

Uralla Shire Local Strategic Planning Statement



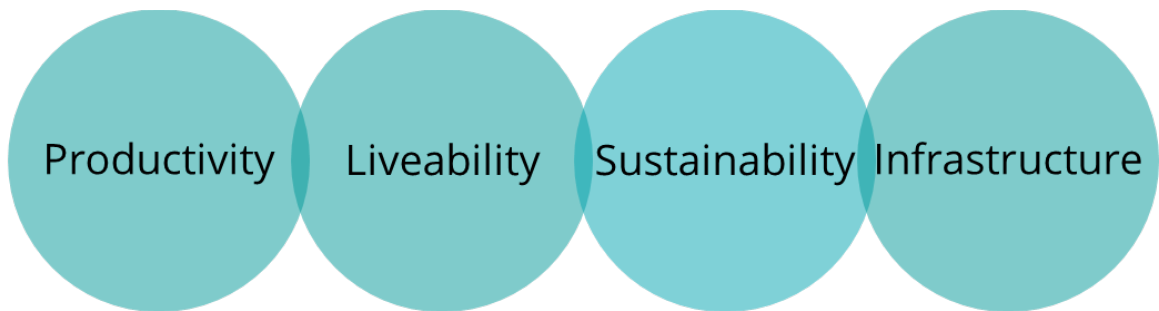
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1. About this Statement

THE URALLA SHIRE LOCAL STRATEGIC PLANNING STATEMENT (LSPS) PLANS FOR THE URALLA SHIRE COMMUNITY'S ECONOMIC, SOCIAL AND ENVIRONMENTAL LAND USE NEEDS OVER THE NEXT 20 YEARS TO 2040

The Uralla Shire LSPS sets a clear line of sight between the key strategic directions of:



These four themes are integral to how the Uralla Shire will grow and evolve. The four themes and actions contained in this LSPS build on the strategic planning actions already contained within the vision of the Uralla Shire Community Strategic Plan 2017-2027. This plan was built on previous extensive community engagement using award winning International Association for Public Participation (iap2) consultation framework.

The LSPS is based on local characteristics and opportunities and is supported by a planning framework including the New England North West Regional Plan 2036. Alignment of the LSPS with both the Uralla Shire Community Strategic Plan 2017-2027 and New England North West Regional Plan 2036 is provided in Appendix B. The LSPS has also been developed to align with the Southern New England High Country Regional Economic Development Strategy 2018-2022.

The Uralla Shire LSPS has been prepared in accordance with the requirements of Section 3.9 of the *Environmental Planning and Assessment Act 1979* (refer over the page for legislative context). It will inform the development of Council's Local Environmental Plan (LEP) and Development Control Plan (DCP), broader Council policies and strategies, and the assessment of planning proposals for changes to Council's planning controls (refer to Figure 1).

The LSPS applies to the whole Uralla Shire Local Government Area (LGA).

The LSPS is a key document to guide local strategic planning in Uralla Shire.

The LSPS details how the vision will be implemented, and the places activated, monitored and managed. The LSPS will be monitored and actions implemented through staging, sequencing and re-visioning with continual amendments to improve and reflect the desired change.



IMAGE: McCrossin's Mill Museum
Source: Destination NSW

A 20-YEAR
VISION

THE CONTEXT OF THE AREA,
HAVING REGARD TO ECONOMIC,
SOCIAL AND ENVIRONMENTAL
MATTERS

THE
URALLA
SHIRE LSPS
INCLUDES:

PLANNING
PRIORITIES
THAT GUIDE
LOCAL LAND
USE
PLANNING

PRINCIPLES
THAT
UNDERPIN
PLANNING
PRIORITIES
AND ACTIONS

ACTIONS WE WILL TAKE TO HELP
ACHIEVE THE PRIORITIES
IMPLEMENTATION PROGRAM

LEGISLATIVE CONTEXT

Section 3.9 of the *Environmental Planning and Assessment Act 1979* requires a LSPS to include or identify the following:

- a) the basis for strategic planning in the area, having regard to economic, social and environmental matters,
- b) the planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under section 402 of the *Local Government Act 1993*,
- c) the actions required to achieve those planning priorities, and
- d) the basis on which the council is to monitor and report on the implementation of those actions.

The LSPS gives effect to the New England North West Regional Plan 2036, implementing the directions and actions at a local level (refer to Figure 1).

The LSPS works with Council's Community Strategic Plan, which has a similar but broader purpose on how Council will work to meet the community's needs. The LSPS's planning priorities, strategic directions and actions provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

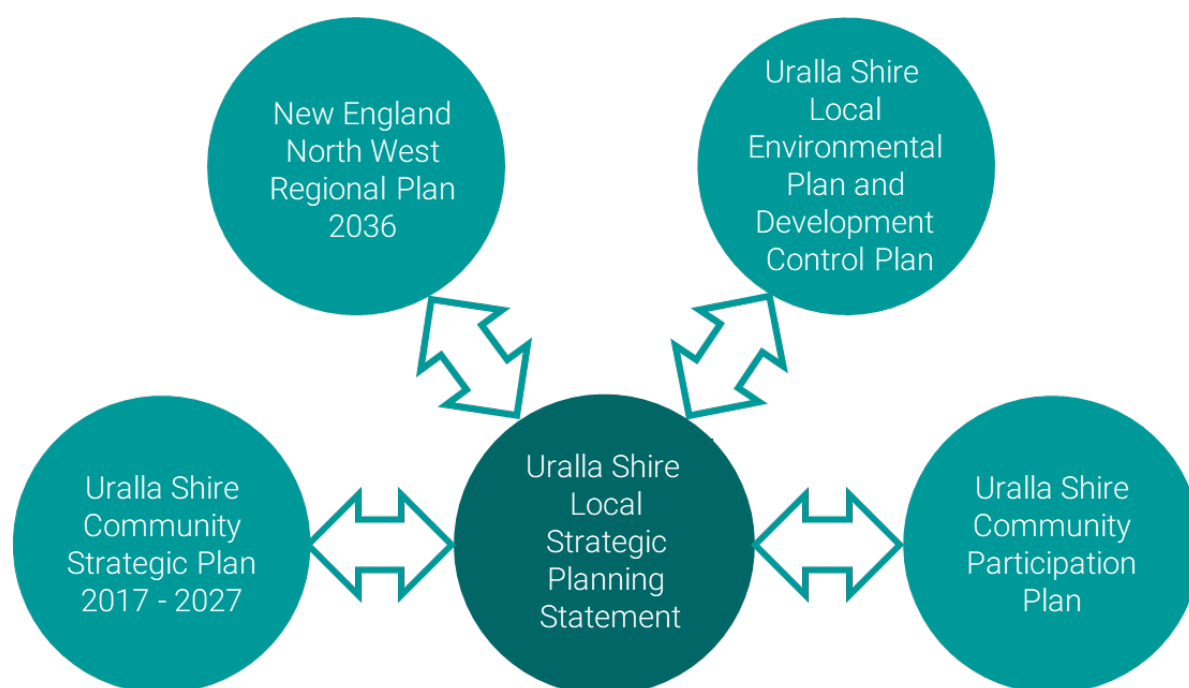


Figure 1 Relationship of the Uralla Shire LSPS to key plans

URALLA SHIRE LOCAL STRATEGIC PLANNING STATEMENT OUTCOME

1 Vision

4 Directions

13 Planning Priorities

44 Actions

2. Context

OUR PLACE

Located on the New England Tablelands, Uralla Shire is known for its undulating, beautiful landscapes.

Our landscape is composed of vivid contrasts, an ancient history, and a bright future. It covers over 3,230 square kilometres across terrain that contains World Heritage listed areas, spectacular gorges and rainforests to productive agricultural lands. It is truly a unique part of Australia.

Several spectacular rivers run through the Uralla Shire, including the Gwydir and Macleay rivers and their tributaries, winding through the landscape before departing to the west and east of the Shire. These rivers each have rich stories from their gold mining past, but connections with the landscape back thousands of years is embodied in the Aniwan Way.

Another unique distinction is our people. The community spirit and resilience of the people of Uralla Shire is seen as a particular strength: the community is friendly, connected and has a commitment to their home. Located in the New England North West, growth is being driven largely by tourism, lifestyle migration and renewable energy. Additionally, the mild temperate climate, good rainfall and productive soils provide the foundation for a diverse and productive agricultural base.

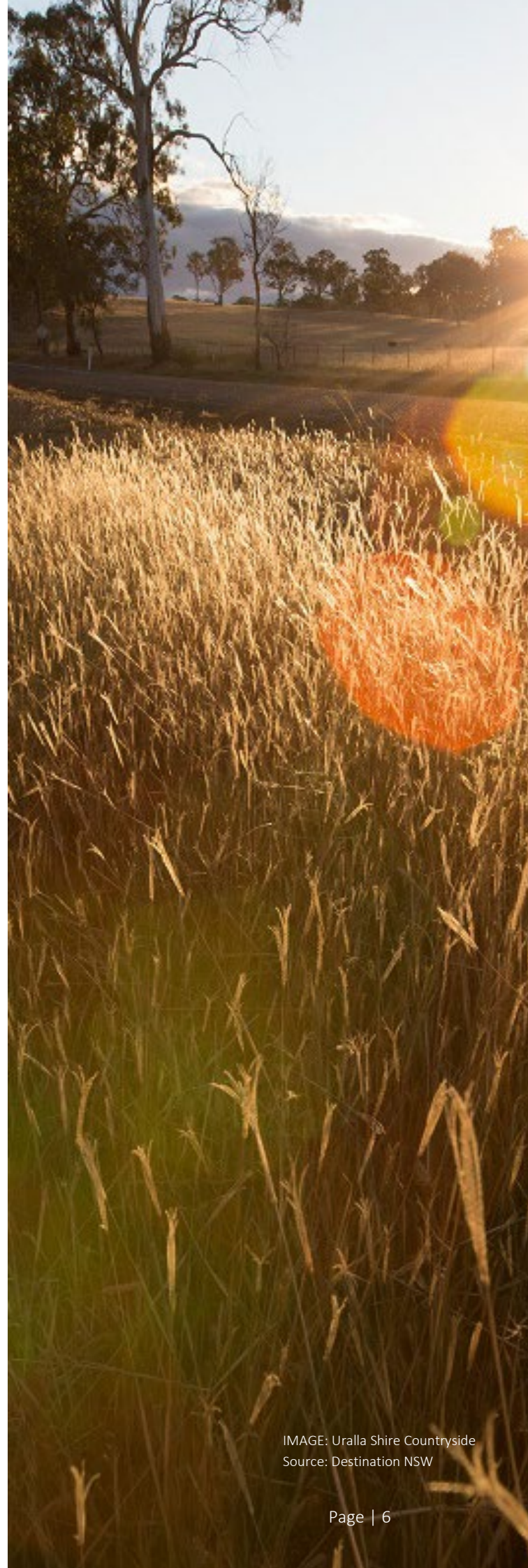


IMAGE: Uralla Shire Countryside
Source: Destination NSW

URALLA SHIRE IN THE NEW ENGLAND NORTH WEST REGION

THE URALLA SHIRE'S POSITION ON THE PLATEAU OF THE GREAT DIVIDING RANGE, RANGING IN ALTITUDE FROM APPROXIMATELY 600M TO 1400M ABOVE SEA LEVEL, PROVIDES ONE OF THE MOST DYNAMIC, PRODUCTIVE AND LIVEABLE PARTS OF NSW.

The Uralla Shire's landscape underpins innovative opportunities in tourism, renewable energy and agriculture. Its main economic driver is primary production, which is based on soils derived from the granite and trap geology (sedimentary and metamorphic rocks) capped in many places by basalt flows. The cold dry winter and hot wet summer suit specialist fine wool production whilst historically the richer basalt derived soils have been used for growing fruit. More recently, the cool climate, clear air and proximity to major transmission lines has favoured targeting of the Shire for renewable energy development.

The name "Uralla" was taken by European settlers from the dialect of the local Aniwan people and means "meeting place". The township of Uralla is located at the intersection of Thunderbolt's Way and the New England Highway. Thunderbolt's Way is a growing tourist route whilst the New England Highway is the main inter-regional transport corridor, giving easy passenger and freight access to Sydney and Brisbane. Uralla is also served daily by a passenger train service from Sydney. Uralla Shire is in close proximity to a regional airport with carriers flying direct to Sydney and Brisbane.

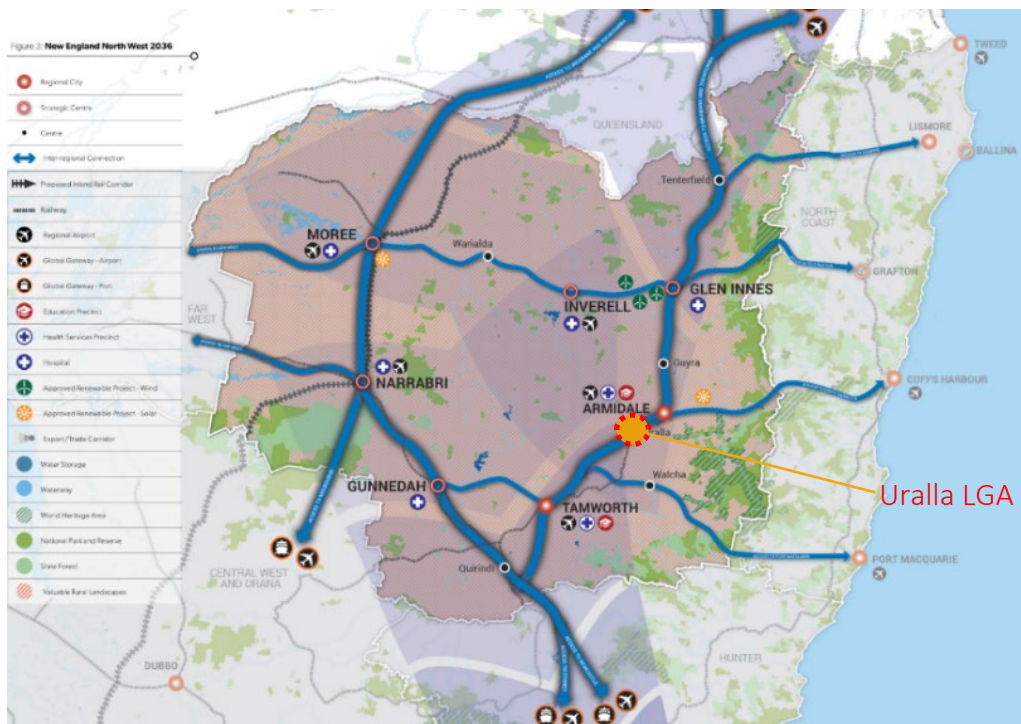


Figure 2: Geographical extent of the New England North West as shown in the New England North West Regional Plan



6,048
Residents in 2016



65%
Households are couple only or lone person in 2036



1,711
Persons aged over 65 in 2041



2,582
Dwellings counted in 2016



14.1%
Residents are aged 5 -14 years old, which is 2% higher than regional NSW



85%
Of dwellings were single houses in 2016



419
Residents identify as Aboriginal in 2016



42%
Of households own their home



IMAGE: McCrossin's Mill Museum
Source: Destination NSW

OUR COMMUNITY AND PLACES

URALLA SHIRE HAS A STRONG SENSE OF COMMUNITY. THE RURAL LIFESTYLE TOGETHER WITH A STRONG, ATTRACTIVE NETWORK OF CENTRES, MAKES THE SHIRE A GREAT PLACE TO LIVE, WORK AND VISIT.

Uralla Shire contains a number of local communities, each of which has a distinct history and character. While the majority of the Shire's residents live in the vibrant Uralla township (2,400 people), a significant number of the population live in its other centres including Invergowrie, Saumarez, Arding (1,100 people), Bundarra (400), Rocky River (250), Kentucky (150), Kingstown (100) and Wollun (70).

Over time, each centre has capitalised on its locational advantages, anchoring them as drivers of economic and housing growth and diversity throughout the Shire. Their unique sense of place in a rural setting appeals to the residents and contributes to their growth and prosperity.

At the heart of the Shire is the town of Uralla. The town has a scenic country character with its rich environment underpinning the town's strong tourism sector. Boasting a rich history, the town of Uralla has more than 50 buildings and sites of heritage significance and has noteworthy visitor attractions nearby, such as Thunderbolt's Rock, the stunning Gostwyck Chapel, and historic Yarrowyck cave paintings. The town of Uralla enjoys a substantial number of services and facilities including restaurants, bakeries and cafés, a local supermarket, various specialised retail services, schools, police station, swimming pool, community centre incorporating community support services, residential aged care facility, library, churches, sporting clubs, historical museum, post office, banks and visitor information centre.

The Bundarra community developed adjacent to George Clerk's original 1836 settlement on the Gwydir River. It has traditionally been home to contractors and labourers supporting the surrounding rural properties. This is still reflected in the relatively high proportion of the workforce who listed their occupation as labourers or machinery operators in the 2016 census. The village is enriched by its services and facilities including police station, school, churches, an aged care facility, agricultural supplies, garage, hotel, sporting club/golf course, community technology centre, general store (including a post office), and takeaway stores.

The village of Kentucky is surrounded by rich farmland and picturesque open spaces. As a close-knit community Kentucky has a church, a community hall, general store, Landcare Group, New South Wales Rural Fire Service Station and a public school. Its community strengths are historically linked to a returned soldier's settlement, developed along the railway line between Kentucky and Wollun, with an area of 7,319 acres divided

into 80 small holdings. At its peak, 1,200 acres were planted to apples, pears, cherries, and plums. The area now specialises in grazing, mainly of superfine merinos and beef cattle. Niche industries occupy many of the small holdings as well as a boutique distillery and brewery.

Kingstown is a scenic rural village and one of the earliest European settlements in Uralla Shire. The village originally grew from 'Stony Batter', a large pastoral station developed around 1835 that extended from the Macdonald River to the Gwydir.

Rocky River is an important Australian historic village that was founded from gold mining in the 1800s. At its zenith in 1858 it had an in excess of 5,000 people, 20 hotels, boarding houses, stores, churches and schools. Today this village supports a school.

The Invergowrie, Saumarez, Arding areas are rural residential settlements while other smaller settlements such as Yarrowyck and Wollun developed around other major holdings.

Uralla Shire is a highly liveable rural area where there is a great sense of wellbeing. The population has easy access to high-quality local jobs, community facilities, essential services, healthcare, education, social and cultural activities, affordable/diverse housing and recreation spaces. Residents and visitors have a strong connection with natural areas such as national parks, reserves and beautiful bushland that are common throughout the shire. The culture and natural environment support quality of life and allow people to explore, connect, play, innovate and thrive.





Figure 3: Uralla Shire

OUR ECONOMY

THE URALLA SHIRE'S ROLE AS A LIVE/WORK DESTINATION IS UNDERPINNED BY ITS STRONG AND GROWING AGRICULTURAL ECONOMY, ENHANCED ROAD LINKS, AND ITS GROWING VISITOR ECONOMY.

The largest industry in the Uralla Shire continues to be primary production. Agriculture was worth \$58 million value-added to the Uralla Shire economy in 2017. The primary production sector will continue to be a prominent job generator, including through research opportunities associated with the University of New England and the CSIRO, which runs an agricultural research station near the town of Uralla. The main primary production industries are cattle for meat, cropping, sheep for meat and fine wool, as well as stud stock production to support the meat and wool enterprises. Uralla Shire is known to produce some of the finest wool in Australia.

The cooler temperatures and high elevations are also suitable for growing produce such as apples, pears, plums, and cherries. Fruit and horticulture contribute just over \$1 million to the Shire economy annually with the smaller orchard blocks being increasingly used for artisan products. The Shire also has several vineyards combining cool climate wine production with restaurant facilities and which provide significant tourism opportunities.

Along with the major industries, there are several small industries and/or manufacturing activities such as a foundry, orchards, herb packaging facility, brewery, steel fabrication, wool garment production, goat milk products, specialist food producers, vineyards, wineries, gin and whiskey distillery. Uralla Shire is also the home of Lockheed Martin's satellite tracking station, which is part of a global network of ground-based facilities used to control satellites.

The proximity of the Shire to the University of New England, Armidale is reflected in the significance of higher education as a source of income for the Shire Residents (5% for Uralla Shire compared to a national average of 1.5%.)

Uralla Shire has a growing visitor economy with its emerging artisan products, such as pottery, painting, sculpture, textiles, distilled spirits, arts, crafts, locally brewed beer, skincare products, and gift lines being developed by local producers. Seasonal variation also contributes to the Uralla Shire's visitor economy.

More recent developments also include proposals to construct major renewable energy (solar and wind) establishments, battery storage facility, and industrial land subdivision.



30%

Of residents are employed in agriculture



27%

Residents have a university qualification



87%

Of the land area is used for agriculture



\$214M

Gross regional product



\$1M

Is the total gross value of fruit and horticulture grown in Uralla in 2015



\$245,000

Median house price (3 bedroom)



\$5M

was the value of tourism to the Uralla economy



2nd

Largest employer in Uralla Shire is education and training



NATURAL ENVIRONMENT

OUR COMMUNITY PLACES A VERY HIGH CULTURAL VALUE ON THE NATURAL ENVIRONMENT AND OTHER OUTDOOR ENVIRONMENTS, AS THESE FEATURES UNDERPIN OUR LIFESTYLE.

Uralla Shire contains some of the highest-elevation country in Australia and makes for cool to cold winters and mild summers. Due to its recent (in geological terms) volcanic history, much of the Shire is covered in a layer of basalt soil, which has long been utilised for agriculture, in particular, fine wool and fruit (apples and stone fruit) growing.

Much of the basalt tablelands was originally covered in Stringybark and Box Gum grassy Woodlands. New England Peppermint Woodlands were found in depressions, hollows and along low-lying watercourses on the tablelands. Ribbon Gum – Mountain Gum communities are also present on high elevation slopes.

Due to its rich agricultural and mining history, around two thirds of the Shire is cleared of vegetation. Only pockets of native vegetation remain in the main agricultural precincts. There are also active landcare and revegetation projects. Approximately one third of the LGA is currently forested, particularly around the steeper hills and the western areas where the Shire falls away into granite country, that provide habitats for many species of plants and animals.

National parks cover 1,262 hectares (not including nature reserves) of the Shire. The Shire is located on the edge of Oxley Wild Rivers National Park and contains two nature reserves including,

- Mount Yarrowyck Nature Reserve
- Stony Batter Creek Nature Reserve

Mount Yarrowyck Nature Reserve protects an Aboriginal cave painting site and much of the natural environment of Mount Yarrowyck, while Stony Batter Creek Nature Reserve contains an extensive number of indigenous flora and fauna species with the native flora list for the reserve currently consisting of more than 280 individual species. The Uralla flower, *Cheiranthra telfordii*, is unique to the Shire and has been adopted as a floral emblem displayed on the northern entrance sign on the New England Highway.

Uralla Shire is on the eastern edge of the Murray Darling Basin. Rivers and creeks flowing west and north flow directly into this system via the Gwydir River, while rivers to the east of the divide flow into the Macleay River system. The Shire also contains significant areas of Upland Wetlands such as Dangar's and Racecourse Lagoons. These Upland Wetlands are endangered ecological communities unique to higher altitude watersheds (above 900m) and each species is interdependent on the associated species to survive.

Uralla Shire Opportunities

Today, Uralla Shire remains proudly 'rural'. The community values the area as it is, but also wants to create more opportunities for the future. Growth in agriculture, tourism and industry are most likely to bring these opportunities over time, with key opportunities over the next 20 years including the following.

The heritage and character of our towns and villages is part of our identity

A distinct sense of place exists within each village and this is to be preserved and enhanced. The urban areas are modest, contained and contribute to local and regional tourism.

A sunny and windy location - good for renewables

Due to the area's location on the Great Dividing Range, solar and wind farming is seen as a looming high value industry for the Shire with several large-scale renewable energy projects in the planning, construction and development stages.

Accessible centre

Uralla Shire has excellent transport access links. Proximity to transport corridors is likely to become more of a competitive advantage over the next 20 years and will make the retention of food resources close to growing markets increasingly important.

Growth in things that grow

The traditional economic strengths of Uralla, such as manufacturing, agriculture and agribusiness, will remain important towards 2040.

Creativity is in our bones - creative and artisan industries

The area is already known as the New England textile and art retreat and is establishing a name for its artisan products such as the distilleries, vineyards, brewery and goat products.

Affordable alternative

Uralla Shire is becoming an attractive alternative given the relative affordability of housing compared to surrounding LGAs, combined with the rural lifestyle and amenity.

3. Local Strategic Planning Vision

An integrated community developing a vibrant, innovative and sustainable future that is built upon the foundations of our past.

A growing community of small-town values connected closely with our citizens which continues to foster quality residential and commercial development.

A community in which the rural New England character is preserved, and lifestyle choices are provided with sustainably planned, well serviced development within safe and friendly neighbourhoods.

An inviting and creative destination that excites the senses and celebrates its rural heritage.

A community dedicated to minimising its ecological footprint, and an environment that is nurtured, healthy, protected and provides opportunities for its sustainable use.

New and existing industries which provide opportunities for a range of local employment and training options, complemented by thriving town centres.

Innovation with imagination will guide Uralla Shire to a progressive and exciting tomorrow, instilling pride and spirit in our citizen centred community.

An independent, strong and engaged community, with a respected leadership which provides for the future needs of its people in a sustainable and financially responsible manner.


4. Directions and Planning Priorities

The following directions and planning priorities are the backbone to achieving the community's vision for Uralla Shire. While the directions and planning priorities may change over time, the following will be a constant driving force for future generations to ensure that the Shire is competitive, liveable, sustainable and resilient.



PRODUCTIVITY

- Support and manage rural landscapes
- Support new industries on employment lands
- Grow creative and artisan industries
- Support the visitor economy




LIVEABILITY

- Living in Uralla LGA
- Places and CBD designed for people
- Celebrate the Shire's heritage assets
- The land of our First People



SUSTAINABILITY

- Protect and restore natural habitats
- Adapt to a changing climate



INFRASTRUCTURE

- Protect and enhance freight and transport infrastructure
- Manage infrastructure provision
- Creating a pedestrian friendly Uralla Shire

5. Productivity



IMAGE TOP: VINEYARD IN URALLA SHIRE
IMAGE BOTTOM: FINE WOOL PRODUCTION

5.1 Support and manage rural landscapes

The Shire's rural landscapes drive the economy. Our strategic location on a national freight and tourist route, access to Sydney, Newcastle, Tamworth and Armidale airports as well as access to a substantial regional population all provide an advantage that may be further developed. The Shire's agriculture and tourism industries have demonstrated resilience and capacity to adapt in the face of significant climatic, economic and policy challenges. These adaptations have included modernisation, increasing productivity, maintaining and enhancing environmental sustainability, and remaining competitive in a global market.

Rural areas should be protected to support agricultural uses as well as diversify to complement the productive capability of the land. The Shire features productive soils and cool climates that complement horticulture, viticulture, cropping and grazing - all strengths of the area. Proximity to transport corridors presents as a substantial competitive advantage that must be maintained.

Improvement in productivity (per hectare) should also be encouraged. This can be achieved by moving to higher value systems, the integration of productivity with the promotion of landscape sustainability, ecosystem services, tourism and a move to more intensive production systems in appropriate areas of the Shire.

Land suitable for agricultural production is a valuable, finite commodity that is to be managed to ensure its long-term protection for future generations. New England North West Climate Change Snapshot (Adapt NSW) predictions show minimum temperatures increasing by 1.6 to 2.7°C, autumn rainfall increasing and winter rainfall decreasing. Severe fire weather days are predicted to increase. These changes need to be recognised in the planning process and capitalised on where possible.

Future planning in the Shire must support rural land use changes permitting a range of land uses that enable farming communities to respond to changing conditions, be they climatic or economic.

Immediate threats to important agricultural land include access to the agricultural supply chain. The continued access to the agricultural supply chain and protection of it will promote this industry through the efficient use of land and infrastructure. This is discussed further in Section 8.1.

Changing seasonal conditions may present opportunities for some producers to develop new practices and increase productivity in some locations and variation to activities. For example, new crops may be grown in some areas that experience more rain, leading to emerging opportunities to diversify agricultural production. Future planning in the Shire will support rural land use changes that enable farming communities to respond to changing conditions, be they climatic or economic.

Moving forward, the key challenges to the Shire will include amending its planning controls to protect its valuable agricultural land while providing adequate residential land stock with minimal land use conflicts. Good planning will help to drive increased returns and diversification while meeting community demands for responsible land-use, addressing

sustainability, carbon retention and adaptation to changing business circumstances and a changing climate. More intensive land-use may be suitable in selected areas to capitalise on the “clean and green” image of local hands on production. This planning can also promote the integration of ecosystem services, such as the provision of wildlife corridors to enable flora and fauna adaptation to a changing climate.

A key challenge for land use planning is to enable flexibility in rural land use while avoiding land use conflict. Flexibility should be provided to enable farmers to adapt to changing markets and climatic conditions, diversify economies such as for tourism purposes while ensuring that land uses that could permanently remove land from productive use or result in land use conflict are avoided. The need for effective and reliable internet connections throughout the Shire will remain important as e-commerce continues to grow.

Opportunities exist for a range of land uses in rural areas that are complementary to agricultural production, including tourism and renewable energy generation, which could provide alternative income streams for farmers. As an example, in high amenity areas opportunities exist for on-farm accommodation as well as activities to broaden the tourism products on offer and augment farm income such as destination weddings.

The majority of Uralla Shire has high solar and wind energy potential. The LGA is the prime location for the future generation of renewable energy and has been identified as one of the key renewable energy precincts in NSW under the New England North West Regional Plan 2036. The continued growth of the renewable energy sector over the next 20 years presents opportunities for the Shire and mapping these areas may assist growth of this industry. It must however also be recognised that this development needs to be managed to minimise adverse impacts on the local environment and on agricultural productivity. Locational requirements for power generation within Uralla Shire include:

- Proximity to the energy source and to parts of the electricity grid with spare capacity,
- The ability to create buffers to sensitive land uses,
- Access to appropriate transport infrastructure;
- An adequate supply of land stock for residential and commercial development, and
- Limiting impacts on existing land uses and prominent vistas.

No.	Action	Timing
5.1.1	Identify potential solar and wind energy clusters to support the production of renewable energy in appropriate locations in proximity to TransGrid infrastructure.	Short
5.1.2	Support residential expansion around urban centres where the intensification of land use does not fragment viable extensive agriculture holdings.	Medium
5.1.3	Sustainable land management practices and effective property scale planning are implemented and provide resilience to the anticipated effects of a changing climate.	Medium
5.1.4	Undertake a review of all available commercial and residential land stock and develop a growth strategy to accommodate a minimum 1% annual population growth.	Medium
5.1.5	Facilitate ongoing agricultural productivity and investment in high value agriculture by critically assessing proposals for non-agricultural uses within areas of important farmland and preventing encroachment of incompatible uses.	Long
5.1.6	Continue to protect important farmland to help grow Uralla Shire as an important food bowl for domestic and international exports.	Ongoing
5.1.7	Identify and encourage tourism opportunities that are compatible with and which support sustainable primary production.	Ongoing
5.1.8	Facilitate the integration of ecosystem services and sustainable land management with profitable property management to enhance native flora and fauna and provide resilience to the anticipated effects of a changing climate.	Ongoing
5.1.9	Identify opportunities to increase water security and actively explore possible funding options.	Ongoing



5.2 Support new industries on employment lands

The LGA currently has five separate zoned areas for employment land uses. While areas on the highway are well utilised, some zoned employment lands have significant vacant and undeveloped land. Council needs to determine the amount of industrial land that is available to meet current and future demand.

New industries in Uralla Shire are likely to build on existing assets and advantages, and opportunities for diversification will be encouraged. Opportunities include:

- Agribusinesses such as more processing of the Shire's agricultural produce,
- Value-adding agricultural opportunities such as branding, process and packaging or biotechnologies,
- Proximity of research institutes such as University of New England and CSIRO, and
- Taking advantage of existing assets around Uralla, including its supply of industrial land and transport access through the highway for transport and logistics industries.

Agribusiness sustains much of the local economy of Uralla Shire. Diversification has helped to expand agricultural activities, businesses and industries, making agribusiness one of the most important economic sectors. The agribusiness sector will grow with better recognition, protection and expansion of the agricultural supply chain.

The Shire will continue to attract business through its current competitive strengths, which include its excellent access to transport corridors and its position in supply chains. Opportunities for the LGA's economy to evolve and diversify should be strongly encouraged to significantly expand its economic base in high value innovative industry sectors and increase the number of knowledge sector jobs. The Shire should capitalise on new infrastructure, such as the NBN, and seek to leverage these investments and support industry focused around skills, innovation and technology, as well as home-based enterprises.

Significant employment-generating uses in the Shire include manufacturing, service industries, freight and logistics, as well as research and development. A key strength of Uralla Shire is the strong relationship that exists between agriculture and research and development undertaken by the University of New England and CSIRO.

Growth near the Armidale Regional Airport will be likely over the next 20 years, in particular near the new business park. Vacant and development ready employment land has the potential to support value adding industries. Local service industry and rural industry associated with agriculture will continue to be an important source of employment in the future. If needed, Council may have to identify the need for more industrial zoned land in certain locations to support local employment opportunities as required.

No.	Action	Timing
5.2.1	Address infrastructure and development opportunity deficiencies where they constrain the expansion or establishment of industry.	Short
5.2.2	Encourage agribusiness diversification, value-adding opportunities, and more intensive agriculture by reviewing and amending local plans to ensure land use zoning and definitions reflect industry requirements.	Medium
5.2.3	Encourage the development of small and large-scale value-adding activity that complements primary production in the local area, provided it does not adversely impact on areas of primary production significance.	Ongoing
5.2.4	Support the provision of an adequate supply of serviced employment land by monitoring the land stock to ensure a rolling supply remains available.	Ongoing

VALUE – ADDING

The term ‘value adding’ refers to the various value-adding activities that occur along the supply chain of every industry sector—from primary production through processing and transport to marketing and sales. Value-adding may include supplying new products or different varieties, changing presentation to meet market requirements, providing expertise and/or services and promotion and marketing activities to differentiate products.

Value-added agriculture generally focuses on production or manufacturing processes, marketing or services that increase the value of primary agricultural commodities. This is often done by increasing appeal to the consumer and the consumer's willingness to pay a premium over similar but undifferentiated products. In agriculture, value-adding can be achieved on-farm, post farm gate, or as a combination of the two. On-farm value adding can be achieved through harnessing science and new technologies to create greater efficiencies and cost competitiveness in farm production.

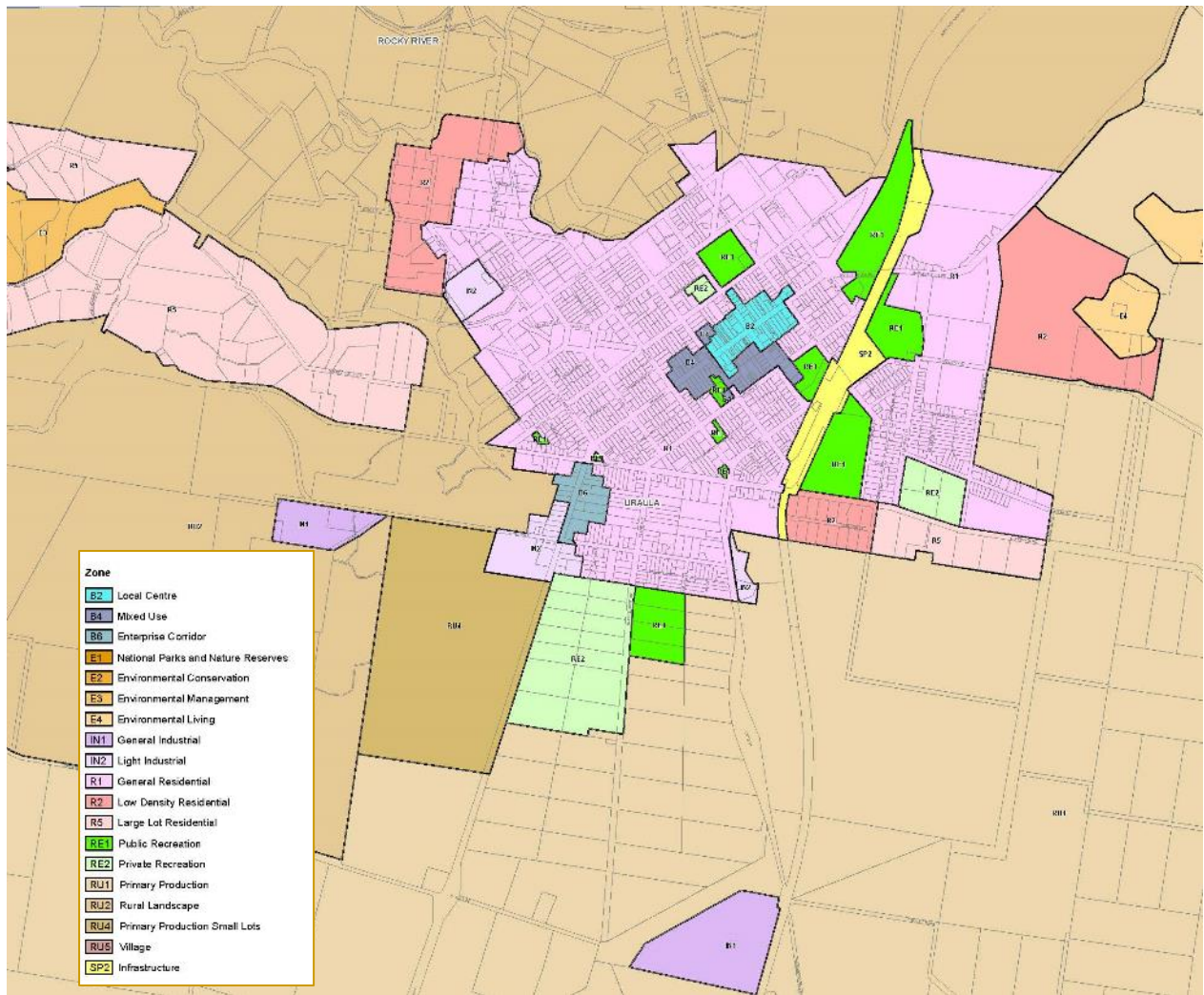


Figure 4: Uralla Local Environmental Plan 2012, depicting the current employment and business zones in the town of Uralla

5.3 Grow creative and artisan industries

Uralla Shire already has a dynamic creative and artisan industry. The Uralla Shire has developed its reputation as a vibrant and creative hub with blooming businesses such as pottery, painting, sculpture, textiles, distilled spirits, arts, crafts, locally brewed beer, confectionery, skincare products and various other specialised shops as well as dining experiences.

There is intrinsic value in creativity and artisan industries, including the important cultural, economic and social benefits it delivers. It has an important leadership role to play in nurturing a successful future for both artists, crafters, food and beverage makers as well as the many people and professions who are engaged directly through the industries.

A productive artisan and creative sector is recognised as a marker of a vital and successful economy and a liveable community. A strong and vibrant creative and artisan sector has value in itself, however also has broad reaching positive effects on the economy and community, driving value in related industries such as tourism, retail and hospitality. Visitors are increasingly looking for destination ‘authentic’ experiences, creative expression and the opportunity to enjoy fresh local produce.

Recognising the need to build a stronger creative and artisan presence is needed in order to highlight Uralla Shire’s strengths and unique characteristics whilst building on the successes and preparing for growth. This dynamic industry will be supported and facilitated by ensuring spaces and facilities are created that encourage cultural innovation and new forms of artistic expression as well as building capacity to support the growth of the food and beverage tourism industry. This may include events celebrating the Shire’s offerings which will help these creative and artisan industries remain sustainable and attract investment.

No.	Action	Timing
5.3.1	Develop LEP and DCP controls that respond to a growing need for social infrastructure including temporary uses such as markets in community centres; facilitate public art in public and private development as well as the use of vacant tenancies for arts, cultural or creative industries.	Short
5.3.2	Investigate opportunities for shared use of government-owned property such as schools, hospitals, libraries, galleries and theatres or community centres for creative uses and/or exhibition spaces.	Long
5.3.3	Distinguish Uralla Shire from other destinations as a creative work and artisan destination.	Ongoing
5.3.4	Facilitate rezonings around economic hubs that would encourage the development of sunrise industries.	
5.3.5	Work with NSW Department of Planning, Industry and Environment to investigate options for amending the standard Local Environmental Plan to provide opportunities for artisan spaces within Uralla CBD.	



5.4 Support the visitor economy

Uralla Shire contains some of the region's most valued natural and heritage assets, picturesque landscapes and rustic towns that are uniquely Australian. The area's heritage and clean, green, natural image enhance its appeal as a tourist destination, especially its villages, scenic drives, and various restaurants and cafes.

Tourism expenditure in Uralla Shire is approximately \$6 million a year. Uralla Shire has a number of major tourism drawcards including its gold mining heritage, McCrossin's Mill Museum, heritage walks, vineyards, Captain Thunderbolt historical elements, gin and whiskey distillery, Gostwyck Chapel, Deeargee Woolshed and the natural environment such as the Mount Yarrowyck Nature Reserve. Uralla also supports exciting events such as the Thunderbolts Festival and the Seasons of New England Expo which draw visitors to the area. These features support a strong tourism industry that has considerable potential for further investment and growth over the next 20 years. There is an identified opportunity to broaden the tourism industry by improving the quality of visitor experiences and upgrading a range of tourism assets. The built heritage of Uralla Shire, often associated with the area's wool and gold mining past, is a key attraction for visitors.

The natural landscapes and environmental features of the Shire also attract many visitors for nature-based tourism including the national parks and nature reserves. The area offers opportunities for camping and four-wheel drive expeditions. Land use planning will need to continue to play an important role in protecting and managing the built environment and environmental assets.

Over the next 20 years, it is expected that additional tourism opportunities will emerge. Ongoing planning and investment should occur to develop and protect tourism assets and create new drawcards and significant precincts to attract visitors to Uralla Shire to be a part of its country charm. Further tourism growth will require promotion and continued investment in existing tourist attractions, as well as strategically located accommodation and facilities to access new attractions. There may be opportunities to attract private investment for appropriate tourism infrastructure on public land, including national parks and reserves, to benefit tourism. Flexibility should also be supported for the development of agri-tourism opportunities, in conjunction with agricultural use.

No.	Action	Timing
5.4.1	<p>Protect, enhance and promote the assets that attract tourists and are of value to the community, including:</p> <ul style="list-style-type: none"> ○ Reinforcing the desired roles of various villages and areas in the Uralla Shire tourist experience. ○ Scenic tourist drives and natural and rural landscapes, including historic farmhouses in scenic locations. ○ Heritage, cultural and/or built character of towns, including town entrances or gateways. ○ Providing appropriate protection for environmental assets that underpin ecotourism or recreational opportunities. ○ Increasing visual access to the environments by establishing lookouts, walking trails, picnic areas and interpretive signage in appropriate locations. ○ Facilitating tourism-related developments such as restaurants, festivals, community events, specialist retail and accommodation that add value to existing economic activities. 	Ongoing

6. Livability



IMAGE TOP: THUNDERBOLT FESTIVAL PARADE

IMAGE BOTTOM: NEW ENGLAND HIGHWAY, URALLA



6.1 The land of our first people

The Aniwani and Kamilaroi people are the traditional owners of the country that encompasses current day Uralla Shire. There are currently 419 Aboriginal persons living in Uralla Shire. This equates to 6.9% of the population which is significantly more than the State average of 2.9%. Mount Yarrowyck Nature Reserve protects an Aboriginal cave painting site.

The First Nations people in Uralla Shire have contributed significantly to the cultural, sporting and economic development of our shire.

Cultural heritage is important to Aboriginal people as it provides present and future generations with a sense of identity and connection to Country. Uralla Shire has many important sites and attributes of Aboriginal heritage such as middens with over 191 sites already recorded. It is important to preserve these important artefacts and sites and increase public understanding of their significance.

These places hold special meaning for the Aniwani and Kamilaroi people and are highly valued by the wider Aboriginal community. Further research and collaboration with our Aboriginal community is required to better understand and protect Uralla Shire's broader Aboriginal cultural heritage sites and values through a Cultural Heritage Study. Additionally, comprehensive and up to date mapping of all Aboriginal Cultural Heritage values and sites in the LGA is still to be completed, as the known sites and Aboriginal Places do not necessarily represent the complete extent of such sites and places within the LGA. Council will seek funds to undertake further studies in partnership with the Aboriginal community to ensure that tangible and intangible Aboriginal cultural heritage values are fully assessed and considered as part of any planning and development process so that future adverse impacts are avoided.

The New England North West Regional Plan 2036 includes actions to collaborate and partner with Aboriginal communities in the planning process. Meaningful engagement with Aboriginal communities should be ongoing to support and address current constraints to economic participation and to ensure their culture is shared with the broader community as appropriate.

The active involvement of Traditional Custodians in planning and decision-making processes is imperative, particularly given the high number of cultural sites and artefacts to be identified and considered in Uralla Shire.

No.	Action	Timing
6.1.1	Recognise and reflect the economic and social needs of Aboriginal communities in land use planning through consultation and engagement with those communities.	Ongoing
6.1.2	Preparation of an Aboriginal Cultural Heritage Study to inform amendments to the Uralla LEP 2012 to protect Aboriginal cultural heritage and cultural landscapes. Map and provide appropriate existing archaeological studies, due diligence surveys and relevant reports to Heritage NSW to assist proponents with the development assessment process.	Short Term
6.1.3	<p>Develop a framework for Uralla Shire Council to embrace and celebrate our Aboriginal culture and heritage including the following.</p> <ul style="list-style-type: none"> o Initiatives to improve engagement with the Aboriginal Community. o Engage with the Local Aboriginal Community to ensure their culture is shared with the broader community as appropriate. o The identification and development of strategies and programs to tell the story of a local area, and the diversity of its history and culture. o Continue to develop and support public programs, activities and operations that promote cultural diversity and provide opportunities for indigenous and intercultural learning opportunities. 	Ongoing

6.2 Places and CBD designed for people

Uralla Shire is a highly liveable place with an agreeable climate, beautiful landscape and a strong sense of community. Promoting and enhancing the Shire's liveability will ensure its residents stay positive about their communities. Liveable places also attract highly skilled and creative people who drive innovation and economic growth.

An identifiable sense of place emerges from a unique set of characteristics and quality—visual, cultural, environmental and social. Communities with a high level of attachment to where they live, shop, and do something for recreation, also tend to have a high rate of economic growth. Place-making is a strategy designed to promote people's health, happiness, prosperity and wellbeing within this context.

Recognising the value of place-making in shaping and enhancing distinctive and positive communities, and by successfully reinforcing local identity, will help create social and economic dividends for each community. Understanding the unique character of each village in Uralla Shire is important in providing an exceptional experience for residents and visitors. This should include identifying opportunities with the community to strengthen and maintain what makes the character of each place distinct.

The Uralla CBD offers residents and visitors a wide range of options for employment, dining, beverages, local produce, art, recreation and living. Uralla CBD has a history of outstanding public works, formal parks and attractive public spaces such as the new playground at Alma Park in Uralla. This legacy needs to be maintained and extended to make all parts of the centre and surrounds more liveable within the context of their existing and future character and form.

Simple and effective ways to improve liveability could be through creating more shade areas. Given the Uralla Shire's climate there is an emphasis on the need to plant trees and build other shade structures in areas such as playgrounds or sporting fields. Tree and other plantings have multiple benefits of providing protection from the sun and to some extent rain and wind, whilst providing a more visually appealing streetscape, reinforcing environmentally sustainable practices, providing focal points for resting or pedestrian spaces and creating microclimate improvements.

Ensuring the continued primacy of the CBD, where the greatest level of public infrastructure investment has occurred, is an important land use planning objective. Out-of-centre commercial activity, such as shops or offices, should be avoided to ensure that it does not detract from the viability and vibrancy of the CBD. A more focused place-making approach in the CBD should be adopted to strengthen the design quality of public spaces, accessibility and the interfaces between private developments and the public domain.

No.	Action	Timing
6.2.1	Seek opportunities to enhance place making features of the Uralla CBD to ensure its character is developed and that the streets and parks are attractive, pleasant places for people to visit, shop and do something for recreation.	Short
6.2.2	Support government and community place-making efforts and the important role of local character to enhance Uralla Shire's reputation for liveability and economic vitality.	Short to medium
6.2.3	Support place making opportunities by investigating more opportunities for shade strategies and implementing the Urban Tree Policy.	Ongoing
6.2.4	Consider and implement a range of urban design land use planning strategies to create healthy built environments utilising the Urban Design for Regional NSW guidance from the Government Architect NSW.	Ongoing



6.3 Celebrate the Shire's heritage assets

The Uralla Shire's heritage and culturally significant buildings and places give it a distinct character linked to the attitudes and values that have shaped its role in NSW history. Uralla Shire Council is proactive in this space with several heritage studies completed and conservation areas identified and protected under the Uralla LEP 2012. The Uralla LEP 2012 includes 55 listed heritage items and 4 conservation areas. It is also part of the State, National and World heritage listed 'Gondwana Rainforests of Australia' and has a further 5 items listed on the State Heritage Register.

The main commercial area in Uralla contains a distinctive collective of period shop fronts dating from the late 19th century and into the first part of last century. A recent heritage study stated, *'individual period shopfronts are becoming scarce and as a collective, and a collective spanning such an historic date range as in Uralla, is rare'*. Together with the unique range of retail and dining offerings, this heritage is a community asset and a cultural tourism attraction.

The Rocky River goldfield conservation area has also been identified as a rare asset. The Rocky River goldfield became the richest field in NSW, producing over 30,000 ounces of gold in 1863. The heritage significance of its physical remains of mining are a significant part of NSW and Australian history. Valuable assets such as the goldfields need careful management as they can enliven history, engender a sense of identity, and provide a window on the past that can guide us in the future.

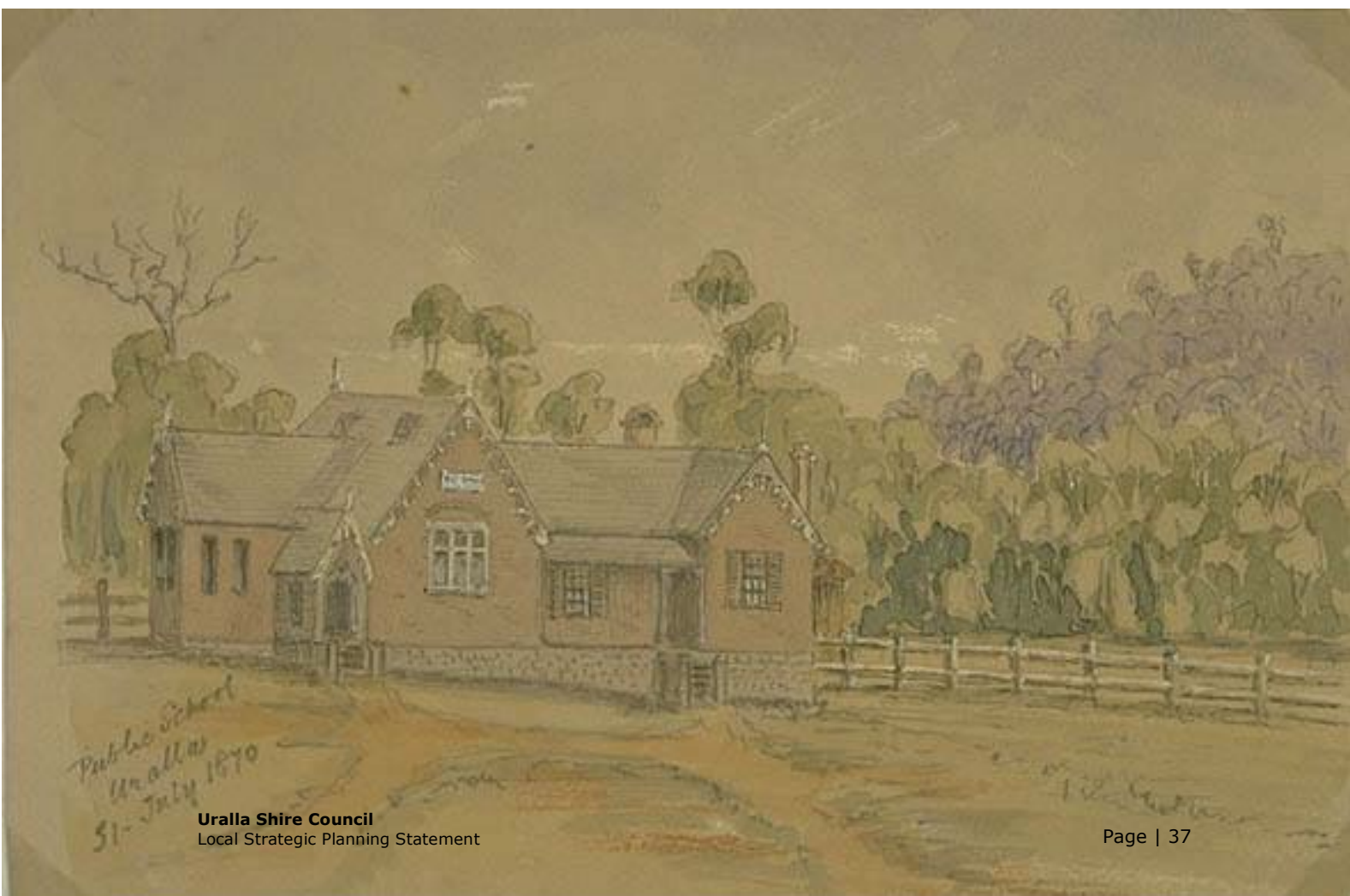
These areas and sites and their cultural assets in particular are valuable for tourism due to their rareness. Many tourists seek heritage tourism experiences and in planning for the next 20 years, heritage places must continue to be protected to help contribute to the sense of place, economy, and employment.

It is also important for the ongoing conservation and retention of many cultural heritage items that they have a useful purpose. There is also opportunity for our heritage to be better promoted and preserved. For heritage to be valued and preserved, the community and visitors need to be able to engage with individual heritage items and places and easily understand their stories. Adaptive or sympathetic use of heritage items can promote heritage conservation and appreciation, especially in areas where resources are limited.

Council aims to improve planning controls to promote restoration, preservation and adaptive reuse of items as well as improving the availability and accessibility of information telling our stories of the past to current and future generations. Promoting the adaptive reuse of our heritage can bring forth economic growth in our tourism and retail sectors

Development can also have the potential to impact on existing and yet to be identified cultural heritage items. Where impacts from new development near heritage areas cannot be avoided, proposals that reduce the extent and severity of any impacts through sympathetic design should be encouraged.

No.	Action	Timing
6.3.1	Preserve and enhance the heritage character of areas or places that are strongly valued for their unique design and tourism appeal. This could include recognising and recording the desired character of areas with significant heritage to ensure the design of buildings and public places, such as streetscapes and entrances, supports desired directions. It may also include working proactively with developers at the earliest stage to ensure that streetscapes and entrances are preserved.	Ongoing
6.3.2	Accommodate appropriate development opportunities that facilitate the adaptive or sympathetic use of heritage items.	Ongoing
6.3.3	Promote and encourage heritage tourism programs and events	Ongoing



6.4 Living in the Uralla Shire Local Government Area (LGA)

Many residents live in or around the towns of Uralla and Bundarra, while a number of settlements and rural residential areas are dispersed through the remainder of the Shire to support its remaining residents. Smaller settlements and rural areas in Uralla Shire rely on larger settlements such as Tamworth, Armidale and Inverell for higher order health and education services and major shopping needs. The relatively remote nature of many areas in Uralla Shire, such as Bundarra, means that small towns and settlements are more self-sufficient than similar-sized communities closer to the regional cities. The amenity and country ambiance of these areas provides its unique attraction especially given access through the internet and relatively short travel times.

Settlement planning in the Uralla Shire is based on strong social and economic interrelationships within the Shire and across LGA boundaries. The sharing of resources, services and economic development initiatives between communities is one way to assist in maintaining the viability of small settlements and minimising the social and economic disadvantage associated with a lack of access to services or employment. This requires future land use and infrastructure planning to consider each community individually.

The decline in household size and the ageing of the population will mean more housing variety is needed to support changing lifestyles. A challenge for Uralla Shire is the mismatch between the available housing stock or land and the needs of residents, such as smaller housing for the aged.

Attracting and retaining younger age groups for education and employment will be critical to maintain a diverse community and assist in housing investment. Future growth should also be promoted in locations that build on existing and potential strengths, as well as infrastructure and services that have capacity. Limiting development in places that are difficult to service adequately may assist in improving existing areas.

Housing for temporary workers associated with large renewable energy projects needs to be considered in the planning and development stage as projects develop.

No.	Action	Timing
6.4.1	Continue to monitor residential and commercial land stock to determine whether rezoning is required to accommodate long term needs of the community and unforeseen growth pressures.	Short to medium
6.4.2	Investigate options to provide housing and accommodation for temporary employees involved in construction of renewable energy projects to enable access to services and community integration as well as social cohesion with the existing communities.	Ongoing

7. Sustainability



IMAGE TOP: NATIONAL PARKS IN URALLA LGA

IMAGE BOTTOM: SWAMP WALLABY

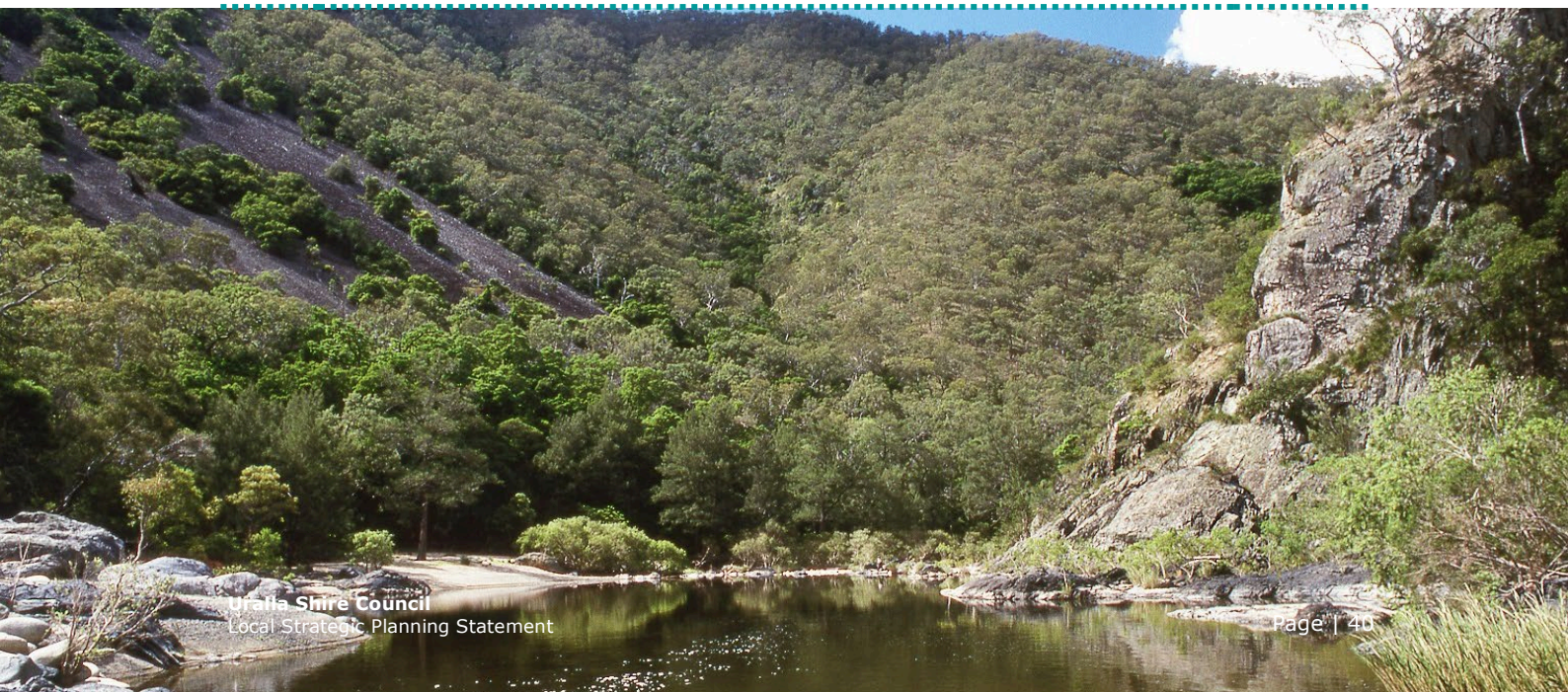
7.1 Protect and restore natural habitats

Uralla Shire contains a number of unique and special ecosystems including threatened ecological communities and endangered ecosystems. These include The Uplands Wet Lands of the New England Tablelands, the New England Peppermint Woodland, the Ribbon Gum-Mountain Gum-Snowy Gum Grassy Forest, and the White Box-Yellow Box-Blakely's Red Gum Woodland. Each system contains its own threatened and endangered species. The Shire also contains extensive areas of potential Koala habitat.

The protection of the Shire's environmental assets and associated biodiversity is essential. A healthy ecology and rich biodiversity are valuable in their own right and help create more liveable towns that can strengthen Uralla Shire's competitive advantage. Protecting the remaining assets and regenerating more assets also enhances the overall capacity of the Shire to respond to and be resilient to the effects of a changing climate.

While many of these assets need to be managed and protected, they can also create opportunities, especially around nature-based tourism and providing ecosystem services. This is especially true for the features that have strong links with other LGA's or act as a water supply for external areas due to the natural flow of many rivers within Uralla Shire. As such, biodiversity decisions can have far-reaching implications. Biodiversity is key opportunity to reposition the Shire as a nature-based tourist destination.

No.	Action	Timing
7.1.1	Where appropriate, encourage the integration of tourism and environmental assets for the overall benefit of the region.	Short
7.1.2	Enhance and protect existing native and remnant flora and fauna through revegetation and biodiversity programs.	Ongoing
7.1.3	Maintain collaborative working relationships with primary producers and rural land owners to identify and protect native and remnant vegetation and wildlife corridors.	Ongoing



7.2 Adapt to a changing climate

New England Northwest Climate Change Snapshot (Adapt NSW) predicts temperatures in the Shire will increase, minimums by 1.6 to 2.7 °C and maximums by 1.9 to 2.7 °C. Rainfall will decrease over winter and increase in autumn, and become more variable. The bushfire [forest fire] danger index will also increase. These changes will have a severe, adverse impact on our native ecosystems and on individual species. The changes will increase fire risk to property, and they will impact on water supply as well as agricultural productivity which will present challenges to be addressed and opportunities to be capitalised on.

In adapting to the changing climate there will be need for Council to work with Landcare, Government Departments and landowners to facilitate the provision of effective corridors for the movement of species (flora and fauna) and adaptation to climate changes across the Shire/Region.

In terms of water supply, there will be need to plan for more efficient water use in urban and rural areas and to provide for increasing variability in the supply. Uralla Shire will need to source alternative supplementary water supplies for Uralla and Bundarra or adapt to increasing variability in supply. In recent years state and local government and rural communities have improved water security through augmentation of supply, the introduction of permanent water conservation, and measures such as wastewater re-use and stormwater harvesting. Improved water efficiency of buildings and the incorporation of water-sensitive urban design (WSUD) principles in the development process will lead to more efficient water consumption.

Some areas on the tablelands are however predicted to get more rainfall as a result of changing weather patterns. The predicted increasing rainfall may provide the area's primary producers with a variety of opportunities. Over the next 20 years Council will need to consider options for additional water storage if rainfall continues to increase. Council is currently developing an Integrated Water Management Catchment Plan. The Plan is a proactive approach to catchment management, recognising it as an important barrier to water quality risks especially with a changing climate in Uralla Shire.

Fires are expected to become more frequent and more severe. This must be planned for and managed, particularly in large lot residential and environmental zones. Land use planning can assist in emergency management-decision making to reduce the likely effect and consequences of natural hazards.

The increased temperature will improve liveability compared to surrounding regions, with lower elevations where temperatures may increase to uncomfortable levels. This could be capitalised on in promotion of the Shire as a destination.

Agricultural systems will need to adapt to increased variability in feed and water supply and the impact on the natural systems.

The central section of Uralla Shire has been targeted by the State Government for renewable energy development. Renewable energy is predicted to be a growth industry in Uralla, and it is important to continue to investigate ways to organise land use such that it supports renewable and clean energy technologies. These opportunities suit the Uralla Shire climate due to its high wind and solar energy potential, providing an ongoing competitive advantage.

These initiatives will extend the life and reliability of the Shire’s water and energy supplies and allow the population and economy to grow without placing unsustainable demands on our natural resources. The impact on the landscape and the community needs to be taken into account in the planning process.

The changing climate presents numerous risks which may include an increase in natural hazards, including an increase in bushfire hazards and severity of storm events as well as reduced water availability. The increased risk of bushfire is especially relevant to the Shire as it may have implications for the tourism industry and cultural heritage assets in particular.

Land-use planning can assist in emergency management decision-making to reduce the likelihood, effect and consequences of natural hazards. At-risk areas will be identified using the best available information and provisions will be updated to respond to those risks.

No.	Action	Timing
7.2.1	Energy efficiency and reduction of greenhouse gases from electricity usage are improved through adjustments to building siting, orientation, design, construction and use of technologies.	Ongoing
7.2.2	Enhance the resilience and capacity of natural assets to adapt to a changing climate and buffer people, infrastructure and biodiversity from the impact of extreme events. Use disaster risk management planning, adaptation strategies and avoidance of exposure to high-risk areas to minimise Uralla Shire’s vulnerability to associated impacts as well as water efficiency measures.	Ongoing
7.2.3	Support the development of small to large scale renewable energy projects in appropriate locations.	Ongoing
7.2.4	Support Uralla Shire’s Integrated Water Management Catchment Plan by undertaking the strategies within the plan.	Ongoing

Zero Net Energy Town

The NSW Government, through the Office of Environment and Heritage, has supported the Zero Net Energy Town (Z-NET) initiative to develop a case study of how Uralla could be Australia's first 100% renewable community and to establish a blueprint for others to follow.

A zero net energy town is a community that reduces and balances its local energy needs with a 100% renewable energy supply. This is done firstly by reducing energy use and then importing or locally producing enough energy to meet or exceed the community's demand.

The Z-NET initiative initially encompasses stationary energy and excludes transport fuels such as petrol and diesel. Uralla's current stationary energy needs comprise electricity (49%) and firewood (45%) with a modest use of LPG gas (6%). Uralla energy consumers currently spend a total of approximately \$12M per year to meet their energy needs. The project was managed by the Z-NET Consortium, led by Starfish Initiatives.



Uralla Case Study

8. Infrastructure



IMAGE TOP: MANAGE AND IMPROVE THE EFFICIENCY OF TRANSPORT NETWORKS

IMAGE BOTTOM: PROMOTING A PEDESTRIAN FRIENDLY URALLA

8.1 Manage and enhance freight and transport infrastructure

The town of Uralla is located at the intersection of Thunderbolts Way and the New England Highway. Thunderbolts Way is a growing tourist route whilst the New England Highway is the main intra and inter-regional transport corridor, giving easy passenger and freight access to Armidale, Sydney and Brisbane.

Safe and efficient transport of freight and passengers on these corridors is critical to the Shire's prosperity. There is currently a heavy reliance on these transport corridors for transport of people and goods, including as a tourism passage. Upgrades to the New England Highway, such as from Willow Tree to Armidale, will continue to provide a safe and efficient corridor. The New England Joint Organisation is currently developing a Road Network Strategy. The strategy will investigate ways that freight can access road, rail and air transport which is critical to supporting and growing the region's economy and agricultural production.

Growing infrastructure demand supports the movement of freight associated with the region's agricultural products to key transport facilities such as ports and markets. This at times can result in increasing conflicts between freight and other network users on existing road networks. The effective integration of roads to export markets is essential to support the competitiveness of Uralla Shire and the tablelands into the future. Uralla Shire supports Transport NSW initiatives including New England Highway Improvements (Willow Tree to Armidale) and the New England North West Regional Transport Plan to assist in the growing movement of freight through the region.

The integration of major logistics and freight corridors in the Shire, in conjunction with potential freight hubs, will be considered with a view to the long-term freight demand of New England North West. This LSPS seeks to optimise freight-related activities and support efficient and effective operations including protecting the corridors from land-use conflicts. With future growth in agricultural output, consolidating logistics functions into freight hubs can improve the efficiency of freight distribution to external markets.

No.	Action	Timing
8.1.1	Understand and ensure efficient ways to transport products between producers and markets including managing the local network to improve capacity, safety and functionality.	Short
8.1.2	Manage and improve the efficiency of transport networks, infrastructure and corridors from incompatible land uses.	Medium

8.2 Managing the provision of infrastructure

Timely provision of infrastructure and services is required to support future growth and change in Uralla Shire. Areas in Uralla Shire that are zoned but not yet developed may have to be reviewed to accommodate demand into the future. The delivery of new areas over the next 20 years will need to be planned for in a timely and economic manner that minimises expenditure.

Infrastructure is the backbone to the liveability of the area, connecting the community to the broader region and making it an attractive place for investment and economic development. The long distances to regional cities from parts of the Shire means that these areas need to maintain a degree of self-sufficiency. Growth in the villages in the Shire will result in demand for additional water, energy and utility infrastructure. Infrastructure supporting rural activities must be designed at a scale appropriate for use.

The effective and efficient planning and provision of new infrastructure, upgrades and maintenance will be achieved through improved coordination, collaboration, consultation and innovation. To achieve this, a shared level of understanding of issues and priorities between all levels of government, infrastructure providers, and the community is required. Efficient use of existing systems and preservation and identification of utility infrastructure corridors will be important over the next 20 years.

No.	Action	Timing
8.2.1	Prepare development contributions plans such as Section 7.11 and 7.12 Contributions Plans to fund infrastructure identified as necessary to support growth.	Short
8.2.2	Identify key regional priorities for improved utilities, energy and telecommunications infrastructure and seek funding to implement these projects.	Medium
8.2.3	Promote infrastructure planning that is coordinated with development needs and the key locations for growth.	Ongoing

8.3 Creating a pedestrian friendly Uralla Shire

Supporting land-use planning outcomes that reduce reliance on motor vehicles where possible will be important over the next 20 years. While the more remote areas in Uralla Shire are unlikely to require further connections, within the Uralla and Bundarra town centres improving pedestrian connections will be important not only for residents but also for visitors to enjoy all the unique offerings in a safe and accessible way. Improving connections within the Uralla town centre to link key activity generators such as popular restaurants or schools will be integral to a healthier and more liveable environment for all.

Research shows that people walk more when they have access to pedestrian routes and connections that are safe, direct and pleasant to use. Importantly, it is also well recognised that walkable neighbourhoods increase potential for incidental expenditure and are beneficial to the economy of main streets and retail centres.

Uralla Shire Council adopted a Pedestrian Access and Mobility Plan (PAMP) in August 2019. The plan has been prepared to guide the future provision and management of pedestrian facilities within the town of Uralla. The aim of the PAMP is to develop a long-term strategy and action plan for the development of pedestrian facilities within Uralla in a coordinated and strategic approach that provides safe, convenient and connected pedestrian routes and infrastructure to the community. The PAMP includes various works to improve pedestrian and access mobility facilities in Uralla.

Improving the pedestrian environment in existing areas can be achieved by creating quality pedestrian links and short cuts. This is not only key in larger towns such as Uralla, but the same can also apply to villages such as Bundarra and Invergowrie. Cohesive and connected pedestrian and cycling movement networks in these areas can provide improved access to natural environments, increasing the health and wellbeing of residents in these smaller communities.

High-quality pedestrian infrastructure like footpaths and crossings are also important to ensure communities, businesses and services are accessible to people with mobility limitations. Continuous, high-quality walking routes between major facilities need to be developed and streets need safe, pleasant and attractive walking routes. Planning of the Uralla town centre to support walking and cycling will have the potential to generate significant benefits to residents and visitors.

No.	Action	Timing
8.3.1	Plan for a continuous, safe and accessible pedestrian network around the Uralla town centre and identify and enhance major pedestrian links, including those that intersect with the highway by undertaking actions contained within the Uralla PAMP.	Short to long
8.3.2	Plan for a safe and accessible pedestrian pathway in smaller villages including Bundarra, Invergowrie, Kentucky and Kingstown.	Short to long

9. Implementation

Implementing the Uralla Shire LSPS will require sustained, coordinated action by all levels of government, the private sector and the community. Planning at a local scale will help achieve a better balance between jobs and population changes across the LGA and provide a basis for cross boundary collaboration with (and between) local governments.

The Uralla Shire LSPS outlines a long-term land use vision and strategy for the Uralla Shire LGA that will be realised through:

- Amendments to Council plans and policies that provide the delivery framework for Council's strategic planning,
- Ongoing advocacy, and
- Decisions of Council.

9.1 Monitoring and reporting

The Uralla Shire LSPS is a living document that will be updated regularly. Legislation requires a review at least every seven years. Council will align this work to the integrated planning and reporting framework by:

- Reviewing actions contained in this plan at least every four years as the Community Strategic Plan is reviewed to reflect a shared view on the future for the Uralla Shire,
- Linking actions with our Delivery Program and Operational Plan, and
- Reporting on the planning priorities and actions in our annual report.

Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved. Council will use the existing Integrated Planning and Reporting (IP&R) framework under the *Local Government Act 1993* for the purpose of monitoring implementation of the LSPS.

9.2 Timeframes

The Uralla Shire LSPS has an active, foreseeable planning horizon of 20 years. The strategies and actions in this plan accommodate, at least, this 20-year horizon. The implementation of the Uralla Shire LSPS will be an ongoing program of work through the delivery of the identified actions. Each action presented will be delivered over the 20-year timeframe. Actions have been proposed as either short-term (0-5 years), medium-term (5-10 years) or long-term (10+ years) in order to stage the delivery of the actions. The delivery of the actions presented will be dependent on Council resources and other funding.

Appendix A – Glossary

ABS	Australian Bureau of Statistics
Climate Change	A change in the state of the climate that can be identified by changes in the mean and/ or the variability of its properties, and that persists for an extended period, typically decades or longer (Garnaut Review, 2008)
CBD	Central Business District
CSP	Community Strategic Plan
DCP	Development Control Plan
EP&A	Environmental Planning and Assessment Act 1979
Employment Lands	Employment lands has the same definition as the New England North West Regional Plan, 2036 and includes land zoned IN1 General Industrial, IN3 Heavy Industry and B5 Business Development under the Uralla Local Environmental Plan 2012
Greenfield	Undeveloped land identified for residential or industrial/commercial development
Infill	Development of unused or under-utilised land in existing urban areas. Most infill development sites are in centres such as the Uralla CBD, offering the possibility of better utilising existing infrastructure to accommodate population growth
IP&R	Integrated Planning and Reporting
LEP	Local Environmental Plan
LGA	Local Government Area
LG Act	Local Government Act 1993
LSPS	Local Strategic Planning Statement
LALC	Local Aboriginal Land Council

Appendix B – Relationship to New England North West Regional Plan and the Uralla Shire Community Strategic Plan

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
PRODUCTIVITY		
5.1 - Support and manage rural landscapes	Planning priority 5.1 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> • Direction 1: Expand agribusiness and food processing sectors • Direction 2: Direction 2: Build agricultural productivity • Direction 3: Protect and enhance productive agricultural lands • Direction 5: Grow New England North West as the renewable energy hub of NSW 	Planning priority 5.1 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> • 2.1 An attractive environment for business, tourism and industry
5.2 - Support new industries on employment lands	Planning priority 5.2 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> • Direction 1: Expand agribusiness and food processing sectors • Direction 6: Deliver new industries of the future • Direction 7: Build strong economic centres 	Planning priority 5.2 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> • 2.1 An attractive environment for business, tourism and industry • 2.2 Growing and diversified employment, education and tourism opportunities
5.3 -Grow creative and artisan industries	Planning priority 5.3 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> • Direction 7: Build strong economic centres • Direction 8: Expand tourism and visitor opportunities • Direction 17: Strengthen community resilience 	Planning priority 5.3 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> • 2.1 An attractive environment for business, tourism and industry • 2.2 Growing and diversified employment, education and tourism opportunities
5.4- Support the visitor economy	Planning priority 5.4 and associated actions are consistent with the following in the NENW Regional Plan	Planning priority 5.4 and associated actions are consistent with the following in the Uralla Shire CSP

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
	<ul style="list-style-type: none"> Direction 8: Expand tourism and visitor opportunities 	<ul style="list-style-type: none"> 2.1 An attractive environment for business, tourism and industry
LIVEABILITY		
6.1 - The land of our first people	<p>Planning priority 6.4 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> Direction 22: Increase the economic self-determination of Aboriginal communities Direction 23: Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage 	<p>Planning priority 6.4 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> 1.1 - A proud, unique and inviting community 1.3 A diverse and creative culture
6.2 - Places and CBD designed for people	<p>Planning priority 6.2 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> Direction 17: Strengthen community resilience 	<p>Planning priority 6.2 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> 1.1 - A proud, unique and inviting community
6.3 - Celebrate the Shire’s heritage assets	<p>Planning priority 6.3 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> Direction 24: Protect the region’s historic heritage assets 	<p>Planning priority 6.3 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> 3.1 To preserve, protect and renew our beautiful natural environment
6.4 - Living in the Uralla Shire LGA	<p>Planning priority 6.1 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> Direction 18: Provide great places to live Direction 20: Deliver greater housing diversity to suit changing needs Direction 21: Deliver well planned rural residential housing 	<p>Planning priority 6.1 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> 1.1 - A proud, unique and inviting community

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
SUSTAINABILITY		
7.1 - Protect and restore natural habitats	Planning priority 7.1 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> • Direction 10: Sustainably manage and conserve water resources • Direction 11: Protect areas of potential high environmental value 	Planning priority 7.1 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> • 3.1 To preserve, protect and renew our beautiful natural environment • 3.2 Maintain a healthy balance between development and the environment
7.2 - Adapt to a changing climate	Planning priority 7.2 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> • Direction 10: Sustainably manage and conserve water resources • Direction 12: Adapt to natural hazards and a changing climate 	Planning priority 7.2 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> • 3.2 Maintain a healthy balance between development and the environment
INFRASTRUCTURE		
8.1 -Manage and enhance freight and transport infrastructure	Planning priority 8.1 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> • Direction 13: Expand emerging industries through freight and logistics connectivity • Direction 14: Enhance transport and infrastructure networks 	Planning priority 8.1 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> • 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained
8.2 – Managing the provision of infrastructure	Planning priority 8.2 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> • Direction 16: Coordinate infrastructure delivery 	Planning priority 8.2 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> • 2.4 Communities that are well serviced with essential infrastructure

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
<p>8.3 Creating a pedestrian friendly Uralla Shire</p>	<p>Planning priority 8.3 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> • Direction 19: Support healthy, safe, socially engaged and well-connected communities 	<p>Planning priority 8.3 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> • 1.2 A safe, active and healthy shire • 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained



Image: Thunderbolt's Statue

Uralla Shire
Local Strategic Planning
Statement