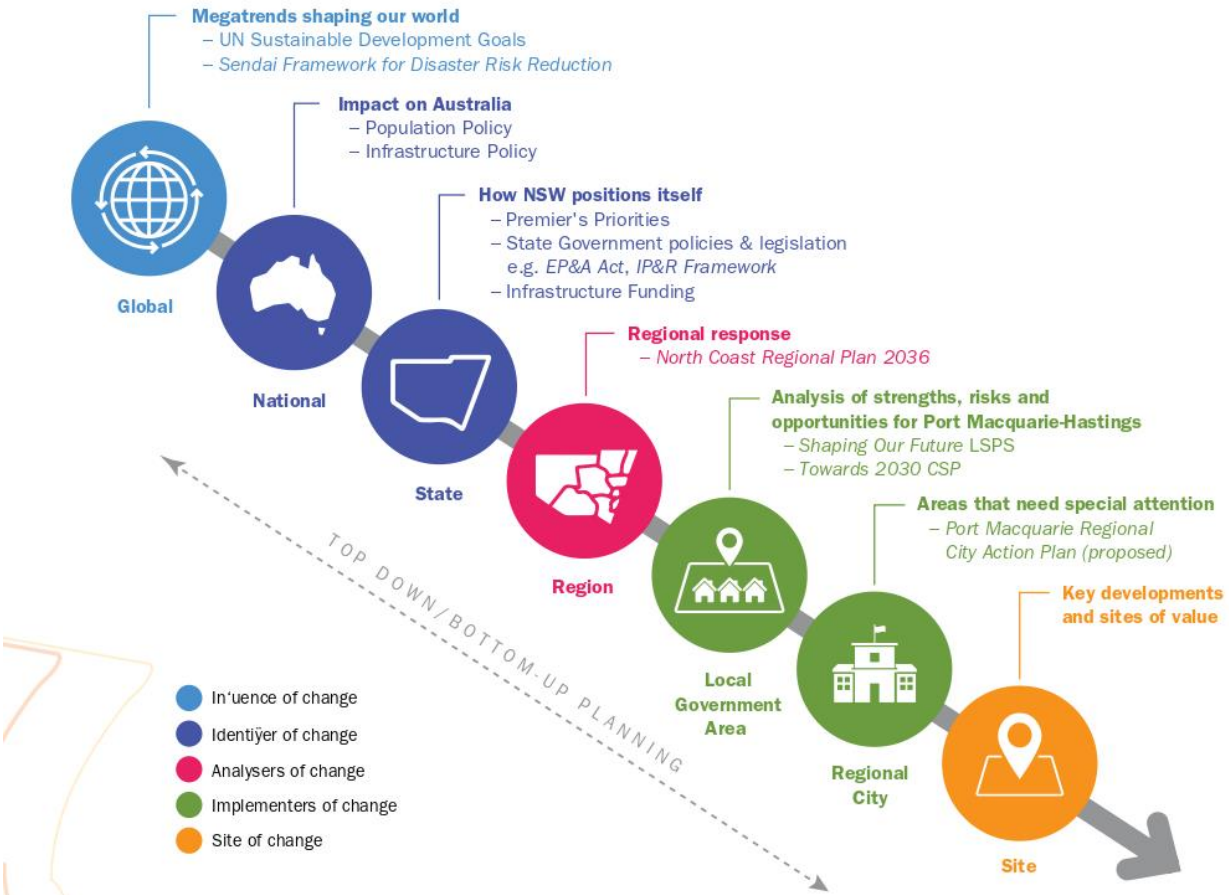


Figure 1 – The Planning Continuum [1]

[1] *Adapted from NSW Government's Local Strategic Planning Statements – Guidelines for Councils & the Clarence Valley Local Strategic Planning Statement*

Megatrends

As part of developing *Shaping Our Future*, Council was encouraged to consider global trends that may influence the future of Port Macquarie-Hastings. In 2017, CSIRO[2] defined five broad megatrends that would shape the development of regional Australia which are summarised below. Statements highlighted in bold are reflected in *Shaping Our Future*.

Defeating distance

Overcoming long distances has shaped development in the regions and continues to be a major influence on the way people live and work in regions, and on the performance of regional businesses. **Improvements in physical transport** and telecommunications infrastructure along with **emerging digital technologies** have converged to **improve connectivity** and to defeat the effects of distance.

Global exposure

Global markets will continue to shape economic activity in Australia's regions as communities and businesses become increasingly exposed economically, politically and culturally. In the Asia-Pacific region, the **growing market for goods and services produced in regional Australia** offers significant opportunities, and demands higher educational attainment and cultural engagement

Diverging places

Larger towns and cities and high amenity areas continue to draw population growth and economic activity away from many smaller towns. Rising income inequality within and between places and declining trust in 'distant' decision-makers are challenging governance arrangements. New land owners and land managers are recognising **a more diverse suite of environmental, cultural and lifestyle values** in regional places.

Environment as risk

Regional Australia's communities and businesses have long known the **environment as a source of both livelihood and risk**. However, the declining condition of natural assets, loss of biodiversity, global climate change, extreme events (such as the recent catastrophic bushfires and COVID pandemic), and biosecurity risks are presenting new or expanded challenges for our regions.

New economies

The Australian economy, like other economies globally, is in transition. Two major aspects of the transition are the generation of **value through knowledge, innovation**, and new services; and the changing mix of energy demand and sources of **energy generation**. Together, these changes could energise new forms of regional development.

Premier's Priorities

Shaping Our Future needs to be contextualised within existing strategic directions at a state, regional and local level. A key purpose of *Shaping Our Future* is to provide a clear line of sight and linkage between both state and regional policies and local strategic land-use planning.

At the State level, the Pemier's Priorities outline the NSW Government's commitments to enhance the quality of life of the people of NSW. They have been set with the purpose of delivering on the NSW Government's key policy priorities, being:

- a strong economy;

[2] *Strategic Foresight for Regional Australia, CSIRO (2017)*

- highest quality education;
- well-connected communities with quality local environments;
- putting the customer at the centre of everything we do; and
- breaking the cycle of disadvantage.

Of the 14 current priorities, the following two priorities are specifically relevant to *Shaping Our Future:*[3]

Reducing homelessness
Reduce street homelessness across NSW by 50 per cent by 2025

Greener public spaces
Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10 per cent by 2023.

NSW Planning Framework and the EP&A Act

In March 2018, the Department of Planning, Industry and Environment (DPIE) amended the Environmental Planning and Assessment Act 1979 (EP&A Act) to introduce new requirements for local councils to prepare Local Strategic Planning Statements (LSPS). This change sought to shift the planning system to be proactive, rather than reactive to development and to enshrine the role of strategic planning at a local council level in Section 3.9 of the EP&A Act.

The current NSW planning system guiding land use in the Port Macquarie-Hastings LGA now includes 5 key documents. These form a hierarchy, where each plan is subject to the requirements set out in the plans ranked above. These 5 key documents are as follows:

Environmental Planning and Assessment Act (1979)

Sets out the legislative requirements that all plans and developments in NSW must meet.

North Coast Regional Plan 2036

Sets a planning vision, goals and actions for the North Coast region. The North Coast Regional Plan is supported by a number of documents including the *North Coast Settlement Planning Guidelines 2019* which provide guidance for Councils when considering the most appropriate location for future residential and employment land.

"*Shaping Our Future 2040*" Local Strategic Planning Statement (LSPS)

A 20-year plan setting out Council's vision and planning priorities for the Port Macquarie-Hastings LGA and the actions Council will take to achieve them. *Shaping Our Future* bridges the space between the *Community Strategic Plan* and the local panning framework.

Port Macquarie-Hastings Local Environment Plan 2011 (LEP)

The principal planning document for the LGA. It implements the Local Strategic Planning Statement and sets permissible land uses, development capacity and other key matters such as building height and density.

Development Control Plan 2013 (DCP)

Gives detailed guidance to the planning controls in the local Environment Plan.

Shaping Our Future will be used to update key components of the LEP and DCP.

[3] *The remaining priorities talk to Lifting Education Standards, Breaking the Cycle of Disadvantage, Improving the Health System and Better Customer Service which do not relate directly to Shaping Our Future.*

Local Government Integrated Planning and Reporting Framework & the Local Government Act[4]

The Local Government Act (1993) No. 30 sets the legal framework for the system of local government for NSW that is accountable to the community and that is sustainable, flexible and effective.

The Integrated Planning and Reporting (IPR) framework was legislated by the New South Wales Office of Local Government in 2009. It provides councils with a planning framework that is guided by the vision of the community for a 10-year period and gives local governments a structure for establishing local priorities and to link this information to operational functions.

The framework includes a suite of integrated plans that set out a vision and goals, and strategic actions to achieve them. It incorporates a reporting structure to communicate progress to Council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.

The framework is made up of four major elements, which are linked and continually assessed through regulatory reporting channels. These documents are as follows:

Community Strategic Plan (CSP)

A high-level plan that sets the long-term (minimum of 10 years) social, environmental, economic and civic leadership aspirations of the local community. The CSP enables Council to coordinate its funding priorities, activities and services.

Resourcing Strategy (RS)

A 10-year Strategy which outlines the resources (financial and human) that Council will require, to deliver on the community's priorities over the life of the Community Strategic Plan. The Resourcing Strategy has three components which are all vital to ensure that Council can achieve its objectives:

> Long Term Financial Plan - provides a 10-year overview of financial planning with specific financial details for the term of the four-year Delivery Program.

> Asset Management Plan - summarises the assets that Council has responsibility for and its plans for managing these assets going forward, in order to be able to deliver services to the community.

> Workforce Management Plan - provides a four-year plan of how Council is addressing its workforce needs and any gaps that have been identified that might impact on the Delivery Program.

Delivery Program (DP)

A four-year plan that turns the strategic goals found in the Community Strategic Plan into actions. It is the point where a council makes a commitment to the Community Strategic Plan, and acts upon those issues that are within its area of responsibility. The Delivery Program is the key `go to' document for the councillors. It identifies all of the key activities the council has committed to undertake over its four-year term. All plans, projects, activities and funding allocations of the council must be directly linked to the Delivery Program.

Operational Plan (OP)

A one-year plan that spells out the detail of the Delivery Program, identifying the individual projects and activities that will be undertaken in a specific financial year to achieve the commitments made in the four-year Delivery Program.

The interrelationship of the NSW Strategic Planning Framework and the Local Government IP&R Framework is shown in Figure 2.

[4] Source: https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/

NSW Planning and Policy Framework

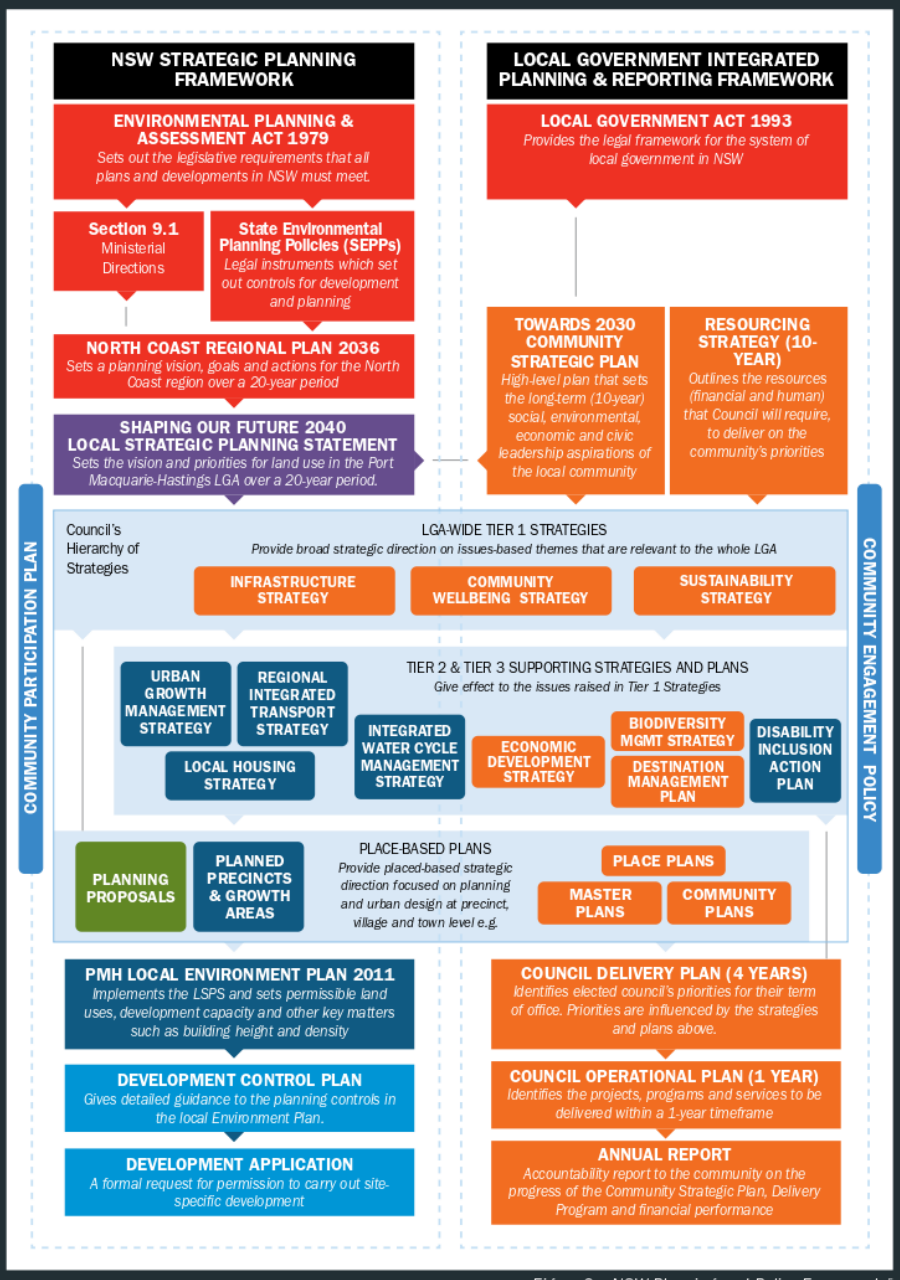


Figure 2 – NSW Planning and Policy Framework [5]

KEY:

- Prepared and approved by NSW Government
- Prepared by Council and approved by NSW Government
- Prepared by Council and supported by NSW Government - subject to a letter of support for consistency with the North Coast Regional Plan
- Council or proponent-initiated and approved by NSW Government
- Council or proponent-initiated and approved by Council
- Prepared and approved by Council

[5] *Adapted from Towards 2040 - Local Strategic Planning Statement - Northern Beaches Council 2020*

Council's Strategic Framework

Shaping Our Future sits alongside our CSP - *Towards 2030* and with a range of Council strategies, supporting plans and detailed action plans which are detailed in Appendix B. Some of these have been completed and are active, while others are still under development or review. Council is currently reviewing its strategic framework, to ensure that the appropriate level and type of information to inform the range of projects (from broad to detailed work) is carried out across Port Macquarie-Hastings by Council.

A representation of Council's Hierarchy of Strategies is shown in Figure 2 but is not inclusive of the full suite of strategies and plans that will form the Strategic Framework.

When this Strategic Framework is finalised, it will be included and updated in future revisions of *Shaping Our Future*.

North Coast Regional Plan 2036

The North Coast Regional Plan 2036 (NCRP) is the NSW Government's strategy to guide land-use planning decisions for the North Coast region, which runs from Tweed in the north to Port Macquarie-Hastings in the south. The NSW Government's vision for the North Coast is to:

To achieve this vision the NSW Government has set out four goals for the region:

> The most stunning environment in NSW
> A thriving interconnected economy
> Vibrant and engaged communities
> Great housing choice and lifestyle options

A series of 25 Directions support these goals. Priorities for each Council are set out in Local Government Narratives within the NCRP – refer Appendix A for the narrative for Port Macquarie-Hastings Council.

Create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities

Shaping Our Future gives effect to the North Coast Regional Plan, responding to the local narrative and implementing priorities and actions at a local level.

Towards 2030 – Port Macquarie-Hastings Council Community Strategic Plan

Towards 2030 is Council's Community Strategic Plan (CSP) which was developed in 2010 and has guided the community since.

Shaping Our Future is informed by Towards 2030 and is designed to be read alongside it. *Shaping Our Future* provides the rationale for decisions about how we will use our land to help make the community's vision a reality. It adopts the objectives set out in

the CSP and looks at them in the context of land-use planning and place-making that will underpin the future of Port Macquarie-Hastings.

Shaping Our Future must consider the strategic direction of the Community Strategic Plan to ensure that it coincides with what the community wants for the LGA. The actions identified in the LSPS will then have to be integrated into future Delivery and Operational Plans.

Council continues to look to the future and has already begun preparing the *Think 2050 CSP* which will supersede the current CSP when completed. *Shaping Our Future* will be reviewed and updated following the preparation of the new CSP in 2022.

Towards 2030 identifies the following vision for the Port Macquarie-Hastings Local Government Area (LGA):

A sustainable, high-quality of life for all

This vision is supported by 23 strategic directions set out under the following four community themes and objectives and outcomes as shown below:

Leadership and Governance

A collaborative community that works together and uses opportunities for community participation in decision-making that is defined as ethically, socially and environmentally responsible

Your Community Life

A healthy, inclusive and vibrant community

Your Business and industry

The Port Macquarie-Hastings region is a successful place that has a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest

Your Natural and Built Environment

A connected, sustainable, accessible community and environment that is protected now and into the future

Developing *Shaping Our Future*

North Coast Regional Plan 2036

Future Transport Strategy 2056

Building Momentum State Infrastructure Strategy

Jobs for the Future Report

Regional Economic Development Strategy

State Plans that guide the direction for Port Macquarie-Hastings at a local level.

+

Towards 2030 Community Strategic Plan

Council strategies and plans that give an evidence base and guide Council decision-making.

+

NSW GOVERNMENT Planning, Industry & Environment

NSW GOVERNMENT Transport for NSW

NSW GOVERNMENT Health Mid North Coast Local Health District

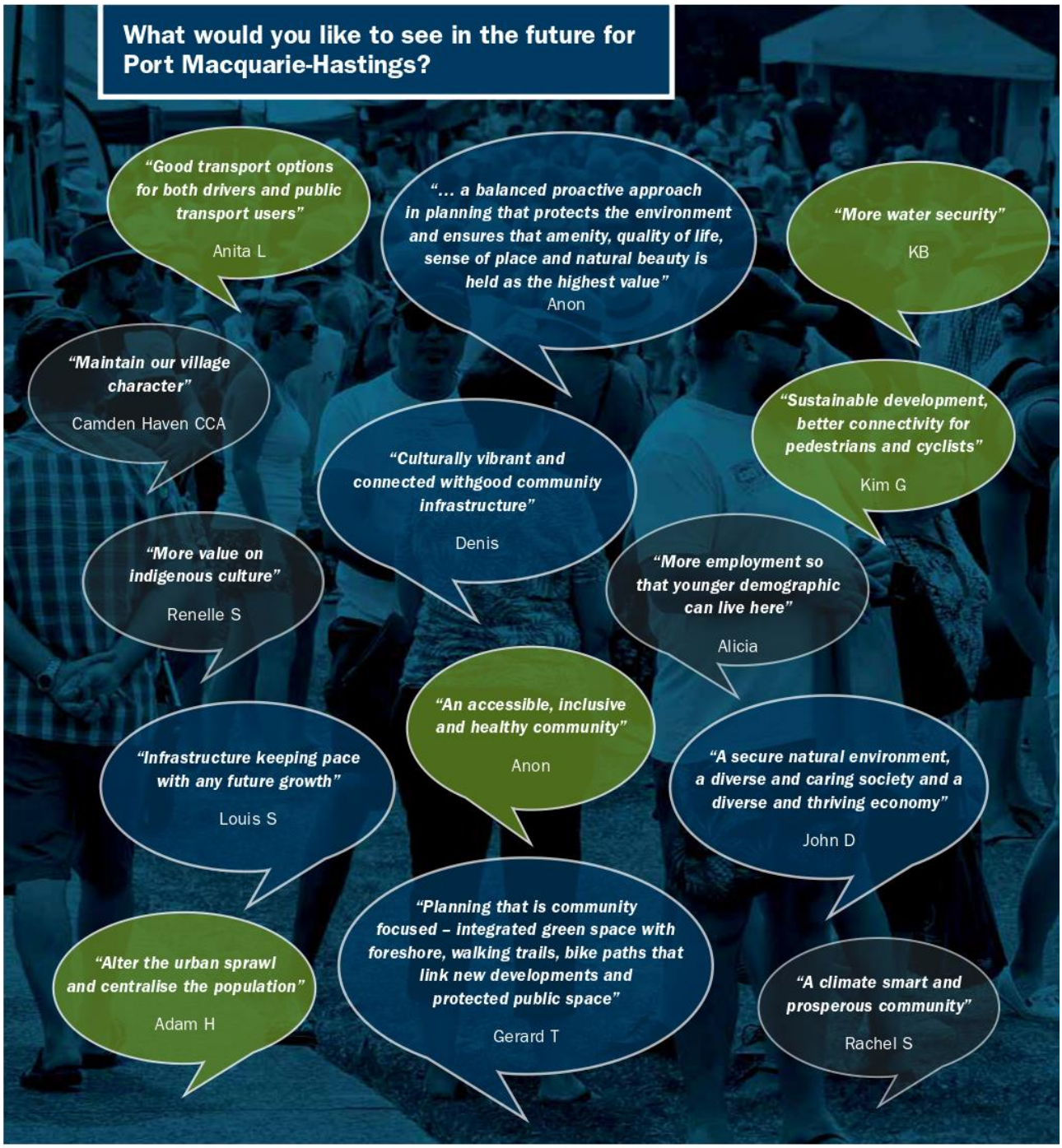
Input from state agencies.

+

Community Engagement

Note: *During the preparation of Shaping Our Future the world has changed. Over recent months our community has had to deal with the impacts of bushfires, drought and is now responding to the global health challenge of COVID-19. Council is continuing to deliver important projects for our community, but in the short-term our focus has been and will continue to be on ensuring our more vulnerable community members are protected and that we work with our business communities to stimulate our local economy. The supporting documents and data referenced in Shaping Our Future were prepared or adopted prior to the COVID-19 pandemic. For example, the data and projections in the North Coast Regional Plan 2036, adopted in 2017, do not take into account the COVID-19 impacts which include higher unemployment, the closure of some businesses, working from home and social distancing. It is hoped that the COVID-19 pandemic will be a short-term issue, although it may take a while for economic conditions to the impacts to our economy and lifestyle to be understood. Shaping Our Future is a 20-year Planning Statement, to be updated following the adoption of the Think 2050 Community Strategic Plan n 2022, and any changes can be reflected in the updated Statement.*

What our community told us


What would you like to see in the future for Port Macquarie-Hastings?
"Good transport options for both drivers and public transport users"
Anita L
"... a balanced proactive approach in planning that protects the environment and ensures that amenity, quality of life, sense of place and natural beauty is held as the highest value"
Anon
"More water security"
KB
"Maintain our village character"
Camden Haven CCA
"Culturally vibrant and connected withgood community infrastructure"
Denis
"Sustainable development, better connectivity for pedestrians and cyclists"
Kim G
"More value on indigenous culture"
Renelle S
"More employment so that younger demographic can live here"
Alicia
"An accessible, inclusive and healthy community"
Anon
"Infrastructure keeping pace with any future growth"
Louis S
"A secure natural environment, a diverse and caring society and a diverse and thriving economy"
John D
"Planning that is community focused – integrated green space with foreshore, walking trails, bike paths that link new developments and protected public space"
Gerard T
"Alter the urban sprawl and centralise the population"
Adam H
"A climate smart and prosperous community"
Rachel S

What we value

The following provides a summary of engagement activities Council has undertaken with the community over the past three years including submissions on key Council projects, policies and plans; community surveys; community think tanks; community planning and master planning sessions.

Topics included annual Operational Plans, district and local planning, infrastructure projects, inclusion and access, cultural opportunities, destination management and community planning.

Our natural environment

The natural environment and access to coastal and hinterland reserves are major drawcards for our community. Residents and visitors want these areas to be protected and to be easily accessible. They also want to see our diverse flora and fauna protected.

Connectivity and transport options

Residents want better public transport throughout the region and between centres; more opportunities for walking, cycling, mobility access; and better roads to cater for our growing population.

Sustainability

There is a growing awareness and desire for more sustainable ways of living. People are interested in solar power, water conservation, effective recycling, and more trees in urban settings.

Inclusiveness

Residents want to ensure our community offers opportunities for all.

Safety and resilience

Our residents want to feel safe and resilient to the effects of the changing climate which brings extreme weather, bushfires and drought.

Social & cultural opportunities

Many residents (in particular our young people) would like more places and opportunities to socialise, and experience cultural activities.

Heritage

Our community values the area's connections to its past (both visible and invisible) and the visual character that heritage brings particularly to our smaller towns and villages

Local jobs and businesses

There is strong support for local businesses and residents would like to see a greater diversity of job opportunities and industries locally particularly for our young people.

Introducing Port Macquarie-Hastings

The Port Macquarie-Hastings Local Government Area (LGA) is located about 420 kilometres north of the Sydney CBD, and 510 kilometres south of the Brisbane CBD and is the southern gateway to the North Coast of NSW. The LGA covers an area of 3686 square kilometres and extends west from the areas surrounding the mouth of the Hastings and Camden Haven rivers, through verdant hinterland to the Great Dividing Range. It adjoins the local government areas of Kempsey Shire to the north, Walcha to the west and Mid-Coast to the south.

Port Macquarie-Hastings is the traditional home of the Birpai people who settled in the area over 60,000 years ago. Numerous middens and culturally special places can be found in the area giving recognition to the gathering of the traditional owners and inhabitants.

Established as the first penal colony in regional NSW in 1821 with subsequent free settlement in 1830, Port Macquarie is now one of 4 regional cities in the North Coast with a thriving cultural and civic centre. The city provides a significant share of the LGA's housing and jobs as well as higher-level services and facilities.

The LGA is one of the fastest-growing centres in NSW and is home to over 83,000 residents living in 34 communities spread across the coast and hinterland, in city, suburban and rural living environments.

While early industry centred on dairying, cattle farming, timber and fishing, the area now boasts a diverse and vibrant economy in particular as a result of ongoing investment in the health, education and tourism sectors.

The area is served by the Pacific Highway, the Oxley Highway, the North Coast railway line and the Port Macquarie Airport. The Airport caters for approximately 230,000 passengers per year, making it the 5th largest regional airport in NSW.

Our hinterland is an integral part of the LGA and supports a variety of agricultural and non-agricultural land uses including farming, rural

Figure 3 – Port Macquarie-Hastings Local Government Area

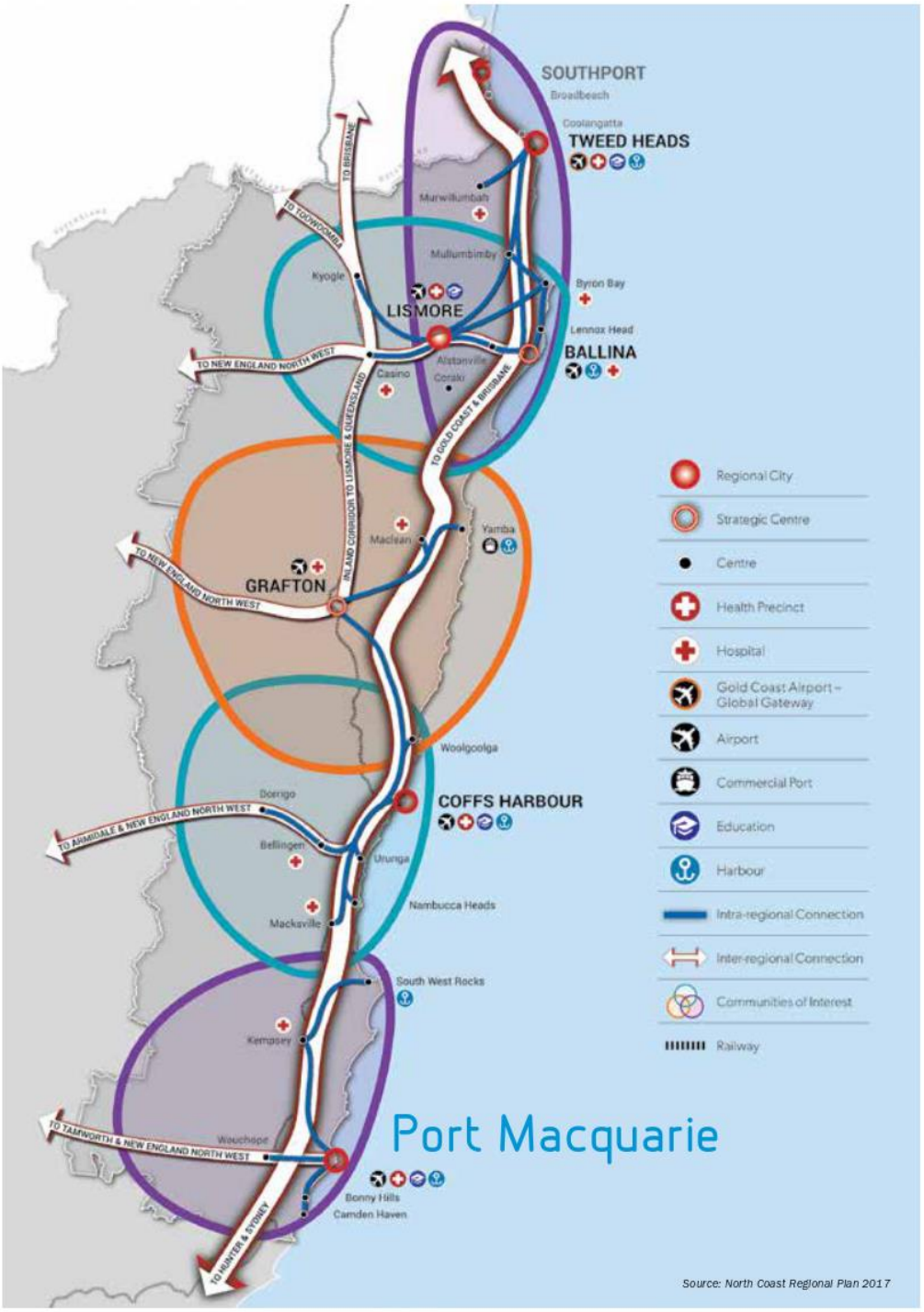


Figure 4 – North Coast 2036 Port Macquarie

living, horticulture and tourism.

Our natural environment is a defining feature of our region. A large proportion of the LGA is State Forest and National Park, including beaches, waterways, coastal wetlands, flood plains and rugged mountain ranges. The environment underpins our local economy, is a key drawcard for visitors and new residents and attracts international sporting events like IRONMAN Australia, which hep to grow the area's events and tourism calendar.

Port Macquarie

> One of four regional cities on the North Coast

> Main driver of residential and economic growth

> Target migration and visitation destination

> Strategic hub of the LGA

> Stunning natural setting

> Target destination for visitation and migration

> Key built assets include:
– two hospitals and a cluster of associated health services;
– three tertiary education institutions;
– Port Macquarie Airport and associated business park;
– three major shopping centres
– major industrial area
– range and volume of visitor accommodation

Wauchope

> Primary centre of the LGA west of the Pacific Highway

> Provides a range of services to the local community including the surrounding rural community

> Gateway to the hinterland

> Railway station, located on the edge of the Wauchope CBD, is a key transportation hub for the LGA, servicing passengers and freight between Brisbane and Sydney

> Strong connection to heritage of the timber industry and rail

> Key industries are farming, tourism, forestry and niche horticultural and primary production

Lake Cathie and Bonny Hills

> Coastal villages

> Anticipated to be the second fastest growing urban areas in the LGA.

> Strong connection to the water, both to the Pacific Ocean and Lake Cathie

> Nearby forests and waterways are great attractors for both visitors and new residents to the LGA

Camden Haven

> Urban centre in Laurieton which supports a string of villages in North and West Haven, Dunbogan, Kendall and Kew.

> Laurieton sits at the base of Dooragan (North Brother) mountain which is one of the most dramatic landform features on the North Coast.

Long Flat, Comboyne, Beechwood, and Telegraph Point

> Larger rural villages

> Important focal point for surrounding rural communities

> Strong sense of identity and place

> Hub for local businesses (including agribusiness)

> Drawcard for tourists seeking a hinterland experience to complement the coastal experiences on offer in the LGA

Our community now...

80,050 **people** 2016

(84,525 Estimated Resident Population 2019)

living in 34,050 **households** 2016

Who we are

Females **52%**

Males **48%**

12-24 YRS **13.1%**

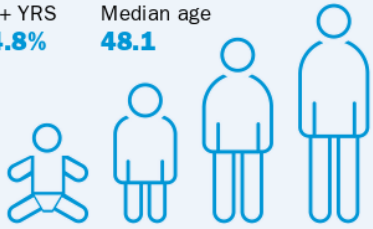
60+ YRS **34.8%**

Median age **48.1**

Life expectancy (At birth)[6]

Male - **82.4**

Female - **86.4**



Aboriginal or Torres Strait Islander **4%**

Born overseas **18.6%**

Need help in day-to-day activities due to a disability **7.4%**

Our education & employment

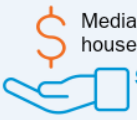
Completed year 12 **36.1%**

Vocational qualification **25.9%**

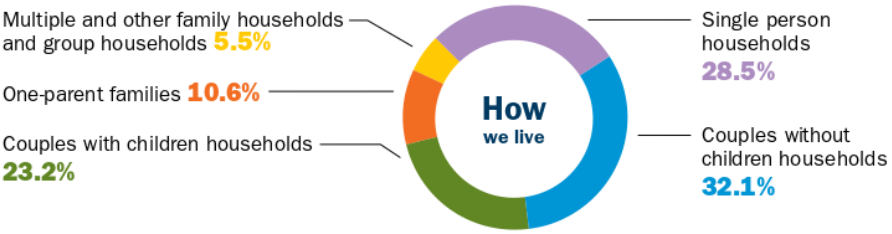
University qualification **13.4%**

Participation rate (population in labour force) - **48.6%** **(31,810 People)**

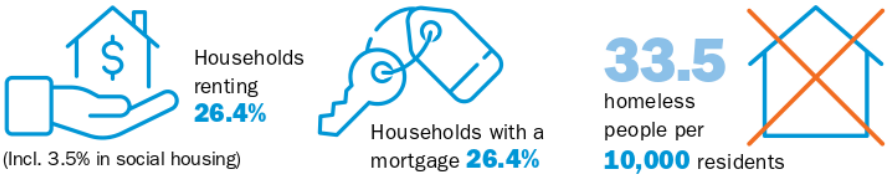
Unemployed - **6.8%**



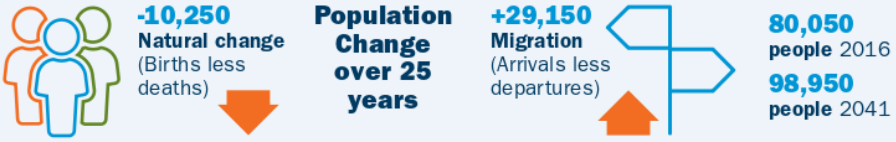
Median household income **$1042 pw**

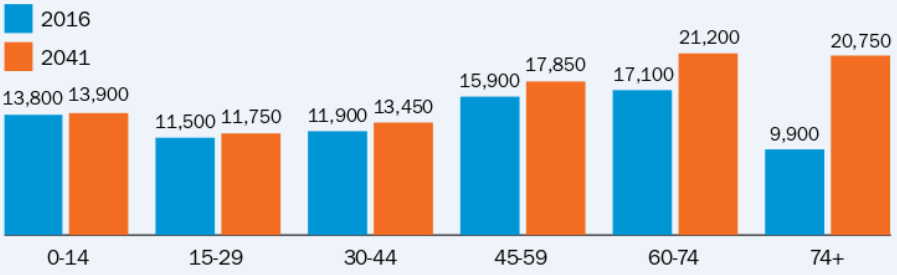


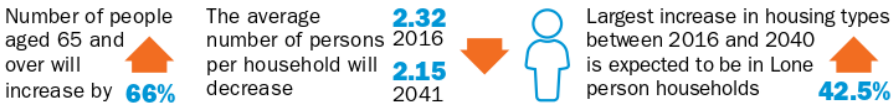
[6] 2017 figures HealthStats NSW



...and into the future[7]







[7] www.planning.nsw.gov.au/projections The 2019 Population Projections for Port Macquarie estimate the future population based on assumptions for fertility, life expectancy and migration. They represent possible demographic futures based on the best assessment of how the NSW population may change over time, including population size, age profile and residential location. These projections are based on assumptions known at the time of publication of the data (2019). The impacts of COVID-19 on population growth will not be known in the near future. Additionally, future decisions, such as infrastructure investments and land use plans, will change future population patterns including growth and distribution.

Our natural advantages

The LGA's environmental and recreational attributes - our natural advantages (see Figure 5) are perhaps the most critical element of the Port Macquarie-Hastings lifestyle.

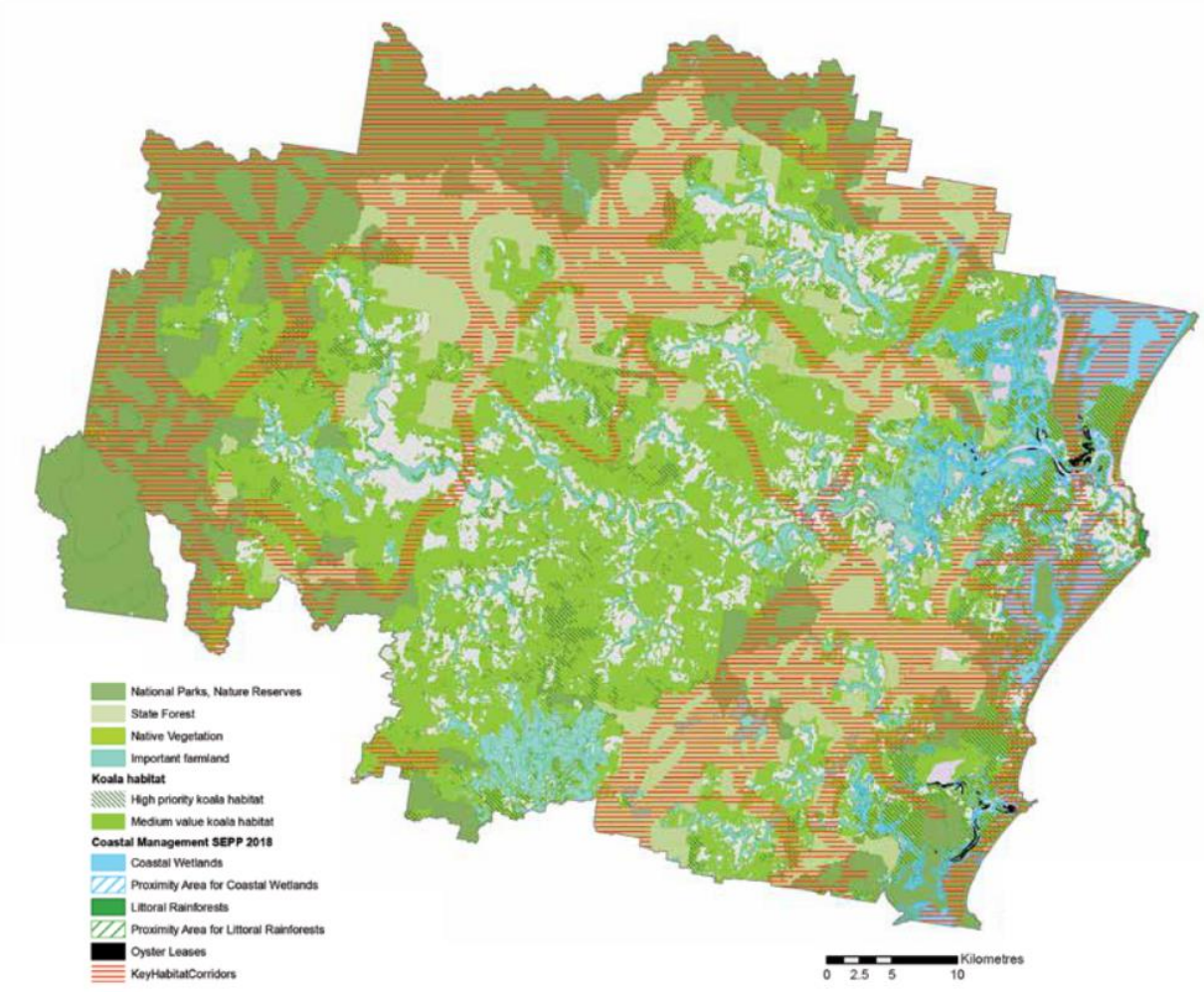


Figure 5 - Port Macquarie-Hastings Natural Advantages

Our environmental report card

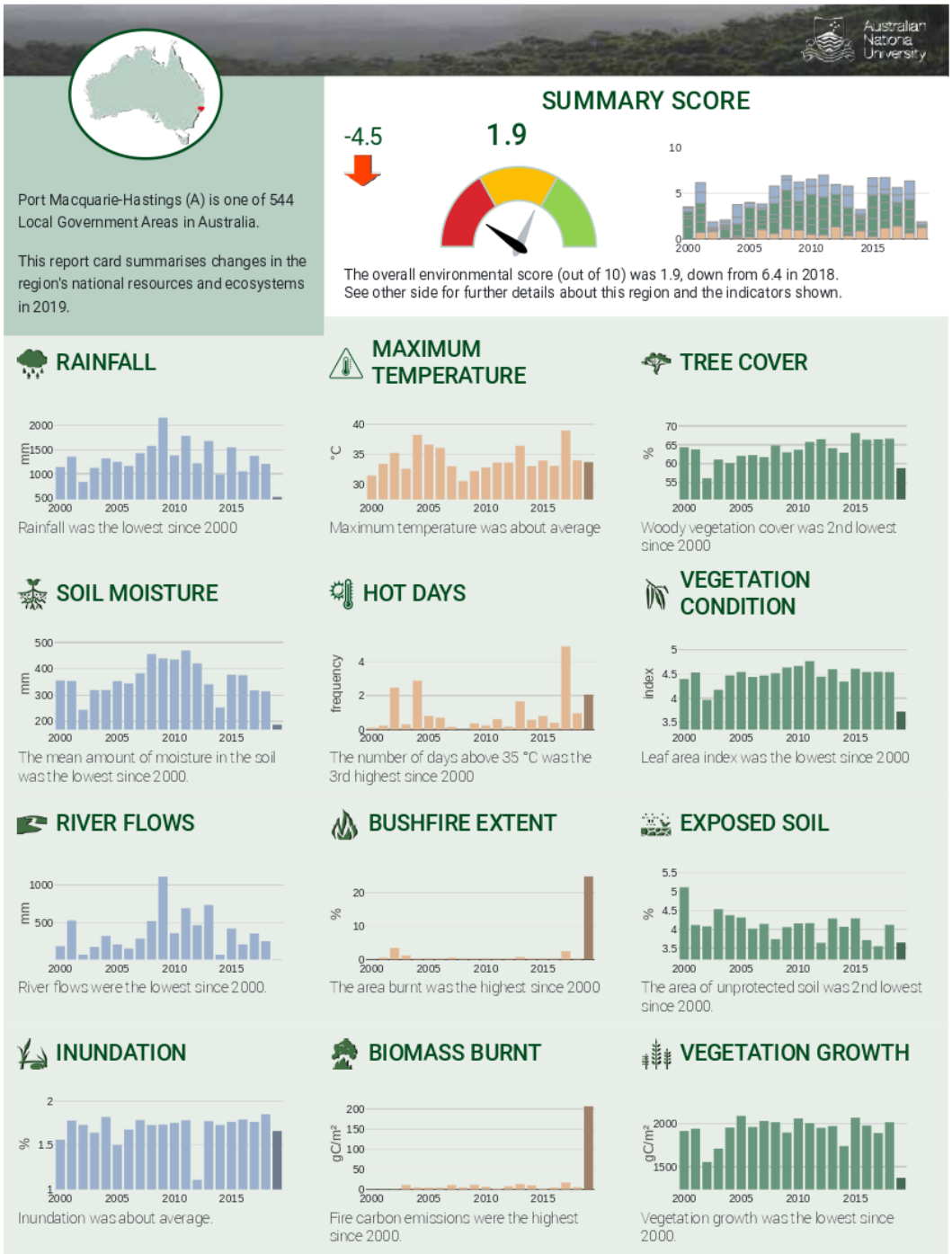
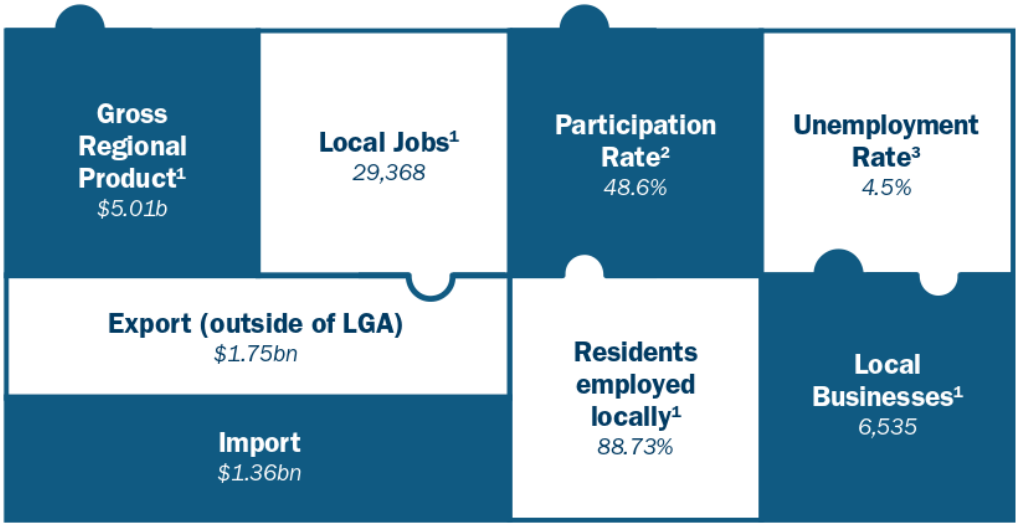


Figure 6 - Port Macquarie-Hastings Environmental Scorecard 2019

[7] *Centre for Water and Landscape Dynamics - Australian National University https://www.wenfo.org/aer/*

Our economy



Top 5 Industry Sectors by Contribution to the Economy[1]

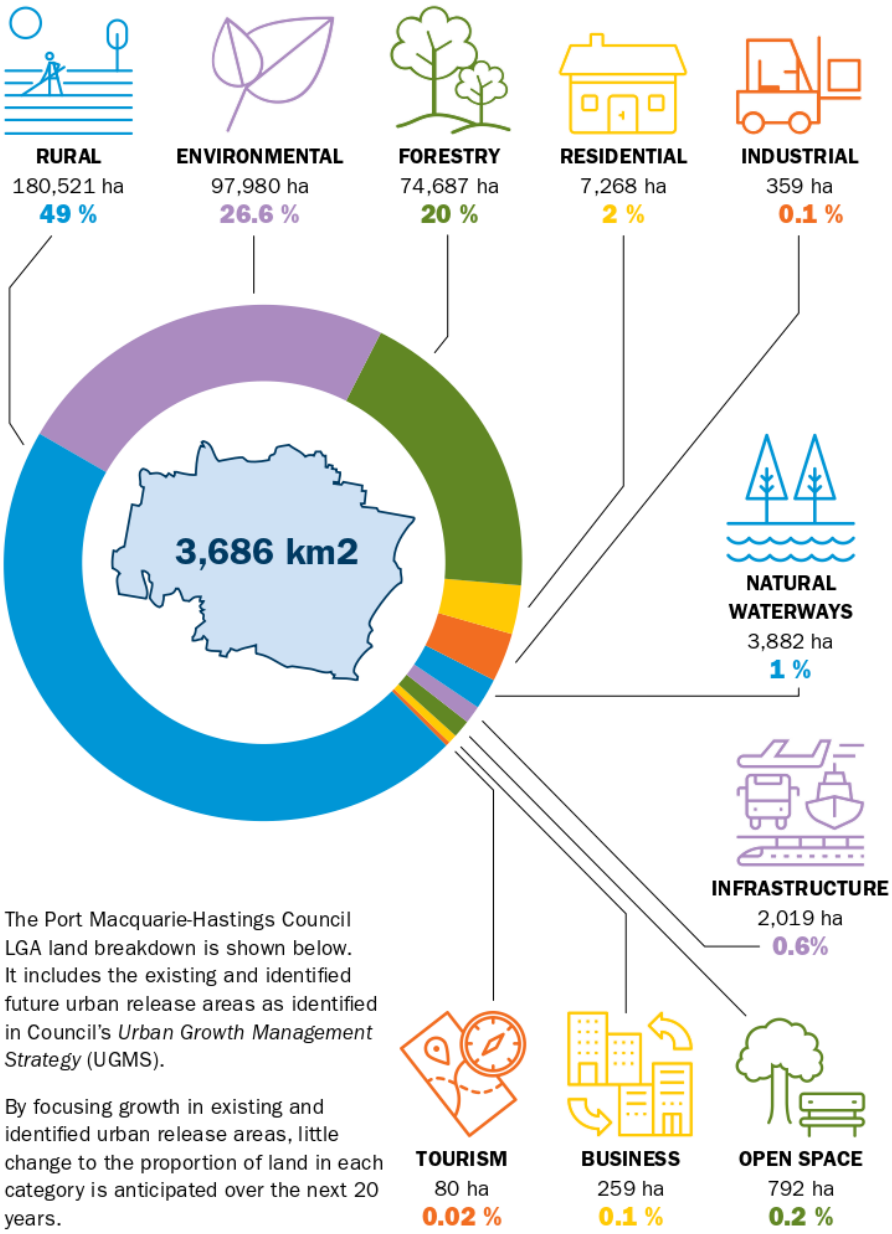
1. CONSTRUCTION
2. ELECTRICITY, GAS, WATER & WASTE SERVICES
3. RENTAL, HIRING & REAL ESTATE SERVICES
4. HEALTH CARE & SOCIAL ASSISTANCE
5. MANUFACTURING

Top 5 Industry Sectors by Number of Employees[1]

1. HEALTH CARE & SOCIAL ASSISTANCE
2. RETAIL TRADE
3. CONSTRUCTION
4. EDUCATION & TRAINING
5. ACCOMMODATION & FOOD SERVICES

[1] REMPLAN Economy | [2] ABS Census Population and Housing 2016 | [3] Dec 2019 - smoothed unemployment rate - LMIP Small Area Labour Markets Dec quarter 2019)

Our land use



The Port Macquarie-Hastings Council LGA land breakdown is shown below. It includes the existing and identified future urban release areas as identified in Council's *Urban Growth Management Strategy* (UGMS).

By focusing growth in existing and identified urban release areas, little change to the proportion of land in each category is anticipated over the next 20 years.

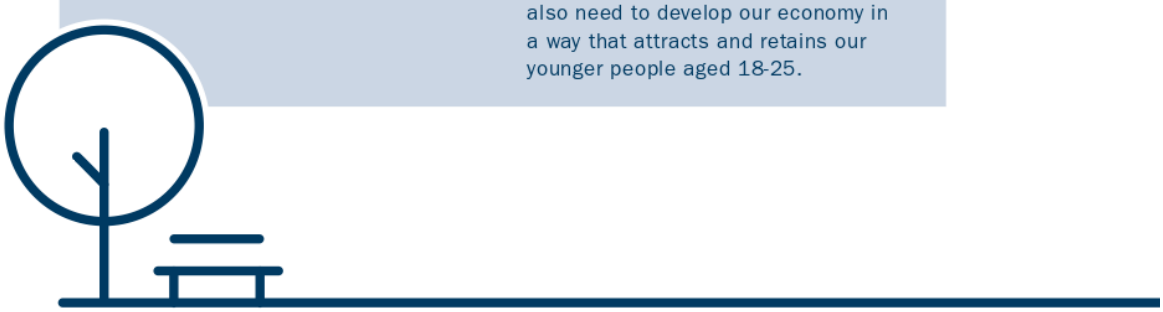
Our key challenges and opportunities

As we look to the future, change is inevitable. Population growth, demographic shifts, climate change, new technologies, social shifts, and economic pressures and opportunities are already influencing and shaping how we live.

Council has a role in creating both a resilient and adaptive community to ensure that not only can we overcome challenges, we can also take advantage of opportunities which arise from these changes.

We need to balance the needs of our community today while planning for the needs of future generations. This will require a flexible approach to developing our strategies, plans and policies so that we can respond to changing needs.

Population growth	Our opportunity
By **2040**, the projected increase in Port Macquarie-Hastings' population will require an additional 11,950 new dwellings.	is to strategically plan for affordable and more varied housing options for this growing community while maintaining the character of our many neighbourhoods, towns and villages, preserving our environmental values, our region's rich heritage and maintaining our urban/rural boundaries.
Ageing Population	**Our opportunity**
Port Macquarie-Hastings' population is **ageing**. The growing proportion of older people is a result of both community ageing in place, and the trend of "sea changers" and "tree changers" moving to the area from more urban areas upon retirement.	is to ensure that we create an age-friendly region where there is availability and access to aged care services, and appropriate housing choices. We must foster an active, healthy and safe community to support this ageing poulation. We also need to develop our economy in a way that attracts and retains our younger people aged 18-25.



Climate Change Adaptation and Resilience

In the years to come, natural hazards, such as **extreme rainfall** events, heatwaves, **bushfires** and extended periods of **drought** are expected to increase as the climate changes.

Our opportunity

is to ensure we use our resources sustainably and our development protects our environment for future generations. We also need to ensure that our towns and villages are prepared for changes to weather patterns and our infrastructure is able to cope with more frequent extreme weather, bushfires, erosion and flooding.

Public and active transport options

There are **limited public transport** options across the LGA. Port Macquarie-Hastings residents use their own car for almost all trips they make. Cycling and walking (for commuting purposes rather than recreational) is limited.

Our opportunity

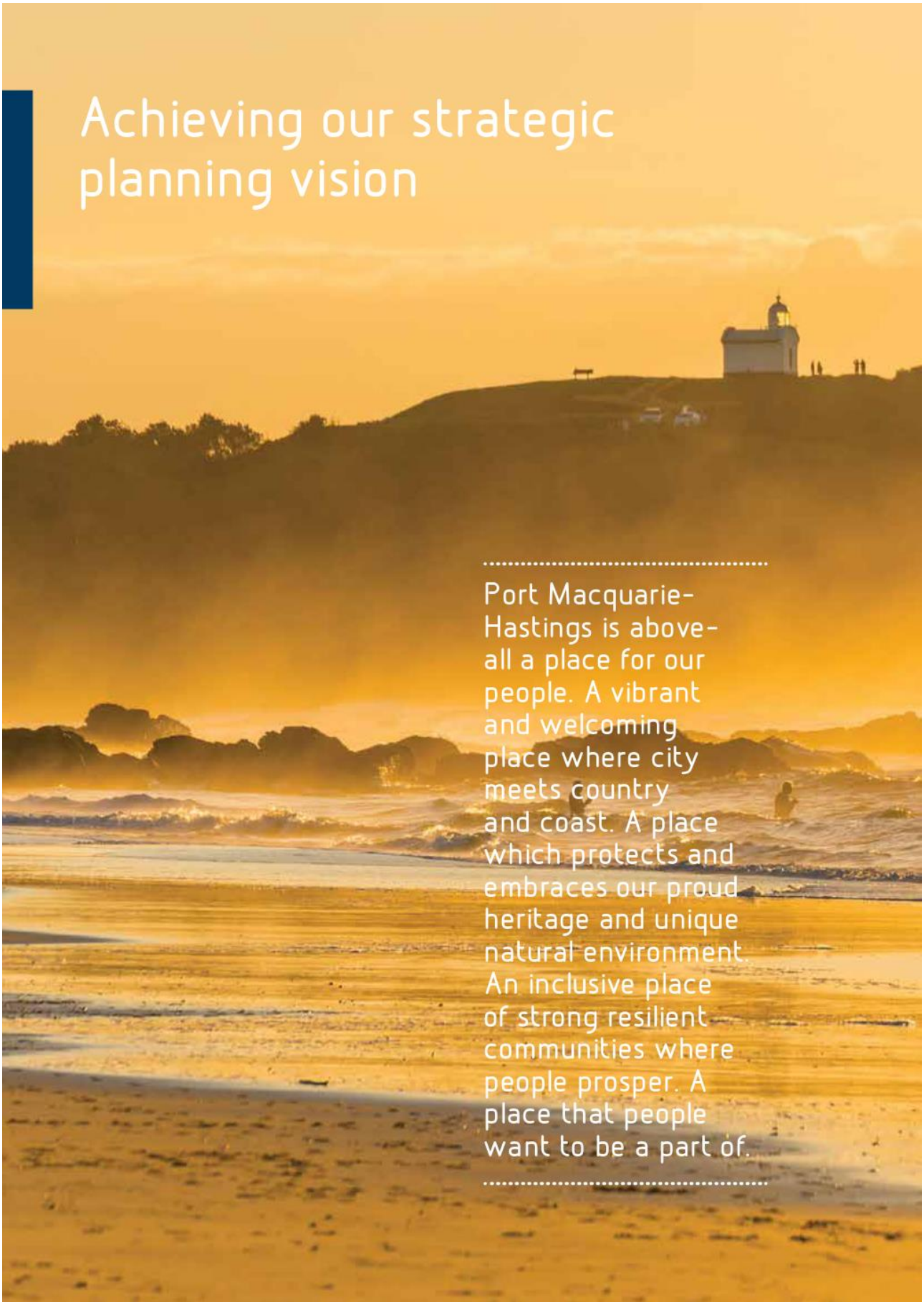
is to work with the NSW Government and other stakeholders to strongly advocate for improved transport options and make sure that appropriate infrastructure including active transport options is delivered to support our community's needs.

Dispersed Network of Settlements

The natural landscape and the geographical size of Port Macquarie-Hastings has meant that we have a network of settlements dispersed across the LGA. Some are relatively isolated. Resulting challenges include access to major centres and services, **distribution of limited resources** and effective transport options.

Our opportunity

is to work with key stakeholders such as MNC Local Health District to identify ways to provide our communities access to health services and the Department of Education, to develop models which better utilise existing infrastructure.


Achieving our strategic planning vision
Port Macquarie-Hastings is above-all a place for our people. A vibrant and welcoming place where city meets country and coast. A place which protects and embraces our proud heritage and unique natural environment. An inclusive place of strong resilient communities where people prosper. A place that people want to be a part of.

Our themes

Our vision is supported by 4 key themes and 1 supporting theme (see Figure 7) along with 19 planning priorities which provide a framework to guide the way we will achieve our strategic planning vision over the next 20 years.

The themes and planning priorities are consistent with the Directions detailed in the North Coast Regional Plan 2036 and also with the community's objectives outlined in Council's Towards 2036 Community Strategic Plan.

Figure 7 - Themes to Guide us in Achieving Our Vision

Many of the planning priorities cover broad issues, are inter-related and extend beyond a single theme. The rationale or explanation of each planning priority presented in the next sections of *Shaping Our Future* touch upon the key linkages, but focus on the key aspect of the relevant theme to avoid unnecessary duplication. As such, it is recommended the planning priorities not be read in isolation but in conjunction with all planning priorities, rationales and actions for Port Macquarie-Hastings.

The planning priorities will be delivered through actions to guide land-use decisions and will be undertaken by Council over the next 20 years. The nature of these actions is outlined under each Planning Priority.

Time frames for completing each Action are outlined in the tables associated with each Planning Priority and are categorised as follows:

- **Immediate - by 2022, 0 to 2 years;**
- **Short-term - by 2025, 2 to 5 years**
- **Medium term - by 2030, 5-10 years**
- **Long term - more than 10 years.**

Some time frames extend over the short, medium and long term as they are work to be done on an ongoing basis.

A detailed Implementation Plan is provided as an attachment to this document.

Shaping Our Future and Its Relationship to Council's Strategies and Plans

As described earlier, Shaping Our Future is Council's key strategic land-use planning strategy for the Port Macquarie-Hastings LGA and sits alongside Council's Community Strategic Plan. Shaping Our Future provides direction to a range of other land-use planning strategies and plans including Council's *Urban Growth Management Strategy (UGMS)* which was adopted in November 2018.

The UGMS identifies opportunities for new economic development and housing to meet the future needs of our growing community with a key focus on our **Urban Growth Areas** within which Port Macquarie-Hastings' future growth will be accommodated (refer Planning Priority 2 on page 46 for further detail).

Shaping Our Future also provides direction to a range of Council's strategies and plans where they relate to land use across the LGA (for example, our Economic Development Strategy and Recreation Action Plan).

These interrelationships are identified both within the rationale, and where applicable in the actions and accompanying Implementation Plan.

Several priorities and actions identify immediate imperatives relating to technical studies and strategies that inform how we plan for future housing, jobs and infrastructure needs. These studies (see Figure 8) will provide a more extensive evidence base to inform future updates of Shaping Our Future and will also inform amendments to the Port Macquarie-

Hastings Local Environmental Plan (LEP) and the Port Macquarie-Hastings Development Control Plan (DCP).

We will only fully understand how best to plan for future land uses when these studies and strategies are completed. It is anticipated that this strategic planning will occur within 24 months of the endorsement of Shaping Our Future.

The planning priorities will be regularly reviewed and this document updated as changes are made.

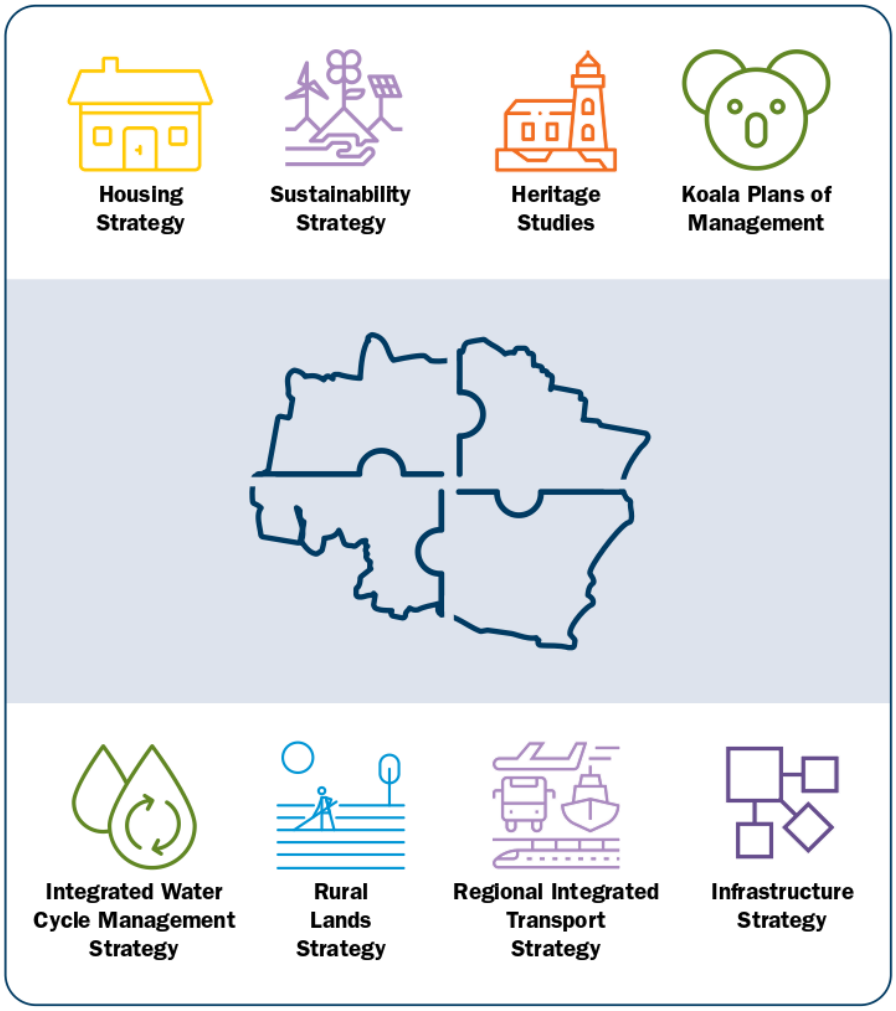
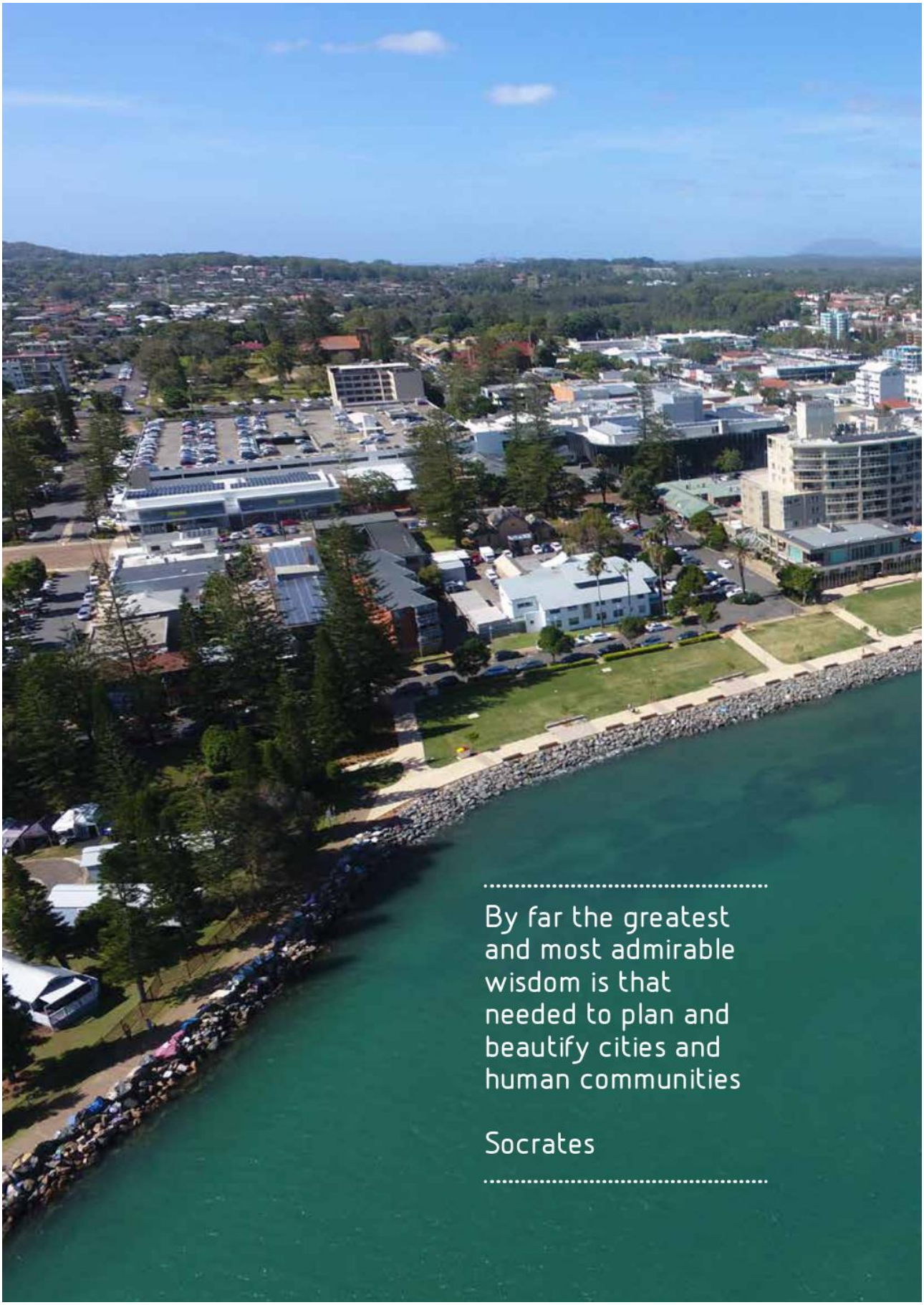


Figure 8 - Strategies/Studies Underway


By far the greatest and most admirable wisdom is that needed to plan and beautify cities and human communities
Socrates

Our strategic planning principles

Embarking on a vision for the future of Port Macquarie-Hastings provides an opportunity to engage with best-practice planning principles.

Council will adopt the following principles in our strategic planning decisions across all areas of our responsibilities.

Council's planning will:

- Result in sustainable outcomes for our community now and into the future; considering Environmental, Social, and Economic factors and risks;
- Work in an adaptive management framework that allows the review and amendment of Council's planning policies to ensure that our unique scenic landscape qualities, ecological and biodiversity values are recognised;
- Positively contribute to our built environment;
- Enhance equity, social inclusion and community participation;
- Be robust, future-focused and evidence-based;
- Facilitate transparent collaboration processes and involve stakeholders and the community early.

Our planning priorities

Our environment

Our community lives sustainably and enjoys a natural environment that is valued and protected. We are a resilient community able to adapt to our changing world

PLANNING PRIORITY 1
Protect, conserve and enhance our biodiversity, areas of high environmental value and our scenic & cultural landscapes while cultivating sustainable growth and development

PLANNING PRIORITY 2
Manage growth sustainably

PLANNING PRIORITY 3
Increase our community's resilience by identifying, mitigating and adapting to the impacts and risks of natural hazards, social and environmental change

PLANNING PRIORITY 4
Protect and improve the health of our waterways and aquatic habitats

PLANNING PRIORITY 5
Sustainably and efficiently manage our energy, water, waste and natural resources

Our places

Our well-designed communities provide a diversity of housing choice, community and cultural facilities and quality public open spaces, where people want to spend time and engage with each other and can live well. We look to the future but respect and celebrate our past

PLANNING PRIORITY 6
Use a place-based approach to shape the development of our sites, streetscapes, precincts, villages, towns and centres

PLANNING PRIORITY 7
Provide for a diversity of housing in the right locations

PLANNING PRIORITY 8
Create vibrant public places that inspire social interaction and support community wellbeing

PLANNING PRIORITY 9
Preserve and enhance the distinctive character, size and scale of our towns, villages and rural communities

PLANNING PRIORITY 10
Protect, respect and embrace our natural, built and cultural heritage (including our Aboriginal heritage)

Enabled by infrastructure

Our infrastructure is sustainable, smart, accessible and resilient. Infrastructure delivery is aligned with planned growth and the community's needs

PLANNING PRIORITY 17
Ensure existing and future infrastructure is resilient to natural hazards and human-related threats

Our connections

Our people are physically and socially connected. It is easy, safe and convenient for our community to move around our region via a network that embraces place - creating streets and neighbourhoods that are great places to meet

PLANNING PRIORITY 11

Provide a multi-modal, integrated land-use and transport network across Port Macquarie-Hastings

PLANNING PRIORITY 12

Develop a network of safe, accessible and sustainable local transport options linking key destinations

Our economy

We have built on our strengths to deliver a sustainable, resilient and diverse economy which continues to attract investment and create jobs

PLANNING PRIORITY 13

Build the capacity of Port Macquarie as a regional city and develop the vitality of other economic centres and employment lands

PLANNING PRIORITY 14

Develop a thriving and sustainable visitor economy

PLANNING PRIORITY 15

Protect and sustainably manage our productive agricultural land and create diverse economic opportunities for our rural communities

PLANNING PRIORITY 16

Plan for a future economy which is diverse, resilient and inclusive

PLANNING PRIORITY 18

Create a greener urban environment

PLANNING PRIORITY 19

Plan, prioritise and deliver integrated infrastructure

Our environment
Our community lives sustainably and enjoys a natural environment that is valued and protected. We are a resilient community able to adapt to our changing world.

Port Macquarie-Hastings is defined by its natural environment. A distinctive topography including natural bushland, coastline, waterways, lakes and rural hinterlands creates a diverse and complex setting that provides an array of stunning landscapes and supports a rich biodiversity of both terrestrial and aquatic plants, animals and ecosystems.

A healthy environment contributes to every aspect of our life in Port Macquarie-Hastings. It provides us with our basic needs of clean air, water and productive soils; cultural, lifestyle, aesthetic and recreational opportunities; and is a key contributor to our local economy.

The extent of the natural landscape creates a unique setting and demands a tailored approach to growth and change. The increasing effects of climate change also need to be better understood and responded to, to ensure the future wellbeing of our environment and our people.

As custodians of our environment, it is incumbent on Council in partnership with our community to value, respect and actively participate in the care and protection of our environment for current and future generations.

This theme highlights the importance of our environment to Port Macquarie-Hastings and details planning priorities and actions that will protect and enhance our the health of our environment over the next 20 years. In particular we focus on:

- **Our Biodiversity**
- **Our Response to Growth**
- **Our Response to Environmental Change and Natural Hazards**
- **Our Waterways**
- **Our Scarce Resources**

OUR PLANNING PRIORITIES

PLANNING PRIORITY 1

Protect, conserve and enhance our biodiversity and areas of high environmental value.

PLANNING PRIORITY 2

Manage growth sustainably

PLANNING PRIORITY 3

Increase our community's resilience to the impacts and risks of natural hazards and environmental change.

PLANNING PRIORITY 4

Protect and improve the health of our waterways and aquatic habitats.

PLANNING PRIORITY 5

Sustainably and efficiently manage our energy, water, waste and natural resources.

Planning priority 1

Protect, conserve and enhance our biodiversity and areas of high environmental value

KEY PRINCIPLES

- **Conserve and restore threatened species habitat**
- **Retain native vegetation and maintain or enhance ecological functions in wildlife corridors**

RATIONALE

Port Macquarie-Hastings boasts specific areas of biological importance:

- **Limeburners Creek Nature Reserve is one of only two coastal wilderness areas in NSW.**
- **Sea Acres Nature Reserve and adjoining Council land are some of the largest remaining patches of littoral rainforest on the east coast, particularly outside far northern Queensland.**
- **The Antarctic Beech forests of Werrikimbe National Park (with Gondwanan origins) are of global significance.**
- **The estuaries and foreshores of the Camden Haven area as well as those around Pelican Point, including Woregore Nature Reserve, are of immense importance for migratory shorebirds listed under international conventions and agreements.**
- **Lake Innes Nature Reserve is considered the 'engine room' for Koala populations in the LGA and contains a nationally significant population' (as defined by federal government criteria). This species is a cultural icon for the area. We need to work to protect the largest remaining population of koalas on the NSW coast.**
- **Some species, such as the North Brother Wattle and the Big Nelly Hakea, are found virtually nowhere else in the world.**

Our region's biodiversity is subject to a variety of competing pressures, including:

- Impacts from feral animals and plants;
- Land clearing for development;
- Poor land management; and
- Loss of habitat caused by changes in climatic conditions (e.g. temperature, rainfall and fire frequency).

1890 - Native plant species
621 - Native animal species
140 - Threatened animal species
50 - Threatened plant species
9 - Threatened ecological
Nationally significant
population of koalas

Figure 9 shows areas of least biological importance (green) through to areas of highest biological importance (red). The top 30% are the 'Biodiversity Priority Areas'.

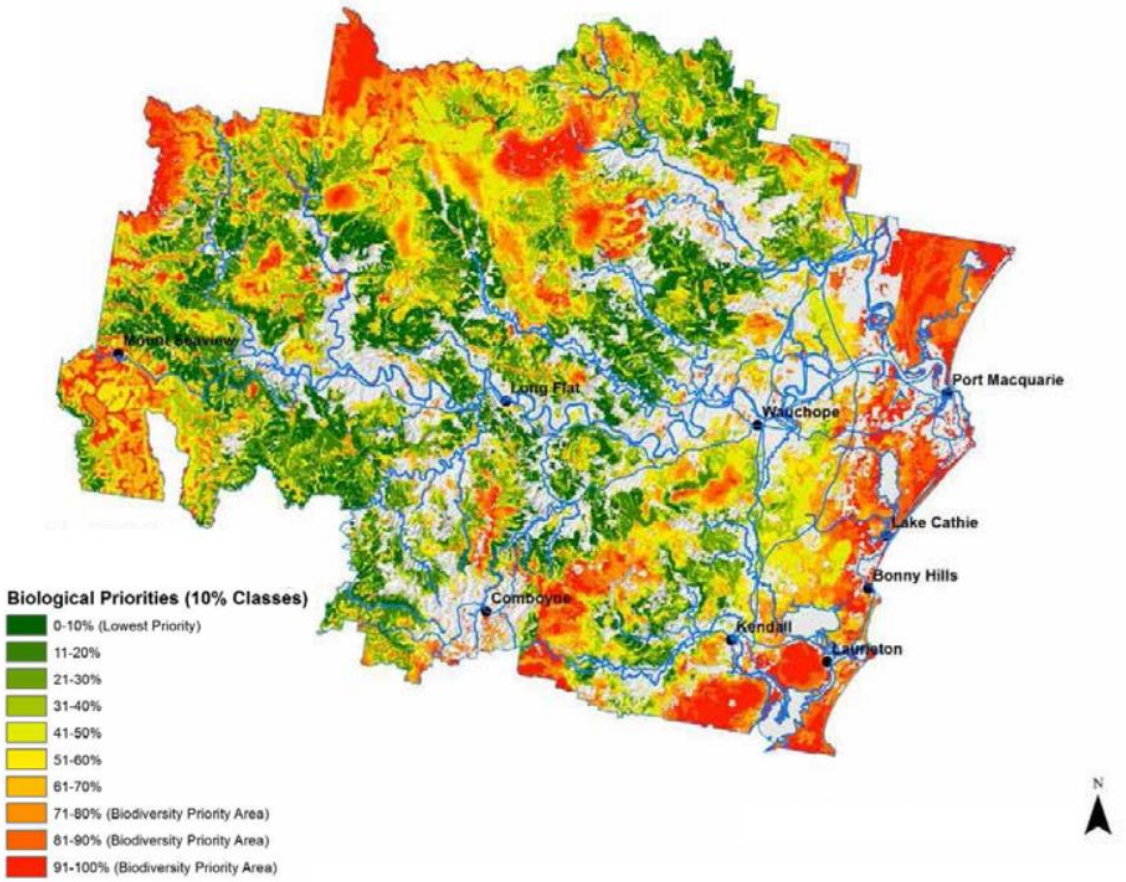


Figure 9 - Biological Priorities in the Port Macquarie-Hastings LGA, including Biodiversity Priority Areas[7]

[7] *Source: PMHC Biodiversity Management Strategy*

I can't imagine anything more important than air, water, soil, energy and biodiversity. These are the things that keep us alive.
David Suzuki

Council has recently developed and is currently implementing a Biodiversity Management Strategy which addresses changes in legislation; monitors and assesses the risk of biodiversity loss; maps high-risk and key habitat areas; and provides guidance for action plans such as the Ecological Restoration (No Nett Loss) Report and the Coastal Management Program to secure our biodiversity. This plan will be reviewed every 5 years to remain current. Any changes to priority actions will be reflected in future updates to *Shaping Our Future*.

ACTION	DESCRIPTION	TIMEFRAME
1.1	Implement priority actions from Council's LGA-wide Biodiversity Management Strategy and implement priority actions including by not limited to management of threatened species and their key threats	Immediate and ongoing
1.2	Develop and implement the Ecological Restoration (No Nett Loss) Report Plan to mitigate the impacts of climate change on our valued flora and fauna	Immediate and ongoing
1.3	Develop, implement, monitor and enforce Koala Plans of Management, and relevant controls in the LEP and DCP to secure the future of koalas in the LGA	Immediate to Short-Term
1.4	Implement the Koala Recovery Strategy to secure the future of koalas in the LGA	Immediate and ongoing

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Natural & Built Environment NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment NBE7 - Accessible and protected waterways, foreshores, beaches and bushlands NBE8 - An environment that is protected and conserved for future generations	4.3 - Facilitate development that is compatible with the natural and built environment 4.6 - Restore and protect natural areas 4.8 - Increase awareness of issues affecting our environment, including the preservation of flora and fauna
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 2: Enhance biodiversity, coastal and aquatic habitats, and water catchments	2.1 Focus development to areas of least biodiversity sensitivity in the region and implement the 'avoid, minimise, offset' hierarchy to biodiversity, including areas of high environmental value.
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
11. Make cities and human settlements inclusive, safe, resilient and sustainable 14. Conserve and sustainably use the oceans, seas, marine resources for sustainable development. 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	
RELATED PMHC STRATEGIES AND PLANS	
Sustainability Strategy (to be developed) Biodiversity Management Strategy Koala Recovery Strategy Flying Fox Camp Management Plan	Koala Plans of Management Vegetation Management Plans Ecological Restoration Report

Planning priority 2

Manage growth sustainably

KEY PRINCIPLES

- **Protect our natural environment by focusing development to areas of least biodiversity sensitivity and implementing the "avoid, minimise, offset' hierarchy to managing the impacts of development on biodiversity and areas of high environmental value**
- **Consider biodiversity offsetting only when all reasonable options to avoid or mitigate impacts have been exhausted, and ensure that offsets deliver genuine restoration**
- **Adhere to the NSW Government's Land Release Criteria[8] as follows:**
  - **o Prioritise increased housing diversity and choice in existing Urban Growth Areas**
  - **o Avoid New Urban Growth Areas in the Coastal Area**
  - **o Consider a regional approach to land supply across the full range of land-use types (greenfield residential, industrial, commercial and rural)**
  - **o Planning for growth shall reflect different urban contexts**
- **No nett loss of biodiversity within the boundaries of our LGA**

RATIONALE

Port Macquarie-Hastings is one of the most environmentally rich areas in Australia. It is important that the LGA's environment is protected and enhanced by directing development to appropriate locations that can deliver a sustainable and resilient built environment.

The challenges of achieving balance between accommodating our growing population and preserving our natural environment are considerable. Orderly and sustainable growth requires planning policy and land-use decision-making that prioritises, protects and enhances our scenic landscapes and the health and amenity of our natural areas, waterways and coast; protecting and managing significant areas of biodiversity and reinforcing local and regional biodiversity corridors by avoiding the removal of vegetation.

Growth may be facilitated by increasing the development potential of existing urban areas by allowing an increase in density (urban consolidation) or identifying new land to be developed for future urban purposes (greenfield development).

Existing urban areas may not be appropriate for increased development potential due to hazards, physical constraints, and limitations in infrastructure capacity or undesirable change to the character of an area.

The *North Coast Regional Settlement Guidelines*[10] identify that the decision to identify new urban areas to accommodate future growth should only occur if investigations into physical land constraints or infrastructure capacity conclude that it is not feasible to increase the development potential of existing urban land.

[9] *North Coast Settlement Planning Guidelines, Department of planning, Industry & Environment, March 2019* | [10] *Ibid*

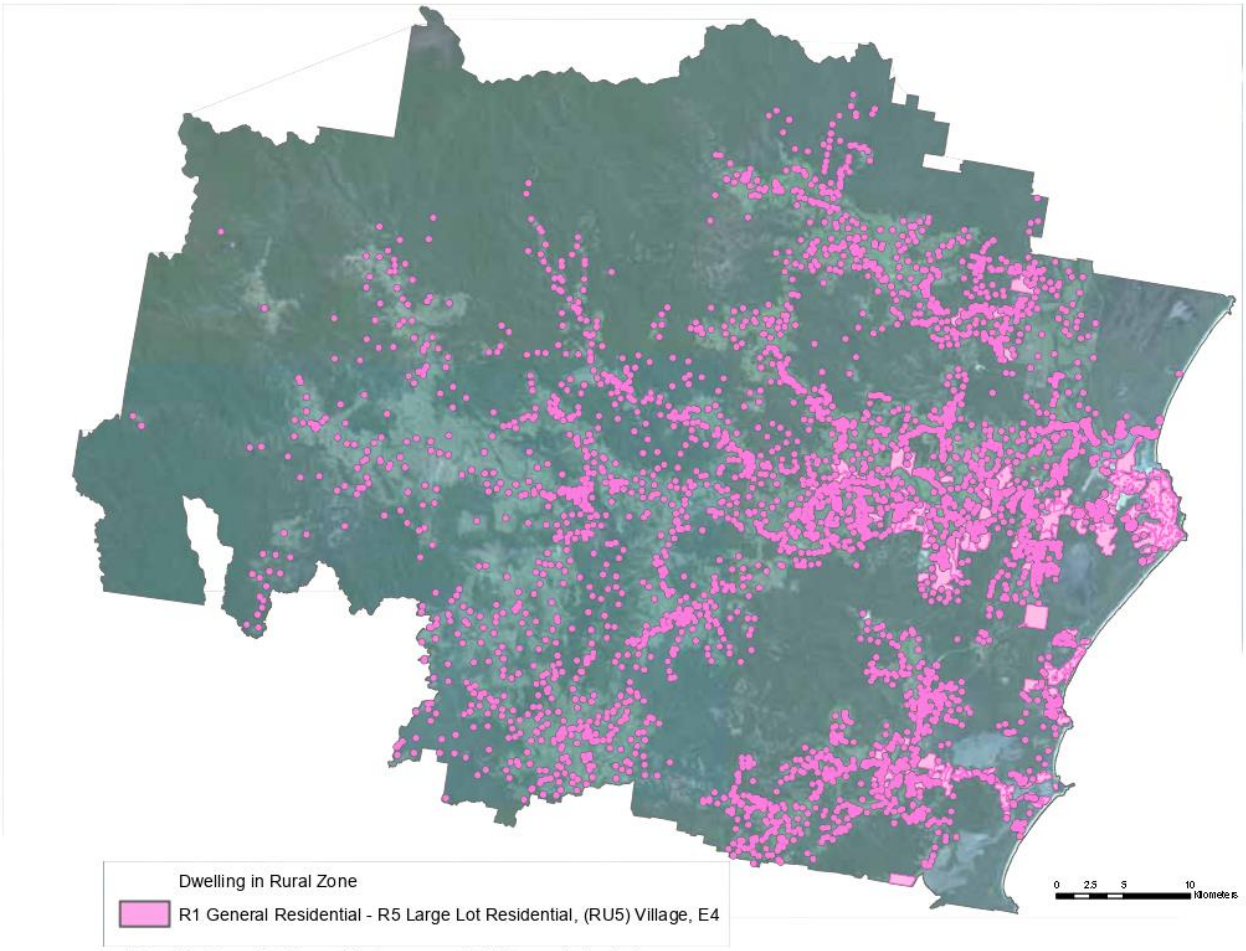


Figure 10 - Current Settlement Pattern across Port Macquarie-Hastings

Urban Growth & Housing Supply

Figure 10 shows the current settlement pattern across our LGA. Projections indicate that Port Macquarie-Hastings will continue to experience population growth (on average, by around 900-1000 people per year) reaching a population of 98,950 by 2041. A range of factors will influence that growth including:

- Domestic migration from southern areas for climate and lifestyle reasons;
- Government policy (e.g. migration, health and education funding); and the
- Availability of appropriate and affordable housing.

Council's *Urban Growth Management Strategy (UGMS)* outlines the Urban Growth Areas that have been identified to accommodate population growth over the next 20 years (see Figure 11). Council is required by the NSW Government to direct development to these mapped Urban Growth Areas. The total area of undeveloped land within the identified Urban Growth Areas is currently 920 ha.

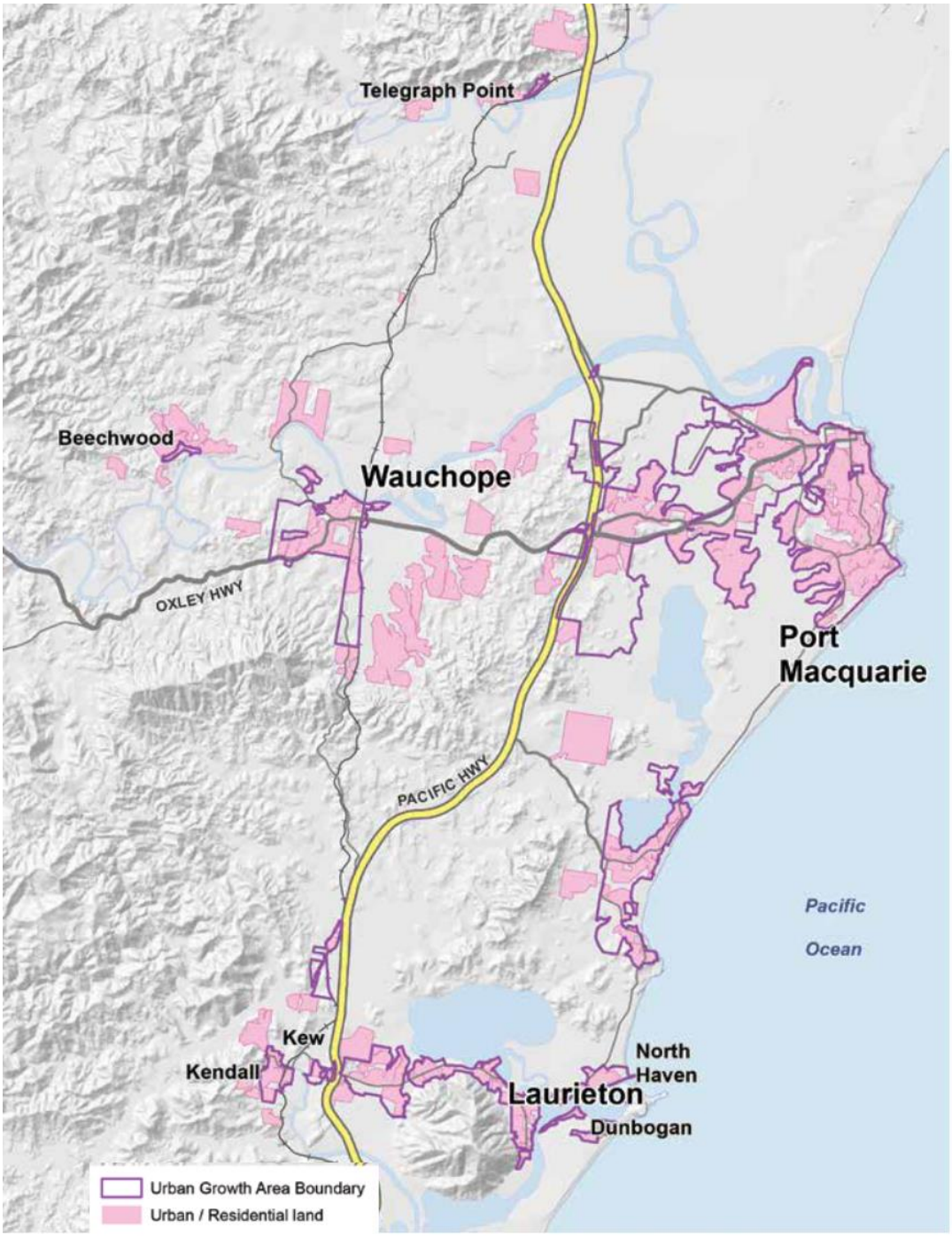


Figure 11 - Port Macquarie-Hastings Urban Growth Areas[11]

The Economics of Greenfield Development vs. Urban Consolidation

When considering new development, Council needs to assess the efficiency and long-term economic sustainability of the development for Council and the community. Effective strategic planning and urban design sustainably balances the consolidation and distribution of new development across the LGA.

[10] *PMHC Urban Growth Management Strategy 2017-2036 Volume 2*

The costs to deliver and maintain new development include essential infrastructure such as roads, transport, water and sewerage; and social costs such as comparisons of environmental conditions and air quality. In regional areas, such as Port Macquarie-Hastings, there is typically pressure for new development to occur at larger scales on greenfield sites outside our town centres. However, the long-term impacts of dispersed, and sometimes isolated fringe development, can have higher economic and social costs than development in areas where services and infrastructure generally already exist and may even have spare capacity.

The North Coast Regional Plan sets a target of 40% of new housing to be in the form of dual occupancies, apartments, townhouses, villas or dwellings on lots less than 400m2 by 2036.

Council will use its existing Urban Growth Areas to define the land available to investigate for release. Not all of these areas will be suitable for development and will require further detailed assessment. When assessing the need for new areas of residential land, Council will first assess the potential for redevelopment or intensification of existing land within these Urban Growth Areas to determine whether it is feasible to increase density and housing diversity to meet this target.

Increasing housing diversity and choice does not mean that you have to compromise the local character of an urban area. Greater housing yields can be achieved through many different built forms. Further discussion regarding housing supply and local character is provided in the Our *Places* theme of *Shaping Our Future.*

Definitions:

Greenfield development is a term often used for development on land that has not been previously used before, for any urban activity like property development or real estate. Often located on the urban fringe.

Urban consolidation can be described as the more intensive use of land for residential development in existing urban areas. Such development can be in the form of medium- to high-density residential apartments, town houses, villa units and small-lot dwellings.

ACTION	DESCRIPTION	TIMEFRAME
2.1	Develop an economic model to better understand and evaluate the whole-of-life costs of development and compare urban consolidation and greenfield development opportunities	Immediate
2.2	Review and update Council's Urban Growth Management Strategy to incorporate relevant outcomes of new strategies and studies including the NSW Government's Land Release Criteria 2019	Immediate

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Natural & Built Environment NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment NBE 8 - An environment that is protected and conserved for future generations	4.3 Facilitate development that is compatible with the natural and built environment 4.6 Restore and protect natural areas
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 1: Deliver environmentally sustainable growth Direction 2: Enhance biodiversity, coastal and aquatic habitats, and water catchments Direction 22: Deliver greater housing supply Direction 23: Increase housing diversity and choice	1. Focus future urban development to mapped urban growth areas 1.4 Prepare land release criteria to assess appropriate locations for future residential, commercial and industrial uses. 2.1 Focus development to areas of least biodiversity sensitivity in the region and implement the 'avoid, minimise, offset' hierarchy to biodiversity, including areas of high environmental value. 22.1 Deliver an appropriate supply of residential land within local growth management strategies and local plans to meet the region's projected housing needs 23.1 Encourage housing diversity by delivering 40 per cent of new housing in the form of dual occupancies, apartments, townhouses, villas or dwellings on lots less than 400 square metres, by 2036.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

11. Make cities and human settlements inclusive, safe, resilient and sustainable
14. Conserve and sustainably use the oceans, seas, marine resources for sustainable development.
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

RELATED PMHC STRATEGIES AND PLANS

Urban Growth Management Strategy	Biodiversity Management Strategy
Housing Strategy (under development)	Ecological Restoration Report
Sustainability Strategy (to be developed)	

Planning priority 3

Increase our community's resilience to the impacts and risks of natural hazards and environmental change

KEY PRINCIPLES

- **Identify, mitigate and adapt to the risks and impacts of natural hazards and environmental change.**
- **Minimise risk to public health and safety from urban and natural hazards.**
- **Avoid intensification of development and incompatible land uses in areas exposed to natural and urban hazards which could result in a risk to life and property.**
- **Support initiatives that respond to climate change.**

RATIONALE

Our communities are facing a growing range of adversities and challenges in the 21st century. From the effects of climate change to pandemics to cyber-attacks and everything in between. Resilience is what helps communities adapt and transform in the face of these challenges, helping us to prepare for both the expected and the unexpected.

Natural Hazards

A hazard is any source of potential harm or a situation with a potential to cause loss. A hazard is therefore a source of risk. Natural hazards are those that are present in nature and have a land-use planning/building interface. Natural hazards such as bushfires, floods, coastal erosion, drought, storms, and landslips are all threats to our region (even without the impacts of climate change).

Land-use planning leaves the longest legacy for our community. Decisions made now about where homes, businesses and infrastructure are located will stay with us for generations. This means that they need to be located and designed to avoid unacceptable risks from the potential exposure to natural hazards.

RESILIENCE IS ABOUT COPING WITH CHANGE.

We live in an era of unprecedented environmental and social change. Some changes – like the rising seas and powerful storms of a changing climate – are unambiguously negative. Others – including the emergence of new technologies – can be positive or negative, depending on one's situation and perspective. Urban resilience, in this context, can be defined as the capacity of a community to anticipate, plan for, and mitigate the risks – and seize the opportunities – associated with environmental and social change.

National Land-use Planning Guidelines for Disaster Resilient Communities

Hazards are usually represented spatially through mapping in order to demonstrate where the hazard may occur in relation to the natural landscape and built environment (see Figure 12).

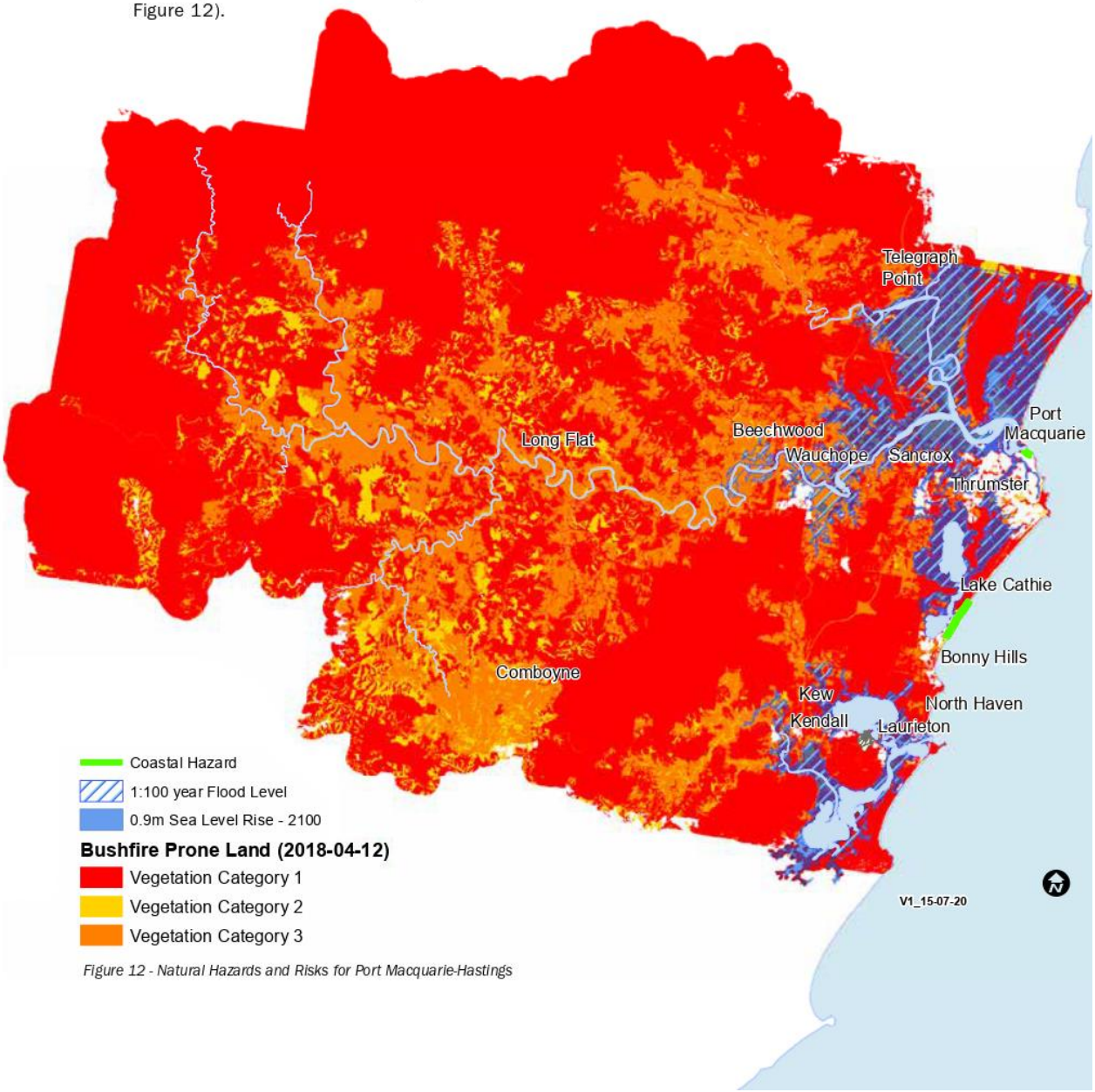


Figure 12 - Natural Hazards and Risks for Port Macquarie-Hastings

Bushfire Impacts

Extended periods of hot and dry weather, and easily combustible natural vegetation make parts of our LGA highly vulnerable to bushfires (see figure 13). This was clearly evidenced in the 2019/20 bushfire season which saw over 42,000 ha of land affected by bushfires[12].

The NSW Government's *Planning for Bushfire Protection 2019*[13] provides development standards for designing and building on bushfire prone land in NSW. It requires a more strategic approach to ensuring that bushfire is considered at the earliest possible phase of the development process, from regional plans, land-use planning, zoning, masterplans, subdivisions to individual building applications. Big picture decisions regarding where we put more houses,

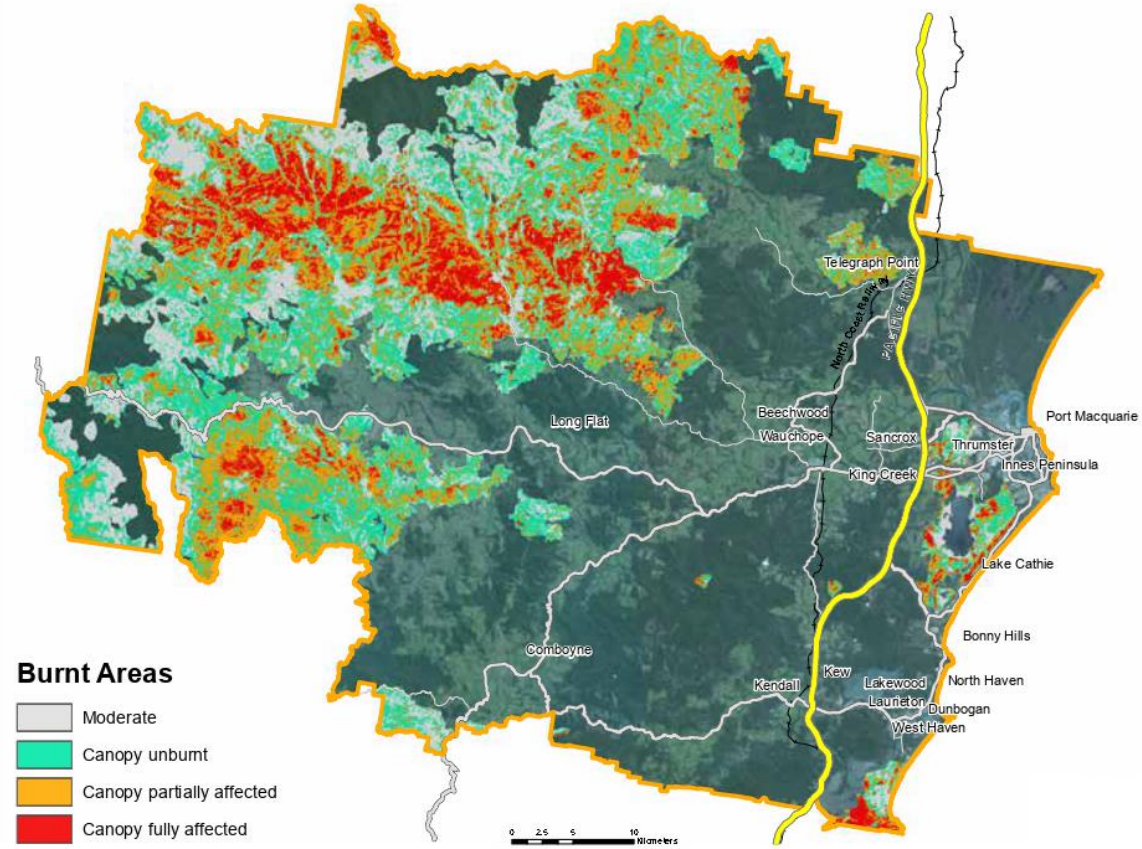


Figure 13 - Areas of Port Macquarie-Hastings LGA Affected by 2019/20 Bushfires

[8] *NSW Rural Fire Service. 15 February 2020*

employment land and infrastructure across the LGA must consider bushfire and risk to life, property and amenity, along with biodiversity impacts of clearing for development and asset protection. These considerations need to work alongside on-going management regimes, such as our bushfire management plan.

Flooding

Flooding in urban and rural NSW costs the NSW economy about $200 million each year,[14] and the human impact is even greater. Our LGA experiences floods ranging from flash flooding following storms, to widespread flooding following heavy rains over our river catchments. Council aims to reduce the impacts of floods by taking action before they occur. Council has two key responsibilities in this area:

- to carry out studies to understand flood risk to keep the community informed about flooding, support emergency management planning, and examine options to manage flood risk; and
- to take flooding into account when controlling the development of flood-prone land, and in carrying out management actions including the investigation, design, construction, operation and maintenance of flood mitigation works.

Council has a number of Flood Plain Risk Management Studies and Plans for the following areas:

- Hastings Floodplain
- Camden Haven Floodplain
- Lake Cathie Floodplain
- Wrights Creek Floodplain
- North Brother Local Catchments
- Hibbard Precinct

Not only do fire and flood events put our community's safety at risk, they also increase the burden on Council of repairing or replacing destroyed property and infrastructure.

The *Sendai Framework for Disaster Risk Reduction 2015-2030* (The Framework) focuses on the adoption of measures which address the three dimensions of disaster risk (exposure to hazards; vulnerability and capacity; and hazard's characteristics) in order to prevent the creation of new risk, reduce existing risk and increase resilience. The Framework identifies ten essentials for making cities and communities resilient. The Framework identifies the critical services ecosystems provide for disaster risk reduction as protective barriers against hazards. Relevant ecosystem services may include, but are not limited to: water retention or water infiltration; afforestation; urban vegetation; floodplains; sand dunes; mangrove and other coastal vegetation; and pollination.

Ecosystems are central to hazard mitigation by offering, for example, flood regulation and protecting steep slopes. A degraded ecosystem is unable to provide these mitigation benefits, which in turn significantly increases a community's vulnerability. Recognising the economic value and multiple benefits of healthy ecosystems acting as natural buffers is important for reducing risks and contributing to urban resilience and sustainability.

[13] *Planning for Bushfire Protection - A guide for councils, planners, fire authorities and developers , NSW Rural Fire Service, November 2019*

Climate Change

Science tells us that Australia's climate is changing. Increasing temperatures, changes in rainfall patterns and more frequent and intense weather events will pose risks to people, infrastructure, our environment and our economy.

> Land use planning is perhaps the most potent policy lever for influencing the level of future disaster risk.*

Climate change will continue to be a driver of change that Port Macquarie-Hastings Council will be required to manage. Key climate change considerations are likely to include:[15]

- **Biophysical changes:** Council will be faced with changing and uncertain incidence of extreme weather events, including floods, storms, droughts and heatwaves (see Figure 14). Council will also will need to take account of rising sea levels, including the impacts of inundation and salinisation on aquatic and terrestrial ecosystems and agricultural land.
- **Impacts on Infrastructure:** Built assets such as roads, stormwater drains and buildings may not be able to withstand increased frequency or intensity of extreme events such as flooding, fire and storms. This is especially important in managing planning and development of infrastructure with long lifetimes (see also Planning Priority 17).
- **Impacts on Land-Use Planning:** Land-use patterns may change, impacting zoning and planning decisions;
- **Community impacts:** There may be an increased demand for Council services, utilities and support for vulnerable members of our community.
- **Liability:** Without consistent planning legislation, or defined adaptation-related roles and responsibilities, Council may not be able to reject maladaptive development, which will create litigation risks.
- **Risk transfer:** Insurance is often quoted as a mechanism to transfer climate change risks. However, it is a market-based instrument that constantly adjusts to changing risk profiles, and insurers may choose to refuse cover or to raise premiums to unaffordable levels, with 'knock-on' impacts for peace of mind, property values and marketability. It is not unreasonable to suppose that inability to obtain insurance against natural hazards could drive whole communities into decline.
- **Migration pressures towards resilient areas:** People may seek to relocate to regions of low-risk exposure. In destinations where there are good risk management plans in place, this is likely to cause increased pressure on housing, infrastructure and planning services. If however, risk is not managed well, Council may be faced with a declining rate base and revenue streams. It is likely that wage-earners will move first, simply because they have the financial capacity to do so, with the perverse effect that vulnerable members of society become concentrated in the areas of greatest risk.

[15] *Adapted from National Land-use Planning Guidelines for Disaster Resilient Communities - Planning Institute of Australia (2015)*

Figure 14 - The Biophysical Effects of Climate Change on Port Macquarie-Hastings[16]

Council's approach to dealing with climate change will be two-pronged - mitigate and adapt. Our first priority as a community is to commit to **mitigating** the future impacts of climate change by reducing our emissions. We can do this by changing the way we live, how we develop and by adopting innovative solutions (refer Planning Priority 5).

Climate change **adaptation** is the process of planning, preparing and making adjustments within our LGA now, to ensure that we can survive and thrive no matter how the climate changes. A climate change risk assessment aims to ensure Council's systems are resilient, by working through an analytical process that identifies and assesses the risks that climate change poses to council assets and services and prioritises actions for decision-making, adaptation planning, budgeting and community engagement.

Council has identified the need to develop a range of strategies and plans to mitigate the effects of, and adapt to the potential impacts of, climate change, with a key focus on improving the resilience of both infrastructure and people to such impacts. Central to these documents will be our Sustainability Strategy which will identify key directions for how we will live sustainably in our natural and built environment into the future. The strategy will also outline a clear response to climate change and the delivery of resilient green and grey infrastructure (refer also to Planning Priority 17).

Once the Sustainability Strategy is finalised and adopted, the priority actions will be reflected in future updates to *Shaping Our Future*.

[16] *Adapted from National Climate Change Adaption Research Facility Australia CoastAdapt Infographic*

ACTION	DESCRIPTION	TIMEFRAME
3.1	Develop a Sustainability Strategy which provides a clear direction on building resilience to future environmental change.	Immediate
3.2	Review Council's operational and planning frameworks to incorporate adaptation and resilience provisions consistent with the relevant NSW Government's *Enabling Regional Adaptation Report*	Short-Term
3.3	Review and update floodplain risk, through review of the Flood Management Policy and ensure planning controls are updated in line with NSW Government's *Flood Prone Land Package 2020 and Land-Use Planning for Disaster Resilient Communities 2020*.	Short-Term
3.4	Review and expand on flood studies to ensure modelling is current, fit for purpose, and incorporates climate change, and develop a Flood Mitigation Program to implement actions detailed in associated Flood Management Plans.	Short-Term
3.5	Develop and implement an annual PMHC bushfire risk mitigation program to adaptively manage bushfire risk	Ongoing
3.6	Develop a Hazard Management Policy and Plan to ensure appropriate maintenance of asset protection zones and strategic fire advantage zones on Council-owned and managed lands	Immediate and ongoing

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Natural & Built Environment NBE1 - Effective management and maintenance of essential water, waste and sewer infrastructure NBE2 - A community that is prepared for natural events and climate change NBE8 - An environment that is protected and conserved for future generations	4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management and sewer management 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion 4.8 Increase awareness of issues affecting our environment, including the preservation of flora and fauna
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 2: Enhance biodiversity, coastal and aquatic habitats, and water catchments Direction 3: Manage natural hazards and climate change Direction 15: Develop healthy, safe, socially engaged and well-connected communities	2.2 Ensure local plans manage marine environments, water catchment areas and groundwater sources to avoid potential development impacts. 3.1 Reduce the risk from natural hazards, including the projected effects of climate change, by identifying, avoiding and managing vulnerable areas and hazards. 3.2 Review and update floodplain risk, bushfire and coastal management mapping to manage risk, particularly where urban growth is being investigated. 3.3 Incorporate new knowledge on regional climate projections and related cumulative impacts in local plans for new urban development. 15.1 Deliver best-practice guidelines for planning, designing and developing healthy built environments that respond to the ageing demographic and subtropical climate

Strategic alignment

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

6. Ensure availability and sustainable management of water and sanitation for all
11. Make cities and human settlements inclusive, safe, resilient and sustainable
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas, marine resources for sustainable development.
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

RELATED PMHC STRATEGIES AND PLANS

Sustainability Strategy (to be developed)	Hastings River Floodplain Risk Management Plan (2013)
Coastal Management Program (to be developed)	Camden Haven Floodplain Risk Management Plan (2004)
Integrated Water Cycle Management Strategy (under development)	North Brother Local Catchments Flood Risk Management Plan (under development)

Planning priority 4

Protect and improve the health of our waterways and aquatic habitats

KEY PRINCIPLES

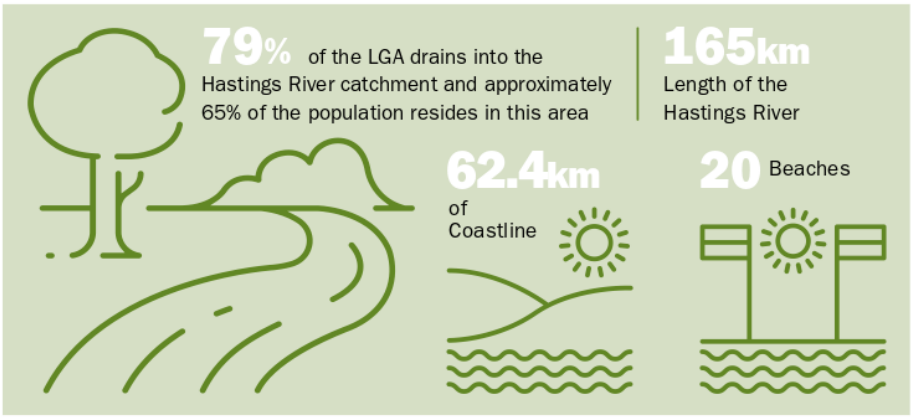
- **Conserve watercourses or restore them to their natural state where possible**
- **Improve the quality of water discharged to beaches, waterways, riparian areas and bushland**
- **Protect and enhance sustainable recreation at beaches, watercourses, wetlands and surrounding riparian or natural areas without compromising the integrity of environmentally sensitive aquatic and riparian habitats**

RATIONALE

Water supports almost every part of our lives, from the functional – clean, reliable drinking water and safe wastewater services, to the social – providing green spaces and clean waterways, and the environmental – sustaining natural life, enhancing biodiversity, and supporting natural habitats of flora and fauna[17]

Port Macquarie-Hastings' coast and waterways provide habitat for endangered ecological species, migratory birds, fish, aquatic and riparian species and aquatic vegetation. They cool urban areas, attract visitors and encourage people to be active. They are also an important part of the scenic landscape of our region.

Healthy waterways provide essential services and functions to support environmental, social and economic outcomes, including more liveable, healthy and resilient communities.



[17] *An Assessment of Australia's Future Infrastructure Needs - The Australian Infrastructure Audit 2019 Executive Summary - Infrastructure Australia 2018*

Protecting our Waterways

Our waterways are a mix of creeks, rivers, wetlands, lagoons, estuaries, lakes, coastal groundwater and constructed waterways. We have three major catchments that drain to each of our three river systems (Hastings River, Wilson River/ Maria River and the Camden Haven River. Collectively these waterways are known as our Blue Grid as shown in Figure 15.

The Port Macquarie-Hastings LGA has some very significant estuarine and coastal wetlands and coastal lakes located along its coastal strip. These include wetlands within Limeburners Creek Nature Reserve (listed on the Directory of Important Wetlands in Australia), Partridge Creek, Lake Innes, Saltwater Lake, Lake Cathie, Gogley's Lagoon, Watson-Taylor Lake and Queens Lake.

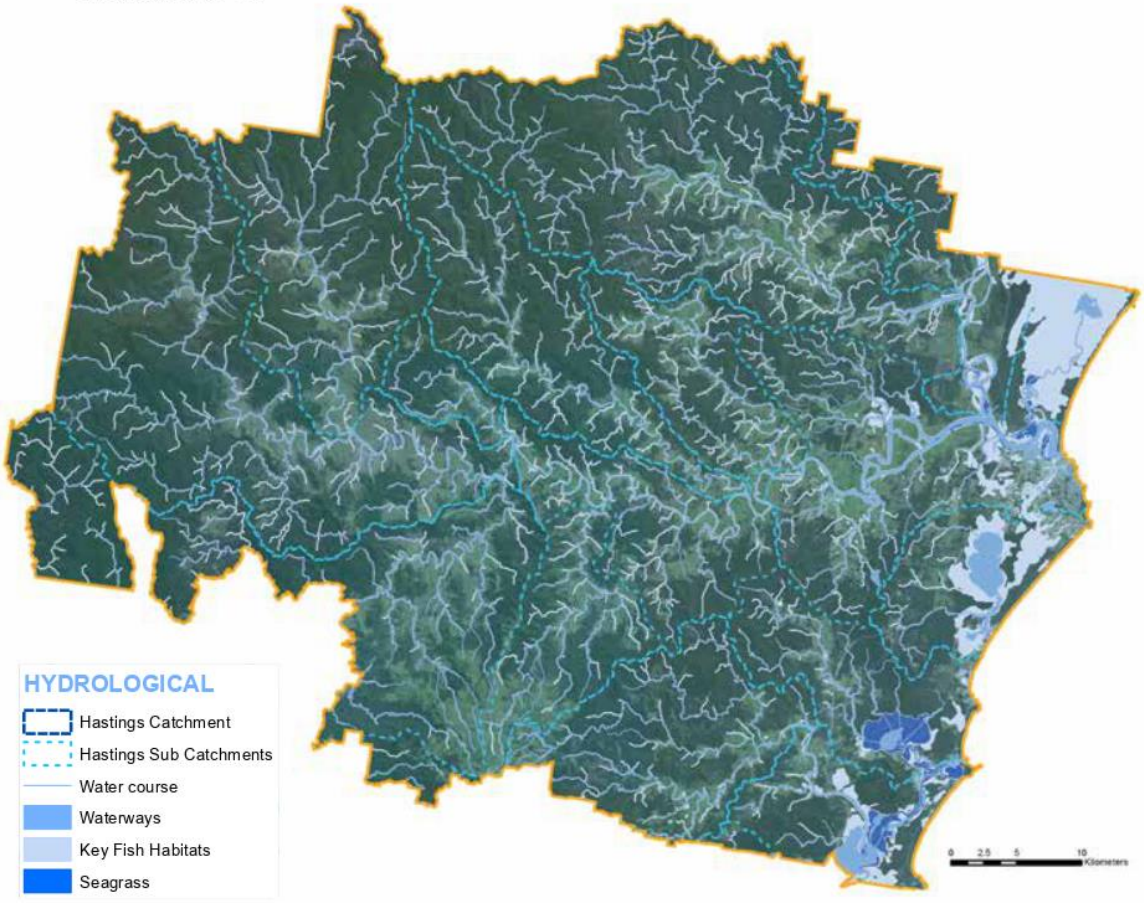


Figure 15 - Port Macquarie-Hastings Blue Grid

These areas are highly valued by the community and biodiversity alike. The location of these important biological assets (as identified and classified by the Northern Rivers Biodiversity Management Plan) is shown in Figure 16.

These waterways are monitored under the 'EcoHealth' programme, a partnership with State Government agencies, the University of New England and the University of NSW and each section of waterway is given an overall health rating. Saltwater Lake is considered to be in 'near pristine condition' (as per 'EcoHealth' Assessments).

There are significant challenges balancing the protection of our waterways with development while also considering the impact of flooding and erosion in these areas. Within the highly urban Port Macquarie-Hastings catchment, stormwater must be controlled and treated to protect waterways from excess nutrient and sediment load and increased litter. We will also need to avoid clearing vegetation on public and private land, which can contribute to increased flows, reduced water quality and loss of habitat. Council undertakes riparian vine weed control works through all major waterways as a means of reducing the impact of

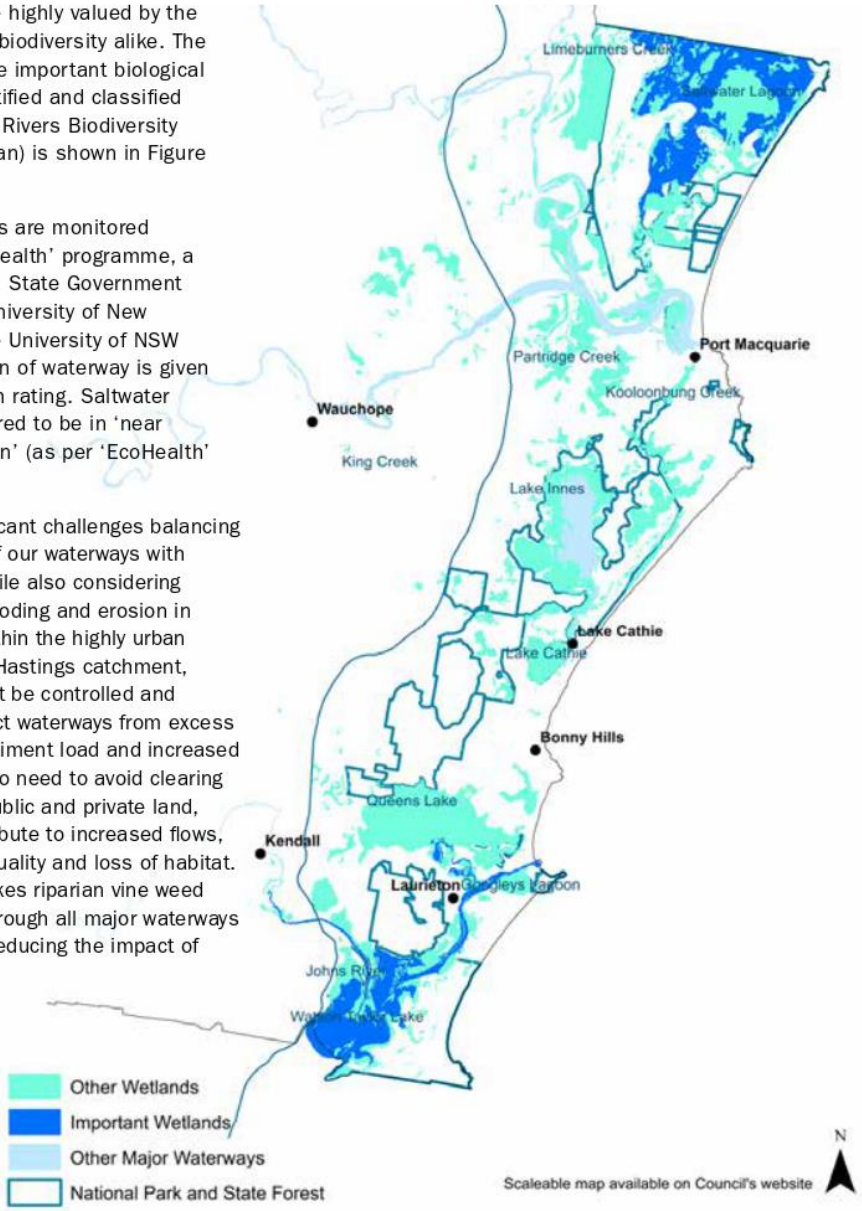


Figure 16 - Location of Coastal and Estuarine Wetlands and Lakes

these invasive weeds on the ecology of our local waterways. Council also assists rural landholders with river protection works in partnership with Landcare.

NSW Government has developed a risk-based framework[18] to help councils to manage the impact of land-use activities on the health of waterways in NSW. The purpose of the framework is to:

- ensure the community's environmental values and uses for our waterways are integrated into strategic land-use planning decisions;
- identify relevant objectives for the waterway that support the community's environmental values and uses, and can be used to set benchmarks for design and best practice;
- identify areas or zones in waterways that require protection;
- identify areas in the catchment where management responses cost-effectively reduce the impacts of land-use activities on our waterways; and
- support management of land-use developments to achieve reasonable environmental performance levels that are sustainable, practical, and socially and economically viable.

Protecting our Blue Grid will maintain water quality and aquatic ecosystems while making waterways safe for low-impact recreation, where appropriate. We want to restore our waterway systems to as natural a condition as we can.

Protecting our Coastline

Port Macquarie-Hastings coastal zone is composed of smaller ecosystems where land and water meet along our coastline. It is a diverse landscape with unique natural features, values and resources that support our way of life. The coastal zone includes coastal waters, rocky and sandy shorelines, dunes and coastal lakes. Renowned for their natural beauty and significant biodiversity, these areas are subject to a range of dynamic coastal processes. Complex interactions between waves, tides and currents, can result in erosion, deposition and inundation of coastal land. These hazards can create risks to the coastal environment and coastal communities. Climate change is another factor which modifies coastal processes, hazards and risks.

The coastal landscape is also under increasing pressure from a growing population and urban settlements, industrial and commercial activity, tourism and recreation. Sustainable management of our coast therefore involves balancing a diverse range of challenges and opportunities for the social, cultural and economic wellbeing of our communities. We need to protect the fragile coastal strip by ensuring greenbelt areas separate our coastal settlements and conserve our natural landscape and coastal village character.

Council has a key role in managing the coast. NSW Government legislation requires Council to develop a new Coastal Management Program (CMP) which includes Coastal Management Plans for all of our coastal zones. The CMP sets out the long-term strategy for

[18] *Risk-based Framework for Considering Waterway Health Outcomes in Strategic Land-use Planning Decisions - NSW Government Office of Environment & Heritage and the Environment Protection Agency (2017)*

management of the coastal zone in our area. Although in the early stages of development, our CMP will be a plan of action to:

- Address coastal hazard risks;
- Preserve coastal habitat; and
- Maintain or improve recreational amenity and resilience.

As the CMP is developed and endorsed, associated priority actions will be reflected in future updates of *Shaping Our Future*.

ACTION	DESCRIPTION	TIMEFRAME
4.1	Develop, implement and evaluate the Coastal Management Program and associated Coastal Management Plans for all coastal zones across the Port Macquarie-Hastings LGA which will identify actions to mitigate and manage the impacts on our coastal zone including the open coast, the waterways and the land surrounding them.	Immediate to short-term and ongoing
4.2	Amend the Port Macquarie-Hastings LEP 2011 to ensure marine environments, water catchment areas and groundwater sources are protected from potential development impacts	Short-term
4.3	Develop and implement a Framework to manage the impact of land-use activities on the health of Port Macquarie-Hastings waterways based on NSW Government's *Risk-based Framework for Considering Waterway Health Outcomes in Strategic Land-use Planning Decisions*.	Short-term

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Natural & Built Environment NBE1 - Effective management and maintenance of essential water, waste and sewer infrastructure NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment NBE7 - Accessible and protected waterways, foreshores, beaches and bushlands NBE8 - An environment that is protected and conserved for future generations	4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management and sewer management 4.3 Facilitate development that is compatible with the natural and built environment 4.6 Protect and restore natural areas
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 2: Enhance biodiversity, coastal and aquatic habitats, and water catchments Direction 3: Manage natural hazards and climate change	2.2 Ensure local plans manage marine environments, water catchment areas and groundwater sources to avoid potential development impacts. 3.2 Review and update floodplain risk, bushfire and coastal management mapping to manage risk, particularly where urban growth is being investigated.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

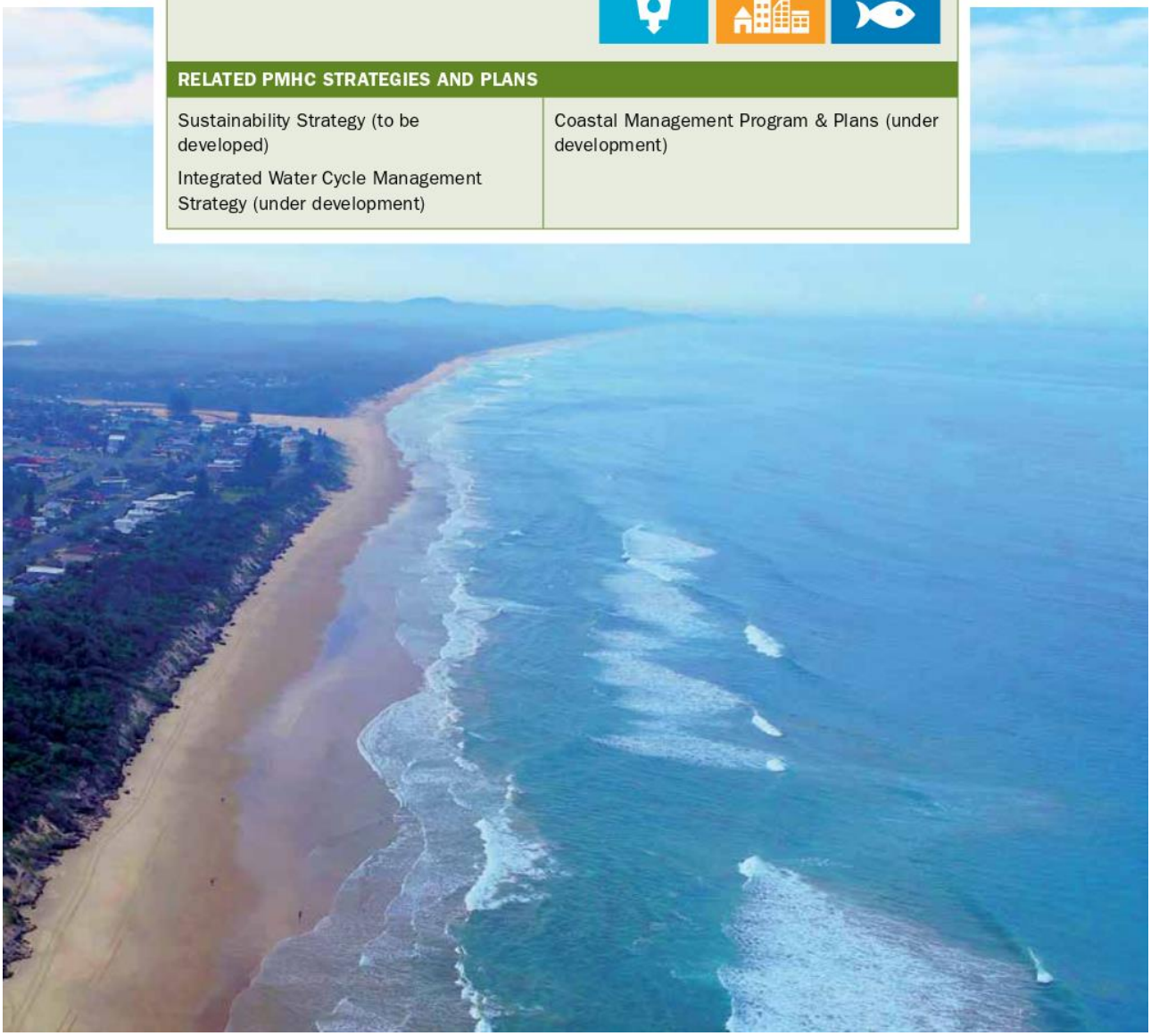
6. Ensure availability and sustainable management of water and sanitation for all

11. Make cities and human settlements inclusive, safe, resilient and sustainable

14. Conserve and sustainably use the oceans, seas, marine resources for sustainable development.

RELATED PMHC STRATEGIES AND PLANS

Sustainability Strategy (to be developed) Integrated Water Cycle Management Strategy (under development)	Coastal Management Program & Plans (under development)



Planning priority 5

Sustainably and efficiently manage our energy, water, waste, emissions and natural resources.

KEY PRINCIPLES

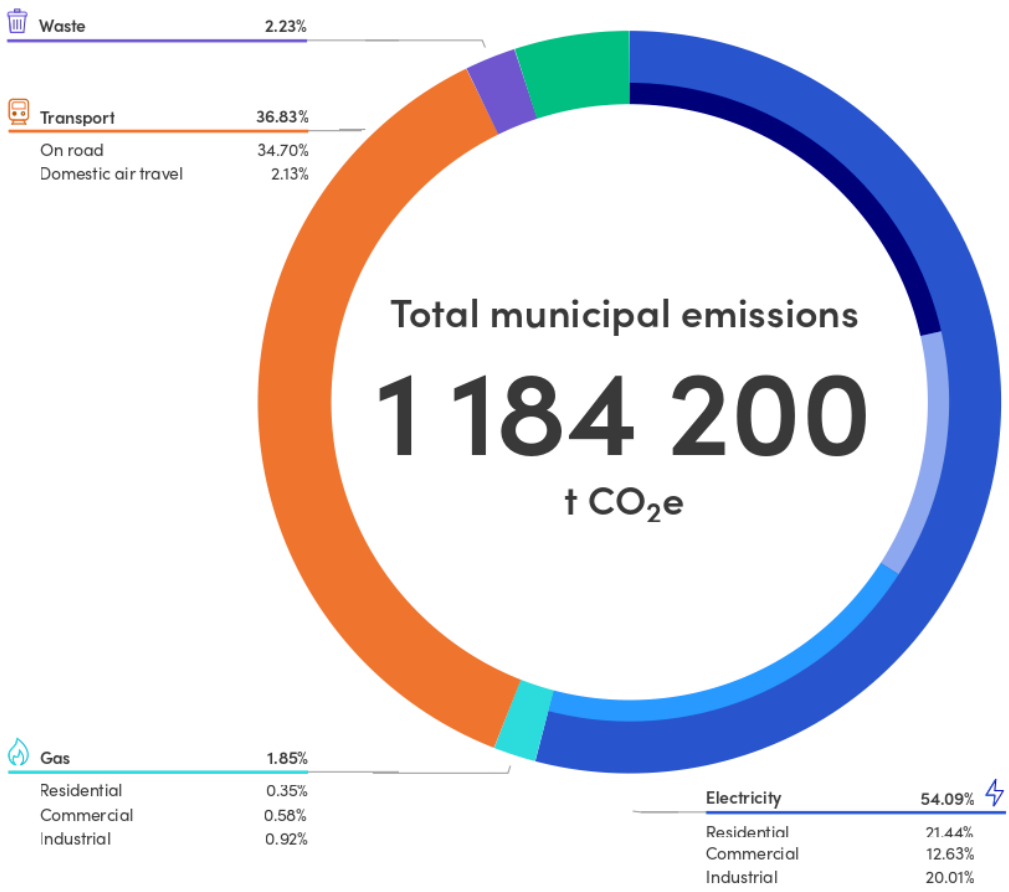
- **Embed water security, sustainable energy and waste minimisation as core considerations in the planning, delivery and renewal of public assets**
- **Encourage water efficiency, water re-use or alternative water sources to reduce potable water use**
- **Integrate water and energy sensitive urban design measures into the built form**
- **Reduce the volume of waste and waste transport requirements**
- **Increase the uptake of renewable energy by our community**
- **Reduce carbon emissions**

RATIONALE

A sustainable and resilient future requires targeted approaches to suburban and urban living, so that more people can reduce their emissions, produce their own energy, harvest rain and grey water and reduce household waste.

Emissions

As at 2017, Port Macquarie-Hastings' major emissions source is electricity consumption, due to our community's scale of population and commercial activity (see Figure 17). The second largest source of emissions is road transportation. Our carbon emissions have demonstrated a relatively large increase since 2005, with a significant proportion of this change occurring in the last few years.



Source	Sector	Emissions (t CO_2e)
Electricity	Residential	253 900
	Commercial	149 600
	Industrial	237 000
Gas	Residential	4 100
	Commercial	6 900
	Industrial	10 900
Transport	On road	410 900
	Domestic air travel	25 200
Waste	Landfill	15 300
	Water	11100
Agriculture		59 300
Land Use		-200

Land Use data is not used in the chart nor the displayed total municipal emissions.

Figure 17 - Port Macquarie-Hastings 2017 Municipal Emissions Report [19]

[19] IronBark Sustainability & Net Zero emissions https://snapshotclimate.com.au/locality/australia/new-south-wales/port-macquarie-hastings/

Port Macquarie-Hastings Council is a signatory to the Cities Power Partnership, a national program run by the Climate Council to celebrate and accelerate the emission reduction and clean energy successes of Australian towns and cities

In 2016, the NSW Government committed to reach net zero emissions by 2050. Achieving net zero emissions will slow down the increase in global temperatures and the associated increased likelihood of climate-related risks for natural and human systems. Net zero related actions include renewable energy technologies, circular economy waste solutions and sustainable transport services.

Council recognises that it is a large user of energy and has committed to 100% renewable energy sources for its own operations by 2030. Council is implementing a Long-Term Energy Strategy to achieve this target.

Waste

We impact on the surrounding environment through our use and management of natural resources, particularly the amount of waste we generate as a community. How we store, transfer, repurpose, reuse and dispose of waste also has environmental impacts.

The Waste Avoidance and Resource Recovery Act 2001 (WARR Act) is the primary Act governing resource recovery in NSW. The primary objective of the WARR Act is to contribute to both sustainability and the protection of human health and the environment. The objectives of the WARR Act promote:

- The most efficient use of resources, including resource recovery and waste avoidance;
- A reduction in environmental harm, including pollution through waste;
- A consideration of the resource management hierarchy through avoidance of unnecessary resource consumption and disposal; and
- Resource recovery, which includes reuse, reprocessing, recycling and energy recovery.

Council is responsible for the management and operation of a number of waste management and resource recovery facilities across the LGA:

- Cairncross Waste Management Facility;
- Port Macquarie (Kingfisher) Transfer Station;
- Wauchope Transfer Station;
- Comboyne Transfer Station;
- Dunbogan Landfill; and
- Kew Transfer Station (under construction)

Council is a member of the MIDWASTE forum, which is comprised of representatives of five (5) member councils located on the Mid North Coast of NSW. The focus of MIDWASTE is on regional co-operation in waste management and minimisation, and

REMONDIS

its regional programs are guided by a rolling Regional Waste Avoidance and Resource Recovery Strategy (WARR) designed to provide a link between the member councils' individual waste strategies and the NSW WARR Strategy.[20] The primary goal of the NSW WARR Strategy is: "to enable all of the NSW community to improve environment and community well-being by reducing the environmental impact of waste and using resources more efficiently."

The NSW WARR Strategy has set the following targets for 2021-22:

- Avoiding and reducing the amount of waste generated per person in NSW;
- Increasing recycling rates to 70% for municipal solid waste;
- Increasing recycling rates to 70% for commercial and industrial waste;
- Increasing recycling rates to 80% for construction and demolition waste;
- Increasing waste diverted from landfill to 75%;

Overall, in 2019/20, Council's recovery rates for waste were as follows:

Whole Waste Managed by PMHC - includes Municipal Solid Waste (MSW), Commercial and Industrial (C&I) and Construction and Demolition (C&D)

Tonnes of waste generated:
123,046.61 T

Tonnes of waste recovered:
57,080.98 T

Effective Recovery Rate: 46.4%

Kerbside Collection

Tonnes of waste generated:
30,771.52 T

Tonnes of waste recovered in 2019/2020:
19,713.44 T

Materials Recovery Facility contamination to landfill 2019/2020:
1,470.68 T

Organics Resource Recovery Facility contamination to landfill 2019/2020:
1,234.78 T

Effective Recovery Rate: 55.3%

[20] *NSW Waste Avoidance and Resource Recovery Strategy (2014 - 2021), NSW Environment Protection Authority December 2014*

DEVELOPING A NEW NSW 20-YEAR WASTE STRATEGY

The Department of Planning, Industry and Environment, including the EPA, is leading the development of a 20-Year Waste Strategy for NSW. The Strategy will provide a long-term strategic focus where communities, industry and all levels of government are working together to build resilient services and markets for waste resources. It has been identified that to do this we will need:

- to value our resources so we use and reuse them for longer;
- new technological and service solutions that realise more value from our waste and avoid or lessen the environmental costs of waste generation and disposal; and
- our waste and resource recovery systems and services to operate flexibly so they can adapt to changes in technology, economic activity and the way communities use their living and public places.

The focus for the 20-Year Waste Strategy and accompanying policies is *sustainability, reliability* and *affordability*. The Waste Strategy will contribute towards NSW's realisation of a circular economy in which resources are valued by keeping products and materials in use for as long as possible.

***Sustainable* means**

- reducing environmental and human health risks associated with waste generation, processing, treatment and disposal; and
- encouraging waste to be viewed as a resource.

***Reliable* means**

- securing reliable waste services across metropolitan and regional communities.

***Affordable* means**

- promoting value-add opportunities to improve the cost-competitiveness of recovered materials; and
- managing waste more efficiently and orienting the waste sector to drive better value through recovery and re-manufacture of higher-quality materials.

Figure 18 - Developing a new NSW Waste Strategy

Council is implementing a range of programs and initiatives as outlined in Council's *Waste Strategy 2017-2024* to assist in achieving the state targets for waste recovery. This strategy will be updated in 2025 to reflect the newly-developed NSW Waste Strategy (see Figure 18) As our population grows, we will need to take every available opportunity to avoid the creation of waste; reduce our consumption of materials and resources; and re-use the resources embedded in waste in an efficient and environmentally-sound way.

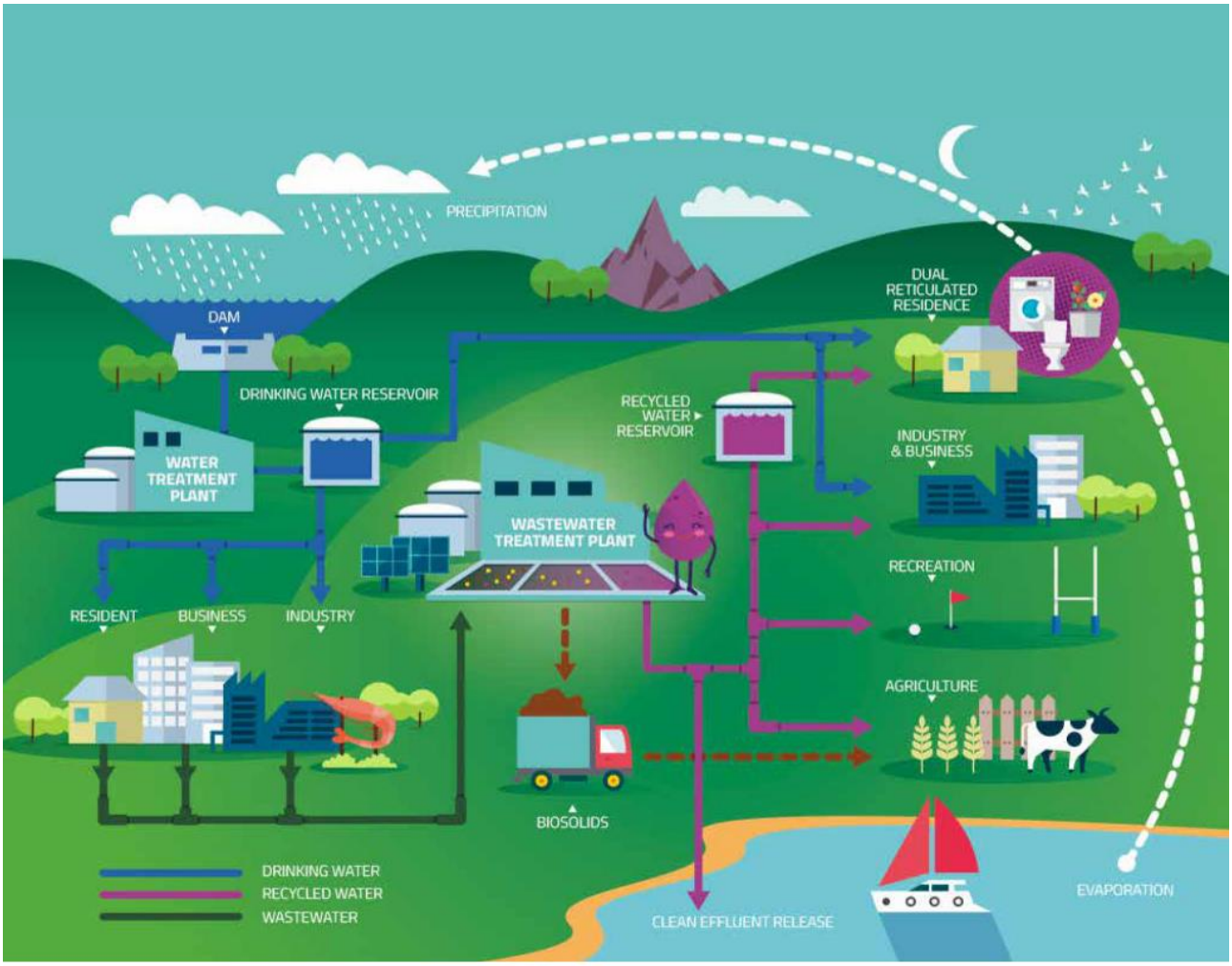


Figure 19 - An Overview of Urban and Rural Water, Sewage and Stormwater Systems

Water

Our LGA has abundant water-based natural resources - from the hinterland rivers and streams, to the estuaries and ocean beaches on the coast. These waterways and beaches are characterised by their natural beauty and thriving ecosystems. They remain a central focus in local industry, tourism and the recreational and social activities of our communities. Water extracted from rivers and groundwater aquifers supports the whole range of human activity in the LGA including agriculture, industry and our urban water supply. The estuaries in the LGA also support a thriving and sustainable oyster aquaculture industry.

Council is committed to planning for a sustainable water future by holistically considering all aspects of the water cycle, including:

- Potable (drinking) water supply;
- Sewerage, and its treatment;
- Recycled water;
- Storm water; and
- Catchment management.

An overview of this water cycle highlighting the integrated nature of each of the components is shown in Figure 19.

Council is responsible for the management of the Hastings Water Supply System (see Figure 20). Our LGA is designed around the use of potable (drinking) water as our primary water source. We have two Recycled

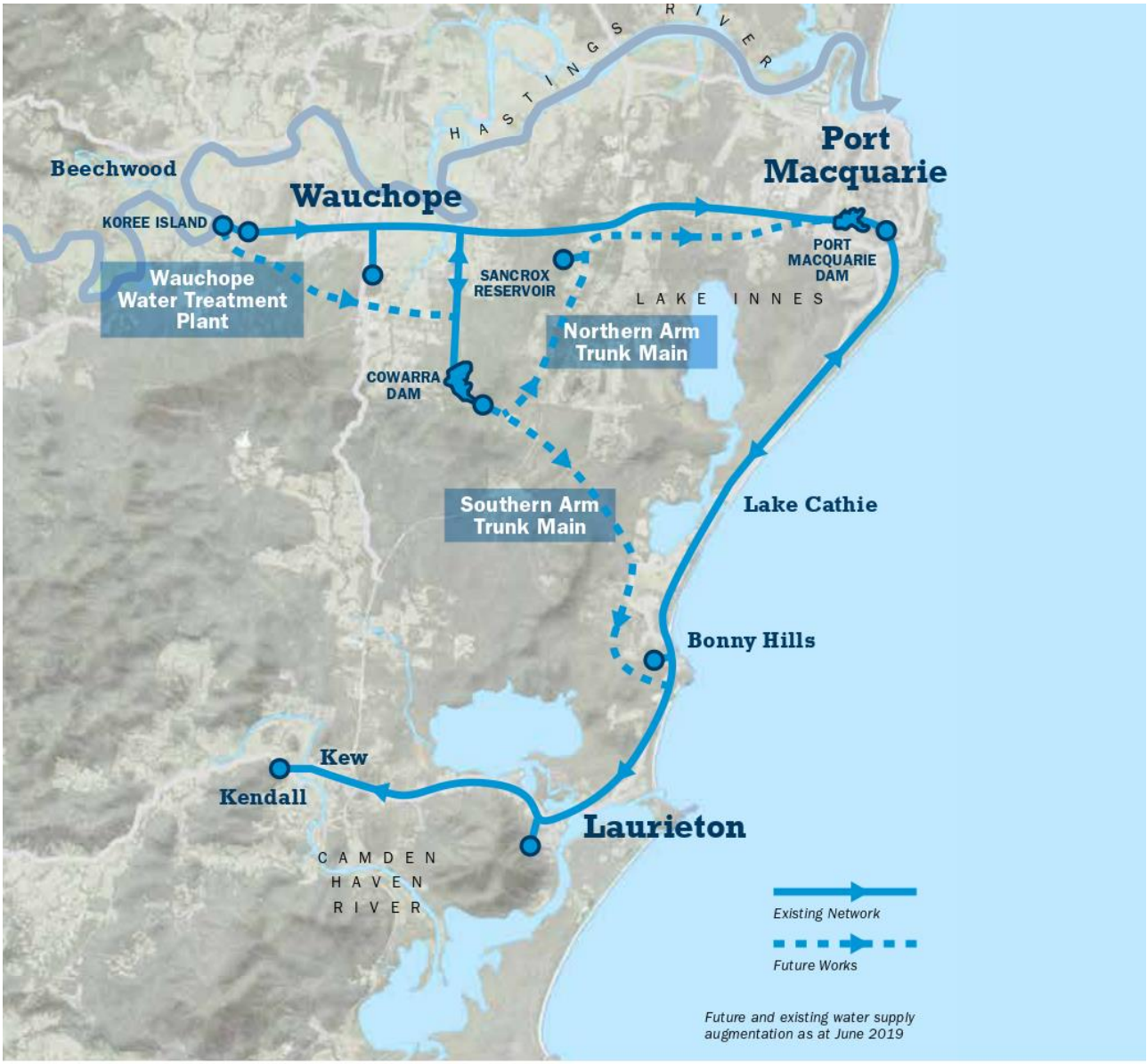


Figure 20 - Port Macquarie-Hastings Water Supply System

Water Treatment Plants - one in Port Macquarie with a second one (not yet fully operational) in Bonny Hills - which provide a valuable, renewable water resource that lessens demand on our drinking water supplies. Environmental benefits of recycled water include less treated effluent is discharged into our streams, rivers and ocean, and less water is being pumped from the Hastings River for the town drinking water supply.

The Recycled Water Treatment Plant located in Port Macquarie has the capacity to produce 2.0 megalitres per day (ML/day) of recycled water, which is approximately 10% of the average daily drinking water supplied to the Port Macquarie area.

Integrated Water Cycle Management

We need to ensure safe and reliable water supplies to meet predicted local supply demands and ensure resilience to the impacts of climate change and shocks (e.g., floods, drought, heat waves, and fire), without compromising the ecological function of the water catchment now and into the future.

The following forecasted factors due to climate change will have an impact on our water supply. We expect:

· A rise in temperatures;

· A reduction in rainfall; and

· An increase in evaporation.

Additionally, residential water demands are expected to increase while annual stream flows are predicted to drop. In a drought event, both predicted changes are likely to coincide, making the impacts on water supply and the environment potentially a lot worse.

When designing our biggest assets and planning for the future, Council must take into consideration the impacts of drawing water on the Hastings River and the natural environment. This is called the 'secure yield'. The secure yield is the long-term annual water demand that can be safely supplied to consumers. It takes into consideration the capacity of the river, the capacity of transfer pipelines and storage to safely meet water demands without adversely impacting on the environment.

Integrated water cycle management systems (see Figure 21) are a key mechanism in helping to ensure safe and reliable water supplies into the future without compromising the ecological function of our water catchments. Well-designed systems often rely less on limited natural water sources, produce less pollutant loads to the environment and have strong demand management measures. They encourage water conservation and efficient water use, enable the implementation of cost-effective recycling of treated effluent and urban storm water use options and expand the influence of water-sensitive practices in urban development.

Every eight years Council reviews our impact on the natural water cycle by developing an Integrated Water Cycle Management Strategy (IWCMS). The IWCMS provides Council with an opportunity to take stock of its water cycle management efforts so far, and guide and prioritise actions regarding Council's management of the urban water supply, sewerage and stormwater systems into the future.

Once the IWCMS is finalised and adopted, the priority actions will be reflected in future future updates of *Shaping Our Future*.

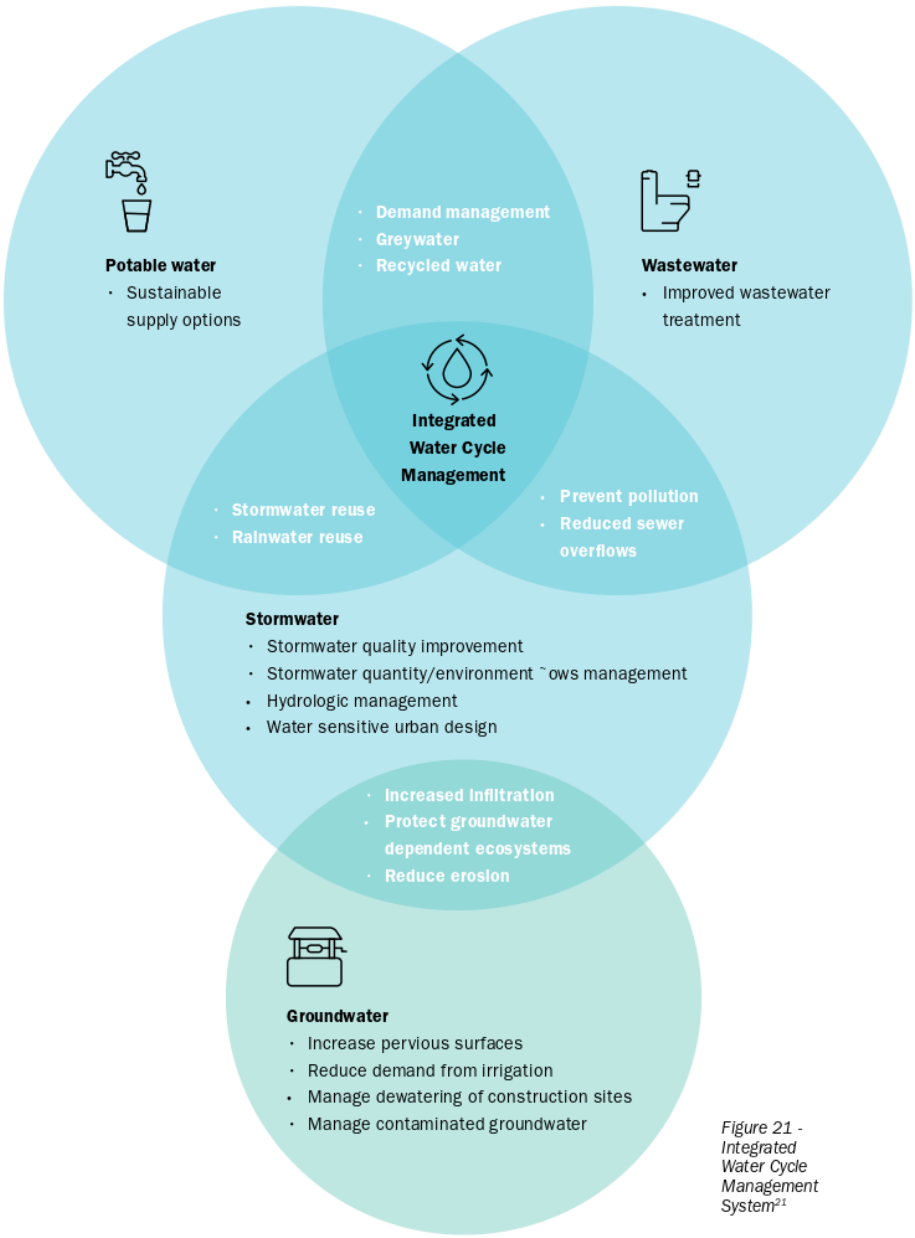


Figure 21 - Integrated Water Cycle Management System[21]

ACTION	DESCRIPTION	TIMEFRAME
5.1	Implement Council's Long-Term Energy Strategy	Ongoing
5.2	Review and update Council's Waste Management Strategy in line with the NSW 20-year Waste Strategy	Short-term
5.3	Finalise Council's Integrated Water Cycle Management Strategy (IWCMS) to ensure water quality and security for the LGA	Immediate

[21] *Towards 2040 - Local Strategic Planning Statement - Northern Beaches Council 2020*

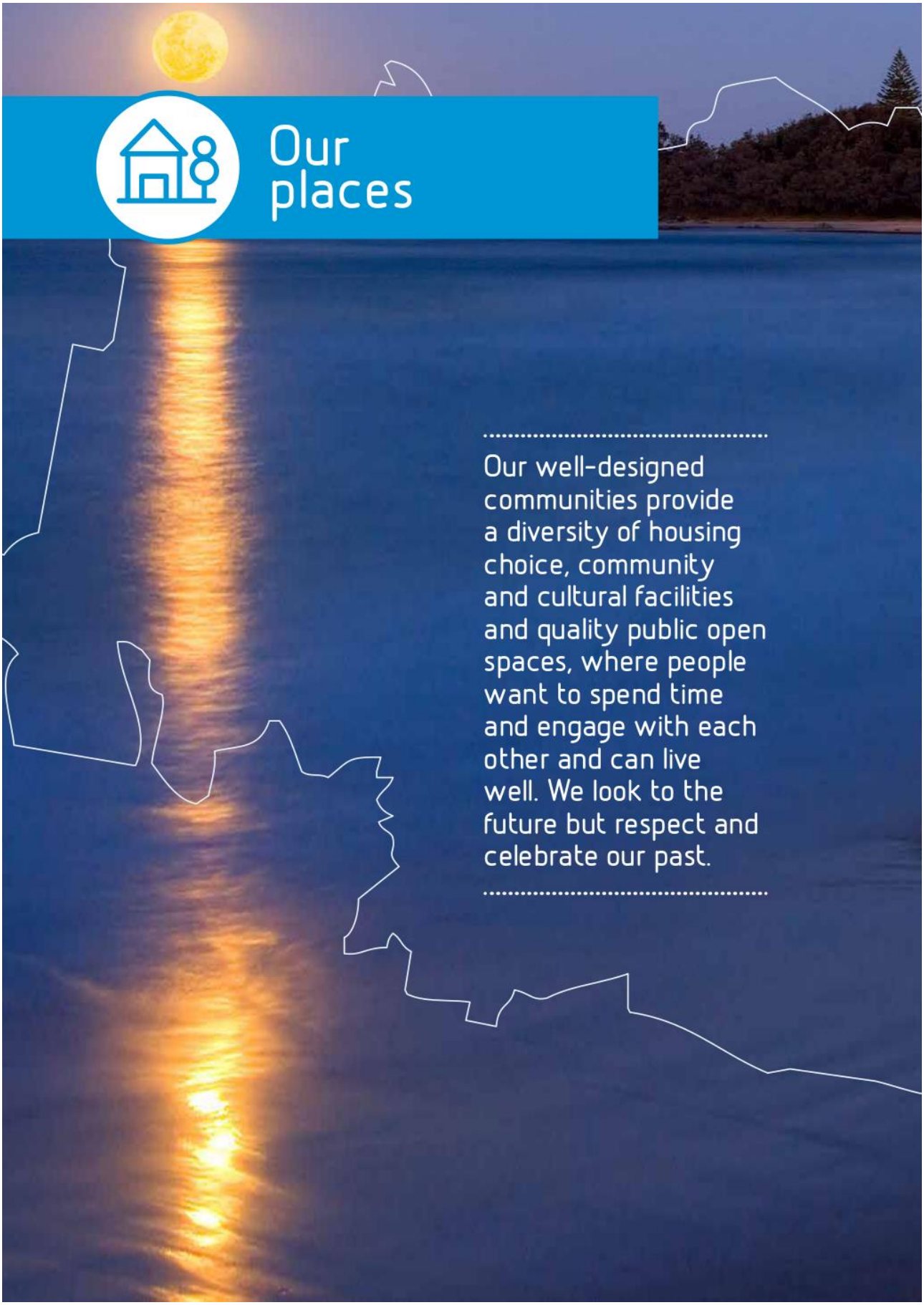
Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Natural & Built Environment NBE1 - Effective management and maintenance of essential water, waste and sewer infrastructure NBE8 - An environment that is protected and conserved for future generations NBE9 - Renewable energy options that are understood and accessible by the community	4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management and sewer management 5.7 Provide leadership in the development of renewable energy opportunities
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 2: Enhance biodiversity, coastal and aquatic habitats, and water catchments Direction 4: Promote renewable energy opportunities	2.2 Ensure local plans manage marine environments, water catchment areas and groundwater sources to avoid potential development impacts. 4.2 Enable appropriate smaller-scale renewable energy projects using bio-waste, solar, wind, small-scale hydro, geothermal or other innovative storage technologies. 4.3 Promote appropriate smaller and community-scale renewable energy projects.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

RELATED PMHC STRATEGIES AND PLANS	
Sustainability Strategy (to be developed)	Koala Plans of Management
Biodiversity Management Strategy	Vegetation Management Plans
Koala Recovery Strategy	Ecological Restoration Report
Flying Fox Camp Management Plan	


Our places
Our well-designed communities provide a diversity of housing choice, community and cultural facilities and quality public open spaces, where people want to spend time and engage with each other and can live well. We look to the future but respect and celebrate our past.

Liveability is about the quality of life that people enjoy in their neighbourhoods, work places and recreation spaces. Quality of life requires housing infrastructure and services that meet our community's needs. It means that there is a range of housing options available in appropriate locations and that affordable housing is available for those that require it. Creating great places to live isn't just about the houses that residents live in; it is also about the communities they live and work in. Liveability means that residents have access to quality community and social infrastructure. Liveability is also about the unique characteristics that give our residents a special connection to their place.

Diversity of lifestyle choice is a key factor in what makes Port Macquarie-Hastings the special place that it is, with options ranging from city living, to coastal suburbs and towns, traditional small coastal villages, rural villages with their distinctive character through to rural-residential and agricultural holdings.

Our objective is to create liveable places where everyone regardless of age or ability are able to lead active, fulfilling and healthy lives.

This theme highlights the importance of our places to Port Macquarie-Hastings and details our planning priorities and actions that will protect and enhance the liveability of our places and communities over the next 20 years. In particular we focus on:

- **Our Housing**
- **Our Public Spaces & Social Infrastructure**
- **Our Character & Heritage**

OUR PLANNING PRIORITIES

PLANNING PRIORITY 6

Use a place-based approach to shape the development of our sites, streetscapes, precincts, villages, towns and centres

PLANNING PRIORITY 7

Provide for a diversity of housing in the right locations

PLANNING PRIORITY 8

Create vibrant public places that inspire social interaction and support community wellbeing

PLANNING PRIORITY 9

Preserve and enhance the distinctive character, size and scale of our towns, villages and rural communities

PLANNING PRIORITY 10

Protect, respect and embrace our natural, built and cultural heritage (including our Aboriginal cultural heritage)

Planning priority 6

Use a place-based approach to shape the development of our sites, streetscapes, precincts, villages, towns and centres

KEY PRINCIPLES

- **Create places designed for people**
- **Create places which are distinctive in identity, responsive to local community needs and contribute to improved liveability**
- **Attract the right uses to the right places**
- **Use best-practice planning guidelines to ensure high-quality design outcomes**
- **Support the community to contribute and participate**
- **Co-ordinate the delivery of community priorities.**

RATIONALE

Port Macquarie-Hastings comprises 34 communities dispersed across the LGA. Whilst these communities share similarities with one another, they also possess unique and distinctive characteristics based on their history, location, design and the people that call these places home.

Council acknowledges that in order to meet the needs of its evolving communities, local places and services should be designed and delivered with consideration to the uniqueness of each community. Although Council has a number of planning documents and localised projects across discrete communities, there is a need to ensure a more co-ordinated and integrated approach to supporting economic, social, and environmental activities delivered in place.

This can be achieved by adopting a place-based approach which will guide Council in achieving Port Macquarie-Hastings' vision. It will assist in building organisational capacity to:

- provide guidance to local area planning;
- inform strategic and service planning; and
- ensure changing community expectations are addressed.

The following are seen as benefits of adopting this approach:

- Creation and development of distinctive places in a diverse, fast growing and geographically large local government area;
- Greater community connection with place;
- Better coordination of community priorities;
- Stimulating economic and business activities; and
- Working with partners and the community to identify and address service gaps.

A Place Hierarchy for Port Macquarie-Hastings

The place-based approach is based on a hierarchy of places. A high-level overview of the LGA using this hierarchy is shown in Figure 22.

The Place Hierarchy (see Figure 23) also aligns the planning documents for each level of the hierarchy.

Figure 22 - Place Hierarchy in the Port Macquarie-Hastings LGA

HIERARCHY DESCRIPTOR		DESCRIPTION	EXAMPLE PLANNING DOCUMENT
LGA	LGA Local Government Area	Local Government Areas (LGA) in New South Wales are defined in the Local Government Act 1993. The Port Macquarie-Hastings LGA is located on the Mid North Coast of NSW.	CSP & LSPS
RC	RC Regional City	The North Coast Regional Plan 2036 defines Port Macquarie as one of four Regional Cities on the North Coast. A regional city provides a significant share of the region's housing and jobs, and delivers a variety of high-level services including civic, entertainment and cultural venues.	Port Macquarie Regional City Action Plan
CC	CC City Centre	A city centre is the central business district for an LGA and is the primary commercial, employment and retail centre in the region. The extent of the Port Macquarie City Centre is defined in the Local Environmental Plan 2011 as the Commercial Core.	City Centre Place Plan
PR	PR Precinct	A Precinct is a locality or area which has a defined s primary land-use purpose e.g. a commercial business precinct; industrial precinct; health and education precinct, transport and logistics precinct; aviation precinct, recreation precinct, cultural precinct.	Health & Education Precinct Plan
ST	ST Satellite Town	A satellite town that serves the sub-region and provides outreaches of regional services. Satellite Towns are typically self-contained centres with retail and business services, health and professional services.	Wauchope Town Plan
UV	UV Urban Village	An Urban Village incorporates a small centre serving a residential area within a broader urban setting.	Lake Innes Village Plan

Figure 23 - Place Hierarchy

[22] *Adapted from "Placemaking Framework Explanation" - Coffs Harbour Local Growth Management Strategy Chapter 3*

CV	CV Coastal Village	A Coastal Village is a small centre. Coastal Villages are often remote from other settlements and usually have a small vibrant centre with a distinctive and intact coastal environment.	Bonny Hills Village Plan
HV	HV Hinterland Village	Hinterland Villages are small centres located within a predominately rural landscape set behind the coast. Similar to a Coastal Village, they are often remote from other settlements and may comprise a small centre.	Comboyne Village Plan
LP	LP Local Place	A Local Place is a locality such a street or public square or a neighbourhood park	Bain Park Master Plan Foreshore Master Plan
H	H Hub	A Hub most often sits within a Local Place and is the centre of an activity, a focal point, such as a skate park or playground, market or public gathering space.	Bain Park Playground Design

Figure 23 - Place Hierarchy

What Makes a Great Place?

Place is the layout, division and built form of built environments – its patterns, landscape, density, development, land use and mix, these aspects set the groundwork for places to flourish.[23]

In evaluating thousands of public spaces around the world, the Project for Public Spaces (PPS) found that to be successful, places share the following four qualities: they are **accessible**; people are engaged in **activities** there; the space is comfortable and has a **good image**; and finally, it is a **sociable** place: one where people meet each other and take people when they come to visit (see Figure 24).[24]

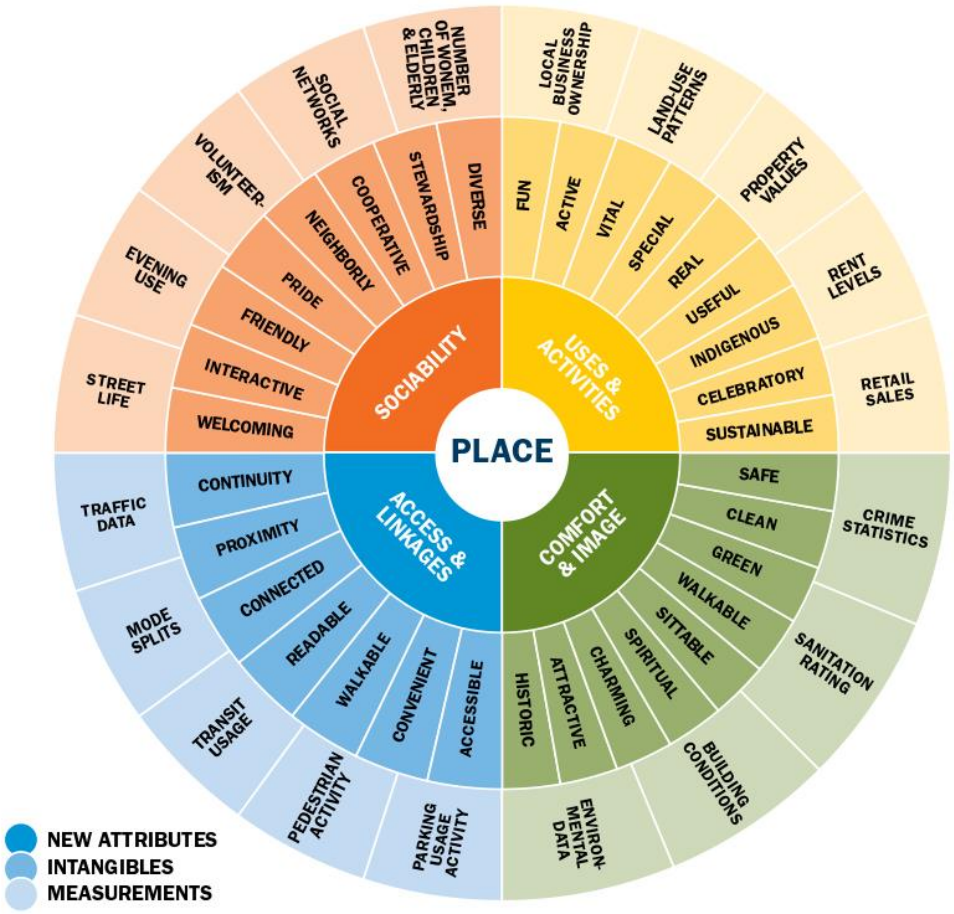


Figure 24 - The Place Diagram

[23] *Local Character and Place Guideline, February 2019* | [24] *What Makes a Successful Place - Project for Public Spaces https://www.pps.org/article/grplacefeat*

The following are therefore key focus areas for planning great places:

Activities:

The actions and projects which will enhance activities in the place so they can reach their cultural, social and economic potential including:

- Cultural activities, public art
- Social infrastructure, open spaces, social activation
- Local businesses, temporary events

Accessibility and Movement:

The actions and projects which enhance access and mobility for the area being planned for, including all forms of movement and physical connectivity.

Image:

The actions and projects which contribute to the particular area's unique sense of place or image including:

- Urban Form & Built Design
- Character & Heritage
- Environment & Ecology - e.g. integration of water management and sustainable practices.

Urban Design

Good urban design adds to a community's cultural, economic, and physical wellbeing by creating safe, healthy and socially inclusive places that meet the needs of children, young people, families, individuals, people with disabilities and seniors.

The Government Architect of NSW's *Urban Design for Regional NSW*[26] identifies the following seven urban design priorities for creating well-designed built environments in Regional NSW:

1. Leveraging the historic and cultural assets of places
2. Integrating with the natural environment and landscape
3. Revitalising main streets and regional town centres
4. Improving connectivity, walkability, and cycling
5. Balancing urban growth
6. Increasing options for diverse and healthy living
7. Responding to climate impacts.

Design Guidelines

NSW Government has developed a number of documents which articulate key principles and objectives to support councils in achieving design excellence and great outcomes for public places and spaces. Key documents include:

- NSW Health's *Healthy Built Environment Checklist*[25];
- *Urban Design for Regional NSW – A guide for creating healthy built environments in regional NSW*[26] - a collaboration between the Government Architect NSW and the NSW Department of Planning;
- Draft *Greener Places Design Guide*[27] - which provides information on how to design, plan and implement green infrastructure in urban areas throughout NSW.

[25] https://www.health.nsw.gov.au/urbanhealth/Pages/healthy-built-enviro-check.aspx
[26] https://www.planning.nsw.gov.au/Plans-for-your-area/Urban-Design-for-Regional-NSW
[27] https://www.governmentarchitect.nsw.gov.au/resources/ga/media/files/ga/discussion-papers/discussion-guide-greener-places-2020-06-03.pdf

Place Planning

At the heart of our place planning approach is our people - their needs and vision for the place in which they live. Council has recently been developing Community Plans which have been created in partnership with our community. Each Community Plan articulates a long-term vision to drive quality place outcomes for the community members, public spaces and the environment.

In addition to comprehensive community engagement, great places require the integration of multiple and sometimes competing requirements into a plan to ensure improved liveability outcomes. Council's Place Plans will consist of a suite of documents for our key places across the LGA. The Place Plans will build upon existing strategies and plans prepared by Council (e.g. Master Plans, Community Plans; character analysis) and will bring these together in a consolidated suite of documents for each level of the Place Hierarchy.

An overview of the various documents which can contribute to a Place Plan is illustrated in Figure 25.

NB - A number of the studies referred to in this figure are detailed in following Planning Priorities.

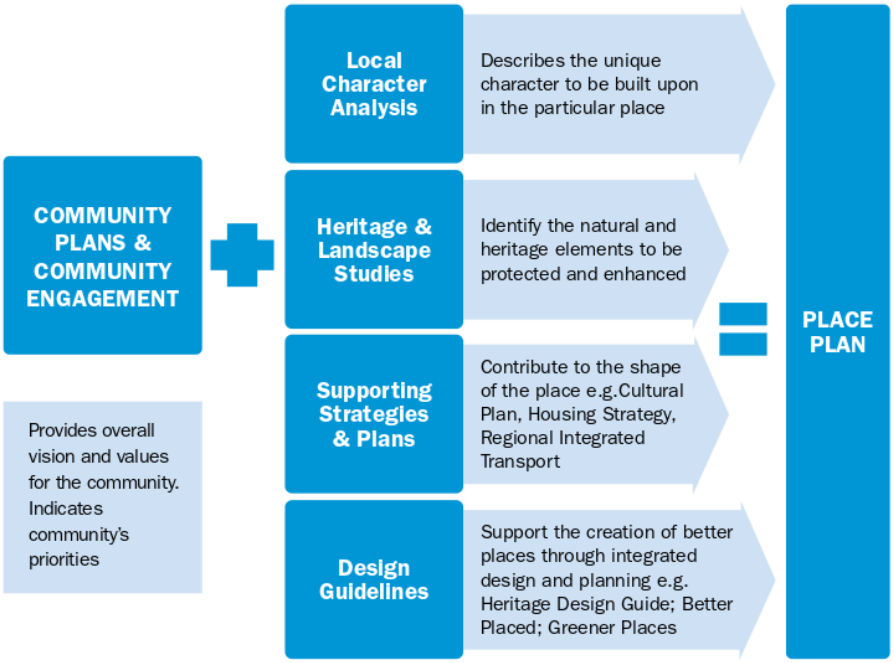


Figure 25 - Elements contributing to a Place Plan

The design and development of our Local Places and Hubs is further explored in Planning Priority 8.

ACTION	DESCRIPTION	TIMEFRAME
6.1	Develop a Place Framework to inform the approach for creating great places across the LGA	Short-Term
6.2	Undertake an audit and gap analysis of existing Place Documents	Short-Term
6.3	Develop a programme for the development, implementation and review of place planning documents in the Place Hierarchy across the LGA	Short to Medium Term
6.4	Develop and implement local Place Guidelines for the planning, design, provision and evaluation of our neighbourhoods, public spaces and community facilities informed by relevant NSW Government guidelines	Short-Term
6.5	Develop an evaluation framework and dataset to measure the liveability of our Places to better inform decision-making	Short-Term
6.6	Continue to develop and implement Community Plans in partnership with our communities across the LGA to inform the development of Place Plans and other key planning documents	Immediate and ongoing
6.7	Develop a Port Macquarie CBD Cultural Precinct Plan as identified in Council's *Cultural Plan*	Short-Term

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL1 - Community hubs that provide access to services and social connections CL3 - A healthy and active community that is supported by recreational infrastructure CL5 - Community participation in events, programs, festivals and activities	2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres 2.5 Promote a creative and culturally rich community
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 14: Provide great places to live and work Direction 15: Develop healthy, safe, socially engaged and well-connected communities	14.2 Develop precinct plans that are consistent with the Precinct Plan guidelines 15.1 Deliver best-practice guidelines for planning, designing and developing healthy built environments that respond to the ageing demographic and subtropical climate. 15.4 Create socially inclusive communities by establishing social infrastructure benchmarks, minimum standards and social impact assessment frameworks within local planning.
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
3. Ensure healthy lives and promote well-being for all at all ages 11. Make cities and human settlements inclusive, safe, resilient and sustainable	
RELATED PMHC STRATEGIES AND PLANS	
Community Plans Urban Growth Management Strategy Recreation Action Plan	Cultural Plan Housing Strategy Community Inclusion Plan

Planning priority 7

Provide for a diversity of housing in the right locations

KEY PRINCIPLES

- **Prioritise development within the North Coast Urban Growth Areas to protect the natural environment and deliver required housing in a way that is socially and financially beneficial to the whole community**
- **Provide greater housing diversity and affordable housing options**
- **Locate new housing near strategic and local centres**
- **Advocate for safe spaces & facilities for our homeless**

RATIONALE

A secure home can have life-changing and positive long-term impacts for individuals, families and communities. When people live in a home that they can afford and feel comfortable in, where they can easily access school or work and the services they need, they feel safer and have a greater sense of wellbeing.

Housing Needs

People's housing needs change through their lives as they move back and forth along the housing continuum (see Figure 26) depending on their preferences and circumstances. A holistic approach across housing – from homelessness to home ownership – helps us to plan for more people to be able to access the right type of housing at the right time, and to support people into the best housing option available.

THE HOUSING CONTINUUM

Homelessness inclues those who are sleeping rough, couch surfing and who have no fixed address.

Crisis housing is usually short-term housing provided to those who are homeless or at risk of homelessness.

Social housing or public housing is housing directly provided by the NSW Government to financially and socially disadvantaged people through the NSW Department of Communities and Justice.

Affordable rental housing is housing for households with very low, low or moderate incomes that are unable to access private market housing without financial stress. It is often provided by registered Community Housing Providers and involves a discount on market rentals.

Private rental housing refers to unsupported rental housing at market rates.

Specialist housing provides housing for those with particular needs e.g. those living with disability or requiring additional healthcare.

Supported home ownership - home loan assistance or a discount on market pricing is provided to those on low incomes to assist in the purchase of a home.

Home ownership refers to unsubsidised home ownership at market rates.

Figure 26 - The Housing Continuum[28]

When planning for housing, we need to acknowledge that where and how someone choses to live is more than just about the dwelling itself. When we talk about housing needs therefore, we mean:

- the **number** of new and existing houses needed relative to the population;
- the **location** of housing relative to employment, education and recreational opportunities and essential services;
- housing **preferences** e.g. the configuration, size, design and density of housing;
- access to housing **choice** i.e. how housing meets the requirements of diverse households (e.g. older people, younger households, multi-generational households, people with disability, people working from home);
- the **cost** of housing, relative to people's income; and
- the proportion of people lacking **access** to housing of an acceptable standard at an affordable cost.

To house our forecasted growth in population, it is estimated an additional 11,950 dwellings will be required by 2041. This growth is expected to be concentrated in our major towns and villages, particularly in Port Macquarie, which provides a wide range of jobs, services and entertainment (see Figure 27).

[28] *Adapted from A Housing Strategy for NSW - Discussion Paper https://www.planning.nsw.gov.au/-/media/Files/DPE/Discussion-papers/Policy-and-legislation/Housing/A-Housing-Strategy-for-NSW-Discussion-Paper-2020-05-29.pdf*

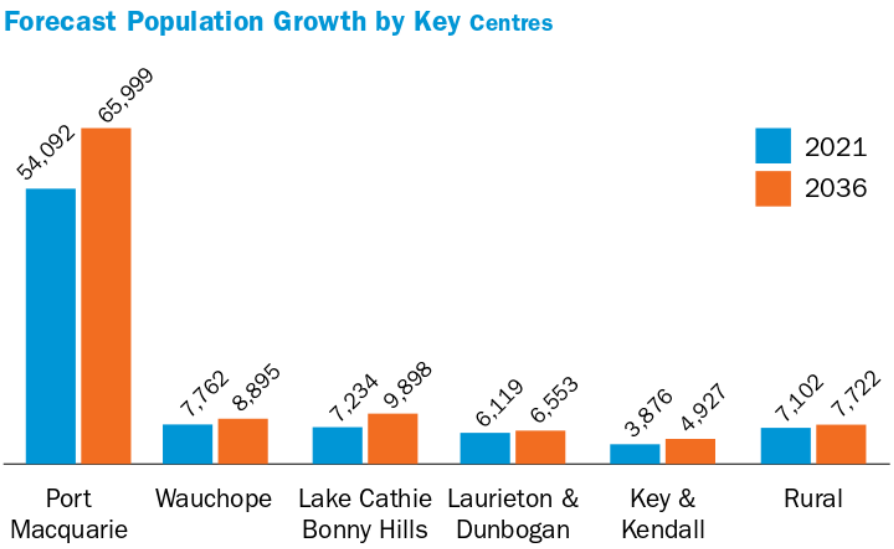


Figure 27 - Forecast Population Growth by Key Centres[29]

There is therefore a need for a sustained pipeline of housing so that enough homes are built to meet demand. When providing new housing for our LGA, Council will consider and address the following factors:

- distance to open space, employment, services and facilities;
- access to public transport and existing road capacity issues;
- an urban form that supports and encourages walking and cycling;
- the LGA's natural environment, topography, character and amenity;
- the availability of land relative to other land uses; and
- the current low levels of social housing.

Housing Density

To accommodate the expected number of additional dwellings will require a greater range of densities (the number of dwellings in a given area), which can take a variety of forms and housing types. Higher density does not only mean high-rise housing. Medium-density housing types - often referred to as the 'missing middle' (see Figure 28) can also achieve greater densities when compared to development patterns which currently dominate Port Macquarie-Hastings' suburbs (see Figure 29). When viewed from street level, these developments can be designed to match local design and character.

[28] *PMHC Urban Growth Management Strategy 2017-2036 Volume 1*

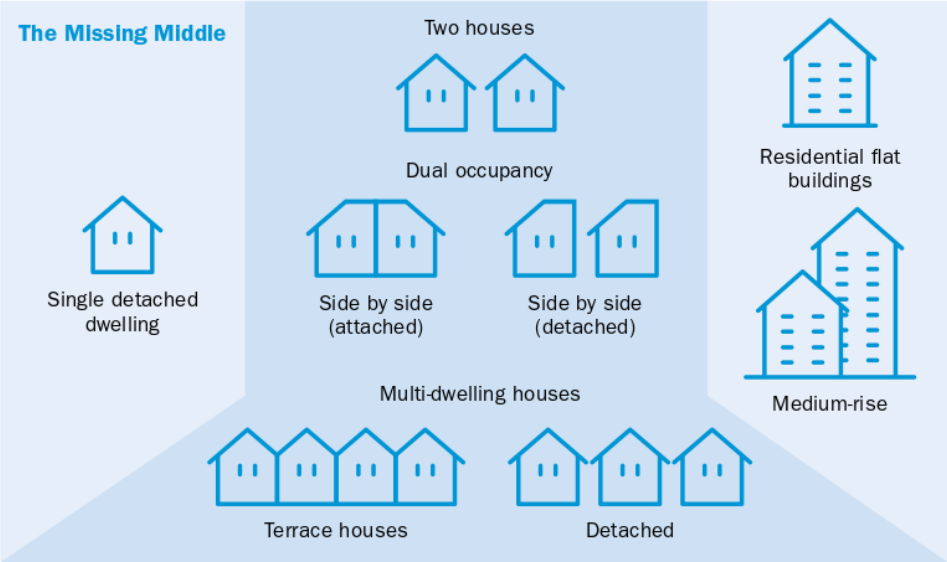


Figure 28 - The "Missing Middle"[30]

Figure 29 - Port Macquarie's Housing Dominated by Single Detached Dwellings

More dense neighbourhoods provide stronger physical connections between residences and services, and promote more active lifestyles through walking to local destinations and active travel. Greater density also has the potential to improve social connectivity. When residents regularly walk to access services or congregate in open spaces, there are greater opportunities for spontaneous interactions with neighbours. Densification may also free up land that can be reinvested in green space, play areas, recreation spaces and footpaths that aid physical activity.

To support the changing population and dwelling needs, State Government has set a 40% target for new dwellings to be in the form of apartments, dual occupancies, townhouses, villas and small lot housing (homes on lots less than 400m^2) by 2036.

Affordable Housing and Housing Affordability

Affordable housing and housing affordability are terms that are often used interchangeably but actually have different meanings.

Affordable housing relates to homes for very low income, low income or moderate-income households. This is often provided through a housing assistance program that provides rental dwellings for a specified level of below market rental prices. As a rule of thumb, housing is usually considered affordable if it costs less than 30% of gross household income. We know that the ability

[30] *Adapted from Northern Beaches Local Strategic Planning Statement*
[31] *Homelessness In NSW: Electorate Statistics - NSW Parliamentary Research Service, December 2018 https://www.parliament.nsw.gov.au/researchpapers/Pages/Homelessness-In-NSW-Electorate-Statistics.aspx*
[32] *The Affordable Housing Income Gap, Compass 2020. https://www.compasshousing.org/sites/default/files/Compass%20AHIG%20Index%202020%20Report_WEB%20%281%29.pdf*

to access affordable housing is strongly related to the risk of homelessness.

In the period 2011-2016, Port Macquarie-Hastings experienced a 37% increase in people classed as homeless with 33.5 homeless people per 10,000 residents.[31] There is a need therefore to increase the supply of affordable rental housing and provide a greater range of affordable housing options.

Housing affordability relates to the general affordability of both the rental and purchase housing markets and is not limited to those on low to moderate incomes. The affordability of housing is an issue of national significance, and one which is also relevant to Port Macquarie-Hastings as we are the 7th least affordable LGA in NSW for housing rental affordability.[32] On the Australian Housing Affordability Income Gap (AHIG) scale, Port Macquarie Hastings sits at 7 indicating that the average household would need to increase its income by 7% to avoid housing stress [33] (see Figure 30).

There are many factors that influence affordability, including construction costs, the availability of finance and the overall efficiency of land and housing supply (see Figure 31).

While many of these factors are outside the control of local government, Port Macquarie-Hastings Council has a role to play in exploring measures within the planning system that relate to development control that could be used to influence housing affordability.

REGIONAL NSW - LEAST AFFORDABLE						
LGA	Median Rent*	Weekly income required to rent affordably	Median weekly household income for households renting privately	Percentage of weekly income required to pay median rent	AHIG (weekly)	AHIG INDEX
Byron	620	2,067	1,260	49	807	64
Tweed Shire	480	1,600	1,223	39	377	31
Clarence Valley (Grafton)	365	1,217	939	39	278	30
Ballina	478	1,593	1,260	38	333	26
Coffs Harbour	400	1,333	1,165	34	168	14
Shoalhaven	370	1,233	1,084	34	149	14
Port Macquarie	380	1,267	1,188	32	79	7
Goulburn	360	1,200	1,190	30	10	1

Figure 30 - Least Affordable LGA's in NSW for Rental Housing

[33] *A household is defined in being housing affordability stress when the household has an income level in the bottom 40 per cent of Australia's income distribution and is paying more than 30 per cent of its income in housing costs.*

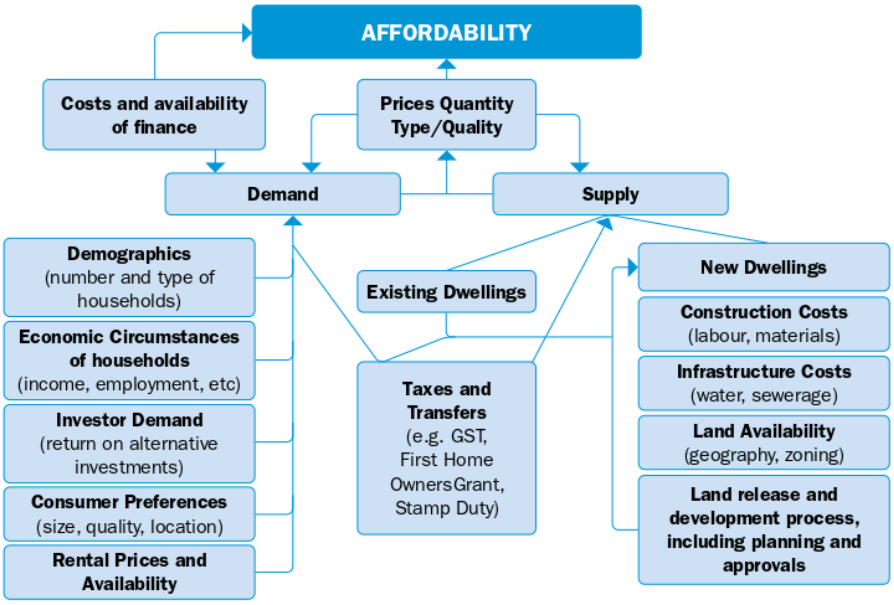


Figure 31 - Factors Influencing Housing Supply, Demand and Affordability[34]

Council is currently developing a Local Housing Strategy which will identify how Council can provide for a diversity of housing choice in suitable locations now and into the future. The Housing Strategy is informed by a Housing Choice Model which is outlined in Council's Urban Growth Management Strategy (UGMS) and is a key action of that strategy.

Once the Housing Strategy is finalised and adopted, the priority actions will be reflected in future updates of *Shaping Our Future*.

ACTION	DESCRIPTION	TIMEFRAME
7.1	Finalise Council's Local Housing Strategy in line with the DPIE Local Housing Strategy Guideline 2018 to provide for a diversity of housing choice in the Port Macquarie-Hastings LGA	Immediate
7.2	Develop LEP and DCP controls informed by the Local Housing Strategy recommendations to promote housing diversity and choice in appropriate locations	Short-Term
7.3	Develop and implement an Affordable Housing Policy and Action Plan which take into account the needs of our low-income and homeless residents	Short-Term

[34] *Planning Provisions for Affordable Housing Western Australian Planning Commission, October 2013 https://www.dplh.wa.gov.au/affordable-housing*

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL1 - A safe, caring and connected community CL3 - A strong community that is able to identify and address social issues	2.3 Advocate for social inclusion and fairness
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 1: Deliver environmentally sustainable growth Direction 21: Co-ordinate local infrastructure delivery Direction 22: Deliver greater housing supply Direction 23: Increase housing diversity and choice Direction 24: Deliver well-planned rural-residential housing areas Direction 25: Deliver more opportunities for affordable housing	1.2. Focus future urban development to mapped urban growth areas 1.4 Prepare land release criteria to assess appropriate locations for future residential, commercial and industrial uses. 21.1 Undertake detailed infrastructure service planning to support proposals for new major release areas. 21.2 Maximise the cost-effective and efficient use of infrastructure by directing development towards existing infrastructure or promoting the co-location of new infrastructure. 22.1 Deliver an appropriate supply of residential land within local growth management strategies and local plans to meet the region's projected housing needs 23.1 Encourage housing diversity by delivering 40 per cent of new housing in the form of dual occupancies, apartments, townhouses, villas or dwellings on lots less than 400 square metres, by 2036. 24.1 Facilitate the delivery of well-planned rural residential housing areas by: · identifying new rural residential areas in a local growth management strategy or rural residential land release strategy endorsed by the Department of Planning and Environment; and · ensure that such proposals are consistent with the Settlement Planning Guidelines: Mid and Far North Coast Regional Strategies (2007) or land release criteria (once finalised). 25.1 Deliver more opportunities for affordable housing by incorporating policies and tools into local growth management strategies and local planning controls that will enable a greater variety of housing types and incentivise private investment in affordable housing. 25.2 Prepare guidelines for local housing strategies that will provide guidance on planning for local affordable housing needs.
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
3. Ensure healthy lives and promote well-being for all at all ages 10. Reduce inequality within and among countries	
RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy Housing Strategy (under development)	

Planning priority 8

Create vibrant public places and spaces that inspire social interaction and support community wellbeing

KEY PRINCIPLES

- **Provide accessible, welcoming and safe public places for all ages, abilities and cultures in line with Council's Community Inclusion Plan and Disability Inclusion Action Plan**
- **Ensure new development is supported by appropriate social infrastructure**
- **Provide flexible, diverse and multi-use public places and spaces close to local centres**
- **Encourage partnerships for shared and joint use of government and privately-owned facilities for community uses**
- **Incorporate Council's Place Guidelines in the planning, design, provision and evaluation of our public spaces and community facilities**

RATIONALE

Vibrant public places are made up of environmental, social and economic elements which in combination result in places we want to be in. Making successful places is not just about getting the mix of land uses and locations right, it's also about getting the physical form of our places right.

Cultures and climates differ all over the world, but people are the same. They'll gather in public if you give them a good place to do it.[35]

Vibrant places provide opportunities for people to:

- Celebrate diversity in their people, art and culture;
- Become actively engaged with other people in their community by being socially inclusive;
- Pursue lifelong learning and self-development; and
- Live a heathy and active lifestyle, ensuring good mental and physical well-being.[36]

We want to ensure our communities are supported by appropriate public spaces and social infrastructure that cater for the needs of our residents and visitors through their life stages.

Our Social Infrastructure

Social infrastructure is comprised of the facilities, spaces, services and networks that support the quality of life and wellbeing of our communities. It helps us to be happy, safe and healthy, to learn, and to enjoy life.[37]

Council provides a wide range of social infrastructure including community facilities, spaces and services which facilitate social, cultural and recreational interaction (see Figure 32) They are a critical element of a vibrant community as they often provide a place away from home and work where people can gather and connect.

[35] Jan Gehl - Life Between Buildings | [36] Creating vibrant communities - Dean Landy 2017 | [37] Australian Infrastructure Audit, 2019

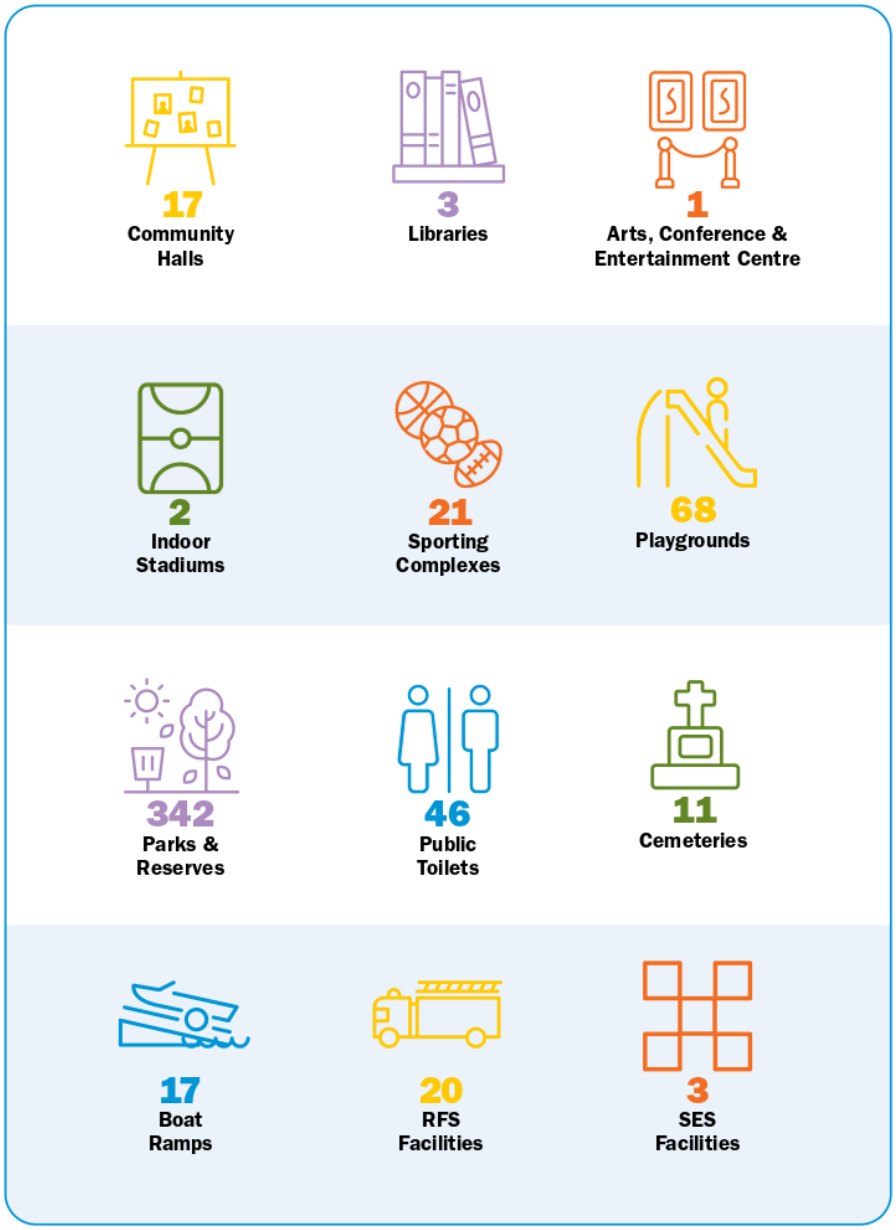


Figure 32 - Port Macquarie-Hastings Social Infrastructure (Maintained by PMHC)

A Creative and Culturally Rich Community

Often referred to as the fourth pillar of sustainability, culture is fundamental to the development of a healthy community. This is supported by the Australia Council for Arts in which 85% of Australians surveyed agreed that the arts make for a more rich and meaningful life.[38]

Port Macquarie-Hastings' network of three libraries in Port Macquarie, Wauchope and Laurieton provide shared and socially inclusive spaces for the whole community - from young children through to the aged. Visitation and borrowing is well above the state average indicating the value that our community places on this valuable service. Our library network will continue to grow to serve emerging centres and continue to diversify into broad ranging community facilities, places of social connection and places to do business and use technology in line with Council's *Library Strategic Plan*.

Multi-use community facilities like our libraries and the Glasshouse provide opportunities for people to connect, create, recreate and learn. They are key focal points in our LGA while smaller facilities like community halls provide opportunities for the community to gather locally. Ensuring all members of the community are offered the opportunity to participate in cultural and recreational activities is key to generating community cohesion.

Council's *Cultural Plan* identifies the need to create, develop and maintain vibrant cultural spaces and places to maximise opportunities for our community to participate in cultural activities across the region. This includes the development of creative precincts and cultural hubs with a key focus on developing a Port Macquarie CBD cultural precinct plan. The Cultural Plan is supported by a Port Macquarie-Hastings *Public Art Policy* that provides a framework to celebrate and explore opportunities for public art on public and private land and the Glasshouse Plan which outlines actions to ensure the delivery of high-quality cultural, community and commercial experiences for our community.

[38] *Australian Council for Arts "Arts Nation: An Overview of Australian Arts", 2015*

An Active and Healthy Community

A healthy community is one that promotes and encourages an active, healthy lifestyle to address the ongoing physical and mental health issues facing today's society.

Sport and recreation are an integral part of our social fabric, generating community cohesion and attracting visitors to the region. Healthy built environments are associated with increased physical activity, lower rates of obesity and chronic diseases, enhanced social interaction and general community wellbeing. Port Macquarie-Hastings has some fantastic recreational resources including our parks & reserves, the Port Macquarie Coastal Walk, Port Macquarie Skate Park, the Wauchope All-Abilities Playground, a range of sporting facilities and our many beaches. Proximity to these resources, our natural environment and green, open spaces is a significant contributor to the health and wellbeing of our communities.

Council's *Recreation Action Plan* outlines the activities that Council will undertake to ensure we continue to deliver an appropriate level of recreational facilities and services into the future. This includes the provision of sports facilities, and spaces which facilitate participation in unstructured activities and a variety of passive and active recreational pursuits.

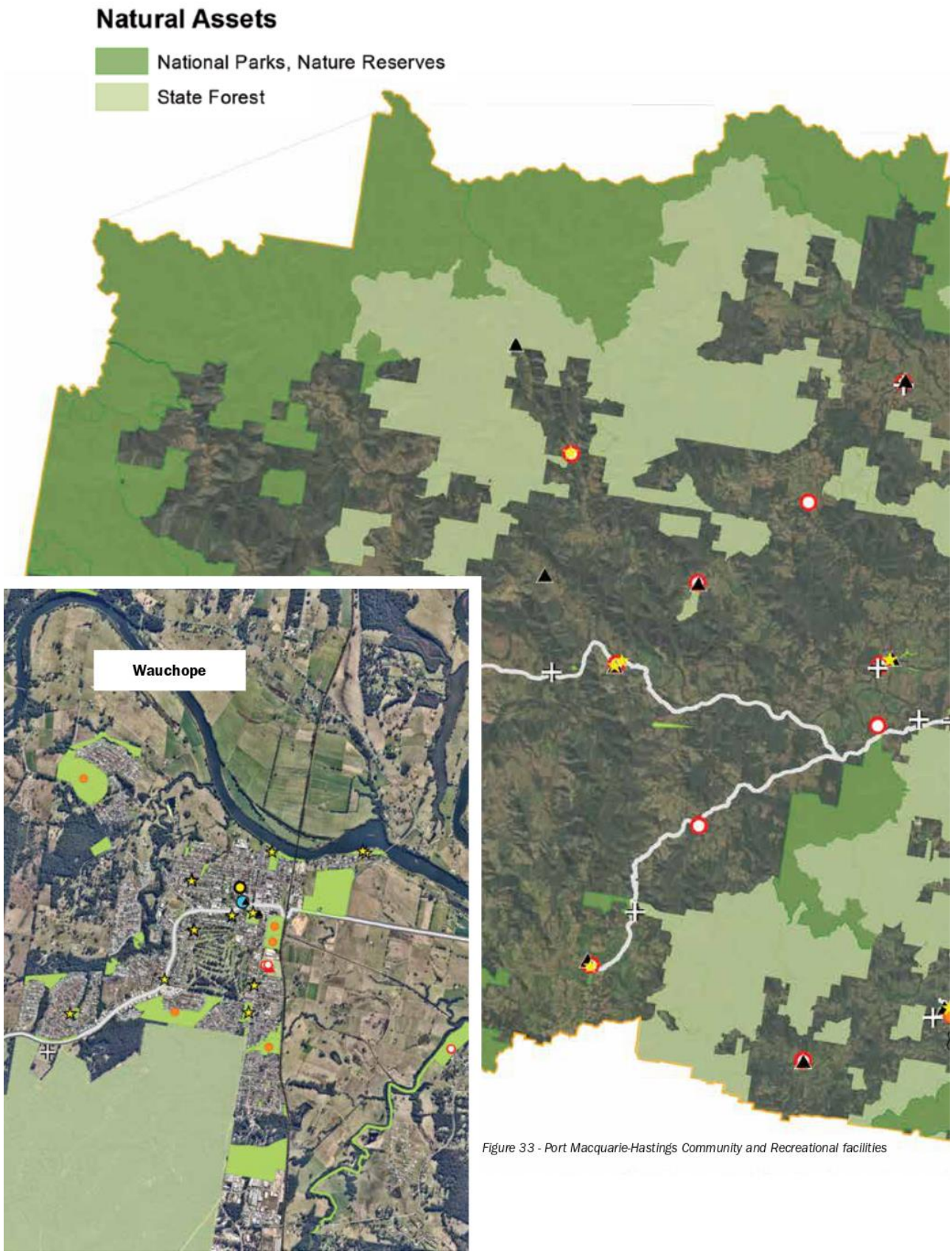
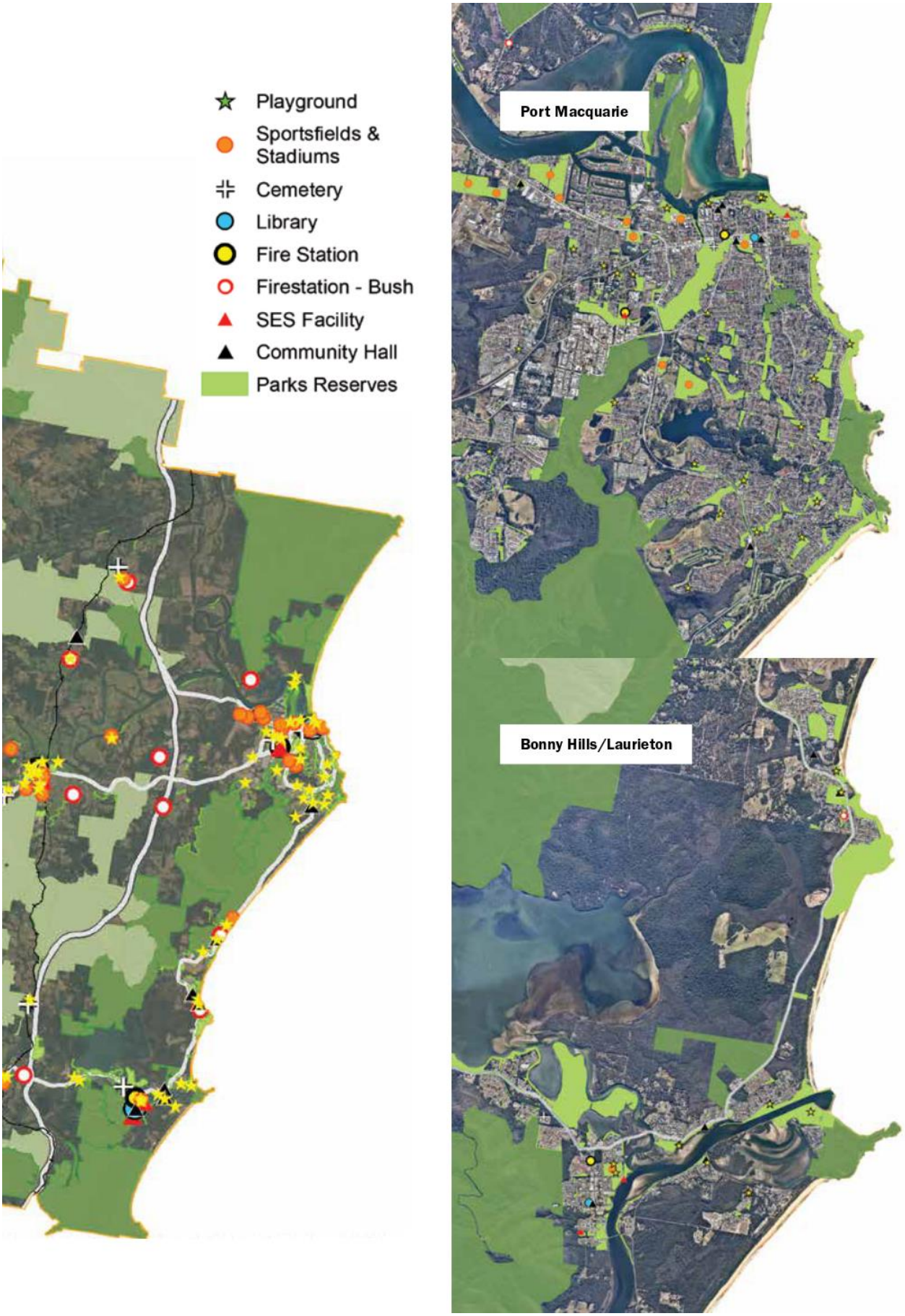


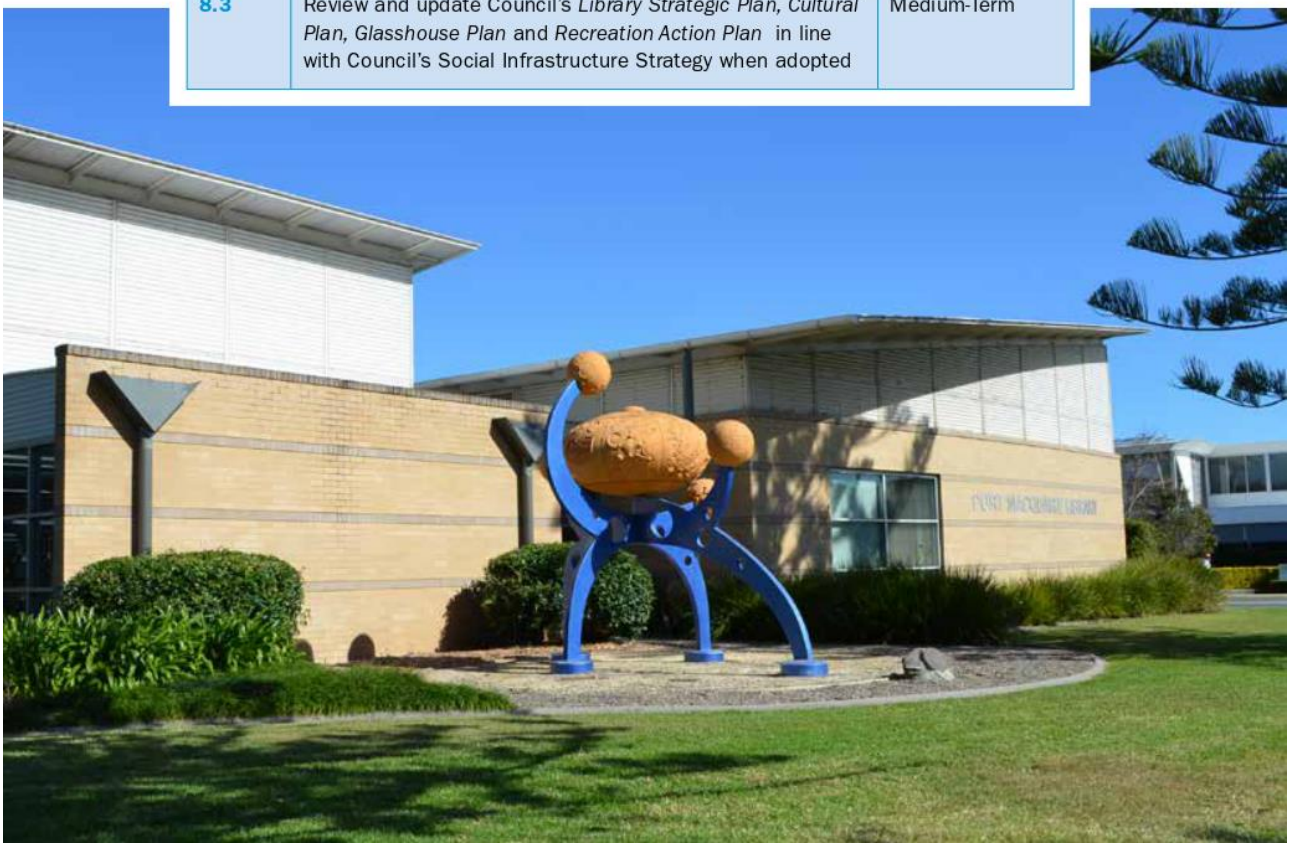
Figure 33 - Port Macquarie-Hastings Community and Recreational facilities


Playground
Sportsfields & Stadiums
Cemetery
Library
Fire Station
Firestation - Bush
SES Facility
Community Hall
Parks Reserves
Port Macquarie
Bonny Hills/Laurieton

An Inclusive Community

Council has a variety of plans and policies to ensure that Port Macquarie-Hastings provides a vibrant, inclusive and safe environment for residents and visitors. Council's *Disability Inclusion Action Plan* seeks to remove barriers that people living with disability experience in their daily lives and our *Community Inclusion Plan* outlines the actions Council will take to help reduce disadvantage, strengthen community well-being and celebrate diversity in our community.

ACTION	DESCRIPTION	TIMEFRAME
8.1	Develop a Social Infrastructure Strategy which will guide the development and adaptive use of our public spaces and community and recreational facilities across the LGA	Short-Term
8.2	Develop and implement a Property Strategy to optimise Council-owned property for long-term benefit, addressing findings of the Social Infrastructure Strategy	Short-Term
8.3	Review and update Council's *Library Strategic Plan, Cultural Plan, Glasshouse Plan* and *Recreation Action Plan* in line with Council's Social Infrastructure Strategy when adopted	Medium-Term



Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL1 - Community hubs that provide access to services and social connections CL2 - A safe, caring and connected community CL3 - A healthy and active community that is supported by recreational infrastructure CL4 - A strong community that is able to identify and address social issues CL5 - Community participation in events, programs, festivals and activities	2.1 Create a community that feels safe 2.2 Advocate for social inclusion and fairness 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres 2.5 Promote a creative and culturally rich community
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 15: Develop healthy, safe, socially engaged and well-connected communities	15.1 Deliver best-practice guidelines for planning, designing and developing healthy built environments that respond to the ageing demographic and subtropical climate 15.4 Create socially inclusive communities by establishing social infrastructure benchmarks, minimum standards and social impact assessment frameworks within local planning. 15.5 Deliver crime prevention through environmental design outcomes through urban design processes.
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
3. Ensure healthy lives and promote well-being for all at all ages 11. Make cities and human settlements inclusive, safe, resilient and sustainable	
RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy Community Plans Cultural Plan Events Plan Recreation Action Plan	Glasshouse Strategy Library Strategic Plan Community Inclusion Plan Disability Inclusion Action Plan Economic Development Strategy

Planning priority 9

Preserve and enhance the distinctive character, size and scale of our towns, villages and rural communities

KEY PRINCIPLES

- **Ensure planning for future growth reflects different contexts**
- **Ensure new development and reflects and builds on the essential and distinctive character of our Places and our People;**
- **Renew great places through innovative design while respecting and enhancing local character.**

RATIONALE

Port Macquarie-Hastings offers a broad collection of places, each with their own diverse and special character. The LGA's strategic centres, and the villages and communities that surround them, all differ, supporting a mix of higher-density living to low-scale residential areas, all within a wonderful natural environment.

Character is what makes one neighbourhood distinctive from another. It is the way a place 'looks and feels'. It is created by the way that the built and natural elements interrelate with one another, for example the relationship between the buildings, architectural style, subdivision patterns, activity, topography and vegetation.

The Department of Planning, Industry & Environment has developed a Local Character Wheel (see Figure 34) which helps identify the social, environmental and economic features within a particular area and assist in identifying that area's character.

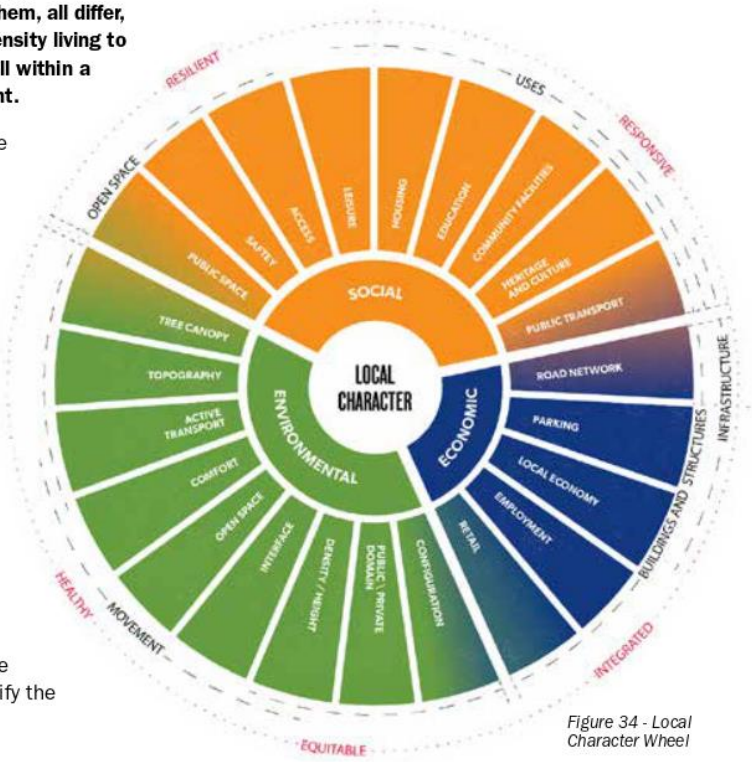


Figure 34 - Local Character Wheel

Growth is inevitable and desirable, but destruction of community character is not. The question is not whether your part of the world is going to change. The question is how.

Edward T. McMahon

Planning for future population growth needs to account for different contexts. The impacts on character and public expectations for the expansion of one of our rural villages for example, will be different to the expansion of the centre of Port Macquarie.

With Port Macquarie-Hastings population forecast to grow over the next 20 years, some Port Macquarie-Hastings residents are concerned that new development may impact on the local character of their neighbourhoods. Preserving character does not mean that new development cannot occur. Instead it means that the character of these places is respected and reflected in the development through good urban design (see Planning Priority 6).

Design affects how spaces and places function, how they integrate, what they contribute to the broader environment, and the people they support or attract. A design-led approach can pair change with strong ties to each community's story. This includes relating to the predominant scale, height and density, and ensuring important views and vistas are maintained, such as to important buildings or distant hills.

Places which develop in response to an identified local character and agreed desired future character are likely to be more sustainable, contribute to good quality of life and attract investment. Improving the identity of a place and supporting its character has a positive effect on liveability.[39]

As we work with our communities in developing their Community Plans, we are identifying key elements of their communities that are distinctive and valued. These elements will inform the development of a local character analysis for the LGA which can then be reflected in an overlay in our Local Environment Plan (see Figure 35). The character analysis can therefore assist in planning for future growth by providing more certainty for developers, the community and Council in future decision making and ensuring that development does not have a negative impact on the attributes and identity of an area which are valued by the community.

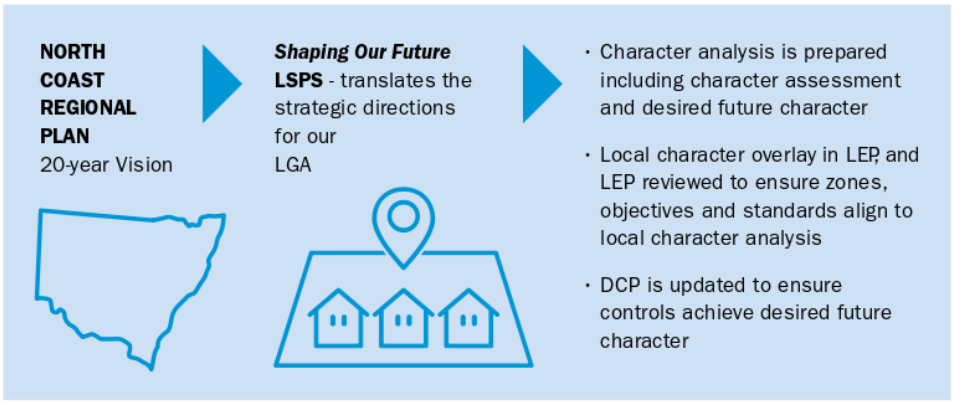


Figure 35 - Integrating Local Character into Local Land Use Planning [40]

[39] *Local Character and Place Guideline, NSW Government, February 2019* | [40] *Adapted from Ibid.*

Great places and cities don't happen by chance, they are designed and continue to be designed as we manage the transformation of our places[41]

By working with our communities and integrating design guidelines such as "*Urban Design for Regional NSW - A guide for creating healthy built environments in regional NSW*" and the "*Local Character and Place Guideline*" into our planning system we will be able to ensure the places we renew (and create) will remain (and become) the much loved neighbourhoods and suburbs of the future.

ACTION	DESCRIPTION	TIMEFRAME
9.1	Undertake a local character analysis across our LGA in line with the *NSW Government Local Character and Place Guideline*	Short-Term
9.2	Update *Shaping Our Future* to incorporate outcomes of the local character analysis for different areas across the LGA underpinned by an LEP map layer and density controls	Short-Term

[41] *Better Placed, Government Architect NSW*

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Natural and Built Environment NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment	4.3 Facilitate development that is compatible with the natural and built form
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 1: Deliver environmentally sustainable growth Direction 20: Maintain the region's distinctive built character	1.1 Focus future urban development to mapped urban growth areas 20.1 Deliver new high-quality development that protects the distinct character of the North Coast, consistent with the North Coast Urban Design Guidelines (2009)
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
11. Make cities and human settlements inclusive, safe, resilient and sustainable 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	
RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy	Community Plans

Planning priority 10

Protect, respect and embrace our natural, built and cultural heritage (including our Aboriginal cultural heritage)

KEY PRINCIPLES

- **Engage with our Aboriginal communities in planning and decision-making**
- **Embed the Government Architect of NSW Cultural Design Principles and implementation framework (when finalised) in the design and planning of Council's built-environment projects.**
- **Protect our heritage by adopting appropriate implementation measures in planning strategies and local plans informed by our Heritage Framework**
- **Incorporate heritage and culture into our environmental management action plans and strategies including the Biodiversity Strategy, the Ecological Restoration (No Nett Loss) Report and the Coastal Management Program**
- **Enhance and protect views of scenic and cultural landscapes from public areas**

RATIONALE

Heritage is a living part of our contemporary life. The objects, buildings, stories, songs, and rituals become a framework and reference upon which we build the future Heritage places and precincts can have an enormous impact on the quality and experience of our built environments and the wellbeing of our communities. Shaped by their cultural, social, historical, political, economic, and physical contexts, heritage places provide meaningful links to our past and have a significant role to play in the futures of our cities, towns, and rural environments.[42]

In 2018, the NSW Environmental Planning and Assessment Act 1979 was amended to promote good design of the built environment and require sustainable management of built and cultural heritage, including Aboriginal cultural heritage. The Government Architect of NSW (GANSW) supports this through its policies and guidelines, including *Better*

Places of cultural significance enrich people's lives, often providing a deep and inspirational sense of connection to community and landscape, t the past and lived experiences. They are historical records that are important expressions of Australian identity and experience. Places of cultural significance reflect the diversity of our communities, telling us about who we are and the past that has forme us and the Australian landscape. They are irreplaceable and precious - Burra Charter, Australia, ICOMOS, 22013

[39] *The Design Guide for Heritage, Government Architect for NSW*

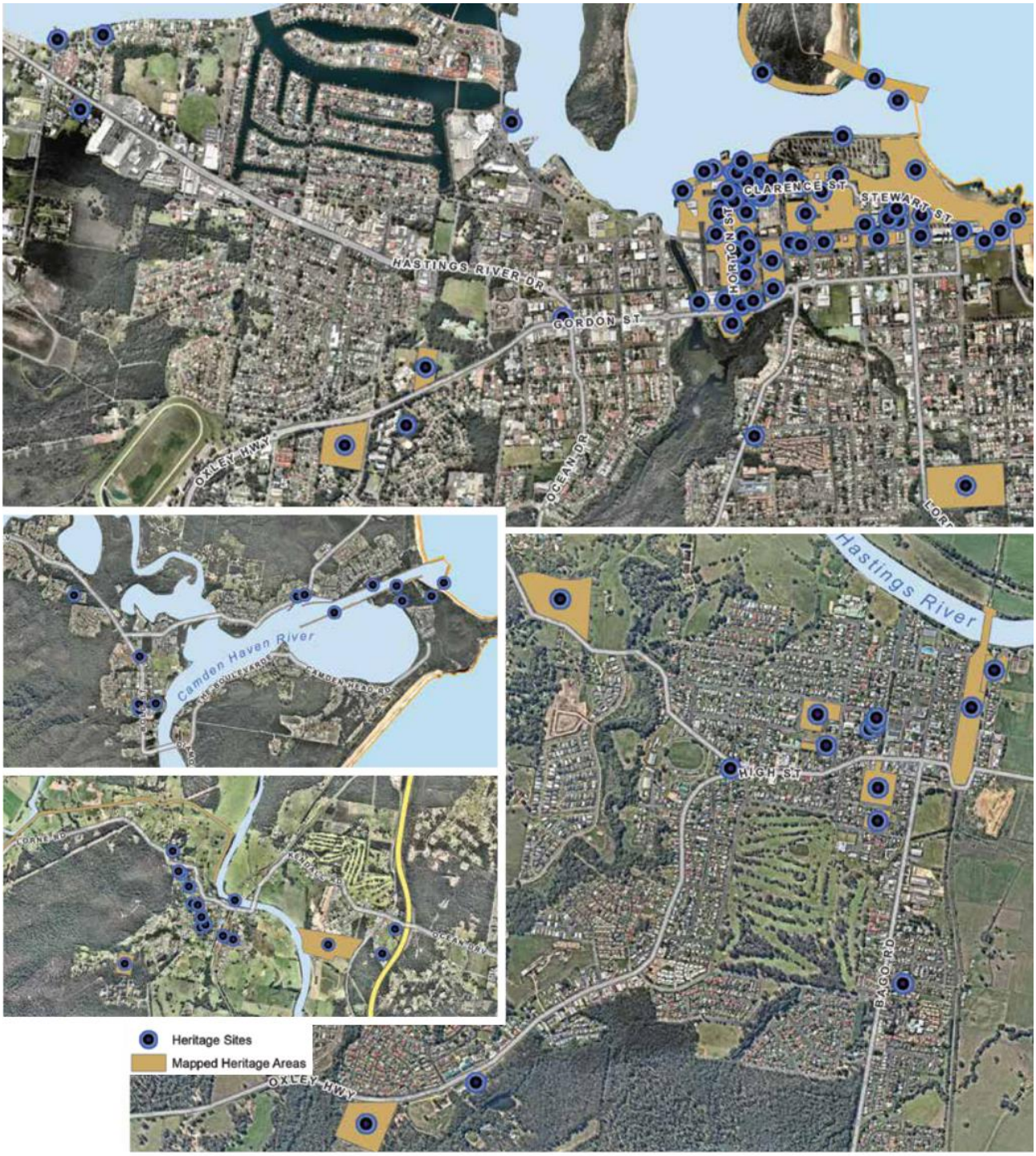


Figure 36 - Sites of Heritage Significance

Placed: An integrated design policy for the built environment of NSW.

Council has an important role, as a land-use manager and consent authority in identifying, assessing and managing heritage objects and places in the Port Macquarie-Hastings LGA. But more than that we recognise the significant role that our rich cultural heritage contributes to the special qualities of Port Macquarie-Hastings.

There are numerous sites of Aboriginal culture across the LGA which are of significance to the Birpai people, which connect them to their country and tell the story of their relationship with the land. Importantly, the identification, celebration and protection of local Aboriginal culture and heritage can also contribute to the economic self-determination of the Birpai people through their landholdings. Similarly, there are numerous places that have unique and special-built, archaeological and landscape heritage significance across the LGA. The protection of these places and their cultural value is of vital importance.

The GANSW is also working with recognised Aboriginal knowledge holders, built environment experts, and community to develop a set of *Cultural Design Principles*. These Principles will be accompanied by an implementation framework that can be applied to all Council projects to ensure that we deliver on the ambitions of the EP&A Act to sustainably manage Aboriginal culture and heritage, and to deliver good urban design.

Heritage listing within our Local Environment Plan provides legal recognition that a place has heritage significance worth preserving for future generations and is a physical link to the way of life of earlier generations. There are currently 121 heritage items, 21 Archaeological Sites and 4 Aboriginal objects and places of heritage significance in our LGA. Ten items are listed on the NSW State Heritage Register and “Three Brothers Mountains” - Middle & North are Aboriginal Places listed under the National Parks and Wildlife Act. Across the LGA there are landscapes that are valued for their scenic quality, natural conservation values, cultural values and because they provide attractive vistas from public places. We recognise that the protection of these high-value scenic and cultural landscapes is important to the community as well as people visiting our LGA. It is therefore important to document where these landscapes are and what us important about them, identify how best to protect and manage them so their inherent values are not eroded or lost.

We have identified the need to develop a comprehensive Port Macquarie-Hastings Heritage Framework (see Figure 37) that will provide us with a better understanding of our heritage and help guide future land-use decisions. Our goal is to celebrate, commemorate, protect and manage the heritage assets that are important to us, in a manner that is consistent and forward-looking.

The first element of this Framework is the development of an Aboriginal Heritage Study in consultation with our local Birpai communities, to map Aboriginal places and cultural values across the LGA.We also need to look beyond simply undertaking archaeological investigations and recording heritage and look at ways we can incorporate cultural stories and adapt heritage assets to create unique new places. Innovative approaches will encourage more people to celebrate both our Birpai and European heritage. The NSW Government has developed the *Design Guide for Heritage* to support heritage practice in the future to enable heritage significance to be protected, while enhancing the experience of heritage places for everyone.

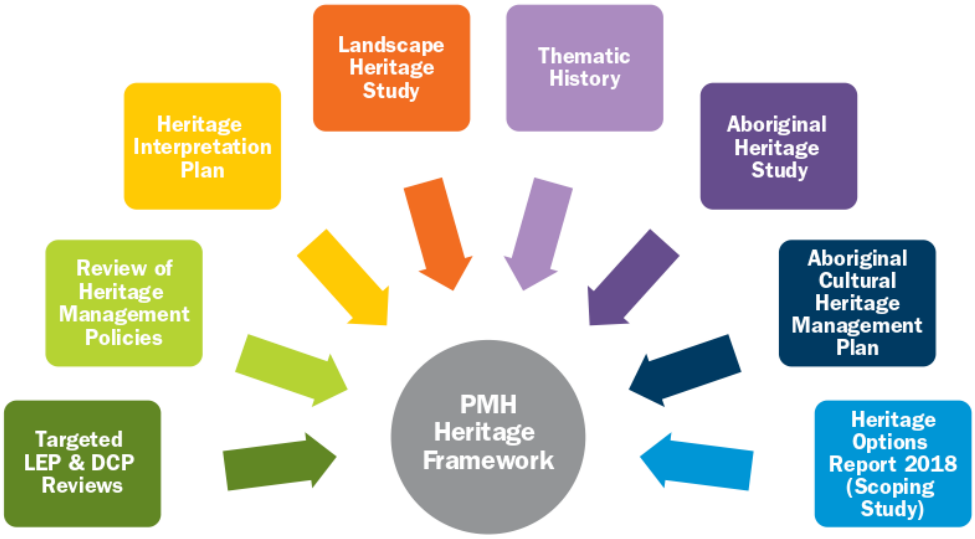


*Figure 37 - **Indicative** Inputs into a Port Macquarie-Hastings Heritage Framework*

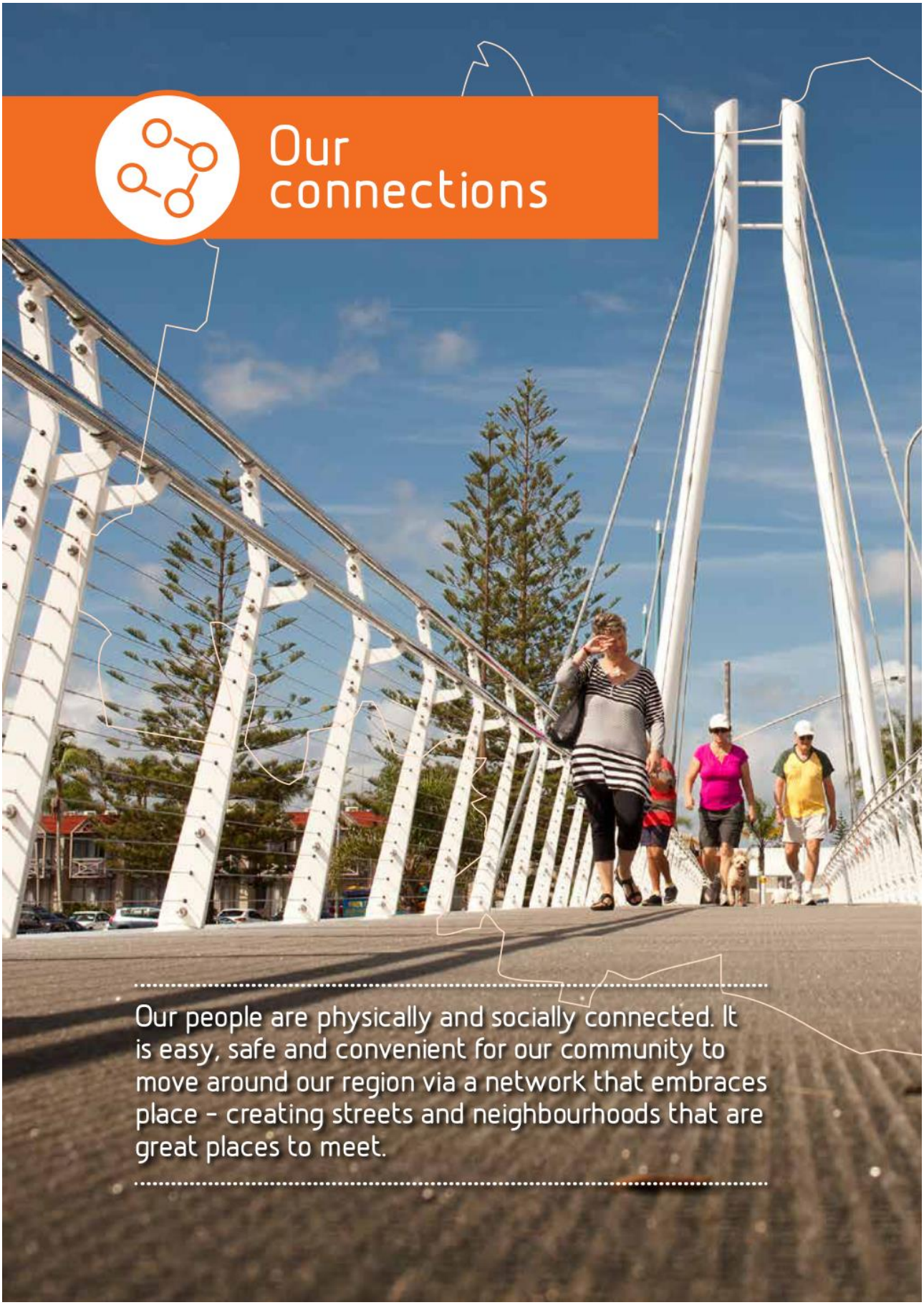
ACTION	DESCRIPTION	TIMEFRAME
10.1	Complete an Aboriginal Heritage Study for the Port Macquarie-Hastings LGA in consultation with the Biripai and Bunyah Local Aboriginal Land Councils	Immediate
10.2	Update the Heritage inventory in the Port Macquarie-Hastings LEP 2011	Immediate
10.3	Develop and implement a comprehensive and forward-looking Heritage Framework for Port Macquarie-Hastings	Short to Medium Term
10.4	Develop a Heritage Interpretation Plan to facilitate adaptive use of our heritage places and innovative approaches to telling the heritage stories of our places based on the Design Guide for Heritage	Medium-Term
10.5	Undertake a Landscapes Study to identify high-value landscapes across the LGA which can be incorporated as scenic protection areas in our planning controls	Short-Term

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL2 - A safe, caring and connected community CL5 - Community participation in events, programs, festivals and activities	2.2 Advocate for social inclusion and fairness 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres 2.5 Promote a creative and culturally rich community
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 16: Collaborate and partner with Aboriginal communities Direction 18: Respect and protect the North Coast's Aboriginal Heritage Direction 19: Protect historic heritage	16.2 Ensure Aboriginal communities are engaged throughout the preparation of local growth management strategies and local environmental plans. 18.1 Ensure Aboriginal objects and places are protected, managed and respected in accordance with legislative requirements and the wishes of local Aboriginal communities 18.2 Undertake Aboriginal cultural heritage assessments to inform the design of planning and development proposals so that impacts to Aboriginal cultural heritage are minimised and appropriate heritage management mechanisms are identified. 18.3 Develop local heritage studies in consultation with the local Aboriginal community, and adopt appropriate measures in planning strategies and local plans to protect Aboriginal heritage. 19.1 Ensure best-practice guidelines are considered such as the Australia International Council on Monuments and Sites (ICOMOS) Charter for Places of Cultural Significance and the NSW Heritage Manual when assessing heritage significance. 19.2 Prepare, review and update heritage studies in consultation with the wider community to identify and protect historic heritage items, and include appropriate local planning controls. 19.3 Deliver the adaptive or sympathetic use of heritage items and assets.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS
10. Reduce Inequalities within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
17. Strengthen the means of implementation and revitalise the global partnership for sustainable development

RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy Community Plans	Cultural Plan Community Inclusion Plan


Our connections
Our people are physically and socially connected. It is easy, safe and convenient for our community to move around our region via a network that embraces place - creating streets and neighbourhoods that are great places to meet.

What people enjoy about where they live is influenced by their connections to places and community – whether they can reach transport or social infrastructure to feel physically, digitally, culturally and economically connected. If people can easily walk around their local area, take transport to other places, easily get to work or other facilities, enjoy local recreation and cultural opportunities or open spaces, their way of life will improve.

Where travel choices are available, people are more able to choose alternate modes that may better suit their needs or preferences, resulting in reduced dependency on our cars and less congestion in our LGA.

Local streets and different types of centres and neighbourhoods combine with these factors to create sustainable, liveable and attractive communities.

This theme highlights the importance of connectivity to Port Macquarie-Hastings and details our planning priorities and actions that will enhance our social and physical connections over the next 20 years. In particular we focus on:

- **Our Transport Network**
- **Our Neighbourhoods**
- **Our Active Transport Options**
- **Our Access to Green Spaces & Local Destinations**
- **Our Future Transportation Options**

OUR PLANNING PRIORITIES

PLANNING PRIORITY 11

Provide a multi-modal integrated land-use and transport network across Port Macquarie-Hastings

PLANNING PRIORITY 12

Develop a network of safe, accessible and sustainable local transport options linking key destinations

Planning priority 11

Provide a multi-modal, integrated land-use and transport network across Port Macquarie-Hastings

KEY PRINCIPLES

- **Coordinate land use and transport planning to protect transportation corridors and support the safe and efficient movement of people, goods and services across all modes of transport (including aviation)**
- **Prioritise pedestrians over cars in centres to create places where people want to spend time and to ensure local streets and neighbourhoods encourage physical & social activity and connectivity**
- **Mitigate the impacts of transport infrastructure on liveability and amenity**

RATIONALE

Integrated land-use and transport planning can activate centres, renew existing neighbourhoods and spaces and improve the overall liveability of our communities. Transport planning must therefore be more concerned about facilitating a community's connectivity through all forms of transport.

As Port Macquarie-Hastings' population grows over the next 20 years, additional housing will be provided by a combination of urban consolidation and new release areas. A number of new industrial land release areas are also planned.[43] The location of these areas away from town centres will result in increased dependence on private car usage if consideration is not given to the co-location of services, places of employment, recreation and education facilities and mass transportation alternatives.

Overview

Port Macquarie-Hastings' primary transport infrastructure is our road network. The Pacific Highway creates a north-south spine which bisects the LGA. Lower order collector and local roads (including a significant rural road network) complete the network. The LGA is also serviced by the Port Macquarie Airport and the North Coast rail line which runs from Sydney to Brisbane with 2 daily services. Two ferries provide a connection between the North Shore and Port Macquarie. There are limited public transport options, currently a fixed bus network and school bus service, across the LGA.

[43] *Refer to Council's Urban Growth Management Strategy (2017)*

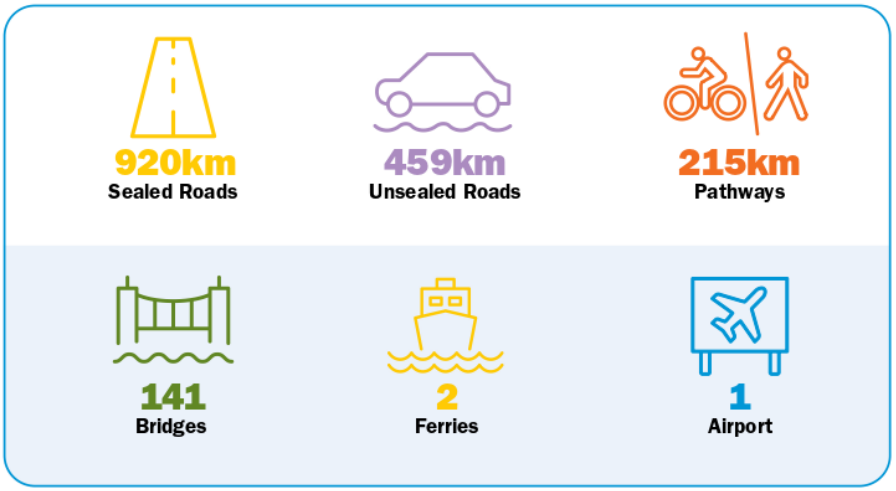


Figure 40 - Port Macquarie-Hastings Transport Assets

Once built, fixed assets are difficult and costly to alter. Large infrastructure projects also have long lead-times and are disruptive to communities during construction. As a result, the infrastructure network has often lagged behind the rapidly changing needs of our communities.

While the course or footprint of a transport corridor is fixed, its capacity is not. Different modes of transport have different carrying capacities when using equivalent 'space'. For example, public transport on roads uses one-twentieth of the road space of car travel.

Planning for the future means preserving suitable options for future uses and travel behaviours. It also means better management and utilisation of all transport assets to optimise performance and maximise carrying capacity, as passenger and freight traffic volumes grow.

Balancing Movement and Place Outcomes

NSW Government's Transport Strategy - *Future Transport 2056* shifts the focus away from individual modes of transport, toward integrated solutions. *Future Transport 2056* and supporting plans focus on the role of transport in delivering connectivity, movement and place outcomes that support the character of our places and communities and create vibrant connected communities. The Strategy acknowledges that transport can play a bigger role in supporting healthy lifestyles (Figure 39).

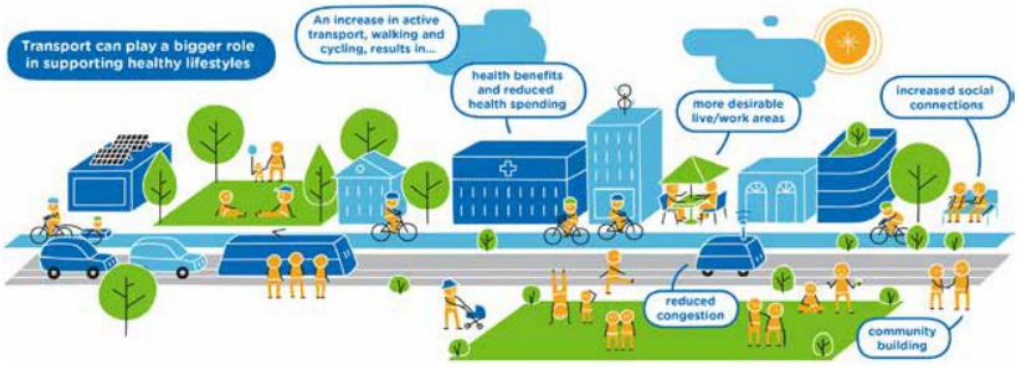


Figure 39 - Transport Supporting Healthy Lifestyles[44]

Our town and village centres are the places where the majority of jobs and services are located as well as attractions like shops, restaurants and parks. Roads through and around these centres serve an important ***movement*** purpose, allowing people to travel to and from the centre and move around easily within it. They also serve a ***place*** function by operating in a way that allows people and strong local economies to develop and thrive. Successful places include attractive spaces where people can meet and enjoy their leisure time, such as town squares, libraries and community centres, parks, sportsgrounds and waterways. Being able to access these spaces easily by active or public transport encourages people to be more physically active and increases social interactions in communities.

Future Transport 2056 identifies a **Movement and Place Framework** (see Figure 40) that considers how best to manage the road network in a way that supports safe, efficient and reliable journeys for people and freight while enhancing the liveability and amenity of places.

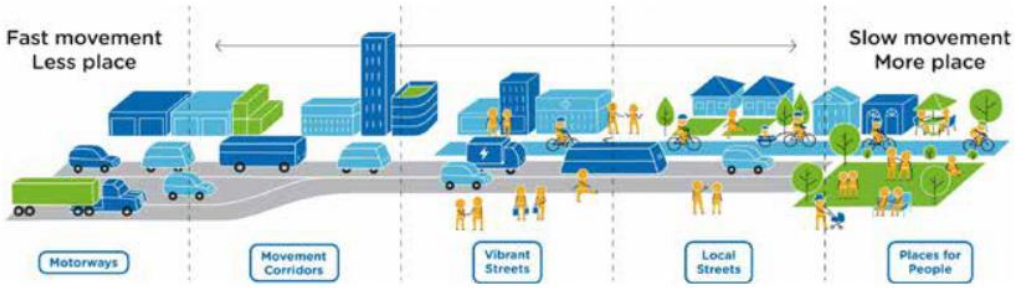


Figure 40 - The Movement and Place Framework[45]

[44] *Future Transport 2036 - Transport for New South Wales* | [45] *Ibid*

Motorways are *strategically significant* roads that move people and goods rapidly over *long* distances.

Movement corridors provide safe, reliable and efficient *movement of people and goods* between regions and strategic centres.

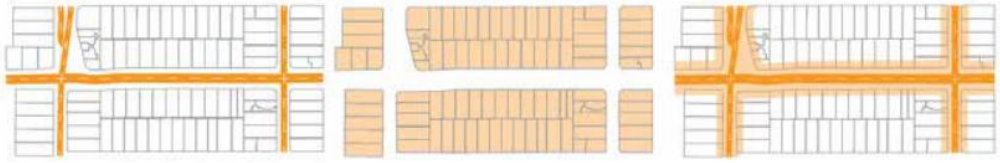
Vibrant streets have a high demand for movement as well as place with a need to *balance different demands* within available road space.

Local streets are *part of the fabric of the suburban neighbourhoods* where we live our lives and facilitate local community access.

Places for People are streets with high demand for activities and lower levels of vehicle movement. They create places people enjoy, attract visitors, and are *places that our communities value*.

Creating Great Streets

The Movement and Place framework also acknowledges that streets are places too (see Figure 41) and the needs and expectations of the community change for different street environments.



Traditional transport plan | Land use plan | Movement and Place plan

Figure 41 - Streets Are Places Too [46]

Placemaking promotes a simple principle: if you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places. It is not true that more traffic and road capacity are the inevitable results of growth. They are in fact the products of very deliberate choices that have been made to shape our communities to accommodate the private automobile. We have the ability to make different choices - starting with the decision to design our streets as comfortable and safe places - for pedestrians and cyclists as well as drivers.[47]

[46] *Movement and Place: The ANZ experience - Mary Haverland March 2018*
[47] *Ten Strategies for Transforming Cities and Public Spaces - Project for Public Spaces (2014) https://www.pps.org/article/ten-strategies-for-transforming-cities-through-placemaking-public-spaces*

Figure 42 - 10 Healthy Streets Indicators

With the right balance, streets can accommodate vehicles and become destinations worth visiting. Neighbourhood streets can be places where parents feel safe letting their children play, and commercial strips can be designed as boulevards, safe for walking and cycling and allowing for both through and local traffic. Streets that are planned for people, add to the social cohesion of communities by ensuring human interaction, and providing safe public spaces that promote cultural expression.

A variety of tools can be used to evaluate the effectiveness of our streets as great places. The Healthy Streets Approach[48] sets out 10 Healthy Streets Indicators (see Figure 42), which describe the key ingredients for great streets. At the centre of this approach are the primary goals of the health community (healthy environment and healthy behaviours) and the transport community (using the most efficient mode of transport suited to each trip) with the central focus of putting people and their wellbeing first.

[48] *https://healthystreets.com/*

Connecting Communities

Future Transport 2056 also identifies a move towards developing a hub and spoke network to provide better connections between our communities and improved access to other regional cities and centres. This model can be used both within our LGA and between other key NSW locations (see illustrative model in Figure 43).

Council's *Destination Management Plan (DMP)* also identifies Council's role in driving major access improvements to the region via road and air, and within the region, (e.g. improved road linkages from the Pacific Highway through to wheelchair-friendly access) as an important focus for the growth of our visitor economy.

Our Freight Network

Council acknowledges that catering for freight and servicing in the local area is an essential transport task. It is important that freight corridors are identified and protected from inappropriate development which could reduce the efficiency of the network. Additionally, the changing nature of retail trade with an increased reliance on on-line shopping and delivery is changing the nature of freight logistics. Coupled with additional residential growth, consideration needs to be given to the local transportation network and its capacity to accommodate delivery vehicles in the urban setting.

The location of existing and proposed infrastructure and utilities must also be considered in relation to sites proposed for urban land release to avoid any conflict or encroachment that would compromise distribution networks. Prioritising maintenance and network improvements to support access of freight will also be important for the continued efficiency of freight movements.

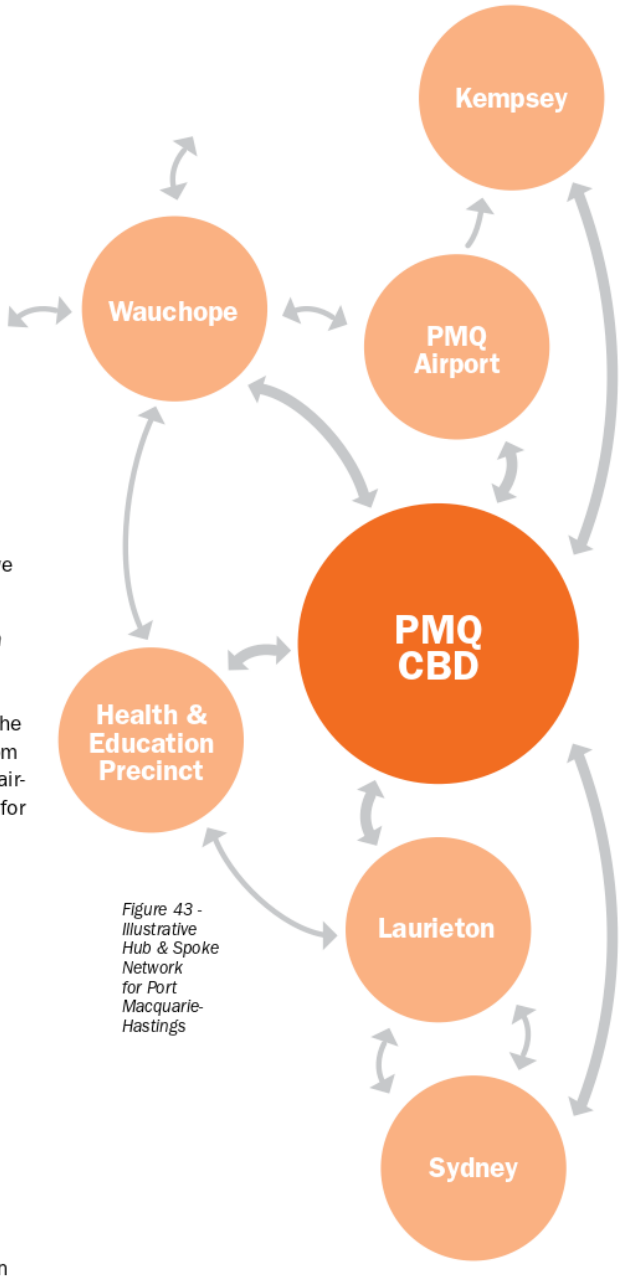


Figure 43 - Illustrative Hub & Spoke Network for Port Macquarie-Hastings

Air Transport

Port Macquarie Airport is a key gateway for business, tourism and personal travel, as well as high-value freight. Council follows The National Airports Safeguarding Framework as a land-use planning framework that aims to:

- improve community amenity by minimising aircraft noise-sensitive developments near airports; and
- improve safety outcomes by ensuring aviation safety requirements are recognised in land use planning decisions through guidelines being adopted by jurisdictions on various safety-related issues.

A Regional Integrated Transport Strategy

Council is developing a *Regional Integrated Transport Strategy (RITS)* which will incorporate the Movement and Place Framework. The RITS will look at current and future challenges for Port Macquarie-Hastings and present a suite of supporting plans to deliver an integrated movement network across all modes of transport.

Once the RITS is finalised and adopted, the priority actions will be reflected in future updates of *Shaping Our Future*.

ACTION	DESCRIPTION	TIMEFRAME
11.1	Develop a Hub and Spoke model for the LGA by understanding catchment areas for key centres and attractors (such as our retail centres, hospitals, airport and education facilities)	Immediate
11.2	Develop and implement a Regional Integrated Transport Strategy (RITS) for the LGA which includes the Movement & Place framework and the Hub & Spoke Model	Immediate
11.3	Develop local Movement and Place guidelines for incorporation in Port Macquarie-Hastings Place Planning Framework and Place Plans (as described in Planning Priority 6)	Short-term
11.4	Amend Council's Development Control Plan to restrict access to local freight corridors and priority roads by residential properties; protect important local freight corridors for future transport alignment and avoid the encroachment of incompatible land uses and development	Short-term

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL1 Community hubs that provide access to services and local connections CL2 - A safe, caring and connected community	2.1 Create a community that feels safe 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres
Your Natural & Built Environment NBE4 - Accessible transport network for our communities	4.4 Plan for integrated transport systems that help people get around and link our communities 4.5 Plan for integrated and connected communities across the Pot Macquarie-Hastings area
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 9: Strengthen regionally-significant transport corridors Direction 10: Facilitate air, rail and public transport infrastructure	9.2 Identify buffer and mitigation measures to minimise the impact of development on regionally significant transport infrastructure including regional and state road network and rail corridors. 9.3 Ensure the effective management of the State and regional road network by: • preventing development directly adjoining the Pacific Highway; • preventing additional direct 'at grade' access to motorway-class sections of the Pacific Highway; • locating highway service centres on the Pacific Highway at …Port Macquarie, approved by the Department of Planning and Environment and Roads and Maritime Services; and • identifying strategic sites for major road freight transport facilities. 10.5 Deliver a safe and efficient transport network to serve future release areas.)
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
3. Ensure healthy lives and promote well-being for all at all ages 11. Make cities and human settlements inclusive, safe, resilient and sustainable	
RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy	Regional Integrated Transport Strategy (under development) Community Plans

Planning priority 12

Develop a network of safe, accessible and sustainable local transport options linking key destinations

KEY PRINCIPLES

- **Coordinate land-use and transport planning to prioritise active transport across the LGA**
- **Improve local public transport connections to extend the reach of the regional transport network**
- **Support smart technology, such as trials of new systems, to facilitate more efficient movement across our LGA**

RATIONALE

The location of trip attractors such as schools, shops and employment, their density and mix and relationship to where people live, affects how often cars are used to get around and the length of day-to-day trips. As Port Macquarie-Hastings moves towards a multi-modal transport system, coordinating land-use and transport planning will make it easier to implement sustainable transport options such as active transport and public transport.

We will be able to use these options to connect neighbourhoods to key economic hubs where there is a greater range of employment, services and facilities, and other important local destinations such as schools, our community facilities, natural environment and high-quality open spaces.

This will result in more liveable communities as people can get where they need to go easily and quickly, without needing to rely on using their own cars. This not only reduces congestion but it also gives people more leisure time and allows infrastructure funding to be allocated to other improvements.

Emerging transport technologies will also reshape the way people and goods move around the LGA and have the potential to improve liveability and sustainability across Port Macquarie-Hastings.

Active Transport

Active transport includes non-motorised forms of transport involving physical activity, such as walking and cycling.

Currently, the main mode of travel within Port Macquarie-Hastings is by car with approximately 94% of people travelling to work by private motorised vehicle.[49] Walking and cycling are more usual for recreational rather than functional purposes (only 4.5% walking or cycling to work). Only 1% of trips to work use public transport.

Highly liveable urban areas prioritise the highest capacity modes of transportation (like walking and biking and using public transport) over the single occupancy car (see Figure 44).[50]

[50] *UK Manual for Streets (2007) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/341513/pdfmanforstreets.pdf*

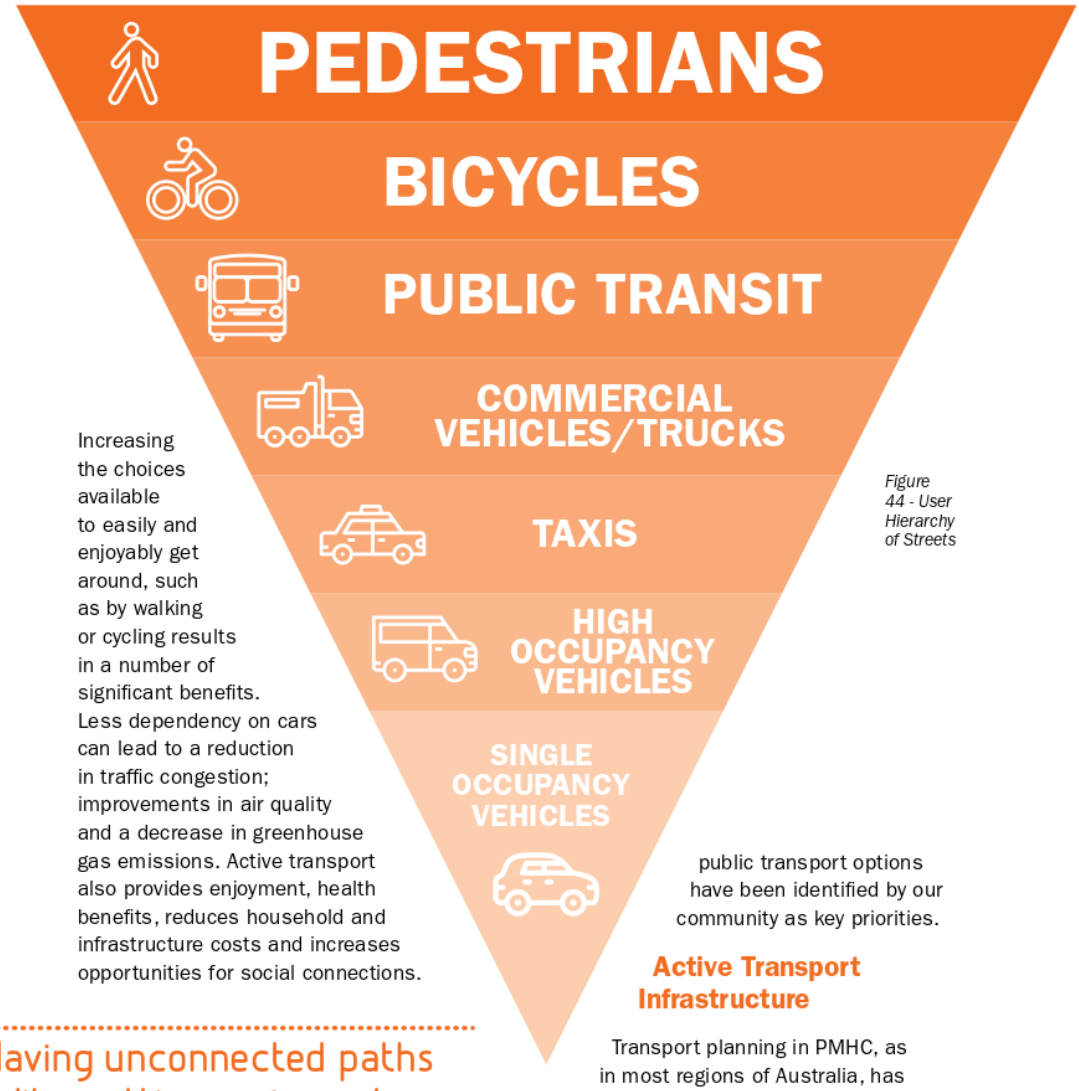


Figure 44 - User Hierarchy of Streets

Increasing the choices available to easily and enjoyably get around, such as by walking or cycling results in a number of significant benefits. Less dependency on cars can lead to a reduction in traffic congestion; improvements in air quality and a decrease in greenhouse gas emissions. Active transport also provides enjoyment, health benefits, reduces household and infrastructure costs and increases opportunities for social connections.

> Having unconnected paths is like putting a pipe out in the middle of a paddock and wondering why it's not carrying water[51]

With better walking, cycling and public transport options, more people will more easily connect to and from their homes, workplaces, schools, communities, villages, town centres and beaches. Making our region more walking and cyclist-friendly and providing better public transport options have been identified by our community as key priorities.

Active Transport Infrastructure

Transport planning in PMHC, as in most regions of Australia, has traditionally been dominated by an attempt to cater for the needs of motorised forms of transport, often at the neglect of non-motorised forms. Our footpaths cover a total distance across the LGA of approximately 215km as compared to 920km of sealed roads. Spending on footpaths and cycleways currently comprises a small proportion of Council's transport networks budget.

In a survey of road users undertaken by Transport for NSW, the various aspects that users value most for their travel mode were identified. Table 1 below outlines these findings for cyclists and pedestrians:

[51] *Bart Sbeghen (Bicycle Network Victoria) as cited in Creating Vibrant Communities - Dean Landy (2017)*

USER	TRIP PURPOSE AND CHARACTERISTICS	NETWORK USED	VALUED MOST –TOP FOUR PREFERENCES WITH THE MOST VALUED AT THE TOP
Cyclists	For commuting to work and educational centres, for trips to commercial centres and for general sports training, recreation and tourism-type cycling. Generally for shorter trips.	Bicycle networks	· Safe connectivity and flow (most valued) · Safe behaviour · Supporting facilities ·Health, well-being and knowledge.
Pedestrians	Most individual trips, unless undertaken by a vehicle fully from origin to the destination, include a walking section either as the predominant part of the journey or the first, middle and/or last section of the journey.	Pedestrian networks	· Connectivity and flow (most valued) ·Pedestrian safety and personal security (equally most valued · Health and well being · Supporting facilities.

Table 1 - What is valued most by cyclists and pedestrians[53]

Our Pedestrian Network

Pedestrian activity is typically highest around town centres, schools and other educational facilities, shopping centres, recreational nodes, hospitals and medical facilities, aged care facilities and public transport nodes. Our pedestrian network planning has therefore focused on these key areas.

The pedestrian networks in urban areas across our LGA are however disjointed with poor connectivity and are more sporadic in residential areas. There are some areas along busy streets where pedestrians are forced to walk either on the roadway or on the nature strip. There are numerous controlled crossing points for pedestrians although main roads form a significant barrier to pedestrian movement. Major roads often represent a barrier to pedestrian movement.

In recognition of the differing standards and lack of connectivity in the existing footpath network *Pedestrian Access and Mobility Plans (PAMPs)* were prepared in 2001 (and updated in 2015) for the main urban areas and in 2017 for our key villages, and have formed the basis for subsequent construction of pedestrian facilities along main pedestrian desire lines. The aim of the PAMPs is to coordinate investment

[52] *Pedestrians include not only people on foot but also people with disabilities (e.g. using wheelchairs), and people in or on wheeled recreational devices (e.g. rollerblades, roller-skates, skateboards, scooters), personal mobility devices (PMDs), motorised mobility devices (MMDs) and wheeled toys (pedal cars, tricycles and similar).*

in safe, convenient and connected pedestrian routes. They provide a framework for developing pedestrian routes or areas identified by the community as important for walkability, safety, convenience and mobility.

Implementation of the PAMPs has not progressed as planned mainly due to physical and funding constraints and has been overtaken by other higher priority transport infrastructure works in recent years.

Our Bicycle Network

A bicycle network is a defined set of routes, both on and off-road, that make it possible to travel around a region by bike in a safe and connected manner. A bicycle network must enable cyclists of a wide range of abilities and experience to move safely. The basis of a bicycle network is the road network, augmented by special on-road facilities together with dedicated infrastructure such as off-road paths, and wide footpaths where permitted. Research suggests that a significant increase in cycling levels only occurs when a good quality network is in place.

Council has been developing a bicycle network since the 1990s. Whilst significant progress has been made, the existing facilities are isolated and do not represent a coherent and well-connected network. New or upgraded main roads generally include shoulder bike lanes but older main roads do not provide such facilities. Off-road shared paths have been constructed in some new land release areas and along creek and coastal corridors. A number of more-recently constructed major road projects, however, such as sections of Hastings River Drive and Ocean Drive, incorporate high quality pedestrian and cycle facilities.

A Bike Plan was prepared in the late 1990s (and updated in 2015) for the main urban areas and for regional connectivity between these areas. These have guided ongoing cycleway construction. The long-term vision of the plan is to encourage a healthy and active community supported by recreational infrastructure and ensuring our natural environments can be assessed by a network of footpaths, cycle ways and coastal hinterland walkways.

A map of the Port Macquarie Bicycle Network is shown below in Figure 45. Similar maps exist for Wauchope; Lake Cathie - Bonny Hills; Camden Haven; Kendall - Lakewood as well as two Inter-town Network maps (North & South).

In the past, Council has proposed a hierarchy of movement for urban areas which gives priority to active transport and public transport. To encourage a greater use of active transport, we will expand our pedestrian and bicycle networks pathways, ensuring that they are accessible, connected and focussed in and around our centres. As a consequence of our highly car-dependent lifestyles to date, we cannot simply rely on delivering high-quality active transport networks. We must also support programs such as Ride2Work Day and Walk to School programs to re-educate and disrupt ingrained behaviours.

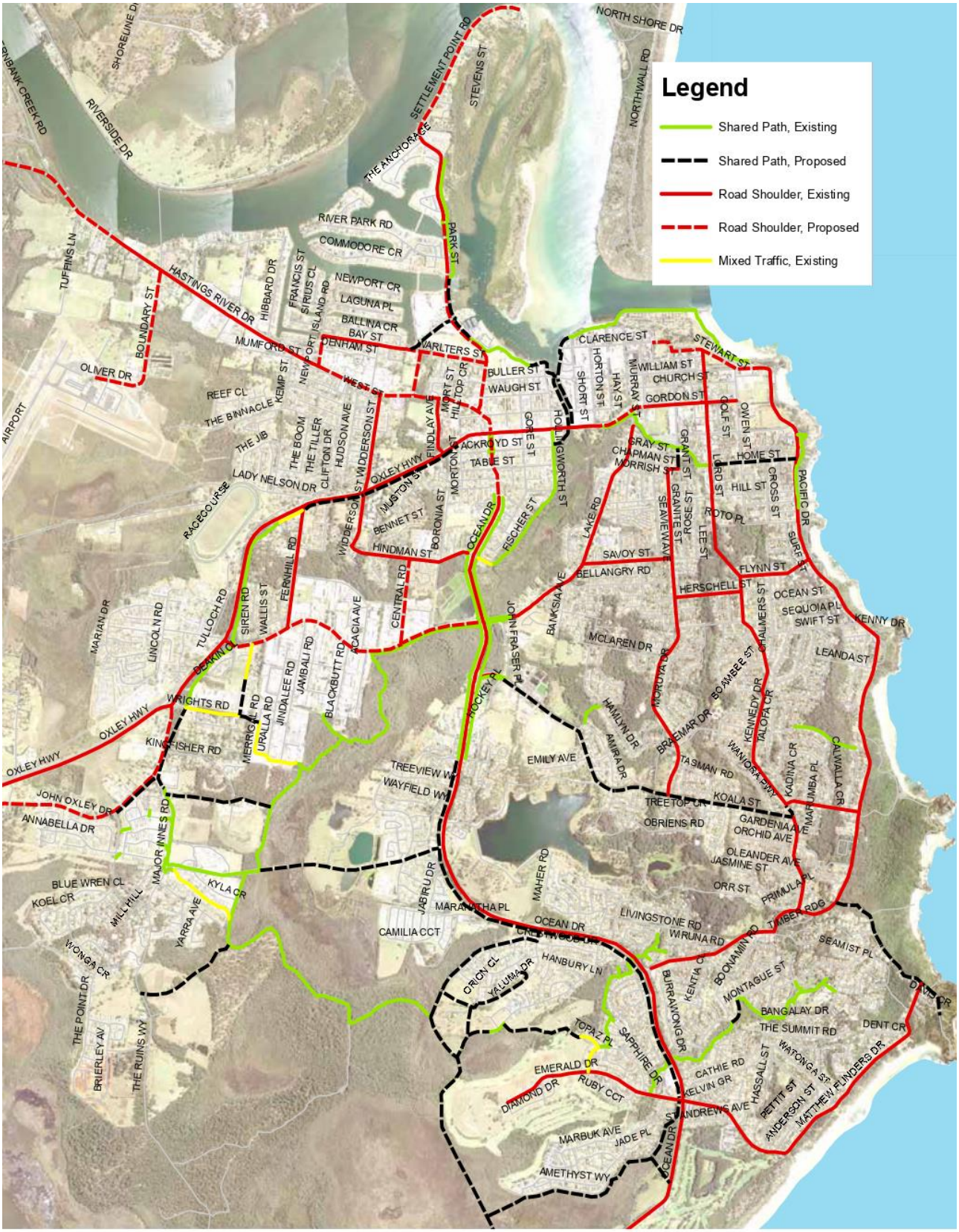


Figure 45 - Port Macquarie Bicycle Network

Our Public Transport Network

Bus services in the region are operated by Busways under a NSW Government contract. They cover the main urban areas including Port Macquarie, Wauchope, Laurieton and Kendall. Busways also operate school bus services for most schools in the area. The bus network serving PMHC is limited in terms of routes and frequencies of service.

In an attempt to maximise coverage, routes are often circuitous resulting in lengthy journey times. Service frequencies are typically much lower than those found in major metropolitan areas. Night-time services are also limited.

Bus fares are set by the NSW Government's Independent Pricing and Regulatory Tribunal (IPART) and full adult fares are relatively expensive, particularly when compared to fares for similar journeys in the Greater Sydney Metropolitan area.

The limited nature of public transport services is evidenced by the low numbers of people using buses for the journey to work around - 1 % as identified previously). Transport research suggests that a significant increase in public transport usage will only occur as a result of a series of coordinated measures. Increasing the number of services, for example, may on its own only result in a marginal increase in usage.

Emerging Transportation Options

The demands on our transport networks have never been higher than they are today, and they are growing as our population expands. We live in a society that is more mobile than ever before. Rapid changes in technology are leading to disruptions in the way our road transport networks will be used, not seen since the first cars began to replace horses in the early 1900s. The development of connected, automated and electrically powered vehicles are set to improve the safety, efficiency and environmental footprint of the road transport sector.[54]

Some key trends include: [55, 56]

Micro mobility - New forms of micro mobility, such as electric scooters and shared bikes, promise to better connect people with public transport, reduce reliance on private cars, and make better use of transport corridors, all while reducing greenhouse gas emissions.

The rise of Mobility-as-a-Service (MaaS) - MaaS is a total mobility solution focused on an individual's need to get from A to B. It is evolving from service models which provide vehicle transport without the cost of ownership. Car share has quickly grown in popularity from its origins on university campuses, while ride share or hailing services such as Uber are more recent entrants. MaaS combines multiple transport modes such as car and ride share, with public and even active transport options. Crucially, MaaS offerings are designed to out-compete conventional car transport options via a compelling user experience with dynamic journey planning and streamlined payment processes.

Mobility Hubs - A mobility hub locates multiple transportation services in one place, letting travellers move more seamlessly from one to another. Such a hub, while providing traditional transit services via bus might also encourage walking; provide racks for bicycles on buses and trains; offer bike share, rideshare, and car share programs; operate high frequency, local shuttle services; and enable other regional and local transit connections.

[54] https://austroads.com.au/drivers-and-vehicles/future-vehicles-and-technology/program-overview
[55] Transportation Trends 2020 - Deloitte Insights https://www2.deloitte.com/us/en/insights/industry/public-sector/transportation-trends.html
[56] https://www.austrade.gov.au/future-transport/mobility-as-a-service/

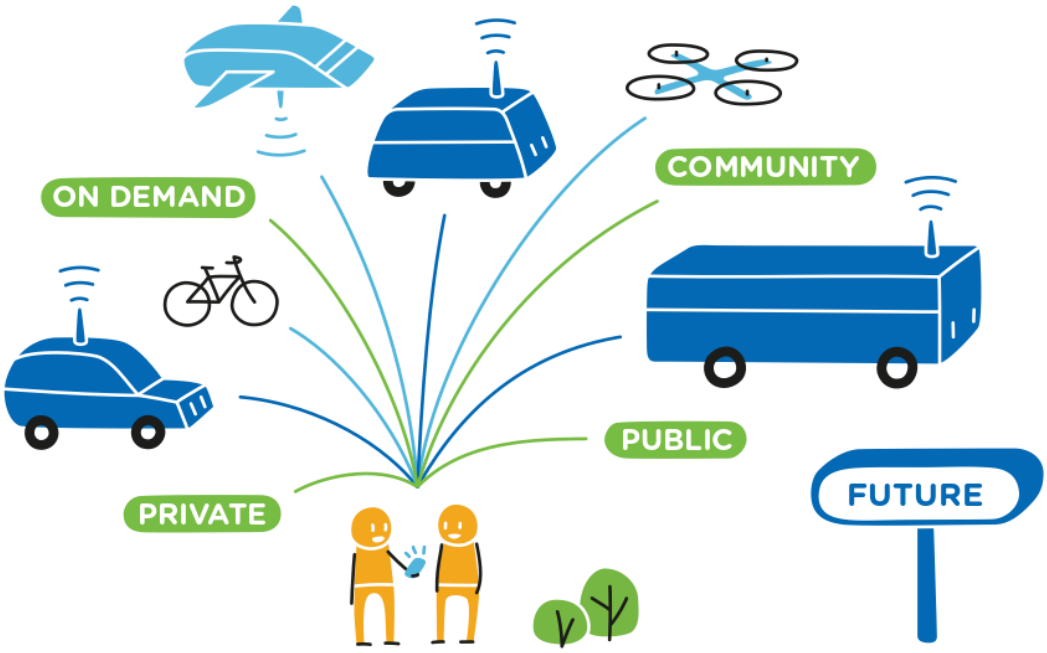


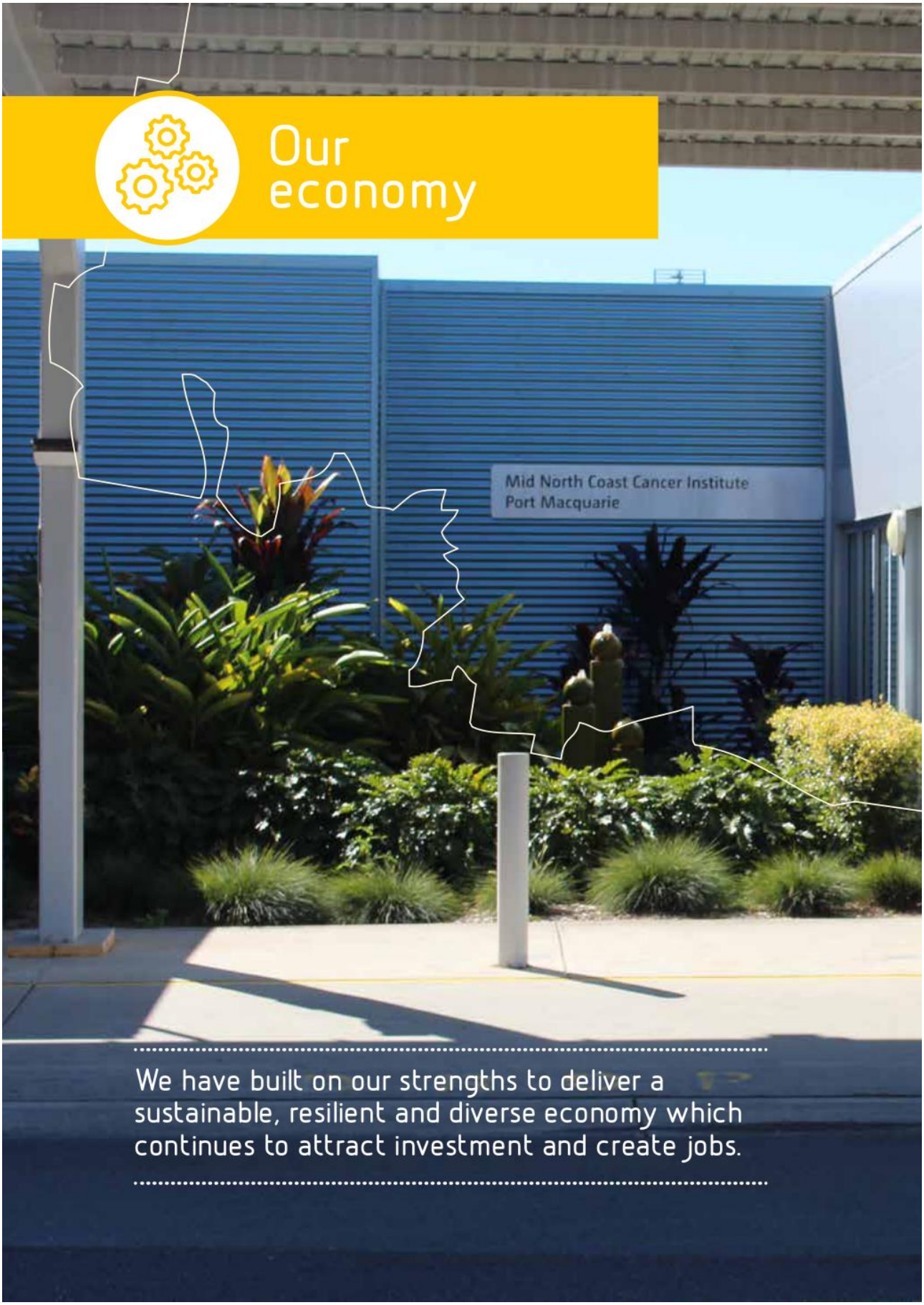
Figure 46 - The Future of Transport[57]

ACTION	DESCRIPTION	TIMEFRAME
12.1	Review progress against Council's Pedestrian and Mobility Plans and incorporate outstanding connections in future Operational Plans	Immediate to Medium-Term
12.2	Develop an Active Transport Plan in line with the Regional Integrated Transport Strategy, Place Plans and the Green Grid	Medium-Term
12.3	Investigate and advocate for improved public transport and innovative transport opportunities for our towns, villages, precincts and hubs	Ongoing
12.4	Identify needs and plan for infrastructure upgrades to facilitate sustainable public transport modes, car share and transport-on-demand schemes accessible to communities across the LGA	Medium-term & Ongoing

[53] *Adapted from Future Transport 2036 - Transport for New South Wales*

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Natural & Built Environment NBE4 - Accessible transport network for our communities NBE7- Accessible and protected waterways, foreshore, beaches and bushlands	4.4 Plan for integrated transport systems that help people get around and link our communities 4.5 Plan for integrated and connected communities across the Port Macquarie-Hastings area
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 10: Facilitate air, rail and public transport infrastructure Direction 15: Develop healthy, safe, socially engaged and well-connected communities	10.5 Deliver a safe and efficient transport network to serve future release areas. 15.1 Deliver best-practice guidelines for planning, designing and developing healthy built environments that respond to the ageing demographic and subtropical climate. 15.2 Facilitate more recreational walking and cycling paths and expand inter-regional and intra-regional walking and cycling links, including the NSW Coastline Cycleway
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
3. Ensure healthy lives and promote well-being for all at all ages 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation 11. Make cities and human settlements inclusive, safe, resilient and sustainable 13. Take urgent action to combat climate change and its impacts	
RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy Community Plans Regional Integrated Transport Strategy (under development)	Bike Plans Pedestrian Access & Mobility Plans


Our economy
Mid North Coast Cancer Institute
Port Macquarie
We have built on our strengths to deliver a sustainable, resilient and diverse economy which continues to attract investment and create jobs.

Port Macquarie-Hastings is a mature, long-established community with regional city status. This status comes from its broad-based public and private business sectors, coupled with a dynamic retail and commercial district. Port Macquarie and surrounding areas have also been a thriving centre of tourism for almost 100 years.

While it is acknowledged that the private sector (business and industry) remains the primary contributor to economic development driven by a desire to develop business and build the economy, Council still has an important role to play in terms of influencing and supporting appropriate investment and business development in line with the community's goals. Essentially, Council is responsible for setting the scene for enterprises and investments to thrive in the local government area or creating the right environment for economic growth. It can do this by:

- Enhancing existing industry clusters and encouraging the development of new clusters;
- Encouraging and facilitating innovation;
- Supporting appropriate tourism development that balances the benefits of visitation against amenity and environmental impacts;
- Nurturing entrepreneurialism through support for new and potential industries and businesses;
- Marketing, promotion and advertising of investment opportunities, lifestyle change/attraction; and
- Supporting and facilitating business networks.

Good strategic planning is essential if we are to strengthen and diversify our economy in a way that is in harmony with our social and environmental values.

This theme highlights the importance of our economy to Port Macquarie-Hastings, and details our planning priorities and actions that will improve our economic productivity and prosperity over the next 20 years. In particular we focus on:

- **Our Regional City Status and Employment Centres**
- **Our Visitor Economy**
- **Our Productive Agricultural Land**
- **Our Future Economy**

OUR PLANNING PRIORITIES

PLANNING PRIORITY 13

Build the capacity of Port Macquarie as a regional city and develop the vitality of other economic centres and employment lands.

PLANNING PRIORITY 14

Develop a thriving and sustainable visitor economy.

PLANNING PRIORITY 15

Protect and sustainably manage our productive agricultural land and create diverse economic opportunities for our rural communities.

PLANNING PRIORITY 16

Plan for a future economy which is diverse, resilient and inclusive.

Planning priority 13

Build the capacity of Port Macquarie as a regional city and develop the vitality of other economic centres and employment lands

KEY PRINCIPLES

- **Develop strong inter-regional links**
- **Improve the amenity and design of our city, town, neighbourhood and local centres to improve visitation, business development and co-working opportunities**
- **Leverage and grow our anchor health and education sectors**
- **Foster business networks and partnerships to connect, promote and grow business**
- **Activate our business precincts and employment lands**

RATIONALE

Port Macquarie-Hastings has a $5.1 billion local economy and is a net exporter - that is we sell more products and services to customers outside of the LGA (approx. $1.75 billion) than we import ($1.36 billion). This is considered to be an outstanding performance for a regional location.

Our ongoing success in attracting people and businesses to live in the LGA is a key underpinning of the strength of our internal markets and services. With a population forecast to continue to grow by an estimated 900-1000 additional residents every year to 2041, this will inevitably create opportunities for new jobs to service a growing population. Average net worth per household is expected to continue to rise with the 'sea-changer/tree-changer' increasingly choosing the Mid North Coast as their preferred destination to settle, driving continued growth throughout the local economy and our region.

However, we need to do more than simply rely on population growth to deliver a prosperous and diversified economy.

Our "Engine" Industries

The *20-year Economic Vision for Regional NSW* identifies the Port Macquarie-Hastings LGA as part of the Hastings-Macleay Functional Economic Region (FER), along with the Kempsey Shire LGA and is categorised as a Growth Centre largely due to our population growth. The Plan identifies seven engine industries for NSW - i.e. industries that employ a higher proportion of people in that region compared to other regions (see Figure 47).

Figure 47 - Regional NSW "Engine" Industries [58]

Of those seven engine industries, Tourism (refer Planning Priority 14), Tertiary Education, and Health and Residential Care are particularly applicable to Port Macquarie-Hastings.

Employment figures (see Figure 48) show that Health Care and Social Assistance is both the largest industry sector in Port Macquarie-Hastings supporting almost 19% of the total work force and also the fastest-growing industry sector with 19.6% projected growth on the Mid North Coast to May 2024.

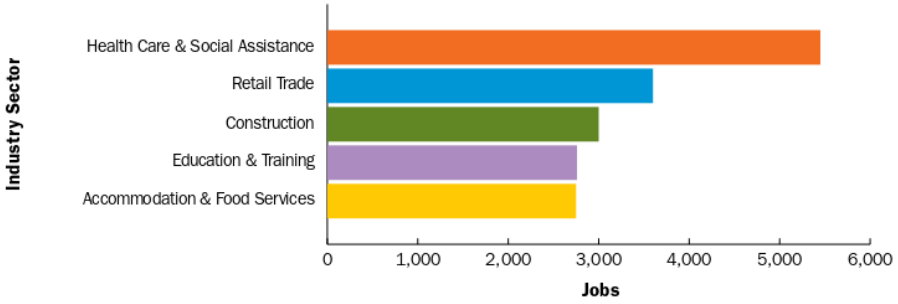


Figure 48 - Top 5 Industry Sectors in Port Macquarie-Hastings by Employment

There are opportunities to further grow the contribution of our anchor health and education sectors to the economy. As an example, the *Hastings Macleay Regional Economic Development Strategy (REDS)* identifies the following two initiatives in this regard:

- Undertake a social services skills study to identify emerging requirements for labour and other resources, in partnership with key operators in the health sector; and
- Investigate the establishment of an Aged Care Centre of Excellence in collaboration with tertiary institutions.

In line with current activity in the employment market, it is expected employment growth will also continue to occur in the 'Construction' sector (to support our growing population) and the 'Professional, Scientific and Technical Services' sector.

The continued strength in the 'Retail Trade' sector is encouraging for the

[54] *20-year Economic Vision for Regional NSW, NSW Government, July 2018*

continued vitality of our CBDs as is the activity in 'Accommodation and Food Services'.[59] The contribution from 'Electricity, Gas, Water and Waste Services' sector (see Figure 49) to the local economy will continue, however it is not one of the major sectors for employment generation, and major adjustments continuing to occur within this sector may affect its contribution in this respect.

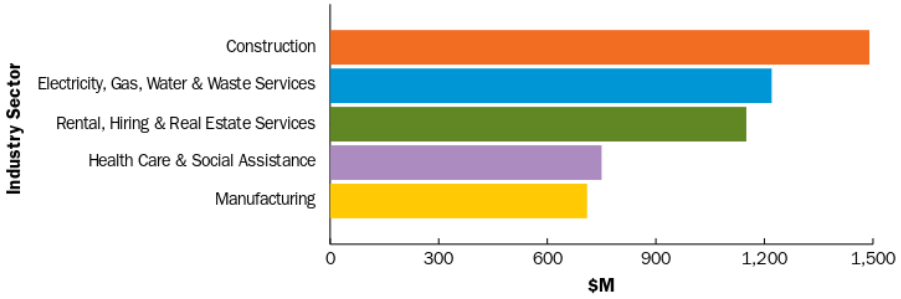


Figure 49 - Top 5 Industry Sectors by Contribution to the Economy

Port Macquarie as a Regional City

The *North Coast Regional Plan 2036* identifies Port Macquarie as one of four North Coast Regional Cities, which will accommodate more than three-quarters of the North Coast's population growth over the next 20 years. Port Macquarie is the largest centre in the LGA, with more than 55% of the overall population and 60% of all jobs.

Regional Cities provide high-level services and economic opportunities for their residents and surrounding areas. They are centres of business, governance and culture, and benefit from critical investments in major infrastructure.

The fast-growing health and education sectors, anchored by public and private hospitals and three higher education campuses, will continue to attract students, investment, and innovators to Port Macquarie. CBD upgrades, and a focus on after-hours activity, will serve a growing community of inner-city residents and workers.

Council is currently working with the Department of Planning, Industry & Environment to develop a Regional City Action Plan which will identify key gaols and actions for the further development of Port Macquarie as a key centre on the North Coast.

Thriving Centres & Employment Precincts

Council has defined a hierarchy of centres (see Figure 50), ranging from the Port Macquarie Central Business District (CBD) and Settlement City at the top of the hierarchy, to local neighbourhood retail centres at the bottom. Alongside hosting employment opportunities, these centres are home to essential services for residents.

[59] *Please note - these forecasts do not include any impacts from the Covid-19 pandemic.*

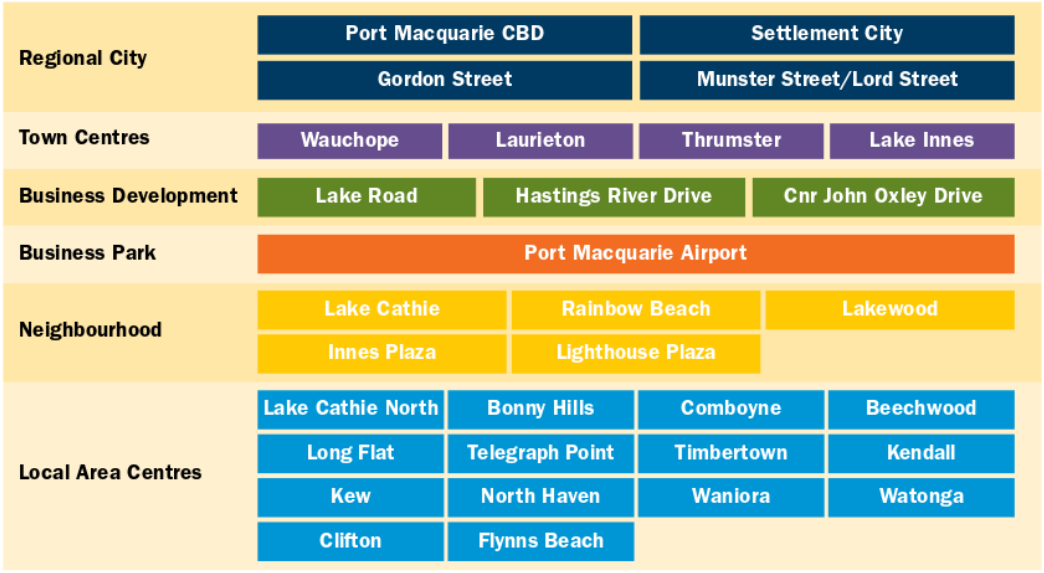


Figure 50 - Port Macquarie-Hastings Hierarchy of Centres [60]

The aim is to ensure that each centre is centrally located to serve its catchment population, with business zones in place at an appropriate size for the intended scale of the centre, to permit a range of appropriate business uses. Often, jobs in our town centres have lower pay and productivity. Improving the range of employment opportunities available should be a focus in future growth to ensure our town centres thrive. We need to plan for quality, affordable office spaces and shared workspaces across our LGA where people, particularly in emerging, innovative and creative industries, can come together to collaborate and support one another.

Our Neighbourhood and Local Area Centres are important activity hubs and centres for community life and they each have unique social, commercial and physical characteristics. A simple 4-tier model for activation of these locations includes providing:

1. A reason to visit
2. A reason to stay
3. A reason to engage and
4. A reason to return.

Incorporating this activation model in our Place Planning approach (see Planning Priority 6) as a basis for planning for the future, whilst building on each centre's unique qualities, will enhance the community's experience of these places and contribute to making them thrive economically.

The Health & Education Precinct (HEP)

Health and education are the fastest growing employment sectors in Port Macquarie, supported by public and private hospitals, along with three tertiary education campuses, including the Charles Sturt University campus at Major Innes Road which is expected to accommodate 5,000 students by 2030. Healthcare is forecast to grow by almost 20% to May 2024 largely due to our ageing population (with the number of people aged 65 and over increasing by approximately 66% over the 25 years from 2016-2041).

The Health & Education Precinct at Lake Innes is identified as a key centre of employment for our LGA. Council has developed a *Health and Education Precinct Master Plan* for the centre to create an active community hub that is a centre of excellence for knowledge and health.

The Precinct will support a mix of uses

[60] *Adapted from the PMHC Urban Growth Management Strategy (2017-2036)*

Figure 51 - Health & Education Precinct[61]

that will increase job opportunities and attract younger workers. This will create an anchor for trade and investment that stimulates research and innovation, creates employment and supports the emerging knowledge economy.

Maximising the opportunities associated with Port Macquarie's Health & Education Precinct will require the co-ordinated delivery of better connections, student and professional housing, future expansion opportunities, local infrastructure, walking and cycling paths, and improvements to public areas to attract businesses and workers.

Increased opportunities for ancillary health and education services, retail, commercial and accommodation uses will result in co-location of facilities that make better use of infrastructure and support the growth of associated businesses and industries.

The Health & Education Precinct will further position Port Macquarie as a centre for learning and investment in education with a focus on domestic and international tertiary students with great employment possibilities.

Airport Business Park

Port Macquarie Airport provides access to local, national and international markets, tourism opportunities and is a key area for employment and economic activity. The airport's location close to Port Macquarie's CBD and the emerging Health and Education Precinct, places it near growing labour markets.

Vibrant and supportive ancillary uses are essential to the airport's long-term growth. This is recognised in Council's *Economic Development Strategy* and *Urban Growth Management Strategy* with a priority to develop an expanded Business Park at the Port Macquarie Airport.

The vision for the Business Park is for it to evolve into an attractive employment precinct that will provide a range of job opportunities to support the local

[61] *Source - Health & Education Precinct Master Plan available from PMHC website*

economy. Strategically located, the Business Park will operate as an important centre of employment that builds on the role of the Airport as a regional hub and significant gateway to Port Macquarie.

The Airport Business Park provides the following advantages over existing employment lands:

- Purpose-built designed facilities;
- Opportunity to build new 6-star offices; and
- Proximity to the Airport with proposed direct linkages to the Health & Education Precinct.

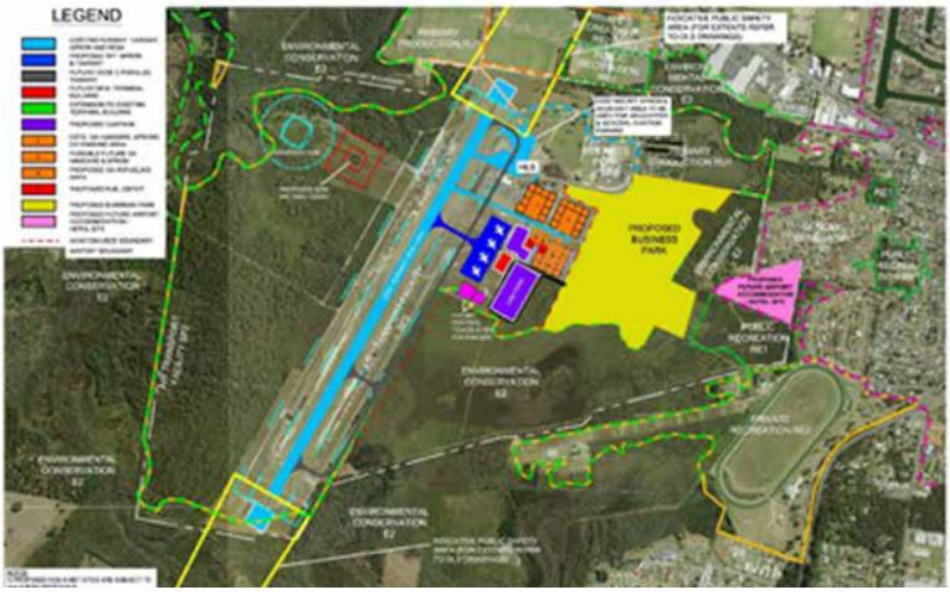


Figure 52 - Airport Masterplan Concept with Business Park Highlighted

Industrial and Commercial Development

While the LGA currently has adequate stocks of land zoned for industrial and commercial purposes (see Figure 53), it will be important to attract investment and business (re)location to these areas to create new opportunities for employment. Agglomeration of industry sectors and activities should be explored for these lands and within the precincts identified above so that complementary businesses can both support and grow off one another. Understanding the needs of industry and employment-generating activity is critical to the success of the Port Macquarie-Hastings business community.

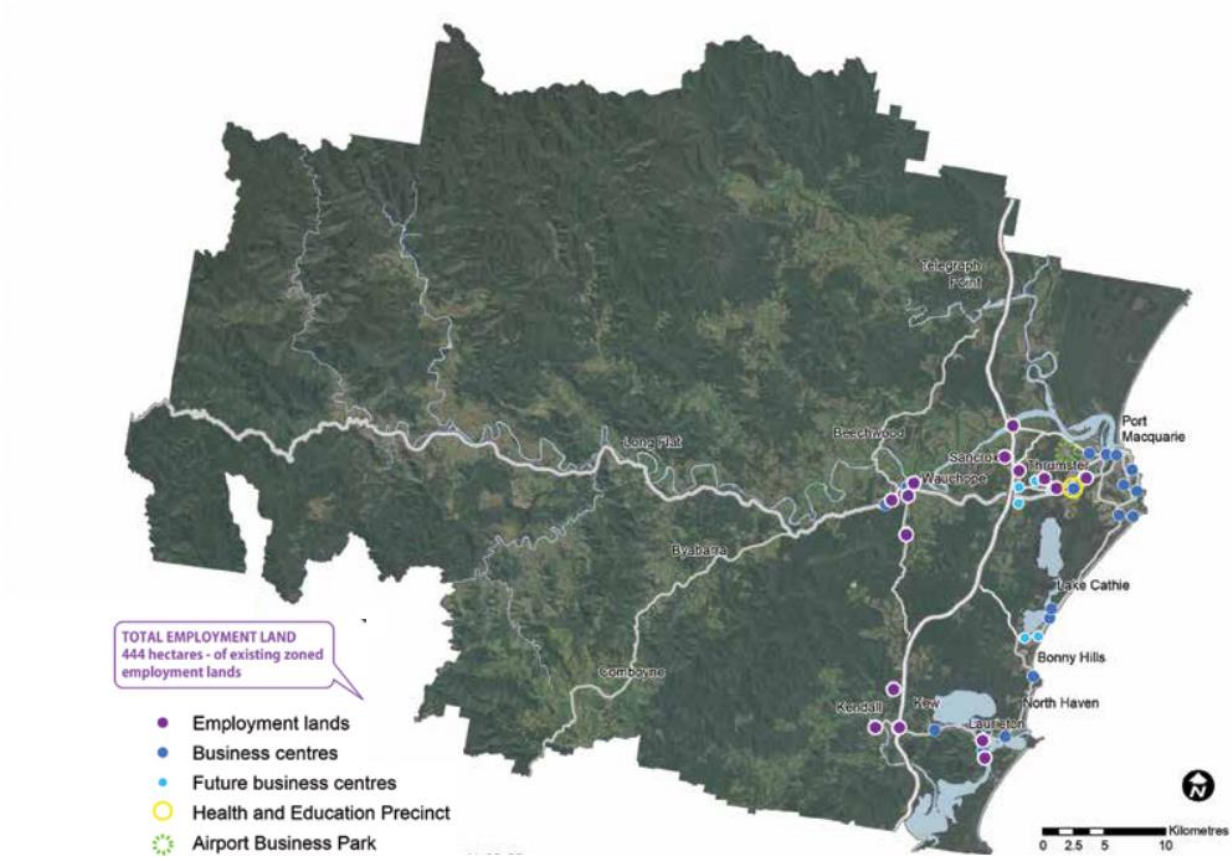


Figure 53 - Port Macquarie-Hastings Employment Lands

ACTION	DESCRIPTION	TIMEFRAME
13.1	Implement the *Health & Education Precinct Master Plan* with associated Development Contributions Plan and funding model	Immediate & Ongoing
13.2	Review and update Council's *Economic Development Strategy* to stimulate sustainable industry, business and investment growth	Immediate
13.3	Develop an Investment Prospectus to promote business and investment opportunities to ensure activation of our business precincts and employment lands	Short-term
13.4	Finalise and implement the *Port Macquarie Regional City Action Plan* in collaboration with the Department of Planning, Industry & Environment	Immediate
13.5	Review LEP and DCP provisions for the Port Macquarie CBD to ensure that the CBD continues to be the primary retail and business centre in the Port Macquarie-Hastings	Short-term

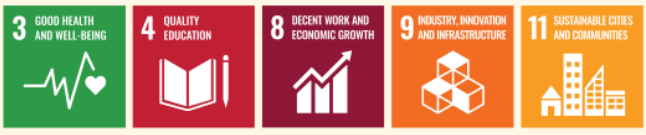
Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Business and Industry BI1 - A strong economy that fosters a culture supportive of business and ensures economic development of the region BI2 - Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs BI3 - A region that attracts investment to create jobs BI4 - Partnerships that maximise economic return and create an efficient and effective business environment **Your Natural and Built Environment** NBE6 - Well-planned communities that are linked to encourage and manage growth	3.1 Embrace business and a stronger economy 3.2 Create vibrant and desirable places 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community 3.4 Partner for success with key stakeholders in business, industry, government, education and the community 4.5 Plan for integrated and connected communities across the Port Macquarie-Hastings area

GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 6: Develop Successful Centres of Employment Direction 7: Co-ordinate the growth of regional cities Direction 14: Provide great places to live and work	6.1 Facilitate economic activity around industry anchors such as health, education and airport facilities by considering new infrastructure needs and introducing planning controls that encourage clusters of related activity. 6.3 Reinforce centres through local growth management strategies and local environmental plans as primary mixed-use locations for commerce, housing, tourism, social activity and regional services. 6.4 Focus retail and commercial activities in existing centres and develop place–making focused planning strategies for centres. 7.1 Prepare action plans for regional cities that: · ensure planning provisions promote employment growth and greater housing diversity; · promote new job opportunities that complement existing employment nodes around existing education, health and airport precincts; · identify infrastructure constraints and public domain improvements that can make areas more attractive for investment; and · deliver infrastructure and coordinate the most appropriate staging and sequencing of development 14.1 Prepare precinct plans in growth areas, such as Kingscliff, or centres bypassed by the Pacific Highway, such as Woodburn and Grafton, to guide development and establish appropriate land use zoning, development standards and developer contributions.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
11. Make cities and human settlements inclusive, safe, resilient and sustainable



RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy Community Plans	Economic Development Strategy Health & Education Precinct Master Plan

Planning priority 14

Develop a thriving and sustainable visitor economy

KEY PRINCIPLES

- **Ensure our tourism economy is in harmony with and leverages our rich natural and cultural assets while maintaining quality of life and protecting the environment**
- **Ensure planning controls facilitate tourism, visitor accommodation and supporting land uses in coastal and rural hinterland locations**

RATIONALE

Successful destinations generally have a critical mass of tourism products and experiences that are clustered to allow for easy visitor access, and that individually or more often collectively, create a distinctive and attractive drawcard for visitor markets. Moreover, a destination that offers a diverse range of visitor experiences is in a better competitive position than one that has a limited mix for the visitor.[62]

Port Macquarie Hastings has significant opportunities to capitalise on its central location on the North Coast and to further develop and enhance its tourism offerings related to its natural environment, agri-tourism, Aboriginal heritage and appealing recreational spaces. Additionally, Port Macquarie is a unique destination in terms of its European heritage and links to early colonisation.

Tourism is a key economic driver for Port Macquarie-Hastings contributing an estimated $469 million to the region's economy. In 2018/19 1.66 million people visited Port Macquarie-Hastings an increase of 2% on the previous year.

The visitor economy provides a significant contribution to local employment (both directly and indirectly) and the local economy more broadly.

Council's *Greater Port Macquarie Destination Management Plan* (DMP) identifies seven Experience Platforms (see Figure 54) which will guide tourism product and experience development and marketing and visitor information strategies.

Our natural environment is central to the delivery of each platform and the appeal of our destination, and itself is one of the seven important platforms.

[59] *Source - Port Macquarie-Hastings Council Destination Management Plan*

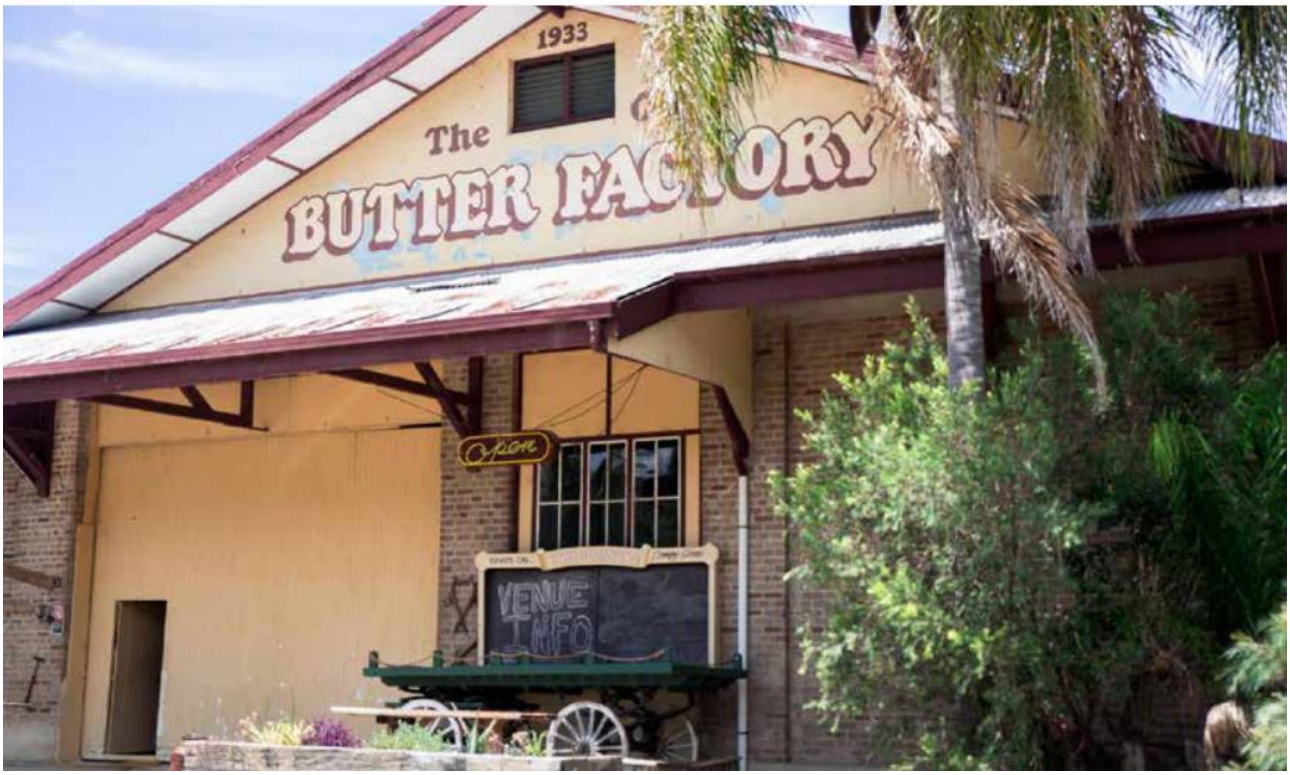
Figure 54 - Seven Experience Platforms

We need to ensure that tourism is considered as an important part of Council's strategic land use, community and infrastructure planning to attract quality tourism and hospitality investment and provide exceptional experiences for visitors and the community across our towns, villages and hinterland.

ACTION	DESCRIPTION	TIMEFRAME
14.1	Identify, develop and promote tourism and visitation opportunities in (regionally significant) natural areas and coastal locations	Short-term
14.2	Identify priority sites with tourism development potential that our Biripai and Bunyah Local Aboriginal Land Councils (LALCs) may wish to consider for further investigation by working collaboratively with the LALCs and the Department of Planning, Industry & Environment	Medium-term
14.3	Develop unique natural and cultural visitor experiences which are informed by and leverage our green infrastructure, heritage mapping and heritage interpretation plan	Medium-term

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	ACTIONS
Your Business and Industry BI1 - A strong economy that fosters a culture supportive of business and ensures economic development of the region BI2 - Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs BI3 - A region that attracts investment to create jobs BI4 - Partnerships that maximise economic return and create an efficient and effective business environment	3.2 Create vibrant and desirable places 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community 3.4 Partner for success with key stakeholders in business, industry, government, education and the community



GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 8: Promote the growth of tourism Direction 17: Increase the economic self-determination of Aboriginal communities	8.1 Facilitate appropriate large-scale tourism developments in prime tourism development areas such as …. Port Macquarie. 8.2 Facilitate tourism and visitor accommodation and supporting land uses in coastal and rural hinterland locations through local growth management strategies and local environmental plans. 8.3 Prepare destination management plans or other tourism focused strategies that: · identify culturally appropriate Aboriginal tourism opportunities; · encourage tourism development in natural areas that support conservation outcomes; and · strategically plan for a growing international tourism market. 8.4 Promote opportunities to expand visitation to regionally significant nature-based tourism places….. 17.1 Deliver opportunities to increase the economic independence of Aboriginal communities through training, employment and tourism 17.2 Foster closer cooperation with Local Aboriginal Land Councils to identify the unique potential and assets of the North Coast communities.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy	Destination Management Plan
Community Plans	Cultural Plan
Economic Development Strategy	Events Plan

Planning priority 15

Protect and sustainably manage our productive agricultural land and create diverse economic opportunities for our rural communities

KEY PRINCIPLES

- **Support sustainable primary industry, particularly value-adding food production/ processing activities**
- **Limit development to a scale, form and density consistent with existing character and use**
- **Conserve and enhance the scenic amenity, tourism and recreation values of our LGA's rural areas by preventing incompatible land uses**
- **Collaborate with neighbouring LGAs to ensure a supply of rural-residential housing is available across the Mid Coast whilst being able to protect farmland areas at Wauchope, Comboyne, and along the Hastings, Camden Haven, Maria and Wilson rivers**

RATIONALE

Our agricultural land is an integral part of the LGA and is critical to our economy, environment and sense of wellbeing and place. The gross value of agriculture in 2015/16 for the LGA was $40 million.[63] Additionally, Port Macquarie-Hastings has significant opportunities to capitalise on its location as the gateway to the North Coast and to further develop and enhance its tourism offerings related to agri-tourism and the natural beauty of the hinterland.

Regionally significant farmland is our best and highest quality farmland. It can be defined as land capable of sustained use for agricultural production with a reasonable level of inputs. Protection of this valuable resource is essential to the ongoing productivity and prosperity of our region.

The challenge is to manage this finite resource in a way that facilitates a productive and economically-sustainable long-term future for agricultural production and rural industries, whilst achieving a balance across a number of functions including:

- Buffers to land of high ecological value or urban development;
- Protection of scenic areas or places with a highly-valued landscape;
- Opportunities for lifestyle; and
- Economic activities such as tourism.

Traditional and emerging forms of agriculture are a significant part of the Mid North Coast's economic and community life. In the Port Macquarie-Hastings LGA, 180,521 ha or 49% of the land is classified as rural and of that 7% is classified as regionally significant farmland. Figure 55 provides an overview of our agricultural grid.

[63] *Australian Bureau of Agricultural and Resource Economics and Sciences*

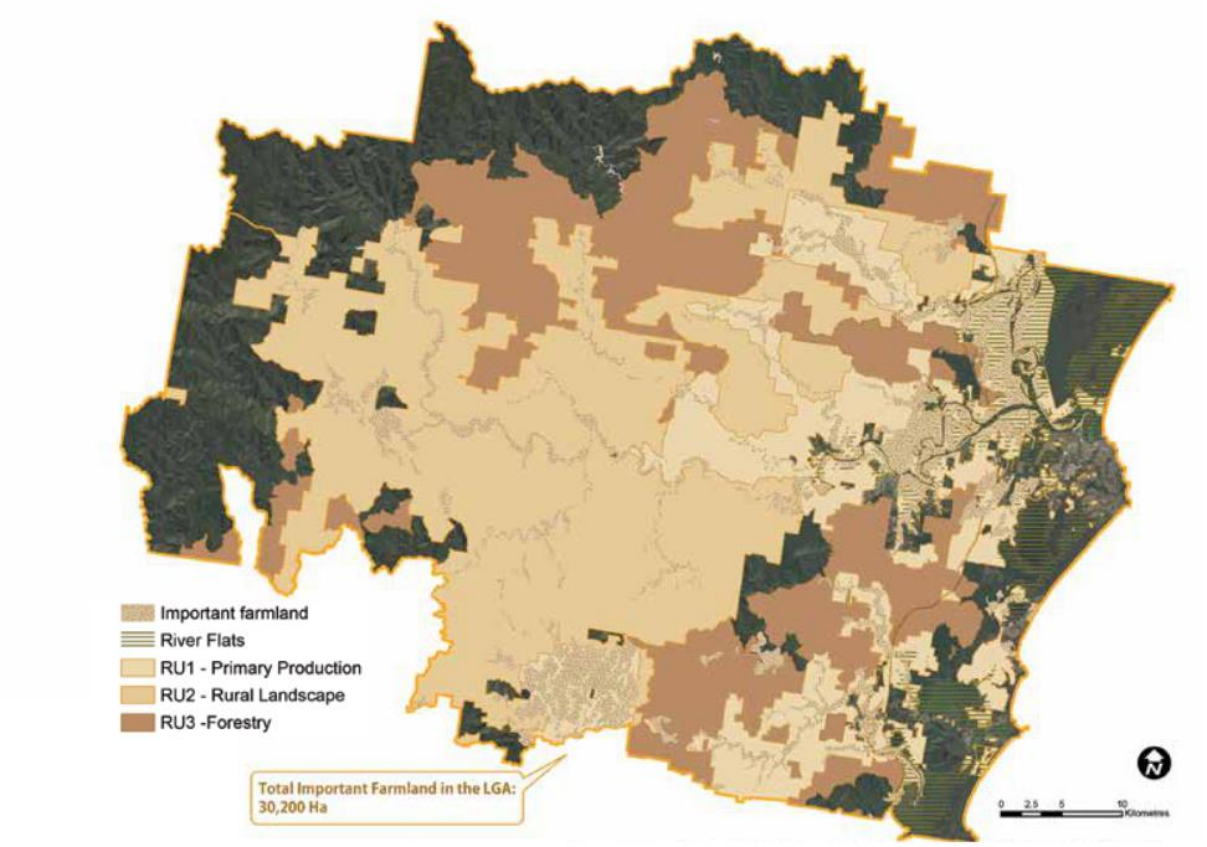


Figure 55 - Port Macquarie-Hastings Agricultural Grid

In recent decades, the Port Macquarie-Hastings LGA has experienced pressure to change land uses in particular to develop rural land for urban, and large-lot residential development. This conversion of farmland has created two problems for agriculture: loss of a limited and non-renewable land resource, and land-use conflict.

These land-use conflicts have the potential to negatively impact the ongoing viability of our productive rural lands for existing and emerging agricultural and agribusiness purposes including agricultural production to assist with food security for our region.

Future population growth is likely to create additional pressure on farmland unless the land is clearly identified and consistently protected.

The greater connectivity between Local Government Areas that the Pacific Highway upgrade has provided, enables neighbouring Councils to work together so that demand in rural-residential developments can be delivered in areas that have the least constraints and greatest land availability.

By limiting urban and rural residential development to the Urban Growth Areas for Port Macquarie-Hastings as identified in the North Coast Regional Plan, rural land can be protected in the long term. This can provide a range of broad community benefits, including:

- greater certainty for the production of fresh local produce;
- maintenance of agriculture as an

important contributor to the regional economy;

- greater certainty for investment in agriculture and sustainable land management systems; and
- minimisation of farming/residential land-use conflicts – farmers being able to operate their farms without the threat of unplanned encroachment.

The Department of Planning[64] established the following objectives for regional farmland:

1. To establish the priority of legitimate rural uses over non-rural uses;
2. To recognise and conserve the best farmland in the region for current and future agricultural uses;
3. To keep options open for future generations to produce a range of agricultural goods throughout the region;
4. To allow for a range of activities that support agriculture, including farm diversification and value-adding, without compromising long-term agricultural production potential;
5. To protect agricultural land from adjacent development that may compromise agricultural uses; and
6. To avoid creating conditions where conflict will arise between rural and non-rural land users.

Important and regionally significant farmland is only one part of the big picture of rural land, which has a range of uses and values including catchment values, biodiversity, tourism, recreation and forestry.[64] Sequestering carbon, supporting biodiversity, managing erosion and water quality for our river systems are all essential outcomes for our rural land.

From an economic perspective, the use of technology in primary industry is fast-developing and developments in boutique commercial, tourist and recreation activities that do not conflict with primary production in rural areas and support our rural villages offer opportunities for greater economic diversity. Local food production can also be leveraged through rural tourism.

Council is developing a land-use strategy for our rural and agricultural land. We will work with DPIE - Agriculture to map and protect significant agricultural farmland from inappropriate and conflicting land uses and fragmentation.

Once the Rural Land-use Strategy is finalised and adopted, the priority actions will be reflected in future updates of *Shaping Our Future*.

ACTION	DESCRIPTION	TIMEFRAME
15.1	Prepare a Rural Land-Use Strategy with a focus on protecting our agricultural farmland from inappropriate uses	Immediate
15.2	Review planning controls and permissible uses in rural zones to facilitate land uses that will support and serve rural industries and encourage tourism	Short-term

[64] *Mid North Coast Farmland Mapping Project - Final Recommendations Report 2008 - NSW Government via the Department of Planning, 2009*

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Business and Industry BI1 - A strong economy that fosters a culture supportive of business and ensures economic development of the region BI2 - Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs BI3 - A region that attracts investment to create jobs BI4 - Partnerships that maximise economic return and create an efficient and effective business environment	3.1 Embrace business and a stronger economy 3.2 Create vibrant and desirable places 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community 3.4 Partner for success with key stakeholders in business, industry, government, education and the community
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 5: Strengthen communities of interest and cross-regional relationships Direction 8: Promote the growth of tourism Direction 11: Protect and enhance productive agricultural lands Direction 12: Grow agribusiness across the region Direction 13: Sustainably manage natural resources Direction 24: Deliver well-planned rural-residential housing areas	5.1 Collaborate on regional and intra-regional housing and employment land delivery, and industry development. 8.2 Facilitate tourism and visitor accommodation and supporting land uses in coastal and rural hinterland locations through local growth management strategies and local environmental plans. 11.1 Enable the growth of the agricultural sector by directing urban and rural residential development away from important farmland and identifying locations to support existing and small-lot primary production… 11.3 Identify and protect intensive agriculture clusters in local plans to avoid land use conflicts, particularly with residential and rural residential expansion. 11.4 Encourage niche commercial, tourist and recreation activities that complement and promote a stronger agricultural sector, and build the sector's capacity to adapt to changing circumstances 11.5 Address sector-specific considerations for agricultural industries through local plans. 12.1 Promote the expansion of food and fibre production, agrichemicals, farm machinery, wholesale and distribution, freight and logistics, and processing through flexible planning provisions in local growth management strategies and local environmental plans. 12.2 Encourage the co-location of intensive primary industries, such as feedlots and compatible processing activities. 12.4 Facilitate investment in the agricultural supply chain by protecting assets, including freight and logistics facilities, from land use conflicts arising from the encroachment of incompatible land uses. 13.1 Enable the development of the region's natural, mineral and forestry resources by directing to suitable locations land uses such as residential development that are sensitive to impacts from noise, dust and light interference 24.1 Facilitate the delivery of well-planned rural residential housing areas by: · identifying new rural residential areas in a local growth management strategy or rural residential land release strategy endorsed by the Department of Planning and Environment; and · ensure that such proposals are consistent with the Settlement Planning Guidelines: Mid and Far North Coast Regional Strategies (2007) or land release criteria (once finalised).

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 8. 8. 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
15. Protect, restore and promote sustainable use of terrestrial ecosystems

RELATED PMHC STRATEGIES AND PLANS

Urban Growth Management Strategy	Destination Management Plan
Community Plans	Cultural Plan
Economic Development Strategy	Events Plan

Planning priority 16

Plan for a future economy which is diverse, resilient and inclusive

KEY PRINCIPLES

- **Foster innovative industry clusters**
- **Maintain and increase employment floor space (where required) and ensure residential development within strategic and local centres does not diminish employment or economic opportunities**
- **Proactively encourage investment in new and existing industry sectors (and leverage key industry and employment anchors) which are consistent with the community's values**
- **Ensure the benefits of our growing economy are shared across our community**
- **Create economic opportunity for all age cohorts**

RATIONALE

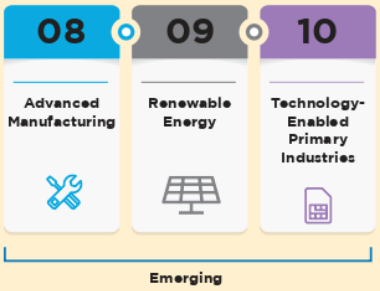
Our ambition for Port Macquarie-Hastings is to have a strong and resilient economy where everyone can prosper. Providing a diversity of local employment opportunities that support an adaptable workforce that is ready for jobs of the future is critical to increasing the resilience of our LGA as a whole, as well as that of particular communities and individuals.

We also need to support our businesses and communities to be resilient in the context of economic change and risks. A resilient economy needs to accommodate a range of business models across a variety of industry sectors to avoid the risks that come with economic concentration.

As our LGA's economy grows, it doesn't necessarily follow however, that everyone in our community is better off. Some people and parts of our LGA can remain cut off from the prosperity and jobs that growth can bring. As we move into the future it is therefore important that Council work together with the private sector, government agencies and our community to grow our economy in a way that ensures that everyone in our LGA has the opportunity to contribute to and benefit from this growth to their full potential.

Emerging Industry Sectors

Developing a diverse and progressive economy requires investment in innovation and growth of new businesses, and commercialisation of innovative ideas. The *20-year Economic Vision for Regional NSW* (referenced earlier) has identifies three emerging industry sectors (see Figure 56).



08. Advanced manufacturing

With state-of-the-art facilities and cutting-edge technology across regional NSW, advanced manufacturing is driving economic growth. Leading manufacturers are attracted to regional areas by skilled workforces, low-cost environments, and access to markets and leading research centres. High-tech design and development, innovative research, product customisation, and client-focused support and repair services are all future drawcards.

09. Renewable energy

NSW has excellent renewable energy resources by international standards. Strategic infrastructure projects such as regional energy zones would capitalise on the state's significant energy resources, and signal to the market new high-potential areas for renewable energy project development, to support a more secure, affordable and clean energy system for people and businesses in regional NSW.

10. Technology-enabled primary industries

Agricultural technology – or 'agtech' – businesses have developed partnerships with research institutions to lead technology advances in regional NSW. Developing local innovations in agricultural practices including planting, fertilising, feeding, monitoring, pest control, harvesting and monitoring livestock movements could significantly grow this sector. Agtech could become an economic engine industry in its own right.

Figure 56 - Emerging Industry Sectors[65]

There is an opportunity to explore these and other emerging industry sectors for their relevance to Port Macquarie-Hastings and facilitate the development of emerging clusters, specialisations and businesses appropriately. Ensuring that there is adequate land and in the right locations to foster the growth of these new industries will be key to their success.

Exploring a local and regional focus

Small businesses are essential to our region's vitality. They are a large employer in the LGA and a significant contributor to our economy, with only 11% of businesses in Port Macquarie-Hastings employing more than five people (see Figure 57). Small and medium businesses account for the largest share of job creation and they are also more likely to be innovative and introduce new or improved goods.

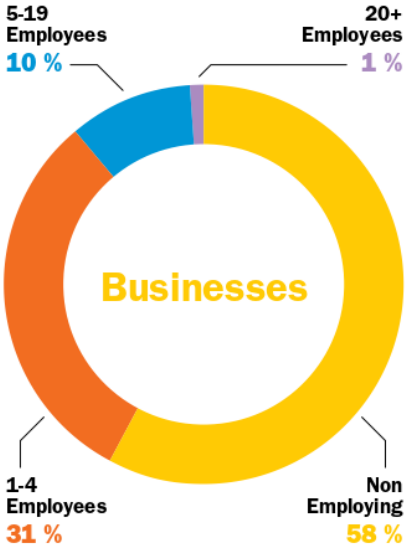


Figure 57 - Businesses by Number of Employees[66]

[65] *Adapted from 20-year Economic Vision for Regional NSW* | [66] *ABS Data 2018*

A model of economic development which supports a more locally and regionally oriented economy has the advantages of greater local control and accountability, more extensive use of local materials and labour, more human-scaled and personal businesses and the retention of earnings and expenditures locally.[67] Small local businesses usually also support local character, culture and a sense of place.

Council has collaborated with Charles Sturt University to establish an Innovation Hub situated at the CSU campus in an effort to encourage innovation, competitiveness, entrepreneurship and support for the start-up community.

There is also a strong tradition of social enterprise in Port Macquarie-Hastings with our LGA home to one of the oldest and most successful co-operatives in Australia (Hastings Co-operative). We have many thriving charities which are increasingly looking to trading as a way to fund social objectives. In recycling and environmental improvement, the sector makes a significant contribution to the city and to individual lives. There is a real sense that across the economy, social enterprise is poised to make significant growth.

Responding to technological change

The impacts of technology are being felt in different ways across our economy. For example, in our retail sector which supports a large number of jobs across the LGA, the increasing shift to online retail and automation will result in the need to rethink the role of employees in settings such as supermarkets and large floorplate retail/department stores.

Conversely, strengthening digital and data infrastructure (including 5G) is providing opportunities for local businesses to combat the tyranny of distance, and see a regional location as a viable choice. Increasingly every business is to some degree becoming a digital business.

Council has recently developed a Smart Community Road Map. The intention behind this commitment is to foster an ecosystem where innovative thinking drives the development of smart solutions to local problem and opportunities. A key outcome is that as a community we will be able to use data, technology, and connectivity to empower businesses and organisations in our region and increase our economic (and social) resilience.[68]

Inclusive Growth

The State Government's strategic document for the NSW Economy *"Jobs for NSW"* sets the following target:

> Ensure everyone in NSW has the opportunity for a meaningful working life, today and in the future, leading to 1 million more jobs by 2036

This aspiration has two elements. While the second is quantitative, the first is qualitative: the opportunity for a meaningful working life. It is difficult to determine whether everyone in NSW will have a meaningful working life, or even a job, but we can and should aspire to everyone having that opportunity.

[67] *Planning for Sustainability: Creating Liveable, Equitable and Ecological Communities, Stephen M. Wheeler 2013*
[68] *Port Macquarie-Hastings Smart Community Road Map*

Inclusive growth aims to measure how the benefits of economic growth flow through to people in the community, recognising that not everyone necessarily shares in the benefits of a community's economic growth.

The Cities Report (released in June 2020) measures the economic performance of Australia's Top 100 cities (by population) looking at both economic and inclusive growth (see Figure 58).

In this report, the city of Port Macquarie has an overall ranking of 54 with an economic growth ranking of 46 and an inclusive growth ranking of 62. The rankings of similarly sized cities with populations between 40,000- 100,000 are shown in Figure 59. NB - A lower ranking is the desired outcome.

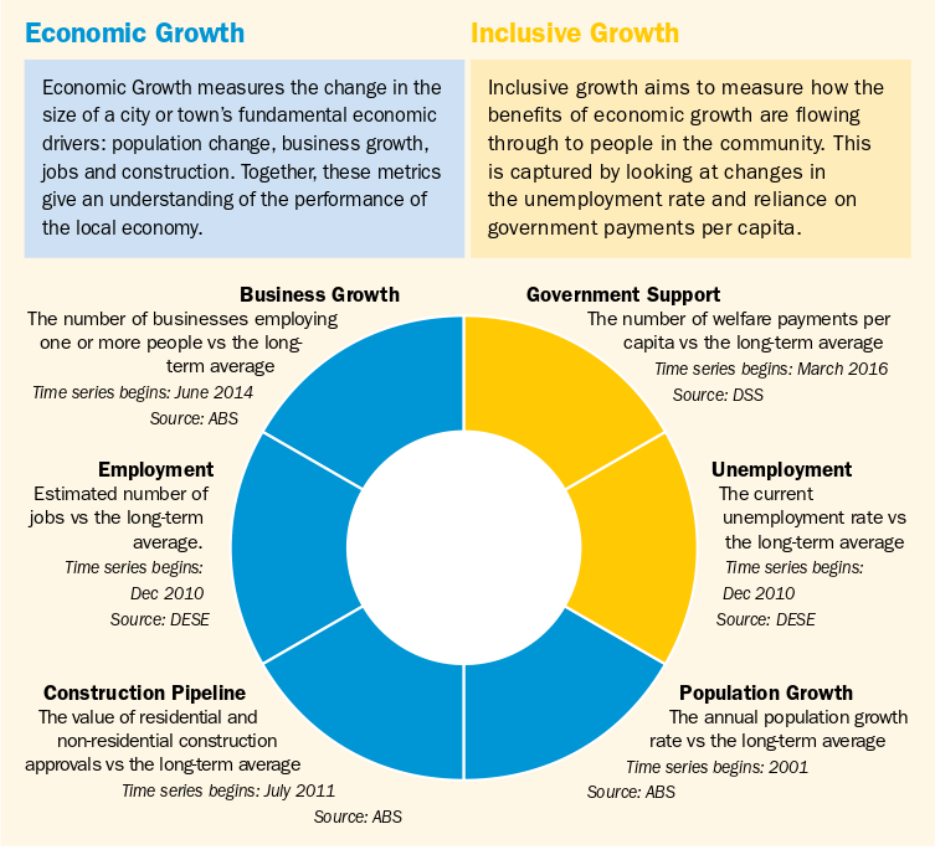


Figure 58 - Measuring Economic and Inclusive Growth[69]

[69] *The Cities Report - Polis Partners June 2020 https://www.polis.partners/the-city-report NB. The City Report does not try to measure every dimension of a city. Rather, the report focusses on factors that indicate the underlying economic and social health of a community. The rankings are based on figures which represent the levels above and below the locations long-term average. For inclusive growth measures, a location is performing strongly when it is below its long-term average. For example, the unemployment rate or welfare payments per capita sit below the historical average. For economic growth, a location is performing strongly when its measures are above the long-term average. For example, jobs growth or the growth in the construction pipeline is above historic levels.*

OVERALL RANKING		POP	ECONOMIC GROWTH RANKING	INCLUSIVE GROWTH RANKING
46	Albury - Wodonga	94,837	38	53
34	Launceston	88,178	31	46
89	Mackay	80,264	87	82
77	Rockhampton	79,081	70	80
95	Bunbury	74,591	94	84
31	Coffs Harbour	72,541	30	39
5	Melton	72,177	2	31
50	Bundaberg	71,309	52	41
40	Wagga Wagga	56,675	21	61
58	Hervey Bay	55,345	67	46
55	Mildura - Wentworth	52,176	80	13
35	Shepparton - Mooroopna	52,104	49	23
54	**Port Macquarie**	**48,723**	**46**	**62**
88	Gladstone - Tannum Sands	45,631	71	99
49	Tamworth	43,188	54	37
14	Traralgon - Morwell	42,249	15	34
15	Orange	40,804	22	15
12	Bowral - Mittagong	40,411	7	39

Figure 59 - Economic Growth Rankings for Small Cities [69]

It is important that we develop an understanding of the factors (in particular those related to land-use planning) that can improve inclusive growth so that we can facilitate changes to improve the economic and overall wellbeing of our community.

ACTION	DESCRIPTION	TIMEFRAME
16.1	Undertake regular audits of business and employment in our local centres to help inform land-use planning and initiatives to support our local businesses	Ongoing
16.2	Identify opportunities for Smart Community pilots, projects, partnerships and grant funding that benefit local businesses	Ongoing
16.3	Undertake research to identify the factors that contribute to inclusive growth in our LGA and consider these in future economic development and land-use strategies and plans	Short-term

Strategic alignment

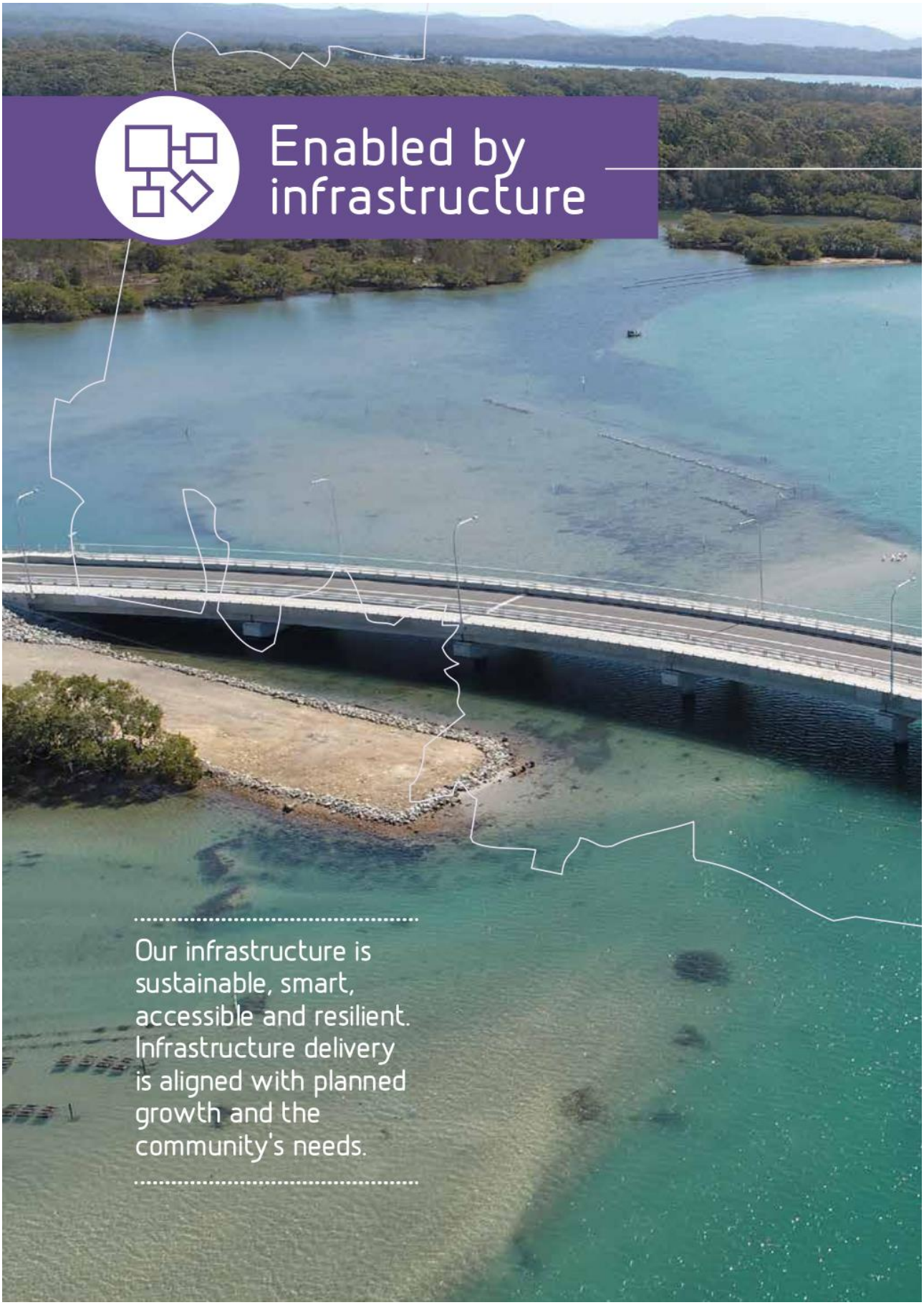
IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL2 - A safe, caring and connected community **Your Business and Industry** BI1 - A strong economy that fosters a culture supportive of business and ensures economic development of the region BI2 - Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs BI3 - A region that attracts investment to create jobs BI4 - Partnerships that maximise economic return and create an efficient and effective business environment	2.2 Advocate for social inclusion and fairness 3.1 Embrace business and a stronger community 3.2 Create vibrant and desirable places 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community 3.4 Partner for success with key stakeholders in business, industry, government, education and the community
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 6: Develop successful centres of employment Direction 15: Develop healthy, safe, socially-engaged and well-connected communities	6.1 Facilitate economic activity around industry anchors such as health, education and airport facilities by considering new infrastructure needs and introducing planning controls that encourage clusters of related activity. 6.2 Promote knowledge industries by applying flexible planning controls, providing business park development opportunities and identifying opportunities for start-up industries. 6.7 Ensure employment land delivery is maintained through an annual North Coast Housing and Land Monitor. 15.4 Create socially inclusive communities by establishing social infrastructure benchmarks, minimum standards and social impact assessment frameworks within local planning.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable

RELATED PMHC STRATEGIES AND PLANS

Urban Growth Management Strategy	Destination Management Plan
Community Plans	Smart Community Road Map
Economic Development Strategy	


Enabled by infrastructure
Our infrastructure is sustainable, smart, accessible and resilient. Infrastructure delivery is aligned with planned growth and the community's needs.

Infrastructure is fundamental for modern urban and rural environments. It comes in a variety of forms and its implementation can make a significant impact on the shape and development of our towns, villages, suburbs and places. Well-coordinated infrastructure planning and investment underpins all of Council's objectives of acheieving a liveable, sustainable, connected and thriving community.

"Infrastructure is central to our quality of life. But looking to the future, user needs are evolving and it is very likely, in coming decades, our infrastructure will look very different to today. We need to evolve the way we plan for Australia's infrastructure to embrace this uncertainty. Historically, infrastructure planning has sought to predict future conditions and then provide infrastructure to meet anticipated demand. Today, we require a more robust approach.

Rather than projecting forward the status quo, our infrastructure planning should set an ambitious vision for the country, anticipate and adapt to change, manage risk, and deliver infrastructure that works towards – rather than against – the current and future needs of Australians.

The time is right to reconsider how we deliver infrastructure, and how we can adapt existing networks to our changing user needs."[70]

This theme highlights the importance of our infrastructure to Port Macquarie-Hastings and details our planning priorities and actions that will enable us to achieve our vision over the next 20 years. In particular we focus on:

- **Our Social Infrastructure**
- **Our Transport & Movement Infrastructure;**
- **Our Green Infrastructure;**
- **Our Services Infrastructure;**

OUR PLANNING PRIORITIES

PLANNING PRIORITY 17

Ensure existing and future infrastructure is resilient to natural hazards and human-related threats.

PLANNING PRIORITY 18

Create a greener urban environment.

PLANNING PRIORITY 19

Plan, prioritise and deliver an integrated infrastructure program.

[67] *An Assessment of Australia's Future Infrastructure Needs - The Australian Infrastructure Audit 2019 Executive Summary - Infrastructure Australia*

Planning priority 17

Ensure existing and future infrastructure is resilient to natural hazards and human-related threats

KEY PRINCIPLES

- **Shape decisions for future infrastructure around the implications of climate change**
- **Ensure resilience risks and outcomes are evaluated in project business cases and infrastructure planning for new and upgraded infrastructure**

RATIONALE

Natural disasters have destructive and devastating consequences for Australia. The impacts of these disasters to businesses, properties and people have been substantial and are expected to grow as their intensity and frequency increase due to changes in our climate. The total economic cost of natural disasters in New South Wales for the 10-year period from 2007- 2016 averaged $3.2 billion per year.

Storms accounted for 49% of this cost and 23% was due to flood events. The total economic cost of natural disasters in NSW is predicted to reach $10.6 billion a year by 2050, a growth rate of 3.4% per year.[71] A major share of natural disaster costs arises from damage to critical infrastructure.

Beyond the direct costs of rebuilding, there are also substantial indirect costs associated with losing infrastructure services. The loss of such services affects businesses, communities and the broader economy via delays, interruption, financial losses, loss of customers and broader social impacts such as stress and anxiety. As such, the total cost of infrastructure damage is substantially higher than the direct replacement costs. A relevant example of this is the need for flood-free access to Port Macquarie Airport as a critical piece of our transport network.

Council's existing and future infrastructure must be 'resilient'. That is, it should be able to withstand disruption; operate in crisis; and deal with, and adapt to shocks and the stresses brought on by climate change.

Shocks to infrastructure can include natural disasters (floods, bushfires and storms) and human-related risks such as cyber-threats. Stresses, which can increase the impact of shocks, including existing risks (such as the vulnerability of ageing infrastructure and emerging risks (such as those arising from the increasing connectivity and interdependence of our infrastructure).

Resilient infrastructure plays a critical role in supporting communities to withstand, respond to and recover from natural disasters.

"Resilient infrastructure, is in part, about bridges that can withstand more frequent or stronger floods, water pipes that can resist earthquakes, or electric poles that are sturdier in the face of more intense hurricanes. And it is also about making sure people will not lose their jobs because they cannot get to work, that they can get urgent medical care, and that their children can get to school"[72]

Kristalina Georgieva
Chief Executive Officer
The World Bank

[71] *IAG Media Release - Natural disaster costs to reach $39 billion per year by 2050, November 2017*
[72] *Hallegatte, Stéphane, Jun Rentschler, and Julie Rozenberg. 2019. Lifelines: The Resilient Infrastructure Opportunity. Sustainable Infrastructure Series. Washington, DC: World Bank.*

Planning for resilient infrastructure

The NSW Government has identified a range of risk management considerations for infrastucture:[73]

Risk Management Considerations for Infrastructure

- Take recommendations and proposed treatment measures from bush fire and floodplain risk management studies into account;
- Ensure mitigation infrastructure (such as flood levees) is identified as such in the asset management planning process, and related enhancements, maintenance and renewals are included in the Delivery Program and relevant Operational Plan;
- Consider the installation and maintenance programs of warning infrstructure to ensure timely advice to the community;
- Protect critical infrastructure - Consider the vulnerability of critical infrstructure to hazards by collating available hazard information into an asset vulnerability plan within council's Asset Management Strategy;
- Consider adaptation options and foreseeable upgrade requirements in infrastructure design to accommodate future changes in exposure to hazards or increased reliance on particular assets;
- Consider adaptation options in infrastructure design to enable more resilient and cost effective rebuilding of infrastructure following disasters in order to limit the cost of rebuilding repeatedly damaged infrastructure;
- When rebuilding damaged infrastructure ensure appropriate land-use review and planning takes into account risks from natural disasters for future development;
- Promote disaster resilient building design and materials in new developments and when rebuilding during recovery from disasters;
- Ensure that implications of creek or bush regeneration and rehabilitation projects are clearly understood and mitigated (such as changed flow patterns and the impact on flood behaviour or increased bushfire fuel loads and the impact on bushfire hazards).

The use of urban design solutions (impermeable surfaces, green areas, shadowing, water retention areas, ventilation corridors etc.) that can cope with risks, can also reduce the dependency on our infrastructure and therefore increase resilience.[74]

A key opportunity to improve resilience is at the beginning of new infrastructure projects, specifically the Cost Benefit Analysis process used in the planning of projects to assess options. While the main focus is still on infrastructure consideratoins, there is an emerging trend where project proposals also place focus on resilience issues.

Figure 60 outlines five principles for resilience in infrastructure planning:[75]

[73] *Implementing Emergency Risk Management Through The Integrated Planning and Reporting Framework A Guideline for Local Government & Emergency Managers - NSW Government 2002*
[74] *The Ten Essentials for Making Cities Resilient - https://www.unisdr.org/campaign/resilientcities/home/article/essential-four-pursue-resilient-urban-development-and-design*
[75] *Hallegatte, Stéphane, Jun Rentschler, and Julie Rozenberg. 2019. Lifelines: The Resilient Infrastructure Opportunity. Sustainable Infrastructure Series. Washington, DC: World Bank.*

PRINCIPLES FOR RESILIENCE IN INFRASTRUCTURE PLANNING

1. Identify Disaster Risks

Integrate a risk assessment requirement in project proposals to ensure disaster exposure, asset vulnerabilities and opportunities for hazard prevention or mitigation are identified from the outset.

2. Apply robust methodologies for Cost Benefit Analyses (CBA's)

Ensure CBA guidelines include resilience benefits.

3. Co-ordinate, centralise and consider critical data

Ensure all geospatial data (e.g. flood-study data, bushfire data, etc.) is centrally available to assist with the assessment of proposals.

4. Strengthen approval processes

Strengthen requirements for resilience to be addressed in appraisal processes. For example, a set of checkpoints in project approvals could ensure disaster risks are assessed and where relevant, included in CBAs.

5. Embed ongoing monitoring of resilience

Embed provisions to regularly monitor infrastructure resilience in response to expected climate variability and population demographics.

Figure 60 - Principles for Resilience in Infrastructure Planning: [75]

ACTION	DESCRIPTION	TIMEFRAME
17.1	Identify Council's critical infrastructure and define acceptable and intolerable risk levels for that infrastructure including indirect social impacts	Immediate
17.2	Assess the capacity and adequacy of, as well as linkages between, critical infrastructure systems and upgrade these as necessary according to risks identified in Action 17.1	Immediate and ongoing
17.3	Undertake assessments of the resilience and vulnerability of Council's infrastructure assets to the impacts of climate change, natural disasters and human-related threats	Immediate and ongoing
17.4	Develop an asset vulnerability plan within Council's Asset Management Strategy for critical infrastructure and identify cost-effective adaptation and mitigation measures	Immediate to Short-term

[75] *Hallegatte, Stéphane, Jun Rentschler, and Julie Rozenberg. 2019. Lifelines: The Resilient Infrastructure Opportunity. Sustainable Infrastructure Series. Washington, DC: World Bank.*

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Natural & Built Environment NBE2 - A community that is prepared for natural events and climate change	4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfire and coastal erosion
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 3: Manage natural hazards and climate change Direction 21: Co-ordinate local infrastructure delivery	3.1 Reduce the risk from natural hazards, including the projected effects of climate change, by identifying, avoiding and managing vulnerable areas and hazards. 3.2 Review and update floodplain risk, bushfire and coastal management mapping to manage risk, particularly where urban growth is being investigated. 3.3 Incorporate new knowledge on regional climate projections and related cumulative impacts in local plans for new urban development. 21.1 Undertake detailed infrastructure service planning to support proposals for new major release areas. 21.2 Maximise the cost-effective and efficient use of infrastructure by directing development towards existing infrastructure or promoting the co-location of new infrastructure.
SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS	
9. Industry, Innovation & Infrastructure 13. Climate Action 11. Sustainable Cities and Communities	
RELATED PMHC STRATEGIES AND PLANS	
Urban Growth Management Strategy Sustainability Strategy (to be developed) Regional Integrated Transport Strategy (under development)	Integrated Water Cycle Management Strategy (under development) Asset Management Strategy Asset Management Plans Recreation Action Plan Cultural Plan

Planning priority 18

Create a greener urban environment

KEY PRINCIPLES

- **Embed best-practice green infrastructure guidelines in infrastructure planning and asset management**
- **Ensure we achieve the appropriate balance between the need for infrastructure corridors with the least environmental impact - designing for place and need whilst allowing for the best suited environmental and aesthetic requirements to enhance the space and manage for urban wildlife**
- **Create a resilient, interconnected urban tree canopy across the LGA and incorporate other forms of green cover where space for trees is limited**
- **Ensure new development contributes and connects to the local green grid**
- **Protect, enhance and increase green spaces in new residential subdivisions, urban consolidation projects and existing town and village centres**

RATIONALE

While other forms of infrastructure are well-understood, the importance of green infrastructure is only relatively recently come to the fore. Globally, the infrastructure renewal spend required by 2030 is estimated at $40 trillion.[76] The infrastructure decisions we make today will be locked in for at least 100 years. With our population set to grow over the next 20 years and beyond, it is more important than ever that we integrate our green infrastructure into our planning so that our communities stay healthy, liveable, and close to nature.

Our Green Grid

In 2016, the NSW Government Architect's Office released the Green Grid spatial framework. The Green Grid combines hydrological, ecological and recreational values to create an interconnecting network of open space designed to encourage healthy living, enhance biodiversity and ensure ecological resilience.

Protecting and enhancing our Green Grid (see Figure 61) is critical to the liveability and sustainability of our area into the future.

[76] *Time's Up - Making Green Infrastructure count - UNSW Research for Evidence-Based Policy 2017.*

What is Green Infrastructure?

Green infrastructure is the network of green spaces, natural systems, and semi-natural systems that support sustainable communities and includes waterways; bushland; tree canopy and green ground cover; parks; and open spaces that are strategically planned, designed, and managed to support a good quality of life in an urban environment.

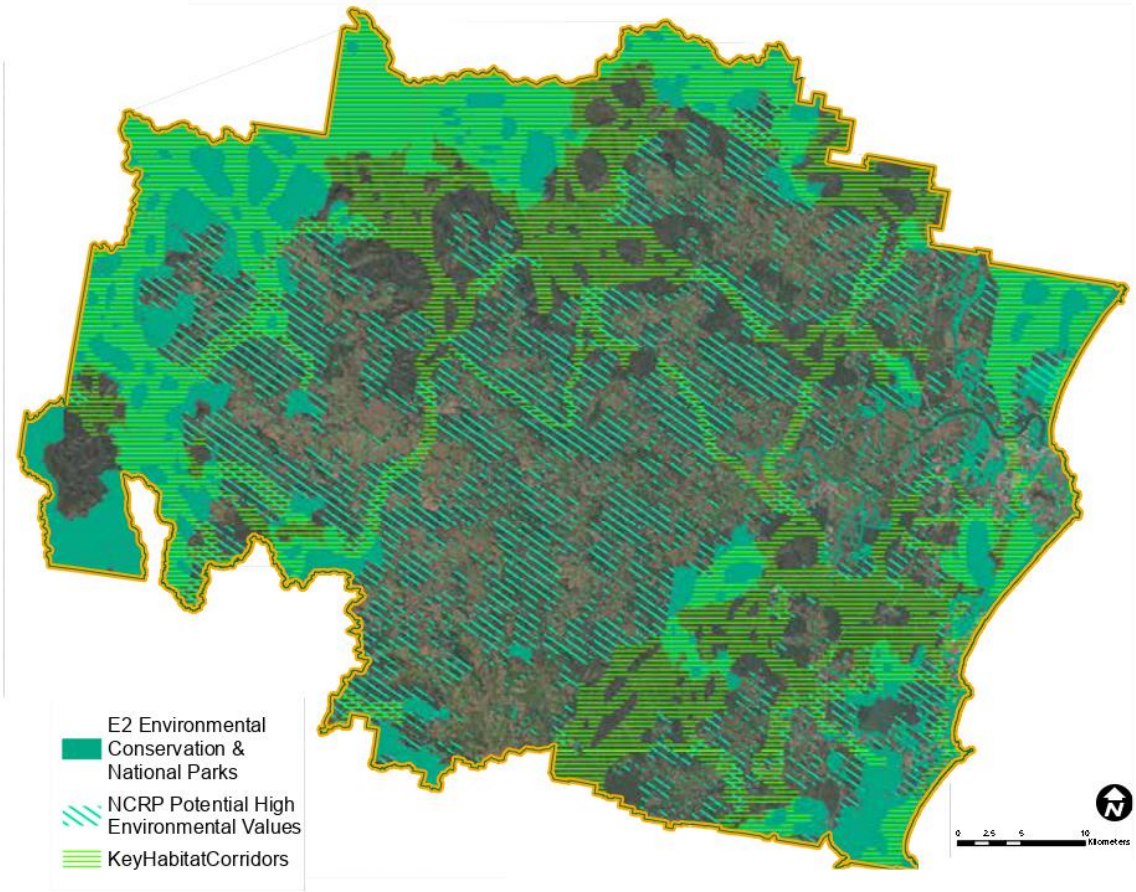


Figure 61 - Port Macquarie-Hastings' Ecological Grid

Additionally, The NSW Government's draft green infrastructure design framework and guidelines *Greener Places*: identifies green infrastructure as being as crucial to our neighbourhoods as transport, cultural and communications infrastructure. Greener Places: aims to guide the planning, design and delivery of greener infrastructure to help support more sustainable places by "promoting access to open space, nature, culture and sport, which will improve the appeal to visitors and the quality of life for all."

Well-designed and planned green infrastructure has significant environmental benefits for our communities including improved air and water quality; reduced emissions and a cooler urban environment (see Figure 62).

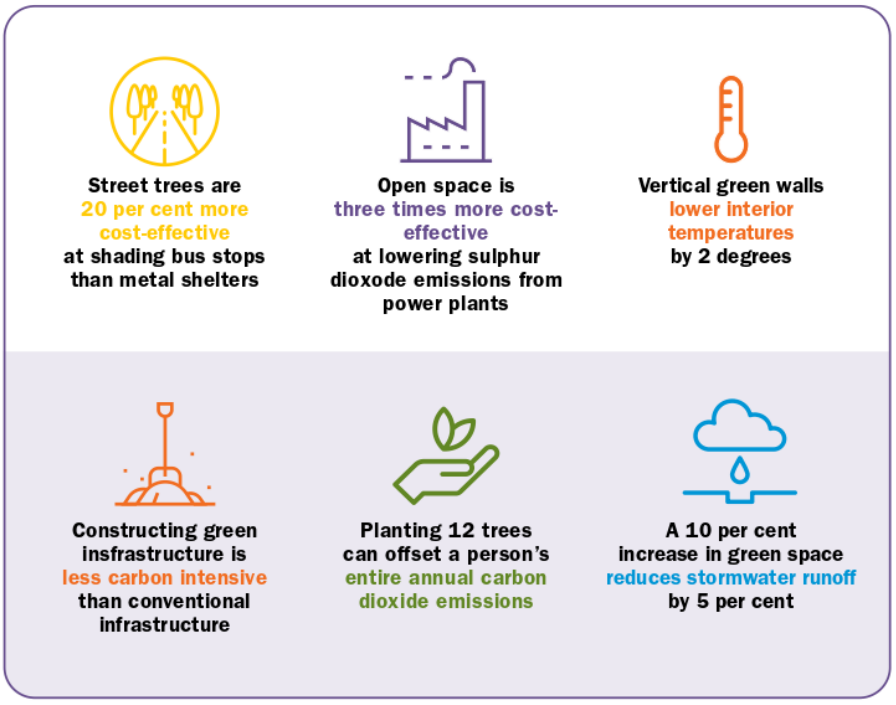


Figure 62 - Examples of the Environmental Benefits of Green Infrastructure[77]

The value of green infrastructure extends far beyond environmental benefits. Environmental assets are also valuable for their economic and social benefits as can be seen in Figure 63.

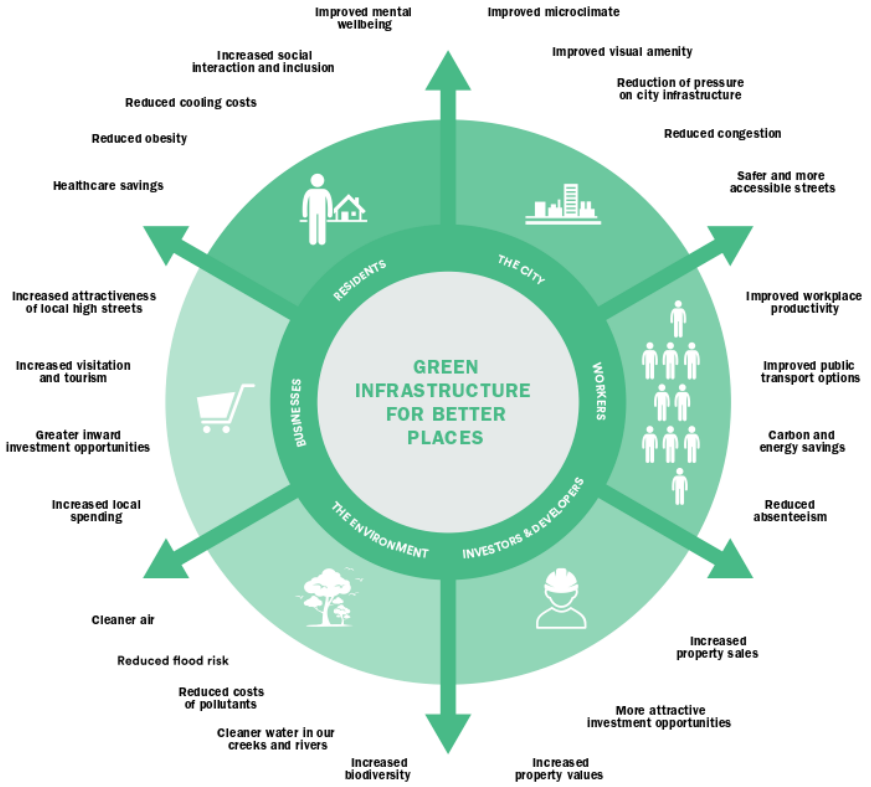


Figure 63 - Green Infrastructure for Better Places[77]

By embedding green infrastructure in our planning for other forms of infrastructure and working in harmony with our natural environment we increase our opportunity to create a high quality of life that is both resilient to climate change and adaptable to the evolving needs of our community.

For example, Transport for NSW has produced a guide on integrating green infrastructure which helps identify opportunities for green space during the planning and design of transportation networks and assets.[78] Co-ordinated investment to connect green corridors and spaces will promote a more resilient urban environment. This 'green grid' will support walking and cycling around and between centres and thereby help to achieve health and wellbeing goals for our communities.

ACTION	DESCRIPTION	TIMEFRAME
18.1	Develop a Green Infrastructure Plan, to identify opportunities to enhance connections between natural systems, passive and active recreational open space, bushland, our coast and waterways, and urban tree canopy	Medium-term
18.2	Review and update our Asset Management System to include appropriate green infrastructure such as environmental offset lands, biodiversity certified areas and our urban tree canopy	Short-term

[77] *Greener Places - Government Architect New South Wales. Issue no. 3 - 2020*
[78] *Integrating Green Infrastructure - Transport for NSW (2017)*

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL3 - A healthy and active community that is supported by recreational infrastructure	2.3 Advocate for social inclusion and fairness
Your Natural & Built Environment NBE2 - A community that is prepared for natural events and climate change NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment	4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfire and coastal erosion 4.3 Facilitate development that is compatible with the natural and built environment
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 15: Develop healthy, safe, socially engaged and well-connected communities Direction 21: Co-ordinate local infrastructure delivery	15.1 Deliver best-practice guidelines for planning, designing and developing healthy built environments that respond to the ageing demographic and subtropical climate 21.1 Undertake detailed infrastructure service planning to support proposals for new major release areas. 21.2 Maximise the cost-effective and efficient use of infrastructure by directing development towards existing infrastructure or promoting the co-location of new infrastructure.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

3. Ensure healthy lives and promote well-being for all at all ages
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
11. Make cities and human settlements inclusive, safe, resilient and sustainable
13. Take urgent action to combat climate change and its impacts
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

RELATED PMHC STRATEGIES AND PLANS

Urban Growth Management Strategy	Integrated Water Cycle Management Strategy (under development)
Sustainability Strategy (to be developed)	Recreation Action Plan
Regional Integrated Transport Strategy (under development)	Bike Plan
	Pedestrian Access and Mobility Plans

Planning priority 19

Plan, prioritise and deliver integrated infrastructure

KEY PRINCIPLES

- Align infrastructure delivery with land-use planning
- Ensure infrastructure delivery represents the best use of public funds
- Collaborate across all levels of government to ensure Infrastructure delivery is integrated and aligned with land-use planning
- Ensure infrastructure is sustainable, accessible, inclusive, resilient and 'smart'
- Ensure new development is supported by an infrastructure assessment which demonstrates that demand for the infrastructure generated by the development can be justified and satisfied
- Ensure new and upgraded infrastructure is efficient and flexible to adapt to long-term needs
- Improve community-wide connectivity of our infrastructure and realise the benefits of technology

RATIONALE

An attractive environment, supported by quality infrastructure is fundamental to the quality of life, functioning and growth of our places and communities. Our infrastructure supports and connects our community. As illustrated in Figure 64, the relationships between all elements of our infrastructure are integral to creating sustainable, liveable, connected and thriving places.

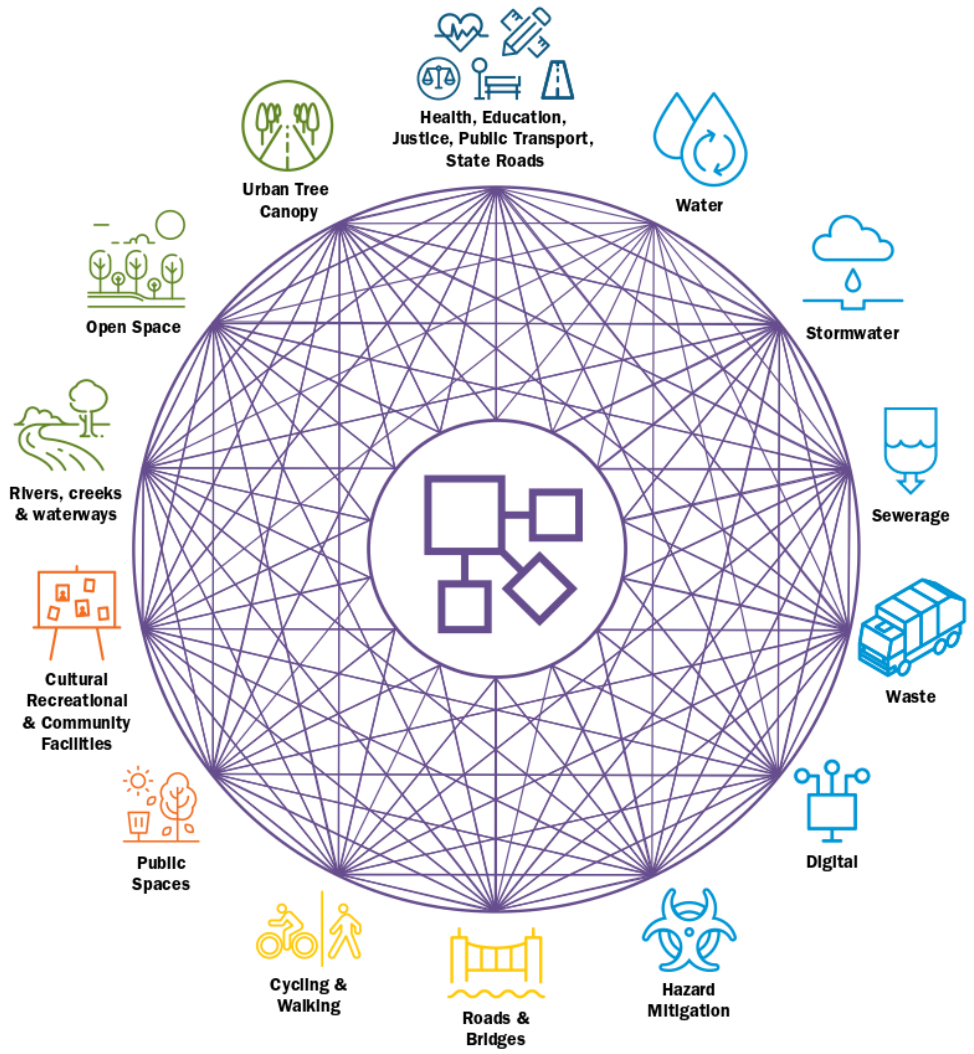


Figure 64 - Infrastructure Relationships[79]

While Health, Education, Justice and Public Transport Infrastructure are largely the responsibility of the State and Federal Governments, Council must also take these into consideration when undertaking its own infrastructure planning.

In *Shaping Our Future*, Council's infrastructure therefore includes the following forms (see Figure 65):

- Essential services infrastructure - e.g. water, sewerage, waste, storm water, hazard mitigation, digital
- Transport & Movement infrastructure - e.g roads and bridges, walking and cycling
- Social infrastructure - e.g. recreational and cultural places & spaces
- Green infrastructure - e.g. open space, bushland, urban tree canopy, and natural and man-made waterways

[79] *Adapted from Building Momentum State Infrastructure Strategy 2018 - 2038, Infrastructure NSW, 2018*

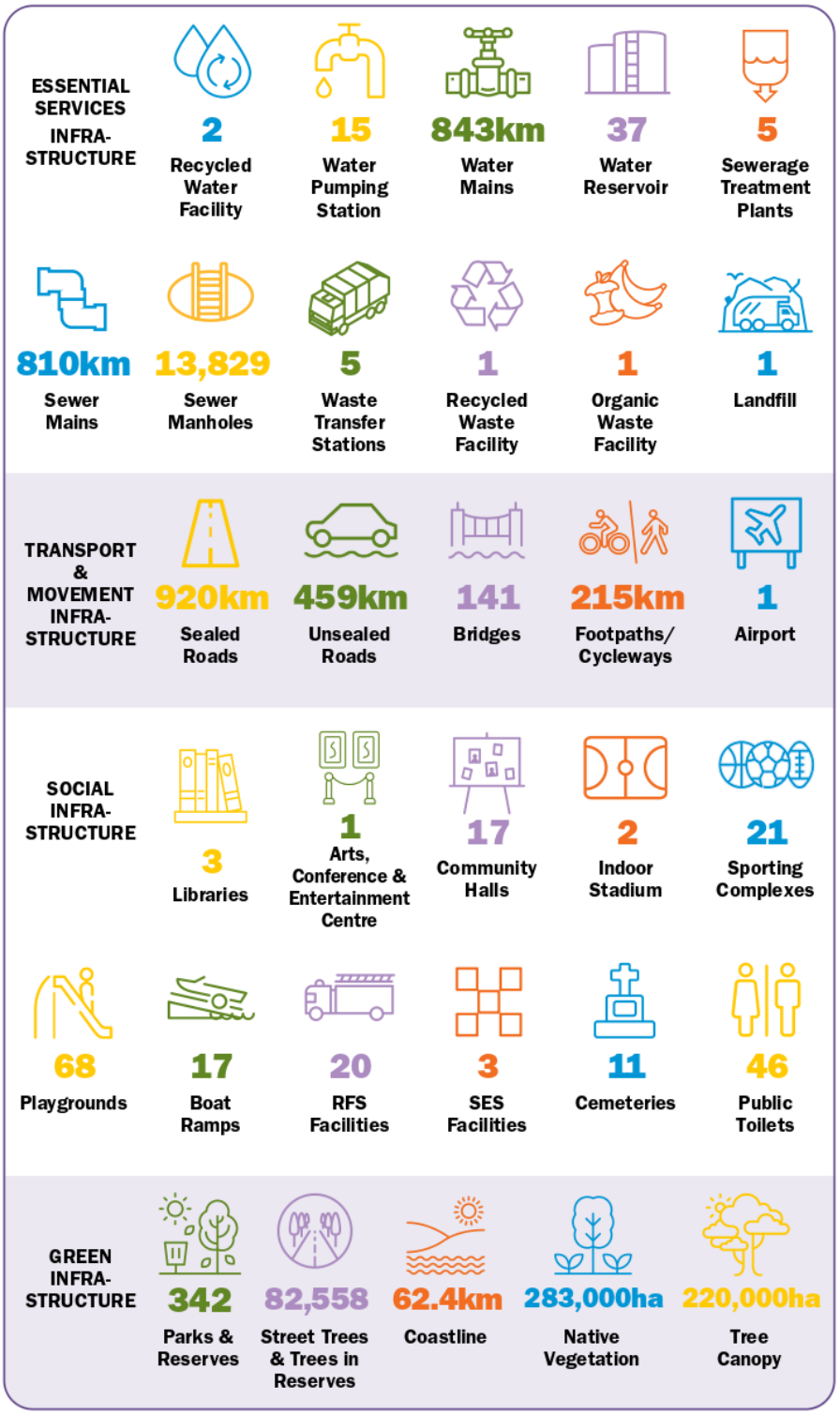


Figure 65 - A Snapshot of Council's Essential Services, Transport & Movement, Social and Green Infrastructure

> The right infrastructure, in the right places, that is well-managed and put to good use, boosting productivity, global competitiveness, and improving the quality of people's lives[80]

It is important that all areas of Council's investment in infrastructure are guided by coordinated plans which consider all forms of infrastructure.

Long-term land-use plans are a critical foundation for infrastructure planning (see Figure 66). Improved, integrated land-use and infrastructure planning, and the availability of more extensive and better-quality data and information, are vital to delivering the right infrastructure at the right time, in the right place and at the right price.

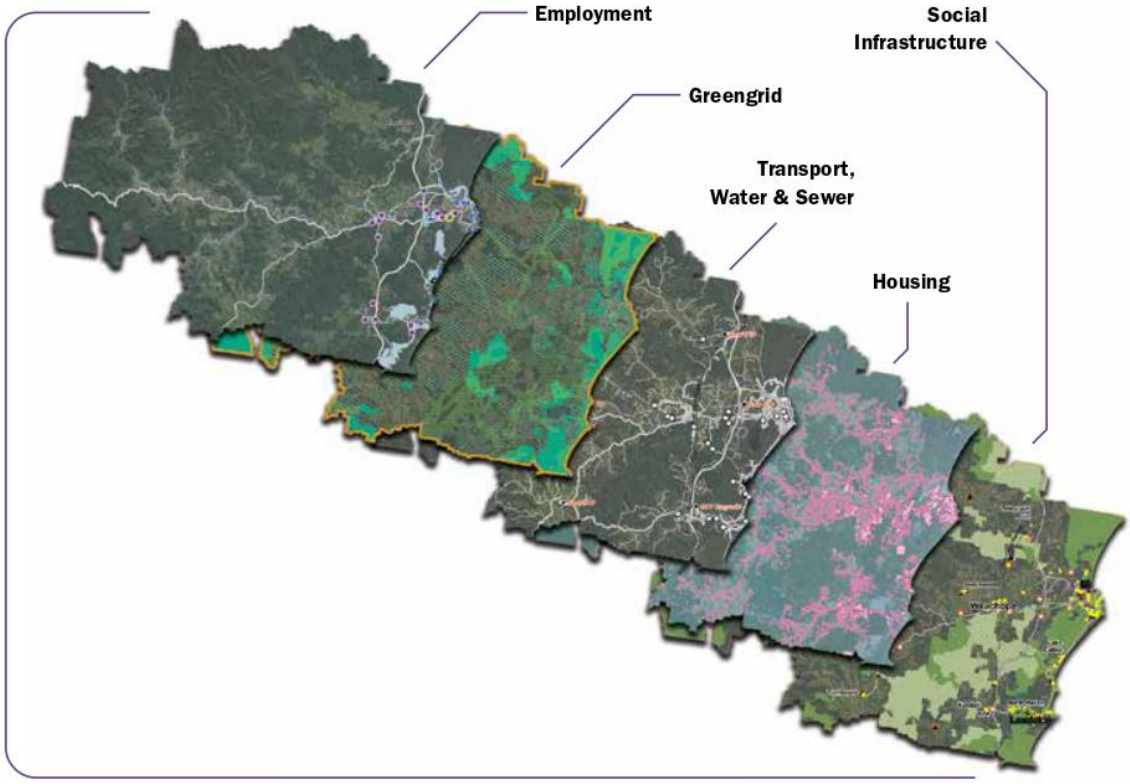


Figure 66 - Elements of Co-ordinated Land-Use and Infrastructure Planning

Infrastructure for our Growing Community

Council faces a number of challenges in providing infrastructure for our communiy into the future (see Figure 67). The *North Coast Regional Plan 2036* projects that almost 12,000 additional homes will be needed across Port Macquarie-Hastings by 2036. This will be achieved by a combination of subdivision of planned release areas and increased density in appropriate locations in line with identified demand as outlined in Planning Priority 7.

KEY INFRASTRUCTURE CHALLENGES

- *Population growth* - a larger population will require more housing and supporting infrastructure and services.
- *Fiscal gap* - a fiscal gap is emerging between the revenue the Council receives and the demand for expenditure on services and infrastructure.
- *Demographic change* - baby boomers are living longer, leading to an increase in the demand for health services. Millennials are expected to stay in education longer, work differently and demand different kinds of services.
- *Changing jobs and digital technology* - demand for reliable and fast connectivity will increase with growth of the digital economy.
- *Economic growth* - over the next 40 years, there will be increasing demands on economic and social infrastructure.
- *Changes in consumption and service expectations* - service and infrastructure provision will need to recognise changing consumption patterns, with more flexible and innovative service models needed.

Figure 67 - Future Infrastructure Challenges: [81]

The effective, efficient and sustainable development of urban growth areas, is dependent on the delivery of required local infrastructure in a timely and cost-effective manner. This includes the full range of infrastructure as detailed above.

Typically growth areas and planned precincts involve master planning to assess housing and employment forecasts, and the type, level and timing of infrastructure required which in turn leads to rezoning and the funding and delivery of key infrastructure.

Infrastructure Funding

Funding of infrasttrucure is a key consideration for Council and the community. There is an emerging fiscal gap between the revenue the Council receives and the demand for expenditure on services and infrastructure. Infrastructure and the associated costs need to be factored into decisions about whether and where to release or rezone land. This will ensure that Council understands the full cost of rezoning decisions. A more integrated

response to poulation growth may result if opportunities for the co-location of different services can be identified.

Typically infrastructure is funded via a mix of Development Contributions Funds, Council's general revenue and grant funding.

It is important that our planning and development contributions systems are geared towards enabling good quality development, and providing facilities to support our communities. Similarly, it is important to identify other funding sources to support our growing population and ensure that the provision of affordable housing and development is financially feasible for investors.

Port Macquarie-Hastings Council has a number of Development Contributions Plans under Sections 7.11 and 7.12 of the EP&A Act (1979) as well as Voluntary Planning Agreements (VPAs). Council also levies contributions for water supply, sewerage and stormwater drainage works under Section 64 of the Local Government Act. These contributions need to be regularly reviewed to ensure they are up to date and relevant to the immediate and future needs of the community.

Over the next 20 years, it is therefore critical that we collaborate with the development community, adjoining Councils and State Government agencies to optimise the use of existing infrastrucure, deliver new and upgraded infrastructure and align growth and the changing needs of our community with timely infrastucture delivery, which is cost-effectivey funded.

Asset Management

A key challenge for Council is to extend the life of existing infrastructure assets for as long as possible to support continued service delivery and usage. Infrastructure deteriorates due to natural ageing, wear and tear, and external factors such as natural disasters. Without adequate asset management practices and investment, there is a a risk that Council will incur unforseen and avoidable future costs associated with the renewal or replacement of infrastructure.

The Future of Infrastructure

A wide and ever-increasing array of technologies and applications are opening up new ways of planning and maintaining infrastructure, and improving the quality of life in urban and regional cities and towns. While it is hard to predict how digital connectivity and technology will evolve, how prevalent they will be and how trends in technology will intersect with other megatrends that are shaping the future of regional Australia, "smart technology for the community will lead to better utilisation of infrastructure, energy efficiency, service delivery improvements, and better benchmarking of community performance."[82]

Data and a digital infrastructure (hardware and software) will increasingly become an asset that Council uses to support real-time, evidence-based decision making as we plan, deliver, operate and maintain our infrastructure and services. To support this, we will need better policies and procedures about how we collect, standardise, manage, and share data. By embedding digital connectivity into new infrastructure, Council can facilitate the development of our LGA as a smart community.

[82] *Department of Infrastructure, Regional Development and Cities (2016) Smart cities plan, Australian Government*

Smart Communities

A community, town or city is smart when investments in human and social capital, traditional infrastructure and disruptive technologies fuel sustainable economic growth and a high-quality of life with wise management of natural resources, through participatory governance.

Smart communities use innovative solutions to address challenges related to urbanisation and sustainability. Smart community initiatives fall broadly into two categories:

- those that reduce resource use and improve and maximise efficient use of resources; and
- those that add context and a user experience that helps cities or towns do something new or better.

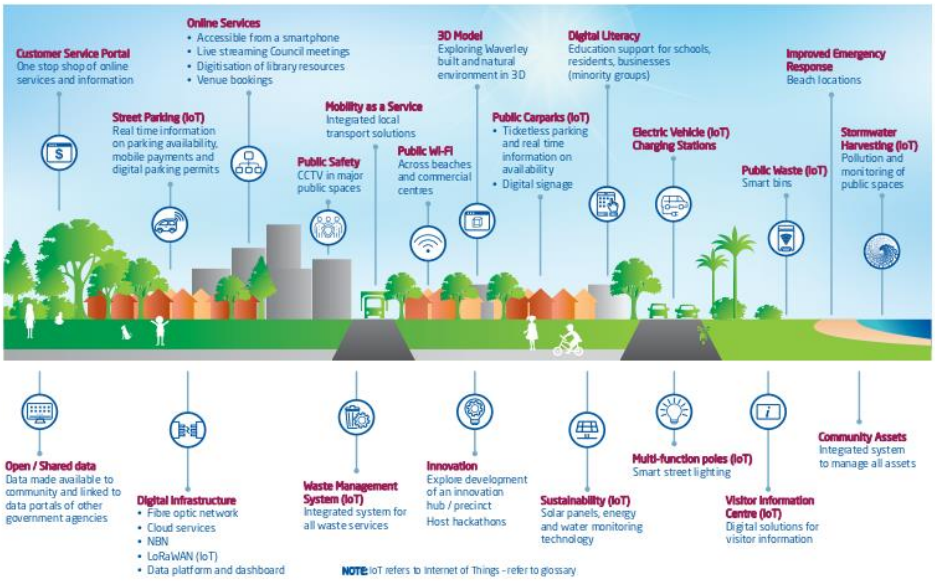


Figure 68 - Example of a Smart Community [83]

Figure 68 illustrates a number of ways that a smart community (and associated smart infrastructure) can evolve.

Council Council has recently developed a *Smart City Road Map* which sets a framework for the development of Port Macquarie-Hastings as a smart community to improve liveability and sustainability outcomes for our community.

Once the Smart City Road Map is finalised and adopted, the priority actions will be reflected in future LSPS updates

[83] *Smart Waverley Strategy 2023 - Waverley Council*

ACTION	DESCRIPTION	TIMEFRAME
19.1	Develop an LGA-wide *Infrastructure Strategy* to ensure integration in the planning, delivery and funding of all forms of our infrastructure	Immediate
19.2	Undertake an audit and review of Council's development contribution and servicing plans, planning agreements and processes to ensure that infrastructure can be funded and provided to support the needs of residents and that plans capture and reflect the true costs of the delivery of future infrastructure	Immediate
19.3	Review and update Council's *Asset Management Strategy & Plans* to optimise the management, performance and use of Council's infrastructure assets	Immediate and Ongoing Review
19.4	Using Council's *Smart City Road Map* and develop a plan moving forward for the integration of smart technologies in the delivery of upgraded and new infrastructure to support desired community outcomes	Short-term and Ongoing
19.5	Develop an Infrastructure Data Management Framework to support smart asset management	Short-term
19.6	Develop a suitable governance model to guide the collection, sharing and use of smart community data	Short-term

Strategic alignment

IS CONSISTENT WITH THE TOWARDS 2030 COMMUNITY STRATEGIC PLAN	
OBJECTIVES	**ACTIONS**
Your Community Life CL3 - A healthy and active community that is supported by recreational infrastructure **Your Natural & Built Environment** NBE1 - Effective management and maintenance of essential water, waste and sewer infrastructure NBE2 - A community that is prepared for natural events and climate change NBE4 - Accessible transport network for our communities NBE5 - Infrastructure provision that meets community expectations and needs	2.3 Provide quality programs, community facilities and public spaces for example.... community facilities and public spaces, for example, community halls, parks and vibrant town centres 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management and sewer management 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfire and coastal erosion 4.5 Plan for integrated transport systems that helps people get around and link our communities
GIVES EFFECT TO THE NORTH COAST REGIONAL PLAN	
DIRECTIONS	**ACTIONS**
Direction 15: Develop healthy, safe, socially engaged and well-connected communities Direction 21: Co-ordinate local infrastructure delivery	15.1 Deliver best-practice guidelines for planning, designing and developing healthy built environments that respond to the ageing demographic and subtropical climate. 15.5 Deliver crime prevention through environmental design outcomes through urban design processes. 21.1 Undertake detailed infrastructure service planning to support proposals for new major release areas. 21.2 Maximise the cost-effective and efficient use of infrastructure by directing development towards existing infrastructure or promoting the co-location of new infrastructure.

SUPPORTS IMPLEMENTATION OF THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS

3. Ensure healthy lives and promote well-being for all at all ages
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
11. Make cities and human settlements inclusive, safe, resilient and sustainable
13. Take urgent action to combat climate change and its impacts

RELATED PMHC STRATEGIES AND PLANS

Urban Growth Management Strategy
Sustainability Strategy (to be developed)
Regional Integrated Transport Strategy (under development)
Integrated Water Cycle Management Strategy (under development)
Recreation Action Plan
Cultural Plan
Destination Management Plan
Smart Community Road Map

Governance

Implementation

The Actions provided with each Planning Priority form the main work program and platform for the implementation *Shaping Our Future*. Some actions are very specific, whilst others require further detail as work progresses on particular items.

To achieve our strategic planning vision, we will need to collaborate with other levels of government, the private sector, and our community as shown in Figure 69.

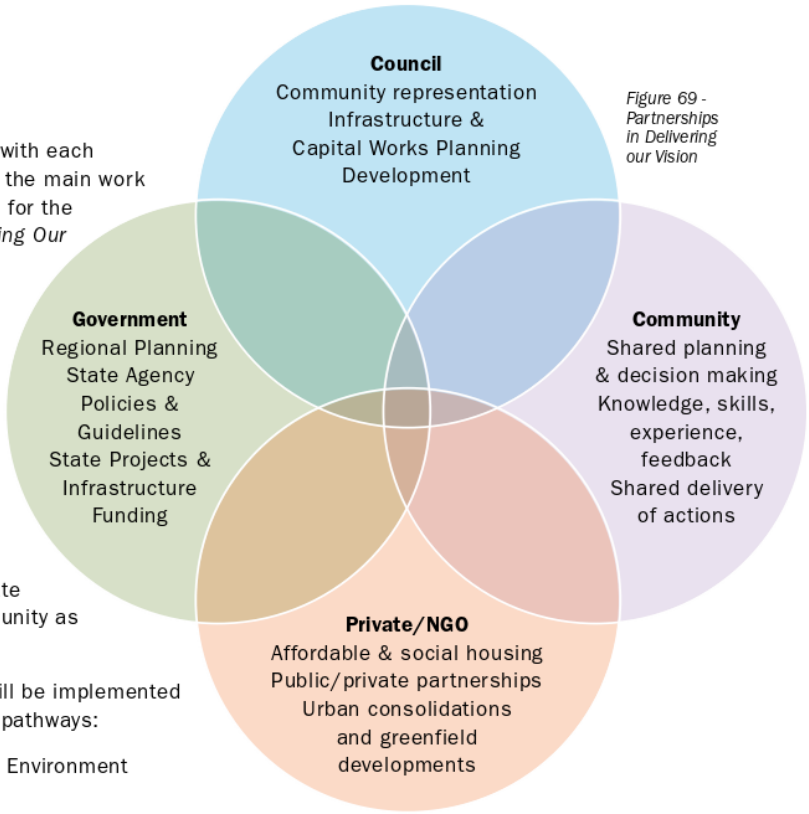


Figure 69 - Partnerships in Delivering our Vision

Shaping Our Future will be implemented through the following pathways:

- Review of the Local Environment Plan;
- Review of our Development Control Plan for development across the LGA;
- Aligning Council-led strategies, supporting plans and detailed action plans to Shaping Our Future in keeping with the development of Council's strategic planning framework which is currently being developed;
- Implementation, completion and review of Council plans and policies as outlined throughout this document;
- Places plans for centres and key sites across the LGA; and
- Advocating Council's planning priorities and actions to State agencies and other leading organisations.

Implementing actions through one or a combination of the above pathways will require work across our land-use framework under the Environmental Planning and Assessment Act 1979 and our Integrated Performance and Reporting Framework.

Monitoring & Reporting

Shaping Our Future complements our *Community Strategic Plan* (CSP). Like the *Community Strategic Plan*, progress with implementing the actions identified in *Shaping Our Future* will be monitored through the Integrated Planning and Reporting Framework.

The synergies between *Shaping Our Future* and the *Community Strategic Plan* support the development of a holistic suite of liveability indicators and measures to track progress in in meeting our land-use planning vision as articulated in *Shaping Our Future* and achieving our community's vision as outlined in the *Community Strategic Plan*.

Council's intention is to develop this measurement framework with reference to similar approaches adopted by communities nationally and globally. The framework will inform future Planning Priorities and Actions.

Review

Council will update *Shaping Our Future* with the development of the *Think 2050 Community Strategic Plan*, which is to be finalised in 2022. Following that, *Shaping Our Future* will be reviewed at least every seven years, as is the regulatory requirement for all local strategic planning statements.

The document may be updated prior to the seven-year requirement, to reflect significant changes in the strategic planning context, including finalisation of supporting plans.

We will undertake the review in partnership with the NSW Government and in consultation with the Port Macquarie-Hastings community. *Shaping Our Future*, its actions, timeframes and indicators will also be reviewed as part of the Integrated Planning and Reporting Framework where required.

APPENDIX A - Port Macquarie-Hastings Local Government Area Narrative from the *North Coast Regional Plan 2036*

Population	
2036 (Projected)	94,700
Dwellings	
2036 (Projected)	46,700

Port Macquarie-Hastings is the southern gateway to the North Coast, and has a diverse and high quality environment. The environment underpins the local economy, attracts residents and visitors, and enables international sporting events like IRONMAN Australia, which continue to grow Port Macquarie's events and tourism calendar.

Port Macquarie is a regional city with a thriving cultural and civic centre, accommodating a distinctive mix of retail, commercial, tourism, entertainment and cultural activities. Coastal and rural centres, such as Lake Cathie, Bonny Hills Laurieton and Wauchope, will continue to provide local jobs and lifestyle housing options that support their character.

The area has a diverse and vibrant economy as a result of ongoing investment in the health, education, agriculture and aviation sectors. The Port Macquarie Base Hospital; the development of the new Charles Sturt University Campus; and the ongoing delivery of tertiary education by other providers, including the University of Newcastle and North Coast TAFE, will increase local opportunities and deliver jobs.

Regional priorities

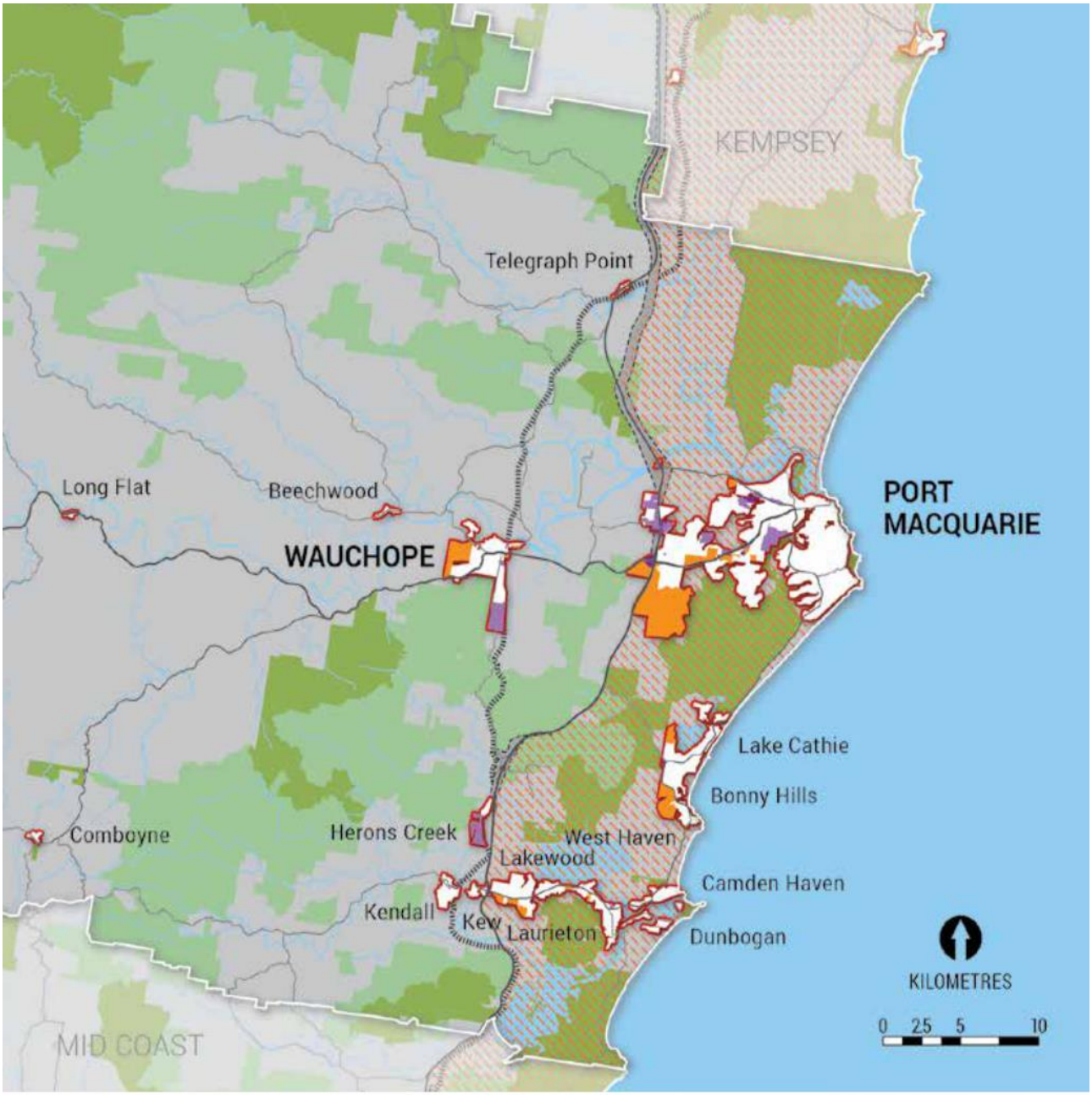
- Manage and support growth in Port Macquarie.
- Grow community connectivity between centres and with Kempsey Shire.
- Deliver housing and job opportunities in Port Macquarie, Wauchope, Lake Cathie, Bonny Hills and Camden Haven.
- Protect environmental assets and important farmland areas that sustain the agricultural and tourism industries.
- Maximise opportunities associated with growth in the Hunter region and the increased connectivity provided by the Pacific Highway upgrade and digital technology.

Economy and employment

- Develop health, education and aviation precincts at Port Macquarie, and new employment land at Sancrox and Wauchope, which will drive opportunities for new investment in a range of sectors.
- Protect important farmland areas at Wauchope, Comboyne and along the Hastings, Maria and Wilson rivers, which will support the development of the agricultural sector and agribusiness.
- Harness nature and cultural-based tourism assets, including the Werrikimbe National Park, Port Macquarie Koala Hospital, and Port Macquarie Glasshouse Centre, and a range of coastal and heritage assets to grow the local tourism industry.

Housing

- Deliver housing at Port Macquarie, Thrumster, Wauchope, Lake Cathie/Bonny Hills and Camden Haven.
- Enhance the variety of housing options by increasing the number of homes in and around the Port Macquarie city centre.



- Urban Growth Area
- Investigation Area – Urban Land
- Investigation Area – Employment Land
- Existing Employment Land
- Coastal Strip
- LGA Boundary
- Railway
- Highway
- Proposed Highway Upgrade Corridor
- National Park and Reserve
- State Forest
- Waterway

Growth areas show the boundaries of urban areas and, as such, identify both existing and proposed urban lands.

Not all land identified within the growth areas can be developed for urban uses. All sites will be subject to more detailed investigations to determine capability and future yield. Land that is subject to significant natural hazards and/or environmental constraints will be excluded from development.

APPENDIX B - PMHC Strategies and Plans Relevant to *Shaping Our Future*

Relevant Strategies Plans & Studies	Year					Status (as at July 2020)
Port Macquarie-Hastings Local Environment Plan 2011	2011					Adopted
Port Macquarie-Hastings Development Control Plan 2013	2013					Adopted
Community Strategic Plan Towards 2030						Adopted
Aboriginal Heritage Study						Under development
Area 13 Structure Plan	2006					Adopted
Area 15 Structure Plan	2010					Adopted
Asset Management Strategy 2013-2023	2013					Adopted
Asset Management Plan - Airport	2015					Adopted
Asset Management Plan - Aquatics	2015					Adopted
Asset Management Plan - Cemeteries & Crematorium	2015					Adopted
Asset Management Plan - Flood & Foreshore	2015					Adopted
Asset Management Plan - Glasshouse	2015					Adopted
Asset Management Plan - Libraries	2015					Adopted
Asset Management Plan - Parks & Reserves	2015					Adopted
Asset Management Plan - Public Halls	2015					Adopted
Asset Management Plan - Roads, Bridges & Transport	2015					Adopted
Asset Management Plan - Sewerage	2015					Adopted
Asset Management Plan - Stormwater	2015					Adopted

Asset Management Plan - Waste	2015					Adopted
Asset Management Plan - Water Supply	2015					Adopted
Bain Park Master Plan	2020					Under development
Biodiversity Management Strategy						
Bonny Hills Reserves Master Plan	2012					Revision under development
Bruce Porter Reserve Master Plan	2011					Adopted
Camden Haven Effluent Reuse Management Plan	2013					Adopted
Coastal Zone Management Plan - Lake Cathie						Under development
Coastal Zone Management Plan - Town Beach	2009					Adopted
Community Inclusion Plan (2020-2021)	2020					Adopted
Community Plan - Beechwood/ Pembroke						Drafted
Community Plan - Bonny Hills	2019					Adopted
Community Plan - Camden Haven	2020					Drafted
Community Plan - Comboyne/ Byabarra	2019					Adopted
Community Plan - Hastings Hinterland	2020					Adopted
Community Plan - Kew/Kendall/ Herons Creek/Lorne						Drafted
Community Plan - Lake Cathie	2020					Adopted
Community Plan - North Shore						Under development
Community Plan - Pappinbarra						Adopted

Community Plan - Rollands Plains						Adopted
Community Plan - Sancrox/ Thrumster/lake Innes						To be developed
Community Plan - Telegraph Point						Adopted
Community Plan - Wauchope/King Creek						Drafted
Cultural Plan (2019-2021)	2019					Adopted
Destination Management Plan	2020					Adopted
Development Contributions Plans (various)						Adopted
Disability Inclusion Action Plan						Adopted
Economic Development Strategy						Adopted
Floodplain Management Plan - Camden Haven River	2004					Adopted
Floodplain Management Plan - Hastings River	2014					Adopted
Floodplain Management Plan - Wrights Creek						To be developed
Flood Policy	2015					Adopted
Glasshouse Strategic Plan	2020					Adopted
Hamilton Green Facility Masterplan & Action Plan	2004					Adopted
Health & Education Precinct Master Plan	2019					Adopted
Housing Strategy						Under development
Integrated Water Cycle management Strategy						Under development
Invasive Species Plan	2014					Adopted

John Oxley Drive Precinct Structure Plan	2012					Adopted
Kendall Master Plan						Adopted
Kew Main Street Master Plan						Under development
Koala Plans of Management						To be developed
Kooloonbung Creek Nature Park Plan of Management	2012					Adopted
Lake Cathie Bonny Hills Urban Design Master Plan	2004					Adopted
Library Strategic Plan	2019					Adopted
Long Term Energy Strategy						Adopted
Parking Strategy	2011					Adopted
Pedestrian Access & Mobility Plans (Major Town Centres) 2015-2020	2015					Adopted
Plan of Management - Parks	2001					Adopted
Plan of Management - Sports grounds	2001					Adopted
Plan of Management - Stuart Park	2001					Adopted
Planning Agreements (various)						Adopted
Plan of Management - Natural Area Foreshore	2001					Adopted
Plan of Management - Regional Sports Stadium	2001					Adopted
PMHC Bike Plan (Major Town Centres) - 2015-2020	2015					Adopted
PMHC Dredging Strategy	2007					Adopted
PMHC Strategic Business Plan for Water Supply Services	2014					Adopted

Pollution Incident Response Management Plan - Port Macquarie	2014					Adopted
Pollution Incident Response Management Plan - Camden Haven	2014					Adopted
Pollution Incident Response Management Plan - Kew/Kendall	2014					Adopted
Pollution Incident Response Management Plan - Wauchope	2014					Adopted
Port Macquarie Airport Business Plan	2016					Adopted
Port Macquarie Airport Master Plan 2010-2030	2010					Adopted
Port Macquarie Foreshore Vision & Master Plan	2009					Adopted
Pot Macquarie-Hastings Urban Growth Management Strategy 2017 - 2036	2017					Adopted
Port Macquarie-Hastings Regional Integrated Transport Strategy						To be developed
Port Macquarie Reclaimed Water Quality Management Plan	2010					Adopted
Recreation Action Plan 2015 - 2025	2015					Adopted
Rotary Park Master Plan	2010					Adopted
Rural Lands Strategy						To be developed
Sancrox Employment Precinct Structure Plan 2010	2010					Adopted
Settlement City Precinct Structure Plan	2009					Adopted
Smart City Road Map	2020					Under development
Stormwater Management Plan - Buller Street	2007					Adopted

Stormwater Management Plan - West Haven	2007					Adopted
Stormwater Management Plan - Kendall	2013					Adopted
Stuart Park/Wood Street Sporting Master Plan	2014					Adopted
Sustainability & Climate Change Strategy						To be developed
Tacking Point Lighthouse Reserve Master Plan	2012					Adopted
Town Centre Master Plan Strategy	2013					Adopted
Town Beach Master Plan	2012					Adopted
Tuffins Lane Sporting Master Plan	2014					Adopted
Waste Strategy	2016					Adopted
Wauchope Aquatic Facility Plans	2012					Adopted
Wauchope Town Centre Design Framework	2009					Adopted
Wauchope Town Centre Plan	2015					Adopted
Wayne Richards Park Sporting Master Plan	2014					Adopted
Yippin Creek Structure Plan	2017					Adopted

For completion post-exhibition.

APPENDIX C - Alignment of Shaping Our Future Planning Priorities with the North Coast Regional Plan and Council's Community Strategic Plan

North Coast Regional Plan (North Coast Regional Plan) 2036 *"Create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities."*	**Community Strategic Plan** *"A sustainable high quality of life for all"*	**Local Strategic Planning Statement (LSPS)**	
Goals	**Objectives**	**Theme**	
Goal 1 **The most stunning environment in NSW** **Directions 1, 2, 3, 4, 15, 22, 23** Direction 1: Deliver environmentally sustainable growth Direction 2: Enhance biodiversity, coastal and aquatic habitats, and water catchments Direction 3: Manage natural hazards and climate change Direction 4: Promote renewable energy opportunities Direction 15: Develop healthy, safe, socially engaged and well-connected communities Direction 22: Deliver greater housing supply Direction 23: Increased housing diversity and choice	**Natural and Built Environment** NBE1 - Effective management and maintenance of essential water, waste and sewer infrastructure. NBE2 - A community that is prepared for natural events and climate change. NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment. NBE 7 - Accessible and protected waterways, foreshores, beaches and bushlands. NBE 8 - An environment that is protected and conserved for future generations NBE9 - Renewable energy options that are understood and accessible by the community	**OUR ENVIRONMENT** ***Our community lives sustainably and enjoys a natural environment that is valued and protected. We are a resilient community able to adapt to our changing world.***	

"Port Macquarie-Hastings is above-all a place for our people. A vibrant and welcoming place where city meets country and coast. A place which protects and embraces our proud heritage and unique natural environment. An inclusive place of strong resilient communities where people prosper. A place that people want to be a part of."

	Rationale	Focus	Planning Priority
	Port Macquarie-Hastings is defined by its **natural environment.** A diverse topography including natural bushland, coastline, waterways, lakes and rural hinterlands create a stunning setting that provides an array of stunning landscapes and supports a rich biodiversity of both terrestrial and aquatic plants, animals and ecosystems. A healthy environment contributes to every aspect of our life in Port Macquarie-Hastings. It provides us with our basic needs of clean air, water and productive soils; cultural, lifestyle, aesthetic and recreational opportunities and is a key contributor to our local economy. The extent of the natural landscape creates a sensitive setting and demands an equally sensitive approach to growth and change. The increasing effects of a changing climate also need to be better understood and responded to, to ensure the future wellbeing of our environment and our people. It is incumbent on Council in partnership with our community and key stakeholders to value, respect and actively participate in the care and protection of our environment for current and future generations.	• **Our Biodiversity** • **Our Response to Growth** • **Our Response to Environmental Change and Natural Hazards** • **Our Waterways** • **Our Scarce Resources**	**PLANNING PRIORITY 1** Protect, conserve and enhance our biodiversity and areas of high environmental value **PLANNING PRIORITY 2** Manage growth sustainably **PLANNING PRIORITY 3** Increase our community's resilience to the impacts and risks of natural hazards and environmental change **PLANNING PRIORITY 4** Protect and improve the health of our waterways and aquatic habitats **PLANNING PRIORITY 5** Sustainably and efficiently manage our energy, water, waste and natural resources

North Coast Regional Plan (North Coast Regional Plan) 2036 *"Create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities."*	Community Strategic Plan *"A sustainable high quality of life for all"*	Local Strategic Planning Statement (LSPS)	
Goals	**Objectives**	**Theme**	
Goal 2 **A thriving interconnected economy** **Directions 5, 6, 7, 8, 11, 12, 13, 14, 15, 17, 24** Direction 5: Strengthen communities of interest and cross-regional relationships Direction 6: Develop Successful Centres of Employment Direction 7: Co-ordinate the growth of regional cities Direction 8: Promote the growth of tourism Direction 11: Protect and enhance productive agricultural lands Direction 12: Grow agribusiness across the region Direction 13: Sustainably manage natural resources Direction 14: Provide great places to live and work Direction 15: Develop healthy, safe, socially-engaged and well-connected communities Direction 17: Increase the economic self-determination of Aboriginal communities Direction 24: Deliver well-planned rural-residential housing areas	**Your Business and Industry** BI1 - A strong economy that fosters a culture supportive of business and ensures economic development of the region BI2 - Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs BI3 - A region that attracts investment to create jobs BI4 - Partnerships that maximise economic return and create an efficient and effective business environment **Your Community Life** CL2 - A safe, caring and connected community **Your Natural and Built Environment** NBE6 - Well-planned communities that are linked to encourage and manage growth	 **OUR ECONOMY** ***We have built on our strengths to deliver a sustainable, resilient and diverse economy which continues to attract investment and create jobs.***	

"Port Macquarie-Hastings is above-all a place for our people. A vibrant and welcoming place where city meets country and coast. A place which protects and embraces our proud heritage and unique natural environment. An inclusive place of strong resilient communities where people prosper. A place that people want to be a part of."

	Rationale	Focus	Planning Priority
	Good strategic planning is essential if we are to strengthen and diversify our economy in a way that is in harmony with our social and environmental values.	• Our Regional City Status and Employment Centres • Our Visitor Economy • Our Productive Agricultural Land • Our Future Economy	**PLANNING PRIORITY 13** Build the capacity of Port Macquarie as a regional city and develop the vitality of other economic centres and employment lands **PLANNING PRIORITY 14** Develop a thriving and sustainable visitor economy **PLANNING PRIORITY 15** Protect and sustainably manage our productive agricultural land and create diverse economic opportunities for our rural communities **PLANNING PRIORITY 16** Plan for a future economy which is diverse, resilient and inclusive

North Coast Regional Plan (North Coast Regional Plan) 2036 *"Create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities."*	Community Strategic Plan *"A sustainable high quality of life for all"*	Local Strategic Planning Statem *"Port Macquarie-Hastings is above-all a p embraces our proud heritage and unique want to be a part of."*	
Goals	**Objectives**	**Theme**	
Goal 3 **Vibrant and engaged communities** **Directions 9, 10, 15** Direction 9: Strengthen regionally-significant transport corridors Direction 10: Facilitate air, rail and public transport infrastructure Direction 15: Develop healthy, safe, socially engaged and well-connected communities	**Your Community Life** CL1 - Community hubs that provide access to services and local connections CL2 - A safe, caring and connected community **Your Natural & Built Environment** NBE4 - Accessible transport network for our communities NBE7 - Accessible and protected waterways, foreshore, beaches and bushlands	 **OUR CONNECTIONS** ***Our people are physically and socially connected. It is easy, safe and convenient for our community to move around our region via a network that embraces place - creating streets and neighbourhoods that ae great places to meet.***	

ment (LSPS)

lace for our people. A vibrant and welcoming place where city meets country and coast. A place which protects and natural environment. An inclusive place of strong resilient communities where people prosper. A place that people

	Rationale	Focus	Planning Priority
	What people enjoy about where they live is influenced by their **connections to places and community** - how they reach transport or social infrastructure to feel physically, digitally, culturally and economically connected. Local streets and different types of centres and neighbourhoods combine with these factors to create sustainable, liveable and attractive communities.	• **Our Transport Network** • **Our Neighbourhoods** • **Our Active Transport Options** • **Our Access to Green Spaces & Local Destinations** • **Our Future Transportation Options**	**PLANNING PRIORITY 11** Provide a multi-modal, integrated land-use and transport network across Port Macquarie-Hastings **PLANNING PRIORITY 12** Develop a network of safe and sustainable local transport options linking key destinations

North Coast Regional Plan (North Coast Regional Plan) 2036 *"Create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities."*	Community Strategic Plan *"A sustainable high quality of life for all"*	Local Strategic Planning Statem *"Port Macquarie-Hastings is above-all a p embraces our proud heritage and unique want to be a part of."*	
Goals	**Objectives**	**Theme**	
Goal 4 **Great housing choice and lifestyle options** **Directions 1, 14, 15, 16, 18, 19, 20, 21, 22, 23, 25** Direction 1: Deliver environmentally sustainable growth Direction 14: Provide great places to live and work Direction 15: Develop healthy, safe, socially engaged and well-connected communities Direction 16: Collaborate and partner with Aboriginal communities Direction 18: Respect and protect the North Coast's Aboriginal Heritage Direction 19: Protect historic heritage Direction 20: Maintain the region's distinctive built character Direction 21: Co-ordinate local infrastructure delivery Direction 22: Deliver greater housing supply Direction 23: Increase housing diversity and choice Direction 25: Deliver more opportunities for affordable housing	**Your Community Life** CL1 - Community hubs that provide access to services and social connections CL2 - A safe, caring and connected community CL3 - A healthy and active community that is supported by recreational infrastructure CL4 - A strong community that is able to identify and address social issues CL5 - Community participation in events, programs, festivals and activities **Your Natural and Built Environment** NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment	**OUR PLACES** ***Our well-designed communities provide a diversity of housing choice, community and cultural facilities and quality public open spaces, where people want to spend time and engage with each other and can live well. We look to the future but respect and celebrate our past.***	

ment (LSPS)

lace for our people. A vibrant and welcoming place where city meets country and coast. A place which protects and natural environment. An inclusive place of strong resilient communities where people prosper. A place that people

	Rationale	Focus	Planning Priority
	Liveability is about the quality of life that people enjoy in their neighbourhoods, work places and recreation spaces. Quality of life requires housing infrastructure and services that meet our community's needs. It means that there is a range of housing options available in appropriate locations and that affordable housing is available for those that require it. Creating great places to live isn't just about the houses that residents live in; it is also about the communities they live in. Liveability means that residents have access to quality community and social infrastructure. Liveability is also about the unique characteristics that give our residents a special connection to their place. Diversity of lifestyle choice is a key factor in what makes Port Macquarie-Hastings the special place that it is, with options ranging from city living, to coastal suburbs and towns, traditional small coastal villages, rural villages with their distinctive character through to rural residential and agricultural holdings. Our objective is to create liveable places where everyone regardless of age or ability are able to lead active, fulfilling and healthy lives.	• **Our Housing** • **Our Public Spaces & Social Infrastructure** • **Our Character & Heritage**	**PLANNING PRIORITY 6** Use a Place-Based Approach to shape the development of our sites, streetscapes, precincts, villages, towns and centres **PLANNING PRIORITY 7** Provide for a diversity of housing in the right locations **PLANNING PRIORITY 8** Create vibrant public places that inspire social interaction and support community wellbeing **PLANNING PRIORITY 9** Preserve and enhance the distinctive character, size and scale of our towns, villages and rural communities **PLANNING PRIORITY 10** Protect, respect and embrace our natural, built and cultural heritage (including our Aboriginal heritage)

North Coast Regional Plan (North Coast Regional Plan) 2036 *"Create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities."*	Community Strategic Plan *"A sustainable high quality of life for all"*	Local Strategic Planning Statem *"Port Macquarie-Hastings is above-all a p embraces our proud heritage and unique want to be a part of."*	
Goals	**Objectives**	**Theme**	
Goal 2 A thriving interconnected economy & **3 Vibrant and engaged communities** **Directions 1, 3, 15, 21** Direction 1: Deliver environmentally sustainable growth Direction 3: Manage natural hazards and climate change Direction 15: Develop healthy, safe, socially engaged and well-connected communities Direction 21: Co-ordinate local infrastructure delivery	**Your Community Life** CL3 - A healthy and active community that is supported by recreational infrastructure **Your Natural and Built Environment** NBE1 - Effective management and maintenance of essential water, waste and sewer infrastructure NBE2 - A community that is prepared for natural events and climate change NBE3 - Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment NBE4 - Accessible transport network for our communities NBE5 - Infrastructure provision that meets community expectations and needs	 **ENABLED BY INFRASTRUCTURE** ***Our infrastructure is sustainable, smart, accessible and resilient. Infrastructure delivery is aligned with planned growth and the community's needs.***	

ment (LSPS)

lace for our people. A vibrant and welcoming place where city meets country and coast. A place which protects and natural environment. An inclusive place of strong resilient communities where people prosper. A place that people

	Rationale	Focus	Planning Priority
	Infrastructure is fundamental for modern urban and rural environments. It comes in a variety of forms and its implementation can make a significant impact on the shape and development of our towns, villages, suburbs and places. Well-coordinated infrastructure planning and investment underpins all of Council's objectives of achieving a liveable, sustainable, connected and thriving community.	• **Our Social Infrastructure** • **Our Transport & Movement Infrastructure** • **Our Green Infrastructure** • **Our Services Infrastructure**	**PLANNING PRIORITY 17** Ensure existing and future infrastructure is resilient to natural hazards and human-related threats **PLANNING PRIORITY 18** Create a greener urban environment **PLANNING PRIORITY 19** Plan, prioritise and deliver integrated infrastructure

List of figures

Figure 1 11
The Planning Continuum

Figure 2 15
NSW Planning and Policy Framework

Figure 3 22
Port Macquarie-Hastings Local Government Area

Figure 4 23
North Coast 2036

Figure 5 27
Port Macquarie-Hastings Natural Advantages

Figure 6 28
Port Macquarie-Hastings Environmental Scorecard 2019

Figure 7 35
Themes to Guide us in Achieving Our Vision

Figure 8 37
Strategies/Studies Underway

Figure 9 42
Biological Priorities in the Port Macquarie-Hastings LGA, including Biodiversity Priority Areas

Figure 10 45
Current Settlement Pattern across Port Macquarie-Hastings

Figure 11 50
Port Macquarie-Hastings Urban Growth Areas

Figure 12 55
Natural Hazards and Risks for Port Macquarie-Hastings

Figure 13 56
Areas of Port Macquarie-Hastings LGA Affected by 2019/20 Bushfires

Figure 14 59
The Biophysical Effects of Climate Change on Port Macquarie

Figure 15 64
Port Macquarie-Hastings Blue Grid

Figure 16 65
Location of Coastal and Estuarine Wetlands and Lakes

Figure 17 71
Port Macquarie-Hastings 2017 Municipal Emissions Report

Figure 18 75
Developing a new NSW Waste Strategy

Figure 19 76
An Overview of Urban and Rural Water, Sewage and Stormwater Systems

Figure 20 77
Port Macquarie-Hastings Water Supply System

Figure 21 79
Integrated Water Cycle Management System

Figure 22 85
Place Hierarchy in the Port Macquarie-Hastings LGA

Figure 23 86
Place Hierarchy

Figure 24 88
The Place Diagram

Figure 25 90
Elements contributing to a Place Plan

Figure 26 94
The Housing Continuum

Figure 27 95
Forecast Population Growth by Key Centres

Figure 28 96
The "Missing Middle"

Figure 29 96
Port Macquarie's Housing Dominated by Single Detached Dwellings

Figure 30 97
Least Affordable LGA's in NSW for Rental Housing

Figure 31 98
Factors Influencing Housing Supply, Demand and Affordability

Figure 32 101
Port Macquarie-Hastings Social Infrastructure (Maintained by PMHC)

Figure 33 104
Port Macquarie-Hastings Community and Recreational Facilities

Figure 34 108
Local Character Wheel

Figure 35 110
Integrating Local Character into Local Land Use Planning

Figure 36 115
Sites of Heritage Significance

Figure 37 117
Indicative Inputs into a Port Macquarie-Hastings Heritage Framework

Figure 38 123
Port Macquarie-Hastings Transport Assets

Figure 39 124
Transport Supporting Healthy Lifestyles

Figure 40 124
The Movement and Place Framework

Figure 41 125
Streets Are Places Too

Figure 42 126
10 Healthy Streets Indicators

Figure 43 127
Illustrative Hub & Spoke Network for Port Macquarie-Hastings

Figure 44 131
User Hierarchy of Streets

Figure 45 134
Port Macquarie Bicycle Network

Figure 46 136
The Future of Transport

Figure 47 141
Regional NSW "Engine" Industries

Figure 48 141
Top 5 Industry Sectors in Port Macquarie-Hastings by Employment

Figure 49 142
Top 5 Industry Sectors by Contribution to the Economy

Figure 50 143
Port Macquarie-Hastings Hierarchy of Centres

Figure 51 144
Health & Education Precinct

Figure 52 145
Airport Business Park

Figure 53 146
Port Macquarie-Hastings Employment Lands

Figure 54 150
Seven Experience Platforms

Figure 55 155
Port Macquarie-Hastings Agricultural Grid

Figure 56 160
Emerging Industry Sectors

Figure 57 **160**
Businesses by Number of Employees

Figure 58 **162**
Measuring Economic and Inclusive Growth

Figure 59 **163**
Economic Growth Rankings for Small Cities 9

Figure 60 **170**
Principles for Resilience in Infrastructure Planning

Figure 61 **173**
Port Macquarie-Hastings' Green Grid

Figure 62 **174**
Examples of the Environmental Benefits of Green Infrastructure 5

Figure 63 **175**
Green Infrastructure for Better Places

Figure 64 **179**
Infrastructure Relationships

Figure 65 **180**
A Snapshot of Council's Essential Services, Transport & Movement, Social and Green Infrastructure

Figure 66 **181**
Elements of Co-ordinated Land-Use and Infrastructure Planning

Figure 67 **182**
Future Infrastructure Challenges

Figure 68 **184**
Example of a Smart Community

Figure 69 **188**
Partnerships in Delivering our Vision

Abbreviations

ABS	AUSTRALIAN BUREAU of STATISTICS
CSP	COMMUNITY STRATEGIC PLAN
DCP	DEVELOPMENT CONTROL PLAN
DMP	DESTINATION MANAGEMENT PLAN
DPIE	DEPARTMENT OF PLANNING, INDUSTRY AND ENVIRONMENT
EP&A ACT	ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979
GANSW	GOVERNMENT ARCHITECT OF NSW
IP&R	INTEGRATED PLANNING AND REPORTING
IPRF	INTEGRATED PLANNING AND REPORTING FRAMEWORK
IWCMS	INTEGRATED WATER CYCLE MANAGEMENT STRATEGY
LALC	LOCAL ABORIGINAL LAND COUNCIL
LEP	LOCAL ENVIRONMENTAL PLAN
LGA	LOCAL GOVERNMENT AREA
LG ACT	LOCAL GOVERNMENT ACT 1993
LHS	LOCAL HOUSING STRATEGY
LSPS	LOCAL STRATEGIC PLANNING STATEMENT
NCRP	NORTH COAST REGIONAL PLAN
PMHC	PORT MACQUARIE-HASTINGS COUNCIL
RITS	REGIONAL INTEGRATED TRANSPORT STRATEGY
SIS	STATE INFRASTRUCTURE STRATEGY
TfNSW	TRANSPORT FOR NSW

Glossary

Active Transport

Describes non-motorised forms of transport involving physical activity, such as walking and cycling

Affordable Housing

Affordable housing relates to homes for very low income, low income or moderate-income households. This is often provided through a housing assistance program that provides rental dwellings for a specified level of below market rental prices. As a rule of thumb, housing is usually considered affordable if it costs less than 30% of gross household income

Agribusiness

A business that earns most or all of its revenues from agriculture. An agribusiness could include food and fibre production, agrichemicals, seed supply, farm machinery wholesale and distribution, freight, logistics, processing, marketing and retail sales.

Biodiversity

Biodiversity is defined as the variety of living organisms on the planet. It includes terrestrial, aquatic and other ecosystems and the ecological complexes of which they are a part. Biodiversity occurs at a variety of scales including genetic diversity, species diversity and ecosystem diversity. In this Strategy, biodiversity refers to plants and animals native to the Port Macquarie-Hastings Local Government Area.

Biodiversity Offsets

Measurable conservation outcomes resulting from actions designed to compensate for significant residual adverse biodiversity impacts arising from project development after appropriate prevention and mitigation measures have been taken. The goal of biodiversity offsets is to achieve no net loss and preferably a net gain of biodiversity on the ground with respect to species composition, habitat structure and ecosystem function.

Climate Change

Climate change is a change in the statistical properties of the climate system that persists for several decades or longer—usually at least 30 years. These statistical properties include averages, variability and extremes. Climate change may be due to natural processes, such as changes in the sun's radiation, volcanoes or internal variability in the climate system, or due to human influences such as changes in the composition of the atmosphere or land use.[83]

Economic Growth

Measures the change in the size of a city or town's fundamental drivers: population change, business growth, jobs and construction. Together these metrics give an understanding of the performance of the local economy.

[83] *Australian Academy of Science https://www.science.org.au*

Employment Lands

Land zoned for industrial or similar purposes (i.e. land zoned B5 Business Development or B7 Business Park in planning instruments). These are generally lower density employment areas containing concentrations of businesses involved in manufacturing; transport and warehousing; service and repair trades and industries; integrated enterprises with a mix of administration, production, warehousing, research and development; and urban services and utilities

Greenfield Development

A term often used for development on land that has not been previously used before for any human activity like agriculture or real estate. Often located on the urban fringe.

Green Infrastructure

Green infrastructure is the network of green spaces, natural systems, and semi-natural systems that support sustainable communities and includes waterways; bushland; tree canopy and green ground cover; parks; and open spaces that are strategically planned, designed, and managed to support a good quality of life in an urban environment.

Gross Regional Product

A measure of the size of a region's economy and productivity. The market value of all final goods and services produced in a region within a given period of time.

Housing Affordability

Housing affordability relates to the general affordability of both the rental and purchase housing markets and is not limited to those on low to moderate incomes.

Housing Density

One of several measures that describe how intensively an urban area is developed. It is normally measured as the number of dwellings in a given area.

Inclusive Growth

Aims to measure how the benefits of economic growth are flowing through to people in the community. This is captured by looking at changes in the unemployment rate and reliance on government payments.

Internet of Things

Describes where things (e.g. objects, environments, vehicles and clothing) have more and more information or data associated with them and may have the ability to sense, communicate, network and produce new information, becoming an integral part of the internet.

Local Plans (Local Environmental Plans or Development Control Plans)

Statutory and non-statutory plans prepared by councils to guide planning decisions by local councils for their local government area. Through the use of land zoning and other development controls, a local plan is typically the main mechanism for determining the type and amount of development which can occur on each parcel of land in the LGA. Local plans are the main planning tool that shapes the future of communities and ensures local development is appropriate.

Planning Proposals

Are a request for an amendment to an existing Local Environment Plan (LEP).

Regionally Significant Farmland

Is our best and highest quality farmland. It can be defined as land capable of sustained use for agricultural production with a reasonable level of inputs. Protection of this valuable resource is essential to the ongoing productivity and prosperity of our region.

Smart City or Community

A city or community which effectively integrates physical, digital and human systems in the built environment to deliver a sustainable, prosperous and inclusive future for its residents.

Sustainability

The United Nations describes sustainable development as, "meet(ing) the needs of the present without compromising the ability of future generations to meet their own needs"[84] Sustainable development seeks to achieve, in a balanced manner, economic development, social development and environmental protection.

Threatened Ecological Community

An ecological community is a group of native plants, animals and other organisms that naturally occur together and interact in a unique habitat. A threatened ecological community is one that has limited geographic distribution and is therefore at risk of extinction. These communities may be protected under state and/or federal legislation.

Threatened Species

Plant or animal species that are at risk of becoming extinct. These species may be protected under state and/or federal legislation.

Urban Consolidation

Can be described as the more intensive use of land for residential development in existing urban areas. Such development can be in the form of medium to high density residential apartments, town houses, villa units and small-lot dwellings.

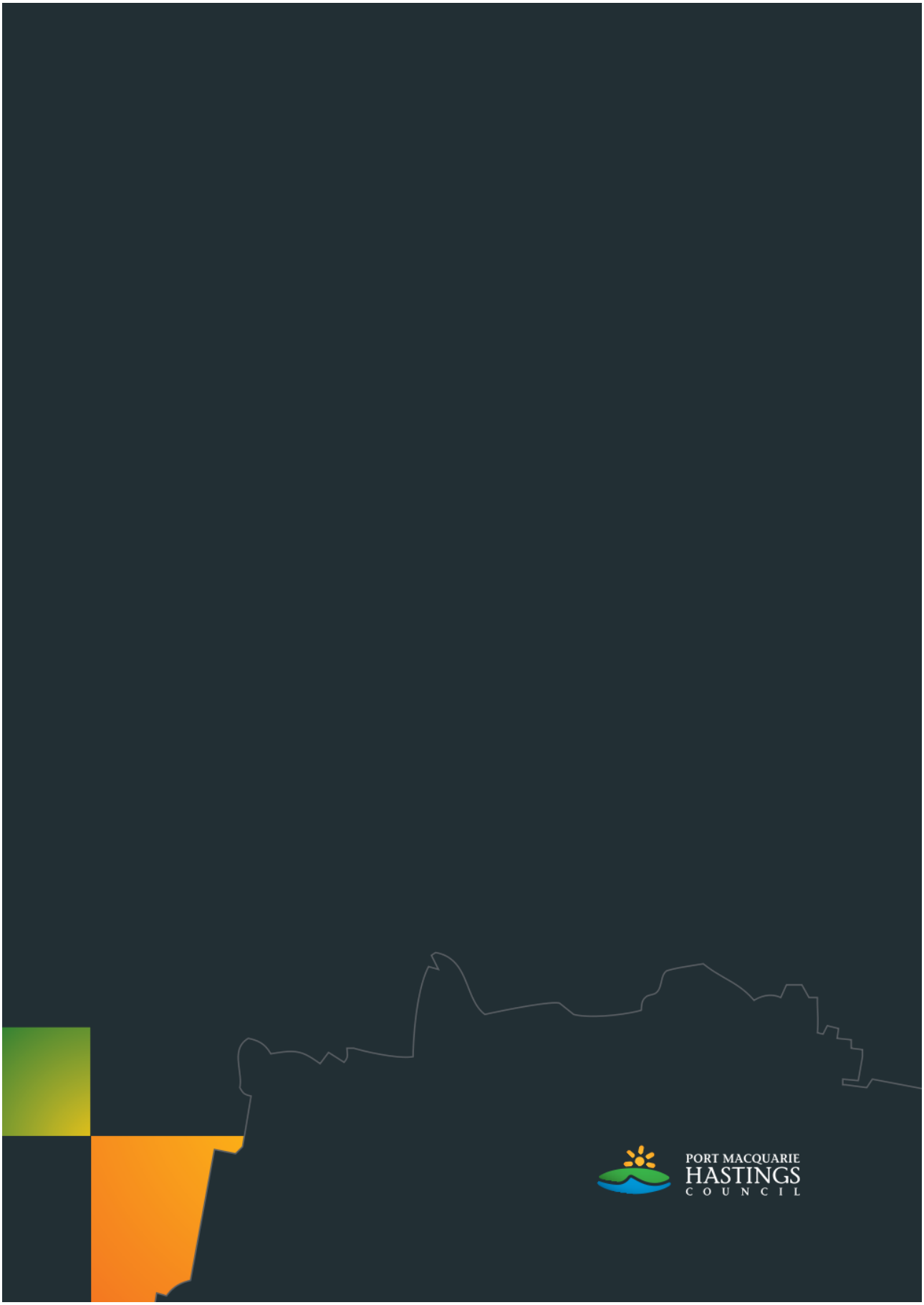
[84] *World Commission on Environment and Development, 1987*

Urban Growth Areas

Includes all land zoned for various urban purposes and all future potential urban land releases as illustrated on the Urban Growth Area Maps. These areas will provide for housing, business, industry, infrastructure and community facilities to accommodate the future population for the LGA. Not all land identified within urban growth areas will be suitable for development and further detailed assessment will be required.

Voluntary Planning Agreement

A Voluntary Planning Agreement (VPA) is an agreement entered into by a planning authority (e.g. Council) and a developer. Under an agreement a developer agrees to provide or fund public amenities and transport or other infrastructure.


PORT MACQUARIE
HASTINGS
COUNCIL