Local Strategic Planning Statement



Acknowledgement to Country
Acknowledgement to Country Moree Plains Shire Council acknowledges and pays respect to the Kamilaroi people and their Elders, both past and present, as the traditional custodians of this land.
Moree Plains Shire Council recognises the different spelling and pronunciations used to represent the original inhabitants of the Moree Plains Shire. The word <i>Gamilaroi</i> will be used throughout the entirety of this document.

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GLOSSARY OF TERMS

Immediate	0-2 years
Short Term	3-5 years
Medium Term	6-10 years
Long Term	10+ years
Ongoing	Continuous
ARTC	Australian Rail Track Corporation
BCD	Biodiversity and Conservation Division of the Department of Planning, Industry and Environment
CBD	Central Business District
CES	Moree Plains Shire Council Community Engagement Strategy
Council	Moree Plains Shire Council
CSP	Community Strategic Plan – Moree Plains 2027 – Your Shire. The Plan. Our Future.
DCP	Moree Plains Development Control Plan 2013
DPIE	NSW Government Department of Planning, Industry and Environment
GAB	The Great Artesian Basin
GRP	Gross Regional Product – This is the value of all product at the point of sale, including GVAP
GVAP	Gross Value Agricultural Production – This is the value of agricultural product at the point of sale
Inland Rail	The Melbourne to Brisbane Inland Rail project
KPIs	Key Performance Indicators
LALC	Local Aboriginal Lands Council
LEP	Moree Plains Local Environmental Plan 2011
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
MIO	Moree Intermodal Overpass
MWMF	Moree Waste Management Facility
N2NS	Narrabri to North Star section of the Melbourne to Brisbane Inland Rail project
NENW Region	The New England North West Region (includes Armidale Regional Council, Glen Innes Severn Council, Gunnedah Shire Council, Gwydir Shire Council, Inverell Shire Council, Liverpool Plains Shire Council, Moree Plains Shire Council, Narrabri Shire Council, Tamworth Regional Council, Tenterfield Shire Council, Uralla Shire Council, and Walcha Council LGAs)
NW Region	The North West Region (includes Moree Plains Shire Council, Narrabri Shire Council, Gwydir Shire Council and Inverell Shire Council LGAs)
Regional Plan	New England North West Regional Plan 2036
RPT	Regular Passenger Transport
SAP	Special Activation Precinct program
SEPP	State Environmental Planning Policy
TfNSW	Transport for New South Wales
The Shire	Moree Plains Shire Local Government Area
EP&A Act	Environment Planning and Assessment Act 1979 (NSW)
LG Act	Local Government Act 1993 (NSW)

File: 18/960 Moree Plains Shire Local Strategic Adopted 9 July 2020 Doc: 2020/21459 Council Planning Statement

INTRODUCTION

The Moree Plains Shire Council Local Strategic Planning Statement 2040 (LSPS) identifies clear planning, land use issues and opportunities in the Moree Plains Shire local government area (the Shire) for the next 20 years. This LSPS outlines four main Goals for the Shire, focusing on economic, environmental, infrastructure and social outcomes. Each goal has directions, outlining how Moree Plains Shire Council (Council) will achieve these Goals. Each direction will include immediate, short-term, medium-term, long-term and ongoing actions to specify what Council will be implementing to achieve these goals. The goals, directions and actions in this LSPS are designed to work cohesively with the New England North West Regional Plan 2036 (the Regional Plan) and Council's Community Strategic Plan (CSP).

Identify key **GOALS** for the Moree Plains Shire

Outline **DIRECTIONS** that will lead to the completion of those Goals

Develop **ACTIONS**that Council can
perform in order to
move in those
Directions

Purpose of this LSPS

The purpose of the LSPS is to outline the unique aspects of our Shire, as well as:

- ✓ Identify the Shire's strengths and weaknesses;
- ✓ Identify the Shire's economic, environmental, infrastructure and social opportunities;
- ✓ Develop land use objectives for the Shire for the period of 2020 to 2040;
- Coordinate future development to align with the community's aspirations;
- ✓ Identify any changes to planning provisions and documents that need to be made;
- Identify any additional planning provisions and documents that need to be made; and,
- ✓ Plan how the planning priorities listed in this LSPS will be implemented and monitored.

Additionally, the LSPS will be utilised to update and amend key documents to best reflect our community's needs in coordination with long term strategic planning. Further, the LSPS will help inform land use zones and development standards in the Moree Plains Local Environmental Plan 2011 (LEP) and Moree Plains Development Control Plan 2013 (DCP).

Implementation

The key reporting function that Council will use to monitor the implementation of this LSPS will be the Quarterly Reports. Actions will be monitored as key performance indicators (**KPIs**).

Timeframe	Monitoring Methods
Immediate (0- 2 years)	These actions will be established as quarterly KPIs.
Short-Term (3- 5 years)	These actions will be established as annual KPIs.
Medium-Term (6-10 years)	These actions will be established as multi-year KPIs and are likely to be included in Council's future LEPs and DCPs.
Long-Term (10+ years)	These actions will be established as multi-year KPIs that have been broken down into key stages and are likely to be included in Council's future LEPs and DCPs.
Ongoing (Continuous)	These actions will be established as ongoing Council operations and may carry through to the end of the 20 year plan period.

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About this LSPS

In order to assist the State Government to achieve their economic, environmental, infrastructure and social goals for the New England and North West Region (the NENW Region), Council has developed the LSPS to be consistent with the Regional Plan. This is to ensure that our Goals are in line with the State Government's Goals for the region.

The LSPS has been created pursuant to section 3.9 of the *Environment Planning and Assessment Act* 1979 (**EP&A Act**), to help guide land use planning in local government areas (**LGAs**) for the next 20 years. This is done by:

- ✓ Identifying the strategic planning areas (the individual LGAs and sub-sections within them);
- ✓ Having regard to economic, social and environmental outcomes (Goals);
- ✓ Identifying the planning priorities (Directions) for the LGAs that are consistent with the CSP and any other applicable strategic plan including regional plans;
- ✓ Identifying the Actions required for achieving those planning priorities; and,
- ✓ Identifying the basis on which Council is to monitor and report on the implementation of those actions.

Each Direction contains a sub-section of actions which define how the Direction will be delivered. The Actions are complemented by 'Planning Outcomes' which provide the specific land use planning approach to implementation.

This LSPS has been developed with consideration to the following Council documents, all of which can be found on Council's website:

- ✓ Moree Plains Development Control Plan 2013
- ✓ Moree Plains Local Environmental Plan 2011
- ✓ Moree Plains Community Participation Plan 2019
- ✓ Community Strategic Plan Moree Plains 2027 Your Shire. The Plan. Our Future
- ✓ Moree Plains Community Engagement Strategy 2016

Future versions of these documents will be informed by the LSPS.



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Consultation Process

Consultation was a key process in the development of this strategy. Consultation was undertaken, in accordance with Council's **Community Engagement Strategy (CES)**, through a series of workshops with identified key stakeholders. This consultation focused on prioritising directions under each of the four key goals identified in the Regional Plan. These were:

- A Strong and Dynamic Regional Economy;
- A Healthy Environment with Pristine Waterways;
- Strong Infrastructure and Transport Networks for a Connected Future; and
- Attractive and Thriving Communities.

Analysis

Background analysis was undertaken prior to all consultation. This facilitated more informative discussions.

Workshop

Following a presentation on the LSPS and its implications at a local level, a facilitated group discussion was undertaken on key priorities and concerns for the community. Afterwards, participants were asked to vote for the Directions they believed were a priority. Participants were able to ask questions throughout this process and suggest additional Actions and Directions.

Committee Workshop

Council's Strategic Assets & Works and Community Development & Services Committee reviewed the proposed Actions for each Direction. Here, Councillors had an opportunity to discuss the proposed Actions and make recommendations.

Community feedback will continue to be sought on a four-year cycle, in coordination with updating Council's CSP and in accordance with clause 3.9 of the EP&A Act. These reviews will be conducted in unison every four years as it is important this documents reflects the current community's goals and aspirations for the Shire as much as practicable.

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Consultation Results

Nine workshops were conducted across the LGA in an attempt to receive as many responses as possible from key stakeholder groups, including all Local Aboriginal Lands Councils (LALC) within the Shire.

It was agreed that all three Directions within Goal 2: A Healthy Environment with Pristine Waterways, were all equally important and therefore all Directions should be equally treated as a top priority.

The top three priorities for Goal 1, Goal 3 and Goal 4 were identified as follows:

Goal 1: A Strong and Dynamic Regional Economy

- 1. Expand tourism and visitor opportunities
- 2. Encourage a more diverse agricultural sector and deliver new industries of the future
- 3. Develop Moree as a Northern Regional Centre

Goal 2: A healthy environment with pristine waterways

- Sustainably manage and conserve water resources
- Protect areas of potential high environmental value
- Adapt to and manage natural hazards and climate change

Goal 3: Strong Infrastructure and Transport Networks for a Connected Future

- 1. Expand emerging industries through freight and logistics connectivity
- 2. Facilitate air transport infrastructure
- 3. Coordinate infrastructure delivery

Goal 4: Attractive and Thriving Communities

- 1. Strengthen communities' resilience
- 2. Support healthy, safe, socially engaged and well-connected communities
- 3. Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage and increase economic self determination

Additionally, non-local government controlled areas of top priority for the community were education, specifically secondary education and access to health services, especially access to General Practitioners and substance abuse rehabilitation facilities.

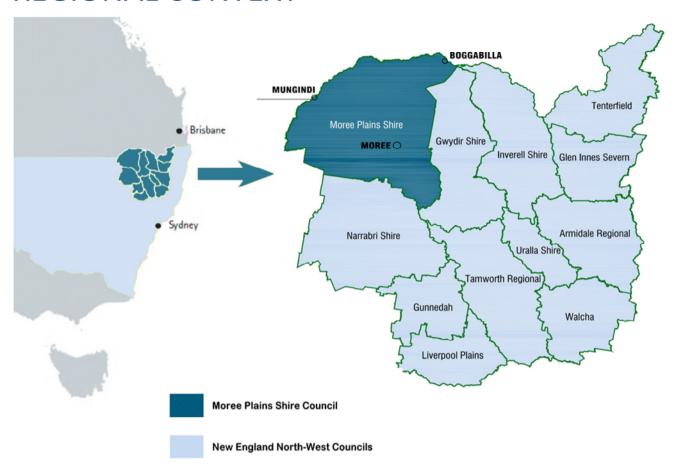
It was stated by those attending workshops in the towns and villages outside of Moree, how important it is for those centres to be sustainable and retain their own local identity whilst still remaining connected to Moree. Additional requests were made for Council to support increased recreational and entertainment facilities, especially those targeted at youth.

It was explained by most workshop attendees, how important it was for the public to see these Goals, Directions and Actions actually being achieved and for Council to be seen as following through with this plan.

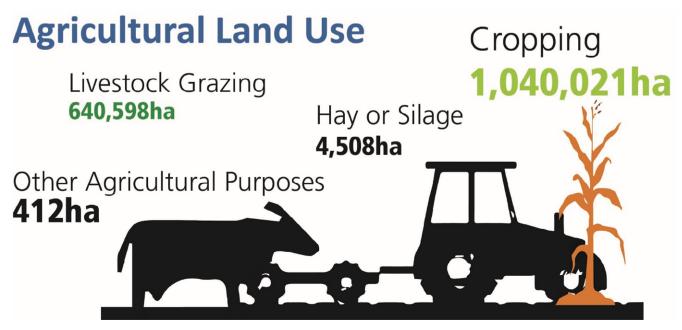
File: 18/960 Moree Plains Shire
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REGIONAL CONTEXT



The Moree Plains Shire LGA is located 640 kilometres northwest of Sydney in the fertile Gwydir River and McIntyre River valleys in the North West Region of New South Wales. It is home to a dynamic and proactive community, boasting strong agricultural industries, including cotton, grain, livestock, horticulture and oilseeds. The Shire is the most productive agricultural region in Australia, with the capability of producing approximately \$990million worth of agricultural commodities under median rainfall conditions.

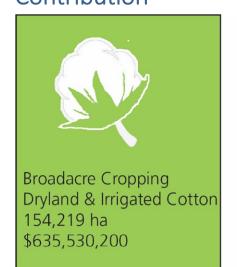


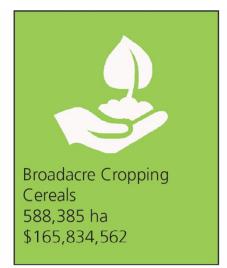
As per: A71210D0005 201011 Agricultural Commodities, Australia.

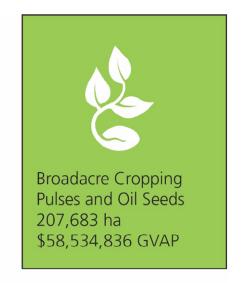
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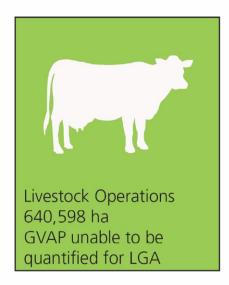
Existing Agricultural Land Use Breakdown and Economic Contribution*





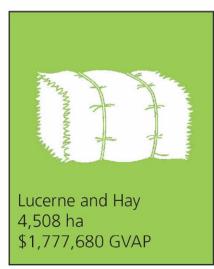














As per: Gwydir Valley Irrigators Association and NSW Farmers Association

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Zoning



Recreational

0.02%

0.01%

Commercial

Agricultural

98.40%

Residential

0.14%

Industrial 0.03%

Others 1.40%

Recreation includes all lands that are zoned RE1 & RE2

Agriculture includes all lands that are zoned RU1

Industrial includes all lands that are zoned IN1 and IN2

Commercial includes all ands that are zoned B1, B2, B3, B6, B7.

Residential includes all lands that are zoned R1, R2, R5

Others include all lands that are zoned SP1, SP2, E1, E3 & E4

Recreation includes all lands that are zoned RE1 & RE2

Agriculture includes all lands that are zoned RU1

Our Local Economy



Unemployment Rate

The Shire | NSW | Australia

6.4% 6.3% 6.9%

Workforce Participation Rate

The Shire | NSW | Australia

87.3% **88.9**% **88.1**%

Gross Regional Product²

The Shire | NSW | Australia

\$849,000,000 (74/129 LGAs in NSW)

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Where we work

Main Areas of Employment

Agricultural Education, Health, Public Administration

Local Workers

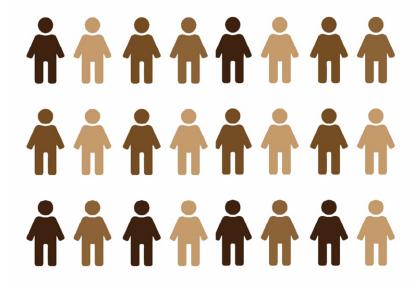
89% of Moree's workforce is local

6%

of Moree's working population work outside the Shire



Who are we



Median Age 38

NSW | Australia

38 38

Youth (0-14 Years of Age)

The Shire | NSW | Australia 21.9% 18.5% 18.7%

Aged (65+ years of age)

The Shire | NSW | Australia 15.5% 16.2% 15.8%

Overseas Born

The Shire | NSW | Australia 18.7% 34.5% 33.3%

Aboriginal/Torres Strait Islander

The Shire | NSW | Australia 21.6% 2.9% 2.8%

SEIFA Index of Relative Socio-Economic Disadvantage

The Shire | NSW | Australia 917 1001 1002

The Shire covers an area of approximately **17,930km²** and includes the townships of Moree, Mungindi and Boggabilla, as well as the villages of Ashley, Biniguy, Boomi, Bullarah, Garah, Gurley, Pallamallawa. Terry Hie Hie, Toomelah, Tulloona, and Weemelah. The Shire is home to **13,159** residence, with approximately **21.6%** identifying as being of Aboriginal or Torres Strait Islander descent. Founded upon Gamilaroi land, the Shire has a rich Aboriginal heritage and contains several communities managed by the LALC including Toomelah (near Boggabilla), Mehi Crescent and Stanley Village (located in Moree).

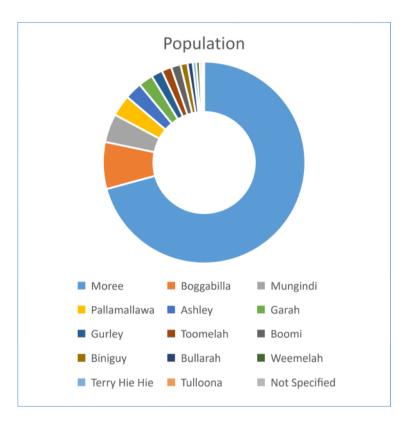
¹ Australian Bureau of Statistics: 2016 Census.

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It has been identified by the NSW Government Department of Planning, Industry and Environment (**DPIE**) that the Shire's population will experience a decline, on current trends, with the total population projected to be 10,200 in 2041.² This decline is predicted to be caused by residents leaving the area for larger centres, such as Tamworth and Armidale and due to an already ageing population. However, it is important to note that these projections do not take into consideration future growth and employment opportunities, such as the Inland Rail and Special Activation Precinct which may significantly change in and out migration rates.

Our Population Across the Shire ³	Total
Moree Plains Shire	13,159
Moree	9,311
Boggabilla	990
Mungindi	601
Pallamallawa	448
Ashley	365
Garah	306
Gurley	236
Toomelah	205
Boomi	201
Biniguy	147
Bullarah	111
Weemelah	72
Terry Hie Hie	72
Tulloona	50
Not Specified	44



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² NSW Department of Planning, Industry and Environment, Moree Plains Shire Council 2019 NSW Population Projections.

³ Australian Bureau of Statistics: 2016 Census.

Our Education



Technical Qualifications

The Shire | NSW | Australia

University Qualifications

The Shire | NSW | Australia 10.2% 23.4% 22.0%

High School Certificate

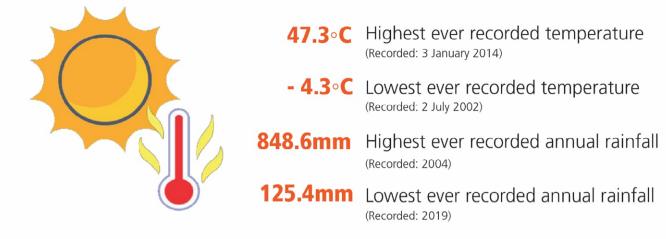
The Shire | NSW | Australia 11.5% 15.3% 15.7%

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Our Environment

	Summer	Autumn	Winter	Spring
Mean Max. Temp (°C)	33.5	27.1	27.9	19.3
Mean Min. Temp (°C)	19.6	12.8	12.7	5.2
Mean Rainfall (mm)	70.4	35.0	50.5	32.5



The climate of the Shire is temperate, with average temperatures of $4^{\circ}\text{C}-19^{\circ}\text{C}$ in winter and $18^{\circ}\text{C}-33^{\circ}\text{C}$ in summer. The annual average rainfall is 585mm and humidity is generally quite low, varying from 47% (at 3pm) in June and July to 30% (at 3pm) in November and December.⁴

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⁴ Australian Bureau of Meteorology: Moree Climate.

Key Issues

It is important to understand the key issues that the Shire encounters in order to assist in decision making surrounding land use planning. By incorporating the Shire's key issues into land use planning, it enables greater opportunities to implement preventative strategies in order to strengthen the area and mitigate such issues in the future. This is consistent with building community resilience which is critical for an area facing volatile changes.

Downwards pressure on population, despite increased economic output, results in significant challenges in maintaining key community support infrastructure including health and education. As an area founded primarily on the agricultural industry, the Shire faces issues that are common across much of NSW and Australia. Automation and innovation in the agricultural and manufacturing sector is an important process that results in increased productivity and value-adding, all while contributing to a steady growth in output. However, such automation and innovation has come at a cost, reducing local employment opportunities in the sector. Since 2017, it was estimated that there has been a 9.7% decrease in employment in the agricultural sector due to automation and innovation and the ongoing drought in the North West Region.⁵ Another key issue to recognise is that of climate and the environment. The region, like much of Australia, is exposed to increased volatility in climate. Climate extremities and natural hazards such as drought, bushfire and flooding will continue to shape agricultural practices. In August 2018, 100% of NSW was drought declared, creating an unprecedented challenge for the agricultural industry. Between 2016/17 and 2018/19, there was an estimated 81% decrease in winter crops produced in NSW.⁶ Inflow quantities into regional water storages were among the lowest on record.

Another issue, that is not unique to the Shire, is that stemming from socio-economic issues, such as substance abuse and crime. These can be considered as key indicators of multi-generational systemic disadvantage amongst parts of the Shire's community. These issues create flow-on effects in relation to health care, access to housing, safe urban design, education and employment. In 2017, the Shire was in the top three for most offences relating to theft, break-and-enter, damage of property and assault.⁷ Community initiatives supported by the hard work of local and state organisations has seen crime continue to decrease. By September 2019, there was a decrease in 74% of offences, with an average of 27.8% decrease in crime overall.⁸

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⁵ Upper North West Regional Economic Development Strategy 2018-2022: Supporting Analysis

⁶ Australian Bureau of Agricultural and Resource Economics and Sciences: Crop Report (No. 191 September 2019)

⁷ NSW Bureau of Crime Statistics and Research: NSW Record Crime Statistics 2013 to 2017

⁸ NSW Bureau of Crime Statistics and Research: NSW Record Crime Statistics 2015 to 2019

Key Opportunities

Complementary to the key issues discussed above, it is important to identify the Shire's key opportunities when making decisions regarding land use planning. By incorporating the Shire's key opportunities into land use planning, it enables Council to better utilise certain circumstances that are more favourable to the whole community in both the long and short term.

The Shire sits atop of the Great Artesian Basin and has access to extensive artesian and sub-artesian underground water resources via the Surat, Eastern Recharge and Southern Recharge Groundwater Sources. In addition to the Shire's plentiful groundwater sources, surface water is an additional supply, flowing from the tableland region of northern New South Wales into the extensive inland river system crossing the plains. It is important to consider that most of the Shire having access to large and generally reliable sources of water when developing land use plans as responsible water management, at every level, is vital for primary production. This access to water generates numerous opportunities for the Shire as access to a large quantity of high security water is not a common attribute across most of Australia.

Nationally, agriculture accounts for 58% of land use, and 98.4% of land use in the Shire. Under median rainfall conditions, the Shire is capable of producing approximately \$990 million worth of Gross Value of Agricultural Production (**GVAP**), making it the most productive LGA in Australia for agriculture. Broadacre cropping and livestock operations are the most common agricultural industries in the Shire, in addition to irrigated cropping, tree cropping, viticulture and turf farming. The Shire is home to largest pecan nut farm in the Southern Hemisphere, producing 95% of Australia's annul pecan crop. With the increasing global demand for agricultural produce, the Shire's strong agricultural capabilities are an import opportunity to consider in long term land use planning.

Complementary to primary production in the Shire, are the growing opportunities in freight and transport infrastructure. The primary road transport routes to the Shire are the Newell Highway (connecting Victoria to Queensland), the Gwydir Highway (connecting the New South Wales coast and Queensland with western New South Wales, South Australia and Western Australia), and the Carnarvon Highway (connecting the Shire with central-east Queensland). With regular passenger transport (RPT) services via trains, planes and coaches, the Shire is a well-connected and easily accessible centre. The Regional Plan classifies Moree as a 'strategic centre' however there is significant potential for Moree to be developed into a northern regional centre. There are prospects to significantly expand local capabilities in freight management/logistics, business diversity and value-adding processing in coordination with the Federal Government's rollout of the Melbourne to Brisbane Inland Rail (Inland Rail) and the NSW State Government's Special Activation Precincts (SAP) program. The Inland Rail will provide unprecedented connectivity with high efficiency trains linking the Shire to domestic and international markets. Moree is situated along the proposed Inland Rail route and the Shire is well placed to take advantage of these opportunities. The proposed Activation Precincts State Environmental Planning Policy would provide the legal mechanism to give effect to the intended SAP outcomes.

The Shire's tourism focal points include artesian water hot springs, Aboriginal heritage, Art Deco architecture, agricultural tours and environmental/recreational experiences. Local tourism and events have significant potential for expansion and innovation in the Shire, with the prediction that employment in those industries will increase by 15.5% by 2022 in the NW Region.¹²

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⁹ NSW Department of Planning and Environment: Agricultural Expansion Analysis: New England North West NSW

¹⁰ Specifically, the Shire produces wheat, sorghum, barley, cotton, legumes, canola, pecans, walnuts, citrus, olives, grapes, beef, lamb, wool, turf, Lucerne and hay.

¹¹ Stahman Farms in Pallamallawa.

¹² Upper North West Regional Economic Development Strategy 2018-2022: Supporting Analysis

Vision

The Moree Plains Shire is a proactive, innovative and resilient community that:

- 1) Has a thriving and increasingly diverse agriculture industry;
- 2) Develops commercial opportunities related to the sustainable use of water sources;
- 3) Generates investment and employment associated with the Inland Rail and Special Activation Precinct program at Moree;
- 4) Has optimal LGA-wide telecommunications services;
- 5) Is established as the northern regional centre for the NW Region;
- 6) Further advances the tourism potential of local hot artesian water, Aboriginal heritage, Art Deco architecture and agriculture including value-adding initiatives;
- 7) Maximises benefit from our location on key road, rail and air transport routes;
- 8) Protects and respects local Aboriginal culture and heritage
- 9) Has quality local health and educational services; and,
- 10) Is home to attractive urban spaces and has an appropriate variety of housing.

Council will, through the LSPS, continue to support a growing and diversifying local economy that is sustainable, resilient and withstands climate volatility. Strengthening local business, capitalising on opportunities associated with the Inland Rail, agricultural production, freight logistics, renewable energy, growing tourism and attracting new residents, businesses and investment will be pivotal in the Shire to continue moving forward.

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PLANNING PRIORITIES

The planning priorities for the Moree Plains Shire aim to align with our vision. These priorities have been compiled having regard to the provisions of the Regional Plan and the CSP. The Regional Plan provides the overarching framework to guide subsequent and more detailed land use plans, development proposals and infrastructure funding decisions for the New England North West region. The CSP is the community focused guide for the future of the Shire, and represents the broader vision, aspiration, goals, priorities and challenges for the Moree Plains community.

As an integrated local plan, this statement is also informed by state-wide and regional policies.

The priorities in this plan are categorised into the following four Goals:

A STRONG AND DYNAMIC REGIONAL ECONOMY A HEALTHY
ENVIRONMENT WITH
PRISTINE WATERWAYS

STRONG
INFRASTRUCTURE AND
TRANSPORT
NETWORKS FOR A
CONNECTED FUTURE

ATTRACTIVE AND THRIVING COMMUNITIES

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Summary of LSPS Priorities

Goal 1	A strong and dynamic regional economy	CSP Link	Regional Plan
Direction 1.1	Encourage a more diverse agricultural sector and deliver new industries of the future	E3.2 E3.3	Dir. 1
Direction 1.2	Build and support agricultural productivity	E3.1	Dir. 2
Direction 1.3	Protect and enhance productive agricultural lands	S1.2	Dir. 3
Direction 1.4	Capitalise on the Shire's geographical position as a renewable energy hub	S1.3 S1.4	Dir. 5
Direction 1.5	Expand tourism and visitor opportunities	E2.1 E2.2	Dir. 8
Direction 1.6	Develop Moree as a Northern Regional Centre	E3.3	Dir. 7 Dir. 9
Direction 1.7	Maximise benefits to the Moree Plains Shire from the Inland Rail, intermodal facilities and related development including a Special Activation Precinct	E1.4	Dir. 7 Dir. 13
Goal 2	A healthy environment with pristine waterways	CSP Link	Regional Plan
Direction 2.1	Sustainably manage and conserve water resources	S1.2 S2.3	Dir. 10
Direction 2.2	Protect areas of potential high environmental value	S1.1 S1.2	Dir. 11
Direction 2.3	Adapt to and manage natural hazards and climate change	S3.1 S3.2	Dir. 12
Goal 3	Strong infrastructure and transport networks for a connected future	CSP Link	Regional Plan
Direction 3.1	Expand emerging industries through freight and logistics connectivity	E1.4	Dir. 13
Direction 3.2	Enhance transport and infrastructure networks	E1.3	Dir. 14
Direction 3.3	Facilitate air transport infrastructure	E1.1	Dir. 15
Direction 3.4	Facilitate public transport services and infrastructure	E1.1	Dir. 15
Direction 3.5	Coordinate infrastructure delivery	L1.3	Dir. 16
Goal 4	Attractive and thriving communities	CSP Link	Regional Plan
Direction 4.1	Strengthen communities' resilience	C3.4 E3.3	Dir. 17
Direction 4.2	Provide great places to live	S4.1 S4.4	Dir. 18
Direction 4.3	Support healthy, safe, socially engaged and well-connected communities	C1.1 C1.2 S4.1 C3.4	Dir. 19
Direction 4.4	Deliver well planned and diverse housing to suit changing needs		Dir. 20 Dir. 21
Direction 4.5	Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage and increase economic self determination	C2 1	Dir. 22 Dir. 23
Direction 4.6	Protect the region's historic heritage assets	C2.2 C2.1 C2.2 C2.3 C2.4	Dir. 19 Dir. 24

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GOAL 1: A STRONG AND DYNAMIC REGIONAL ECONOMY

The Moree Plains Shire includes some of Australia's most productive agricultural land, along with a network of vibrant towns and villages. These assets will be the foundation of a prosperous future.

A strong economic base will underpin new and emerging industries to create one of the most dynamic regional economies in NSW. The aim is to leverage local strengths and opportunities to develop and promote intensive agriculture, horticulture, green industries, value-adding processing, renewable energy generation and tourism in the Shire.

In contrast to much of inland Australia, the Shire has an abundant water supply. The area overlies a portion of the Great Artesian Basin and has access to extensive artesian and sub-artesian water resources. Surface water, flowing from the tableland region of northern New South Wales into the extensive inland river system crossing the plains, is also in reliable supply. The natural environment, cultural features and events will continue to attract tourists and offer diversity within an economically sustainable Shire area.

Agricultural production in the Shire accounts for 17.5% of the State's gross agricultural value, the highest agricultural contribution in NSW. With an average Gross Regional Product (GRP) of approximately \$750 million, Moree Plains Shire is one of the most agriculturally productive LGAs in Australia. Large scale cereal and cotton crops provide export industries for the region, while sheep, cattle, oil seeds, olives and pecan nuts contribute significantly to the local and national economy. The strength of the agricultural sector relies on favourable climate and soils, access to national and international markets, continuous innovation and emerging intensive agriculture and processing sectors.

As the primary centre, Moree needs to be supported by a network of strong towns and villages, each with their own unique identity, and with a strong focus on provision of essential services. This needs to include the Aboriginal communities of Toomelah, Stanley Village and Mehi Crescent. This support should be considered as mutual. Villages such as Boomi and Mungindi have developed strong identities based on their access to artesian waters and combined with strong agricultural communities have developed a broader range of visitor attractions. Networking the towns and villages can create opportunities for theme-based tourist trails, working in particular with the "grey nomads". Increased visitor activity can also underpin the economic viability of local commercial services, thus improving services for local residents.

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Direction 1.1: Encourage a more diverse agricultural sector and deliver new industries of the future

Intensive agriculture and food processing sectors are the fastest growing in Australia. A more diverse agricultural sector is to be encouraged as these offset challenges of restructuring and increase resilience when faced with environmental factors such as drought. Drought-resistant agricultural sectors can underpin a robust and resilient economy. A strategic approach to intensive agriculture and food processing will avoid land use compatibility issues and protect the long-term viability of their operations, while also facilitating opportunities for expansion across different rural sectors and communities. Internet connectivity and telecommunications infrastructure is critical to delivering improved business productivity and facilitate the growth of "digital industry clusters" of high innovation and shared knowledge.

Agribusiness plays a vital role in supporting agricultural production, and includes: producers; professional services including agricultural specialists, data analysts, legal services, banking, accounting and other related support; agricultural suppliers; maintenance; storage and warehousing; machinery and equipment; transport and logistics; food and beverage supply; and other product outlets. These uses should be permitted in the widest possible range of locations and existing producers protected from the encroachment of inappropriate land uses that might limit their operations.

Sustainable and green industries are beginning to emerge as businesses identify new opportunities and productivity associated with the circular economy. These sectors will involve considerable innovation and can gain greater success with local partnerships between industry, government and educational institutions. Sustainable industries promote innovation and will lead to the development of high-tech infrastructure, research and technology, recycling and re-use. In doing so, industry can underpin activity in other complementary manufacturing sectors.

Identifying an adequate supply of employment land with the necessary infrastructure will attract investment in existing and emerging industry sectors. Consideration should also be given to the location of industries that can promote resource and infrastructure sharing and economic growth. These industries may also require land with access to transport and freight corridors, protected from encroachment by sensitive or incompatible uses.

The Western Enabling Regional Adaptation New England North West region report 2017 can be utilised as an evidence base for assessing the Shire's vulnerability to the projected impacts of climate change. This will provide for consideration of climate change impacts on current and future land uses.

Planning Outcomes:

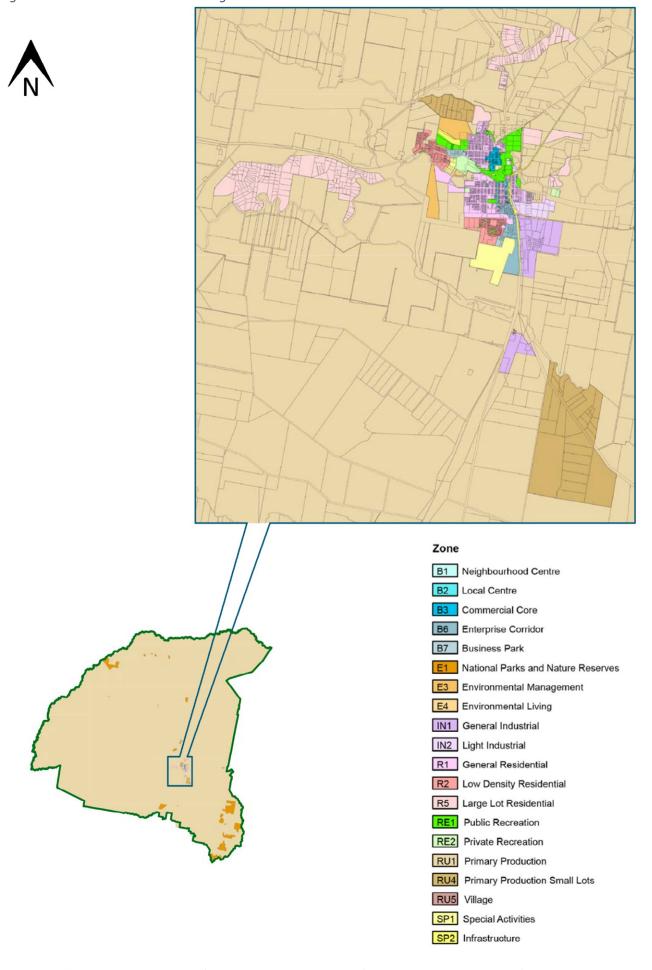
- Develop a Local Intensive Agribusiness Strategy.
- Move, wherever possible, to open zonings with development considered on impact assessment grounds
- Broaden the range of permissible uses within zones, including uses without consent, where environmental
 values and impacts can be appropriately managed
- Facilitate investigations into potential intermodal developments and associated business opportunities
- Identify and protect key logistics corridors to future proof the logistics sector
- Establish planning controls that minimise land use incompatibility
- Utilise an impact based development assessment process to protect lands of high environmental value.

Actions:

Direction 1.1	Encourage a more diverse agricultural sector and deliver new industries of the future	Responsible Body	Timeframe
Action 1.1.1	Promote intensive agriculture in the Moree Plains, recognising the access and availability of water and the opportunities being provided by the Inland Rail and a Special Activation Precinct.	Council & State Government	Short-Term
Action 1.1.2	Develop a Local Intensive Agribusiness Strategy to foster new and developing investment in this sector across the Moree Plains.	Council	Short-Term
Action 1.1.3	Identify suitable planning frameworks for sustainable and green industries, intensive agriculture, food processing and other agribusiness activities to avoid land use conflicts, which may limit these operations and ensure that there is appropriate co-location of related industries.	Council & State Government	Ongoing
Action 1.1.4	Support value-adding activities including processing, storage and warehousing, machinery and equipment, transport and logistics.	Council & State Government	Ongoing
Action 1.1.5	Encourage and facilitate the installation of fast, reliable internet and telecommunications infrastructure to attract and retain new industries and develop digital industry clusters.	Council & State Government	Short-Term
Action 1.1.6	Encourage and support the growth of manufacturing and processing.	Council & State Government	Short-Term
Action 1.1.7	Formulate and implement marketing initiatives to attract investment and business to the Moree Plains Shire including investigations of potential employment lands.	Council & State Government	Short-term
Action 1.1.8	Develop trade and investment relationships with external economies and domestic investors and continue to build effective partnerships and networks with government agencies and local business.	Council & State Government	Ongoing

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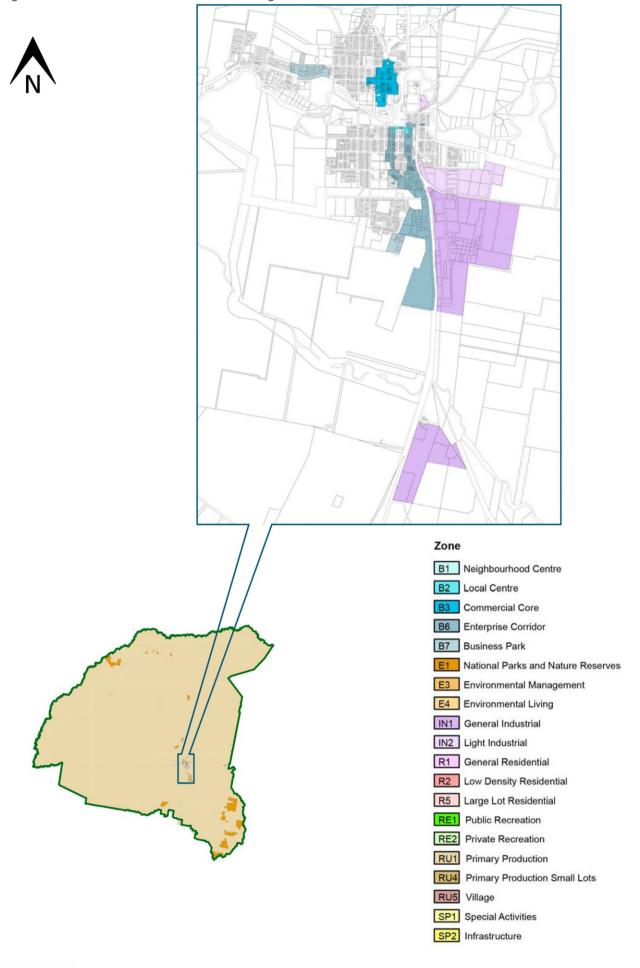
Figure 1.1a: Moree Plains Land Zoning



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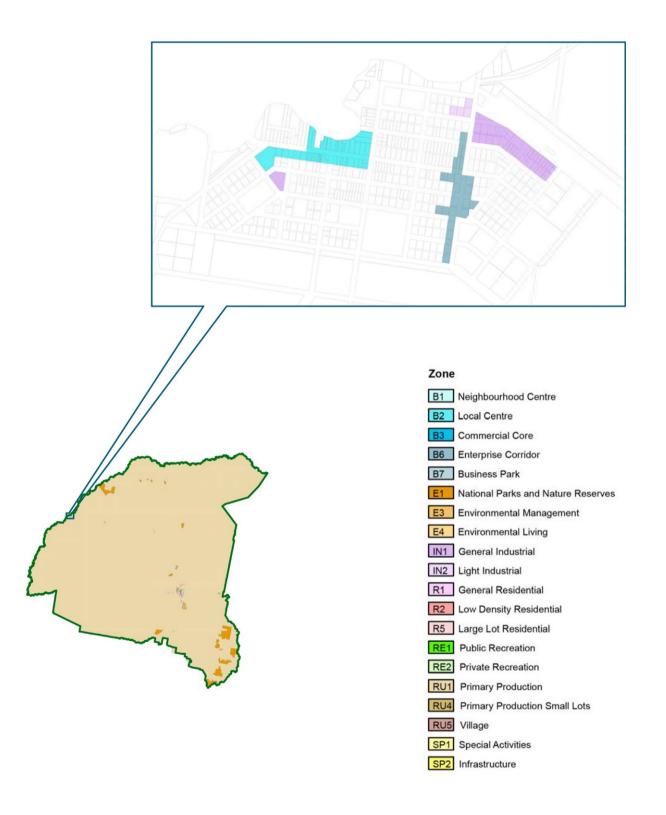
Figure 1.1b: Commercial and Industrial Zoning in Moree



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Direction 1.2: Build and support agricultural productivity

Moree Plains Shire is home to some of Australia's largest, most efficient and productive farmers and graziers. This expertise is a competitive advantage that must be utilised to consolidate the Shire as a focal point in Australian agriculture.

Fostering innovation and competitiveness will be essential to securing sustained growth in the agricultural sector over the next 20 years. Agricultural research and development will continue to further agricultural innovation. Council encourages farm efficiency and technologies that can sustain productivity, foster environmental sustainability, open market opportunities and maintain a competitive edge. Reliable telecommunications and digital connectivity will be critical to enabling agricultural innovations and the development of "digital industry clusters".

The Shire can maximise opportunities associated with growing global connectivity and innovations in technology, especially that associated with agriculture. With environmental factors, such as drought, and increasing demand for locally produced food, the AgTech industry has never been more important. It is important to support the AgTech innovation, as advances in this area often result in increased productivity. The Shire is in an optimal location to drive AgTech innovation, with an agricultural community at the cutting edge, secure sources of water and high quality agricultural land.

The NENW Region is uniquely positioned to foster stronger relationships with the adjoining Darling Downs area in Queensland, and to take advantage of access to Asian markets via the Wellcamp Airport near Toowoomba, Queensland. By harnessing new markets presented through these opportunities, the entire supply chain can benefit, including through taking a regional approach to transport infrastructure and facilities such as enhancing access to Inland Rail.

Planning Outcomes:

- Develop strategies to improve Shire-wide telecommunications including regional network integration and foster digital clusters across key producer sectors.
- Implement regional transport strategies to optimise the benefits of Inland Rail and including a reliable local transport network and enhanced regional connectivity.
- Support incubators and start-up businesses.
- Encourage and incentivise AgTech and Research and Development opportunities.

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Actions:

Direction 1.2	Build agricultural productivity	Responsible Body	Timeframe
Action 1.2.1	Aid the implementation of the Department of Regional NSW (Department of Primary Industries) industry-specific action plans (once developed)	Industry	Medium- Term
Action 1.2.2	Improve access to affordable and reliable digital connectivity including high speed symmetrical broadband.	Industry	Ongoing
Action 1.2.3	Facilitate research and investment in the agricultural sector and supply chain development to leverage domestic and export market opportunities.	Council & Industry	Ongoing
Action 1.2.4	Prepare a mobile phone tower development strategy including recommended positioning and criteria for additional towers.	Council, State & State Government	Short- Term
Action 1.2.5	Advocate for funding to invest in additional telecommunication towers to extend and improve coverage, speed and reliability in the Moree Plains Shire.	Council	Long-Term
Action 1.2.6	Advocate for NBN-fibre to be made available at affordable prices in industrial areas, business parks and transport and logistical hubs throughout the Moree Plains Shire.	Council, State & Federal Government & Industry	Long-Term
Action 1.2.7	Encourage and support sustainable, intensive agricultural activities, including expansion of the irrigated cropping, horticulture and feedlot sectors.	Council & State Government	Ongoing
Action 1.2.8	Provide access to a reliable transport network that is resilient to significant weather events such as floods and bushfire.	Council & State Government	Ongoing

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BOGGABILLA BOOM MUNGINDI WEEMELAH GARAH SH28 ASHLEY MOREE PALLAMALLAWA BINIGUY GURLEY Telstra 4G Optus 4G **JustISP Rural Reach** NBN

Figure 1.2: Digital Connectivity (information sourced from Telstra, Optus and JustISP Coverage Maps)

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Direction 1.3: Protect and enhance productive agricultural lands

Fertile and productive agricultural land needs to be protected for long-term food and fibre security and to capitalise on increasing demand for agricultural products. Protection needs to occur with consideration to permitting a wide range of locally appropriate uses, without threating overall agricultural productivity. Highly productive agricultural producers require ready access to water (including irrigation), all-weather transport networks, high-quality soils and suitable climate.

The NSW Government's Biophysical Strategic Agricultural Land mapping identifies agricultural land that is significant to the State. Mapping of high productivity agricultural land will be prepared in consultation with the NSW Government to identify specific local land characteristics to inform land use planning decisions. This mapping will be supported by guidelines that outline matters for consideration when determining development on or in proximity to important agricultural land.

Agricultural land has historically been protected by limiting rural land subdivision which in turn supresses dwelling entitlements. Flexibility in subdivision standards, while limiting additional dwelling entitlements in rural zones (except for genuine rural and resource needs), will be used to enhance the viability of the agricultural sector and maximise production efficiencies by limiting land fragmentation. Local environmental plan provisions should offer flexibility and opportunity while minimising the risk of land use incompatibility and preventing ad hoc fragmentation of land.

Biosecurity risks can threaten agricultural land and increase as a result of trade, the spread of feral and exotic species, tourism, climate variability and competing priorities for resources. Biosecurity risks can be minimised through risk assessments, applying biosecurity plans and implementing appropriate buffer areas to higher risk agricultural areas.

Travelling Stock Reserves move livestock and provide supplementary grazing areas in times of drought. These reserves can contain significant biodiversity and Aboriginal cultural heritage values and must be carefully managed to balance the needs of travelling stock and the conservation of native species.

The Shire's community is concerned about the potential impacts of coal seam gas development on groundwater aquifers and the sustainable use of land. In this regard Moree Plains Shire Council has an ongoing moratorium on coal seam gas development.

Planning Outcomes:

- Develop updated mapping of productive agricultural lands that takes into account all factors of production
- Review development controls in local planning policies to ensure that development impacts on Biophysical Strategic Agricultural Land are minimised.
- Investigate the relationship between agricultural productivity and the quality of road networks.
- Review relevant development controls and ensure that land use conflict risk assessments are completed where the potential for land use conflict exists. Update DCP as necessary.
- Utilise an updated Moree Plains Shire Growth Management Strategy to determine appropriate local planning provisions and minimum lot sizes for additional dwelling entitlements to support viable agricultural lands.
- Review potential inclusion of biosecurity guidelines in the DCP.

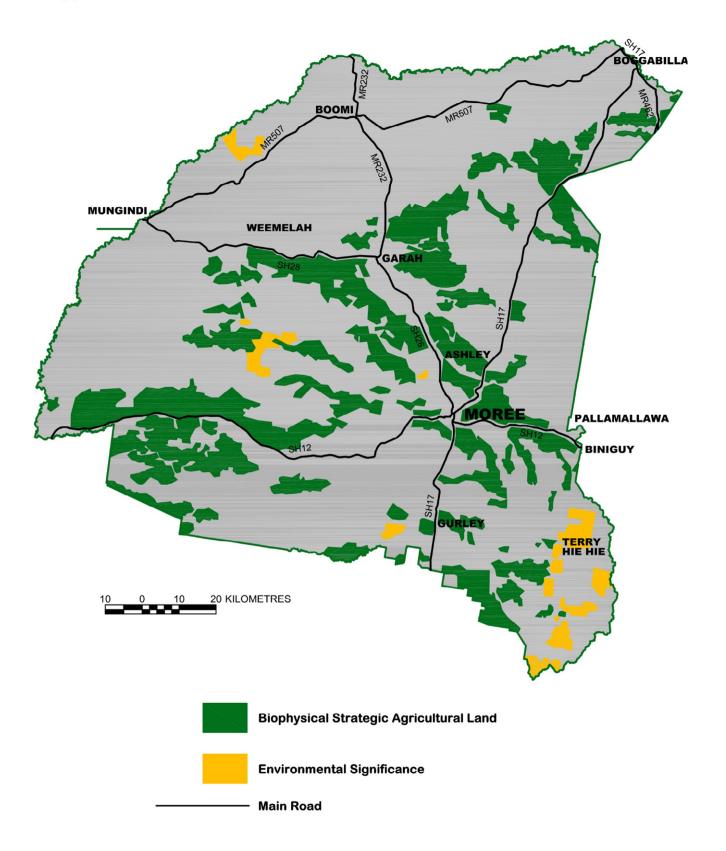
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Actions:

Direction 1.3	Protect and enhance productive agricultural lands	Responsible Body	Timeframe
Action 1.3.1	Map important agricultural land in conjunction with state agencies and considering guidelines developed through the NENW Regional Plan 2036.	Council	Short- Term
Action 1.3.2	Limit incompatible development on important agricultural land, including identified Biophysical Strategic Agricultural Land unless there is an over-riding planning purpose.	Council	Ongoing
Action 1.3.3	Manage the interface between important agricultural lands and other land uses by incorporating controls in DCP's that manage compatibility between land uses, and undertaking land use conflict risk assessments where potential conflicts are identified through rezoning processes.	Council	Ongoing
Action 1.3.4	Continue to secure the ongoing agricultural viability of rural land holdings by: incorporating appropriate minimum development standards for dwellings to limit fragmentation and manage potential conflicts with agricultural activities.	Council	Ongoing
Action 1.3.5	Protect agricultural land and the Moree Plains' water resources from the impacts of mining and extractive industries, noting that Moree Plains Shire Council has an ongoing moratorium on coal seam gas mining.	Council	Ongoing
Action 1.3.6	Minimise biosecurity risks by undertaking risk assessments, considering relevant biosecurity plans and applying appropriate buffer areas.	Council	Ongoing

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Direction 1.4: Capitalise on the Shire's geographical position as a renewable energy hub

The Moree Plains Shire is an emerging leader in renewable energy, due to potential sources of solar, bio-waste and waste re-use/recycling. The Shire has among the highest levels of solar penetration in NSW, making it an optimal location for solar energy developments.

A strategic and integrated approach to renewable energy projects will leverage new opportunities for the area and streamline negotiations between network service providers and investors to make timeframes and costs for grid connections more competitive. New development would be supported by the NSW Renewable Energy Action Plan 2013. Existing and future proposals for solar farms generate employment and investment from construction and operations, and require cost-effective connection to an upgraded state electricity grid that can support higher levels of export power.

The Moree Waste Management Facility (MWMF) processes waste items to provide recycled materials for the community under NSW EPA Orders and Exemptions. The WMF is situated within a Council-owned green energy precinct to the south of Moree. There are considerable opportunities to expand and improve recycling capabilities both at the WMF and across the Shire. These include increased diversion of waste streams such as for remanufacture of waste products (in particular timber), waste to energy facilities, biofuels, and the use of waste streams for inputs to other commodities (for example composting). The long-term aim is zero materials to landfill while meeting or exceeding Federal and State targets.

Planning Outcomes:

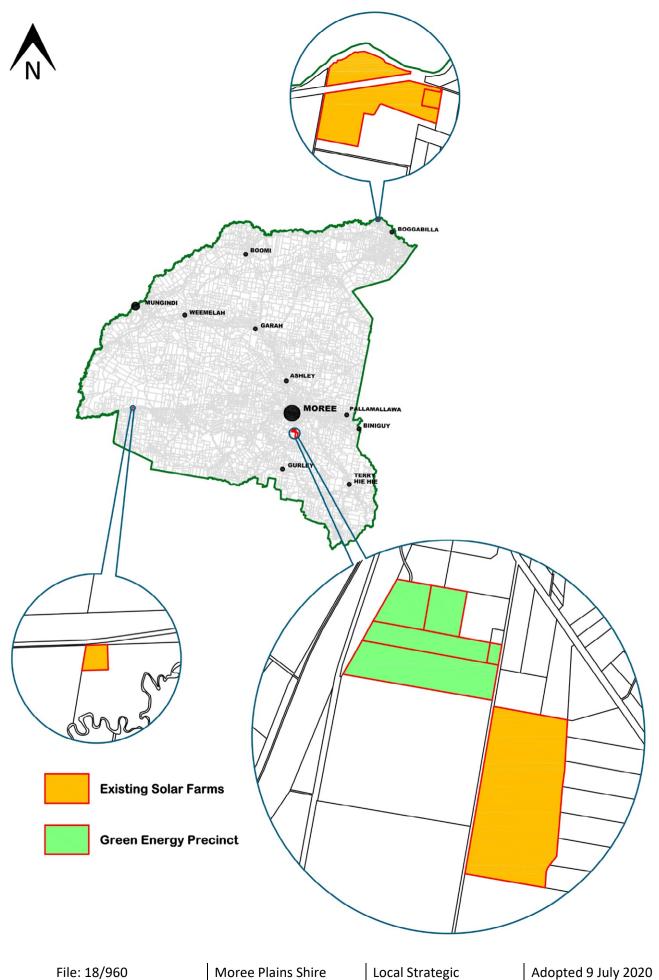
- Research suitable locations for additional renewable energy projects.
- Review land use planning zones to ensure that new renewable energy technologies and energy
 infrastructure developments are able to be facilitated where appropriate.
- Support research and pilot projects to divert waste streams from landfill.
- Ensure that a broad range of industries are facilitated under the LEP.

Actions:

Direction 1.4	Capitalise on the Shire's geographical position as a renewable energy hub	Responsible Body	Timeframe
Action 1.4.1	Identify renewable energy resource opportunities and ensure there is appropriate co-location of industries with concentrated energy requirements as well as access to an enhanced electricity network.	Council & DPIE	Short- Term
Action 1.4.2	Facilitate the development of appropriate renewable energy projects and industries in the Moree Plains.	Council & State Government	Ongoing
Action 1.4.3	Advocate for the implementation of TransGrid's 'Support North Western NSW for Renewables' project to support base load electricity supplies.	Council, State Government & Industry	Medium- Term
Action 1.4.4	Assist the implementation of the current NSW Transmission Infrastructure Strategy to upgrade the transmission network within Moree Plains Shire to support the development of additional appropriate renewable energy sources, including solar.	Council & State Government	Medium- Term
Action 1.4.5	Review local planning rules to facilitate appropriate new technologies and energy infrastructure.	Council	Short- Term
Action 1.4.6	Explore opportunities and encourage biofuels, recycling developments and other circular economy initiatives where appropriate.	Council, State Govt & Industry	Medium- Term

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Figure 1.4: Solar Farms and Planned Green Energy Precinct



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Direction 1.5: Expand tourism and visitor opportunities

There is an opportunity to expand tourism visitation and expenditure within the Moree Plains Shire. The Shire is recognised as Australia's Artesian Spa Capital, with hot artesian pools in Moree, Mungindi and Boomi. Additionally, the Shire is home to a wealth of Art Deco heritage buildings with among the largest agglomerations in the southern hemisphere and a rich Aboriginal cultural history, some of which is showcased at the Dhiiyaan Aboriginal Centre and the Bank Art Museum (**BAMM**) in Moree.

Nature-based and adventure-based attractions include the Gwydir Wetlands and the Moree Water Ski Park which will continue to attract additional visitors. The region's many cultural sites will provide the potential for regional tourism trails linked by scenic drives. Broadacre farming areas and other agricultural pursuits also offer farm-based tourism, with the potential for growth in this area with increase of agricultural diversification in the Shire.

Destination Management Plans or other tourism-focused strategies developed by Tourism Moree will showcase existing tourism sites and activities, build relationships with other regions and capitalise on emerging tourism trends. An opportunity exists to bolster regional tourism to Moree Plains from the Tablelands during winter, and the reverse during summer. Consultation throughout the preparation of these plans with Destination NSW is encouraged to maximise opportunities. Tourism generates employment and business growth that contributes to better economic outcomes for local communities.

Destination NSW's Aboriginal Tourism Action Plan 2017-2020 supports the development of Aboriginal tourism experiences and businesses. This will lead to economic and social benefits for Aboriginal people, both as operators and employees as well as enhanced environmental protection. Consultation with local Aboriginal peoples will identify opportunities to celebrate and recognise this cultural heritage, which in turn could provide opportunities to empower local Aboriginal communities.

Planning Outcomes:

- Tourist and visitor accommodation provisions to be reviewed in the development of a redeveloped Moree
 Plains Shire Growth Management Strategy and other local planning documents.
- Explore and develop opportunities for the shire to host conferences and large-scale events.

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Actions:

Direction 1.5	Expand tourism and visitor opportunities	Responsible Body	Timeframe
Action 1.5.1	Facilitate tourism and visitor accommodation and supporting land uses where appropriate through planning instruments.	Council & Moree Tourism	Ongoing
Action 1.5.2	Ensure local tourism-focused strategies identify: culturally appropriate Aboriginal tourism opportunities; our Art Deco architectural heritage; capitalise on the Moree Plains as Artesian water country; continue to provide access to experiences and educational benefits in relation to the Moree Plains' agricultural pursuits; and, otherwise align with Destination NSW's Destination Management Plan.	Council & Moree Tourism	Ongoing
Action 1.5.3	Promote opportunities to expand visitation to regionally significant nature-based tourism places, such as the Gwydir Wetlands State Conservation Area and the local hot artesian mineral waters.	Council & Moree Tourism	Ongoing
Action 1.5.4	Advocate for a range of high quality tourism developments for the Moree Plains which cover the widest possible range of market segments both domestic and international.	Council & Moree Tourism	Ongoing
Action 1.5.5	Assist identified Partners in the delivery of Destination NSW's current Draft Aboriginal Tourism Action Plan.	Council & Moree Tourism	Ongoing
Action 1.5.6	Investigate opportunities for investment in under-utilised Council controlled Crown land to support growth in rural and regional tourism and work with the local land councils and local trusts to assist them to realise opportunities for lands under their control.	Council	Medium- Term
Action 1.5.7	Build the profile of the region as a visitor destination.	Moree Tourism	Ongoing

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Direction 1.6: Develop Moree as a Northern Regional Centre

The Moree Plains Shire has assets that can support a change to a growing population and it remains an important provider of services to the wider region. While Moree is classified as a 'strategic centre' in the Regional Plan there is significant potential for Moree to develop into a regional centre. Transport for NSW's Future Transport 2056 already classifies Moree as a Regional Centre in the Hub and Spoke planning framework. Moree is ideally situated as the northern regional centre for New England and North West, being at the opposite end of the region from Tamworth and Armidale and with comparative advantages including significant agricultural output, available groundwater reserves, reliable air and rail transport services and Inland Rail opportunities. To become a regional centre Moree would need to further develop as a primary location for commercial activity and the provision of higher-order health and education services. Development of employment opportunities, accommodation, internet connectivity, food and entertainment will add further value to the local economy. These opportunities will be magnified by upgrades to rail, road and airport infrastructure, promoting greater visitation to Moree and the rest of the Shire. The towns and villages of the Moree Plains will continue to develop their own distinct identity.

Precinct plans will be developed to maximise opportunities associated with the Inland Rail. This would include the assessment of a Special Activation Precinct at Moree. High-quality design outcomes will be a priority, particularly for high-order facilities, landmark developments and gateway sites. These plans will be supplemented with activation plans, to provide a framework for immediate opportunities and coordinated investment. The activation plans will provide a design-led approach to support particular parts of the Shire as vibrant focal points of community activity. Growing the CBDs as places of commerce, retail and social activity will support tourism, foster a strong sense of place, and enable services to be efficiently delivered for residents and adjoining communities. Broadening the retail offer and reducing escape expenditure are key goals to enhance Moree as a regional centre.

Well-located employment land is a key component to a successful centre. Employment land supply will be encouraged in locations supported by freight access and protected from encroachment by incompatible development. Certain industries may need to be located away from centres due to their type, scale and nature, and this should be addressed in local growth management strategies.

An ageing population will increase demand for health care and social assistance. Encouraging the growth of a health precinct around the Moree Hospital will enable complementary business co-location, shared infrastructure and a more convenient experience for patients. Accommodation options for patients and their families may also need to be identified to support people who travel to access health services. There are also opportunities in this precinct for enhanced residential opportunities for the aged, including residential units and a nursing home with a focus on Aboriginal people.

Planning Outcomes:

- Review potential boundaries for precinct plans and determine the nature of each plan. This would include
 investigating plans for any intermodal facilities and associated developments as well as precinct plans for
 each of the towns and villages.
- Review potential suitable locations for activation planning within Moree township, including the central business district (CBD), the Moree Artesian Aquatic Centre (MAAC) area, East Moree and potential redevelopment of a secondary node at Amaroo.
- Review and update the Moree Plains Shire Growth Management Strategy to provide a strategic basis for land use planning in the shire. This could include a linked series of topic-based studies, for example recreation development.
- Develop place-making strategies for key locations in the shire including the MAAC area and the Mehi River
 Corridor in Moree and the towns and villages, including discrete Aboriginal communities.
- Implement the 'hub and spoke' paradigm through strategic planning to deliver benefits for all towns and villages in the shire.
- Undertake a shire-wide commercial land use study in a revised and updated Moree Plains Shire Growth Management Strategy to inform strategic planning and facilitate appropriate development.

Actions:

Direction 1.6	Develop Moree as a Northern Regional Centre	Responsible Body	Timeframe
Action 1.6.1	Deliver precinct plans to provide a holistic vision and planning framework for key locales within the Shire.	Council	Short-Term
Action 1.6.2	Assist in the development of the Moree Special Activation Precinct plan and associated works.	Council & State Government	Short-Term
Action 1.6.3	Undertake sector studies to reinforce the Moree Plains as the primary location for commerce, housing, tourism, recreation, social activity and regional services for the North West Region.	Council	Medium- Term
Action 1.6.4	Develop place-making focused planning strategies for centres within the Moree Plains including the Aboriginal villages.	Council	Medium- Term
Action 1.6.5	Facilitate all towns and villages within the Moree Plains to utilise and gain a benefit from development within Moree via the implementation of the hub and spoke model.	Council	Medium- Term
Action 1.6.6	Undertake a study on commercial land use patterns to inform strategic land use planning for commercial and village zones in the Local Environmental Plan.	Council	Medium- Term

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Figure 1.6: Moree's Location Compared to Other Major Centres



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Direction 1.7: Maximise benefits to the Moree Plains Shire from the Inland Rail, intermodal facilities and related development including a Special Activation Precinct

Inland Rail will provide unprecedented connection for regional Australia to domestic and international markets. It will complete the 'spine' of the national freight network between Melbourne and Brisbane via regional Victoria, New South Wales and Queensland creating a "corridor of opportunity". It is the largest freight rail infrastructure project in Australia, with early works commencing in 2018 and is expected to be operational in 2024-2025.

A Special Activation Precinct at Moree is envisaged to create a thriving business hub that will take advantage of its location in the middle of the most productive grain region in Australia, leveraging the Inland Rail route and Newell and Gwydir Highways. The Precinct and adjacent lands would create a new business hub that specialises in agribusiness, logistics and food processing industries with enhanced road and rail connectivity.

Other opportunities exist throughout the Shire and adjoining areas to improve connectivity to Inland Rail including at Croppa Creek in Gwydir Shire, and along the Queensland border. The Border Region of Councils is facilitating a review of these opportunities which complements work being done in Moree.

Planning Outcomes:

- Review potential suitable opportunities for activation planning to complement the Moree Special Activation Precinct.
- Update regulatory planning documents to facilitate development associated with the Special Activation Precinct program at Moree.
- Undertake regional transport planning to support potential developments, including intermodal
 opportunities within the region, and improved Inland Rail access at the Shire's northern boundary with
 Queensland. Utilise local and regional transport information to inform the Special Activation Precinct at
 Moree in consultation with the DPIE and other relevant state government agencies.
- Support the development and implementation of the Activation Precincts State Environmental Planning Policy (SEPP)

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Actions:

Direction 1.7	Maximise benefits to the Moree Plains Shire from the Inland Rail, intermodal facilities and related development including a Special Activation Precinct	Responsible Body	Timeframe
Action 1.7.1	Leverage the development of the Inland Rail including key locations across the Region and the Special Activation Precinct at Moree in consultation with all relevant stakeholders.	Council, State Government & Industry	Short-Term
Action 1.7.2	Collaborate with and provide all necessary assistance to state government agencies to deliver improved intermodal developments and associated development.	Council & Industry	Short-Term
Action 1.7.3	Advocate for shire-wide benefits from the Inland Rail and proposed intermodal developments, including facilitating ancillary or complimentary development and infrastructure linkages.	Council & State Government	Short-Term
Action 1.7.4	Advocate for local people to benefit from the Inland Rail and proposed intermodal development through employment, engagement with local enterprise, creating business synergies and infrastructure improvements.	Council	Medium- Term
Action 1.7.5	Progress the Special Activation Precinct program at Moree in consultation with the Department of Planning, Infrastructure & Environment and other relevant state government agencies.	Council & State Government	Short-Term

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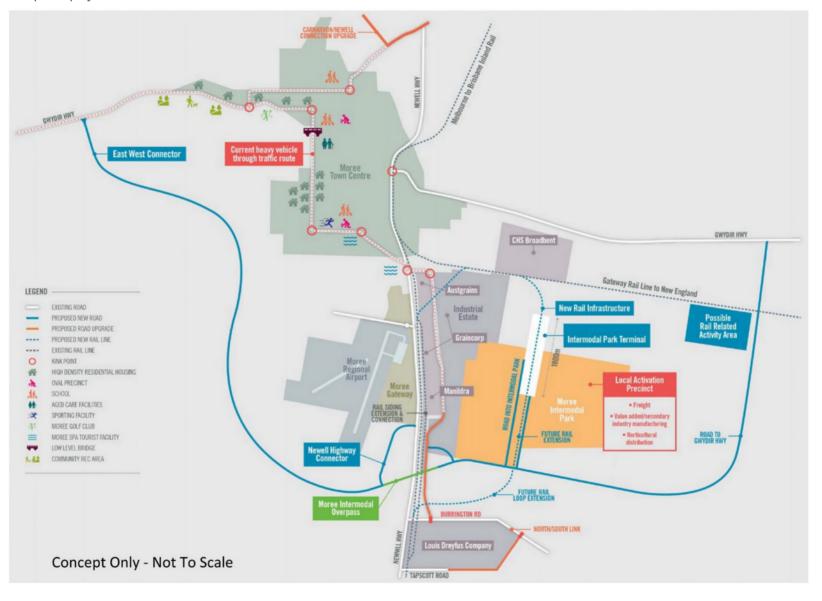
Figure 1.7a: Inland Rail Route



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Figure 1.7b: Concept Map of Moree Intermodal Park





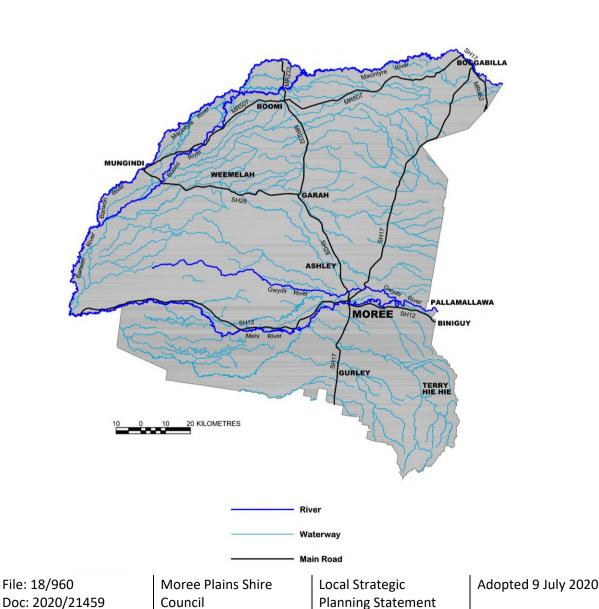
GOAL 2: A HEALTHY ENVIRONMENT WITH PRISTINE WATERWAYS

The Moree Plains Shires' natural environmental assets include protected ecosystems and internationally recognised wetlands. These natural assets sustain productive agriculture, deliver clean air and water, and improve community wellbeing. Strengthening local environmental assets will also diversify opportunities for nature-based tourism, growing the Shire's tourism sector.

Water quality and supply supports the agricultural sector, industry, urban areas and the environment. The majority of the Moree Plains Shire is flood-liable with flooding being a common occurrence in the Gwydir-Mehi and Border Rivers systems. A holistic management approach will maximise productive capacity while preserving water catchments and environmental values. Ecosystems and communities are subject to natural hazards that will be exacerbated by climate change. Building resilience, innovation and adaptation will help to manage water, harness renewable energy and prepare for natural hazards. Land use and infrastructure planning must respond to these risks and opportunities.

Figure 2: Waterways (please note: not all waterways are actively flowing)





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Direction 2.1: Sustainably manage and conserve water resources

Water extraction from rivers contributes to economic prosperity, but too much extraction may severely affect aquatic eco-systems and water reliant primary producers downstream, especially during periods of low river flows. Water sharing plans should identify priority water-dependant assets, environmental water requirements and strategies to improve environmental outcomes, such as desilting of waterways (where environmentally justifiable) and management of riparian vegetation. In addition, there needs to be a focus on water management and conservation during periods of extreme drought.

The NSW Government allocates water to landholders through water-sharing plans and licences. These protect the health of rivers and groundwater, while giving water users perpetual access licences, equitable conditions and opportunities to trade water. Monitoring the effects on river health, agricultural land use and settlements will guide future policy responses. The Cap and Pipe the Bores Program has given landholders in the Great Artesian Basin (GAB) financial incentives to cap and pipe their bores, which has led to increased pressure in the GAB, and to improve water efficiency and water quality.

Council can improve water efficiency through building design; planning controls that avoid or mitigate impacts of development on drinking water catchments; and using wastewater for urban open spaces or in agriculture. Maintaining key freshwater habitats preserves fish communities and the recreation and productivity of aquaculture industries. Key fish habitats mapped by the Department of Primary Industries include many waterways and lakes. These maps will guide strategic planning and local plans, together with fish community status and aquatic threatened species distribution maps. New development should be located to minimise impacts on aquatic habitats such as waterways and wetlands, including downstream impacts. There are many vegetated areas that help to protect waterways and aquatic environments, such as riparian corridors.

Planning Outcomes:

- Review the potential for an integrated approach to water management in local planning policies including the DCP.
- Investigate the inclusion of appropriate water efficiency measures in local planning policies including the DCP.
- Review the potential need for management plans or other fish management regulations to be aligned with local planning documents.
- Examine the potential for improvements in local plans to safeguard against impacts from development.
- Investigate the implementation of appropriate water impact assessments and water efficiency measures in local planning policies.
- Prepare management plans in collaboration with state agencies.

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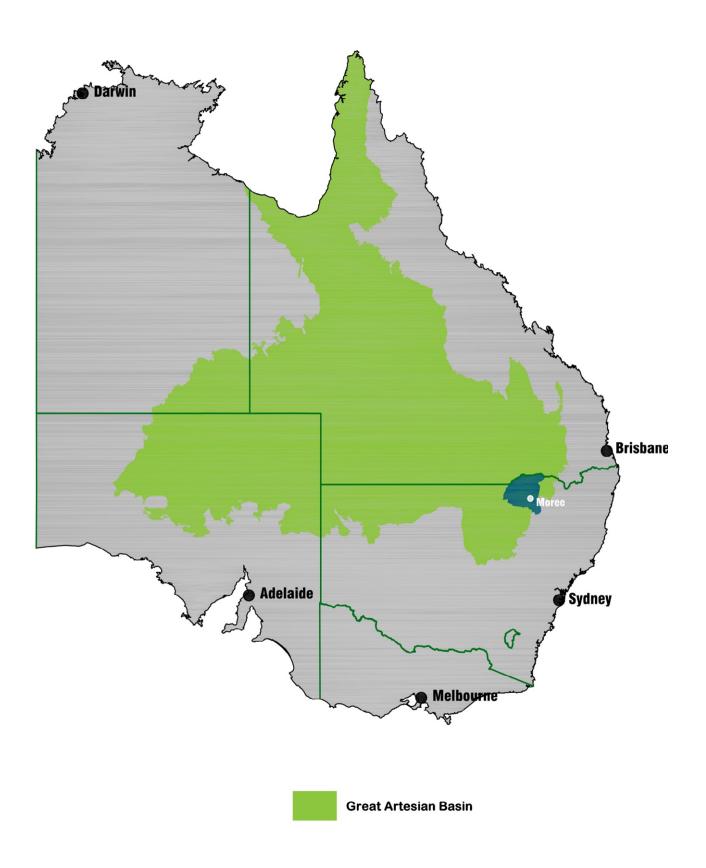
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Actions:

Direction 2.1	Sustainably manage and conserve water resources	Responsible Body	Timeframe
Action 2.1.1	Advocate for projects, management plans and strategies that deliver sustainable water outcomes.	Council & DOI & BCD	Ongoing
Action 2.1.2	Adopt an integrated approach to water cycle management to consider regional climate change, water security, sustainable demand and growth, and the natural environment.	Council	Ongoing
Action 2.1.3	Incorporate measures to improve water efficiency in urban and rural settings, including water sensitive urban design for new developments, into local planning policies.	Council	Ongoing
Action 2.1.4	Expand where possible the use of alternate water sources on local government assets, including playing fields.	Council	Ongoing
Action 2.1.5	Minimise the impact of development on native fish habitat and mitigate barriers to fish movement.	Council	Ongoing
Action 2.1.6	Continue to ensure local plans manage water sources to avoid potential development impacts.	Council	Ongoing
Action 2.1.7	Investigate the implementation of appropriate water impact assessments and water efficiency measures in local planning policies.	Council	Ongoing
Action 2.1.8	Maintain the ability of waterways to transfer flood water flows by desilting and managing riparian vegetation (where environmentally justifiable).	Council & State Government	Ongoing

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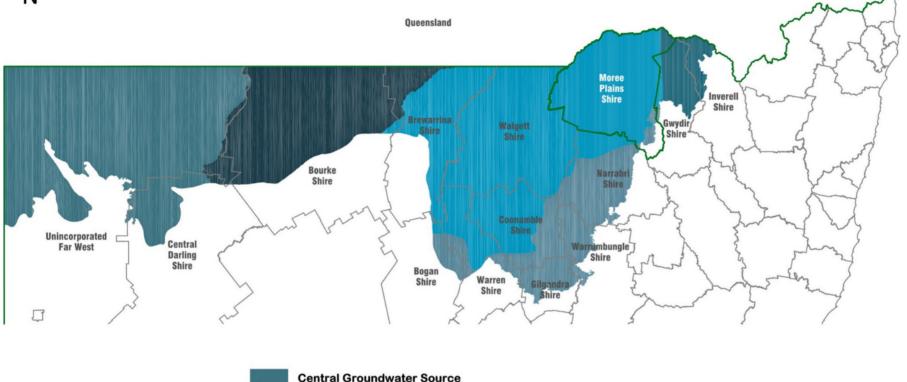




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Figure 2.1b: The Great Artesian Basin in NSW with LGA boundaries







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Direction 2.2: Protect areas of potential high environmental value

The NSW Government has mapped potential areas of high environmental value, including groundwater-dependent ecosystems (local lands of environmental significance are identified in Figure 1.3). Improved data will allow early consideration of the potential impacts of new development on these areas during strategic planning.

Developing maps that outline areas of potential high environmental value will inform opportunities for biodiversity offsetting, Council planning strategies and local environmental plans. Using an evidence-based approach to identifying high environmental value areas and protecting important assets will help to maintain diversity and habitat for flora and fauna.

The Aboriginal community has significant knowledge and skills in the protection of local biodiversity and natural resources. Involving the Aboriginal community and maintaining and enhancing the relationship between LALCs and Government is an important step in managing and protecting natural resources.

Planning Outcomes:

- Examine the potential for improvements in local plans to safeguard against impacts from development.
- Develop an updated Moree Plains Shire Growth Management Strategy to identify high-value vegetation.
- Develop a management plan for all Council-managed Crown Lands to preserve environmental values.
- Review the potential for Council-owned properties to provide credits under the Biodiversity Offset Scheme.
- Advocate for the Biodiversity Offset Scheme.

Actions:

Direction 2.2	Protect areas of potential high environmental value	Responsible Body	Timeframe
Action 2.2.1	Focus development to areas of least biodiversity sensitivity and implement the 'avoid, minimise, offset' hierarchy to biodiversity and areas of high environmental value.	Council	Ongoing
Action 2.2.2	Ensure local plans consider areas of high environmental value to avoid potential development impacts.	Council	Ongoing
Action 2.2.3	Encourage the identification of vegetated areas adjacent to aquatic habitats and riparian corridors in local plans.	Council	Ongoing
Action 2.2.4	Manage and preserve Crown lands with high environmental value in accordance with the <i>Crown Lands Management Act 2016</i> .	Council	Ongoing

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Direction 2.3: Adapt to and manage natural hazards and climate change

The climate is changing and global modelling indicates that further change is already locked in (Western Enabling Regional Adaptation – New England North West 2017). As a result, there is a growing risk of climate related impacts on our local natural, social and economic systems. Government, businesses and communities need to identify their strengths and weaknesses in the face of climate impacts – deciding how they will act together to minimise the impact of climate change on their local economy, environment and society.

Equipping communities with the right tools and access to the best available information will help people and businesses better cope with these challenges. Land use planning can help minimise and manage the impacts of climate change. It is important that LEPs identify hazard-prone land and apply provisions to exclude these areas from development, unless hazards can be reasonably managed.

Flooding is a major hazard across Moree Plains Shire. Council is responsible for managing flood risks, including the development and implementation of floodplain risk management plans. These plans use a merit-based approach that balances social, economic, environmental and flood-risk parameters to determine the appropriate use of flood-prone land. Bushfire prone land mapping prepared by the NSW Rural Fire Service identifies bushfire hazards and risks. These maps must be regularly updated to reflect predicted changes to bushfire-prone land.

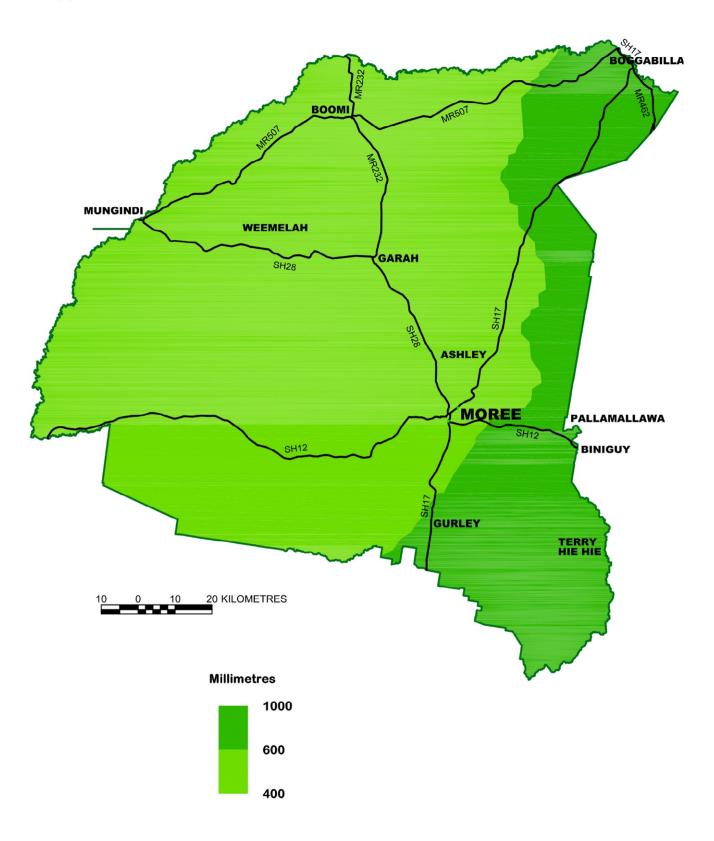
Planning Outcomes:

- Incorporate findings from climate projections and risk into an updated Moree Plains Shire Growth Management Strategy.
- Bushfire mapping to be reviewed and ground-truthed to improve map accuracy. Updated mapping to be
 developed in consultation with Rural Fire Service. Flood mapping for the whole of the Shire when funding
 and technology permits.

Actions:

Direction 2.3	Adapt to and manage natural hazards and climate change	Responsible Body	Timeframe
Action 2.3.1	Minimise the risk from natural hazards and the projected effects of climate change by identifying hazards, managing risk and avoiding vulnerable areas, particularly when considering new urban release areas.	Council	Ongoing
Action 2.3.2	Incorporate new knowledge on regional climate projections, including flooding and bushfire risk, related cumulative impacts, and findings of the New England North West Enabling Regional Adaptation Project in local plans for new developments.	Council	Short-Term
Action 2.3.3	Review and update floodplain and bushfire risk mapping to manage risk, particularly where urban growth is being investigated.	Council	Long-Term
Action 2.3.4	Continue to collect information and mapping on natural hazards.	Council & State Government	Ongoing
Action 2.3.5	Support initiatives to reduce carbon generation from agriculture.	Council & State Government	Ongoing





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Figure 2.3b: Gwydir Valley Floodplain

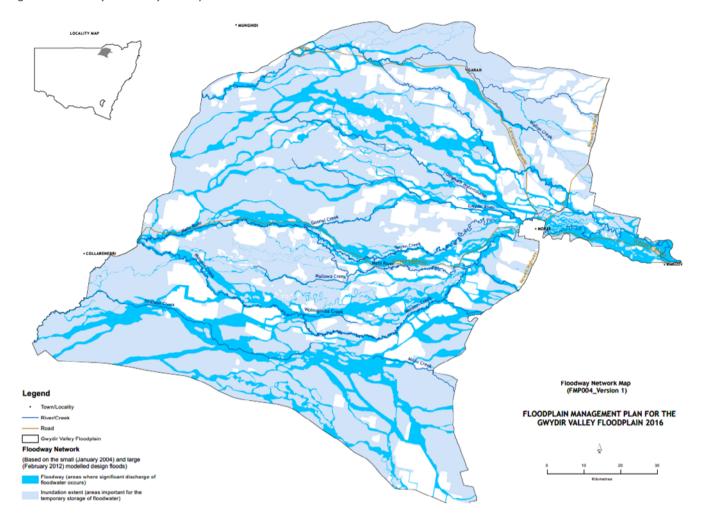
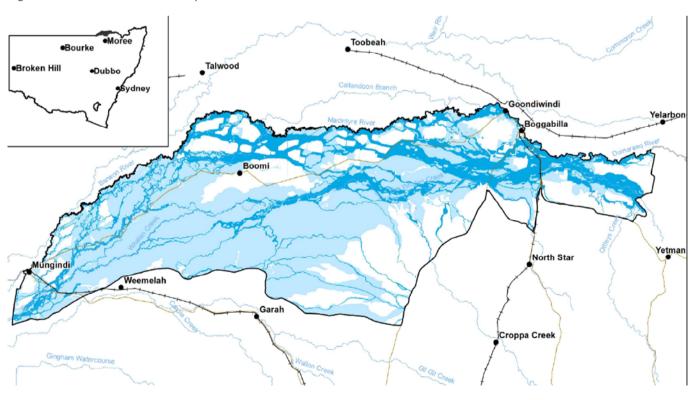


Figure 2.3c: Border Rivers Floodplain



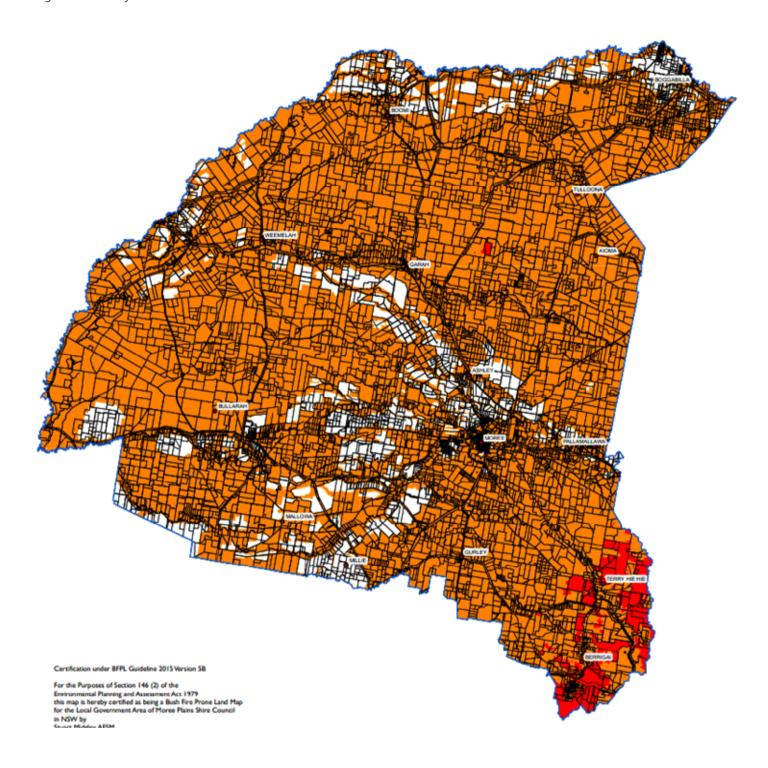
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Figure 2.3d: Moree floodplain hydraulic categories



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Category



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GOAL 3: STRONG INFRASTRUCTURE AND TRANSPORT NETWORKS FOR A CONNECTED FUTURE

Located between Sydney and Brisbane, with strong transport links to Newcastle and South East Queensland, the Moree Plains Shire is well positioned to access domestic and international markets. The freight network's efficiency influences the productivity of agriculture, manufacturing and natural resource sectors.

Freight and logistics industries will be a focus for investment to grow social and economic ties across communities and borders. Investment, integration and alignment of road, rail, port, utility and airport infrastructure will foster emerging industries. Protecting transport assets and expanding export-related and value-adding industries will encourage investment, attract industry and provide certainty to industries.

Stronger links and relationships across communities and borders will provide access to services and markets in the Hunter and South East Queensland. The coordination and provision of cost effective utility and local infrastructure will support the quality and diversity of lifestyles on offer in the region and enable the timely and affordable release of land for development.

Moree Plains Shire LGA

17,930km2

Public Roads (total) **2,842.73km**





Public Roads (unsealed) **2014.68km**

Public Roads (sealed)
828.05km

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Direction 3.1: Expand emerging industries through freight and logistics connectivity

Moree Plains Shire is uniquely positioned to leverage opportunities associated with growing global and domestic markets. Port Botany, Newcastle Port, Port Kembla, the Port of Brisbane, Brisbane International Airport and Wellcamp Airport near Toowoomba, Queensland, are global gateways for industries and businesses. Moree Plains Shire has existing and proposed transport links to these facilities. Enhanced cross-border connectivity between NSW and Queensland will accommodate the forecast growth of freight movements into the Darling Downs, Toowoomba and Port of Brisbane. Furthermore, the Inland Rail and the critical integration with the Newell Highway in Moree will cater for Heavy Vehicle movements and assist the mode shift from road to rail.

PROPOSED NEWELL HIGHWAY LINK

PROPOSED BUILLUS LINK ALTERNATIVE OPTION

RT DARY

PROPOSED BUILLUS LINK ALTERNATIVE OPTION

EXISTING RAILWAY CENTRELINE

EXISTING NEWELL HIGHWAY CENTRELINE

Figure 3.1: Concept plan for Stage 1 - Inland Rail and Newell Highway Integration

The Inland Rail has the potential to significantly reshape freight movements, decrease carbon emissions and increase productivity. The Melbourne-Brisbane Inland Rail Alignment Study, prepared by the Australian Rail Track Corporation (ARTC), identified the preferred corridor for the Inland Rail, passes through Moree. The fine-scale alignment of the corridor for the SP1 Narrabri to North Star (N2NS) section located within the Moree Plains Shire has been completed. However, SP2 N2NS and North Star to Border have not yet been settled, and planning, engineering design and assessment will be finalised by the Federal Government and ARTC in the near future. The NSW Government will work with Local Government and the Federal Government during this period.

Growth in containerised freight of grain and meat products could require new intermodal terminals and supporting rail and road infrastructure. Council supports existing and proposed intermodal facilities and the Shire will continue to be a significant location for outbound containerised freight. Any new freight and logistics hubs and intermodals must be close to freight network corridors and infrastructure. Provision should be made to accommodate higher mass vehicles on our road network. Freight and logistics assets should also be protected from urban encroachment and incompatible land uses to protect freight and cargo handling capacity.

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Planning Outcomes:

- Implement local planning controls to protect freight and logistics facilities from encroachment of sensitive land uses. Studies to include noise, vibration and transport management. Suitable planning controls to be included in the DCP.
- Investigate the potential for a cross-border transport plan between NSW and Queensland.
- Undertake studies on Inland Rail and the proposed intermodal developments' impacts on, including but not limited to freight logistics, associated developments, transport of locally produced goods, value-adding land uses, forecasts.

Actions:

Direction 3.1	Expand emerging industries through freight and logistics connectivity	Responsible Body	Timeframe
Action 3.1.1	Implement local planning controls to protect freight and logistics facilities from encroachment of sensitive land uses.	Council	Ongoing
Action 3.1.2	Collaborate with the ARTC and all levels of government as the Melbourne to Brisbane Inland Rail Corridor project progresses.	Council & TfNSW	Medium- Term
Action 3.1.3	Integrate cross-border transport planning between NSW and Queensland.	Council & TfNSW	Medium- Term
Action 3.1.4	Locate freight and logistics facilities to maximise existing infrastructure, support future industrial development and capitalise on inter-regional connections and external markets, collaborating with joint organisations of councils as necessary.	Council	Ongoing
Action 3.1.5	Investigate and advocate for transport and infrastructure connectivity.	Council & TfNSW	Medium- Term
Action 3.1.6	Support the NSW State Government's schemes that establish more efficient transport of particular commodities, including the Grain Harvest Management Scheme.	Council	Medium- Term
Action 3.1.7	Improve rail access and efficiency within the Moree Plains' transport and logistics hubs including extending rail siding infrastructure and construction loops where required.	Council, ARTC & TfNSW	Ongoing
Action 3.1.8	Work with all levels of Government to inform local freight and logistics planning, to protect existing freight corridors and industrial land for freight uses including buffer zones, and to meet future requirements for the supply of land for freight use.	Industry, Council, State & Federal Government	Ongoing
Action 3.1.9	Upgrade of key freight routes to provide all-weather access and capacity for HML/HPV.	Council & TfNSW	Medium- Term

Direction 3.2: Enhance transport and infrastructure networks

NSW's freight volumes are projected to double between 2016 and 2030, and triple by 2050. Moree Plains Shire needs to enhance the quality, capacity and efficiency of freight, transport and infrastructure networks to move more freight and to better connect local producers and suppliers to domestic and global markets.

Corridor strategies for State roads identify connectivity improvements to consistently manage and plan the State road network. The Newell Highway Corridor Strategy (2015) outlines the investment priorities to develop, manage and maintain the Newell Highway. Limiting inappropriate development along existing and proposed transport corridors will protect productivity and safety. The location of existing and proposed utility or other infrastructure, including pipeline infrastructure, should be considered in relation to sites proposed for urban land release to avoid any conflict or encroachment that would compromise distribution networks. The Newell Highway is the eastern limit for road trains, however, concessional access extends to Gunnedah and Inverell.

Local roads play a vital role in connecting communities and freight movements. Some local roads are failing under the pressure of freight movements, or limit the ability to move freight due to their condition or alignment. Local pinch points limit connections with the State and national road network and hinder productivity. Pedestrian infrastructure along both local and state roads needs to be considered as a key component of connecting infrastructure. Council will review its rolling program of works to upgrade and improve local roads. This can be done in conjunction with the New England Joint Organisation of Councils where necessary.

Planning Outcomes:

- Develop strategies to better integrate transport networks and land uses including proactive planning to minimise and manage conflict.
- Updated studies required on current and future requirements for high productivity vehicles.
- Update shared pathways plan and review section 7.12 (formerly section 94A) works schedule priorities with
 a focus on fringe CBD areas and access link routes.¹³

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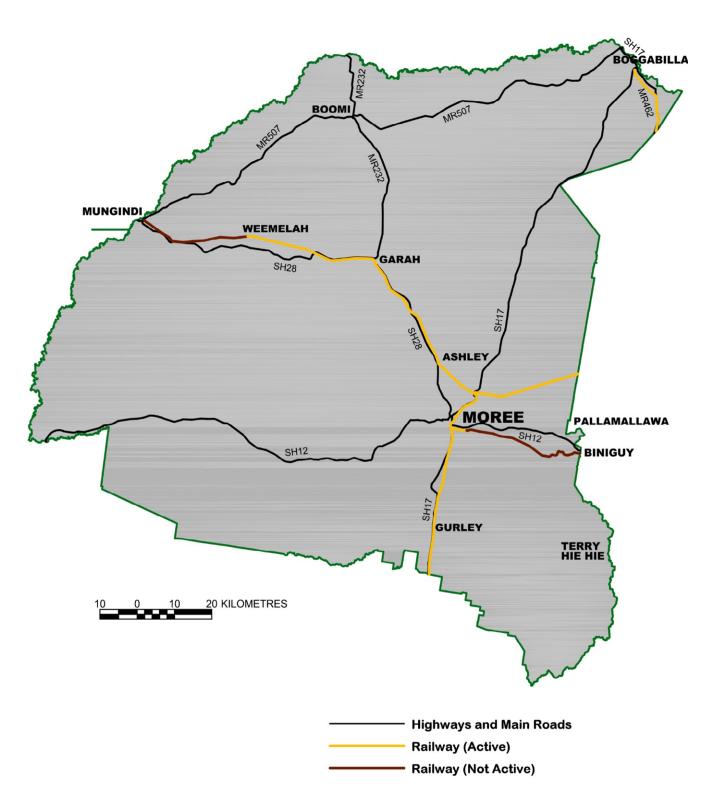
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¹³ Environment Planning and Assessment Act 1979 (NSW) s 94A.

Actions:

Direction 3.2	Enhance transport and infrastructure networks	Responsible Body	Timeframe
Action 3.2.1	Protect freight and utility infrastructure and corridors through local plans and strategies to protect network opportunities and distribution from incompatible land uses or land fragmentation.	Council	Ongoing
Action 3.2.2	Use the Movement and Place Framework to appropriately plan and manage the interaction between land use and transport networks.	Council & TfNSW	Ongoing
Action 3.2.3	Investigate opportunities to provide appropriate and greater access for high productivity vehicles and undertake studies to assess current and future requirements.	Council	Ongoing
Action 3.2.4	Prioritise projects that address impediments to the regional freight network and work with stakeholders to upgrade transport network capacity as demand changes.	Council	Short-Term
Action 3.2.5	Implement strategic planning for the Inland Rail and intermodal facility transport network so that it is cohesive with existing infrastructure.	Council, State & Federal Government	Short-Term
Action 3.2.6	Support TfNSW's vision for a 'hub and spoke' regional transport network model to improve connectivity to global gateways and strategic centres from surrounding communities.	Council & Industry	Ongoing
Action 3.2.7	Work with the NSW State Government to deliver the Saving Lives on Country Roads, the Fixing Country Roads, and the Bridges for the Bush Programs by performing safety infrastructure upgrades targeting high risk corners and key routes, including local roads.	Council	Medium- Term
Action 3.2.8	Improve transport and pedestrian infrastructure to better support the use of active transport for short trips to local centres in the Moree Plains Shire, including the installation and upgrade of bicycle paths and foot paths.	Council & State Government	Short-Term
Action 3.2.9	Ensure that pedestrian infrastructure is cohesive and accessible in accordance with Council's current Disability Inclusion Action Plan.	Council	Medium- Term
Action 3.2.10	Advocate for the NSW State Government to allocate funds to the Moree-Weemelah branch line.	Council & Industry	Short-Term
Action 3.2.11	Advocate for State Government to enhance road safety by committing funding to improve road conditions and remove pinch points along the Moree Plains Shire road network.	Council	Ongoing
Action 3.2.12	Work with State and Federal Governments to ensure the development and construction of the Moree Intermodal Infrastructure Suite.	Council, TfNSW & Federal Government	Ongoing

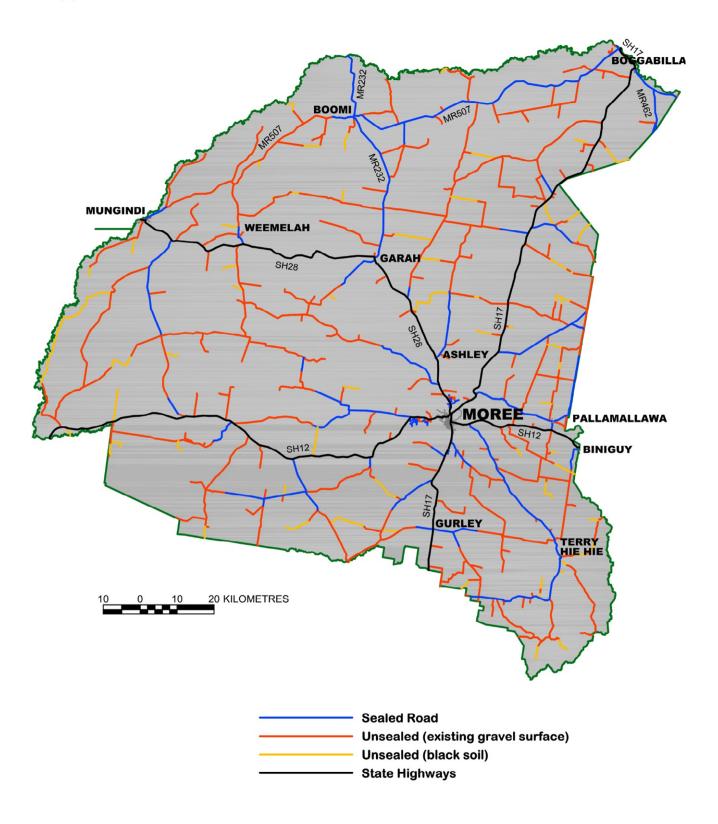




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Direction 3.3: Facilitate air transport infrastructure

Moree Regional Airport is an important gateway for business, tourism and personal travel and high-value freight. It also provides services for workers and access to specialist health, education and commercial facilities.

Local growth management strategies should investigate opportunities for compatible and complementary aviation—related industries on land adjoining airports. Airport facility operations must not be impeded by the encroachment of incompatible development. An intermodal facility associated with the Inland Rail may be developed in close proximity to the Moree Regional Airport. If this occurs the Airport would be a key component of development in the area and investigations should be undertaken on potential business opportunities and infrastructure linkages.

Council supports the protections associated with regulated service designation for existing flights to Sydney Airport, noting the importance of this access to the surrounding community, including those in neighbouring LGAs. Access to South East Queensland via Brisbane Airport would also support economic and social links, including access to global markets.

Planning Outcomes:

- Review local planning policy protections for airport facilities and assess whether these should be amended or strengthened. Findings to be incorporated into a local growth management strategy.
- Update the Moree Regional Airport Masterplan so that it aligns with the objectives of the Inland Rail and proposed intermodal development. Findings to be reflected in an updated Moree Plains Shire Growth Management Strategy.

Actions:

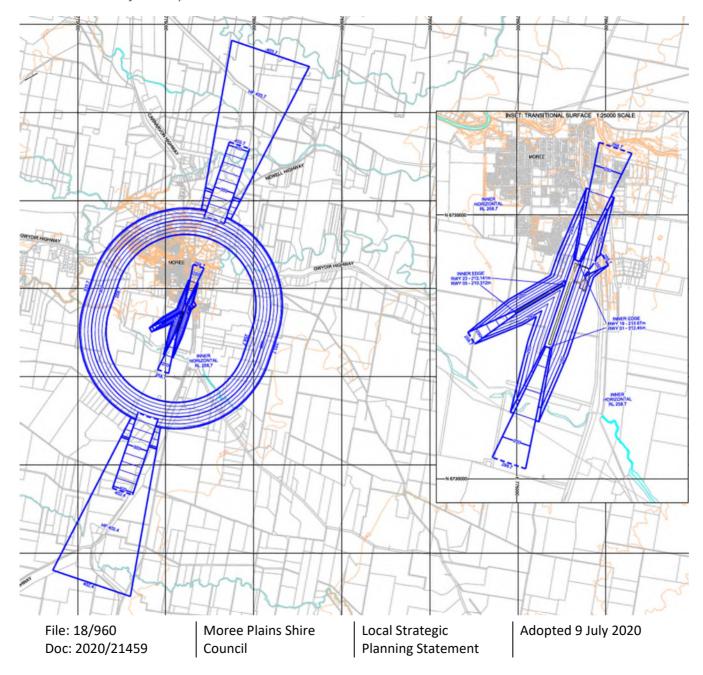
Direction 3.3	Facilitate air transport infrastructure	Responsible Body	Timeframe
Action 3.3.1	Maintain a reliable and safe intrastate RPT air service, investigate interstate RPT service opportunities and ensure adequate infrastructure is developed and maintained to support these.	Council	Ongoing
Action 3.3.2	Protect airports from the encroachment of incompatible development.	Council	Ongoing
Action 3.3.3	Investigate opportunities to facilitate larger capacity aircraft utilising the Moree Regional Airport.	Council	Ongoing
Action 3.3.4	Update the Moree Regional Airport Masterplan so that it aligns with the objectives of the Inland Rail, proposed intermodal developments, and a Special Activation Precinct.	Council & Federal and State Government	Short- Term
Action 3.3.5	Advocate for air services to regional airports to remain regulated unless control of slots passes to communities .	Council & Industry	Ongoing
Action 3.3.6	Complete the redevelopment of the Moree Regional Airport.	Council & Federal and State Government	Long- Term

Figure 3.3a: Moree Airport and Potential Expansion Areas



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Figure 3.3b: Moree Airport Obstacle Limitation Surface Map



Direction 3.4: Facilitate public transport services and infrastructure

The passenger rail network connects the Moree Plains Shire to Newcastle, Sydney and the various towns traversed along the route every day, while bus and coach networks provide additional connections to Toowoomba, Brisbane and Walgett. It is important to facilitate public transport infrastructure as efficient and practical connections are needed to improve access to health services, education and commercial centres, both inside and outside of the Shire, in particular to higher order centres.

Public transport connectivity both outside and within the Shire must be catered for where feasible. Due to low population density it is difficult to provide affordable public transport to communities within the Shire. Transport for NSW will investigate opportunities to improve bus operations in centres and their connections with regional communities by working with bus operators to develop arrangements to optimise services, including on-demand services.

Actions:

Direction 3.4	Facilitate public transport infrastructure	Responsible Body	Timeframe
Action 3.4.1	Support ongoing operation of the demand responsive bus services	Council	Medium- Term
Action 3.4.2	Work with local operators to investigate public transport options within the Shire and between the Shire and surrounding areas	Council, TfNSW & State Government	Ongoing

Direction 3.5: Coordinate infrastructure delivery

Urban growth must be directed to areas with infrastructure capacity, or where upgrades or new infrastructure is cost-effective. Local growth management strategies will plan for timely and economically viable infrastructure and support proposals that minimise expenditure or duplicated services. Council advocates for productivity-based road investment. Rezoning will only occur when proposals for land release or development demonstrate that servicing can occur from existing infrastructure or that new infrastructure can be properly funded.

Communications infrastructure facilitates local employment opportunities and satisfies daily needs. In accordance with the Federal Government's National Broadband Network, a fibre-ready pit and pipe network that enables future installation of 'Fibre to the Premises' should be considered as part of local infrastructure planning.

Infrastructure and utility providers need to identify appropriate sites and capacity to provide for water security, wastewater service capacity, electricity supply, emergency service facilities, cemeteries and crematoria. Funding and servicing models for utility infrastructure must provide sufficient flexibility to support new industries with high energy or water needs. New models for utility infrastructure, such as cost-sharing between industries, will support and stimulate growth in agribusiness and value-added manufacturing industries, as well as other development. To support cross-border, inter-regional and intra-regional communities, councils should collaborate across borders. This will strengthen relationships, coordinate growth and deliver infrastructure more efficiently.

Planning Outcomes:

- Include infrastructure servicing as a key consideration in assessing the viability of a rezoning. Add to internal procedures.
- Review land use zonings to ensure that new development is being located in proximity to associated and necessary infrastructure.
- Develop policies in partnership with Goondiwindi Regional Council and Balonne Shire Council to address land use development in proximity to the state boundary.

Actions:

Direction 3.5	Coordinate infrastructure delivery	Responsible Body	Timeframe
Action 3.5.1	Undertake detailed infrastructure service planning to establish that land can be feasibly and economically serviced prior to rezoning.	Council	Ongoing
Action 3.5.2	Maximise the cost-effective and efficient use of infrastructure by focusing development on existing infrastructure or promoting colocation of new infrastructure.	Council	Ongoing
Action 3.5.3	Work with stakeholders, joint organisations of Councils and infrastructure providers to investigate funding models for utility infrastructure.	Council & Federal and State Government	Short-Term
Action 3.5.4	Develop policies in partnership with Goondiwindi Regional Council and Balonne Shire Council to address land use development in proximity to the state boundary and conduct community consultation for potential development and infrastructure works.	Council	Ongoing
Action 3.5.5	Work with all levels of Government to implement the current NSW Critical Infrastructure Resilience Strategy.	Council & State Government	Medium- Term
Action 3.5.6	Continue to work alongside the Commonwealth and NSW State Government in order to develop 'a growth-friendly environment' for the local economy.	Council & Industry	Ongoing
Action 3.5.7	Advocate for productivity based road investment and funding	Council & Industry	Ongoing

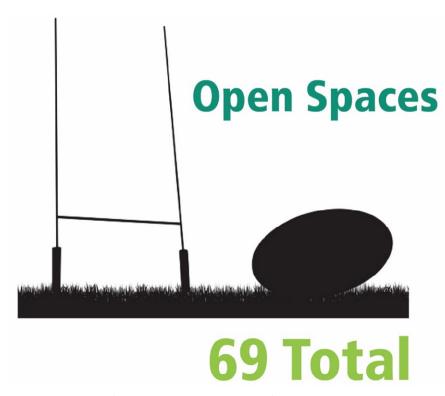
GOAL 4: AN ATTRACTIVE AND THRIVING COMMUNITY

The strength and character of the Moree Plains Shire's communities will drive an economically, socially, and environmentally successful future. New opportunities and challenges will emerge as changes in agricultural methods, transport connectivity, climate and demography reshape these communities. An attractive lifestyle and high-quality employment, housing, health and education options will contribute to population growth.

Greater housing diversity will support the increasing number of single person and couple-only households. Healthy, and safe places will enhance active and inclusive lifestyles. While the Shire's population is predicted to decline (according to DPIE forecasts) this projection does not consider significant projects such as the Inland Rail and SAP program at Moree. These projects and related business activities in the Shire provide reasons for optimism. Population change is not expected to be evenly distributed throughout the Shire based on demographic patterns which favour larger centres. The highest rates of growth are projected in Moree. The population of other town and village centres is likely to remain stable or in some cases decline due to increase efficiencies in agricultural innovation. These numbers do not reflect the dynamic nature of many of these communities that often have transient workers, tourists, and populations that fluctuate at different times of the year. Increasing the number of value-adding opportunities and delivering greater housing choice will make these communities more resilient and adaptive to growth and change.

Rich and diverse Aboriginal and historic heritage contributes to the character and identity of the Shire. Aboriginal cultural heritage and communities will be respected and supported. Cultural initiatives will only be undertaken where culturally appropriate and with the concurrence of the relevant LALC. Historic heritage assets will be protected through revitalisation grants and programs, supporting thriving communities and providing great places to live.

An economic development strategy needs to be developed for each town and village to maximise this potential. This needs to be complemented by social planning to better understand and respond to individual community needs and dynamics. Together, these planning opportunities can be realised as town or village based precinct plans undertaken in close consultation with the local communities.



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Direction 4.1: Strengthen communities' resilience

Communities of the Moree Plains Shire need to be informed, proactive and collaborative in meeting future challenges. Centres must be robust and dynamic places to increase their appeal for residents and contribute to these communities' growth and prosperity. Over the last century, the population of rural NSW has increasingly concentrated in larger regional towns. This is expected to continue, and some communities are projected to experience stable, or, in some cases, declines in population. Smaller centres and rural communities can provide more affordable housing and attractive lifestyles - these should be supported with good access to higher-level services in Moree while encouraging self-sufficient for basic services.

Establishing strong networks within the Shire, with centres in adjoining regions and in Queensland will build community resilience and capacity. This will be a shared responsibility between communities, organisations, businesses and government to ensure that coordination occurs to obtain the most positive outcome for, by actions such as coordinating community festivals and events. Local strategies should identify and manage drivers of change and capitalise on community strengths, such as Moree's location on the Inland Rail route and leveraging the associated development opportunities. Local economic prospectuses or investment strategies can showcase local opportunities and address barriers to growth and investment.

Local Strategies should be developed in cooperation with community and industry to:

- ✓ promote local opportunities to expand and diversify economic activity;
- ✓ attract investment;
- ✓ target expansion of service-based sectors, agribusiness and tourism;
- ✓ retain and attract a younger demographic of residents and professionals; and
- ✓ integrate infrastructure and transport planning.

Planning Outcomes:

- Studies to be undertaken specific to proposed intermodal developments. Develop an updated Moree
 Plains Shire Growth Management Strategy to assess the suitability of land use zonings. Review developer
 contributions.
- Ensure that land use planning policies facilitate appropriate development as part of the Inland Rail and any proposed intermodal developments.
- Complete the development of Council's Economic Development Strategy.
- The RU1 zone has been made 'open' to facilitate a broader range of potential land uses. Review this and other zones to identify any further potential changes.
- Undertake studies on Inland Rail and proposed intermodal developments to facilitate the rollout of complementary infrastructure and development.

Actions:

Direction 4.1	Strengthen communities' resilience	Responsible Body	Timeframe
Action 4.1.1	Increase employment opportunities and business development that can attract and retain younger people and skilled workers.	Council	Short-Term
Action 4.1.2	Target opportunities for younger demographics and promote investment in school-based traineeships and job opportunities.	Council	Short-Term
Action 4.1.3	Guide development and establish appropriate land use zonings to strengthen community resilience and encourage employment generating developments.	Council	Medium- Term
Action 4.1.4	Maximise benefits for the community from the Inland Rail project and proposed intermodal developments.	Council & Federal and State Government	Short-Term
Action 4.1.5	Implement the Economic Development Strategy for the Moree Plains Shire in alignment with the current Upper North West Regional Economic Development Strategy.	Council	Medium- Term
Action 4.1.6	Ensure that planning controls for agricultural land have the flexibility to accommodate new activities (including intensive production, horticulture and agri-processing) and innovative business models that may include horizontal or vertical integration, as well as tourism activities and events.	Council	Short-Term

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Direction 4.2: Provide great places to live

Enhancing the appeal and liveability of towns and villages in the Moree Plains Shire will assist in attracting and retaining residents. Strengthening local health services and the improvement of secondary and vocational education options would also assist in this regard. Changes to household structure and average household size mean that housing demand is likely to remain positive. Developed in consultation with communities, local growth management strategies will analyse land suitability and local housing needs to direct development to the right locations to meet the full range of housing needs. These strategies will enable communities to consider and assess the broader implications and consequences of identifying locations for future development. Further consultation would occur where rezoning is proposed for urban expansion or rural residential use.

A ready supply of land for residential development maximises infrastructure use and protects environmental and agricultural values. Focusing growth in existing urban centres, or in areas adjacent to existing urban development fosters liveability and a stronger sense of community. This approach will support existing commercial areas, reduce infrastructure cost and maximise walking, cycling and other transport connections.

Interim Settlement Planning Principles ensure that new development is: well located; responds to existing urban and rural settlements; addresses land constraints; and fosters great places to live, work and play. The guidelines will be used to consider whether proposals for urban expansion and local growth management strategies will be endorsed.

Planning Outcomes:

- Assess existing and potential future areas of urban expansion or intensification during the development of an updated Moree Plains Shire Growth Management Strategy.
- Review the supply and demand of residential zoned land as part of developing an updated Moree Plains Shire Growth Management Strategy. Determine actions based on this review.
- Implement comprehensive settlement planning guidelines once developed by DPIE
- Develop a Local Character Statement for the Shire that encompasses the Shire's diversity.
- Conduct studies on place-making in Moree and village CBD areas to inform future land uses and design. Establish linkages between the Moree CBD and Mehi River weir area.

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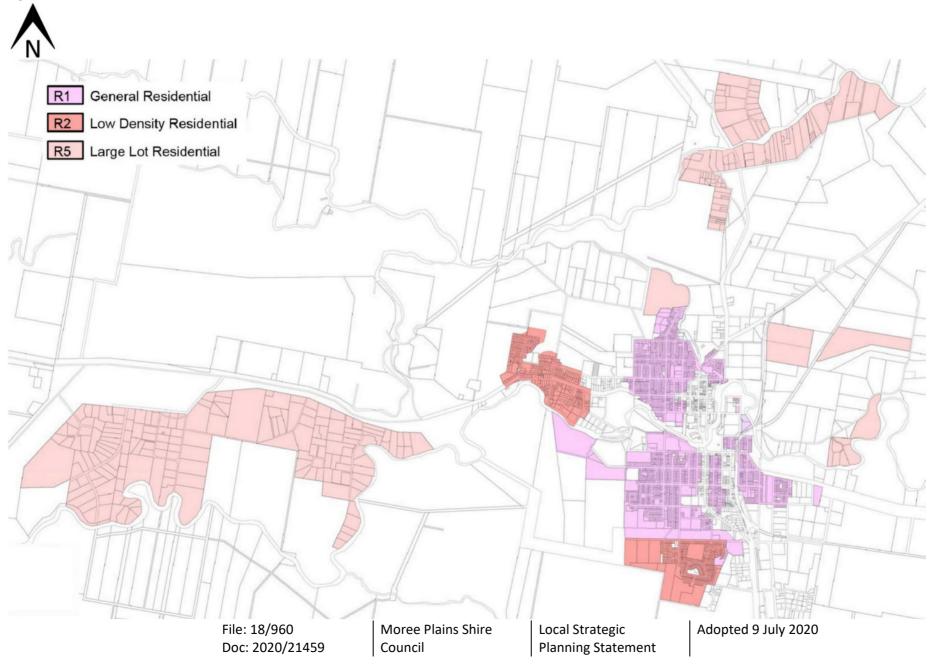
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Actions:

Direction 4.2	Provide great places to live	Responsible Body	Timeframe
Action 4.2.1	Identify future areas of urban expansion or intensification in local growth management strategies that are consistent with the Interim Settlement Planning Principles in the New England North West Regional Plan 2036, or the subsequent Settlement Planning Guidelines once adopted.	Council	Ongoing
Action 4.2.2	Secure an appropriate supply of residential land to meet projected housing needs within local management strategies.	Council	Ongoing
Action 4.2.3	Monitor the supply of residential land and housing within the shire.	Council & DPIE	Short-Term
Action 4.2.4	Develop a Local Character Statement for the Moree Plains Shire that encompasses diversity of the Shire in accordance with the NSW State Government's Local Character and Place Guideline.	Council	Medium- Term
Action 4.2.5	Enhance the appeal and liveability of the Moree Plains Shire through the maintaining, improving and expanding sporting, recreational and cultural facilities.	Council	Medium- Term
Action 4.2.6	Support and advocate for the upgrade and maintenance of Moree Hospital and the development of additional medical centres and health services in the Moree Plains Shire.	.Council	Ongoing
Action 4.2.7	Advocate for the improvement of primary, secondary and vocational education options offered in the Moree Plains Shire.	Council	Ongoing

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Figure 4.2: Residential Zones in the Moree Plains Shire



Direction 4.3: Support healthy, safe, socially engaged and well-connected communities

The structure and design of communities, including streetscapes, recreation areas and community facilities can influence community health, wellbeing and social cohesion. It is envisaged that people will use an expanded network of recreational walking and cycling trails to experience a range of community and natural areas. Accessible public transport links and high-quality pedestrian and cycling infrastructure should be a priority in all communities.

With an increase in the ageing population, public and community transport will assume greater importance. Appropriate transport links will allow older people to continue living in their home or community and relieve pressure of local aged care facilities. All communities need access to social infrastructure, such as child care facilities and emergency accommodation. Council will support communities with timely social infrastructure delivery and create focal points for social participation.

Crime prevention through environmental design principles can reduce the potential for crime through place management, helping people to feel safe and more comfortable. Safe, active and lively community spaces support local events and promotions. This fosters healthy living through physical activity, social interaction and community pride.

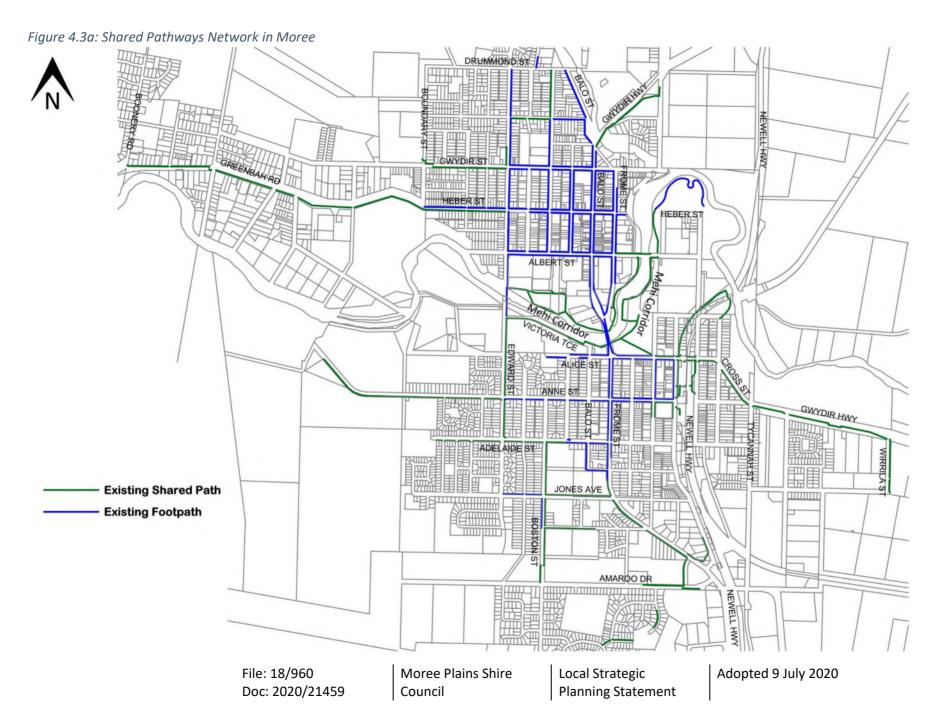
Planning Outcomes:

- Develop a Local Recreation Strategy to address all facets of recreation in the Shire.
- Establish social infrastructure standards and social impact assessment frameworks within local planning.
- Explore opportunities to integrate crime prevention measures into local planning policies.
- Support a comprehensive review of the NSW Planning system.

Actions:

Direction 4.3	Support healthy, safe, socially engaged and well-connected communities	Responsible Body	Timeframe
Action 4.3.1	Deliver best-practice guidelines for planning, designing and developing healthy built environments including adequate provision of shade in both the public and private realm.	Council & DPIE	Medium- Term
Action 4.3.2	Facilitate more recreational walking and cycling paths that include improved linkages between urban areas and adjacent rivers and weirs.	Council	Short-Term
Action 4.3.3	Establish social infrastructure benchmarks, minimum standards and social impact assessment frameworks within local planning.	Council	Ongoing
Action 4.3.4	Deliver crime prevention through urban/environmental design processes and explore opportunities to integrate crime prevention measures into local planning policies.	Council	Ongoing
Action 4.3.5	Encourage and facilitate the development of cultural assets including built form, natural and place-based items.	Council	Ongoing
Action 4.3.6	Work with NSW State Government to increase safety for vulnerable road users by providing pedestrian crossings, refuges and traffic calming devices, as well as expanding 40km/h zones in high pedestrian and local areas.	Council & TfNSW	Ongoing
Action 4.3.7	Collaborate with the NSW Office of Sport, local sports organisations and other relevant sectors to foster development of Sports Hubs and Centres of Excellence across NSW.	Council	Medium- Term
Action 4.3.8	Advocate for a review of the Environment Planning and Assessment approval process, regulations and compliance requirements to reduce approval times and compliance costs for businesses.	Council & DPIE	Medium- Term

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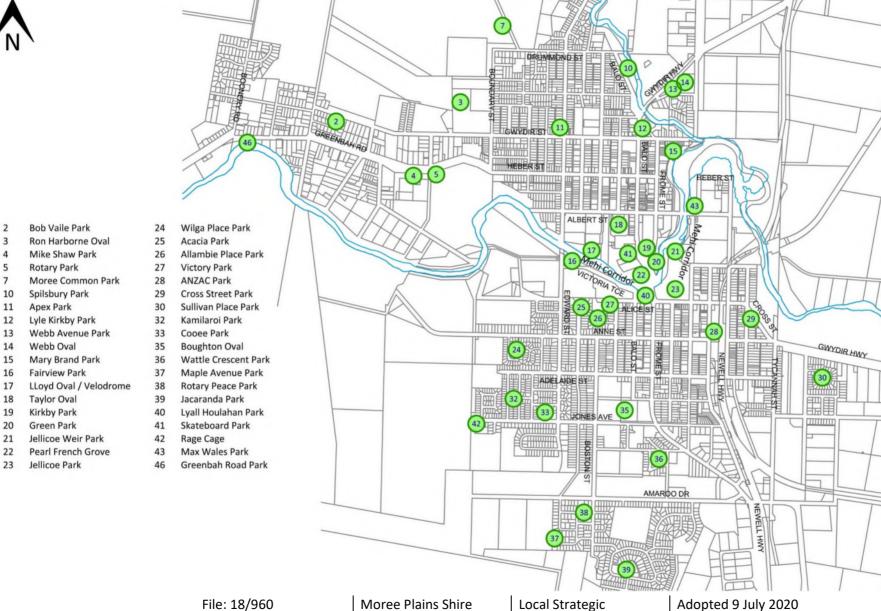


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Figure 4.3b: Open Spaces in Moree (Parks and Ovals)

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Direction 4.4: Deliver well planned and diverse housing to suit changing needs

Greater housing diversity will address projected demand for smaller housing types, changing household needs and different household budgets. With the vast majority of current dwellings being single-detached, opportunities exist to establish targeted planning and development incentives that promote a more diverse ranges of housing within new and existing urban areas. Local growth management strategies must consider local housing needs based on household and demographic changes, and plan for a range of housing choices.

Encouraging a wider range of housing in appropriate locations, including shop-top housing, townhouses and small-lot homes, will take advantage of established services and infrastructure while also supporting the vitality of business areas. In other centres, planning provisions and incentives can also support a wider range of lot sizes and building forms such as secondary dwellings and dual occupancies. Older people will find it easier to stay in their homes through the development of more accessible homes that are responsive to the changing needs of occupants and relatively easy to adapt for residents with mobility issues. Local growth management strategies should also identify potential locations for retirement villages and nursing homes.

Housing to meet community need across a range of incomes can help address housing affordability and social housing needs. Construction of large-scale infrastructure and resource projects, and seasonal agricultural employment can increase transient populations and place pressure on housing and accommodation supply. Peaks in housing demand may be satisfied through short-term workers' accommodation as an alternative to expanding permanent housing stock, which can lead to an oversupply in the longer term. Temporary housing villages should contribute positively to the entire community and not unnecessarily duplicate existing services and facilities.

Rural residential housing is a popular lifestyle housing option. If not appropriately located, it can conflict with important agricultural, urban, industrial or resource lands or increase pressure for new services and infrastructure outside existing settlements. New rural residential housing must promote sustainable land use outcomes. Local growth management strategies will identify appropriate locations for new rural residential land release areas and broader land use implications.

Planning Outcomes:

- Update the Moree Plains Shire Growth Management Strategy.
- Implement a Housing Strategy for the Moree Plains Shire. This may be undertaken as part of an updated Moree Plains Shire Growth Management Strategy.
- Assess Council's development controls for housing to potentially include elements of Liveable Housing Australia's Liveable Housing Design Guidelines.
- Review the appropriateness of housing and accommodation options for seasonal and itinerant workers
- Enable new rural residential development where identified in a local growth management strategy.
- Deliver rural residential development consistent with Principles 1-5 of the Interim Settlement Planning Principles.

Actions:

Direction 4.4	Deliver well planned and diverse housing to suit changing needs	Responsible Body	Timeframe
Action 4.4.1	Update the Moree Plains Shire Growth Management Strategy.	Council	Short-term
Action 4.4.2	Develop and implement a Housing Strategy for the Moree Plains Shire.	Council & DPE	Short-Term
Action 4.4.3	Adopt elements of Liveable Housing Australia's Liveable Housing Design Guidelines in development controls for housing, where appropriate.	Council	Short-Term
Action 4.4.4	Deliver more opportunities for affordable housing by incorporating policies and tools that will incentivise private and public investment in affordable housing.	Council	Ongoing
Action 4.4.5	Facilitate housing and accommodation options for seasonal and itinerant workers	Council & DPE	Medium- Term
Action 4.4.6	Enable new rural residential development where identified in a local growth management strategy.	Council	Ongoing
Action 4.4.7	Deliver rural residential development consistent with the Interim Settlement Planning Principles from the New England North West Regional Plan 2036.	Council	Ongoing
Action 4.4.8	Encourage the development of Over 55's housing, supported aged care facilities and nursing home beds, and the expansion of services to support ageing in the Moree Plains Shire.	Council & State Government	Medium- Term

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Figure 4.4: Land with Residential Development Potential



Direction 4.5: Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage and increase economic self determination

There are significant opportunities to build wealth and strengthen economic independence in Aboriginal communities. Economic strength will assist in community empowerment and participation, as well as with the protection of cultural heritage. Economic opportunities can stem from a range of sources, including land held by Aboriginal communities, promotion of language and culture and from the enterprise and innovation already empowering many Aboriginal communities. Council supports place-based initiatives that identify opportunities to support local communities, such as Aboriginal cultural tourism.

Founded upon Gamilaroi land, the Shire has a rich Aboriginal heritage including the resting place of the spiritual creature, Garriya (the Rainbow Serpent) at Boobera Lagoon and the Terry Hie Hie Aboriginal Mission area and Cemetery. The connection of Aboriginal communities to their ancestral country is a result of passing down histories and 'place awareness' through generations. Consultation processes on future land use planning should acknowledge, respect and consider Aboriginal interests and responsibilities through the planning process. Aboriginal heritage includes places and objects of significance to Aboriginal people because of their traditions, observances, lore, customs, beliefs and history, such as pre-contact, habitation and usage sites, burial sites, battle sites and camping, hunting or fishing sites. Aboriginal cultural heritage also relates to the spiritual connection and sense of belonging that people have with the landscape and with each other.

Engagement and partnerships with Aboriginal communities will increase information sharing and better manage cultural heritage. Local planning strategies and plans prepared in consultation with Aboriginal communities will build trust and implement their unique local knowledge. This will empower Aboriginal communities to identify their own issues, strategic directions and solutions. It requires mechanisms that acknowledge the diversity of Aboriginal communities and the resources needed to participate. Harm to Aboriginal objects and places - or areas of significance to Aboriginal people - should always be avoided. Any proposed management or development activity must consider the potential impacts on Aboriginal cultural heritage values.

Planning Outcomes:

- Examine the potential for a formal partnership between Council and the LALCs to establish terms of
 engagement on planning and related matters. This would be considered for engagement not addressed in
 the Moree Plains Shire Council's Community Participation Plan.
- Review Aboriginal heritage listings in the LEP and determine whether this needs to be updated.
- Undertake Aboriginal cultural heritage studies and assessments where culturally appropriate.

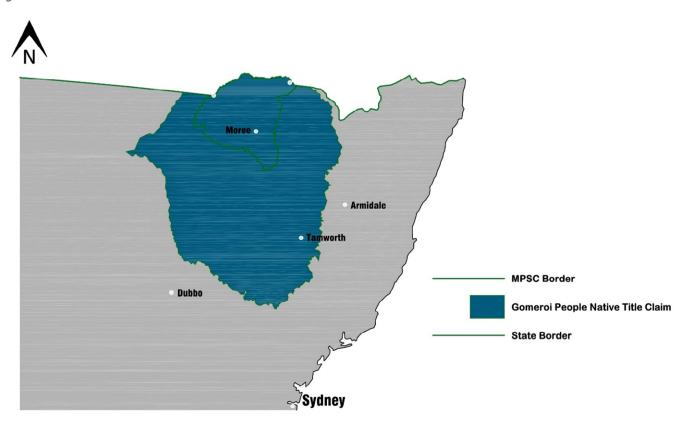
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Actions:

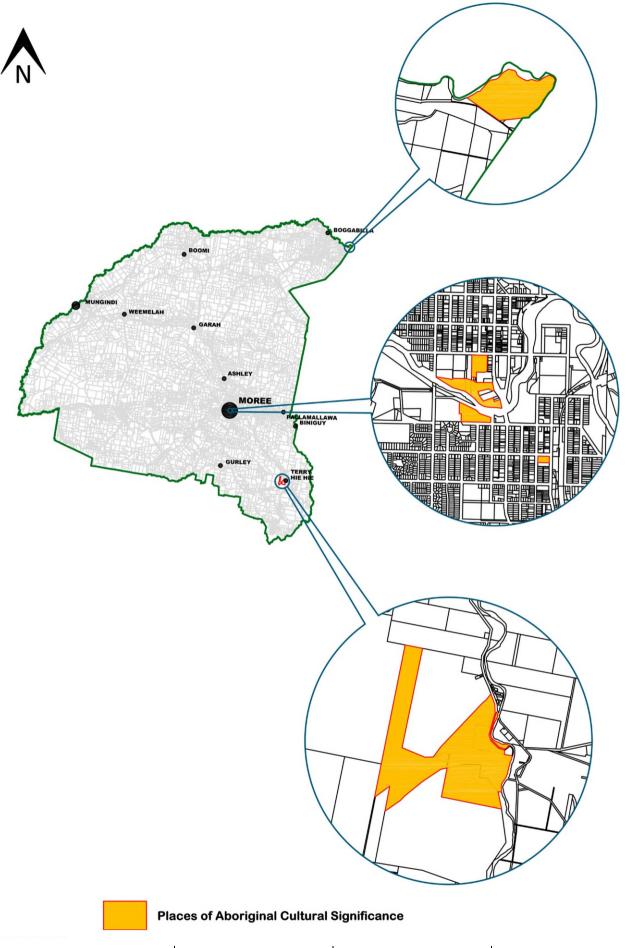
Direction 4.5	Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage and increase economic self determination	Responsible Body	Timeframe
Action 4.5.1	Maintain and develop partnerships with Aboriginal communities to ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans.	Council	Ongoing
Action 4.5.2	Work with the relevant state government agencies to prepare maps identifying sites of Aboriginal heritage in new land release areas, where culturally appropriate, to inform planning strategies and local plans to protect Aboriginal heritage.	Council & BCD	Short-Term
Action 4.5.3	Undertake Aboriginal cultural heritage studies and assessments, with the local Aboriginal communities, to inform the design of planning and development proposals so that impacts on Aboriginal cultural heritage management mechanisms are identified and appropriately applied.	Council	Ongoing
Action 4.5.4	Work with Aboriginal Affairs NSW to assist the delivery of opportunities to increase the economic independence of Aboriginal communities through training, employment and tourism.	Council & Aboriginal Affairs NSW	Medium- Term
Action 4.5.5	Foster closer cooperation with Local Aboriginal Land Councils and the wider Aboriginal communities to identify the unique potential and assets of Moree Plains' communities.	Council	Ongoing

Figure 4.5a: Gomeroi Lands



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Figure 4.5b: Places of Cultural Significance



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Direction 4.6: Protect the region's historic heritage assets

The Moree Plains Shire's historic heritage assets enrich its identity and character and attract visitors, which support local economies and communities. Local heritage studies, developed with the community, will identify, protect and manage heritage items. Each year the NSW Government and Council work together to provide expert advice and funding for the restoration of heritage buildings. The Heritage Grants Program is designed to help owners, custodians, managers and communities to recognise, value and care for their heritage.

Regeneration of heritage assets through adaptive re-use can preserve and restore heritage items and deliver unique places. Adaptive reuse refers to the process of reusing an existing building for a purpose other than which it was originally built or designed for. It is an effective strategy for encouraging commercial activity and rejuvenating built assets. If impacts from development to heritage items and areas cannot be avoided, proposals that reduce impacts through sympathetic design must be developed in accordance with relevant statutory processes.

Planning Outcomes:

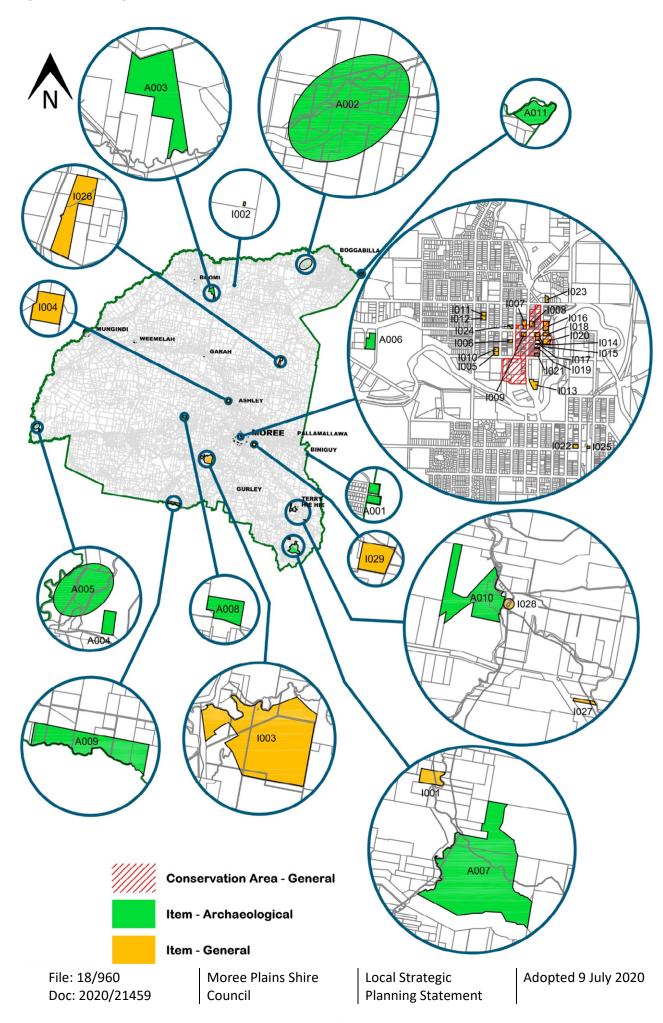
- Review and update heritage studies in consultation with the wider community to identify and protect heritage items, and include appropriate local planning controls.
- Review the potential for suitable heritage guidelines to be included in the DCP.
- Develop conservation management policies for heritage items and areas.

Actions:

Direction 4.6	Protect the region's historic heritage assets	Responsible Body	Timeframe
Action 4.6.1	Prepare, review and update heritage studies in consultation with the wider community to identify and protect heritage items, and include appropriate local planning controls.	Council	Ongoing
Action 4.6.2	Ensure best-practice guidelines are considered, such as the Australia International Council on Monuments and Sites Charter for Places of Cultural Significance and the NSW Heritage Manual when assessing heritage significance.	Council	Ongoing
Action 4.6.3	Develop conservation management policies for heritage items and areas to provide for sympathetic and adaptive use of these.	Council	Ongoing
Action 4.6.4	Seek funding to develop and renew deteriorating Council and community assets to support growth in rural and regional tourism.	Council & Federal and State Government	Ongoing

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Figure 4.6: Heritage items and conservation areas



Appendix A:

Interim Settlement Planning Principles from the New England North West Regional Plan

Land Suitability

New land release areas are to be located adjacent to existing urban settlements to maximise the efficient use of existing infrastructure and services, including water, sewer, road and waste services.

Where new development is proposed away from existing settlements, the provision of essential infrastructure must have no cost to government.

The location, structure and layout of rural residential release areas should promote clustering to encourage a sense of community and facilitate the long-term expansion of existing centres and residential areas.

- Direct new land release areas to unconstrained land by avoiding areas of high environmental value, cultural, and heritage significance and/or areas affected by natural hazards such as flooding or bushfire.
- New land release areas should avoid and manage the potential for land use conflicts with existing and likely future adjoining uses and infrastructure, including important agricultural land, and productive resource lands.

Development Structure and Form

- Require new land release areas to provide links to adjoining areas to ensure new areas are well integrated and maximise efficiency and shared use of services and facilities.
- Recognise, protect and be compatible with any unique topographic, natural or built cultural features essential to the visual setting, character, identity, or other heritage significance.
- 6 Support and maintain strong multi-functional central business precincts and support the viability of centres.
- Provide housing diversity targets to support a variety of dwelling types and a choice in location, form and affordability.
- Design and locate land uses to minimise the need to travel; to maximise opportunity for efficient public transport and pedestrian access options; and to encourage energy and resource energy.
- Design and locate development to maximise total water cycle management and promote passive environmental design principles. Water sensitive urban design techniques should be incorporated into the design of dwellings, streets, parking areas, subdivisions and multi-unit, commercial and industrial developments.
- 10 Create walkable communities within the hierarchy of settlement.
- Provide for local services that meet the day to day needs of residents and areas for open space and recreation.

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REFERENCE DOCUMENTS

Local Documents

Moree Plains Developmental Control Plan 2013

Moree Plains Local Environmental Plan 2011

Moree Plains Shire Council's Community Engagement Strategy

Moree Plains Shire Council's Community Participation Plan

Moree Plains Shire Council's Community Strategic Plan

Moree Plains Shire Council's Disability Inclusion Action Plan

Moree Plains Shire Council's Quarterly and Annual Reports

Moree Tourism's Destination Management Plan

Regional Development Australia: Northern Inland NSW Investment Profile

State Documents

Future Transport Strategy 2056

InfastructureNSW State Infrastructure Strategy 2018-2038

Local Character and Place Guideline

Local Housing Strategy Guideline

New England North West Regional Plan 2036

NSW Freight and Ports Plan 2018-2023

NSW Transmission Infrastructure Strategy

Upper North West: Regional Economic Development Strategy 2018-2022

Upper North West: Regional Economic Development Strategy 2018-2022 Supporting Analysis

Federal Documents

Australian Bureau of Meteorology Climate Reports

Australian Bureau of Statistics 2016 Census Data

Inland Rail Route History 2006-2019

Legislation

Environment Planning and Assessment Act 1979 (NSW)

Environment Planning and Assessment Regulations 2000 (NSW)

Local Government Act 1993 (NSW)

Local Government Regulations 2005 (NSW)

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