



COOTAMUNDRA-  
GUNDAGAI REGIONAL  
COUNCIL

# Draft Local Strategic Planning Statement

2020

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Cootamundra Gundagai Regional Council Local Strategic Planning Statement  
Drafted 2020

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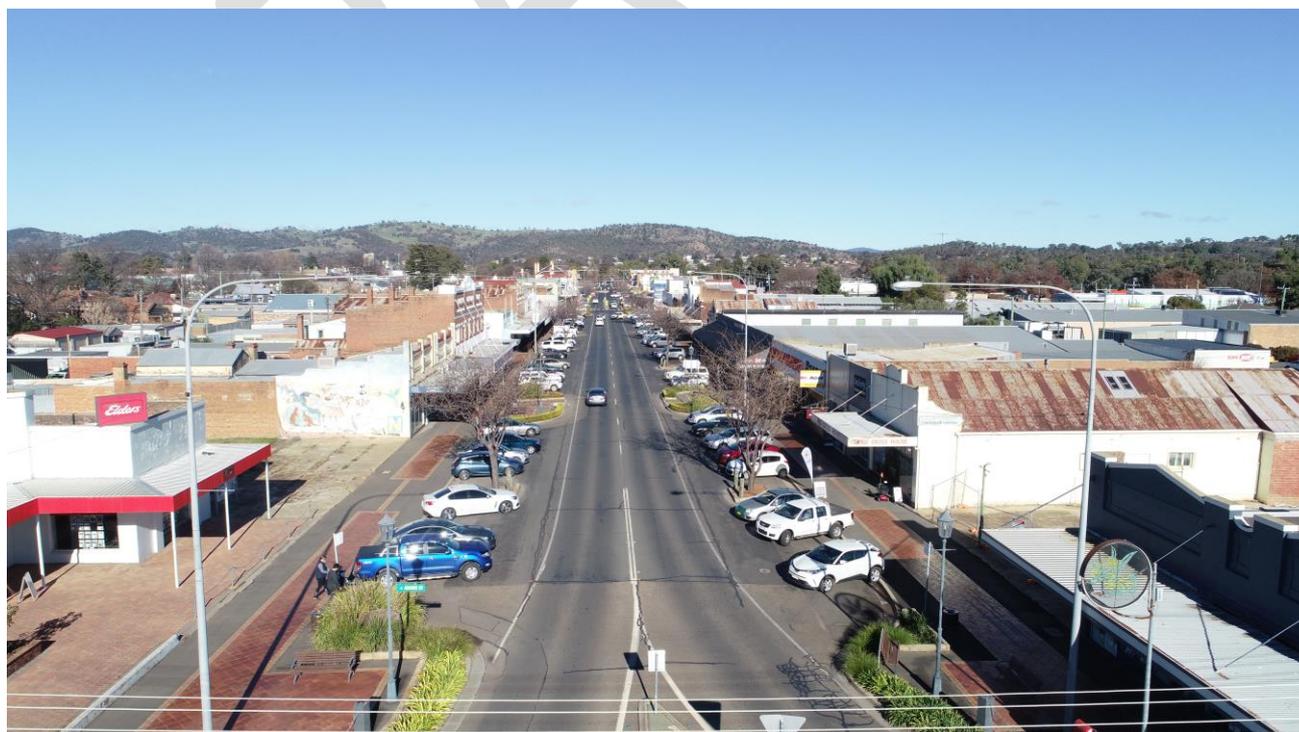
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# What is a local strategic planning statement (LSPS)?

The Local Strategic Planning Statement (LSPS) plans for economic, social and environmental land use needs over the next 20 years. It sets clear planning priorities about what will be needed, such as jobs, homes, services and parks, where these should be best located and when they will be delivered. The LSPS sets short, medium and long-term actions to deliver the priorities for the community's future vision.

This LSPS has been prepared in accordance with clause 3.9 of the Environmental Planning and Assessment Act 1979 (the EP&A Act). The LSPS brings together and builds on planning work undertaken across the State and region as well as that found in Council's other plans, studies and strategies such as the Local Environmental Plan (LEP), Development Control Plans (DCP) and Contributions Plan. The LSPS will be used to update other key components of these plans. The LSPS sets out how strategic and statutory plans will be implemented at the local level.



## Policy context and consultation

The LSPS gives effect to the Riverina-Murray Regional Plan, implementing the directions and actions at a local level. It is also informed by other state-wide and regional policies including *Future Transport Plan 2056* and the *State Infrastructure Strategy*. The LSPS outlines how these plans will result in changes at the local level, such as new or improved transport connections.

The LSPS works with Council's Community Strategic Plan (CSP), which has a similar but broader purpose on how Council will work to meet on 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.

As CGRC's LSPS is based on strategic work, significant community consultation has already been undertaken. The drafting and adoption of the LSPS has been done in accordance with Council's Community Participation Plan (CPP) 2019.

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A vibrant region attracting people, investment and business through innovation, diversity and community spirit.

CGRC CSP 2018-28 Vision Statement

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Figure 1: The CSP sets strategic priorities for the whole of Council




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1. The LSPS brings together information

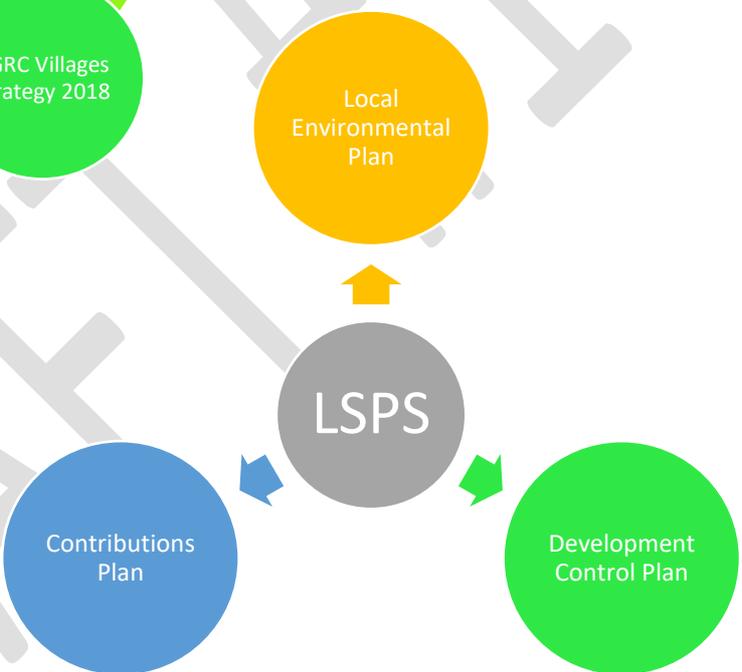
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2. That then informs Council's plans and policies

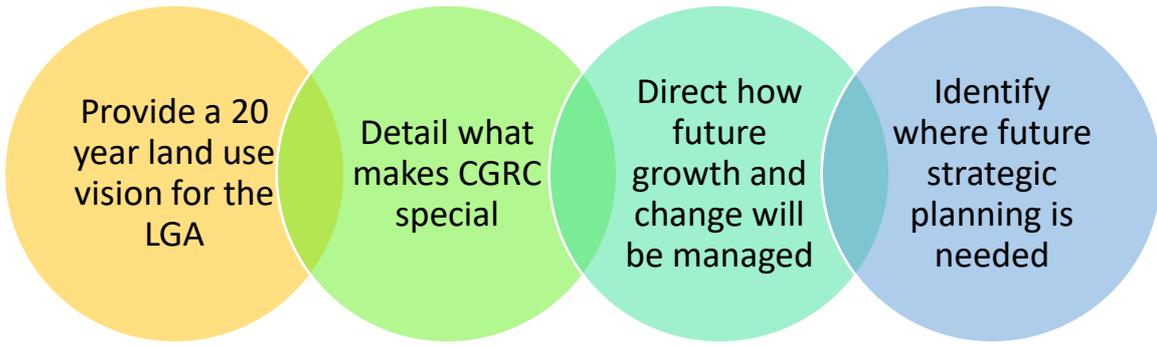
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3. And establishes goals for future decisions and work

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# What is Cootamundra-Gundagai Regional Council?

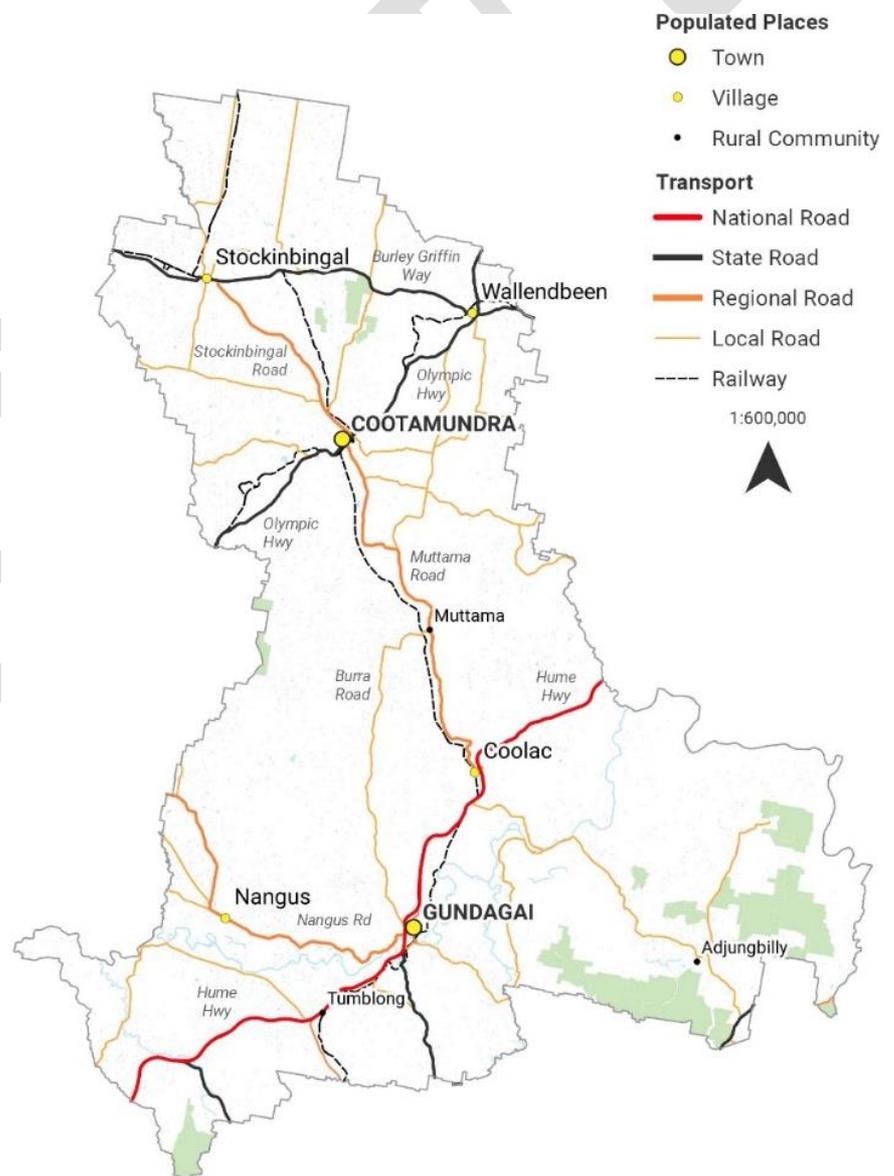
Cootamundra-Gundagai Regional Council (CGRC) is the amalgamated local government area of Cootamundra Shire Council and Gundagai Shire Council. CGRC is 3,981 square kilometres and is the northern gateway to the Riverina District of New South Wales. It is home to a diverse landscape of steep hills and forestry in the east, lush Murrumbidgee valleys in the south and renowned, highly productive croplands to the North West. Interspersed between the scenic landscapes and natural beauty you will find historical towns, villages and rural communities, each unique in their own way.

Home to 11,141 people<sup>1</sup>, CGRC faces structural ageing concerns which if not adequately addressed will result in population decline within the next 20 years. Strategic work undertaken by Council, particularly the Villages Strategy 2018 and Cootamundra 2050 Strategy identifies a number of actions and opportunities for growth and industry development in the LGA.

The LSPS sets a course for incorporating strategic work already completed by Council into plans and policies as well as identifying further work which needs to be undertaken. CGRC's LSPS is organised under five themes to take advantage of the opportunities across the LGA and to better identify constraints and provide tailored, meaningful mitigation.

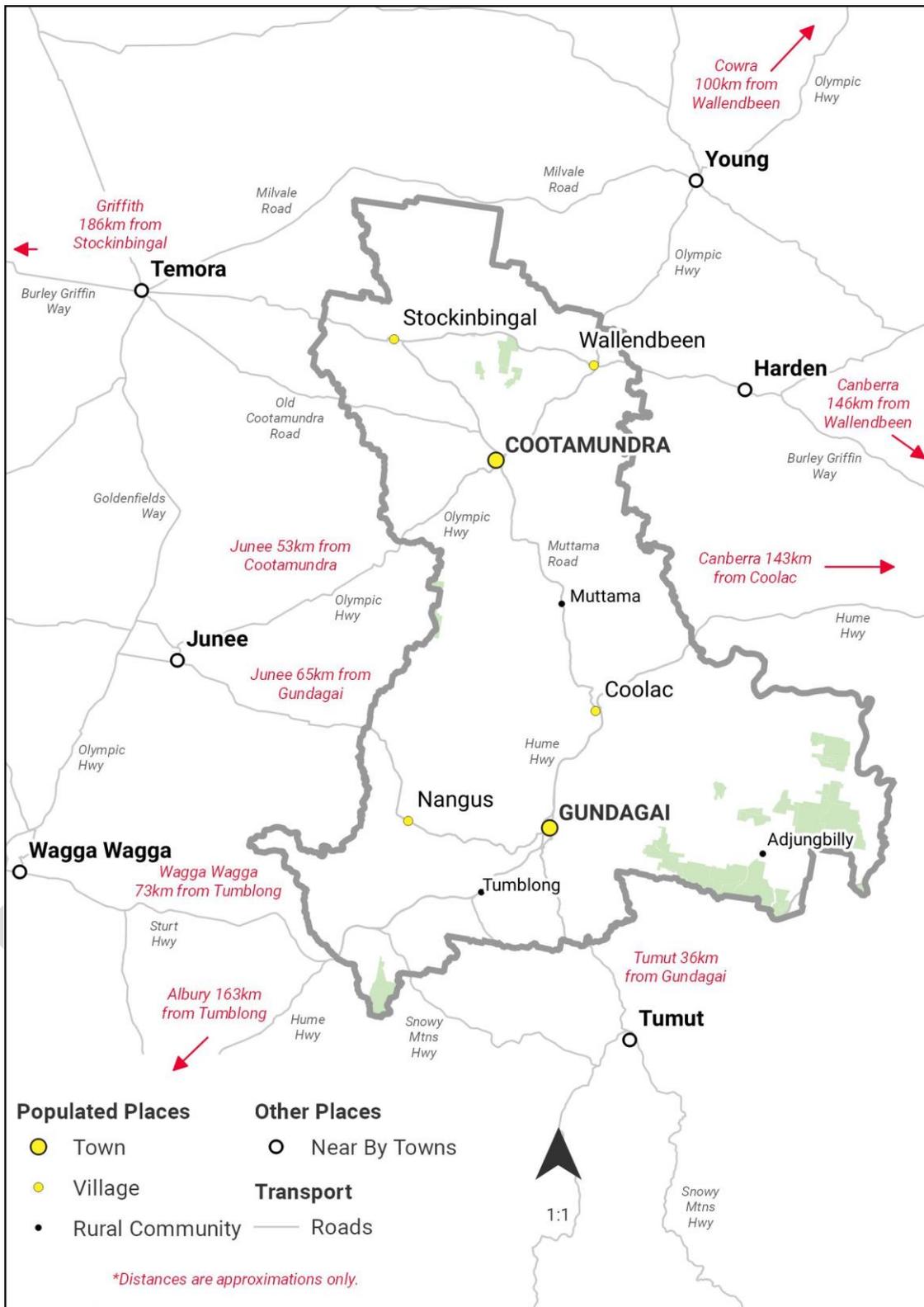
The five themes are:

1. Liveability,
2. Sustainability,
3. Productivity,
4. Technology, and
5. Infrastructure and Planning.



<sup>1</sup> 2016 Census

# Regional context map

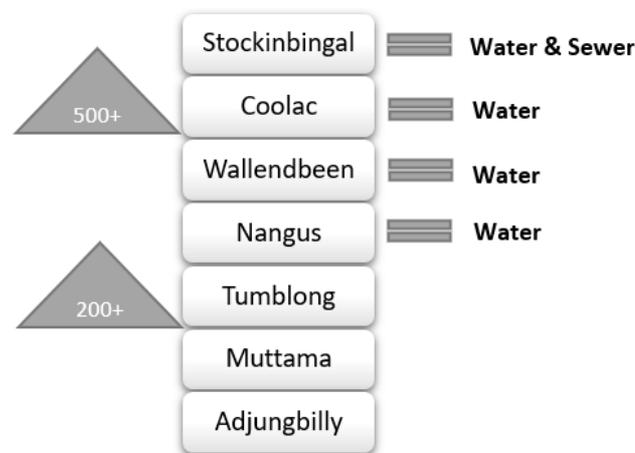


## Our towns and villages

As a merged Council with significant diversity in landforms, function, connectivity and community focus, a single theme or vision for the entire Cootamundra-Gundagai Regional Council Local Government Area would be unwieldy and not able to be easily implemented. In recognising this diversity Council split the focus of strategic land use planning into four key areas of the villages, Cootamundra, Gundagai and rural lands.

Our population is concentrated in the two main towns of Cootamundra and Gundagai which are supported by six villages of varying sizes. Each town and village is unique in character and seeks to be celebrated for its individual place in the region and population hierarchy.

### Village Residential Hierarchy Projection 2048\*



\*When future planned infrastructure services as indicated are provided

The future vision of each village or rural community guides the proposed land use planning actions and helps other decision makers in the allocation of resources such as services and infrastructure. The Villages Strategy (2018) provides the framework to deliver the community strategic plan's vision of "A vibrant region attracting people, investment and business through innovation, diversity and community spirit."

The Cootamundra 2050 strategy (2019), focusing on the township of Cootamundra, serves as the background document which informs the Cootamundra area component of the strategic land use planning work undertaken to date. The Strategy indicates that social aspects of community life are a high priority and planning controls that facilitate and encourage this are important. The Strategy identified important activity areas and identified future focus areas where infrastructure and facilities can be enhanced to stimulate growth and future development.

The work undertaken by Council in 2018 and 2019 to develop strategies for the villages and Cootamundra Township sets the strategic context in the future growth, role and function of these areas. The development of a similar strategy for Gundagai will be developed during 2020.

## Statistical information



11,260 People  
2018

398,181 ha



5,367 Dwellings  
2018/19

\$37,861,079 in building  
approvals 2018/19



943 SEIFA  
Index Score

41.8 % not in  
the labour  
force 2016



33.1% over 60  
years old 2016



60% of the workforce is fulltime <sup>2016</sup>

6.9% of people need day to day help due to a disability <sup>2016</sup>



25.9% of households have no internet connection <sup>2016</sup>

\$474 million in Gross Regional Product <sup>2018/19</sup>



Agriculture, Forestry and Fishing is the largest industry <sup>2018/19</sup>

Manufacturing generates the largest output with \$172 million produced - \$122 million of which is exported <sup>2018/19</sup>



1,275 Local Businesses <sup>2018</sup>

# Vision

In 2050, Cootamundra Gundagai Regional Council area will be a diverse community of agricultural production, service towns and historic places. We will celebrate our Indigenous and European heritage alongside our prowess in agricultural production and innovation.

CGRC will become a must visit destination of many sites, stories and successes for travellers and wanderers. It will be an attractive lifestyle alternative to Sydney and Canberra with a range of housing options within proximity to state of the art social, community and cultural facilities. All development and planning will be undertaken with consideration of sustainability and represent best practice in regional Australia and the world.

Put simply, CGRC's vision is:

## “Opportunities through choice”



Figure 2: Sheridan Street in Gundagai offers a lot of options for locals and highway travellers



# Themes and Priorities

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The 15 planning priorities of the LSPS are broken down into five distinct themes for ease of comprehension and implementation.

Some of these priorities are supported by existing strategic work, while other will need to be enhanced and supported through future strategic planning.

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## Liveability

1. Opportunities for a variety of housing options
2. Opportunities to celebrate and protect our heritage
3. Opportunities to express and engage with arts and culture

## Sustainability

4. Opportunities to protect and enhance agricultural land
5. Opportunities to adapt to the changing climate
6. Opportunities to be a leader in waste recovery and contaminated land management

## **Productivity**

- 7. Opportunities to grow agricultural industries**
- 8. Opportunities to foster agritourism**
- 9. Opportunities to support the freight network**

## **Technology**

- 10. Opportunities to be a centre of medical excellence**
- 11. Opportunities for technology which has not yet been invented**
- 12. Opportunities for micro manufacturing**

## **Infrastructure and Planning**

- 13. Opportunities to promote active transport**
- 14. Opportunities to create a flexible local planning system**
- 15. Opportunities to provide quality utility services**

# Liveability

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Liveability is the sum of a number of different factors which contribute to the quality of life and present opportunities for people to collaborate and consult about what they need, want and desire their community to be.

Liveability is a theme which permeates everything from infrastructure to education to recreation to employment. For the purpose of

the LSPS, liveability focuses on creation of “place” within our community; with place being the basis for economic productivity, civic pride and general wellbeing.

Focusing on housing, heritage and culture, the aim of this theme is to provide the basis for quality of life which is comfortable, inviting and accepting.

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## Planning Priorities:



# 1. Opportunities for a variety of housing options

## Rationale

Everyone needs somewhere safe to sleep at night. It is a cornerstone of our ability to function and contributes strongly to a sense of wellbeing and place.

Council often receives feedback from the community that there is a deficit in certain housing types and land. When undertaking the Rural Lands Strategy and Cootamundra 2050 Strategy it became clear that the majority of these concerns were perceived and not a reality; for example large lot residential/acreages on the outskirts of town are often cited as being in demand with no supply. Analysis of this particular concern revealed that in reality there was almost 49 years' worth of supply of these types of lots.

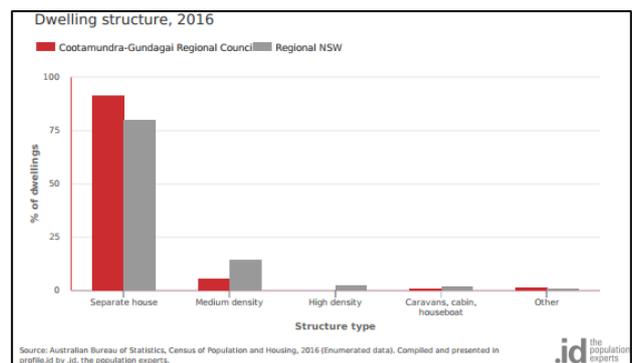
The Cootamundra 2050 Strategy provided Council a clear direction from the community about how future Cootamundra township should look. The Gundagai community will be given an opportunity in the latter half of 2020 to give Council direction on how a future Gundagai Township should look.

To demonstrate to industry and community that Council has planned for and provided opportunity for a variety of housing options, it is recommended that a land monitor be produced. A land monitor provides the additional function of being an advertisement for land availability and opportunity to investors and landowners.

Everyone faces different housing pressures, but affordable housing is a known pressure in our LGA and region. Council has the ability to encourage positive investment in quality, affordable housing by being flexible through minimum lot sizes, design standards and payment of contributions, particularly headworks charges.

Housing is a complex field with a number of stakeholders including owners, builders, tenants, management agencies and ancillary service providers such as cleaners and landscapers. Everyone has individual needs related to their own house as well as their neighbours and community generally. Council will produce a flexible CGRC DCP, however to ensure that CGRC continues to be a regional leader in best practice planning and responsive to industry needs, at a minimum the residential chapter/s of the DCP is to be reviewed and amended every two years.

Data shows that the predominant housing type in the LGA is single dwellings which accounts for 91.5% of housing stock which is some 11% higher than the average for NSW. Of those dwellings 73.6% are three bedroom or more, which is higher than the NSW and regional NSW average at 70.5% and 65% respectively. Conversely just over 5% of housing stock is made up of medium density housing and there is no high-density housing within the LGA. This is significantly lower than the state average at 14.3% and 2.5% respectively. The majority of medium density dwellings are located within the Cootamundra Township.



The LGA has, on average, 13.2% of the dwelling stock vacant and this is concentrated in the rural areas. This is not to be unexpected given the shrinking nature of the agricultural workforce in favour of mechanisation of

agriculture and the predominant economic driver for the LGA being agriculture.

The increasing trend for single dwelling is continuing to be seen with applications for this type of dwelling being the most predominant type of housing application submitted and assessed. The trend, however, is somewhat contradictory to the household size with 70% of all households in the LGA being 1 or 2 person households. The state average for households of 2 persons or less is just over 55% and just over 64% for rural NSW. This is more pronounced in Cootamundra where the figure rises to 72%.

When these figures are considered in light of the population aged over 60 (33%) it can be seen that there is a likely to be a demand for smaller dwellings as the population ages and Council must be able to adapt to accommodate the changes.

Nonetheless there is an increasing demand for serviced residential and rural residential land. The affordability and liveability of the region make it attractive for returning former

residents and retirees alike. The development of a land monitor will assist Council to stay abreast of, and respond to, the changing housing needs and demands.

### **Actions:**

- 1.1. Undertake a Gundagai 2050 strategy to guide the future of the Gundagai Township.
- 1.2. Produce a land monitor every five years to ensure that there is an availability of different housing types across the community.
- 1.3. Implement a zero minimum lot size for the R3-Medium Density Residential Zone to encourage good design outcomes and maximise utilisation of space.
- 1.4. Review Section 7.11, 7.12 and Section 64 contributions plans to ensure that developers pay for the provision of infrastructure and facilities as appropriate.
- 1.5. Develop a chapter relevant to each village in the Development Control Plan.
- 1.6. Review and update the residential chapter/s of the DCP every two years to incorporate best practice and respond to local conditions.



Figure 3: Matilda Avenue in Cootamundra

## 2. Opportunities to celebrate and protect our heritage

### Rationale

Heritage is a fundamental facet of the CGRC identity, not just as a sense of self and belonging but also as a driver of tourism, education and discovery.

The Wiradjuri people have called the CGRC LGA home for thousands of years. There is a strong indigenous connection and identity associated with the area, particularly along the Murrumbidgee River and Muttama Creek.

European settlement provides heritage of the built form and stories of frontier living, with gold rushes, bushrangers, river crossings and the railways all shaping how the LGA has developed and contributing to the dominate identity of the towns and villages.

Places of indigenous significance, elaborate homesteads and ornate town centres are just a small segment of heritage. The heritage fabric of a place is all the physical material of a heritage item, including surroundings and contents which contribute to its heritage significance.

Heritage can often be viewed as a negative, being perceived as a “barrier” to development, an extra cost for people. In reality heritage can add value to the locality by raising amenity, creating an overarching theme or “vibe” as well as prompting maintenance and pride of place.

When considered in the initial design phase of development, heritage aspects can be absorbed into a project adding little to no extra cost. Furthermore, there are often grants and subsidies available for the adaptive reuse, restoration and maintenance of heritage items if certain criteria can be met.

The National Trust of Australia has identified that heritage tourism is the fastest growing tourism sector with fifty percent of global tourism driven by heritage. The economic, social and environmental benefits of tourism are typically much greater than the initial investment.<sup>2</sup> An excellent example is the work done to refurbish Sheridan Street in Gundagai, with a number of new tourist and information facilities now experiencing greater foot traffic as a result of not only the civil works in the street, but the repainting of buildings and the increasing variety of commercial service outlets.

To date Council has not undertaken a comprehensive assessment of the heritage fabric of the LGA, both indigenous and post settlement. Some work on identifying post-settlement built heritage has been undertaken, however it is acknowledged that this is incomplete. The LGA has strong links to many icons such as Don Bradman, The Dog on the Tucker Box and Cootamundra Wattle and the Murrumbidgee River and whilst some work has been undertaken for recognition at a local level the broader appeal and reach has not been fully investigated and realised.

Just as the work on post settlement heritage is incomplete, the work on Aboriginal cultural places, landscapes and heritage is also incomplete. Recognising, respecting and valuing the heritage of First Peoples is an important step in cross cultural understanding and communication. Respecting important cultural places and landscaping enriches the shared knowledge and can enhance the sense of belonging and pride.

The historical built form of many of the Villages within the LGA is a major factor in their character which acts as an attractant to visitors and residents alike. Villages such as

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<sup>2</sup> National Trust, *Australian Heritage Tourism Directions Paper*, June 2018.

Wallendbeen and Stockinbingal which are located on the Burley Griffin Way can attract visitor stoppage if sensitive place making and urban renewal were to occur. Given their strategic location these villages are likely to see an increase in population and it is important that this occurs in a manner that does not detract from the historic story telling of the built form.

**Actions:**

2.1. Undertake an Aboriginal Heritage and Cultural Places Study.

- 2.2. Create a series of recommendations for heritage walking trails across the local government area.
- 2.3. Review current local heritage items.
- 2.4. Support the adaptive reuse of heritage items for commercial and community purposes.
- 2.5. Support natural heritage themes of the Murrumbidgee River and Cootamundra Wattle.
- 2.6. Develop a series of precinct master plans to foster place making that recognise the unique character of heritage areas.



Figure 4: Historic Gundagai Train Station

### 3. Opportunities to express yourself and enjoy arts and culture

#### Rationale

Culture is a broad term used to describe the normative social behaviour of a society influenced by the lived and known experiences of its people. The regional culture of Australia is often commented on as typifying “Australian values” of mateship, egalitarianism, authenticity, optimism, humility, informality, easy-going, common sense and humour. Art is the expression of creative skill and imagination. This is often expressed via a visual medium; however, music is also synonymous with art. Art can be experienced via all five senses and affects people on an almost instinctive level through its emotive impact.

The arts are a conduit for community pride, civic participation, creating an inclusive culture, building resilient local economies as well as promoting health and wellbeing.

Artistic expression is often organic and can be stymied by prohibition of expression. Because of this many Councils such as City of Sydney have developed exempt development policies to allow for street art being “commissioned with the landowner's consent, which is painted, marked or otherwise affixed to the outside of a building and visible from a public place. It may be art in the form of words, figures, shapes or lines but doesn't include re-painting.” Under such policies street art does not require development consent.

Artistic expression and culture are starting points for placemaking or the concept that urban design and development should occur in response to how people want to use a space rather than focusing on vehicle movement and standalone design. Most importantly, placemaking is a process which reacts to and is informed by the people who use that space and so allowing for artistic and cultural

expression without the need for development consent in most circumstances can only contribute positively to placemaking.

Throughout consultation for the development of the Cootamundra 2050 strategy the community expressed a desire for recognition and creation of precincts. These precincts would enhance and foster the establishment of connective and creative spaces in a strategic manner that is able to be appreciated by the whole community.



Figure 5: Exhibition space at the Cootamundra Arts Centre

#### Actions:

- 3.1. Develop exempt provisions to allow for art to be expressed and installed without needing to seek development consent.
- 3.2. Develop a strategy of using feature street art, colour, vegetation and visual keys as way finding cues to assist active community participation of aged residents for as long as possible.
- 3.3. Investigate the feasibility of establishing and promoting a night-time arts and culture tourism economy through development controls and policies that facilitate multi use spaces.
- 3.4. Council will undertake a placemaking strategy to guide land use, events and activities in identified precincts.

# Sustainability

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Sustainability is a broad term which basically seeks to maintain systems, be they environmental, social or economic, in balance and harmony. These days, sustainability is a buzzword often connected to a lifestyle or existence which seeks to tread lightly on the earth to mitigate impact on the natural environment.

As a theme of the LSPS sustainability is focused on environmental outcomes and how these

can contribute to opportunities for economic and social improvement and well as improved amenity and landscapes.

Viewing global challenges such as waste and resource recovery and climate change as opportunities for innovation and targeted investment to create employment opportunities and attract new community members to the LGA.

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## Planning Priorities:



## 4. Opportunities to protect and enhance agricultural land

### Rationale

Rural land is often neglected from a planning perspective due to more pressing planning needs in larger centres. However, development on agricultural land often has a disproportionate impact on residential and economic activity of towns when compared to urban development, with intensive feedlots, quarries and landfills facilitated mostly on rural land. Furthermore, agricultural uses themselves such as piggeries, vineyards, feedlots and so on have a long-term impact on the use and viability of a site and surrounding lands.

Through the strategic planning process, controls and principles of development can be implemented for agricultural land to ensure the viability of the land into perpetuity as well as providing opportunities for emerging and new agricultural enterprises to establish in the area in a manner which is fair and equitable.

The two former shires have varied terrain and soil quality which makes formulating one course of action or plan for rural land difficult. However, this should be viewed as an opportunity which makes CGRC more attractive and marketable to residents, visitors and prospective investors as a wide variation of agricultural pursuits can be explored in this single local government area.

It is Council's intention that the Rural Lands Strategy serve not only as a land use planning document, but as a plan for economic success and growth through the shared identity of agriculture. This leverages off what CGRC does best (agriculture), connections to logistic hubs and routes as well as capitalising on changing recreation and tourism trends.

### Actions:

- 4.1. Achieve consistency between the minimum lot sizes and permissible uses for agricultural land across the LGA.
- 4.2 Allow dual occupancies as an alternate to farm fragmentation.
- 4.3 Introduce setbacks from intensive agriculture development to reduce land use conflict.
- 4.4 Develop a Forestry zone, including appropriate bushfire management measures, as per the rural lands strategy.
- 4.5 Develop specific controls for solar farms and permissibility of landfills.
- 4.6 Support the development of an agribusiness centre at Coolac.



Figure 6: Cootamundra and District Tractor Pull 2013

## 5. Opportunities to adapt to the changing climate

### Rationale

It is undeniable that our summers are getting hotter and longer and rainfall is diminishing. Whether this is a result of industry and human activity on earth or just a natural phenomenon does not change the fact that by 2060 areas in CGRC will experience annual mean temperature increases of up to 2.5 degrees hotter and potentially up to 10 percent less annual rainfall.

As infrastructure and asset managers, local government is impacted by the changing climate, with increased risks of damage and shorter lifespans of assets due to severe weather events and unseasonable weather temperatures. The buildings, roads, bridges, footpaths, stormwater networks and other assets will be directly impacted as average

temperatures rise, droughts become longer and severe weather events such as floods and bushfire become more prevalent.

CGRC as a major employer and provider of services has an opportunity to respond to the changing climate by choosing fleet and plant which utilises new technologies. Council is in the prime position to provide infrastructure to support climate adaptation. Infrastructure such as electrical vehicle charging stations, solar street lighting, attractive and safe pedestrian connections, pedestrian based precincts, sensitive and appropriate stormwater management and wastewater reuse. Such infrastructure and leadership by Council can make such products commonplace and contribute to the long-term viability and growth of renewable and sustainable industries.

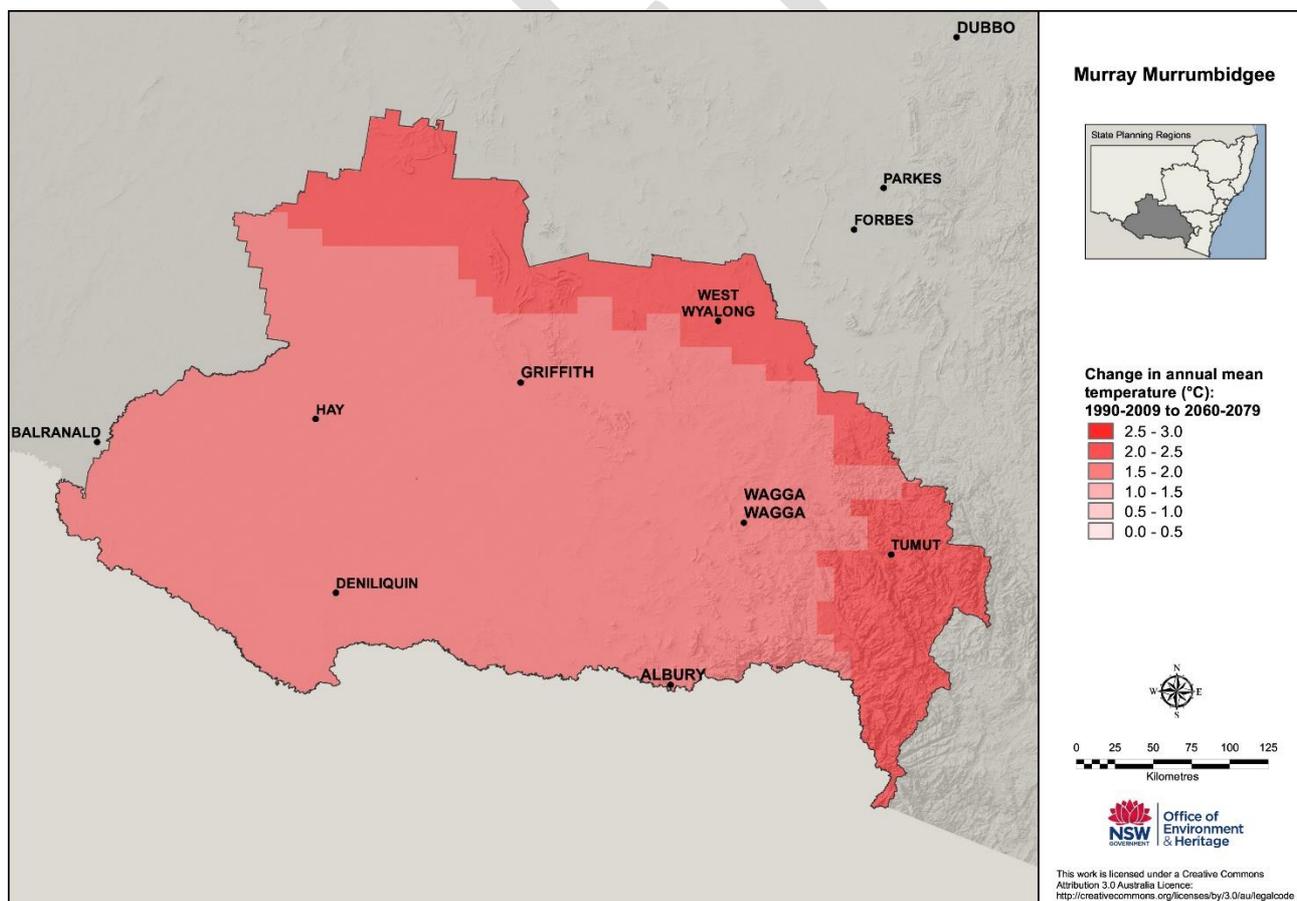


Figure 7: Change in annual mean temperature for Murray Murrumbidgee - from the Office of Environment and Heritage

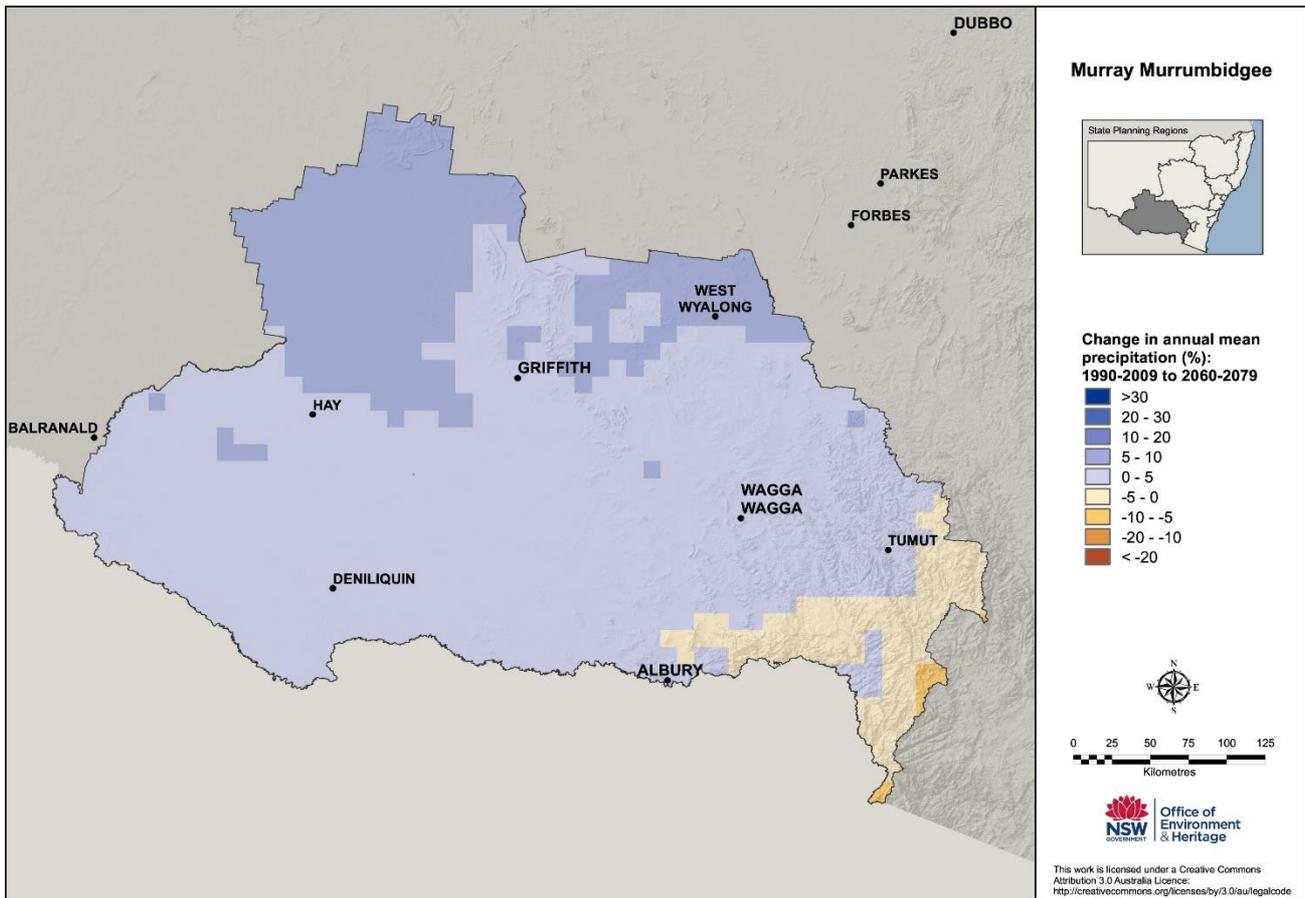


Figure 8: Change in annual mean precipitation for Murray Murrumbidgee - from the Office of Environment and Heritage

Whilst the planning system cannot remedy or mitigate all impacts, through development controls and education, Council can influence building and construction practices to minimise waste and create buildings which are adaptable to a changing climate. Furthermore, development controls that provide for trees and vegetation not only add aesthetic appeal but assist in cooling environments. Trees and open spaces are increasingly proving to be highly regarded for their amenity with street trees adding value to properties. Establishing tree canopy targets for our towns and villages will help mitigate evaporation, cool the surrounding environment and contribute economically as a tourism and population growth driver.

With less rainfall it is important that residents become resilient to water shock. Improving water provision to Nangus and Coolac as well as reducing potential contamination by the provision of sewer at Stockinbingal are measures that Council can undertake to assist in this regard.

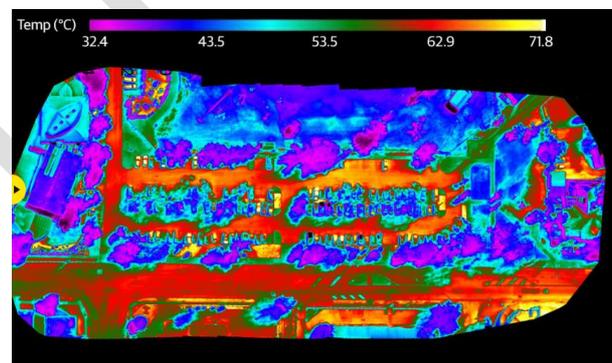


Figure 9: Infrared image showing the temperature of streets, buildings and parks - from the University of New South Wales

Whilst overall rainfall may be less there is increasing evidence that when it does rain it is likely to be in the form of major storm events and flooding. Council will need to undertake flood modelling and mapping for areas that are known to have flooded in the past to obtain a greater understanding of flood behaviour and potential risk. Ensuring damage from storm events are mitigated through upgraded stormwater networks, capture of rain, rainwater gardens, increased tree canopy, waterwise and drought tolerant plants to maintain cover should be considered.



Utilising treated wastewater on community and sporting fields is a waterwise method of maintaining amenity and urban cooling while minimising the need for reticulated water.

**Actions:**

- 5.1. Include climate controls in the development control plan for all development.
- 5.2. Develop controls for tree canopy within urban areas and include tree preservation controls in LEP.

- 5.3. Consider the climatic impact in Council reports as an environmental impact.
- 5.4. Develop a policy for residents to convert their verges to garden beds for storm water filtration, drought tolerant planting and/or water wise plantings.
- 5.5. Undertake flood modelling and mapping for additional areas within the LGA known to have been impacted by past flood events.



*Figure 10: Council's fenced dog park in Cootamundra is a prime site for treated waste water to be irrigated and tree plantings for increased tree canopy, cooling and evaporation mitigation.*



## 6. Opportunities to be a leader in waste reduction, resource recovery and contaminated land management

### Rationale

Building materials account for about half of all solid waste worldwide.<sup>3</sup> Building and construction waste contributes significantly to CGRC's landfills, particularly waste such as asbestos sheets which cannot be recycled. Reducing this starts at the initial building and design phase, for example examining and designing room sizes to take account of standard cladding and lining material sizes will reduce off cuts, waste, time and ultimately costs. Longevity of building materials and adaptability of buildings is also important to be considered at the initial concept and design stage.

Along with the building industry and government, Councils play an important role in encouraging change in building form, construction and function. Taking account of whole of life costs, including maintenance and demolition, and encouraging sustainable building practices can make significant differences to not only the built form of an area but also assist in managing landfill consumption rates.

Sorting construction material for potential reuse is another method of reducing waste with reuse possible for crushed concrete and bricks in pavement sub-base as well as resale of reclaimed timber, fittings and fixtures. Allowing for, and encouraging, resource recovery and recycling facilities to have the ability to retail direct from site, specific to the building industry, in existing light industrial areas is something to be examined in the development of Council's LEP.

Similarly, the examination of the land use controls around the operation of Council's waste management facilities to allow for resale of deposited material is to be undertaken during the development of the LEP.

Land contamination occurs due to an activity having taken place on the land which has impacted or changed the soil or environment so that certain activities would not be safe to be undertaken on that site unless remediated. As we learn from experience, contaminating land uses are more tightly controlled than they once were. There is still a legacy of contaminated site however, particularly in regional areas where it is often not economically viable to remediate a site. Without impetuous for remediation, such sites are left to deteriorate or remain undeveloped. This contributes to waste due to urban sprawl and the extension of infrastructure. A consolidated register of contaminated sites which records the history of previous land use, contamination level, remediation required, and possible future appropriate land uses is to be developed to assist in consolidating land uses and reducing the need for additional serviced land.

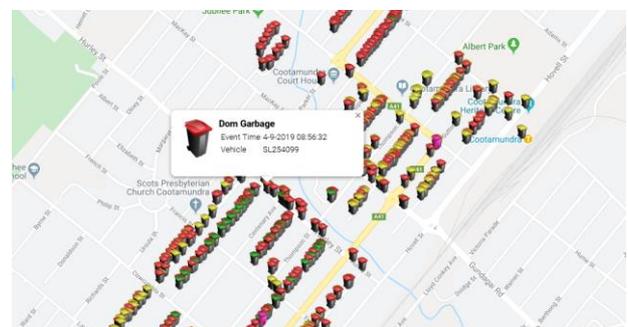


Figure 11: Council uses technology to better track the waste service. With development, this software could help reuse of building materials and reduce contamination.

<sup>3</sup> Australian Government Department of the Environment and Energy "Construction and demolition waste guide – recycling and re-use across the supply chain"

**Actions:**

- 6.1. Develop building waste controls for inclusion in Council’s Development Control Plan.
- 6.2. Review controls around permissibility of resource recovery, recycling and resale in certain existing industrial zones.
- 6.3. Create a consolidated contaminated land register.
- 6.4. Examine and review permissibility of resale facility at Council’s existing waste management facilities.
- 6.5. Develop a housing design policy to encourage and facilitate sustainable and adaptable building construction and design.
- 6.6. Develop controls around the reuse of second-hand building materials in Council’s Development Control Plan.
- 6.7. Partner with local land holders and EPA where possible to remediate sites within commercial and residential areas.



Figure 12: Contamination reduces the viability of waste recovery. Investment in community education and use of technology to sort waste are ways to mitigate this, however both are capital intensive.

# Productivity

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Productivity is all about getting the most for the least effort. It is being industrious by making efficient use of labour, materials, money, land, information and energy to produce a service or good which provides a margin of profit.

CGRC has an abundance of natural resources which if carefully harnessed could provide an abundance of employment and opportunities for self-sustainment.

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## Planning Priorities:



## 7. Opportunities to grow agricultural industries

### Rationale

While agriculture, forestry and fishing are the largest industry group in CGRC, it is manufacturing which has the greatest financial output. Considering the majority of our land and labour force is devoted to agriculture, it is extraordinary that manufacturing has the greatest output and while there are some manufacturing industries which are value adding to agricultural products, there is additional scope for growth in this sector.

The changing climate offers an opportunity to diversify with alternate crops which currently have a limited market due to transport constraints and lack of manufacturers due to a lack of scale in Australia. The opportunity

exists to create manufacturing and value add industries for crops which are not widespread in Australia but could cater to domestic and/or foreign needs.

Growth of agricultural industries is supported strongly in the CGRC Rural Lands Strategy. In order to support the opportunities to grow agricultural industries it is essential that the Rural Lands Strategy be implemented, and that further attention is given to the development of the industry with all required support to link transport and other infrastructure.

### Actions:

- 7.1. Implement the [CGRC Rural Lands Strategy](#) in full.



*Figure 13: Our longstanding stockyards face an uncertain future, however there has been significant investment and infrastructure put in place over many years already in place, Council could examine alternate and complimentary uses for these sites which could support the growth of agricultural industries locally?*

## 8. Opportunities to foster agritourism

### Rationale

Agritourism is an industry Council seeks to encourage not only because of the positive economic impacts of such development, but also because it provides an alternate source of income which improves the financial resilience of holdings and the community in challenging conditions.

Agritourism is a growing industry in Australia with visitor numbers to rural areas increasing by roughly 9% per annum and generating \$9.4 billion a year (see Agricultural Tourism Issues Paper).

Agritourism can be problematic however with the accumulative impacts of standalone enterprises and the ability for holdings to be diversified to cater to the growing agritourism market need to be supported in a manner

which promotes innovation but safeguards the primacy of agricultural production in rural areas.

Growth of the CGRC agritourism sector is supported strongly in the CGRC Rural Lands Strategy. In order to support the opportunities to foster agritourism it is essential that the Rural Lands Strategy be implemented, and that further attention is given to the development of the industry with all required support to link transport and other infrastructure.

### Actions:

- 8.1. Implement the CGRC Rural Lands Strategy in full.
- 8.2. Implement the CGRC economic development strategy.
- 8.3. Develop a CGRC agritourism strategy.



Figure 14: Opportunities to diversify farm income include hosting events, however farm tours, fruit picking and other experiences can be just as viable



**Donald George Bradman**  
Captain of Australia

51 Tests 1930-1948  
15 wickets, 5 bowlers, 0 dismissals

Legendary Right-Handed Batsman  
Born at 49 Adams Street, Cootamundra

**Test Statistics**

67 Tests 1930-1948

6,995 runs at 99.14

Highest Score 334 v England 1930

## 9. Opportunities to support the freight network

### Rationale

CGRC has two towns and two villages which are located on key transport and freight corridors.

#### Cootamundra:

Cootamundra is uniquely located on the Sydney-Melbourne Railway Line, with the Lake Cargelligo Railway Line branching from Cootamundra and framing the northern fringes of the town. The Inland Rail which will connect Brisbane and Melbourne will run through Stockinbingal – approximately 20 kilometres from Cootamundra. The rail corridor of the Lake Cargelligo Railway Line between Cootamundra and Stockinbingal offers opportunities amongst relatively flat, undeveloped land which could facilitate the development of an inland port serving to transfer rail freight between the Inland Rail and the Sydney-Melbourne Line. Additionally, an inland port in Cootamundra could serve as a sorting facility for imports to Australia with space becoming an ever-increasing pressure in Sydney, Port Kembla and Newcastle. Containers could indiscriminately be loaded straight from ships to rail and taken to Cootamundra to be sorted and redirected onto the Sydney-Melbourne Line, Inland Rail or road. The Olympic Highway runs through Cootamundra and connection to the Hume Highway (30 minutes), Sturt Highway (1 hour) and the Newell Highway (1.5 hours) are nearby. Cootamundra offers a low capital investment site with the existing rail infrastructure and undeveloped land by either utilising the former Tumut Branch Line or land to the north-west along the Lake Cargelligo Railway Line.

Cootamundra has a number of advantages over other potential sites such as Parkes which is constrained by a significant number of low clearance constraints along the existing route from Sydney and Narromine lacks the rapid

connection from Sydney afforded to Cootamundra.

In order for an inland port in Cootamundra to become a reality the concept needs to be represented consistently by Council to State and Federal agencies, logistic operators and other stakeholders. Investment in an inland port in Cootamundra supports regional development, places strategic logistic assets inland and reduces congestion of the rail network which in turn promotes the use of rail over road transport.

Cootamundra's strategic location on the major railway and road transport that offer opportunities for inland port facilities also make it an ideal position for examining the increased utilisation for air transport. This strategic location was recognised during WWII with the establishment of an aviation fuel depot. The importance of air transport was also recognised with the establishment of the No 1 Air Observers' School, the first of two in Australia that trained pilots, gunners and navigators.

Today the Cootamundra airport is used extensively ground based recreational activities as well as aviation pursuits and businesses. The relatively flat, undeveloped land surrounding Cootamundra together with existing and planned road and rail infrastructure provide excellent opportunities for the transport of goods, people and produce by air direct from Cootamundra.

#### Gundagai:

Gundagai is optimally positioned to take advantage of major connecting highways. Being located on the Hume Highway and having easy access to the Snowy Mountains and Sturt Highways, the expansion of road transport support industries to service this market offers good development opportunities for Gundagai.

South Gundagai offers an opportunity to connect to the Hume Highway's freight network, particularly the timber transport industry via Gocup Road connecting to the Visy paper mill. The South Gundagai precinct, which is currently zoned B4 Mixed Use, offers flexible use options as well as being an open zone. There is the opportunity to examine other support in appropriate locations through the completion of a strategy for Gundagai. Further opportunities to support freight are currently under development and investigation at Coolac through rezonings and infrastructure provision as identified in the Villages and Rural Lands Studies.

#### Stockinbingal:

The proposed Inland Rail is a freight route which will connect regional areas to the ports of Brisbane and Melbourne. For the Cootamundra-Gundagai Regional Council area this means that primary producers and value add industries will have rail access to the ports of Brisbane, Sydney and Melbourne.

Stockinbingal has the capacity to establish an intermodal facility which could service the proposed Inland Rail, Lake Cargelligo Branch line (connecting to Griffith via Temora – Roto Line) and Burley Griffin Way. The existing grain depots at Stockinbingal could be further enhanced with opportunities for access to two more ports to be available through the proposed Inland Rail.



Figure 15: Potential industrial zoning to support Inland Rail at Stockinbingal

#### Coolac:

The land surrounding the Coolac and Muttama Road intersection is a highly trafficked area affording the most opportunity for highway service industries.

Noting that some service industries such as service stations, mechanics and pubs can be incompatible with residential precincts, careful consideration is required to ensure that the potential for land use conflict is minimised.

#### Actions:

- 9.1. Implement the Cootamundra 2050 Strategy's focus area of "Inland Port"
- 9.2. Apply initiatives from the CGRC Villages Strategy 2018 which target industrial and freight development.
- 9.3. Develop a masterplan for Coolac which targets highway freight and interchange facilities.
- 9.4. Undertake enabling works to improve storm water drainage across Coolac.
- 9.5. Develop a strategy to develop Stockinbingal as a rail and road interchange.

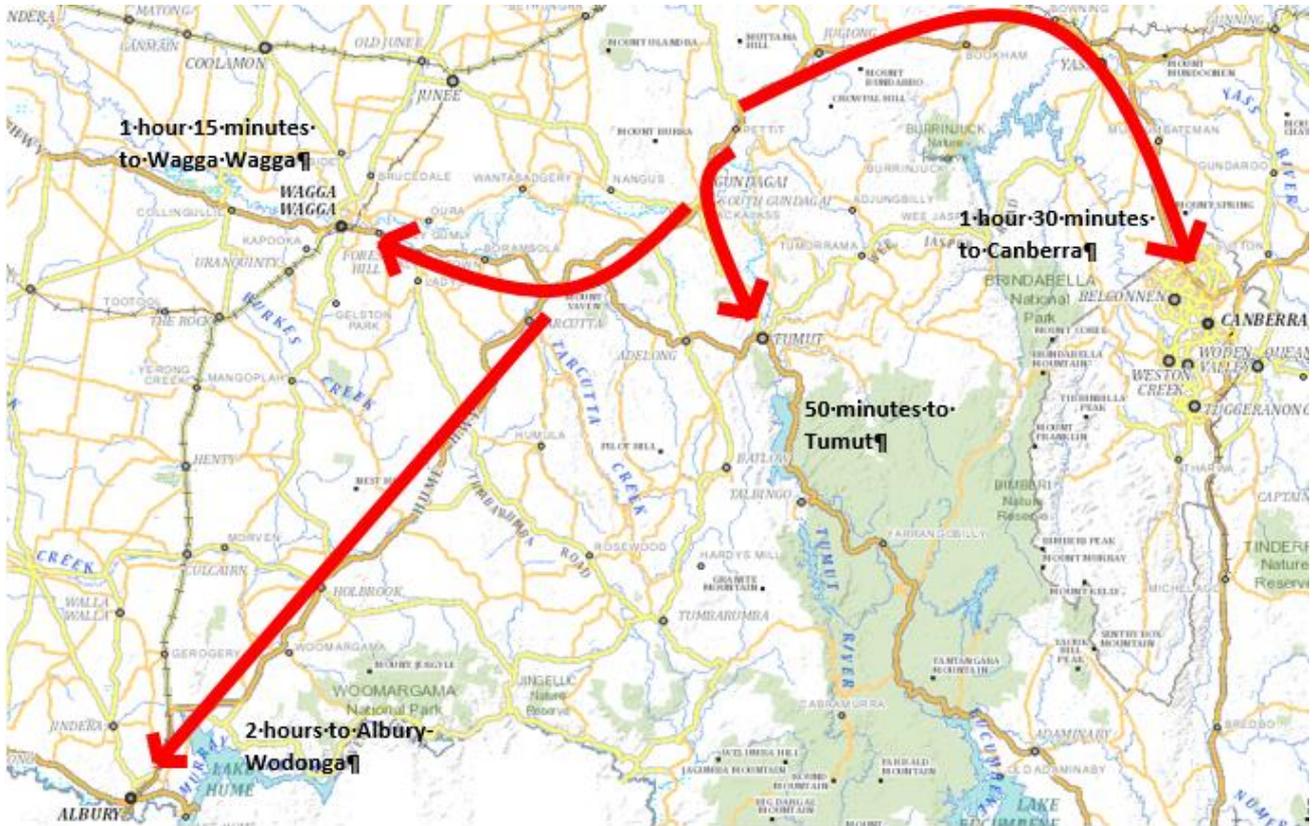


Figure 16: Increased road usage means that commuters and freight drivers are looking for an all-purpose rest and amenity locations – the above figure demonstrates the viability through travel times of Coolangubra as a service centre to freight.

# Technology

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The application of scientific knowledge for a practical purpose is known simply as “technology”. The rate of technological advancement is unprecedented with everyday activities being revolutionised with smart appliances, electric vehicles, social media and so on.

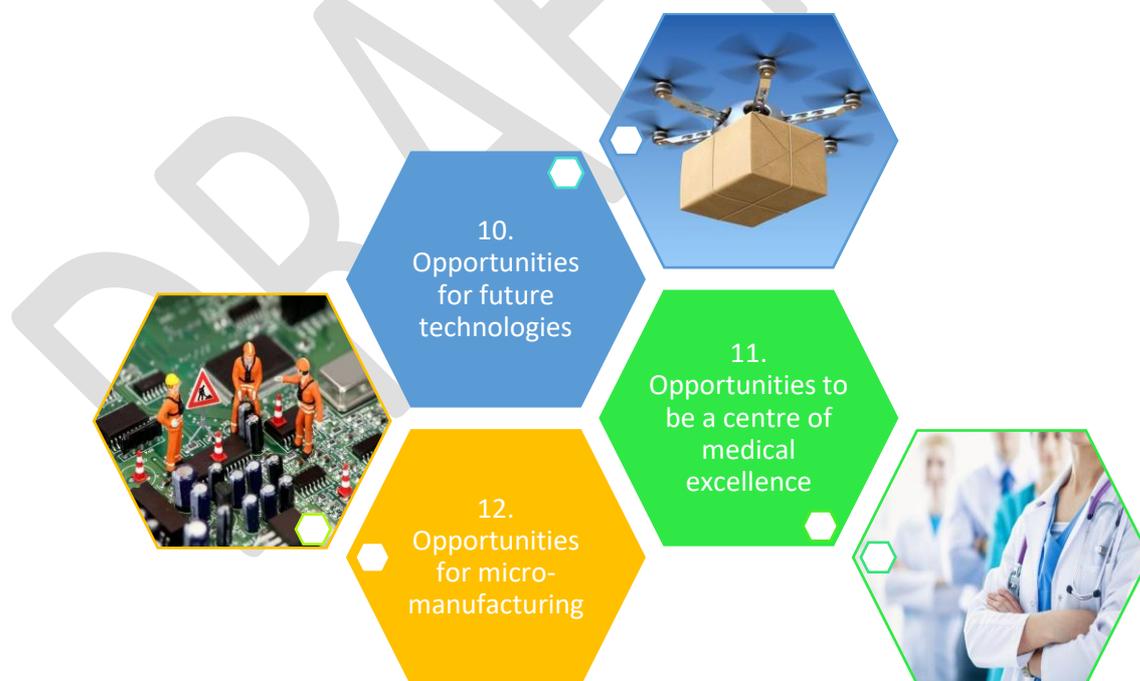
Achieving prosperity in the future is entwined with the allowing technology to grow and thrive in a place it was not before. Enabling the

environment through planning to facilitate assets and infrastructure which did not once exist is imperative.

People are key drivers for technology. Council needs to be a leader in this through a commitment to hire and train locals and upgrade and invest in new technologies in order to foster an industry and availability of skills and technology in our community.

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## Planning Priorities:



# 10. Opportunities for future technologies

## Rationale

The ability to predict future technology and assets is akin to writing science fiction. Anything is possible with the only limit being imagination, Wi-Fi and three phase power. Planning for the unknown is generally referred to as a “wicked problem”, with agreement that planning for uncertainty, coincidence and unexpected circumstance or opportunity is best dealt with by strengthening the flexibility of legislative instruments and improving communication with a condensed feedback loop.

Access to infrastructure with additional capacity is essential as it is unknown what requirements the next innovation will have as the way we build and operate will have to adapt to new climatic conditions, technological requirements and access to capital.

Greater community participation in strategic planning is easier with technology such as [ePlanning](#), [CitySwipe](#), etc. Dedicated communication via social media will be required, with less and less reliance on newspaper advertising and traditional mail outs.

By having open zones and a flexible DCP, CGRC will better position itself to allow for new innovations and opportunities without any delays through the need to amend the LEP or DCP.



Figure 17: Aerial drone delivery will require access to a parcel receptacle. In a residential context this could be a simple addition to the existing mailbox, however when dealing in the commercial and industrial space this could require careful planning to avoid land use conflicts.

## Actions:

- 10.1 Identify sites for future electric vehicle fast charging points.
- 10.2 Review its community participation plan to include communication via social media and email as additional notification options.
- 10.3 Consider additions and alterations such as aerial delivery points be considered as exempt development.
- 10.4 Explore the possibility and risk involved in allowing off grid electricity storage via batteries as exempt development.

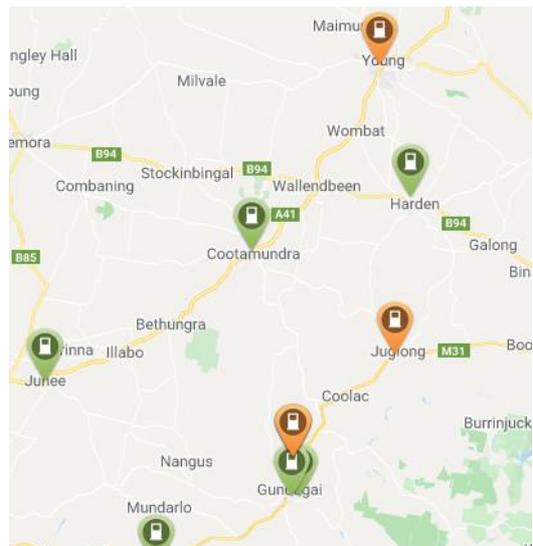


Figure 18: Electric vehicle charging points in the region as at 20/12/19. Orange denotes a fast charger.

# 11. Opportunities to be the centre of medical excellence

## Rationale

If all things remain the same, Cootamundra is likely to enter into severe population decline with a third of the population being over 65 and the increasing decline of all other age groups in the community (the over 65 aged group has grown from 989 people – 18% in 2001 to 1728 people – 30.5% in 2016). Growing the population is going to be tough, which in turn means less people to justify and pay for services and infrastructure.

National data trends emphasis an ageing population as a given, but Cootamundra faces this on an unprecedented scale (no other town in the Riverina beats Cootamundra's percentage of over 65-year olds). This challenge could be the potential spark to create an opportunity for growth and development of a medical industry focused on training frontline medical staff such as nurses, pathologists, medical administrators, care assistants and so on. This would complement the Rural Medical School to be located in Wagga Wagga which will facilitate doctor training from initial education to training and accreditation.

### Education and Training:

Creating a hub for education and training of frontline medical staff will not only benefit Cootamundra by providing pathways for education and employment for youth and career changers, it will also help to address national and regional shortages in specialised medical staff. If Council, the Murrumbidgee Local Health District and education providers such as TAFE work together to provide a complete package such as residential schools for nursing and intensive summer courses for pathology collection, enrolled nursing, nutrition, allied health practice management, indigenous health, pharmacy support and so on Cootamundra could become a destination

education hub easily accessible from Sydney and Melbourne via the train.

### Assisted Ageing:

Leveraging off improved educational opportunities, further investment and partnership with research entities could position Cootamundra as a community which specialises in ageing with dignity. A combination of technology with aged care facilities to provide greater autonomy to residents and fully integrated neighbourhood which present no physical barriers to movement devices such as electric scooters, walking frames and the like would be the aspiration. Sufficient neighbourhood amenities such as ambulant toilets, adult change facilities, a hydrotherapy pool and quality meeting places would also assist in delaying rapid degeneration from social isolation.

In order to achieve this vision, Cootamundra needs to be developed in a manner which has physical connections across the community to allow for people of all abilities to access services. Consideration of the Heart Foundation's "Healthy by Design" principles need to be applied with better signage, lighting, shelter and fencing (including fencing of playgrounds) instigated in conjunction with creating more walkable and active neighbourhoods.

Encouragement and training of local businesses to become dementia friendly as well as retrofitting neighbourhoods with dementia markers which allow people's subconscious to instinctively orientate where they are, allowing people to maintain a level of independence for longer. This can be as simple as planting certain trees along certain road corridors, colour coding street signs, placing distance markers in the pavement and installing public art.

Opportunities for people to connect to animals is particularly important for the aged, however their circumstances may not necessarily allow for them to keep a companion animal. Not only should seating facilities be developed in the dog park on Hurley Street for dog owners, but attention of people coming to watch the dogs should be considered also. Developing an animal space in Jubilee Park like many regional towns is another opportunity which could be explored and complements the goal of cultural hub.

#### Housing:

Consideration of the residential chapter of the Development Control Plan needs to include adaptive building design which does not necessarily designate a development as being specifically for less abled people or aged people but rather should achieve benchmarks which would allow for ageing in place to occur. To encourage this, explorations of incentives such as reduced 7.12 contributions could be considered.

Consideration of door frame widths, ramps, floating sinks and level showers do not just cater for those who are confined to a wheelchair. Using a pram, sustaining a sporting injury and so on, can easily turn the average home into a complex obstacle course to navigate in and out of.

Mum and dad developers as well as professional developers need to be sold on the additional benefits of considering flexible design. Aside from the financial gain of having a greater audience in which to sell a property, the reality of considering these design elements during the initial concept stage means that the build is not made more expensive by these considerations.

#### **Actions:**

- 11.1. implement the Cootamundra 2050 Strategy's focus area of "Centre of Medical Excellence."



Figure 19: Cootamundra has a long history of medical training, with the former District Hospital a renowned educational hospital

## 12. Opportunities for micro-manufacturing

### Rationale

Micro manufacturing does not refer to the manufacture and production of tiny products – although that can be a by-product. Micro manufacturing is the inevitability that some products which were once produced in large factories or through assembly lines will be able to be produced with a machine the size of an office photocopier.

In the future, there will still be large factories to manufacture items in mass production such as phones, cars and so on, however there is an almost certainty that micro manufacturing will become more prevalent and cater for hard to find replacement parts or bespoke technology solutions. The push to manufacture locally and mitigate intellectual property theft will increasingly make micro manufacturing more and more viable and desirable as a local option.

12.4. .

### Actions:

- 12.1. Review the controls within its LEP to allow certain micro manufacturing and associated buildings to be permissible in commercial zones as well as industrial and mixed-use zones.
- 12.2. Allow micro manufacturing which does not involve the use of dedicated buildings and/or spaces and which does not produce offensive noise, odour or sound as a permissible use in the residential area as a home business.
- 12.3. Allow production facilities contained in modified shipping containers such as horticulture be permissible in industrial and mixed-use zones and as ancillary in commercial zones – for example microgreens for a restaurant.

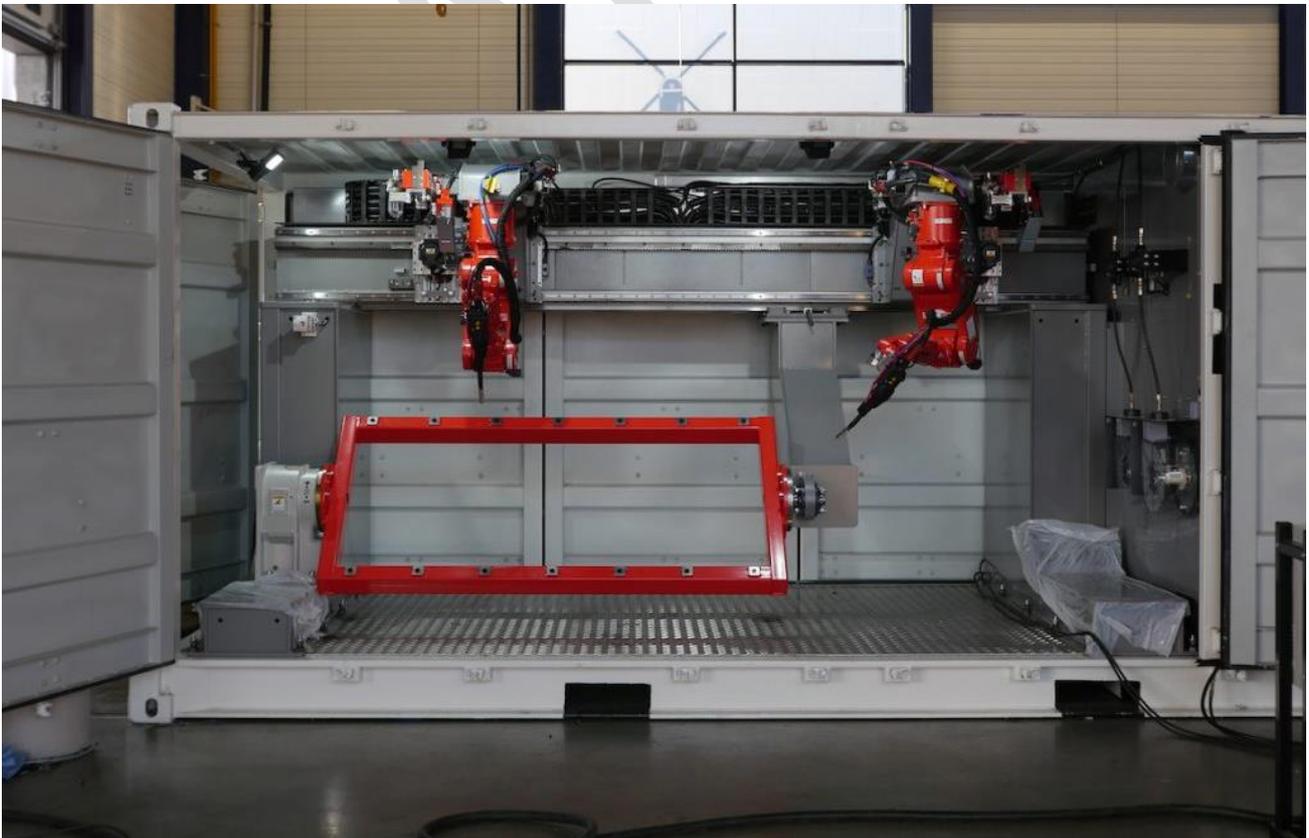


Figure 20: This additive manufacturing "toolbox" provides a portable manufacturing solution to site specific construction and design issues



# Infrastructure and Planning

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Infrastructure and planning as a theme explores the physical elements of service provision and land use which Council manages on behalf of the community. It is often the

most visible of Council's services with roads and buildings looming large physically in people's everyday lives.

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## Planning Priorities:



## 13. Opportunities to promote active living

### Rationale

Active Living NSW was established in April 2017 as a partnership between NSW Ministry of Health and the National Heart Foundation - NSW Division to support the physical activity and healthy built environment deliverables of the [NSW Healthy Eating and Active Living Strategy](#). It continues key pieces of work previously undertaken by the NSW Premier's Council for Active Living (PCAL) to promote active living through influencing the physical and social environments in which communities live.

There is growing evidence that demonstrates that the way our built environment is designed and managed has an impact on physical activity. Cities, towns and neighbourhoods that are designed to encourage physical activity can have a significant, positive impact on the health of the community.

“Characteristics of the built environment influence physical activity... In particular, the built environment can shape travel behaviour, including the quantity of walking, cycling, public transport and car travel, as well as the amount of leisure time that is available for other healthy pursuits. The built environment can also facilitate opportunities for recreational physical activity, by providing well maintained and useful open spaces, in addition to safe and amenable streets for non-utilitarian walking and cycling.” ([NSW Healthy Built Environments Program Literature Review](#), 2011, p45).

There is significant opportunity in NSW at both a State and local level to promote healthy built environments that support physical activity, healthy eating and social inclusion.

“The built environment where we live, work and play has a key role in supporting our physical and mental health. Our cities and

towns must be places where it is easy for us to be active every day, as well as where we can easily access fresh and nutritious food - whether it be in local shops or from nearby farms or community gardens.” (Associate Professor Susan Thompson, Professor of Planning; Head of City Wellbeing Program, UNSW; Associate Director, City Futures Research Centre, UNSW).

### Actions:

- 13.1. Develop with RMS an active transport strategy which will examine how best to promote and increase cycling and walking within the LGA.
- 13.2. Implement the Cootamundra 2050 strategy with regards to establishing community garden spaces and promoting healthy living.
- 13.3. Implement the Cootamundra 2050 Strategy's focus area of “Centre of Medical Excellence”.



# 14. Opportunities to create a flexible planning system

## Rationale

Striking the balance between a rigid and “flexible” planning scheme is worth considering in great detail, as planning fundamentally stands to mitigate ill effects for humans living and working in close proximity seen in the environmental health and building space. Being open to opportunities does not mean letting development proceed because someone is “giving it a go” and yet will cause significant public harm, however not being able to comply with every clause in a DCP does not mean that a development should be refused or held up for months.

The greatest focus in many Council planning departments and the NSW Government is on residential development, however in regional areas focusing on residential areas draws attention away from the drivers for residential growth being employment and access to services and community infrastructure.

Cootamundra is currently on track to experience a substantial population decline with a significantly aged population. Opportunities for employment, cultural and social infrastructure will encourage families and young people to stay, others to return and even more to consider a tree change to the town.<sup>4</sup> Cootamundra already has amenity and prestige compared to neighbouring towns such as Junee and Young which house large regional employers. The ability to offer part time, casual, flexible work opportunities in Cootamundra will mean that it becomes the natural choice for families with the primary caregiver able to tailor their employment around school and social commitments. To assist this, commercial development restrictions such as minimum parking requirements and hours of operation need to be considered holistically and not as a case by case benchmark.

Development in the towns, villages and rural lands of CGRC need to be guided by development controls and not restricted by them. Development should be encouraged in all instances except those which will cause harm or impact others unfairly or disproportionately.

Changing climatic conditions mean that stronger controls need to be in place to maximise passive solar heating and cooling of buildings to reduce energy consumption and water usage.

## Actions:

- 14.1. Create new LEP and DCP documents which combine the former Cootamundra and Gundagai Shires as CGRC to provide certainty and clarity for developers moving forward.
- 14.2. Apply more mixed-use zoning in town and village areas
- 14.3. Review residential land requirements through a residential land monitor.
- 14.4. Improve car parking across Cootamundra and Gundagai with elimination of rear to curb parking and centralised large council car parks, with capacity to be developed with decks in the future.



Figure 21: With increasing concern about solar farms utilising prime agricultural sites, opportunities exist to establish solar farms (an industrial activity) in partnership with car parking.

<sup>4</sup> [Cootamundra 2050 Strategy](#)

# 15. Opportunities to provide access to quality water and sewer infrastructure

## Rationale

CGRC manages two water networks and two sewer networks, with an additional sewer network proposed in the short to medium term.

### Water

Council collects, treats and services Gundagai with water from the Murrumbidgee River. Provision of water to the tourism focused Five Mile on the Hume Highway and eventually Coolac would be as an extension to the Gundagai water network. The extension of this network would enable the land zoned for development to be adequately serviced to provide additional housing and support opportunities to the local community. Council needs to develop a developer servicing plan to plan for future requirements of the network and to levy development in accordance with [section 64 of the Local Government Act 1993](#).

The Cootamundra water network is owned, maintained and managed by Council, with water bought in bulk from Goldenfields Water County Council (GWCC) and stored in reservoirs around town. Sourced again from the Murrumbidgee River, the source of water itself is generally viewed as reliable, however the need to pipe to the water a significant distance means that the provision of water to Cootamundra is vulnerable to infrastructure breakdown and natural disaster more so than the Gundagai network. Additionally, Cootamundra's reservoirs store only two days of water, which requires a mitigation strategy in case of lack of supply. In order to realise the full development potential as outlined in the

strategic planning documents, Council will need to develop a contributions plan for water infrastructure in the Cootamundra area.

The villages of Stockinbingal and Wallendbeen are serviced by GWCC, with the village of Nangus expected to be connected to the GWCC network via Oura in the near future.

### Sewer

Council manages, treats and maintains the wastewater treatment facilities in both Cootamundra and Gundagai. The treatment plant in Gundagai poses a significant environmental risk in the event of a flood event and is being upgraded. Both sewer networks offer an ability to reuse treated wastewater.

Council seeks to service the village of Stockinbingal with sewer due to the high-water table, small lots and flood risk. None of these are new issues, however the construction of the inland rail between Stockinbingal and Illabo, offers a significant opportunity for growth in the village with employment opportunities. Industrial and commercial development as well as additional residential development will contribute significantly to the environmental risk already posed at Stockinbingal and so a sewer network has become necessary.

## **Actions:**

- 15.1. Create a contributions plan for water and sewer to ensure that zoned land is able to be adequately serviced.

# Implementation, Monitoring and Reporting

## Implementation

The LSPS sets the long-term land use strategy for CGRC LGA over the next 20 years. To achieve the vision of “opportunities through choice”, amendments need to be made to other Council plans which operate as Council’s delivery mechanism for planning. These plans will draw from the actions as outlined in this document and Council’s previous strategic planning documents including the rural lands strategy, the village strategy and Cootamundra 2050 strategy. These plans and their functions are described below:

- Local Environmental Plan (LEP)

LEPs are the principal statutory document which establishes the planning controls for an LGA. Through zoning, development standards and other local provisions the LEP provides the legal framework to ensure development is appropriate and reflects the communities vision for land use in the LGA.

- Development Control Plan (DCP)

Are non-statutory plans that provide detailed planning and design guidelines, and development controls to support the LEP.

- Contributions Plan

Division 6 of Part 4 of the *Environmental Planning and Assessment Act 1979* gives Council the power to collect contributions from developers toward public infrastructure required as a consequence of their development.

- Development Servicing Plan

CGRC looks after sewer, stormwater and water assets across the LGA (in partnership with Goldenfields Water County Council in some areas). In accordance with the Local Government Act 1993, Council is obligated to provide connection for new development to these services, however there is an onus on new development to pay a proportional fee related to their impact and the upgrade nexus caused by their development. This fee is generally referred to as a headworks charge.

## LEP amendments

Proposed developments which align to the strategic planning direction in the LSPS may require changes to development controls or land use zoning to occur before a development application can be submitted. In this case, an amendment to the LEP would be required.

Amendments to the LEP are subject to planning proposals in accordance with section 3.4 of the *EP&A Act 1979*. Planning proposals to amend the LEP may either be prepared by Council or by applicants. Alignment to the strategic direction within the LSPS will be a significant consideration when determining whether an LEP amendment will proceed.

More information on amendments to the LEP can be found in DPE’s *A Guide to Preparing Planning Proposals*.

## Monitoring and review

Council will monitor, review and report on its Local Strategic Planning Statement 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.

Council will commence its first full review of the LSPS in 2022 and again every four years to align the review period with Council's overarching community strategic planning and IP&R under the LG Act.

Regular reviews will ensure that the LSPS reflects the vision the community has for future of CGRC and is aligned to the latest trends and information available about the environment and the community's social and economic needs.

## Funding and investment

The LSPS will play an important role in Council's resourcing strategy, with preparation of strategies and studies required by this plan funded in the 4-year delivery program and annual operational plans.

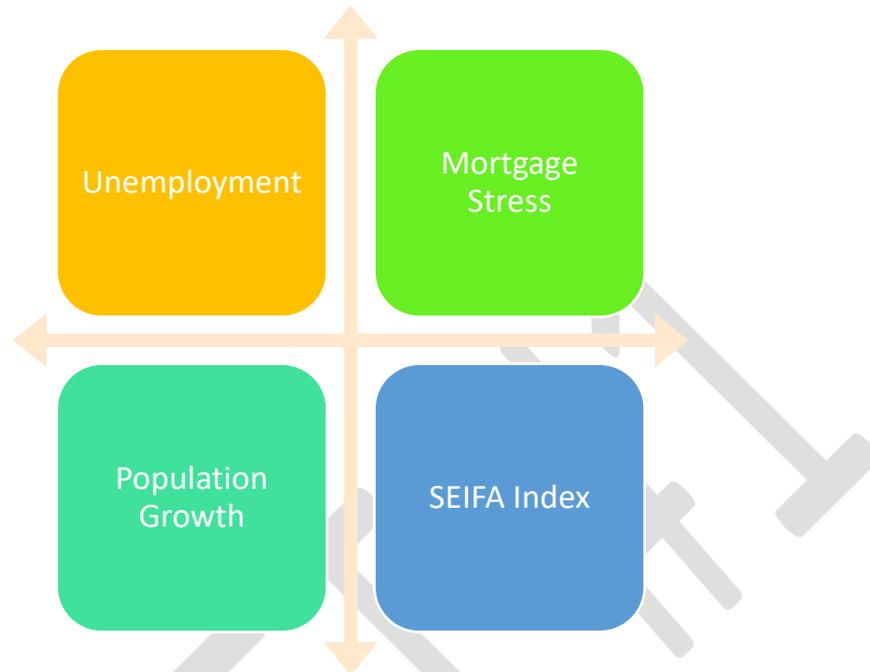
## Existing governance arrangement and partnerships

CGRC forms the north eastern boundary of the Riverina-Murray Region. Neighbouring Councils of Temora, Junee, Snowy Valleys and Wagga Wagga are a part of the Riverina-Murray Regional Plan, however Wagga Wagga is not a member of the same joint organisation. Instead they are an associate member of the Canberra Region Joint Organisation (CRJO) and Snowy Valleys is a full member of the CRJO. CGRC, Temora and Junee are members of Riverina Eastern Regional Organisation of Councils (REROC). To the north-east, CGRC is bordered by Hilltops and Yass Valley who are a part of the South East Tablelands Regional Plan and members of the CRJO. This complicates CGRC's ability to execute supporting initiatives beyond its borders and to be actively promoted within the region as larger centres such as Wagga Wagga, Young and Canberra monopolise policymakers' time.

Much like the Riverina-Murray Regional Plan failed to deliver any meaningful directions or vision for CGRC, the reality of development in CGRC is that it is very much on its own. Being overlooked and still commanding access to major transport routes offers opportunity for CGRC to innovate outside of the boundaries of Regional Plans or Joint Organisations. The LSPS is a declaration of CGRC's vision and independence and offers the terms in which other Councils who wish to work with us may view. Council will continue to work hard to establish effective partnerships with State government agencies and other organisations to support the realisation of the plan.

# Implementation of Liveability

## Measures



## Opportunities for a variety of housing options

### CSP:

- 2.2. Strategic land-use planning is co-ordinated and needs based.
- 3.2. Our built environment supports and enhance liveability.

### Riverina-Murray Regional Plan 2036:

- 21. Align and protect utility infrastructure investment
- 22. Promote the growth of regional cities and local centres
- 23. Build resilience in towns and villages
- 25. Build housing capacity to meet demand
- 26. Provide greater housing choice
- 27. Manage rural residential development
- 28. Deliver healthy built environments and improved urban design

### Actions:

By December 2020 Council will:

- 1.1. Undertake a Gundagai 2050 strategy to guide the future of the Gundagai Township.

By December 2022 Council will:

- 1.2. produce a land monitor every five years to ensure that there is an availability of different housing types across the community.
- 1.3. implement a zero minimum lot size for the R3-Medium Density Residential Zone to encourage good design outcomes and maximise utilisation of space.
- 1.4. review Section 7.11, 7.12 and Section 64 contributions plans to ensure that developers pay for the provision of infrastructure and facilities as appropriate.
- 1.5. develop a chapter relevant to each village in the Development Control Plan.
- 1.6. review and update the residential chapter/s of the DCP every two years to incorporate best practice and respond to local conditions.

## Opportunities to celebrate and protect our heritage

### CSP:

- 1.2. Public spaces provide for a diversity of activity and strengthen our social connections
- 2.3. Tourism opportunities are actively promoted
- 3.1. The natural environment is valued and protected.

### Riverina-Murray Regional Plan 2036:

- 4. Promote business activities in industrial and commercial areas
- 7. Promote tourism opportunities
- 8. Enhance the economic self-determination of Aboriginal communities
- 22. Promote the growth of regional cities and local centres
- 29. Protect the region's Aboriginal and historic heritage

### Actions:

By December 2023 Council will:

- 2.1. undertake an Aboriginal Heritage and Cultural Places Study.
- 2.2. create a series of recommendations for heritage walking trails across the local government area.
- 2.3. review current local heritage items.
- 2.4. support the adaptive reuse of heritage items for commercial and community purposes.

By December 2025 council will:

- 2.5. support natural heritage themes of the Murrumbidgee River and Cootamundra Wattle.
- 2.6. develop a series of precinct master plans to foster place making that recognise the unique character of heritage areas.

## Opportunities to express yourself and enjoy arts and culture

### CSP:

- 1.1. Our community is inclusive and connected
- 1.2. Public spaces provide for a diversity of activity and strengthen our social connections
- 2.1. The local economy is strong and diverse
- 2.3. Tourism opportunities are actively promoted

### Riverina-Murray Regional Plan 2036:

- 4. Promote business activities in industrial and commercial areas
- 6. Promote the expansion of education and training opportunities
- 7. Promote tourism opportunities
- 22. Promote the growth of regional cities and local centres
- 23. Build resilience in towns and villages
- 28. Deliver healthy built environments and improved urban design

### Actions:

By December 2021 Council will:

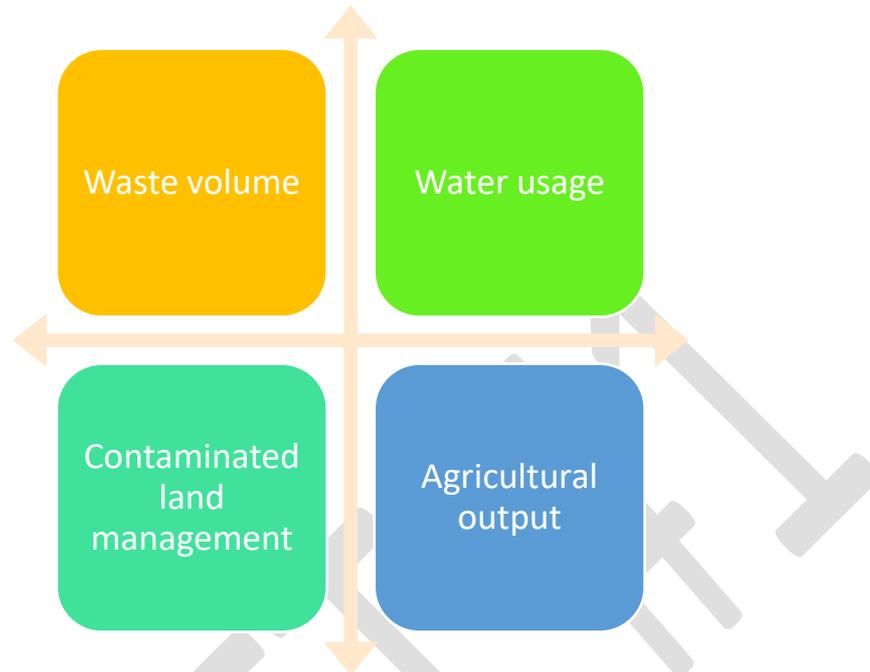
- 3.1. develop exempt provisions to allow for art to be expressed and installed without needing to seek development consent.

By December 2025 Council will:

- 3.2. develop a strategy of using feature street art, colour, vegetation and visual keys as way finding cues to assist active community participation of aged residents for as long as possible.
- 3.3. investigate the feasibility of establishing and promoting a night-time arts and culture tourism economy through development controls and policies that facilitate multi use spaces.
- 3.4. Council will undertake a placemaking strategy to guide land use, events and activities in identified precincts.

# Implementation of Sustainability

## Measures



## Opportunities to protect and enhance agricultural land

### CSP:

- 2.1. The local economy is strong and diverse
- 2.2. Strategic land-use planning is co-ordinated and needs-based
- 3.1. The natural environment is valued and protected

### Riverina-Murray Regional Plan 2036:

1. Protect the region's diverse and productive agricultural land
2. Promote and grow the agribusiness sector
14. Manage land uses along key river corridors
15. Protect and manage the region's many environmental assets

### Actions:

By December 2021 Council will:

- 4.1. achieve consistency between the minimum lot sizes and permissible uses for agricultural land across the LGA.
- 4.2 allow dual occupancies as an alternate to farm fragmentation.
- 4.3 introduce setbacks from intensive agriculture development to reduce land use conflict.
- 4.4 develop a Forestry zone, including appropriate bushfire management measures, as per the rural lands strategy.
- 4.5 develop specific controls for solar farms and permissibility of landfills.

By December 2025 Council will:

- 4.6 support the development of an agribusiness centre at Coolac.

# Opportunities to adapt to the changing climate

## CSP:

- 3.1. The natural environment is valued and protected
- 3.2. Our built environments support and enhance liveability
- 4.1. Decision-making is based on collaborative, transparent and accountable leadership
- 4.3. CGRC is a premier local government Council

## Riverina-Murray Regional Plan 2036:

- 10. Sustainably manage water resources for economic opportunities
- 13. Manage and conserve water resources for the environment
- 15. Protect and manage the region's many environmental assets
- 16. Increase resilience to natural hazards and climate change
- 23. Build resilience in towns and villages

## Actions:

By December 2021 Council will:

- 5.6. include climate controls in the development control plan for all development.
- 5.7. develop controls for tree canopy within urban areas and include tree preservation controls in LEP.
- 5.8. consider the climatic impact in Council reports as an environmental impact.

By December 2024 Council will:

- 5.9. develop a policy for residents to convert their verges to garden beds for storm water filtration, drought tolerant planting and/or water wise plantings.
- 5.10. undertake flood modelling and mapping for additional areas within the LGA known to have been impacted by past flood events.



*Cootamundra has an inundation problem – these photos are from 2007-2017*



# Opportunities to be a leader in waste reduction resource recovery and contaminated land management

## **CSP:**

- 3.1. The natural environment is valued and protected
- 3.2. Our built environments support and enhance liveability
- 4.1. Decision-making is based on collaborative, transparent and accountable leadership
- 4.3. CGRC is a premier local government Council

## **Riverina-Murray Regional Plan 2036:**

- 11. Sustainably manage water resources for economic opportunities
- 13. Manage and conserve water resources for the environment
- 15. Protect and manage the region's many environmental assets
- 16. Increase resilience to natural hazards and climate change
- 23. Build resilience in towns and villages

## **Actions:**

By December 2021 Council will:

- 6.1. develop building waste controls for inclusion in Council's Development Control Plan.
- 6.2. review controls around permissibility of resource recovery, recycling and resale in certain existing industrial zones.
- 6.3. create a consolidated contaminated land register.
- 6.4. examine and review permissibility of resale facility at Council's existing waste management facilities.

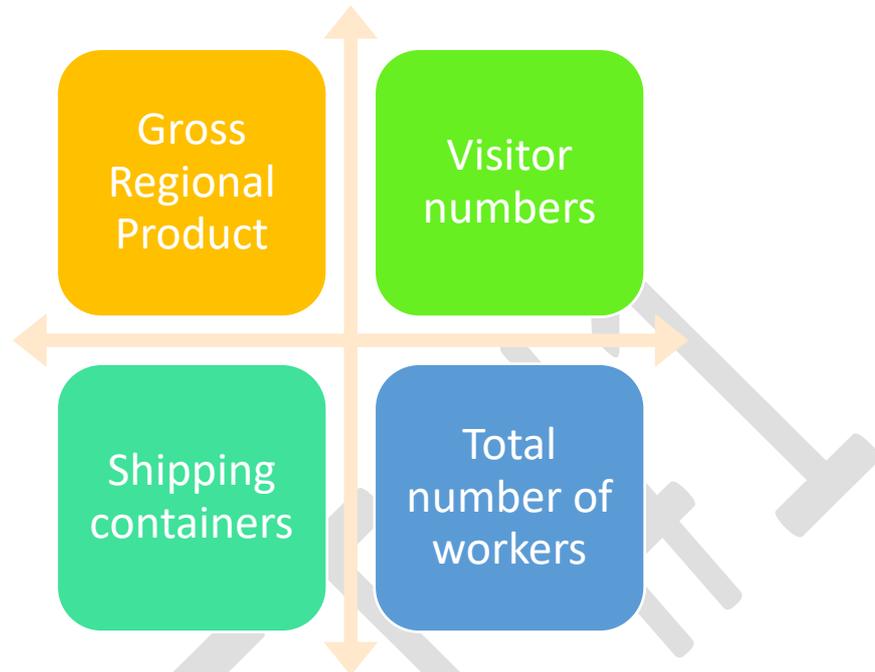
By December 2025 Council will:

- 6.5. develop a housing design policy to encourage and facilitate sustainable and adaptable building construction and design.
- 6.6. develop controls around the reuse of second-hand building materials in Council's Development Control Plan.
- 6.7. partner with local land holders and EPA where possible to remediate sites within commercial and residential areas.



# Implementation of Productivity

## Measures



## Opportunities to grow agricultural industries

### CSP:

- 2.1. The local economy is strong and diverse
- 2.2. Strategic land-use planning is co-ordinated and needs-based

### Riverina-Murray Regional Plan 2036:

- 2. Promote and grow the agribusiness sector
- 3. Expand advanced and value-added manufacturing
- 4. Promote business activities in industrial and commercial areas.
- 16 Increase resilience to natural hazards and climate change.
- 23. Build resilience in towns and villages.

### Actions:

By December 2025 Council will:

- 7.1. implement the CGRC Rural Lands Strategy in full.

## Opportunities to foster agritourism

### CSP:

- 2.1. The local economy is strong and diverse
- 2.2. Strategic land-use planning is co-ordinated and needs-based
- 2.3. Tourism opportunities are actively promoted

### Riverina-Murray Regional Plan 2036:

- 2. Promote and grow the agribusiness sector
- 7. Promote tourism opportunities
- 22. Promote the growth of regional cities and local centres

### Actions:

By December 2025 Council will:

- 8.1. implement the CGRC Rural Lands Strategy in full.
- 8.2. implement the CGRC economic development strategy.
- 8.3. Develop a CGRC agritourism strategy.

## Opportunities to support the freight network

### CSP:

- 2.1. The local economy is strong and diverse
- 2.2. Strategic land-use planning is co-ordinated and needs-based
- 3.2. Our built environments support and enhance liveability

### Riverina-Murray Regional Plan 2036:

- 17. Transform the region into the eastern seaboard's freight and logistics hub
- 18. Enhance road and rail freight links
- 20. Identify and protect future transport corridors

### Actions:

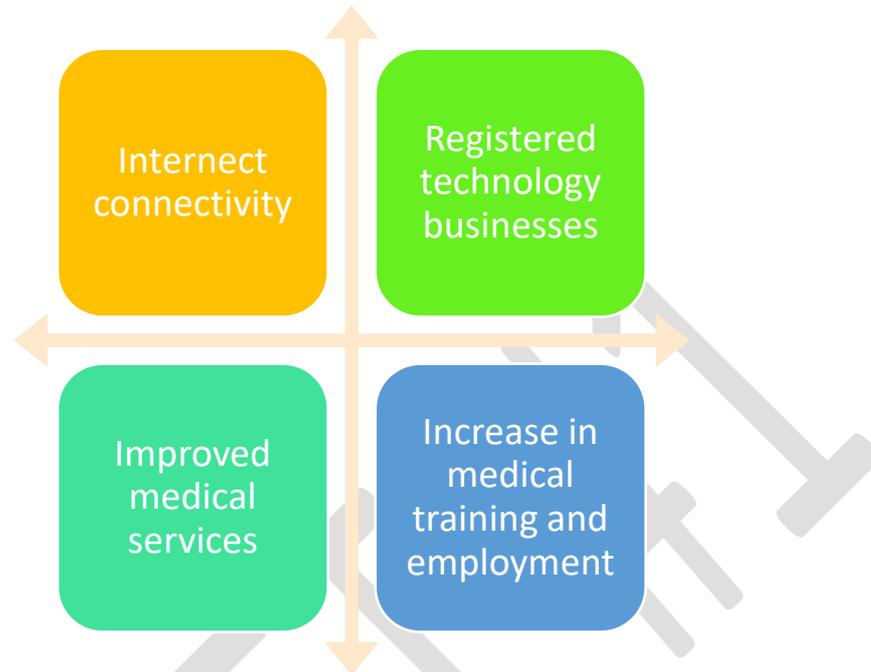
By December 2025 Council will:

- 9.1. implement the Cootamundra 2050 Strategy's focus area of "Inland Port"
- 9.2. apply initiatives from the CGRC Villages Strategy 2018 which target industrial and freight development.
- 9.3. develop a masterplan for Coolac which targets highway freight and interchange facilities.
- 9.4. undertake enabling works to improve storm water drainage across Coolac.
- 9.5. develop a strategy to develop Stockinbingal as a rail and road interchange.



# Implementation of Technology

## Measures



## Opportunities for future technologies

### CSP:

- 2.1. The local economy is strong and diverse
- 2.2. Strategic land-use planning is co-ordinated and needs-based

### Riverina-Murray Regional Plan 2036:

- 4. Promote business activities in industrial and commercial areas
- 22. Promote the growth of regional cities and local centres

### Actions:

By December 2021 Council will:

- 10.1. identify sites for future electric vehicle fast charging points.
- 10.2. review its community participation plan to include communication via social media and email as additional notification options.

By December 2023 Council will:

- 10.3. consider additions and alterations such as aerial delivery points be considered as exempt development.
- 10.4. explore the possibility and risk involved in allowing off grid electricity storage via batteries as exempt development.

## Opportunities to be the centre of medical excellence

### **CSP:**

- 1.3. Our community members are healthy and safe
- 2.2. Strategic land-use planning is co-ordinated and needs-based
- 2.4. Our local workforce is skilled and workplace ready

### **Riverina-Murray Regional Plan 2036:**

- 5. Support the growth of the health and aged care sectors
- 6. Promote the expansion of education and training opportunities
- 22. Promote the growth of regional cities and local centres

### **Actions:**

By December 2025 Council will:

- 11.1. implement the Cootamundra 2050 Strategy's focus area of "Centre of Medical Excellence."

## Opportunities for micro-manufacturing

### **CSP:**

- 2.1. The local economy is strong and diverse
- 2.2. Strategic land-use planning is co-ordinated and needs-based

### **Riverina-Murray Regional Plan 2036:**

- 3. Expand advanced and value-added manufacturing
- 4. Promote business activities in industrial and commercial areas

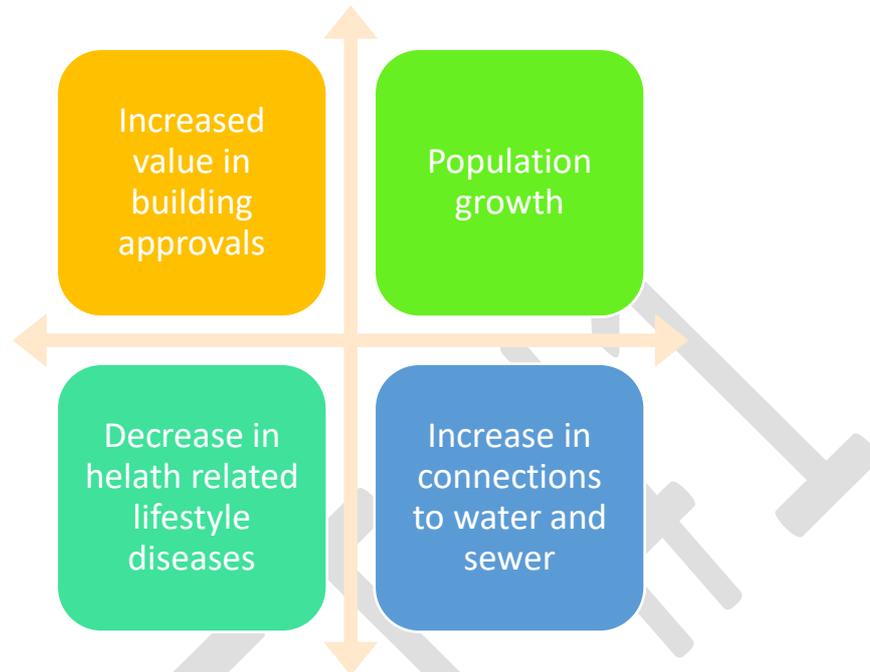
### **Actions:**

By December 2021 Council will:

- 12.1. review the controls within its LEP to allow certain micro manufacturing and associated buildings to be permissible in commercial zones as well as industrial and mixed-use zones.
- 12.2. allow micro manufacturing which does not involve the use of dedicated buildings and/or spaces and which does not produce offensive noise, odour or sound as a permissible use in the residential area as a home business.
- 12.3. allow production facilities contained in modified shipping containers such as horticulture be permissible in industrial and mixed-use zones and as ancillary in commercial zones – for example microgreens for a restaurant.

# Implementation of Infrastructure and Planning

## Measures



## To promote active living

### CSP:

- 1.3. Our community members are healthy and safe
- 2.2. Strategic land-use planning is co-ordinated and needs-based
- 3.2. Our built environments support and enhance liveability
- 4.3. CGRC is a premier local government Council

### Riverina-Murray Regional Plan 2036:

- 5. Support the growth of the health and aged care sectors
- 6. Promote the expansion of education and training opportunities
- 22. Promote the growth of regional cities and local centres
- 28. Deliver healthy built environments and improved urban design.

### Actions:

By December 2025 Council will:

- 13.4. develop with RMS an active transport strategy which will examine how best to promote and increase cycling and walking within the LGA.
- 13.5. implement the Cootamundra 2050 strategy with regards to establishing community garden spaces and promoting healthy living.
- 13.6. implement the Cootamundra 2050 Strategy's focus area of "Centre of Medical Excellence"

## Opportunities to create a flexible planning system

### **CSP:**

- 2.1. The local economy is strong and diverse
- 2.2. Strategic land-use planning is co-ordinated and needs-based
- 3.2. Our built environments support and enhance liveability
- 4.1. Decision making is based on collaborative, transparent and accountable leadership
- 4.2. Active participation and engagement in local decision making
- 4.3. CGRC is a premier local government Council

### **Riverina-Murray Regional Plan 2036:**

- 4. Promote business activities in industrial and commercial areas
- 16. Increase resilience to natural hazards and climate change
- 22. Promote the growth of regional cities and local centres
- 23. Build resilience in towns and villages
- 26. Provide greater housing choice
- 28. Deliver healthy built environments and improved urban design

### **Actions:**

By December 2021 Council will:

- 14.1. create new LEP and DCP documents which combine the former Cootamundra and Gundagai Shires as CGRC to provide certainty and clarity for developers moving forward.
- 14.2. apply more mixed-use zoning in town and village areas
- 14.3. review residential land requirements through a residential land monitor.

By December 2024 Council will:

- 14.4. improve car parking across Cootamundra and Gundagai with elimination of rear to curb parking and centralised large council car parks, with capacity to be developed with decks in the future.

## Opportunities to provide access to quality water and sewer infrastructure

### **CSP:**

- 2.2. Strategic land-use planning is co-ordinated and needs-based
- 2.3. Tourism opportunities are actively promoted

### **Riverina-Murray Regional Plan 2036:**

- 10. Sustainably manage water resources for economic opportunities
- 13. Manage and conserve water resources for the environment
- 23. Build resilience in towns and villages

### **Actions:**

By December 2021 Council will:

- 15.1 create a contributions plan for water and sewer to ensure that zoned land is able to be adequately serviced.

# References

## Relevant studies, plans and documents

CGRC Section 7.12 Fixed Development Consent Levy Contributions Plan 2018

CGRC Villages Strategy 2018

CGRC Community Participation Plan 2019

Cootamundra 2050 Strategy

Cootamundra Development Control Plan 2013

Cootamundra Local Environmental Plan 2013

Draft CGRC Rural Lands Strategy 2019

Draft GANSW Greener Places Design Guide 2019

GANSW Better Placed Design Guide 2018

Gundagai Local Environmental Plan 2011

NSW Climate Change Policy Framework

NSW Future Transport Strategy 2056

Riverina-Murray Regional Plan 2036

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