

# Shoalhaven 2040

Our Strategic Land-use Planning Statement

September 2020





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# Acknowledgment to Country

We acknowledge the Traditional Aboriginal Custodians of the lands on which we live, work, play and stay and respect their continuing connection to the lands through culture and the contributions they make to the life of this city. We pay our respects to Elders past, present and future.



*Disclaimer: Aboriginal and Torres Strait Islander People are warned this document may contain images of people who are deceased.*



# Chief Executive Officer **Message**

## **It is with pleasure that I present the initial Shoalhaven Local Strategic Planning Statement (LSPS).**

The Statement sets out our envisaged program of land-use planning that will continue to be adjusted and evolve to help realise the community's vision for the next 20 years.

This document outlines various land-use aspirations and outlines how we will plan and deliver for our community now and into the future.

The LSPS focuses on what the community has told us is important, including new homes and transport infrastructure, great communal places, jobs close to home, protecting and adapting to the environment and celebrating culture and heritage.

By 2041, the Shoalhaven is projected to have a population of over 126,000. To manage this expected growth and to continue to meet current and future community needs, we require a clear vision that is supported by directions, priorities and actions that identify key things that will be worked on.

The LSPS framework, alongside Council's Community Strategic Plan (CSP) and Delivery Plan and Operational Program (DPOP), will allow Council to plan, coordinate and implement the community's vision for the next 20 years.

On behalf of Council and personally, I look forward to helping realise the opportunities that lie ahead whilst recognising the Shoalhaven's unique character, natural and built environment, lifestyle, values and strengths.

**Stephen Dunshea**  
*Chief Executive Officer*



## **Collaboration**

working with community, all levels of government, and a range of stakeholders to identify and deliver outcomes.

## **Adaptability**

preparing and enabling our communities to manage and adapt to change – population growth, urban development, changing environment. Innovative economy to take advantage of new opportunities and innovative industries. This planning document must also be agile and flexible because of factors beyond our control.

## **Integrity**

the document is honest and transparent and presents land-use planning policy and work to guide our work and planning decisions.

## **Respect**

our natural heritage values and built environment, how we look after and manage impacts on our natural and built environments, conservation of heritage, respect of neighbourhood character.



# About this document

**This document is a high-level strategic land-use planning policy document setting out how Council will identify and work to consider and meet the communities' land use needs over the next 20 years.**

It covers how we anticipate the City will change and the work required to manage and facilitate development and the delivery of necessary infrastructure and services. This means the document addresses a broad range of topics, including:

- The number, type, and location of new homes,
- Provision of infrastructure and services,
- Job creation, economic growth, and the strengthening of commercial centres,
- Preserving our environment and adapting to its changing nature, and
- Enhancing our heritage, landscapes, and the character of neighbourhoods.

This Statement summarises the City's opportunities and challenges, provides a **Vision** for Shoalhaven with two supporting **Directions**, identifies **Planning Priorities** and sets **Actions** to help deliver on these priorities. This Statement also sets out policy statements, where appropriate, on key planning matters and how we will work with others to achieve identified outcomes.

## Opportunities and Challenges

Summarises the City's opportunities and challenges.

## Vision (and supporting Directions)

Establishes a Vision for Shoalhaven providing long-term direction for our future land-use planning work.

## Planning Priorities

Identifies the key Planning Priorities under which the various proposed actions will operate or be undertaken.

## Actions

Sets Actions that will be worked on to plan for and deliver things that are needed, such as homes, jobs, services, and infrastructure. This includes our current work and how we will work with other organisations.

The document will influence changes to Council's planning and development controls and other land use planning tools, such as development contributions, to ensure facilities and services are provided to meet the communities' needs.

This document works alongside Council's Community Strategic Plan, which has a similar, but broader, purpose explaining how Council will work to meet the communities' needs. It also gives effect to the New South Wales Government's Illawarra-Shoalhaven Regional Plan 2015, by recognising the directions set by this document at a local level.

This Statement is a higher order document that sits alongside, and should be read in conjunction with, other existing strategic planning documents. It also has a limited role in the development application process.

This is Shoalhaven's first Local Strategic Planning Statement. It brings together and builds on Council's existing plans, studies, strategies to cover how we anticipate the City will change, how we propose to manage growth and development, and to deliver the infrastructure and services required by our communities. It is a starting point providing a record of our current work and the work we need to do to plan for the next 20 years.

This Statement has an indicative seven-year timeframe and sets out the necessary work for the period to 2027. The work required beyond 2027 will be captured in a future version of this document. However, the Statement is intended to be a 'living' document that will continue to be worked on and updated/revised on an ongoing basis, for example, as new planning matters emerge, initial key tasks are completed (for example, the Proposed Independent Study of Shoalhaven's Economy), as other planning work is completed, or following Council elections.





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# About Shoalhaven

**Shoalhaven, located on the south coast of New South Wales, is bordered by mountains and coastal plains. It contains substantial areas of National Parks, State Forests, bushland, beaches and lakes.**

The local government area contains many different towns and villages, including the regional centres of Nowra and Ulladulla. It has a spectacular natural environment, a growing population, and a robust economy. Approximately 70% of the City is managed land (for example, National Parks) or similar and, as a result, the coastal strip from Berry to Durras sustains a variety of activities, places and people.

Shoalhaven is blessed with a magnificent natural environment and scenically beautiful landscapes. These include a range of lush rainforests, woodlands, rocky terrain, coastal plains, farmland and floodplains. Its coast is diverse, with major estuaries, many coastal lakes, long wild beaches and small pocket beaches, extensive coastal dune systems, towering sandstone headlands and rugged bluffs. Outstanding natural amenity is a strong attractor for both residents and tourists. The Shoalhaven's temperate climate is comfortable all year round, with cooling sea breezes in summer and clean crisp air in winter.

Shoalhaven is the largest coastal area close to the growing Sydney Metropolitan Region. It is also close to Canberra. This central geographic location and the improving access to these key centres means the City will continue to be a focus for growth into the future. It is important that this growth occurs in a managed way.

Shoalhaven's urban areas include the regional centre of Nowra-Bomaderry, and major urban areas of Milton-Ulladulla, Huskisson-Vincentia, Jervis Bay-St Georges Basin, Culburra Beach, and Sussex Inlet. The historic towns of Berry and Kangaroo Valley are located inland, and Shoalhaven's smaller towns, villages and settlements are spread along the coast.

Council acknowledges all Aboriginal groups of Shoalhaven, the Bhwerawerri, Budawang, Jerrinja, Murramarang, Tomikin, Wandiwandian, Wodiwodi, Yuin and associated clans of which many are Dhurga and Dharawal language speakers.

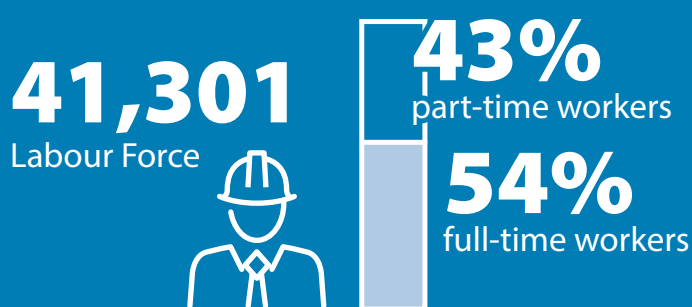
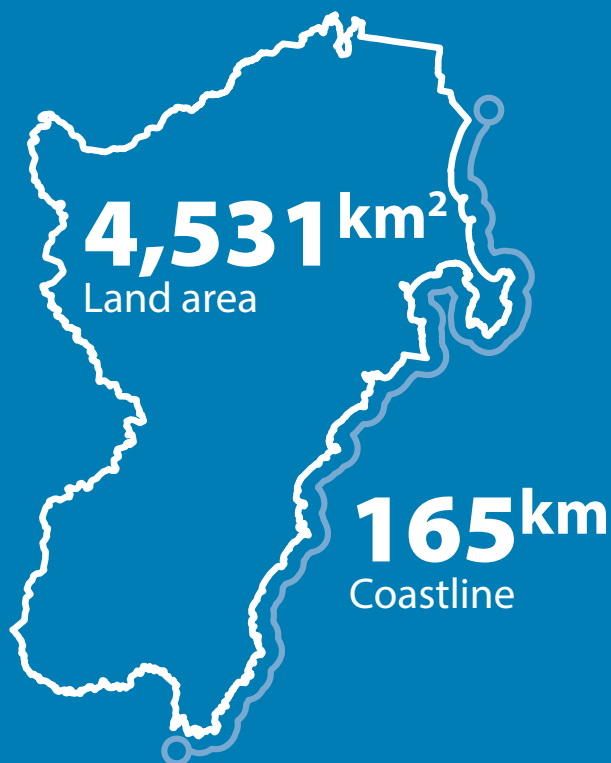
Shoalhaven's Aboriginal communities have a long, rich spiritual and cultural connection to this land, to the natural landscapes, sacred objects, and stories that are embedded throughout the region. Their continued work towards maintaining and restoring these enduring cultural traditions, empowering local Aboriginal communities, and strengthening connections to Country is highly valued and respected.

Shoalhaven also shares in a more recent European heritage, which dates back as recently as 1822 when land was first settled at the mouth of the Shoalhaven River. As a result of its environment and geography, Shoalhaven's current population are concentrated in the towns and settlements along the coast and are resilient, friendly and caring, with a strong desire to help one another.

Shoalhaven's diverse economy is driven by the Defence and Manufacturing, Health and Social Services sectors. Tourism and Retail sectors also play important roles, with Shoalhaven the most visited location in New South Wales outside of Sydney. It is important to ensure that our land use planning is flexible and able to ensure continued economic growth and the broadening of the City's economic base.

Shoalhaven has road and rail connections to Sydney and Wollongong. It is also connected to Canberra by road. Major connections include the north-south connection provided by the Princes Highway which continues to be upgraded and journey times shortened, westerly connections to the Hume Highway, and the South Coast Railway Line. Shoalhaven is well supplied with community infrastructure such as recreation and sports parks, and community buildings, including libraries at Nowra, Ulladulla, Sanctuary Point and Milton.





**90** Community  
Buildings



**7,303**  
Local Businesses



**2** hrs from  
Canberra



**1** hr from  
Wollongong



**2** hrs from  
Sydney





# Advantages, Opportunities & Challenges

## 1 Shoalhaven's advantages include its natural and built environment and lifestyle choices.

We need to plan to recognise and enhance these advantages. Shoalhaven's natural environment and landscapes are strong attractors, making it a great place to live and visit. Strong community connections to, and interest in, these features means we need to appropriately manage the location, scale and type of development.

Relatively affordable house prices, various lifestyle opportunities, and community feel, make Shoalhaven an attractive place to live. The various urban areas, coastal towns and settlements provide a diversity of choice for residents.

## 2 Shoalhaven's opportunities include its diverse economy, service industries and connections to growing urban centres.

We need to plan to support and realise these opportunities. Shoalhaven's economy is currently based on retail trade, construction and manufacturing, public administration, defence, health care and social assistance, accommodation and food services. The continued growth of these industries requires a secure supply of serviced land that can be used in a flexible way to respond to new opportunities. Rural areas and the coast provide a significant agricultural and aquaculture resource, substantial contributions to the local economy, and valued landscape settings. Development needs to be managed to ensure these important functions can continue.

People who live in and visit Shoalhaven contribute to the growth of the economy through demand for goods and services, creating opportunities to strengthen commercial activity centres. The increasing age of the population will increase demand in core health, retirement and human services sectors.

As a favourite holiday location, visitors make a significant contribution to the local economy, providing income for tourist parks, accommodation providers, restaurants and coastal recreation activities. Shoalhaven has road and rail connections to Sydney and Wollongong, including their airports and seaports. It is also connected to Canberra by road.

The challenges presented by the COVID-19 Pandemic and its impacts will continue to emerge and may not be fully known for some time. Thus it is important to ensure that our local economy can rebalance, move away from the reliance on public sector funding and is well placed to respond and diversify to create additional jobs in new and emerging areas and in the private sector.

Continued investment in transport infrastructure will improve connections to Sydney, Wollongong and Canberra.





### 3

#### **Shoalhaven's challenges include managing a growing and changing economy and population, better connecting and servicing communities, and continuing to build resilience to natural hazard events.**

We need to plan to manage economic growth and meet the need for homes, jobs, shops, services, employment and infrastructure. Shoalhaven's population is changing and growing so we need to deliver a range of housing choices to meet everyone's needs. This generates demand for a range of residential housing types, including affordable and suitably located homes close to shops, services and jobs.

Contributing to this challenge is the large area of the City, approximately 70%, that is managed (National Park, State Forest or similar) or significantly constrained land. This means that remaining approximately 30% needs to be managed to accommodate future growth.

Shoalhaven's urban areas have their own character and new development needs to be managed to ensure it contributes to or retains the neighbourhood character.

We need to plan to make our communities resilient and able to adapt and respond to the risks associated with our environment, including bush fires, flooding, sea-level rise and climate change.

The distance between settlements and their size presents challenges in connecting communities and delivering infrastructure that will continue to be worked on. Access to many settlements is limited to a single road and formal local connections between settlements often do not exist. New and innovative ways will emerge to connect communities and encourage interaction. Commercial centres will be strengthened to ensure they provide the necessary jobs, shops and services into the future. Nowra is Shoalhaven's largest centre and contains the main commercial and business district, but it needs continued revitalisation to broaden retail and encourage alternate employment opportunities, and to connect and activate the Shoalhaven Riverfront.

The increased summer and year-round population changes associated with tourism activity also brings increased pressure on infrastructure and demand for a range of housing types and price points.



**This document identifies work required to help plan for the next 20 years, including the management of change. The drivers of this change, however, extend beyond the local area.**

Shoalhaven will be influenced by trends and things occurring in the broader region, New South Wales, Australia and globally. Change and continued growth provides opportunities to deliver significant city-shaping projects to build and improve liveability, sustainability, and the local economy.

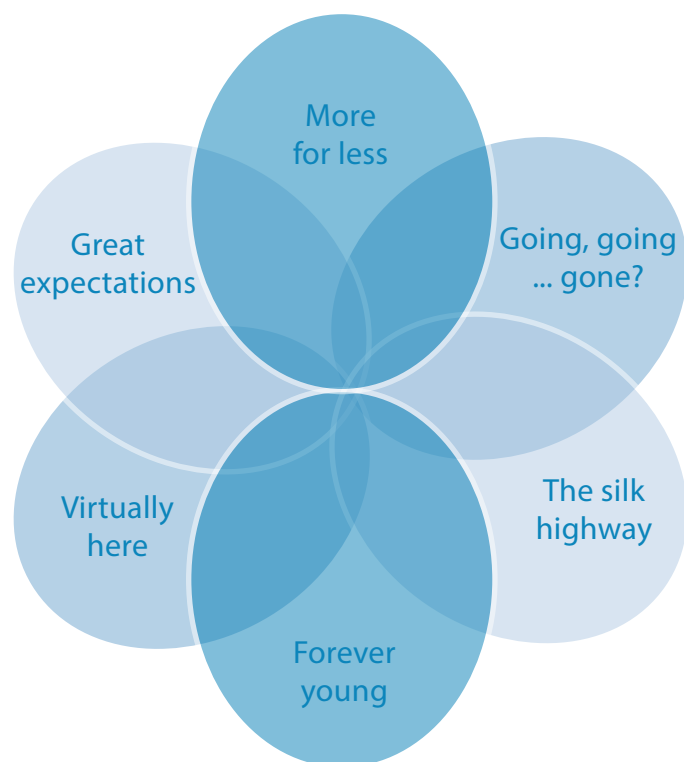




# Long-term Trends & City Shapers

**The Commonwealth Scientific and Industrial Research Organisation (CSIRO) identified six interrelated social, economic and environmental megatrends with the potential to have a major impact on Australia over the next 20-years. There are also several city-shaping opportunities underway or being planned in Shoalhaven. The responses to the COVID-19 pandemic will continue to emerge and are likely to create a range of opportunities and challenges.**

This document considers and builds capacity to respond, manage and also take advantage of these trends.



*CSIRO 'Megatrends' (2012)*

More immediate to Shoalhaven, there are many city-shaping investments, precincts, projects and opportunities occurring emerging or being pursued, including:

- Revitalisation of Nowra City Centre, including through improved connections to and activation of the Shoalhaven Riverfront Precinct.

- Delivery of the Nowra-Bomaderry Bypass to support work on revitalising Nowra City Centre, including opportunities to connect the centre with Stockland Nowra.
- Construction of the Milton - Ulladulla Bypass to provide more pedestrian friendly environments and increase the amenity and attractiveness of these centres.
- Faster and easier travel connections to allow people and companies to relocate out of Sydney. New travel options to also encourage increased tourism activity. Reduced travel times are provided by the:
  - Continued upgrade of the Princes Highway to create uninterrupted dual carriageway from Sydney to Nowra.
  - Expansion of the potential fast-rail network with a southern coastal route connecting with Wollongong to Nowra.



Potential reduction  
in train travel times  
**2 hrs 39min → 45 min.**

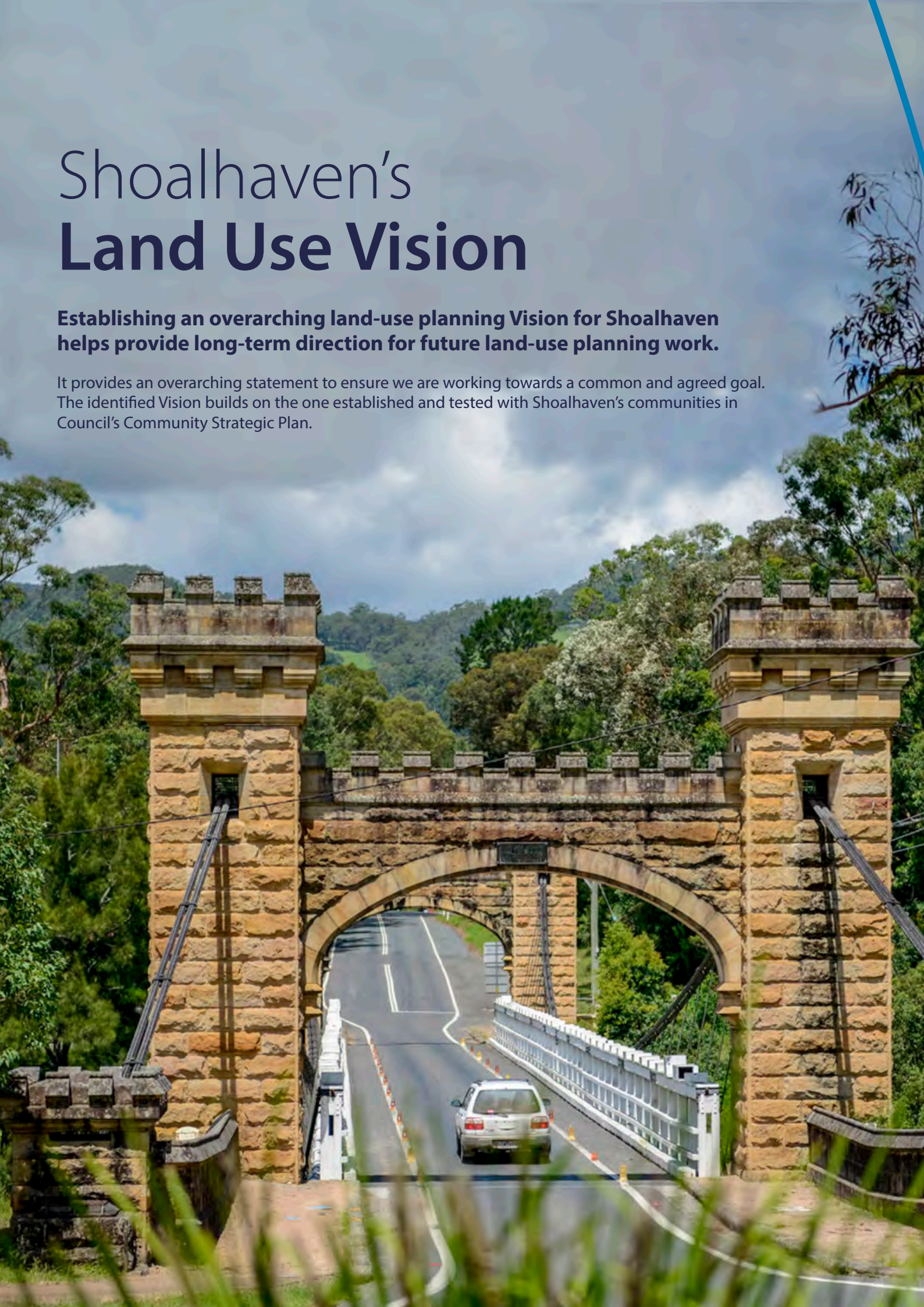
- Transition to electric and potentially autonomous vehicles and associated support industries and servicing requirements, including new forms of public transport.
- Jobs of the future requiring serviced employment land with flexible planning controls to encourage innovation and respond to new opportunities.



# Shoalhaven's Land Use Vision

**Establishing an overarching land-use planning Vision for Shoalhaven helps provide long-term direction for future land-use planning work.**

It provides an overarching statement to ensure we are working towards a common and agreed goal. The identified Vision builds on the one established and tested with Shoalhaven's communities in Council's Community Strategic Plan.







# Our Vision

Shoalhaven provides a unique and relaxed lifestyle close to both Sydney and Canberra in a spectacular coastal and rural setting with significant and diverse environmental values. Our communities are resilient, connected, inclusive and capable of adapting to changing economic, environmental, and social circumstances.

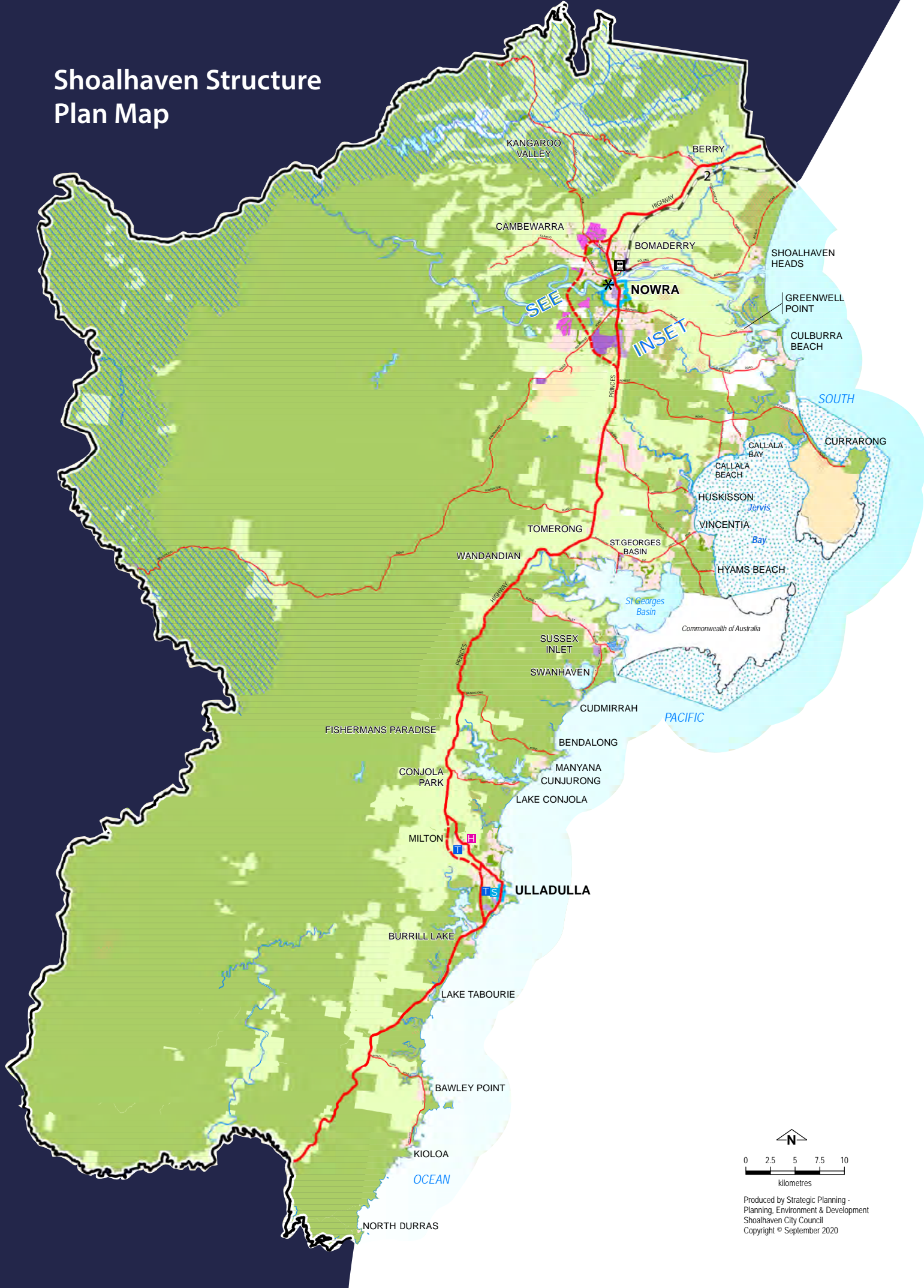
We have a flexible planning regime that enables economic growth and development that respects and values the natural environment and the special character of each of its towns, villages and neighbourhoods. Environmental management programs improve habitats, prioritise water quality and increase biodiversity values.

A range of housing is provided throughout the City in well-serviced locations to meet the needs and lifestyles of residents. Affordable and accessible homes are available in the right locations. Parks and a range of other recreational facilities support active healthy and connected communities.

A strong and diverse economy focussed on tourism, agriculture, defence and technology, and health and education embraces innovation and is supported by a skilled workforce. Visitors are readily welcomed to responsibly share and connect with the area's Aboriginal culture, natural environment and heritage places.



# Shoalhaven Structure Plan Map





**Inset (not to scale)**

## Legend

Railway Station	Nowra Riverfront Precinct	South Nowra Industrial Area and Aviation Tech. Park	Parks and Reserves
Hospital	Railway Line	Employment	Jervis Bay Marine Park
High School	Proposed Road Bypass Corridor	Existing Residential	Protected Natural Area
TAFE	Major Centres	Future Residential Areas	Rural Area
University		Sydney Drinking Water Catchment	Special Activities
			Riparian Lands



# Plan on a Page

## Two **Directions** support and underpin the identified Vision for Shoalhaven.

Sixteen **Planning Priorities** sit under these directions and identify the land use planning matters that Council will work on to help manage change. They focus on things which are predicated to affect or influence Shoalhaven over the next 20 years. The Planning Priorities and the individual **Actions** or tasks will rely on an evidence base of technical studies or strategies dealing with specific matters.



### **Managing Economic Growth**

#### ***Enhancing and managing the City's economic growth***

Focusing on providing the required number and type of homes in a range of appropriate locations and supporting Shoalhaven's communities with infrastructure.

Identifying ways to revitalise the Nowra City Centre and Ulladulla Town Centre and recognise and enhance our smaller centres.

Strengthening and diversifying the economic base of the City and providing more jobs close to home through supporting existing industries and encouraging new ones.



### **Natural & Built Environments and Lifestyles**

#### ***Preserving and enhancing the City's natural and built environments and lifestyles.***

Managing the protection of important landscapes and heritage items or places.

Dealing with the protection of the environment, adapting to natural hazards, and sustainably managing resources.

Promoting and encouraging community events and public art.

## Planning Priorities & Timeframes

Sitting under the two Directions are Sixteen Planning Priorities. Thirty-seven potential Actions or tasks sit under the priorities.

The Planning Priorities will be worked on over the next 7 years. None are more important than the other, they all play a role in helping manage change.

Each Action has been allocated an indicative timeframe to help prioritise and focus resources on those matters considered the most important.

- Immediate means in 2020-2021.
- Short-term means between 2022-2024.
- Medium-term means between 2024-2026.
- Long-term means 2026 onward.

Council will continue to consider the priority of Actions through its Strategic Planning Work Program and given that this is a 'living' document, Actions are subject to change, review or revision as things evolve. Work beyond 2027 will be captured in a future version of this document.

***An initial key Action will be the preparation of a comprehensive independent study of the Shoalhaven's economy to clearly assess our current position and what is required to rebalance the local economy. This Study may then inform an adjustment of this Statement and a refocusing of strategic land use planning efforts.***

Some Planning Priorities are supported with more definite Policy Statements on key planning matters. For example, the protection of rural and industrial land from residential rezoning proposals.

This document also identifies Current Work and how we are working with others - our Collaboration Activity.









## **Direction 1 Managing Economic Growth**

### **Planning Priority:**

- 1** - Providing homes to meet all needs and lifestyles
- 2** - Delivering infrastructure
- 3** - Providing jobs closer to home
- 4** - Nowra City Centre
- 5** - Ulladulla Town Centre
- 6** - Strengthening commercial centres
- 7** - Responsible visitor economy
- 8** - Supporting agriculture and aquaculture
- 9** - Industrial and defence-related opportunities



## **Direction 2 – Natural and Built Environments and Lifestyles**

### **Planning Priority:**

- 10** - Protecting the environment
- 11** - Adapting to natural hazards through building resilience
- 12** - Managing resources
- 13** - Protecting and enhancing neighbourhoods
- 14** - Heritage items and places
- 15** - Scenic and cultural landscapes
- 16** - Promoting events and public art









# Direction 1: Managing Economic Growth

## Enhancing and managing the City's economic growth

Given our proximity to Sydney, Wollongong and Canberra, the number of people choosing to live in Shoalhaven is increasing and the size and age of households is also changing to create diverse, new and larger communities and demand for a range of housing. To manage and support these changes we need to provide a variety of new homes in suitable locations throughout the City.

Shoalhaven's communities need to be supported with adequate and appropriate physical infrastructure, such as roads and schools, as well as community facilities, such as open space, playgrounds and libraries. New and expanded medical, health and related services need to be planned to support Shoalhaven's growing community.

Enhancing and supporting economic growth and diversification is critical. Shoalhaven's economy is currently heavily reliant on tourism and publicly funded employment options including health and social services, construction, defence and education. Other employment areas like agriculture are diminishing or diversifying. Existing employment sectors will continue to be supported/encouraged, but more private sector input and growth will be encouraged to help broaden the City's economic base and ensure the City prospers, including supporting a year-round visitor economy.

Greater emphasis will be placed on planning for our town centres, with a key focus on Nowra and Ulladulla. These two centres need to develop into vibrant activity hubs that support local businesses and are places where people want to spend time and connect with other people. Working with local communities there is also the potential to create a range of great places.

We also need to respect the features and values that make Shoalhaven a great place to live – its natural and built environments and its lifestyle. The planning work identified in this statement will need to be considered holistically and aim to achieve a balance.

***The preparation of a comprehensive independent study of the Shoalhaven's economy to clearly assess our current position and what is required to rebalance the local economy is the key Action under this Direction. The Study may then inform an adjustment of this Statement and a resultant refocusing of strategic land use planning efforts.***

### **We will measure our progress on this Direction by monitoring:**

- Dwelling approvals/completions by location.
- Housing costs as a percentage of household income.
- Use, accessibility, and condition of open space and sporting facilities and library floorspace.
- Type of transport used
- Length of cycleways and footpaths.
- Number of jobs by industry and level of employment/unemployment
- Gross regional product per worker
- Area of land zoned for employment purposes
- Visitor Numbers
- Residents satisfaction with built environment
- Commercial occupancy rates



# Planning Priority 1

## *Providing homes to meet all needs and lifestyles*

The number of people living in Shoalhaven is expected to grow by over 23,000 people by 2041. Shoalhaven's communities are also ageing, and the average household or family size is predicted to get smaller. There is a continued demand for short-term tourist accommodation and holiday homes. These matters all contribute in some way to the demand for new homes, resulting in the need to deliver over 14,600 new dwellings by 2041.

We plan to meet this need by delivering a sustainable supply of all housing types throughout Shoalhaven. This includes:

- New suburban areas with high-quality open space providing a mix of different sized homes, with smaller homes located around shops, parks and open space.
- Established suburbs providing family-sized homes on generous blocks, often with mature gardens and trees.
- Areas of compact homes like medium density, apartments and townhouses in and around Nowra City Centre and Ulladulla Town Centre and other infill locations.
- Coastal and rural villages.
- Seniors living.
- Higher value options, including rural residential and waterfronts.

Current greenfield release area planning activity is currently focused on the regional urban release areas located in the Nowra-Bomaderry area. This includes

the investigation of opportunities to increase dwelling supply to take advantage of existing and planned infrastructure and reduce development pressure on sensitive land in the area.

Existing suburbs and villages with limited expansion opportunities need in-fill development to support the supply of housing types and allow people to change homes as their needs change. Smaller, more easily maintained homes allow communities to age-in-place and young adults to live close to the family home. However, change needs to be managed to ensure development contributes to neighbourhood character. **Planning Priority 13 - Protecting and enhancing neighbourhoods addresses this matter.**

Shoalhaven also has a range of rural-residential properties – lots between 2,000-10,000m<sup>2</sup> on the urban fringe. The rezoning of rural land to create more rural-residential properties is generally not supported because of the loss of productive agricultural land and potential conflicts between agricultural and residential uses. This form of housing is often relatively isolated. This issue is also addressed by **Planning Priority 9 - Supporting agriculture and aquaculture.**

Although providing a range of homes helps provide a choice of homes to match income levels, we need to continue to work on improving affordability for low-to-middle income workers. We also need to provide homes for very-low-income households and those with complex needs. New homes need to be accessible, adaptable and also sustainable.

## DEFINITIONS

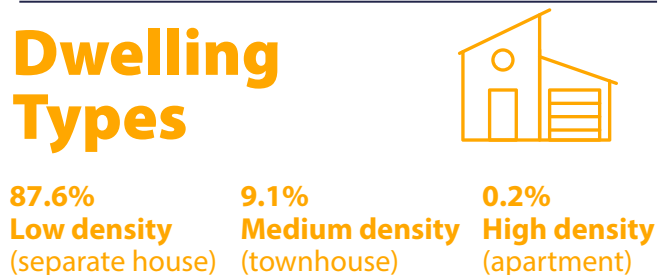
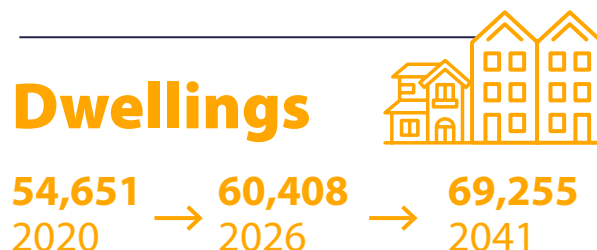
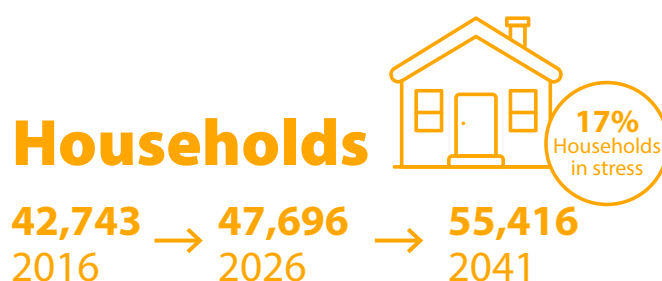
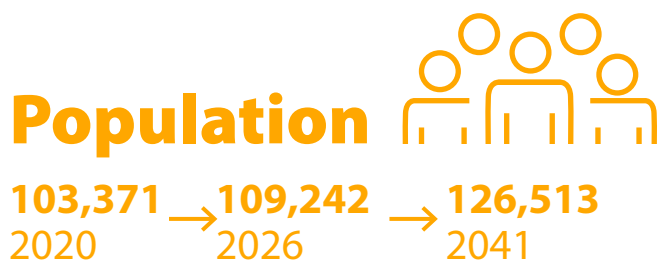
**Households** - One or more persons, at least one of whom is at least 15 years of age, who reside in the same private dwelling.

**Liveable** - Homes designed to meet changing needs of occupants without the need for specialisation.

**Accessible** - Homes constructed to meet the needs of occupants requiring higher level access.

**Adaptable** - Homes designed to accommodate lifestyle changes without requiring costly alteration.

**Affordable rental housing** - Homes to meet the needs of people on very low to moderate incomes priced so occupants can afford other basic living costs.



### Current Work

- CW1.1** Implementing the existing Shoalhaven Growth Management Strategy (2014) and the settlement strategies and structure plans that are reflected in it to manage residential growth and deliver a potential 12,700 of the 14,600 dwellings required by 2041.
- CW1.2** Setting planning and development controls to deliver planned urban areas in the Nowra-Bomaderry regional release area for greenfield housing (5,000-6,000 homes).
- CW1.3** Administering planning and development controls to deliver residential subdivisions of existing zoned land in Culburra Beach, Vincentia, Sussex Inlet, Manyana, Milton, and Ulladulla to provide a choice of residential locations.
- CW1.4** Amending planning and development controls to encourage increased residential density (town houses and apartments) in and around Nowra City Centre and Ulladulla Town Centre.
- CW1.5** Implementing the Shoalhaven Affordable Housing Strategy (2017).

### Collaboration Activity

- CA1.1** Confirm dwelling targets and Shoalhaven's potential dwelling capacity with the NSW Government.
- CA1.2** Work with community housing providers and others to increase the supply of affordable rental housing.

### Actions

- A1.1** Review the Shoalhaven Growth Management Strategy (including the preparation of a Local Housing Strategy) to identify future dwelling supply, strategic locations for new homes, and required housing type/diversity, with an early outcome being the urgent review of the Milton-Ulladulla Structure Plan. *Immediate*
- A1.2** Consider updating development controls to facilitate increased delivery of accessible and adaptable homes. *Short-term*
- A1.3** Continue to investigate and consider where appropriate the development of an affordable housing development contribution scheme requiring significant new developments to provide or pay for affordable rental housing. *Short-term*



# Planning Priority 2

## *Delivering infrastructure*

Shoalhaven's growing and diverse communities require a wide range of infrastructure, facilities, and services. These include:

- Transport infrastructure to connect communities, urban areas and employment hubs such as roads, pathways and cycleways and related public transport services. This includes freight connections to support economic activity.
- Community infrastructure to support health, activity and wellbeing, such as open space, parks and playgrounds, sporting facilities, and community buildings such as libraries, arts and performance space, halls and other venues.
- Services such as educational establishments, hospitals and health facilities, cemeteries and crematoria, and waste management and recycling centres.

The substantial distances from one end of Shoalhaven to the other, the linear nature of development, and single north-south road create challenges to delivering infrastructure. This includes a population spread amongst dispersed communities with economic viability limiting the delivery of some infrastructure and services.

We will identify and meet these needs by preparing a range of studies and strategies to guide the funding, delivery and maintenance of the items Council is responsible for. We will ensure that the NSW Government agencies and other organisations deliver the transport, health, and education facilities required by our communities and businesses.

We will plan and deliver upgrades to the transport system to ensure it is safe, efficient, sustainable and reliable. It needs to provide improved access to jobs, shops and services, connect communities, and provide appropriate access during emergency events. Work is needed to continue to improve, where possible, the public and community transport services on offer.

Current planning controls already recognise or support existing essential infrastructure, such as electricity generation and gas and water supply lines. These facilities are protected from inappropriate development and are provided with security of access. Our planning activities for waste management infrastructure is addressed in **Planning Priority 12 - Managing our resources**.

The changing way communities exercise, socialise and spend time outdoors tells us we need to better integrate urban areas with the landscape to allow people to be physically active where they live and work, reduce car use, and encourage community interactions. This can be achieved with open space, walkways and cycleways. This has become even more apparent through the COVID-19 pandemic.

The need to support tourist destinations with adequate infrastructure, including toilet facilities and car parking, is addressed in **Planning Priority 7 - Promoting a responsible visitor economy**.

## INFRASTRUCTURE RESPONSIBILITY

### State Government

Princes Highway and other regional roads, rail-line and stations, schools, hospitals and health facilities.

### Council

Local roads, footpaths and cycleways, open space, parks and playgrounds, sporting facilities, community buildings such as libraries, arts and performance space, and meeting spaces, halls and other venues.

## Current Work

- CW2.1** Administering and maintaining the Shoalhaven Development Contributions Plan (2019).
- CW2.2** Implementing the land-use recommendations of the Community Infrastructure Strategic Plan (2017) and Shoalhaven Libraries Strategic Plan 2017-2021, including the delivery of the Shoalhaven Community and Recreational Precinct Masterplan.
- CW2.3** Delivery and maintenance of a safe and efficient road and active transport network.
- CW2.4** Delivery of road connections and water and sewerage infrastructure to service the Moss Vale Road Urban Release Areas.

## Collaboration Activity

- CA2.1** Work with the NSW Government to coordinate infrastructure delivery for new urban release areas.
- CA2.2** Advocate with Transport for NSW to improve pedestrian crossing facilities on the Princes Highway (Bomaderry, Nowra, Milton and Ulladulla), upgrade the rail line and services between Berry and Bomaderry, deliver the planned intermodal hub at Bomaderry and support the expansion of the potential fast rail network with a southern coastal route connecting with Wollongong and Nowra .
- CA2.3** Advocate with Transport for NSW and public transport service providers to enhance and expand bus services and strategic bus corridors.
- CA2.4** Work with Transport for NSW to continue the rolling upgrade of the Princes Highway, including both the Milton-Ulladulla and Nowra-Bomaderry Bypasses.
- CA2.5** Work with the NSW Department of Education to identify and deliver new and upgraded schools and identify opportunities for community use of facilities.
- CA2.6** Work with NSW TAFE, universities and others to identify opportunities for new education campus and to increase training opportunities and support for industry to employ and train workers.
- CA2.7** Work with infrastructure providers to identify and reserve land required for new infrastructure in Shoalhaven Local Environmental Plan 2014.
- CA2.8** Continue to work with NSW Health to understand the need and delivery options for new and/or improved health and medical facilities to support the community.
- CA2.9** Work with NBN Co. and other service providers to deliver improvements to digital infrastructure.

## Actions

- A2.1** Consider updating the Community Infrastructure Strategic Plan (including library facilities). *Immediate*
- A2.2** Consider the preparation of an updated Integrated Transport Strategy and Pedestrian and Mobility Action Plan to identify and fill gaps and expansion opportunities to deliver an efficient and safe road and active transport network. *Immediate*
- A2.3** Investigate the need for a program to recycle ageing and underutilised community infrastructure to create funds for new and upgraded facilities. *Short-term*
- A2.4** Investigate sites for new cemetery facilities in the Jervis Bay and St Georges Basin area. *Short-term*

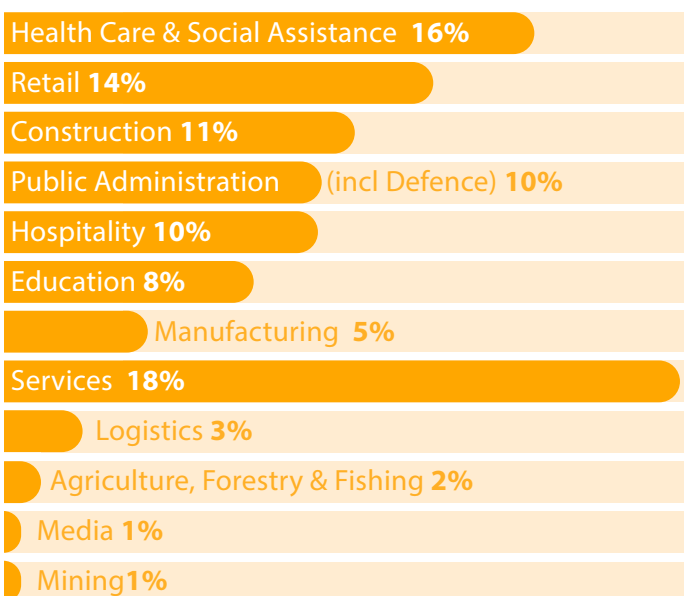


# Planning Priority 3

## Providing jobs close to home

Shoalhaven has many strongly performing industry sectors, including, health care, social assistance, defence, hospitality and tourism, construction, and retail. Some of these are based around significant attractors like the two naval bases and the hospital precinct, which multiply employment opportunities. Some sectors, such as defence, health, and social services are government funded, and others, including health and retail, are driven by increases in population.

### Estimated workforce (breakdown by industry)



People who work in Shoalhaven typically live in the region, with 92% of available jobs held by residents. The unemployment rate is about 11% indicating a greater number of jobs are required.

This demand is increased by other factors including a high proportion of part-time workers and reduced workforce participation by an ageing population.

Shoalhaven's lifestyle advantages are a strong attractor for new residents which in turn contributes to an expanding workforce and increased demand for a choice of employment opportunities close to home.

The forecast increase in residents suggests more than 7,400 new jobs need to be created by 2036.

Shoalhaven's ageing population has been forecast lead to a shortfall in traditional workforce age groups.

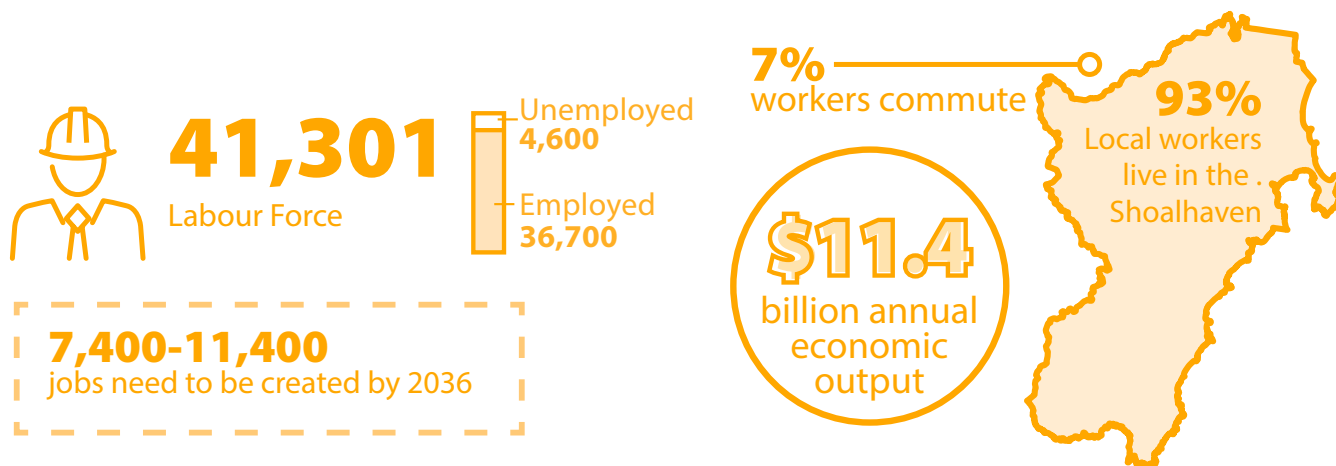
Strategies will be required to maintain labour force numbers by extending working life and attracting workforce aged residents. To meet the need for more jobs and an increased diversity of jobs and provide well-located and serviced employment land we need to understand the amount and type of employment land we need over the next 20-years.

Over time, Shoalhaven's population is forecast to age, creating demand for core health, retirement and human services sectors. Support of the already designated health hub around the Shoalhaven District Memorial Hospital will ensure it remains a leader in health services and related medical education. There are opportunities for the hospital to expand to a teaching hospital and to grow the number of university delivered medicine and nursing programs.

New urban land releases also have an important role in providing links to employment and education uses and employment opportunities. Our future planning of these areas will investigate initiatives for the creation of a job for every resident worker.

We will also continue to work with the NSW Government and others to activate key employment precincts through coordinated planning and investment activity to deliver necessary infrastructure.

***Given the current nature of Shoalhaven's economy and the recent and ongoing experiences arising from COVID-19 The preparation of a comprehensive independent study of the Shoalhaven's economy to clearly assess our current position and what is required to rebalance the local economy is the key early Action that will be pursued. The Study may then inform an adjustment of this Statement and a resultant refocusing of strategic land use planning efforts.***



### Current Work

**CW3.1** Implementing the land-use related recommendations of the Economic Development Strategy 2017- 2026.

**CW3.2** Preparing Council's stock of employment land to ensure a sustainable supply for new development.

### Collaboration Activity

**CA3.1** Work with NSW Government to implement the land-use related recommendations of the Shoalhaven Regional Economic Development Strategy 2018-2022.

**CA3.2** Continue to work with the NSW Government and others to coordinate planning and investment activity to deliver key employment precincts.

### Actions

- A3.1** Prepare a comprehensive independent study of the Shoalhaven's economy to clearly assess our current economic position and what is required to potentially rebalance the local economy and the outcomes inform an adjustment of this Statement and the Strategic Planning Works Program. **Immediate**
- A3.2** Investigate policy position to ensure these new developments provide employment opportunities for new residents. **Short-term**
- A3.3** Review planning and development controls around the Shoalhaven District Memorial Hospital and in Shoalhaven's towns and villages to allow medical specialists and support services to easily establish. **Immediate**
- A3.4** Consider the preparation of an Employment Lands Study to strategically review and identify the amount and type of employment land needed over the next 20-years. **Short-term**
- A3.5** Investigate the development and practicality of job performance objectives for new urban release areas, including mechanisms to deliver funding for new or existing employment-generating initiatives. **Short-term**



# Planning Priority 4

## *Nowra City Centre*

Nowra is a recognised regional centre, and the business, retail and services hub of Shoalhaven. It has retail and commercial offerings, civic and government services catering for the local community, and tourism functions. The City Centre and surrounding neighbourhoods are important for their commercial and economic activity, and also for their historical contribution to our region.

The renewal and revitalisation of the City Centre is a priority. There is a strong desire for the City to:

- be inclusive, connected, and support a range of community uses and businesses.
- be vibrant and alive with culture and providing interesting and active public places.
- celebrate the history of the region.

The City Centre has many opportunities, but these need to be balanced by the challenges our planning work needs to address. Nowra is divided by the Princes Highway with the original commercial heart of the centre separated from the indoor shopping mall. This makes it difficult to move around the City. The way we do business and shop is changing, increasing the impacts of competition from stronger, nearby centres in Shellharbour and Wollongong. Our planning needs to deliver flexibility to allow the City to respond to changes in demand for different retail and recreational experiences. These challenges will influence future development outcomes.

Nowra has connections to the centres of Wollongong, Sydney and Canberra. Upgrades to major roads, some of which are currently underway, will further improve its accessibility, presenting opportunities for business and economic growth within the City Centre. There is also significant government investment in the new Nowra Bridge. These improved transport networks will better connect the City, but we need to match this work within the centre road upgrades and parking infrastructure.

The Shoalhaven River is an important natural asset for Nowra, but the City does not have an active waterfront. Its proximity to the City Centre presents a fantastic opportunity to strengthen connections between the natural and built environment, and to create a vibrant riverfront entertainment and leisure precinct. We know we need to activate the riverfront and have commenced a place-based exercise to identify and facilitate development opportunities for this precinct.

Plans are also in place to continue to grow and improve the Shoalhaven District Memorial Hospital and surrounding medical precinct. We will work with NSW Health to coordinate the implementation of the masterplan for this precinct.

Council is already working on renewing and revitalising the City Centre, with existing strategies aimed at creating new opportunities for businesses, residents and visitors. With significant changes in local economies and the way we use and want to use cities, we need to revisit and review some of these strategies in collaboration with business and our communities. This will ensure we meet the aspiration to deliver a vibrant, revitalised City Centre supporting and servicing Shoalhaven.

## Current Work

- CW4.1** Implementing the land use recommendations of the
- a. Nowra CBD Revitalisation Strategy and Nowra CBD Masterplan.
  - b. Nowra Riverfront Entertainment and Leisure Precinct Strategy.
  - c. Marriott Park Masterplan.

## Collaboration Activity

- CA4.1** Advocate for the NSW Government to recognise the importance of Nowra and invest and participate in its development into a regional centre.
- CA4.2** Work with the NSW Government to improve the crossing of the Shoalhaven River and associated opportunities to improve surrounding public spaces.
- CA4.3** Work with the NSW Health to coordinate the implementation of the masterplan for the Shoalhaven District Memorial Hospital.
- CA4.4** Work with landowners and businesses to identify opportunities to use vacant properties and activate street frontages.

## Actions

- A4.1** Review the Nowra CBD Revitalisation Strategy and Nowra CBD Masterplan, including an updated a traffic and car parking strategy. *Short-term*
- A4.2** Investigate and consider the preparation of a night-time economy strategy. *Medium-term*



# Planning Priority 5

## *Ulladulla Town Centre*

Ulladulla Town Centre plays an important role in the economic and business function of southern Shoalhaven. As the City's second largest centre, it services the broader southern area with a range of business, administration, commercial and tourism activities.

Ulladulla has many opportunities including its road connections with Canberra, Wollongong and Sydney. However, the Princes Highway passes directly through the town creating substantial traffic congestion during busy holiday periods and reducing the pleasantness of its public spaces. The future Milton- Ulladulla Bypass will alleviate this and present significant opportunities to enhance the town centre for people.

The Town Centre is situated between bushland and the coast and has a rich maritime history. The heritage listed Harbour is a local key asset, demonstrating its role in the history and culture of Shoalhaven. It also contributes to the amenity of the Town. We need to protect the primary functions of the working waterfront which supports a fishing industry and offers a unique backdrop for public events including markets and the annual Blessing of the Fleet Festival. This highly visible and accessible asset provides opportunities to revitalise the broader precinct.

Ulladulla's relaxed coastal atmosphere is a major drawcard for residents and visitors. We need to match the values our communities place on this atmosphere and character with planning and development controls that complement Ulladulla's history, heritage and natural attributes.

Some community members wish to see a more vibrant centre embracing architectural diversity and fostering innovation, creativity and greater employment opportunities. Actively engaging with the community is essential to ensure our planning for the future of Ulladulla is responsive to the needs of all residents.

We are finalising a review of building height controls for some parts of the Town Centre to encourage redevelopment, including residential.

Ulladulla has functioned as a vibrant tourist destination, but there has been a recent shift in tourism-related development and activity away from the Town Centre. The rising popularity of holiday accommodation through online platforms has seen an increase in visitor numbers in neighbouring beachside suburbs, impacting on the accommodation provided in the centre. Our work on managing holiday accommodation is set out in **Planning Priority 7 – Promoting a responsible visitor economy.**

## Current Work

**CW5.1** Implementing the recommendations of the South Ulladulla Building Heights Review.

## Collaboration Activity

**CA5.1** Work with the NSW Government to maintain and protect the operation of the working harbour and identify opportunities for broader cross-government collaboration to improve infrastructure delivery for the Harbour Precinct.

## Actions

**A5.1** Consider the preparation of a new and updated masterplan, including broad community involvement, to help guide the future development of Ulladulla Town Centre, focussing on the harbour precinct and main street, and consider ways to improve traffic and parking. **Medium-term**



# Planning Priority 6

## *Strengthening commercial centres*

Shoalhaven's commercial and retail centres support its communities with necessary shops and services. The retail sector is the second largest employer in the City. Shoalhaven's towns and villages also play an important part in contributing to the visitor economy. Retail is particularly important in Nowra City Centre and Ulladulla Town Centre. These places are likely to undergo significant change over the next 5-7 years. In each case, this change must reinforce the role of these centres to ensure they complement, rather than compete, with each other. The detail of our work for Nowra and Ulladulla is provided in separate Planning Priorities.

Retail activity is also important for Shoalhaven's smaller villages and towns, such as Berry, Kangaroo Valley, the Bay and Basin area, Culburra Beach, Sussex Inlet and Milton. It provides local jobs, supports the visitor economy, and offers a variety of local retail experiences. We need to plan to allow these centres to change to ensure they continue to provide the services and shops demanded by a growing population. We also need to ensure the provision of diverse employment opportunities continues. The retail sector and methods of shopping have been undergoing and continue to undergo significant change.

We need to undertake an audit of retail activity in Shoalhaven's towns and villages to identify:

- Opportunities and weaknesses of the retail sector,
- Identify national retail trends and how they affect the Shoalhaven, and
- Confirm the amount and type of retail floorspace required in the next 5-10 years.

We need to focus 'place-making' and management activities on those key centres requiring revitalisation, redevelopment, or a change in their primary role(s) to increase activity, economic growth, and vibrancy. Some centres may require this work because of significant change, such as the delivery of new infrastructure, for example planned road bypasses.

Potential outcomes should all work to create places where people want to spend time. Examples include, expanding the types of retail and associated experiences, improving the public domain, better transport connections, and providing co-working spaces. Increasing the number of people living in and around centres also supports shops and businesses.

We have already commenced community engagement to help develop a place strategy for the Burton Street Shops in Vincentia. Many other centres would benefit from similar work, but we have identified Bomaderry as an initial focus because of the opportunities provided by the train station and its linear, spread-out nature.

## Current Work

**CW6.1** Development of a place strategy for Burton Street Shopping Centre, Vincentia to identify opportunities to upgrade and revitalise the centre

## Collaboration Activity

**CA6.1** Work with established Community Groups and Chambers of Commerce to identify those centres requiring detailed planning exercises.

## Actions

**A6.1** Investigate/consider the development of a program of place-based planning exercises for Shoalhaven's commercial centres and their priority, starting with Bomaderry. **Short-term (and ongoing).**

**A6.2** Consider undertaking a retail study to identify the amount and type of retail floorspace required across Shoalhaven's existing and proposed commercial centres. Undertake a retail study, including demand and supply modelling analysis, to identify the amount and type of retail floor space required across the Shoalhaven's hierarchy of commercial centres. **Medium-term**



# Planning Priority 7

## *Promoting a responsible visitor economy*

Shoalhaven is a popular visitor destination with many waterways, natural bushland, lush pastures and white-sand beaches. Popular tourism attractions include scenic drives, bushwalking, rock climbing, cellar door wineries, whale and dolphin watching, surfing and other water-based tourism activities. Located close to the capital cities of Sydney and Canberra, it is well-placed to capitalise upon its lifestyle and recreational destination reputation.

The visitor economy is currently a cornerstone industry within Shoalhaven's economy, providing about 5,000 jobs, including many entry-level jobs for young people. The City is currently the most-visited area outside of Sydney, with visitors making a significant contribution to the economy and supporting many jobs.

Work is required, however, to create sustainable businesses and experiences to respond to the seasonal nature of tourism and provide opportunities to strengthen this industry sector. There are opportunities that need to be examined to deliver a year-round visitor economy, including the delivery of infrastructure and assets to attract events. The development of marine-based tourism activities around Shoalhaven's small ports also offers further opportunities. Aboriginal and non-Aboriginal heritage is spread throughout Shoalhaven and is potentially an important resource.

Current opportunities are provided by:

- Bundanon's Riversdale Masterplan, an arts and cultural institution.
- Willinga Park Equestrian Centre and its range of events.
- Waterfront activation, particularly of the Shoalhaven River, Huskisson foreshore and Ulladulla Harbour.
- Aboriginal-owned land in key tourism locations.

Sustainable and responsible tourism practises are essential, and Council's Destination Management Plan 2018-2023 sets out the work required to monitor and manage tourism activity and businesses to promote a strong contribution to the economy, an excellent visitor experience, and a healthy environment.

We are working on appropriate planning and development controls for a range of tourist and visitor accommodation and temporary uses, such as wedding and function centres and other new and innovative uses. We need to strike a balance between supporting and promoting tourism to increase visitor spending and managing impacts on communities and sensitive locations. The rising popularity of holiday accommodation through online accommodation networks has seen a substantial increase in visitor numbers to beachside suburbs, impacting on the amenity of these suburbs and the accommodation provided in centres. We will continue to work with the NSW Government, tourism operators, and the holiday rental industry on any review of planning controls managing holiday accommodation.

We also need to consider consistent planning controls for caravan parks and campgrounds across Shoalhaven to provide certainty for continued investment and development to improve the quality of park facilities.

To promote a responsible visitor economy, we need to continue to manage the influx of visitors during holiday periods which puts temporary pressure on transport systems and other infrastructure. We need to plan to provide necessary infrastructure, such as improved public transport, car parking, toilets, playgrounds, and boating facilities.

## Current Work

**CW7.1** Implementing the land-use recommendations of the Shoalhaven Destination Management Plan 2018- 2023.

## Collaboration Activity

- CA7.1** Work with NSW Government to implement its Regional Tourism and Marine Based Tourism Strategies.
- CA7.2** Work with the NSW Government to develop a marine-based tourism industry, capitalising on small ports and improving tourism-related transport services.
- CA7.3** Work with the NSW Government to develop and implement new planning controls to manage holiday accommodation.

## Actions

- A7.1** Review planning and development controls for tourist and visitor accommodation and temporary uses to balance the support of tourism activity and manage impacts on communities and sensitive locations. *Short-term*
- A7.2** Consider reviewing the planning controls for caravan parks and campgrounds to ensure consistent controls across Shoalhaven. *Immediate*
- A7.3** Investigate the need to identify specific infrastructure and servicing requirements to support relevant key tourism locations. *Short-term*
- A7.4** Consult with Local Aboriginal Communities on the potential use of Aboriginal-owned land for appropriate tourism uses. *Medium-term*



# Planning Priority 8

## *Supporting agriculture and aquaculture*

Agriculture is a key contributor to the social and economic fabric of Shoalhaven. A diverse mix of activity, including dairy, crops, high-value equine and bio-tech industries, and aquaculture enterprises contribute to the local economy. Our planning work needs to promote continued investment in land for agriculture and resources, and value-adding industries, such as milk and cheese factories, abattoirs and wineries. This includes agricultural intensification to take advantage of indoor farming, glasshouses, etc., as well as alternative crops for medicines, sustainable fabrics, and the like.

Shoalhaven's rich agricultural history, the mix of activity, and the range in the intensity of use, provides varied and attractive rural landscapes. These features are valued by residents and help attract tourists. Agricultural activity also has significant potential to support Shoalhaven's tourism destinations.

**11**   
active oyster farms

**50** hectares of  
aquaculture leases 

  
**800**  
agricultural jobs

**\$310m**  
annually to the  
local economy

Shoalhaven's climate and supply of low-cost agricultural land provides a strong opportunity to address food security for Shoalhaven, the wider region, and more intensely developed parts of New South Wales, including Metropolitan Sydney. High population growth and the spread of urban land means high value agricultural activities are being squeezed out of Sydney, presenting yet another opportunity for agricultural growth in the Shoalhaven given its access to key markets. Shoalhaven is well-positioned, near international shipping connections at Port Kembla, Port Botany and international air hubs in Canberra and Sydney.

Successful agricultural activity relies on a balance of compliant landscapes, productive soil, and the management of development pressure. Agricultural land is a finite resource. There are currently several sources of information identifying agricultural industries and their dependant resources. The NSW Government is refining this information to provide a single source of mapping to identify land highly suitable for agriculture and industries to inform strategic planning activity.

Our land use planning must confirm the strategic direction for the management of productive rural land. This requires the identification and retention of agricultural land, protecting it from development that removes it as a resource, such as rural-residential subdivision. We also need to reduce its fragmentation and minimise potential land use conflicts (odour, noise, appearance) with other uses such as residential. The contribution of rural-residential subdivisions to Shoalhaven's dwelling supply needs to be reviewed, and no further subdivision of this kind will be supported until this strategic work is completed.

### **Policy Statement**

*Retain and manage existing rural land, avoiding the rezoning of land for other uses including rural-residential and residential outcomes, unless identified in a relevant Strategy.*

Aquaculture in Shoalhaven is dominated by oyster farming in the Shoalhaven-Crookhaven Estuary, but this industry is growing. Three aquaculture leases have been approved in Jervis Bay near Callala Beach and Vincentia and allow the farming of mussels, scallops, and oysters. Other emerging markets involve the use of seaweed, other algae products, and advanced biotechnology to create new products. We need to investigate how nearby port facilities and commercial land could support the continued development of the marine aquaculture industry.

## Current Work

**CW8.1** Administration and monitoring the effectiveness of existing planning and development controls related to agriculture and rural development.

## Collaboration Activity

**CA8.1** Work with neighbouring councils to deliver a regional approach to planning for, and supporting, agriculture.

**CA8.2** Advocate with the NSW Government to provide contemporary mapping of productive resource lands.

**CA8.3** Advocate with the NSW Government on the continual upgrade of port facilities.

## Actions

**A8.1** Prepare a rural lands strategy to identify strategically important resource lands, consider the need for related zoning changes and opportunities for additional rural residential subdivision/development opportunities. *Short term.*

# Planning Priority 9

## *Industrial and defence-related opportunities*

Industrial activities, manufacturing, warehousing and distribution facilities contribute to the City's economic performance. These activities require industrial land in key precincts located close to transport. Other smaller scale industrial activities and urban services serve local communities and businesses and require land across Shoalhaven.

Significant industrial land precincts in Bomaderry, South Nowra and Ulladulla provide for a range of industrial activities, from major freight and logistics and heavy manufacturing to light industry. Smaller areas of industrial land are located throughout Shoalhaven close to most towns and villages to provide jobs and urban services close to businesses and residents.

### DEFINITIONS

#### **Urban services**

Industrial and related activities servicing the needs of local communities and business, such as vehicle servicing and repairs, building and related trades, printing, waste management, courier services, concrete batching plants etc.

#### **New economy**

High growth industrial and related activities focused on the cutting edge of technology and a driving force of economic growth. Includes information and data management, high-tech manufacturing, and research and development activities.

#### **Circular economy**

Uses aimed at eliminating waste, pollution and emissions, and the continual use of resources based on reuses, sharing, repair, refurbishment, remanufacturing and recycling.

#### **Creative industries**

Activity concerned with advertising, architecture, art, crafts, design fashion, film, music, performing arts, publishing, TV, radio and video games etc.

A future supply of industrial land needs to provide employment opportunities and meet the demand for urban services. To do this we need to understand the amount, type, and locational requirements of the industrial land likely to be in demand over the next 20 years. A strategic review of industrial land will be a component of the Employment Lands Study that is identified for consideration in **Planning Priority 3 Providing Jobs Close to Home**. This will consider the nature of future industrial activities and their locational needs. It should also examine the:

- Changing nature of industry and transition to higher-order employment activities.
- Land required for the new and circular economies, creative industries,
- Types of spaces required to support start-ups and the expansion of home industries.
- Conversion to other uses if appropriate.

We also need to safeguard existing industrial and urban services land from competing pressures, especially residential and mixed-use zones, and encroachment from sensitive land uses like residential.

### ***Policy Statement***

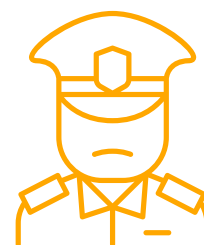
*Retain and manage existing zoned industrial land, including from rezoning for other purposes, while future need is established.*

This approach retains the land for economic and employment purposes in the first instance. The existing planning controls are flexible and promote a mix of economic outcomes, accommodate evolving business practices, and changes in needs for urban services from the surrounding communities and businesses.

We also need to support the continued growth of the defence sector to increase and diversify economic activity and create opportunities to expand existing productive, entrepreneurial business.



Regional economic  
contribution of Defence  
**\$540m**



This sector provides opportunities in advanced design and manufacturing, cybersecurity, aerospace, simulation and training services, information and communication technology, business services and many other areas directly relevant to the needs of defence.

Shoalhaven is renowned as Australia's centre for naval aviation and provides innovative defence technology and services to the Australian and global defence industries. The defence bases and associated support operations, including several defence companies, are already significant employers. Our planning controls already support and protect these bases and operations with buffers around assets and designated flight paths and exercise areas.

People employed in Defence  
and related industries

**1,915**



## Defence Presence



HMAS  
Albatross



HMAS  
Creswell



Beecroft  
Weapons  
Range



School of  
Survivability  
& Ship's Safety

## Prime contractors

- BAE Systems
- Lockheed Martin
- Silkorsky Helitech
- Raytheon
- Global Defence Solutions, & CAE

### Current Work

- CW9.1** Delivery of zoned and serviced industrial land in South Nowra, the Jervis Bay-St. Georges Basin Area, and Ulladulla, including flexible planning controls to maintain previously permissible land uses and development types.
- CW9.2** Supporting the development of the Albatross Aviation Technology Park to provide space and co-location opportunities for electronic, information technology, logistics, and aviation and defence support industries businesses near a military aviation base.
- CW9.3** Protecting the air space around defence facilities with planning controls consistent with the current Australian Noise Exposure Forecast mapping.

### Collaboration Activity

- CA9.1** Work with the Federal Department of Defence and Defence NSW to support existing defence establishments and provide services to defence and defence-related industries.

### Actions

- A9.1** Investigate the development of an activation strategy for industrial-zoned land to coordinate planning, investment and infrastructure delivery. *Medium Term*







# Direction 2: Natural & Built Environments and Lifestyles

## **Preserving and enhancing the City's natural and built environments and lifestyles.**

Shoalhaven is home to a wealth of natural settings and resources – bushland, coast lines, many varied water features and catchments. The coastline is a significant natural asset and attractor. The natural environment is a key part of Shoalhaven's identity, supporting a diversity of habitat and species, and is appreciated by residents and visitors alike.

Given the proximity of Australia's largest population centre, the Sydney Metropolitan Area, to Shoalhaven's coastal and natural environment, there is a need to continue to provide a range of opportunities for people to access these important assets in a managed way, whilst also ensuring their preservation.

Our natural environment is constantly changing and we are observing changing weather patterns, storms and flooding, bush fire activity, and biodiversity changes. Our planning work needs to respond and manage impacts by increasing our resilience to a changing environment.

Our work also needs to guide how we use and manage our resources, including how we manage emissions and waste. As a growing City, we need to continue to manage our demand for energy and water and reduce the waste and greenhouse gases we produce.

Alongside the natural environment, we also need to continue to preserve and enhance the City's built environment and lifestyle as the area grows. This will involve engaging and collaborating with communities

to inform the planning of their towns, villages and neighbourhoods to ensure change is managed and great places can be created. As part of this, Shoalhaven's cultural, heritage and scenic values will be recognised, promoted and celebrated through creativity and community events. Key scenic and cultural landscapes will also be recognised and protected where needed.

We will measure our progress on this Direction by monitoring:

- Area (hectares) of protected natural areas
- Tree canopy coverage
- Temperature in urban areas
- Environmental indicators
- Number of heritage items and places identified in the Shoalhaven LEP 2014
- Area of land to which planning controls protecting scenic and landscape values apply
- Number, type, and scale of community events held in public places



# Planning Priority 10

## *Protecting the environment*

Shoalhaven has an extensive natural environment supporting a significant biodiversity resource. It is home to many significant water bodies and marine areas, more than 100 beaches and large tracts of bushland. Vegetation ranges from escarpment woodlands, native forests, rainforests, heaths, grassland, dune scrub and floodplain and estuarine communities. This rich environment of complex ecosystems and diverse vegetation provides a range of habitats for many and varied animals species.

Our environment is fragile, with entire ecosystems recognised as threatened ecological communities and home to many threatened species. Our planning and development controls confirm and protect significant natural resources from inappropriate development. We already manage sixteen threatened ecological communities, eleven of which are on council-owned land. These assets, along with other council reserves, need to be managed and enhanced to ensure that biodiversity values are improved and preserved for future generations.

The environment provides a variety of significant opportunities, including those supporting economic activity, recreational opportunities, and enhancing the health and wellbeing of our communities. Outstanding landscape and natural amenity are significant attractors. The impacts of this activity need to be managed and sensitive areas identified, and suitable planning and development controls put in place. This includes the requirement for development proposals to assess and manage impacts on threatened species and biodiversity. Our future work will include the expansion of these controls to new areas and resources as they are identified.

We've recognised the significant pressure on the coastal environment in our Coastal Zone Management Plan. This document addresses habitat management, sea-level rise, desired development,

conflict between land-uses, and the impact of land use activities on the health of waterways. Healthy waterways also provide essential services and functions to support environmental, social and economic outcomes, including more liveable places and healthy, resilient communities. Council has a series of estuary management plans, which also address entrance management for the intermittently closed and opened lakes and lagoons in Shoalhaven. We are building on our existing work with the development of a Coastal Management Program to provide a contemporary plan for the management of the coastal zone and estuaries of Shoalhaven.



### **Our Coastal Management Program will address:**

- > Marine pollution through catchment management.
- > Managing access to foreshores, waterways and natural resources.
- > Coastal development and coastal hazard management.
- > Habitat management. Community education.

## Current Work

- CW10.1** Managing the assessment of development proposals to protect/improve habitats, prioritise water quality and limit adverse effects on areas with recognised or potential biodiversity values.
- CW10.2** Implementing the land-use planning recommendations of the 2018 Coastal Zone Management Plan.
- CW10.3** Development of Coastal Management Programs for: The open coastline, Shoalhaven River and its estuaries, St Georges Basin and Lake Conjola.

## Collaboration Activity

- CA10.1** Work with the NSW Government to:
- (a) Identify opportunities to implement the South Coast Regional Conservation Plan and finalise contemporary mapping of biodiversity resources.
  - (b) Enable the appropriate use of National Parks, State Forests, and nature reserves.
  - (c) Implement the land-use recommendations of the Marine Estate Management Strategy 2018- 2028.
- CA10.2** Work with the NSW Government and Councils in the Illawarra-Shoalhaven Region on the development of a regional water sensitive urban design policy.

## Actions

- A11.1** Consider the development of a strategic conservation plan, including biodiversity mapping, to confirm known areas of high environmental value and identify appropriate planning controls if needed. *Short-term*

# Planning Priority 11

## *Adapting to natural hazards through building resilience*

Our changing natural environment has an impact on Shoalhaven's ecosystems and built environment. Our planning work cannot stop these impacts.

Adaptation practices will, however, build on the learnings and experience of previous events to inform changes to our natural and built environment to increase opportunities to lessen impacts. The ongoing consideration and assessment of future risks, and how different communities and ecosystems will respond, will help increase our resilience and allow quicker responses to natural events and other disasters. Resilience to natural hazards is enhanced by the appropriate design, construction, and maintenance of development and public infrastructure.

The Shoalhaven Adaptation Plan maps out resilience increasing activities and future actions. Our future work will focus on the development of resilience action plans for at-risk communities.

### **Rainfall and flooding**

Shoalhaven has experienced considerable rainfall variability with periods of both wetter and drier conditions. Rainfall changes generate extremes, such as floods and droughts, as well as secondary impacts such as water quality and soil erosion. We are committed to sound floodplain management and have developed, and continue to develop, a series of Flood Risk Studies and Management Plans. We are also delivering contemporary development controls to better manage stormwater in new developments.

### **Flood risk management work is underway for**



- Tabourie Lake
- Broughton Creek
- Lake Wollumboola
- Greenwell Point
- Bomaderry Creek,
- Currambene Creek & Moona Moona Creek
- Lake Conjola

### **Coastal hazards**

Our work on understanding and reducing the risks associated with coastal hazards is set out in **Planning Priority 10 - Protecting the environment**.

### **Bush fire**

We are working with the NSW Rural Fire Service (RFS) to confirm bush fire prone land in Shoalhaven. Our land-use planning is also guided by the RFS's Planning for Bush Fire Protection 2019 Guidelines. These provide strategic direction for new development to avoid exposure to bush fire risk and set development standards for building in appropriate areas. Community assets at risk from bush fire have been identified and a program of coordinated treatments set to reduce identified risks, including fuel reduction, community education and fire trail maintenance.

### **Extreme temperatures and urban heat**

Long-term observations suggest temperatures have been increasing and the number of hot days is projected to increase.

Temperature extremes, both hot and cold, occur infrequently but can have various impacts on health, infrastructure and the environment. On average, we experience fewer than 10 hot days per year (where the maximum daily temperature is greater than 35°). However, this is predicted to increase and have a range of impacts that need to be considered/managed.

Urban areas create their own microclimates by influencing the surrounding atmosphere and interacting with climate processes. The most significant characteristic of this is the urban heat island effect. Urban areas become significantly warmer than surrounding rural or natural areas as there is less green cover and more hard surfaces which absorb, store and radiate heat. We will investigate measures to improve green cover, including a broad range of strategies to integrate green, permeable, and reflective surfaces and shade into our urban areas. This will involve planting additional or replacement trees to reinstate an urban tree canopy.



The way new homes and buildings are designed and constructed can also help combat increased urban heat. We will consider reviewing our development controls to guide the siting and orientation of new development and encourage construction techniques that help keep homes cool (glazing, insulation, reflective roofs, effective ventilation etc.). Such measures have the added benefits of reducing household bills and emissions.

### Green infrastructure provides several benefits:

- > Provides shade,
- > Cools and cleans the air by evapotranspiration,
- > Contributes to the look and feel of urban areas,
- > Increases biodiversity and wildlife in urban areas, and
- > Helps regulate localised flooding.

#### Current Work

- CW11.1** Implementing the land-use recommendations of Shoalhaven's Adaptation Plan, adopted flood risk management plans, and the Shoalhaven District Bushfire Risk Management Plan.
- CW11.2** Continued development and ongoing review of flood risk studies and management plans for identified catchments.

#### Collaboration Activity

- CA11.1** Work with the NSW Rural Fire Service to identify bush fire prone land and implement the Planning for Bush fire Protection 2019 Guideline in relevant decisions.
- CA11.2** Continue to partner, where appropriate, with the Cancer Council of NSW on initiatives to provide increased shade and UV protection.

#### Actions

- A11.1** Consider the preparation of Resilience Action Plans for settlements and areas considered susceptible to isolation or at risk from floods and/or bush fire. *Short-term (and ongoing).*
- A11.2** Consider the development of an Urban Greening Strategy, if appropriate, to address the management of and increase green infrastructure in urban areas. *Short-term*
- A11.3** Investigate opportunities to encourage construction techniques to improve the thermal comfort of new buildings. *Short-term*
- A11.4** Consider and implement any applicable land-use planning recommendations from the NSW Independent Inquiry into the 2019-2020 bush fire season. *Immediate-Short Term*

# Planning Priority 12

## *Managing resources*

Continued growth will increase the demand for energy and water and generate more waste. However, continuing to create an energy and waste efficient City will help manage greenhouse gas emissions, limiting impacts on our natural and built environments and quality of life. Alongside our planning to build resilience and adapt to the future impacts of a changing environment, we are pursuing and implementing innovative sustainability practices and infrastructure.

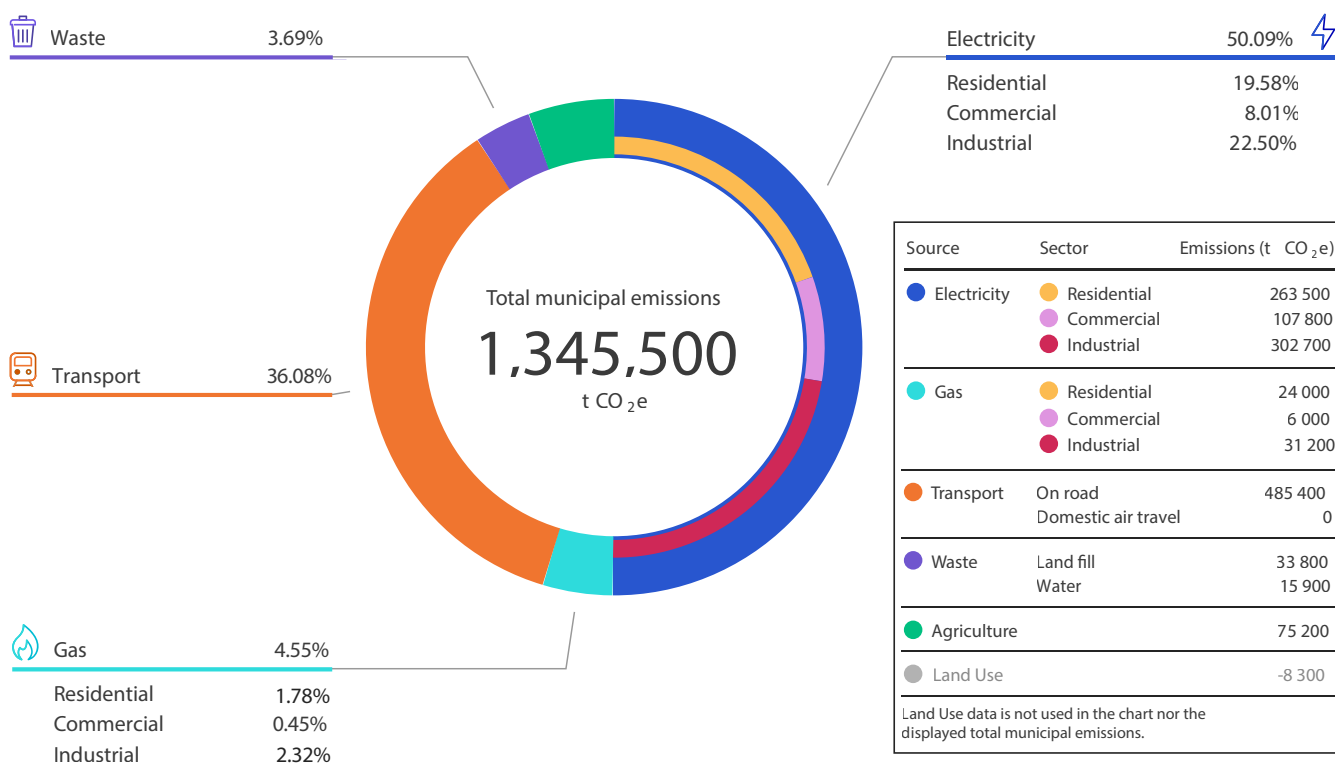
A primary, overall measure of this change is greenhouse gas emissions. The City's major emissions source is currently electricity consumption, due to the size of the population and scale of commercial activity. The second largest source of emissions is road transportation, reflecting the distances our communities need to travel for daily activities. This emissions profile allows us to identify opportunity area for further local action towards emission reduction.

Our current work focusses on reducing Council's organisational emissions and increasing the use of renewable energy. This includes the installation of renewable electricity generating devices on Council's buildings and other work to reduce the consumption of fossil fuel by assets and transport. We also demonstrate a leadership role to inform and educate the community to encourage the uptake of similar actions.

We will continue to expand our work to include broader community-based initiatives to ensure we continue to reduce emissions in response to government direction. The NSW Government has set a target of net zero emissions by 2050.

## Emissions source for Shoalhaven Local Government Area as at 2017

[snapshotclimate.com.au](https://snapshotclimate.com.au)





### Opportunities for local action towards emission reduction:

- > Development controls allowing improved building design, water efficiency, and renewable technologies (generation and storage).
- > Precinct scale renewable infrastructure and building efficiencies in new land releases.
- > Providing jobs closer to home, supporting home working, and local co-working spaces.
- > Creating walkable neighbourhoods to avoid car use for shorter trips.
- > Increased public transport, car sharing, and electric vehicles.
- > Providing infrastructure for alternative forms of transport (charging stations, secure storage locations in centres, and changing facilities).

Residential development can contribute significantly towards energy efficiency and we can help facilitate some outcomes with our planning and development controls. However, to improve outcomes, all levels of government need to align building standards and controls and incorporate evolving approaches and new technologies. This includes the update of the Building Sustainability Index (or BASIX) requirements, the NSW Government's Exempt and Complying Development Codes, the Nationwide House Energy Rating Scheme, and the National Construction Code.

### Building standards and controls

- > BASIX is a sustainable planning measure setting targets for the energy and water use and comfort of dwellings.
- > The Exempt and Complying Development Code is an alternative approval path to councils' development consent process using a standard set of conditions.
- > The Nationwide House Energy Rating Scheme is a star rating system (out of ten) for the efficiency of a home, based on its design.
- > The National Construction Code sets minimum performance levels for new buildings to meet.

Another key issue is increasing waste and limited landfill space. Current work focusses on the parts of the waste stream we can influence, such as collections, transfer stations, resource recovery/ buy back centres, and landfill operations. It includes initiatives to reduce domestic waste being sent to landfill by reusing and processing some waste types, increasing the recycling rate, and improving resource recovery. We have also invested in landfill disposal capacity and planning for mixed-waste disposal. Small rural tip sites have been closed and resources concentrated at the West Nowra site, reducing environmental harm from disposals in rural and coastal areas. In early 2020, the NSW Government approved a \$19m expansion of the West Nowra facility.

Our planning controls already protect existing waste facilities from encroachment by sensitive and incompatible land uses, such as residential. We have also provided adequate buffer zones around facilities to protect the surrounding environment from waste management operations. However, we need to review our planning and development controls to make sure we support the growth of these operations and the changing way they operate.

## Current Work

- CW12.1** Development of a Sustainable Energy Strategy outlining initiatives to achieve Council's energy and emissions targets.
- CW12.1** Preparation of a wood smoke policy
- CW12.2** Implementing the land-use recommendations of the:
- (a) Sustainability Action Plan.
  - (b) Waste Reduction Management Strategy 2017-2022

## Collaboration Activity

- CA12.1** Advocate for the NSW Government to improve and update BASIX to incorporate contemporary approaches and new technologies for building efficiencies
- CA12.2** Actively contribute to the development and implementation of the NSW Government's 20-Year Waste Strategy.

## Actions

- A12.1** Consider the development of an updated Sustainability Action Plan. *Immediate*
- A12.2** Investigate the preparation of an Emissions Reduction Strategy. *Immediate*
- A12.3** Consider the need to review planning controls to secure the future operation and land requirements of waste management facilities. *Immediate*
- A12.4** Consider the need for development controls for relevant medium- and high-density residential development to require efficient and sustainable waste sorting facilities. *Immediate*
- A12.5** Undertake a review of existing development controls to ensure key recommendations of the NSW Government guidance on reducing exposure of sensitive development to sources of air pollution. *Medium*
- A12.6** Update the Shoalhaven Contaminated Land Policy as required. *Medium*

# Planning Priority 13

## *Protecting and enhancing neighbourhoods*

Shoalhaven's neighbourhoods are diverse, from the larger regional centres of Nowra and Ulladulla, to the small heritage towns, vibrant tourist destinations, and relaxed coastal villages. Each are highly valued by our communities and offer something unique to the region through their distinct character and lifestyle.

The character of our neighbourhoods is influenced by far more than heritage and building design. The interactions we have with natural and built elements, the quality of the public space, and the way people interact and use places all contribute to each neighbourhood's sense of "place" or character. Well-managed vegetation makes a significant contribution to local character and the amenity of our neighbourhoods. It plays an important role by providing shade and improving amenity. Local or neighbourhood character is dynamic and evolves, particularly as development occurs, social and economic conditions change, and communities change. Our population is increasing, and we need to provide more and a greater range of homes.

There is a strong desire for good management of development in our towns and villages to ensure developments respect existing character. The development of the Shoalhaven Character Assessment Report provides a starting point for us to work with our communities to settle a vision for the existing and future character of their neighbourhoods. Some settlements have already prepared plans confirming a vision and residents aspirations and we will continue to work with communities to implement these.

Our work will identify the planning and development controls we can use to influence the quality and design of development in our neighbourhoods. The NSW Government has recognised the importance of character and the need to improve the built environment. It has published several related policies and is developing more, potentially including a new set of planning controls to help identify and protect the character of settlements considered to have special values. We will monitor this work and utilise any opportunities to reinforce our work on protecting and enhancing neighbourhoods as needed.



## Current Work

**CW13.1** Administration of Shoalhaven Development Control Plan 2014.

**CW13.2** Support the implementation of Community Strategic Plans that are prepared by community groups and accepted by Council.

## Collaboration Activity

**CA13.1** Work with the NSW Government to identify opportunities for proposed special character planning controls to help guide in-fill development in Berry, Kangaroo Valley, Milton and other area as appropriate.

**A13.1** Update Shoalhaven Development Control Plan 2014 with built form statements to ensure in-fill development contributes to neighbourhood character. *Immediate*

# Planning Priority 14

## *Heritage items and places*

Many of Shoalhaven's towns and villages have a rich heritage that is strongly recognised by both residents and visitors. We acknowledge the valuable contribution that our heritage items and places make, both in providing important connections to our past, and in creating distinct cultural identities for our towns and villages.

Between 1995-1998, Council undertook a City- wide heritage assessment of the thematic history of Shoalhaven, resulting in a comprehensive inventory of heritage buildings, sites and landscape items of cultural significance. The Shoalhaven Heritage Study provided the basis for the inclusion of many of these heritage items and places into our planning controls to recognise their significance and ensure their preservation in future planning and development decisions.

Heritage significance is dynamic and changes over time. It is important for us to continue to work with our local communities to identify new opportunities to recognise, retain and preserve both existing and potential heritage items and places for current and future generations. Current planning and development controls protect these items from inappropriate development. We will improve our

planning for places rich in heritage by identifying significant heritage towns and places and developing a program for the creation of conservation management plans. These plans will identify heritage values, recommend appropriate development, including the adaptive re-use of existing assets, and the planning and development controls required to conserve and manage heritage values.



## **Heritage items and places in Shoalhaven**

**534** Heritage listed items

**6** Archaeological sites

**5** Heritage conservation areas

*as at 29 September 2020*

## Current Work

- CW14.1** Administration and management of heritage items, heritage conservation areas, and archaeological sites.
- CW14.2** Delivery of an annual heritage assistance grants program to provide funding to support the maintenance and conservation of local heritage items.
- CW14.3** Progressing a Planning Proposal to list additional heritage items and places in Berry in Schedule 5 Environmental Heritage of Shoalhaven Local Environmental Plan 2014.

## Collaboration Activity

- CA14.1** Work with local historic groups to identify significant heritage items and places and opportunities to conserve them.

## Actions

- A14.1** Continue to investigate and consider the establishment of a Heritage Design Advisory Service/ resource to provide advice and guidance on development involving heritage items and places, strategic heritage planning, amendments to LEP heritage schedules and Council's management of heritage items and places. *Immediate (and ongoing)*
- A14.2** Consider updating the Shoalhaven Heritage Study (non-Aboriginal) to review the list of heritage items and places listed in the LEP. *Medium-term*
- A14.3** Consider the development of a program for the preparation of heritage interpretation plans for Shoalhaven's settlements. *Short-term*
- A14.4** Consider the development of conservation management plans or updated plans for council owned and managed heritage item and places. *Medium-term*



# Planning Priority 15

## *Scenic and cultural landscapes*

Shoalhaven has areas of high scenic value and is widely celebrated for its diversity of natural landscapes that are connected to both people and place. Our dense wilderness areas form a significant part of our natural environment and are connected to vast and unspoilt coastlines by undulating rural vistas and fertile farmland.

The rural landscape is an asset for Shoalhaven. Our communities have expressed the importance of these vistas, not only for their scenic amenity and contribution to the relaxed country atmosphere of Shoalhaven, but also for the diversity of land uses they support.

Other scenic landscapes throughout Shoalhaven also make a significant contribution to the unique character and amenity of our region. Our communities have already identified the scenic value of the Cambewarra Escarpment, and we have started preliminary work on identifying appropriate mechanisms to protect this area. There are also

opportunities for Council and our communities to identify other areas of high scenic value and cultural significance, such as our coastal, riverine, and wilderness areas, and to consider ways to protect and enhance these areas.

Council acknowledges the importance of these landscapes to both our local communities and visitors alike. We also recognise and respect both the tangible and intangible cultural values of these places to Shoalhaven's local Aboriginal communities. We respect and value the knowledge they can share about their enduring connection to Country.

Council will work with our local communities to identify areas of high scenic and cultural value throughout Shoalhaven. We will investigate mechanisms to protect these significant attributes through our planning controls to ensure these values are protected for current and future generations.

### Current Work

**CW15.1** Reviewing the planning and development controls for the parts of the Cambewarra Escarpment that have identified scenic and cultural values in association with local communities, agencies, and stakeholders (Note: Existing Strategic Planning Works Program project).

### Collaboration Activity

**CA15.1** Work with Aboriginal communities, Local Aboriginal Land Councils and Heritage NSW to identify Aboriginal cultural heritage and cultural landscapes, including opportunities to share them where appropriate.

**CA15.2** Work with NSW Government Agencies to assist, where needed, with their planning for National Parks, Regional Parks, Nature Reserves and State Conservation Areas.

### Actions

**A15.1** Consider, where appropriate, the identification of scenic and landscape values and the development of appropriate controls to protect and enhance identified values. *Short-term*

# Planning Priority 16

## *Promoting events and public art*

Shoalhaven is widely known for its iconic towns and villages, its diversity of natural landscapes, and its arts, culture and fine food. Our region is home to many public events catering for locals and visitors of all demographics. These include regionally acclaimed markets and garden festivals, triathlons and sporting events, agricultural shows and annual festivals that celebrate art, music, food and wine. In recent years, Shoalhaven has become a popular destination for many events, with its natural assets and scenic amenity providing a setting for these events.

Shoalhaven's local communities take great pride in their public places, from heritage listed showgrounds, scenic public recreation areas and pristine coastal reserves, to the vibrant public spaces in our town and village centres. However, we also recognise that many of our places are underutilised or in need of revitalisation.

Our communities have consistently told us of their desire to create vibrant and inviting town centres and public spaces, and to provide greater opportunities for creativity, celebration, and reflection.

Such opportunities, however, must be balanced and managed in a way that is sympathetic to the existing character and natural attributes of our unique places.

Council will work with local communities to create new opportunities and vibrancy within our public spaces, for example, by facilitating local events, or activating underutilised spaces through public art. We will continue our Nowra Murals collaboration project throughout the Nowra CBD and investigate opportunities for similar public art in other towns and villages in the City.

We will also continue to monitor and amend planning controls, where necessary, to manage the impacts of temporary events on both public and private land, to ensure a balanced and sustainable approach for temporary land uses.

### Current Work

**CW16.1** Review of planning controls relating to the temporary use of land for temporary use developments.

### Collaboration Activity

**CA16.1** Council will continue its collaborative work on the Nowra Murals project as part of the Nowra CBD revitalisation.

**CA16.2** Council will collaborate with local artists to deliver public art in public spaces in other appropriate locations throughout the City.

### Actions

**A16.1** Consider updating planning controls, where required, to better promote and support public events to activate public spaces, including sporting facilities. *Short term*

# Implementation, Monitoring & Reporting

## Implementation

This Statement sets out the strategic land-use planning work required for Shoalhaven for the next 20 years. This includes the preparation of technical studies and strategies for specific planning matters and a series of amendments to Council's planning documents, including the Shoalhaven Local Environmental Plan 2014, Shoalhaven Development Control Plan 2014, and Shoalhaven Development Contributions Plan 2019.

This Statement will eventually align with Council's Integrated Planning and Reporting Framework, the requirements of which are set out in the *Local Government Act 1993*. This will ensure the Planning Priorities and Actions set in this statement are recognised in the Goals identified in the Delivery Plan and the Actions identified in the Operational Plan, with clear responsibilities set across the organisation.

### COUNCIL'S DOCUMENTS



#### **Shoalhaven Local Environmental Plan 2014**

The main legal document establishing planning controls, setting zoning, development standards and other controls to ensure development and the use of land is appropriate and reflects the communities' vision.



#### **Shoalhaven Development Control Plan 2014**

A document providing development controls and detailed guidelines in support of the local environmental plan.



#### **Shoalhaven Development Contributions Plan 2019**

A document setting out how council will collect monetary contributions from developers to fund public infrastructure.

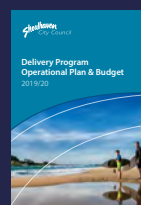
### INTEGRATED PLANNING AND REPORTING FRAMEWORK

A suite of integrated plans setting a vision and goals for a wide range of community issues, and the strategic actions to achieve them. It involves reporting to communicate progress and a structured timeline for review to ensure plans remain relevant.



#### **Community Strategic Plan**

Describing the communities' vision and aspirations for a period of ten or more years.



#### **Delivery Plan**

A four-year plan, aligning with Council's four-year term, turning the strategic goals set in the Community Strategic Plan into actions and committing Council to act.



#### **Operational Plan**

A one-year plan setting out the detail of the Delivery Plan, identifying the individual projects and activities to be undertaken in a specific financial year.





## Monitoring and Review

We will monitor, review and report on this Statement to ensure the Planning Priorities are being achieved. We intend to use Council's existing Integrated Planning and Reporting Framework. We will publish an Annual Report and an End of Term Report written by the outgoing elected Council (every four years).

Work will continue on this Statement so that a new and updated version can be adopted as soon as practical following the NSW local government elections (currently set for September 2021). Further reviews will take place every four years to align the review period with elected Council's terms and the timing of the Community Strategic Planning Documents. We may also review the Statement sooner if significant change occurs in Shoalhaven, for example, rapid population changes or the delivery of major infrastructure.

These regular reviews will ensure this Statement reflects the communities' Vision and is aligned to the latest trends and information available about the environment and the communities' social and economic needs.

## Funding and Investment

The Actions in this Statement will not be achieved without appropriate resources – time, money, and people – to implement them. This Statement will play an important role in informing Council's Resourcing Strategy, another document of the Integrated Planning and Reporting Framework. This Strategy sets out Council's resourcing to achieve the Delivery Program and Operational Plan, and in turn, the actions set in this Statement.

## Strategic Planning Working Party

Council's Strategic Planning Working Party will play an important key role in implementing the various Actions and Initiatives identified in this Statement.

The Working Party is made up of all Councillors and will provide critical early and ongoing input on the direction of projects and their scope and nature.

The Working Party will also play a key role in the ongoing development of this Statement and its direction and will ensure that the associated Strategic Planning Works Program of Council is aligned.

## Partnerships

Council will use the existing network of Community Consultative Bodies as reference groups. An annual meeting between Council and each body provides the opportunities for on-going discussions between Council and communities to help achieve the shared Vision and inform future updates to this Statement and other planning and development controls.

### Community Consultative Bodies:

- > Endorsed by Council as the representative group for a given area.
- > Have geographic boundaries covering an area with common interests.
- > Supported by the community to communicate collective views to Council.
- > Are representatives of the residents and ratepayers within the area.



This Statement provides the framework for collaboration activity with many of Council's other partner organisations, including the various NSW Government agencies. We will continue to build partnerships with these organisations to help us support the delivery of this Statement and the implementation of the Illawarra-Shoalhaven Regional Plan.

The proposed Illawarra-Shoalhaven City Deal presents an opportunity for a collaborative approach across three tiers of government to create world-class jobs and a great quality of life throughout the Illawarra-Shoalhaven Region. If successful it will establish a partnership between the Australian Government, NSW Government, and local governments of Shoalhaven, Kiama, Shellharbour, and Wollongong.

Existing partnerships, such as with the Illawarra-Shoalhaven Joint Organisation of Councils, will continue to support coordinated approaches to cross-boundary issues. Our partnership with other regional councils also supports our work by providing access to government funding, attracting investment, and accessing a wider field of expertise.

We will also work with other councils in the Illawarra-Shoalhaven Region to achieve the objectives of the Regional Plan and coordinate strategically important decisions about critical infrastructure, environmental issues, housing, and the range of other matters addressed in this Statement and those of neighbouring councils.

We also intend to enhance the economic self-determination of Aboriginal communities through their land holdings. We will work with Local Aboriginal Land Councils to identify and implement proposals identified in their strategic plans. For example, this may include collaboration with the NSW Government to support the preparation of development delivery plans or setting of new planning controls to facilitate the development of land owned by Local Aboriginal Land Councils.



# Appendix 1

Supporting the CSP - Community Strategic Plan  
(including Delivery Plan and Operational Plan)

## How Shoalhaven 2040 works with the Community Strategic Plan

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
1.1 Build inclusive, safe and connected communities	1.1.01 Undertake to prevent, prepare for, respond to and recover from natural disasters	<p><b>Planning Priority 10 - Protecting the environment</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Coastal Zone Management Plan and developing the Coastal Management Program.</li> <li>Identifies our <b>collaboration activity</b> with the NSW Government on its Marine Estate Management Strategy.</li> </ul> <p><b>Planning Priority 11 - Adapting to natural hazards through building resilience</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing adaptation, flood risk management, and bushfire risk management plans.</li> <li>Identifies our <b>collaboration activity</b> with the NSW Rural Fire Service to identify bush fire prone land and implement Planning for Bush Fire protection 2019.</li> <li>Sets <b>actions</b> to consider the preparation of resilience action plans for settlements and areas at risk from floods and/or bush fires, continue to develop flood risk studies and management plans, and consider the development of an Urban Greening Strategy.</li> </ul> <p><b>Planning Priority 12 - Managing resources</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> developing a Sustainable Energy Strategy and implementing the Sustainability Action Plan.</li> <li>Identifies our <b>collaboration activity</b> with the NSW Government to improve and update its building sustainability index.</li> <li>Sets <b>actions</b> to consider the development of an updated Sustainability Action Plan and investigate the preparation of an Emissions Reduction Strategy.</li> </ul>
	1.1.02 Support communities to become safer and stronger through positive and effective planning, partnerships and programs	<p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing strategic plans for community infrastructure.</li> <li>Sets <b>actions</b> to consider updating the strategic plans guiding the provision of community infrastructure.</li> </ul> <p><b>Planning Priority 13 - Protecting and enhancing neighbourhoods</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> supporting the implementation of community-led strategic plans.</li> <li>Identifies our <b>collaboration activity</b> with Community Consultative Bodies to prepare community-led strategic plans.</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	1.1.03 Develop plans and strategies which help to create an inclusive, caring and accessible community	<p>The principle of creating inclusive, caring and accessible communities is embedded in the Vision and several Planning Priorities.</p> <p><b>Planning Priority 1 - Providing homes to meet all needs and lifestyles</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Affordable Housing Strategy.</li> <li>Identifies our <b>collaboration activity</b> with community housing providers to increase the supply of affordable rental housing.</li> <li>Sets <b>actions</b> to investigate how development controls can facilitate delivery of accessible and adaptable homes and investigate development of an affordable housing development contribution scheme requiring significant new developments to provide or pay for affordable rental housing.</li> </ul> <p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing strategic plans for community infrastructure.</li> <li>Sets <b>actions</b> to consider updating the strategic plans guiding the provision of community infrastructure.</li> </ul> <p><b>Planning Priority 13 - Protecting and enhancing neighbourhoods</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> supporting the implementation of community-led strategic plans.</li> <li>Identifies our <b>collaboration activity</b> with Community Consultative Bodies to prepare community-led strategic plans.</li> </ul> <p><b>Planning Priority 6 - Strengthening commercial centres</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> developing a place strategy for the Burton Street Shopping Centre, Vincentia.</li> <li>Sets an <b>action</b> to investigate and consider the development of a program of place-based planning exercises for Shoalhaven's commercial centres.</li> </ul> <p><b>Planning Priority 16 - Promoting public events and public art</b></p> <ul style="list-style-type: none"> <li>Sets <b>actions</b> to consider updating planning controls, where required, to better promote and support events to activate public spaces.</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	1.1.04 Provide solid waste and recycling collection, resource recovery and landfilling	<b>Planning Priority 12 - Managing resources</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Waste Reduction Management Strategy.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>consider the need to review planning controls to secure the future operation and land requirements of waste management facilities and</li> <li>consider the need for development controls for relevant medium- and high-density residential development to require efficient and sustainable waste sorting facilities.</li> </ul> </li> </ul>
	1.1.05 Develop plans which enable a variety of housing options to be provided for the community and which helps to connect people and places.	<b>Planning Priority 1 - Providing homes to meet all needs and lifestyles</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b>: <ul style="list-style-type: none"> <li>implementing residential strategies and structure plans, including the Affordable Housing Strategy,</li> <li>delivering new residential areas close to existing settlements,</li> <li>amending planning controls to encourage increased residential density in Nowra City Centre and Ulladulla Town Centre, and</li> <li>setting planning and development controls to deliver new residential areas in the Nowra-Bomaderry regional release area.</li> </ul> </li> <li>Identifies our <b>collaboration activity</b> with community housing providers to increase the supply of affordable rental housing.</li> <li>Sets <b>actions</b> to identify the supply, diversity and location of new homes and investigate development of an affordable housing development contribution scheme requiring significant new developments to provide or pay for affordable rental housing.</li> </ul>
	1.1.06 Use Council's regulatory powers and government legislation to enhance community safety	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	1.1.07 Continue to maintain and improve emergency service facilities	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>Identifies our <b>collaboration activity</b> to identify and reserve land required for new infrastructure.</li> </ul>



Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
1.2 Activate communities through arts, culture and events	1.2.01 Bring the Arts to the community	<p><b>Planning Priority 16 - Promoting public events and public art</b></p> <ul style="list-style-type: none"> <li>Identifies our <b>collaboration activity</b> with artists to deliver public art in public spaces, including the Nowra Murals project in Nowra City Centre.</li> </ul>
	1.2.02 Provide cultural facilities that meet the needs of the community	<p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing strategic plans for community infrastructure.</li> <li>Sets <b>actions</b> to consider updating the strategic plans guiding the provision of community infrastructure.</li> </ul> <p><b>Planning Priority 16 - Promoting public events and public art</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> reviewing planning controls for the temporary use of land for weddings and other temporary events.</li> <li>Identifies our <b>collaboration activity</b> with artists to deliver public art in public spaces, including the Nowra Murals project in Nowra City Centre.</li> <li>Sets <b>actions</b> to consider updating planning controls, where required, to better promote and support events to activate public spaces.</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	1.2.03 Recognise and protect our cultural heritage	<p><b>Planning Priority 14 – Heritage items and places</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> managing a list of heritage items and places and administering a heritage assistance grants program for the maintenance of heritage items and places.</li> <li>Identifies our <b>collaboration activity</b> with local historic groups to identify heritage items and places and opportunities to conserve them.</li> <li>Sets <b>actions</b>: <ul style="list-style-type: none"> <li>to investigate and consider the establishment of a Heritage Design Advisory Service to provide advice and guidance on development involving heritage items and places strategic heritage planning, amendments to LEP heritage schedules and Council's management of heritage items and places,</li> <li>update the Shoalhaven Heritage Study (non-Aboriginal),</li> <li>Consider the development of a program for the preparation of heritage interpretation programs for Shoalhaven's settlements, and</li> <li>Consider the development of conservation management plans for council owned and managed heritage items and places.</li> </ul> </li> </ul> <p><b>Planning Priority 15 – Scenic and cultural landscapes</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> protecting landscapes with scenic and cultural significance.</li> <li>Identifies our <b>collaboration activity</b> with Aboriginal communities and Local Aboriginal Land Councils to identify Aboriginal cultural heritage and cultural landscapes.</li> <li>Sets <b>actions</b> to consider where appropriate the identification of scenic and landscape values and development of appropriate controls to protect and enhance identified values.</li> </ul>
1.3 Support active and healthy communities	1.3.01 Undertake maintenance and enhancements of Council parks and sporting fields	<p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing strategic plans for community infrastructure.</li> <li>Sets <b>actions</b> to consider updating the strategic plans guiding the provision of community infrastructure.</li> </ul>
	1.3.02 Provide recreation and leisure facilities to meet community needs	<p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> strategic plans for community infrastructure.</li> <li>Sets <b>actions</b> to consider updating the strategic plans guiding the provision of community infrastructure.</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	1.3.03 Plan, manage and provide for the social and recreational infrastructure needs of the community to ensure access, equity and sustainability	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing strategic plans for community infrastructure.</li> <li>Sets <b>actions</b> to consider updating the strategic plans guiding the provision of community infrastructure.</li> </ul>
	1.3.04 Operate and maintain the water and sewer schemes	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>Identifies our <b>collaboration activity</b> with infrastructure providers to identify and reserve land required for new infrastructure.</li> </ul>
<b>2.1 Improve and maintain our road and transport infrastructure</b>	2.1.01 Advocate for improvements to regional transport linkages	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>Identifies our <b>collaboration activity</b> with the State Government and public transport service providers to: <ul style="list-style-type: none"> <li>upgrade the rail line, stations and services between Berry and Bomaderry,</li> <li>enhance and expand bus services and strategic bus corridors, and</li> <li>identify and reserve land required for new infrastructure.</li> </ul> </li> </ul>
	2.1.02 Manage and maintain administrative buildings, depots, jetties & boat ramps	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	2.1.03 Build and improve roads, bridges and drainage	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> delivering and maintaining a safe and efficient road network.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to deliver infrastructure for new urban release areas, continue the rolling upgrade of the Princes Highway, and identify and reserve land required for new infrastructure.</li> <li>Sets an <b>action</b> to consider the preparation of an updated Integrated Transport Strategy.</li> </ul>
	2.1.04 Manage footpaths and cycle ways	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> delivering and maintaining a safe and efficient active transport network.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to improve pedestrian crossing facilities on the Princes Highway (Nowra, Milton and Ulladulla).</li> <li>Sets an <b>action</b> to consider the preparation of an updated Pedestrian and Mobility Action Plan.</li> </ul>



Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	2.1.05 Manage roads, drainage and bridges	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
2.2 Plan and manage appropriate and sustainable development	2.2.01 Develop quality land use plans	This Local Strategic Planning Statement is a high-level strategic land-use planning policy document setting out how Council will identify and work to consider and meet the communities' land-use needs over the next 20 years. It covers how we anticipate the City will change and the work required to manage and facilitate development and the delivery of infrastructure and services. The document will influence changes to Council's planning and development controls and other land use planning tools, such as development contributions, to ensure facilities and services are provided to meet the communities' needs.
	2.2.02 Facilitate the provision of development that meets the changing needs and expectations of the community	This Local Strategic Planning Statement is a high-level strategic land-use planning policy document setting out how Council will identify and work to consider and meet the communities' land-use needs over the next 20 years. It covers how we anticipate the City will change and the work required to manage and facilitate development and the delivery of infrastructure and services. The document will influence changes to Council's planning and development controls and other land use planning tools, such as development contributions, to ensure facilities and services are provided to meet the communities' needs.
	2.2.03 Manage development to ensure compliance with land use plans and approvals	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	2.2.04 Provide strategic planning support services to the organisation and community	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
2.3 Protect and showcase the natural environment	2.3.01 Improve the protection of valuable natural and cultural roadside assets	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	2.3.02 Develop strategies to help to reduce Shoalhaven's carbon footprint	<b>Planning Priority 12 - Managing resources</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> developing a Sustainable Energy Strategy and implementing the Sustainability Action Plan.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to improve and update its building sustainability index.</li> <li>Sets <b>actions</b> to consider the development of an updated Sustainability Action Plan and investigate the preparation of an Emissions Reduction Strategy.</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	2.3.03 Maintain and enhance the natural environment	<p><b>Planning Priority 10 - Protecting the environment</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b>: <ul style="list-style-type: none"> <li>managing development to improve habitats, prioritise water quality, and limit adverse effects on areas with biodiversity values,</li> <li>implementing adaptation, flood risk management, and bushfire risk management plans, and</li> <li>delivering the Coastal Zone Management Plan and development of Coastal Management Programs.</li> </ul> </li> <li>Identifies our <b>collaboration activity</b> with the State Government to map biodiversity resources and implement the Marine Estate Management Strategy.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>Consider the development of a strategic conservation plan that can confirm areas of high environmental value and identify appropriate planning controls if needed.</li> </ul> </li> </ul> <p><b>Planning Priority 12 – Adapting to natural hazards through building resilience</b></p> <ul style="list-style-type: none"> <li>Sets <b>actions</b> to consider the preparation of resilience action plans for settlements and areas at risk from floods and/or bushfires, continue to develop flood risk studies and management plans.</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
3.1 Maintain and grow a robust economy with vibrant towns and villages	3.1.01 Work with business, government and other entities to build a strong and productive Shoalhaven economy	<p><b>Planning Priority 3 - Providing jobs close to home</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Economic Development Strategy and preparing Council's stock of employment land.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to implement the Shoalhaven Regional Economic Development Strategy.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>investigate policy position to ensure urban land releases provide employment opportunities for new residents,</li> <li>review and identify the amount and type of employment land needed over the next 20-years, and</li> <li>investigate the development and practicality of job performance objectives for new urban release areas, including mechanisms to deliver funding for new or existing employment generating initiatives.</li> </ul> </li> </ul> <p><b>Planning Priority 6 - Strengthening commercial centres</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> developing a place strategy for the Burton Street Shopping Centre, Vincentia to identify opportunities to upgrade and revitalise the centre.</li> <li>Identifies our <b>collaboration activity</b> with established community groups and chambers of commerce to identify the centres requiring detailed planning exercises.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>undertake a retail study, including demand and supply modelling analysis, to identify the amount and type of retail floor space required across the Shoalhaven's hierarchy of commercial centres,</li> <li>consider undertaking a retail study to identify the amount and type of retail floorspace required across Shoalhaven's existing and proposed commercial centres,</li> <li>investigate and consider the development of a program of place-based planning exercises for Shoalhaven's commercial centres.</li> </ul> </li> </ul>



Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
		<p><b>Planning Priority 7 - Promoting a responsible visitor economy</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Shoalhaven Destination Management Plan.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to implement its marine-based tourism strategies.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>review planning and development controls for tourist and visitor accommodation and temporary uses to balance the support of tourism activity and manage impacts on communities and sensitive locations,</li> <li>investigate the need to identify specific infrastructure and servicing requirements to support relevant key tourism locations.</li> </ul> </li> </ul> <p><b>Planning Priority 8 – Supporting agriculture and aquaculture</b></p> <ul style="list-style-type: none"> <li>Sets a <b>policy statement</b> to retain and manage existing rural land, avoiding the rezoning of land for other uses including rural-residential and residential outcomes, unless identified in a relevant Strategy.</li> <li>Identifies our <b>collaboration activity</b> with neighbouring councils to deliver a regional approach to planning for agriculture, and the State Government to map productive resource lands.</li> <li>Sets an <b>action</b> to identify strategically important resource lands and consider the need for related zoning changes and opportunities for additional rural residential subdivision/development opportunities.</li> </ul> <p><b>Planning Priority 9 - Industrial and defence-related opportunities</b></p> <ul style="list-style-type: none"> <li>Sets a <b>policy statement</b> to retain and manage existing zoned industrial land, including from rezoning for other purposes, while future need is established.</li> <li>Records our <b>current work</b>: <ul style="list-style-type: none"> <li>delivering zoned and serviced industrial land across Shoalhaven,</li> <li>developing the Albatross Aviation technology Park, and</li> <li>protecting the airspace around defence facilities.</li> </ul> </li> <li>Identifies our <b>collaboration activity</b> with Federal and State Governments to support defence establishments and defence-related industries.</li> <li>Sets an <b>action</b> to investigate the development of an activation strategy for industrial zoned land to coordinate planning, investment and infrastructure delivery..</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	3.1.02 Actively pursue innovative processes and new technologies for the benefit of the Shoalhaven community	<b>Planning Priority 3 - Providing jobs close to home</b> <ul style="list-style-type: none"> <li>Identifies our collaboration activity with NSW Government and others to coordinate planning and investment activity to deliver key employment precincts.</li> </ul>
	3.1.03 Promote and service the Shoalhaven as a diverse tourist destination	<b>Planning Priority 7 - Promoting a responsible visitor economy</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing Shoalhaven Destination Management Plan.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to implement its marine-based tourism strategies.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>review planning and development controls for tourist and visitor accommodation and temporary uses to balance the support of tourism activity and manage impacts on communities and sensitive locations,</li> <li>investigate the need to identify specific infrastructure and servicing requirements to support relevant key tourism locations.</li> </ul> </li> </ul>
	3.1.04 Provide tourism services for the Shoalhaven	<b>Planning Priority 7 - Promoting a responsible visitor economy</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing Shoalhaven Destination Management Plan.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to implement its marine-based tourism strategies.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>review planning and development controls for tourist and visitor accommodation and temporary uses to balance the support of tourism activity and manage impacts on communities and sensitive locations,</li> <li>investigate the need to identify specific infrastructure and servicing requirements to support relevant key tourism locations.</li> </ul> </li> </ul>
	3.1.05 Identify individual trends and develop strategies for Holiday Haven Tourist Parks which meet business needs	<b>Planning Priority 7 - Promoting a responsible visitor economy</b> <ul style="list-style-type: none"> <li>Sets an <b>action</b> to consider reviewing the planning controls for caravan parks and campgrounds to ensure consistent controls across Shoalhaven.</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
	3.1.06 Make our CBDs and town centres active places	<p><b>Planning Priority 4 – Nowra City Centre</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing a range of existing strategies and masterplans applying to the City Centre and Riverfront Precinct.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to increase investment in the City Centre, including the completion of the new bridge, improved public spaces, and expanding the hospital.</li> <li>Sets <b>actions</b> to review the strategies and masterplans guiding the future growth and development of the City Centre.</li> </ul> <p><b>Planning Priority 5 – Ulladulla Town Centre</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the recommendations of the South Ulladulla Building Heights Review.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to maintain and protect the operation of the working harbour.</li> <li>Sets <b>actions</b> to consider the preparation of a new and updated masterplan, including broad community involvement, to help guide the future development of Ulladulla Town Centre, focusing on the harbour precinct and main street, and consider ways to improve traffic and parking.</li> </ul> <p><b>Planning Priority 6 - Strengthening commercial centres</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> developing a place strategy for the Burton Street Sopping Centre, Vincentia to identify opportunities to upgrade and revitalise the centre.</li> <li>Identifies our <b>collaboration activity</b> with established community groups and chambers of commerce to identify the centres requiring detailed planning exercises.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>undertake a retail study, including demand and supply modelling analysis, to identify the amount and type of retail floor space required across the Shoalhaven's hierarchy of commercial centres,</li> <li>consider undertaking a retail study to identify the amount and type of retail floorspace required across Shoalhaven's existing and proposed commercial centres,</li> <li>investigate and consider the development of a program of place-based planning exercises for Shoalhaven's commercial centres.</li> </ul> </li> </ul> <p><b>Planning Priority 16 - Promoting public events and public art</b></p> <ul style="list-style-type: none"> <li>Sets an <b>action</b> to consider updating planning controls, where required, to better promote and support events to activate public spaces.</li> </ul>



Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
4.1 reliable services that meet daily community needs	4.1.01 Provide quality customer service through the customer service unit	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
	4.1.02 Provide an accessible quality Family Day Care service	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
	4.1.03 Provide sustainable burial, cremation, memorial services and cemetery maintenance to the Shoalhaven community and seek to influence policy development in the industry	<b>Planning Priority 2 -Delivering infrastructure</b> <ul style="list-style-type: none"> <li>• Sets an <b>action</b> to investigate sites for new cemetery facilities in the Jervis Bay and St Georges Basin area.</li> </ul>
	4.1.04 Manage the delivery of infrastructure, roads, drainage and bridges	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>• Records our <b>current work</b> delivering and maintaining a safe and efficient road network.</li> <li>• Sets an <b>action</b> to consider the preparation of an updated Integrated Transport Strategy.</li> </ul>
	4.1.05 Deliver a full range of Council's services at Ulladulla Service Centre	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
	4.1.06 Deliver water and sewerage capital works	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>• Identifies our <b>collaboration activity</b> to identify and reserve land required for new infrastructure.</li> </ul>
	4.1.07 Plan for water and sewage capital work	<b>Planning Priority 2 – Delivering infrastructure</b> <ul style="list-style-type: none"> <li>• Identifies our <b>collaboration activity</b> to identify and reserve land required for new infrastructure.</li> </ul>
4.2 Provide advocacy and transparent leadership through effective government and administration	Not applicable	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>

Priority	Goal	Planning Priorities – Current Work/Collaboration Activity/Actions
4.3 Inform and engage with the community about the decisions that affect their lives	4.3.01 Improve and enhance council's communication and engagement with the community about our future direction, major projects, key policies and messages	<p>The current draft of Shoalhaven 2040 has been informed by:</p> <ul style="list-style-type: none"> <li>• The results of community consultation on other strategic planning documents, including: <ul style="list-style-type: none"> <li>- the Growth Management Strategy Discussion Paper (Nov 2018-Jan 2019), Draft Shoalhaven Character Assessment Report (Nov 2018-Jan 2019), and various rezoning applications/planning proposals.</li> <li>- An online community survey testing some draft content, with 100 survey responses received between February and March 2020.</li> <li>- Workshops between Councillors and Council staff about the draft document and the related Strategic Planning Works Program.</li> </ul> </li> <li>• The draft Shoalhaven 2040 was publicly exhibited for a period of twenty-eight (28) days to provide Shoalhaven's communities the opportunity to participate in its continued development and finalisation. Council staff utilised online presentations, short online surveys, forums, and public forums to provide information on the draft document, answer queries and collect feedback.</li> </ul>
	4.3.02 Support effective communications between Council and community	
	4.3.03 Build community awareness and involvement in the natural environment	
	4.3.04 Continue to inform and consult with the community about planning and development policies and applications in accordance with legislative requirements	

# Appendix 2

## Implementing Illawarra-Shoalhaven Regional Plan

### How Shoalhaven 2040 works with the Illawarra-Shoalhaven Regional Plan

Illawarra-Shoalhaven Regional Plan 2015		Shoalhaven Local Strategic Planning Statement
Direction	Action	Planning Priorities – Current Work/Collaboration Activity/Actions
<b>Goal - 1 A prosperous Illawarra–Shoalhaven</b>		
<b>1.3 Grow regional strategic assets to support economic growth across the region</b>	1.3.1 Renew and revitalise Nowra Centre by coordinating State agency input into precinct planning and reviewing capacity for expanded health uses	<p><b>Planning Priority 4 – Nowra City Centre</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing a range of existing strategies and masterplans applying to the City Centre and Riverfront Precinct.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to increase investment in the City Centre, including the completion of the new bridge, improved public spaces, and expanding the hospital.</li> <li>Sets <b>actions</b> to review the strategies and masterplans guiding the future growth and development of the City Centre.</li> </ul> <p><b>Planning Priority 3 - Providing jobs close to home</b></p> <ul style="list-style-type: none"> <li>Identifies our <b>collaboration activity</b> with NSW Government and others to coordinate planning and investment activity to deliver key employment precincts.</li> <li>Sets an <b>action</b> to review planning and development controls around the Shoalhaven District Memorial Hospital and in Shoalhaven's towns and villages to allow medical specialists and support services to easily establish.</li> </ul>
	1.3.3 Support the growth of defence related industries at the Albatross Aviation Technology Park	<p><b>Planning Priority 3 - Providing jobs close to home</b></p> <ul style="list-style-type: none"> <li>Identifies our collaboration activity with NSW Government and others to coordinate planning and investment activity to deliver key employment precincts.</li> </ul> <p><b>Planning Priority 9 - Industrial and defence-related opportunities</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> delivering zoned and serviced industrial land across Shoalhaven, developing the Albatross Aviation technology Park, and protecting the airspace around defence facilities.</li> <li>Identifies our collaboration activity with Federal and State Governments to support defence establishments and defence-related industries.</li> </ul>

Illawarra-Shoalhaven Regional Plan 2015		Shoalhaven Local Strategic Planning Statement
Direction	Action	Planning Priorities – Current Work/Collaboration Activity/Actions
	1.3.5 Develop a stronger marine-based tourism industry, capitalising on the region's numerous small ports and building on The Waterfront, Shell Cove marine facility	<p><b>Planning Priority 3 - Providing jobs close to home</b></p> <ul style="list-style-type: none"> <li>Identifies our <b>collaboration activity</b> with NSW Government and others to coordinate planning and investment activity to deliver key employment precincts.</li> </ul> <p><b>Planning Priority 7 - Promoting a responsible visitor economy</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Shoalhaven Destination Management Plan.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to implement its marine-based tourism strategies.</li> </ul>
1.4 Support new and expanded industrial activity by providing well-located and -serviced supplies of industrial land	1.4.2 Support the development of new industrial land through ongoing collaboration between State and Local Government and servicing authorities, to coordinate infrastructure delivery	<p><b>Planning Priority 3 - Providing jobs close to home</b></p> <ul style="list-style-type: none"> <li>Identifies our <b>collaboration activity</b> with NSW Government and others to coordinate planning and investment activity to deliver key employment precincts.</li> </ul> <p><b>Planning Priority 9 - Industrial and defence-related opportunities</b></p> <ul style="list-style-type: none"> <li>Sets a <b>policy statement</b> to retain and manage existing zoned industrial land, including from rezoning for other purposes, while future need is established.</li> <li>Records our <b>current work</b> delivering zoned and serviced industrial land across Shoalhaven.</li> <li>Sets an <b>action</b> to investigate the development of an activation strategy for industrial zoned land to coordinate planning, investment and infrastructure delivery.</li> </ul>
	1.4.3 Support growth in the priority growth sectors through flexible employment lands guidelines for the Illawarra-Shoalhaven	<p><b>Planning Priority 9 - Industrial and defence-related opportunities</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> delivering zoned and serviced industrial land across Shoalhaven.</li> <li>Sets an <b>action</b> to investigate the development of an activation strategy for industrial zoned land to coordinate planning, investment and infrastructure delivery.</li> </ul>



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1.5 Strengthen the economic self-determination of Aboriginal communities	1.5.1 Conduct a strategic assessment of land held by the region's Local Aboriginal Land Councils to identify priority sites for further investigation of their economic opportunities	<p>We will work with Local Aboriginal Land Councils to enhance the economic self-determination of Aboriginal communities through their land holdings. We will work with Local Aboriginal Land Councils and the State Government to support the preparation and implementation of strategic plans, including actions to develop land owned by Local Aboriginal Land Councils.</p> <p><b>Planning Priority 7 - Promoting a responsible visitor economy</b></p> <ul style="list-style-type: none"> <li>Sets an <b>action</b> to consult with Local Aboriginal Communities on the potential use of Aboriginal owned land for appropriate tourism uses.</li> </ul>
<b>Goal - 2 A variety of housing choices, with homes that meet needs and lifestyles</b>		
2.2 Support housing opportunities close to existing services, jobs and infrastructure in the region's centres	2.2.1 Investigate the policies, plans and investments that would support greater housing diversity in centres	<p><b>Planning Priority 1 - Providing homes to meet all needs and lifestyles</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b>: <ul style="list-style-type: none"> <li>implementing a series of residential strategies and structure plans,</li> <li>delivering new residential areas close to a range of settlements, and</li> <li>amending planning controls to encourage increased residential density in Nowra City Centre and Ulladulla Town Centre.</li> </ul> </li> <li>Sets an <b>action</b> to identify the supply, diversity and location of new homes.</li> </ul>
2.3 Deliver housing in new release areas best suited to build new communities, provide housing choice and avoid environmental impact	2.3.1 Coordinate infrastructure delivery to support West Lake Illawarra and Nowra-Bomaderry release areas	<p><b>Planning Priority 1 - Providing homes to meet all needs and lifestyles</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b>: <ul style="list-style-type: none"> <li>implementing a series of residential strategies and structure plans,</li> <li>delivering new residential areas close to a range of settlements, and</li> <li>setting planning and development controls to deliver planned residential areas in the Nowra-Bomaderry regional release area.</li> </ul> </li> <li>Sets <b>actions</b> to identify the supply, diversity and location of new homes.</li> </ul> <p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> planning and delivering road connections to new urban release areas.</li> <li>Identifies our <b>collaboration activity</b> with the State Government coordinating infrastructure delivery for new urban release areas.</li> </ul>

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<b>Goal - 3 A region with communities that are strong, healthy and well-connected</b>		
<b>3.2 Enhance community access to jobs, goods and services by improving connections between centres and growth areas</b>	3.2.1 Investigate options to improve public transport service levels which better link centres, corridors and growth areas to Metro Wollongong	<p>We recognise the city-shaping opportunities for new and improved forms of public transport provided by the potential fast-rail network and the continued development of electric and autonomous vehicles.</p> <p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> delivering and maintaining a safe and efficient road and active transport network.</li> <li>Identifies our <b>collaboration activity</b> with the State Government and public transport service providers to: <ul style="list-style-type: none"> <li>upgrade the rail line, stations and services between Berry and Bomaderry, and</li> <li>enhance and expand bus services and strategic bus corridors.</li> </ul> </li> <li>Sets an <b>action</b> to consider the preparation of both an updated Integrated Transport Strategy and Pedestrian and Mobility Action Plan.</li> </ul>
	3.2.3 Investigate tourism-related transport services in Kiama and Shoalhaven	<p><b>Planning Priority 7 - Promoting a responsible visitor economy</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Shoalhaven Destination Management Plan.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to implement its tourism strategies.</li> <li>Sets an <b>action</b> to investigate the need to identify specific infrastructure and servicing requirements to support relevant key tourism locations.</li> </ul>

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3.3 Build socially inclusive, safe and healthy communities	3.3.1 Review and update the Neighbourhood Planning Principles	<p>The principle of building socially inclusive, safe and healthy communities is embedded in the Vision and a number of Planning Priorities.</p> <p><b>Planning Priority 1 - Providing homes to meet all needs and lifestyles</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Affordable Housing Strategy.</li> <li>Identifies our <b>collaboration activity</b> with community housing providers to increase the supply of affordable rental housing.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>identify the supply, diversity and location of new homes,</li> <li>investigate how development controls can facilitate delivery of accessible and adaptable homes and</li> <li>investigate development of an affordable housing development contribution scheme requiring significant new developments to provide or pay for affordable housing.</li> </ul> </li> </ul> <p><b>Planning Priority 2 – Delivering infrastructure</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing strategic plans for community infrastructure.</li> <li>Sets <b>actions</b> to consider updating the strategic plans guiding the provision of community infrastructure.</li> </ul> <p><b>Planning Priority 13 - Protecting and enhancing neighbourhoods</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> supporting the implementation of community-led strategic plans.</li> <li>Identifies our <b>collaboration activity</b> with Community Consultative Bodies to prepare community-led strategic plans.</li> </ul> <p><b>Planning Priority 6 - Strengthening commercial centres</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> developing a place strategy for the Burton Street Shopping Centre, Vincentia.</li> <li>Sets an <b>action</b> to investigate and consider the development of a program of place-based planning exercises for Shoalhaven's commercial centres.</li> </ul> <p><b>Planning Priority 16 - Promoting public events and public art</b></p> <ul style="list-style-type: none"> <li>Sets an <b>action</b> to consider updating planning controls, where required, to better promote and support events to activate public spaces.</li> </ul>

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3.4 Protect the region's cultural heritage	3.4.1 Conserve heritage sites when preparing local planning controls	<p><b>Planning Priority 14 – Heritage items and places</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> managing a list of heritage items and places and administering a heritage assistance grants program to support the maintenance of heritage items and places.</li> <li>Identifies our <b>collaboration activity</b> with local historic groups to identify heritage items and places and opportunities to conserve them.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>to investigate and consider the establishment of a Heritage Design Advisory Service to provide advice and guidance on development involving heritage items and places... strategic heritage planning, amendments to LEP heritage schedules and Council's management of heritage items and places,</li> <li>update the Shoalhaven Heritage Study (non-Aboriginal),</li> <li>Consider the development of a program for the preparation of heritage interpretation programs for Shoalhaven's settlements, and</li> <li>Consider the development of conservation management plans for council owned and managed heritage items and places.</li> </ul> </li> </ul> <p><b>Planning Priority 15 – Scenic and cultural landscapes</b></p> <ul style="list-style-type: none"> <li>Records our <b>current work</b> protecting landscapes with scenic and cultural significance.</li> <li>Identifies our <b>collaboration activity</b> with Aboriginal communities and Local Aboriginal Land Councils to identify Aboriginal cultural heritage and cultural landscapes.</li> <li>Sets <b>actions</b> to consider where appropriate the identification of scenic and landscape values and development of appropriate controls to protect and enhance identified values.</li> </ul>



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<b>Goal - 4 A region that makes appropriate use of agricultural and resource lands</b>		
4.1 Protect regionally important agricultural lands as an asset to food and fibre production	4.1.1 Identify regionally important agricultural lands and reflect the outcomes in local planning controls	<b>Planning Priority 8 - Supporting agriculture and aquaculture</b> <ul style="list-style-type: none"> <li>• Sets a <b>policy statement</b> to retain and manage existing rural land, avoiding the rezoning of land for other uses including rural-residential and residential outcomes.</li> <li>• Identifies our <b>collaboration activity</b> with neighbouring councils to deliver a regional approach to planning for and supporting agriculture, and the State Government to provide contemporary mapping of productive resource lands.</li> <li>• Sets an <b>action</b> to identify strategically important resource lands and consider the need for related zoning changes and opportunities for additional rural residential subdivision/development opportunities.</li> </ul>
<b>Goal - 5 A region that protects and enhances the natural environment</b>		
5.1 Protect the region's environmental value by focusing development in locations with the capacity to absorb development	5.1.1 Avoid, minimise and mitigate the impact of development on significant environmental assets	<b>Planning Priority 10 - Protecting the environment</b> <ul style="list-style-type: none"> <li>• Records our <b>current work</b> managing development to improve habitats, prioritise water quality, and limit adverse effects on areas with biodiversity values.</li> <li>• Identifies our <b>collaboration activity</b> with the State Government to finalise contemporary mapping of biodiversity resources.</li> <li>• Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>- Consider the development of a strategic conservation plan that can confirm areas of high environmental value and identify appropriate planning controls if needed.</li> </ul> </li> </ul>
	5.1.3 Protect the region's biodiversity corridors in local planning controls	<b>Planning Priority 10 - Protecting the environment</b> <ul style="list-style-type: none"> <li>• Identifies our <b>collaboration activity</b> with the State Government to finalise mapping of biodiversity resources.</li> <li>• Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>- Consider the development of a strategic conservation plan that can confirm areas of high environmental value and identify appropriate planning controls if needed.</li> </ul> </li> </ul>

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	5.1.4 Create a consistent approach to protect important riparian areas in planning and development controls	<b>Planning Priority 10 - Protecting the environment</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> managing development to improve habitats, prioritise water quality, and limit adverse effects on areas with biodiversity values.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to finalise contemporary mapping of biodiversity resources.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>Consider the development of a strategic conservation plan that can confirm areas of high environmental value and identify appropriate planning controls if needed.</li> </ul> </li> </ul>
5.2 Build the Illawarra-Shoalhaven's resilience to natural hazards and climate change	5.2.1 Apply contemporary risk management to coastal and other hazards	<b>Planning Priority 11 - Adapting to natural hazards through building resilience</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing Shoalhaven's adaptation, flood risk management, and bushfire risk management plans.</li> <li>Identifies our <b>collaboration activity</b> with the NSW Rural Fire Service to identify bush fire prone land and implement Planning for Bush Fire Protection.</li> <li>Sets <b>actions</b> to: <ul style="list-style-type: none"> <li>consider the preparation of resilience action plans for settlements and areas at risk from floods and/or bushfires,</li> <li>continue to develop flood risk studies and management plans, and...</li> <li>consider the development of an Urban Greening Strategy.</li> </ul> </li> </ul> <b>Planning Priority 12 - Managing resources</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> developing a Sustainable Energy Strategy and implementing the Sustainability Action Plan.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to improve and update its building sustainability index.</li> <li>Sets <b>actions</b> to consider the development of an updated Sustainability Action Plan and investigate the preparation of an Emissions Reduction Strategy.</li> </ul>

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5.3 Improve the environmental outcomes for waste management and air quality	5.3.1 Develop long term waste management capacity as the population and development of the region increases	<b>Planning Priority 12 - Managing resources</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Waste Reduction Management Strategy.</li> <li>Sets actions to: <ul style="list-style-type: none"> <li>consider the need to review planning controls to secure the future operation and land requirements of waste management facilities and</li> <li>consider the need for development controls for relevant medium- and high-density residential development to require efficient and sustainable waste sorting facilities.</li> </ul> </li> </ul>
5.4 Secure the health of coastal landscapes by managing land uses and water quality	5.4.1 Protect sensitive estuaries and coastal lakes	<b>Planning Priority 10 - Protecting the environment</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Coastal Zone Management Plan and developing Coastal Management Programs.</li> <li>Identifies our <b>collaboration activity</b> with the State Government to implement its Marine Estate Management Strategy.</li> </ul>
	5.4.3 Implement a risk-based decision-making framework to manage water quality and waterway health for all coastal lakes and estuaries in the region where development is planned, with priority given to sensitive lakes and estuaries	<b>Planning Priority 10 - Protecting the environment</b> <ul style="list-style-type: none"> <li>Records our <b>current work</b> implementing the Coastal Zone Management Plan and developing Coastal Management Programs.</li> </ul>







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