

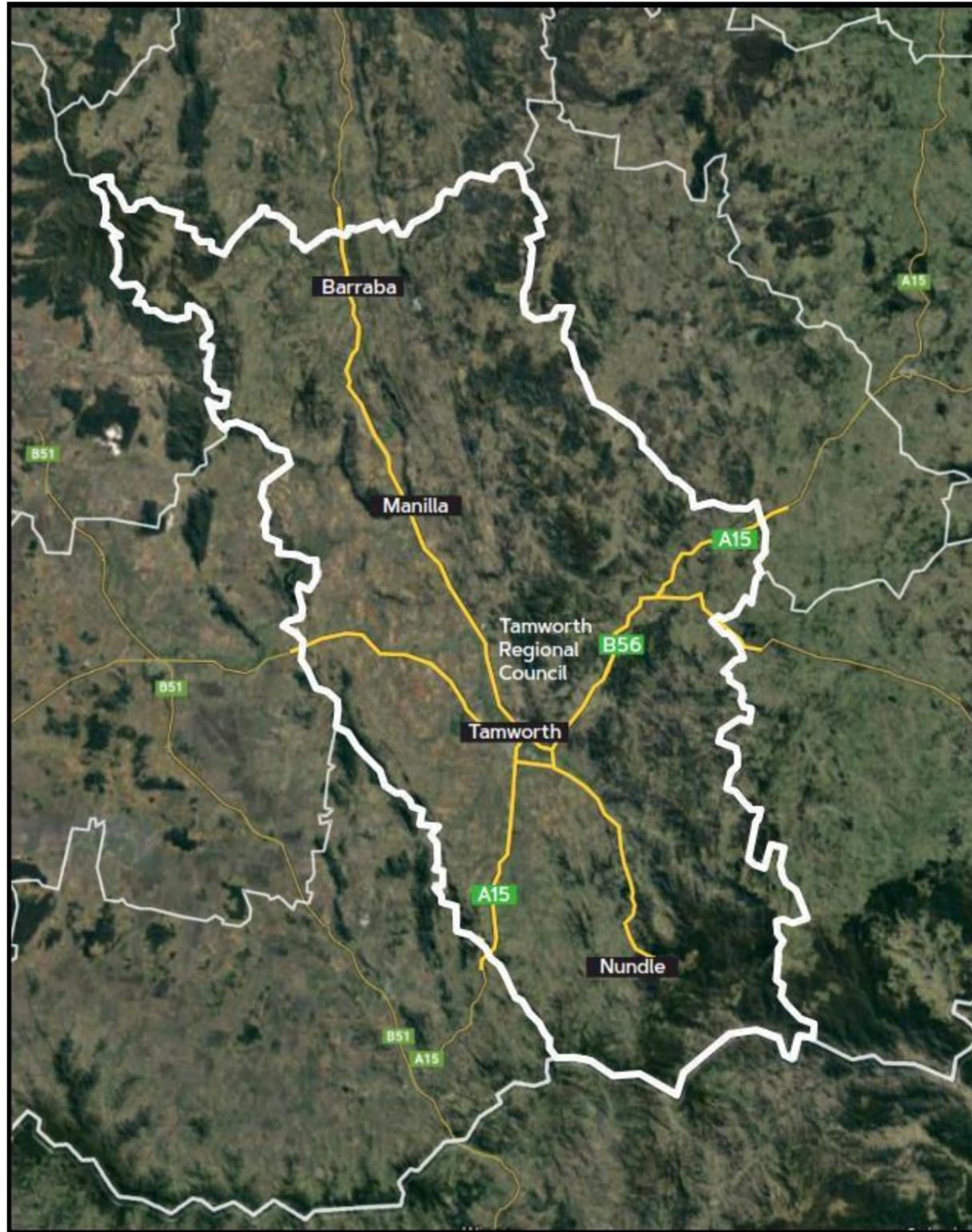


TAMWORTH REGIONAL BLUEPRINT 100

PART ONE

ADOPTED BY TAMWORTH
REGIONAL COUNCIL 26 MAY 2020





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ACKNOWLEDGEMENT

Tamworth Regional Council wishes to pay respect to, and acknowledge, Elders past, present and future of the Gamilaroi/Kamilaroi People, the Traditional Custodians for the land over which this document has been undertaken. Council extends this respect to all Aboriginal people living in or visiting Tamworth Regional Council.

OUR CONTEXT

PURPOSE OF THIS DOCUMENT

This draft document forms the basis of the consultation with Tamworth Regional Council (TRC) and NSW Government officials.

WHAT IS A BLUEPRINT

In 2019 Tamworth Regional Council embarked on a process to take a coordinated approach for future action, which it termed the Blueprint 100. It would encompass the Local Strategic Planning Statement and the Growth Management Strategy and other council initiatives.

Blueprint 100 is to be broad enough to speak to the community, business and development sectors, Federal and State Agencies and Tamworth Regional Council staff simultaneously.

The Blueprint 100 is an overarching strategy that provides a roadmap to take the Tamworth Region towards its vision of a prosperous economy and high living standards with a population of 100,000 people.

The background to Blueprint 100's origins are:

- In early 2018 the Deputy Premier and the Chief Planner for New South Wales encouraged both Tamworth and Wagga Wagga to aim to be regional cities with a population of 100,000 people.
- This acknowledges that the NSW Government recognises, in a number of its plans, the status of both as the northern and southern key State inland cities respectively.
- With the Region's projected future growth, a number of key land use plans and strategies are out of date and require comprehensive reviews, such as the Growth Management Strategy (GMS) and Local Environmental Plan (LEP).
- Coinciding with this, there is a need to develop a new high level or front end statutory Local Strategic Planning Statement (LSPS).
- Apart from the strategic land use imperative, the Council has a need to connect and integrate its numerous other precinct plans, masterplans and strategic infrastructure plans and strategies.
- With the significant State and Federal funding available, the Council needs a single document that provides an overarching strategy with a common logic, robust strategies and compelling narrative. Otherwise Tamworth will miss out on its share of funding and will not fulfil the NSW Government's expectations.

Blueprint 100 is aligned with the following plans:

Regional plans

- New England North West Regional Plan
- Namoi Unlimited Strategic Regional Plan
- NSW Regional water strategies
- Namoi Water for the Future Strategy
- A 20-Year Economic Vision for Regional NSW
- Lower North West Economic Development Strategy
- Namoi Region Road Network Strategy
- The Namoi Catchment Sustainability Plan

Local plans

- The 2017-2027 Community Strategic Plan (CSP)
- Tamworth Regional Local Environmental Plan (LEP)
- Tamworth Regional Development Control Plan (DCP)
- City Growth Corridor Plan
- Sports/Entertainment Precinct Plan
- Tamworth Global Gateway Park Draft Structure Plan
- Tamworth Regional Airport Precinct Plan
- CBD Precinct Plan
- Cultural Precinct Plan
- Tamworth Tomorrow 2016-2021
- Tamworth Water Supply – Future Yield and Demand Scenario November 2012 – Hunter Water Australia
- Tamworth Bulk Water Supply Options Review November 2015 - Hunter H2O

THE STRUCTURE OF THE BLUEPRINT

The following are the cascading series of Blueprint 100 and other plans.

BLUEPRINT 100

'Tamworth Blueprint 100' is a series of plans that will provide Council with an integrated robust strategic direction and action plan in order to better deliver on Community Strategic Plan (CSP) outcomes. The following are the cascading series of Blueprint 100 and other plans as shown in Figure 1 below.

Tamworth Blueprint 100 Part 1: Overall Strategy

In short this is the 'plan of plans' or to use a common term 'the ring that binds them all'. It brings together all the key elements of Council's large number of plans, strategies, precinct plans and masterplans into a single document, hence the term 'Blueprint'. It guides and promotes the development of the Tamworth Region to 2041. It examines 'business of usual' scenarios (a population of 80,000 at 2041) as well as the potential to stimulate the growth of the region to a population of 100,000 persons.

Tamworth Blueprint 100 Part 2: Local Strategic Planning Statement (LSPS)

This is a new statutory plan introduced by the NSW State Government. Unlike Part 1 it has a narrower focus on land use planning. It includes our land use vision, priorities, actions and how we will monitor our success. It will take its direction from Part 1. It distils the land use planning issues into a LSPS in accordance with Section 3.9 of the *Environmental Planning and Assessment Act 1979 (EP&A Act 1979)* and the Department of Planning Industry and Environment guidelines to underpin future land use planning relating to master planning, DCP amendments and LEP amendments including the potential comprehensive review of the *TRLEP 2010*.

Tamworth Blueprint 100 Part 3: Growth Management Strategy (GMS)

The Growth Management Strategy takes its direction from the LSPS and details the land release strategy for the Region with the supporting infrastructure requirements. This Strategy is currently being developed in preparation for public exhibition in mid-2020. It will establish the basis for growth of the region and address key issues including housing choice and diversity, economic projections, infrastructure planning, towns and villages, rural lands, large lot and rural residential lands planning.

Tamworth Regional Local Environmental Plan 2010 (TRLEP 2010) Review

The *TRLEP 2010* outlines the town planning provisions in the region that determine what landowners can do on their land. The LEP will be aligned and directed by the Blueprint series of plans.

Reviewed Delivery Plan

The Delivery Plan is how Council will deliver on the Community Strategic Plan (Council's contract with the community) over a four year period. *Tamworth Blueprint 100 Part 1*, the Council's overall strategy, will provide a robust and integrated strategic direction and action plan for the review of the Delivery Plan.

Tamworth Integrated Transport Masterplan

This Plan is currently underway and will pick up on the transport aspects from Blueprint including all modes; road, rail, cycle, walkway and public transport. It is integrated with the land use growth areas.

HOW WAS THE BLUEPRINT 100 PRODUCED

The structure of the Blueprint 100 project was as follows:

- Early consultation
- Strategy charrettes

- Draft production of the Blueprint 100
- Wider consultation (current process)
- Adoption (still to come)

During the strategy charrettes a preferred land use growth option for the LSPS/GMS was developed after testing several options against a wide range of criteria from all relevant disciplines.

THE NEW ENGLAND NORTH WEST REGIONAL PLAN

The Blueprint 100 responds directly to the New South Wales Government's land use planning priorities and decisions to 2036. The Regional Plan provides an overarching framework to guide subsequent and more detailed land use plans, development proposals and infrastructure funding decisions.

The plan has set the following regionally focused goals:

- A strong and dynamic regional economy
- A healthy environment with pristine waterways
- Strong infrastructure and transport networks for a connected future
- Attractive and thriving communities

TAMWORTH'S REGIONAL SIGNIFICANCE

Recognising the strategic importance that the Tamworth and New England-North West region will have in NSW's and Australia's economic prosperity, capacity building and infrastructure investment must be priority action agendas.

The Tamworth Regional Blueprint 100 has a responsibility to improve regional economic opportunities through smart, effective and targeted integrated investment strategies that accelerate regional growth by:

1. Investing in human capital
Investments in tertiary educational attainment and productive skills in the work force
2. Investing in infrastructure
Providing infrastructure as part of an integrated regional approach with investment in social infrastructure, physical capital (including transport), communications and other economic infrastructure
3. Investing in technological advancement
Focus on innovation and research and development.
4. Investing in population growth and productivity
Increase the size of the work force through population growth and increases in the participation rate.

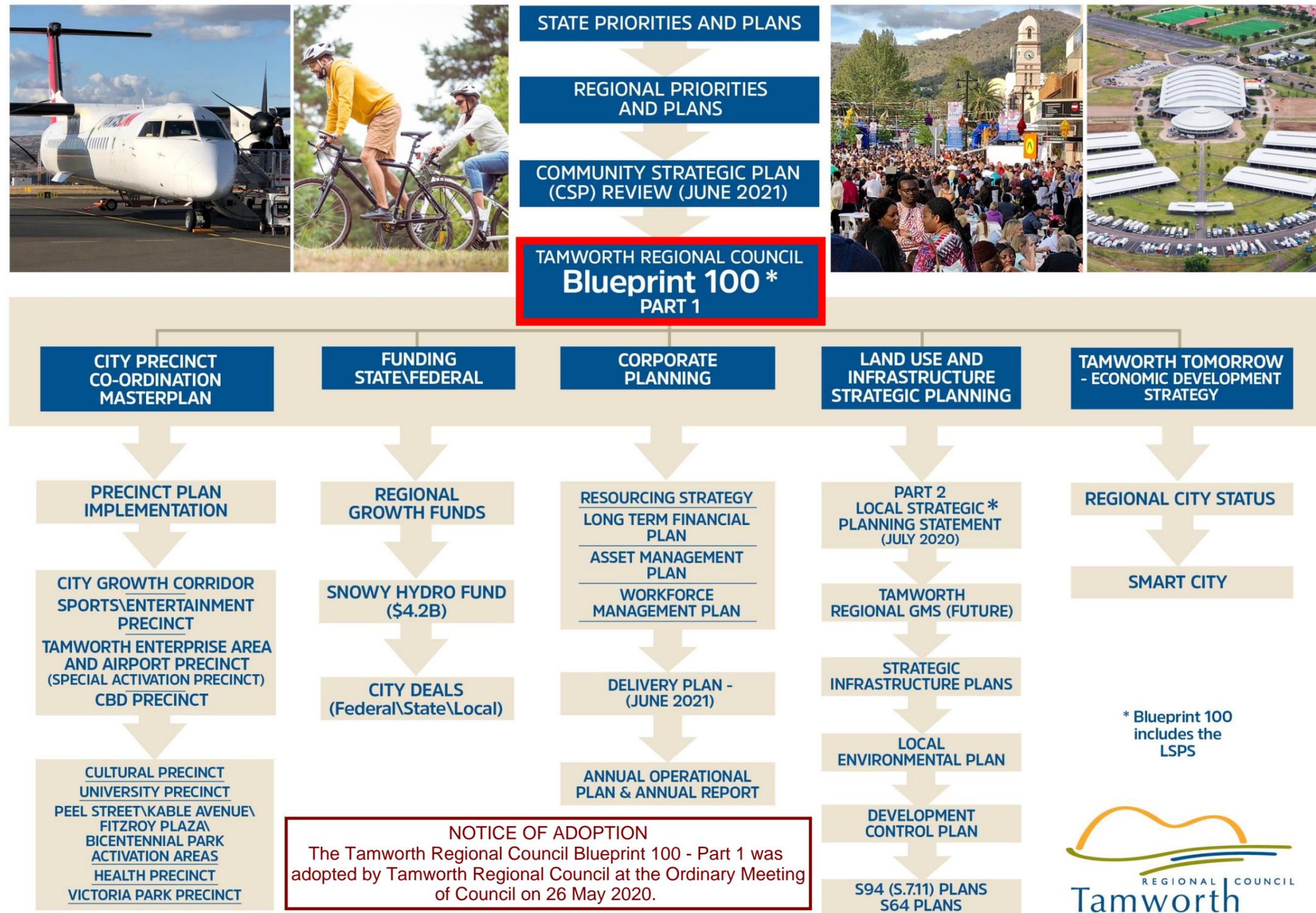


Figure 1: Tamworth Regional Council's plans and policies diagram

EXTERNAL DRIVERS

The following external drivers* create major shifts in environment, social and economic conditions that will substantially change the way people live. This also has significant implications for the Tamworth Region at the local scale.

GROWTH

Increased urbanisation

Australia is ahead of this global megatrend with the majority of Australia's population already living in urban areas.

SOCIAL

Health and ageing population

Globally there is a shift towards an aged demographic. This will be more pronounced in developed countries such as Australia.

It is expected that there will be a growing demand for a range of health and other services. Safe and accessible dwellings, movement networks and public facilities will also become increasingly important to meet the needs of all age groups and support active ageing.

Smart Settlements and new technology

Technology offers the potential for change, including disruption in significant industries and new lifestyle and behaviour patterns for individuals and society.

Some examples of emerging technology that are of particular interest to Australia include: self driving (autonomous) and electric cars, solar storage batteries and 3D printing.

ECONOMIC

Global connectedness

A significant megatrend is the shift in global power from northwest to southeast. This provides Australia with a global locational advantage, being one of few English language nations in this growing region and able to service emerging economies and the middle classes of China and India in particular.

Emerging digital economy

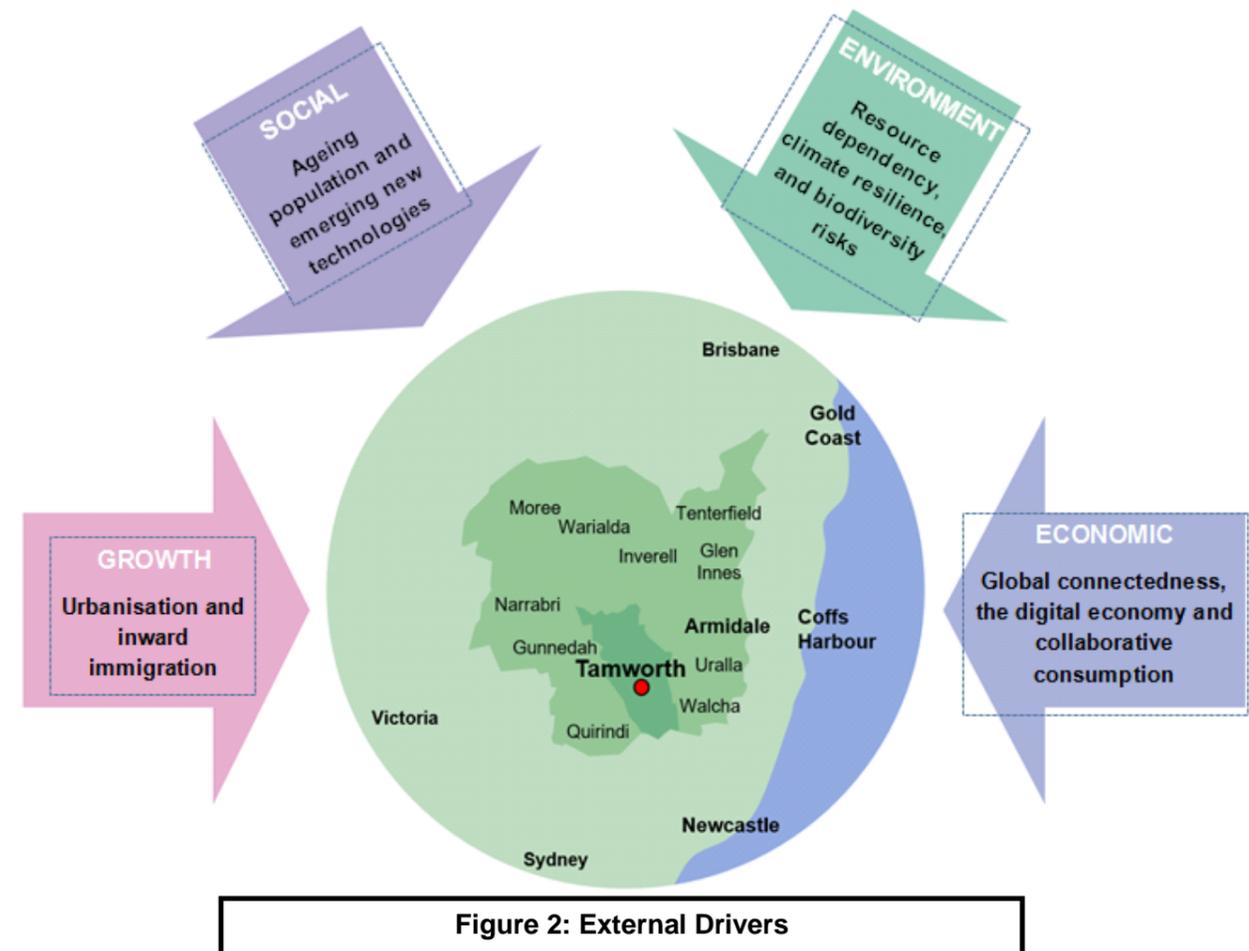
The rise of the digital economy will change our transport infrastructure over time, as the way people work and the transport task changes.

As our population ages, health infrastructure will be under increasing pressure and the ability to deliver services through non-built (remote) infrastructure solutions will become more acute. Advances in fields like e-health will see the demand for traditional infrastructure solutions change.

Collaborative consumption

The sharing economy is allowing for the optimisation of resources, with collaborative consumption being a form of trading resulting in new businesses that are disrupting old modes of business and changing how we consume.

Implications for planning include increased pressure for flexible zoning provisions or performance based measures to enable innovation and support the sharing economy.



ENVIRONMENTAL

Increase in resource dependence

Population growth and development are both highly dependent on a range of natural resources, including minerals, water, food, and energy. Resource security and allocation will become an increasing concern as these resources become scarcer and more expensive.

Pressure on biodiversity

Australia's natural environment is unique and includes some of the most biologically diverse ecosystems in the world. If not planned and managed well, population growth will place pressure on natural habitats and has the potential to contribute to the decline of our endemic species.

Climate change and disaster resilience

Australia as an arid continent is particularly vulnerable to climate change risks, such as bushfires and droughts. It is expected that climate change will have wide ranging and significant impacts on the infrastructure critical to the operation of settlements and industries across Australia.

Planning must take into consideration the need to create a more resilient built environment.

*Source: Planning Institute of Australia, 2016, *Through the lens: megatrends shaping our future, Report 2016*

OUR ATTRIBUTES

Tamworth has impressive attributes, given its growing population, productive region and inland city with connections to Sydney and Brisbane.

The Tamworth Regional Local Government Area (LGA) is located midway between Sydney and Brisbane within the New England North West Region. It is adjacent to the Great Dividing Range and is part of the North West Slopes and Plains in northern NSW.

The Region supports a major city centre surrounded by towns and villages that are located among rich agricultural lands. The productive farmlands adjoin native remnant vegetation located on steep hills that form state forest, nature reserves and National Parks.

OUR PEOPLE

Prior to European settlement, Tamworth and surrounds was the ancestral country of the Aboriginal Kamilaroi people. Aboriginal heritage includes objects and places of significance to Aboriginal people, connecting the people to their country and telling the story of their relationship with the landscape.

The Department of Planning Industry and Environment (NSW and Local Government Area Population Projections) have estimated a population for the Tamworth Region of 74,600 by 2036 predicting a 28.1% increase, resulting in 1% annual growth.

.id demographic profile projects that Tamworth Region will grow to a population of 80,000 by 2041 at an annual growth rate of 1.3%. Nevertheless, a higher growth scenario has also been considered where a population of 100,000 will be reached by 2041.

A large percentage of the Region's population lives in the city of Tamworth. The city provides a wide range of health and civic facilities, employment opportunities and services, along with a number of key economic and employment drivers.

The towns and villages including; Kootingal, Manilla, Barraba and Nundle offer lifestyle choices, including residential, large lot residential and rural residential living options.

The balance of the population lives in surrounding smaller settlements, including Attunga, Bendemeer, Dungowan, Duri, Hanging Rock, Moonbi, Niangala, Somerton, Woolbrook, Woolomin and rural lands.

OUR ECONOMY

The Tamworth Region is a major service centre with a diverse economy, including agriculture, retail, manufacturing, health services, education, transport and aviation industries. Tourism is also an economic driver throughout the region with attractions including festivals, sporting events, restaurants, museums, and galleries within the city and rural destinations.

Tamworth City is an important commercial centre, servicing a large population that extends beyond the Local Government Area boundary and is well serviced by road, rail and air networks, linking the region to the coast and the Australian eastern seaboard, including major capital cities.

OUR ENVIRONMENT

The natural environment plays an important role in our heritage and to our community. The Tamworth Region's landscapes are highly diverse. The eastern areas of the Region are part of the New England Tablelands Bioregion, while the western majority belongs to the Nandewar Bioregion. The native flora and fauna of these bioregions is very diverse, reflecting the range of geology, soils, topography and climate experienced across the Council area.

While the Tamworth Region has a number of national parks, state forests and nature reserves, the majority of these reserves are located in areas not suitable for housing development or agriculture. These areas protect a range of biological values, but they do not represent the full scale of the Region's biodiversity. Land outside of these formally protected areas also contain other biodiversity found within the Local Government Area.

The Tamworth Region is known for its natural resources, including good quality agricultural land, groundwater aquifers and healthy surface water bodies. Ongoing access to these resources is fundamental to the sustainability of the economic and physical development of the Region.

Environmental hazards, such as drought, flooding, bushfire, severe storms, salinity, contaminated land and land degradation can occur within the Region and cause major loss or harm to the community and the environment.

Land use planning is an effective management tool in minimising the impact of these hazards at both the strategic and detailed level. Any land prone to environmental hazards should not be developed and risks should be avoided.

TAMWORTH AT A GLANCE 2020

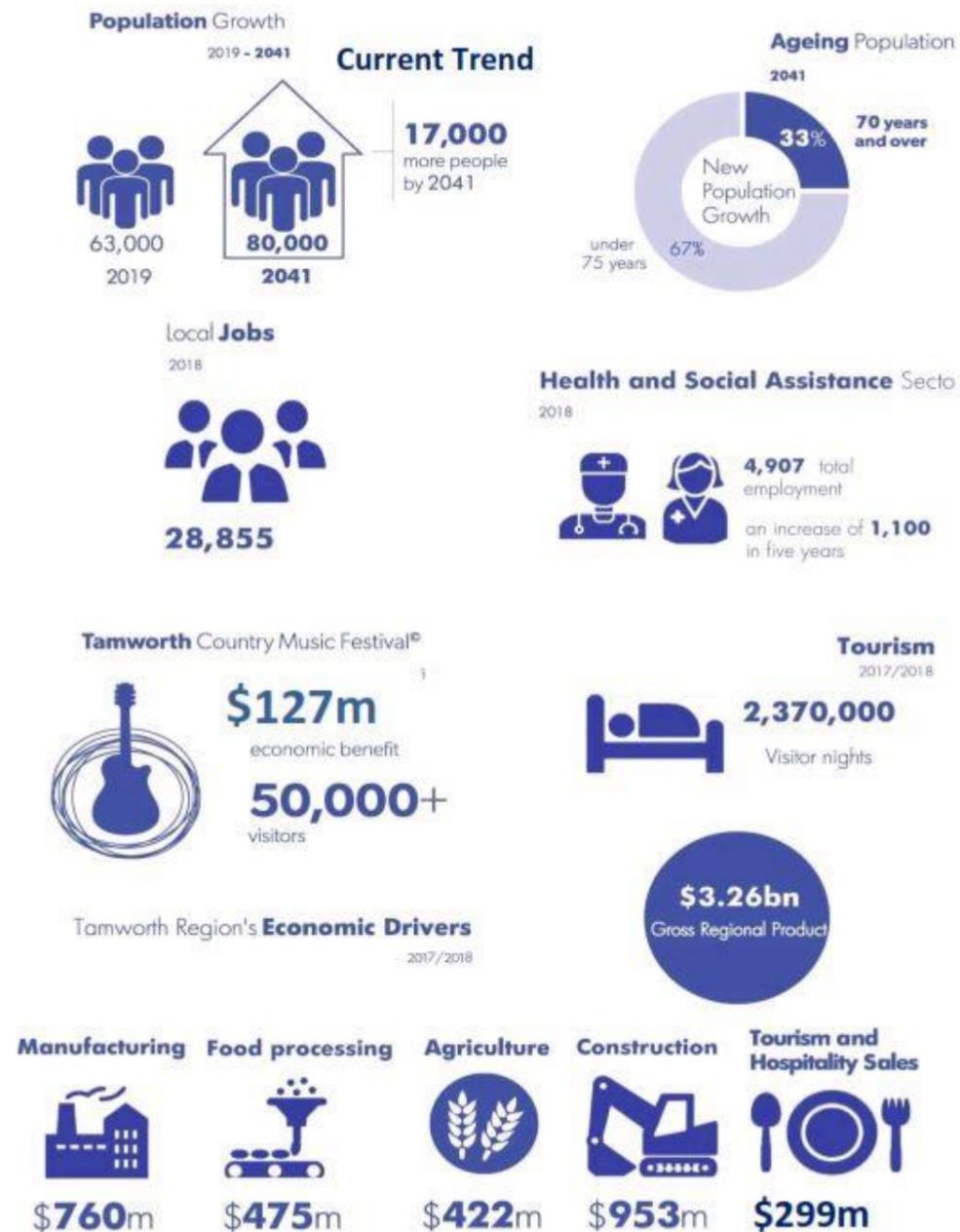


Figure 3: Tamworth Region at a glance. Source: id. demographic resources – Economy Profile, Population Forecast and Community Profile using ABS, National Economics (NIEIR) – Modelled series, Tourism Research Australia – Survey data (visitors).

TAMWORTH'S SIGNIFICANCE FOR THE NEW ENGLAND NORTH WEST

Investment in Tamworth will benefit the entire New England North West given its role as a national agricultural producer, and regional provider of aviation, employment, education, sports and health services.

A DESTINATION FOR VITAL SERVICES

Many workers and tradespeople regularly travel up to 150 km to and from Tamworth for work.

This provides invaluable off-farm income to the surrounding areas, particularly during times of drought. Others travel for a range of essential services listed below.

Tamworth Base Hospital is a regional rural referral hospital from where major trauma and complex health cases are flown to Newcastle by helicopter.

The opportunity is to broaden the health service provision and avoid long distances trips to specialists in major cities outside the region.

Families from the wider region are well served with good schools and the Tamworth NSW TAFE, which offers a wide range of skills based courses.

Tamworth currently has a University of New England (UNE) study centre and the University of Newcastle (UoN) has a strong presence in the health precinct, providing training in a number of medical fields.

However, many young adults who are seeking for more university level education options are leaving the region.

The opportunity is to support the establishment of a University campus in Tamworth to increase the variety of the tertiary education offer locally.

The wider region benefits from Tamworth's rich mix of professional services.

These make up a higher percentage of total employment when compared to other regional cities, such as Wagga Wagga, Armidale and Dubbo.

The opportunity is to attract more professionals by supporting liveability initiatives as well as a more business friendly approach.

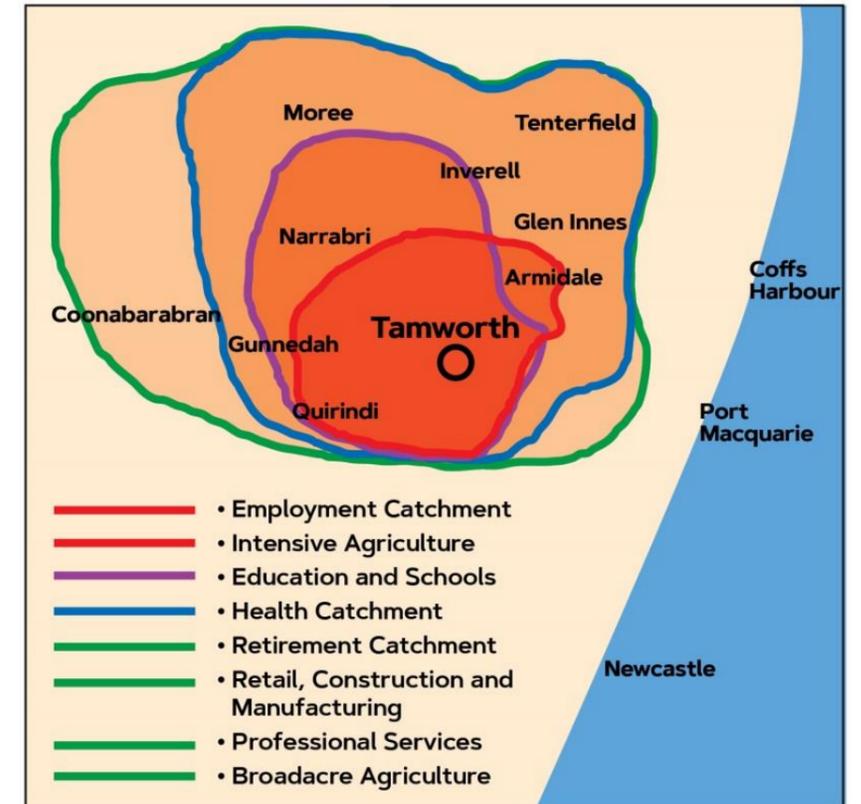


Figure 4: Tamworth's position in the Region

Tamworth is the major supplier of services and manufacturing for the agricultural, mining, trades, housing, commercial and industrial sectors in the entire region.

The opportunity is to support new initiatives to expand the industrial sector at the Tamworth Global Gateway Park and Hunter Land Estate adjacent to the Airport.

SUPPORTING THE REGIONAL ECONOMY

Tamworth’s agriculture industry generates over \$172million in exports (2017/18).

Tamworth is the centre for the production and processing of beef, lamb and poultry products for supply to New South Wales, Australia and overseas. The proximity of grain, livestock, feedlots, sale yards and processing facilities provides a competitive advantage to producers in the sector.

The opportunity is to support the expansion of food processors, and new high technology agribusiness opportunities.

Tamworth borders Gunnedah, one of the largest coal basins in the country* which is expected to rival the Hunter Valley with a significant increase in extraction.

Tamworth and Manilla is a commuting base for miners, allowing them to drive to and from work without impacting on their ability to operate heavy machinery.

The opportunity is to ensure that good living conditions in Manilla are maintained and road connections are efficient and safe.

The region benefits significantly from Tamworth Regional Airport, one of the busiest in regional Australia.

It plays a vital role in providing passenger services, regional exports, and employment from its pilot training and aviation maintenance services.

The opportunity is to support the runway extension, develop airfreight facilities for meat export, enhance the aviation maintenance and training capability, expand air services and the capacity to become a logistics hub.

A RETIREMENT DESTINATION

Tamworth hosts a large variety of retirement lifestyle options.

Many people from the west and northwest of the region, including farmers from the rural area, retire to Tamworth to enjoy the services provided by the city, towns and villages.

The opportunity is to provide greater housing choices in Tamworth and improved health services.

SPORTS AND RECREATIONAL FACILITIES THAT SERVICE THE REGION

Investment in sports and recreation in Tamworth supports the retention of population in adjoining local government areas.

There is a wide variety of sporting facilities within Tamworth, including the Australian Equine and Livestock Events Centre (AELEC), an indoor sports dome, athletics facilities, a velodrome, netball courts, and hockey fields.

The world class AELEC is a national and region-wide attraction and has strong links with the farming communities surrounding Tamworth.

The opportunity is to strengthen existing facilities and to support the new Aquatic Centre which will strengthen Tamworth as a regional leisure and sports destination.

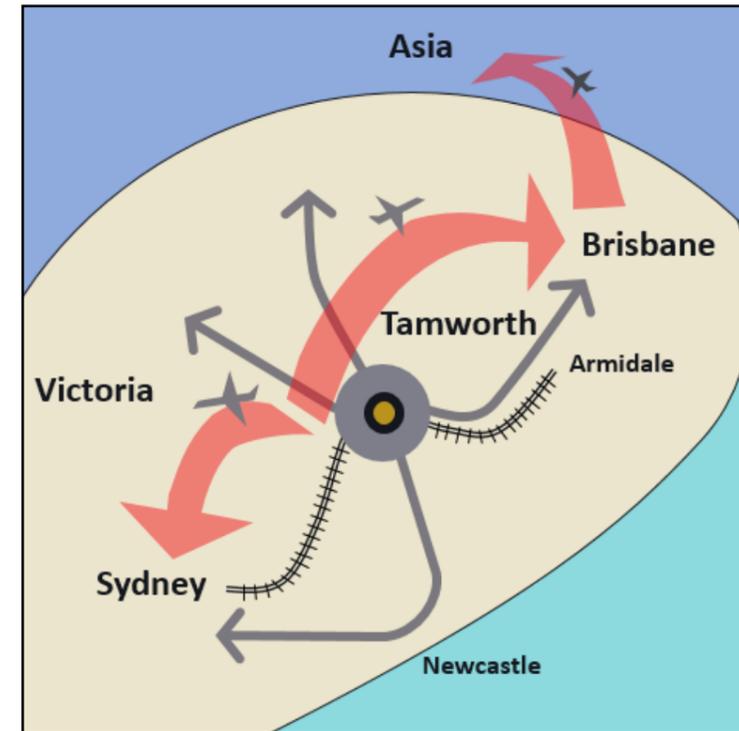


Figure 5: Tamworth’s key connections.

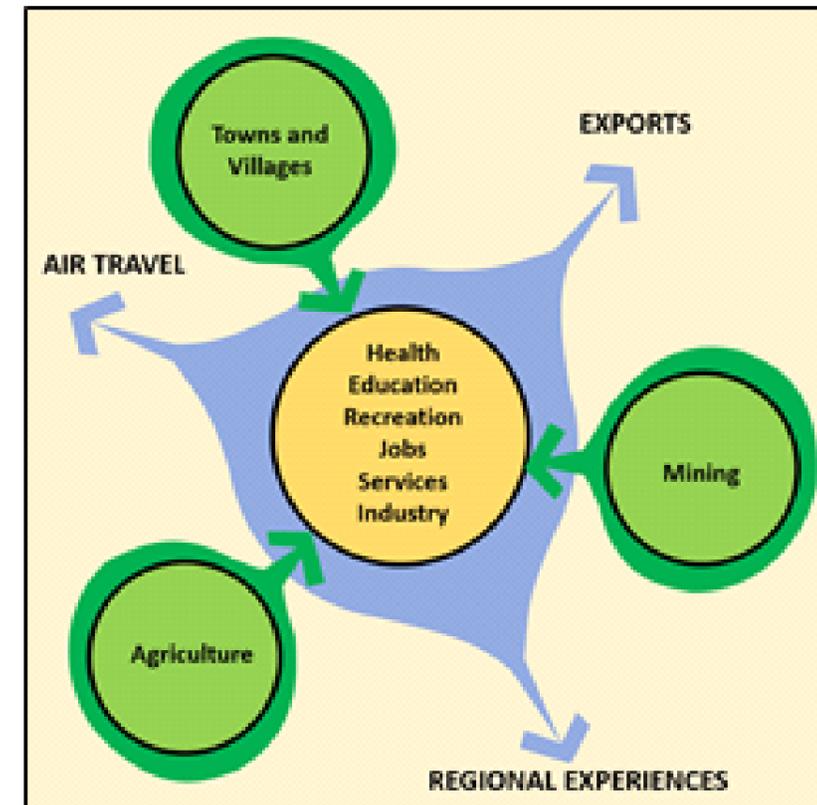


Figure 6: Inter-relationship between rural and city.

CONSULTATION OUTCOMES

Consultation in 2019

Council staff workshops were carried out with the project team and technical leaders from within the Council to discuss current issues and possible future outcomes for a range of topics. Senior Managers and Councillors were also kept informed in the process and provided their views.

Stakeholder meetings were carried out in the form of focus groups which brought together stakeholders who have specialist knowledge of key sectors. This includes:

- Representatives of community groups and education;
- Representatives of environmental, sports and recreation groups;
- Representatives of business and commercial sector, retailers, large landowners, developers and large institutions;
- Representatives of the Government and/or State Agency Groups, adjoining Local Government Area's, and the Joint Organisation of Council members.

Views and ideas on issues, opportunities and priorities derived from the stakeholder groups were then fed into the technical Charrette (an intensive collaborative workshop).

The technical Charette involved a series of intensive, inter-disciplinary sessions facilitated by specialised consultants to develop a 20 year vision for Tamworth and establish priorities, actions and implementation steps. These were attended by officials from the NSW Government, key stakeholders from elected members, Council staff, community groups, Aboriginal representatives, developers and a very wide range of businesses.



CONSULTATION IN 2020

Council resolved on 17 December 2019, to exhibit the documents in early 2020 following the Tamworth Country Music Festival 2020. The exhibition period was set for six weeks rather than the required 28 days for Local Strategic Planning Statements specified under Schedule 1 of the EP&A Act 1979.

In accordance with the resolution of Council the Tamworth Regional Blueprint 100 Part 1 and 2 LSPS were publicly exhibited from 2 March 2020 to 9 April 2020. A comprehensive exhibition process followed which included advertising for six consecutive weeks in local newspapers, media releases and social media presence. The exhibition materials were displayed in Council offices, libraries and on Council's website including an interactive map and submission facility.

In addition, community consultation sessions were held in Fitzroy Street in Tamworth and the main streets of Manilla, Barraba and Nundle and at the Kootingal Library where project managers discussed the project details and a range of executive staff (Directors/General Manager) and Councillors including the Deputy Mayor and Mayor were available at the various sessions



Collaborative work with Transport for NSW (TfNSW)

The Council has also commenced work with Transport for NSW on how transport services and infrastructure may support Blueprint 100.

First workshop was held in July 2019, and 2020 will see commencement of the Tamworth Place Plan, an integrated transport and land use strategy which was committed to in Future Transport Regional NSW Services & Infrastructure Plan.



OUR VISION

A FUTURE TAMWORTH WILL OFFER AN ENHANCED QUALITY OF LIFE FOR THE REGION WITH GREATER PROSPERITY, COMPASSION FOR ITS PEOPLE, REVERENCE FOR ITS CULTURE AND RESPECT FOR NATURE.

To achieve this we aim to grow to 100,000 people by 2041. We will retain more residents and welcome new citizens by generating new jobs, improving our skill levels, enhancing our liveability and ensuring affordability.

OUR STRATEGY

Our strategy is to generate growth by setting priorities that create the right conditions, removing barriers and attracting private and State and public investment.

WHY A TARGET OF 100,000 BY 2041

The Blueprint 100 aims to increase the current growth rate for the Tamworth Region from 1 to 2 per cent, so by 2041 a population of 100,000 instead of 80,000 is reached based on current trends.

A regional population of 100,000 would see Tamworth City grow to just over 83,000 from a current population of 48,100. To achieve this by 2041, the target growth rate for the City will increase from its current 1.3 percent to 2.5 percent. Major raw water infrastructure will be required, along with other infrastructure solutions.

A population of 100,000 by 2041 will have a number of advantages. When looking at other regional cities that have achieved a 100,000 population this has been the critical mass or tipping point for:-

- generating more jobs which is the key driver of population increases;
- being able to secure funding for filling key 'liveability' gaps such as a modern aquatic centre and a Performing Arts Centre and Cultural Precinct;
- the development of a variety of much needed housing such as shop top housing and apartments; and
- the State and Federal Governments giving the Tamworth region more recognition resulting in an increased chance of securing funding for key infrastructure projects.

Importantly, population projections are a key determinant of Government infrastructure planning. In other words, the bigger the population the greater the services and infrastructure for the city. For example, regional cities with a population of 100,000 have better public transport which is a key issue for Tamworth.

WHAT WILL STIMULATE GROWTH

The strategies that will help us to grow are:

- To offer more **jobs** by attracting new businesses and investment.
- To offer more **skills** to retain more citizens and attract new productive workers.
- To manage **affordability** through the supply of land and housing choices, and a business-friendly approach.
- To improve **liveability** through a wider range of amenities and services so new citizens are attracted and more existing ones retained.

Retaining residents and attracting new citizens

The reasons residents will stay on and new citizens will arrive include:

- More people want to live in Tamworth, especially partners and families, due to its liveability.

- More people want to live in Tamworth due to its affordability, especially for the retired, unemployed or low income earners.
- More people want to work in Tamworth due to the availability of jobs at all skills levels.
- More people want to study and train in Tamworth due to its tertiary education, research and on the job training opportunities.

OUR APPROACH

Our strategic actions in sequence are:

- **Define**, through the Blueprint 100, the actions required to achieve our vision.
- **Secure** the resources and funding to build critical infrastructure and signature projects that will deliver more jobs, skills, liveability and affordability.
- **Re-invest** increased revenues from the growth in population and prosperity into actions that will deliver more jobs, skills, liveability and affordability.
- **Perpetuate** the virtuous cycle (Fig 7).

But first we need to unlock the raw water supply

To realise the quality of life aspirations of the community, and to accelerate the region's aspiration for increased productivity and exports, a higher rate of growth will be required (Figure 8).

To deliver on this aspiration, investment in the increase of the raw water supply is imperative, as described in the *'Deliver durable infrastructure including raw water'* section. A significant step in this process was the announcement of a new Dungowan Dam by the Australian Prime Minister to the value of \$480Million in late 2019.

OUR CORE STRATEGIES

Our core strategies are:

- **Unlock** investment to build infrastructure and signature projects.
- Create more **jobs**.
- Deliver more **skilled** workers.
- Manage **affordability**.
- Improve **liveability**.

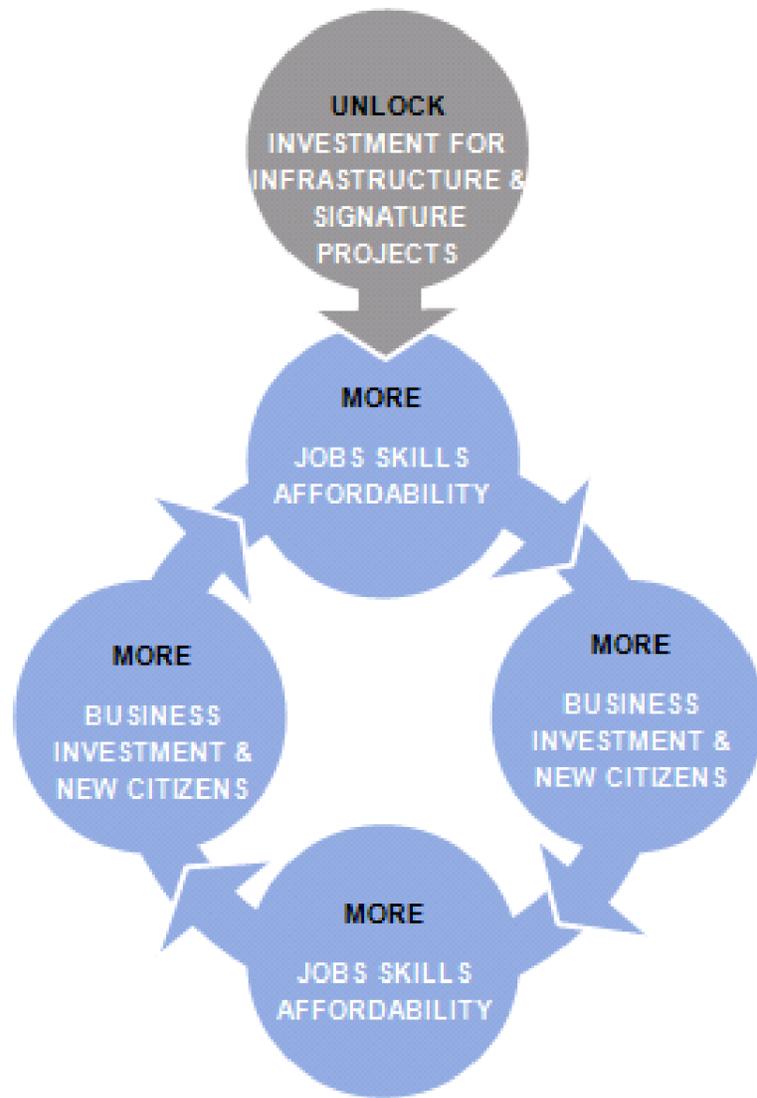


Figure 7: Our Approach

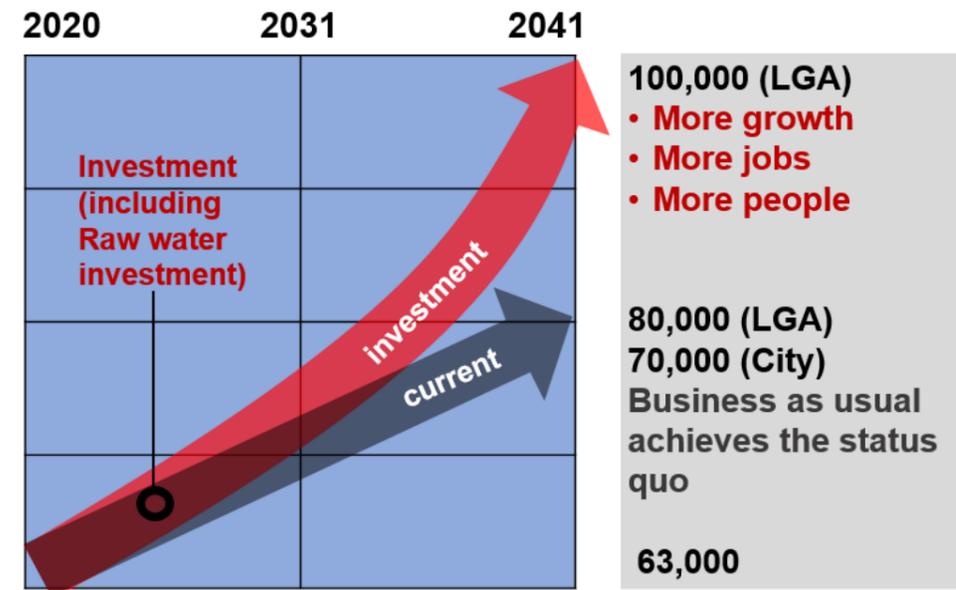


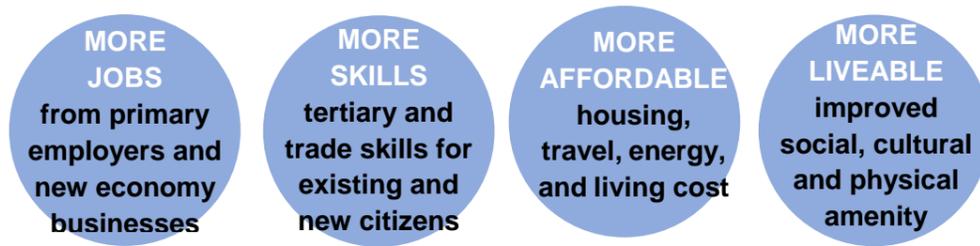
Figure 8: Raw water investment

OUR PRIORITY THEMES

We have eight priority themes:

1. Deliver durable infrastructure including raw water
2. Facilitate smart growth and housing choices
3. Create a prosperous region
4. Build resilient communities
5. Connect our region and its citizens
6. Design with nature
7. Celebrate our culture and heritage
8. Strengthen our proud identity

The table below explains how each priority theme supports the four core strategies.

CORE STRATEGIES					CORE STRATEGIES				
	PRIORITY THEME	PRIORITY THEME							
1. Deliver durable water infrastructure Durable water infrastructure that supports our vision and our economic and growth aspirations.	More jobs due to stronger economy supported by resilient infrastructure	More skills due to stronger economy supported by resilient infrastructure	More affordable due to stronger economy supported by resilient infrastructure	More liveable due to stronger economy supported by resilient infrastructure	5. Connect our region and its citizens A well connected, efficient and safe movement network that serves businesses and commuters, as well as citizens who opt to walk and cycle.	More jobs due to more efficient transport options for employment uses	More skills due to a more connected active and public transport network that supports access to employment uses	More affordable due to improved public transport and active transport options	More liveable due to improved integrated transport options to access schools, jobs and recreational destinations
2. Facilitate smart growth and housing choices Enable efficient growth options, a range of affordable housing choices, vibrant centres, and productive employment areas.	More jobs due to health, technology and recreation precincts and employment land provision	More skills due to education precinct approach	More affordable due to more efficient infrastructure and increased housing supply	More liveable due to greater choice of services and housing	6. Design with nature Protect and support our natural environment and resources through responsive initiatives and development practices.	More jobs related to energy and waste initiatives	More skills due to energy and waste initiatives	More affordable due to lower energy and waste costs	More liveable due to better understanding and support regarding the environment
3. Create a prosperous region Build on Tamworth's sound economic base to attract new businesses, improve skills levels and reduce the cost of doing business.	More jobs due to business attraction initiatives	More skills due to new university and training initiatives	More affordable due to wider choices of employment opportunities	More liveable due to more amenity funded by greater prosperity	7. Celebrate our culture and heritage Define, acknowledge, respect and celebrate our rich culture and heritage	More jobs due to improved tourism and cultural events	More skills due to improved tourism and cultural events	More affordable due to economic benefits of improved tourism and cultural events	More liveable due to greater choice of tourist attractions and cultural events
4. Build resilient communities Resilient urban and rural communities whose current and future needs are met through the effective delivery of services.	Greater job retention due to local stability	Greater skills development due to local stability	More affordable due to more needs being met locally	More liveable due to more needs being met locally	8. Strengthen our proud identity Whilst the Tamworth brand is strong, it could benefit from a broadened narrative that celebrates its innovation.	More jobs due to increased attractiveness to prospective investors, employees, and their families	More skills due to enhanced reputational setting for educational and training institutions	Improved affordability due to more investment	More liveable due to engendered pride and increased attractiveness for visitors

Each priority theme includes a series of priority initiatives that supports the Blueprint 100 strategies at both regional and city level (Refer Figure 9 and 10).

1. Deliver durable infrastructure including raw water.

- Secure raw water supply.
- A plan for the upgrade of infrastructure for treated water reticulation, waste water, and waste management.

2. Facilitate smart growth and housing choices.

- Strengthening and consolidation of the city centre (C1) and the local centre at Longyard (C2).
- A new local centre at Hills Plain (C3).
- New residential land at Hills Plain (C4) and Arcadia (C5).
- A wider range of housing choices and levels of affordability.
- New employment land north and south of the airport (C6, R1).
- Appropriate locations for rural-residential living.

3. Create a prosperous region.

- Business attraction strategies and a business-friendly approach at the Council.
- Increased tertiary education offer, including a new university campus which depending on the outcome could have strong links with Armidale and/or other regional/metropolitan cities (R2, C1).
- City centre public realm improvements, a new theatre and inner city housing (C1).
- An expanded Health Precinct (C7).
- Food processing, logistics and aviation hub, including avionics maintenance and training (R1, C6).
- Support services for equine uses at AELEC (C8).
- Tourism initiatives that strengthen links with the new Performing Arts Centre and Cultural Precinct (C1), new aquatic centre (C8), and historic Aboriginal features.
- Facilitated Aboriginal economic development.

4. Build resilient communities.

- Improved understanding of social issues and strengthen the community services provision.
- Sports, recreation and community facilities that cope with accelerated growth.
- A selection of tourism, transport, affordable housing, social and communication strategies for Manilla, Kootingal, Barraba and Nundle.
- Ensure Manilla is equipped to accommodate increased housing demand as mining in Gunnedah increases (R3).

5. Connect our region and its citizens.

- Efficient traffic flows in the region through the Namoi Regional Roads Strategy.
- Consideration of better public transport options between Manilla and the Tamworth city (R4).
- Consideration of better public transport options between Kootingal/Moonbi and the city (R5).
- Potential new bypass roads to allow direct access to the airport and around the city (C9).
- An improved city centre to airport corridor (C10).
- A fast north/south city bus route (C11).
- A possible future passenger/commuter rail service from Kootingal to Arcadia and the airport (R5, C12).
- A new bus parking arrangement.
- An improved cycle and walking network.
- Securing the ability for the airport to expand (R6, C13).

6. Design with nature.

- Facilitated re-vegetation and biodiversity linkages initiatives by voluntary groups.
- Strengthened planning practices to protect local waterways and minimise stormwater pollution.
- New solid waste and energy efficiency initiatives.
- A strategy is needed for the management of biodiversity, as there is a significant relationship between growth and biodiversity.

7. Celebrate our culture and heritage.

- Strong engagement with Aboriginal groups and celebration of their culture.
- Improved general heritage protection.

8. Strengthen our proud identity.

- A new narrative that enhances and expands Tamworth's identity.

THE REGION

THE CITY

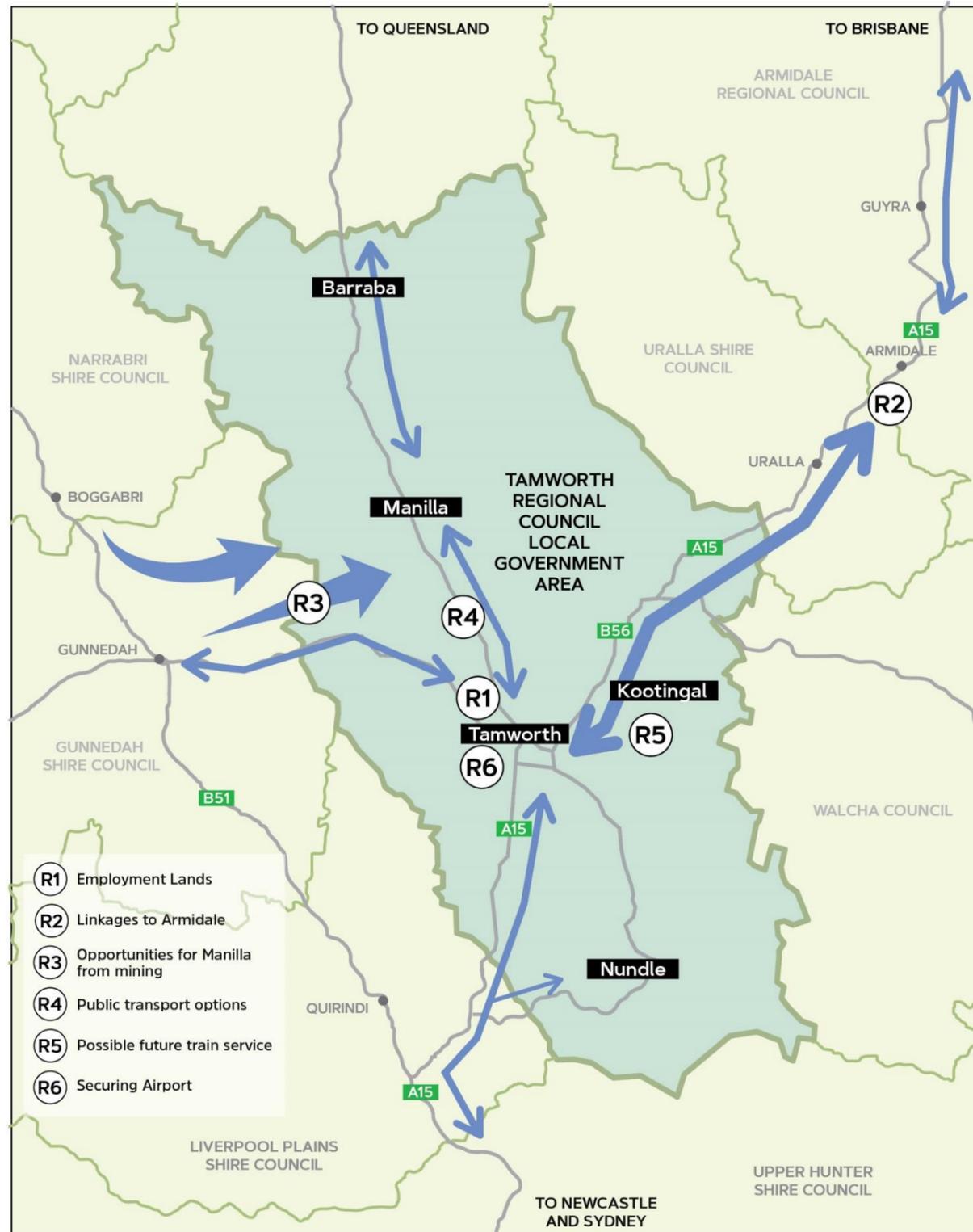


Figure 9: Priority initiatives at regional level.

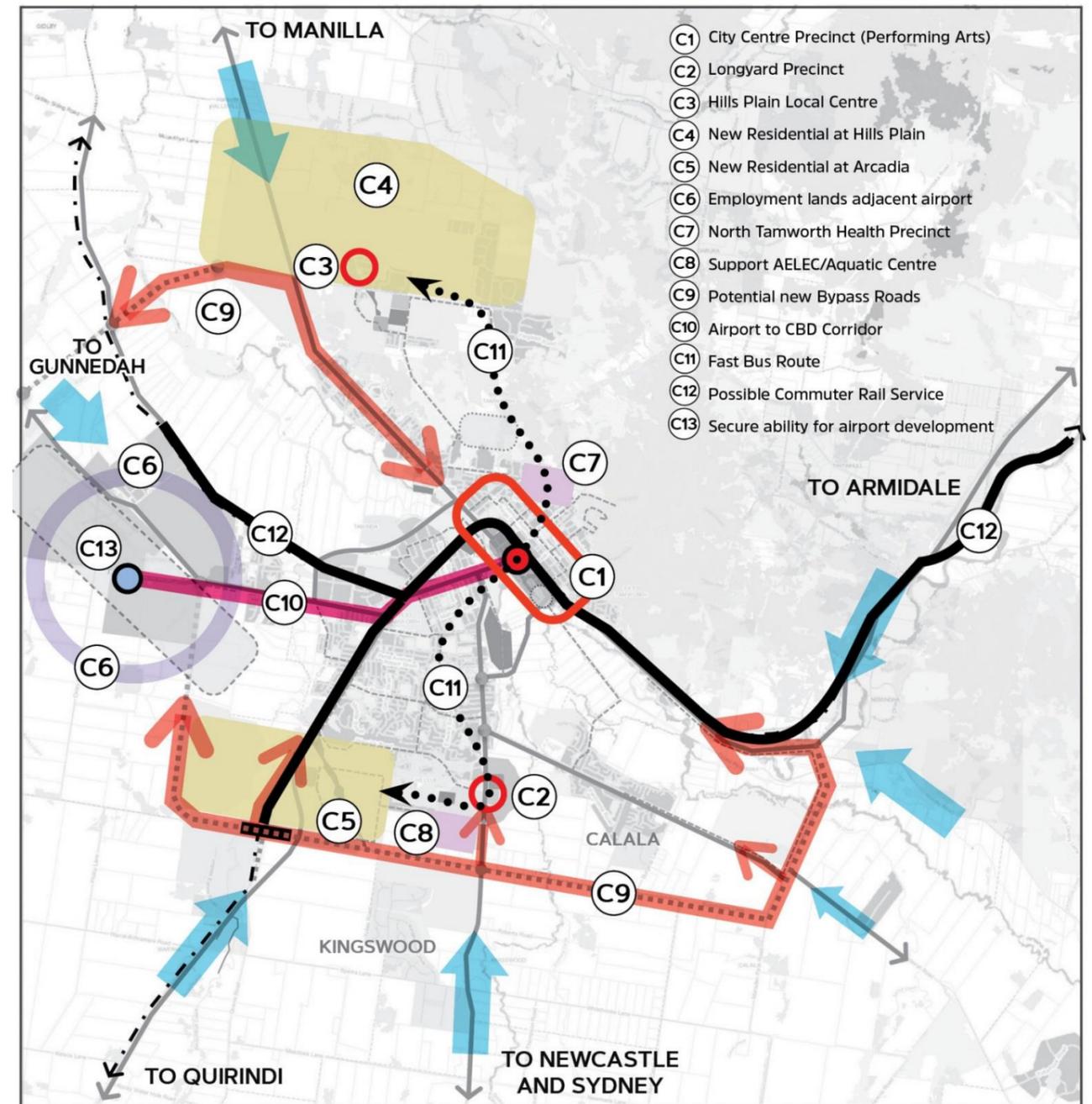


Figure 10: Priority initiatives at city level.



1 Deliver durable infrastructure including raw water

Durable water infrastructure that supports our vision and our economic and growth aspirations.

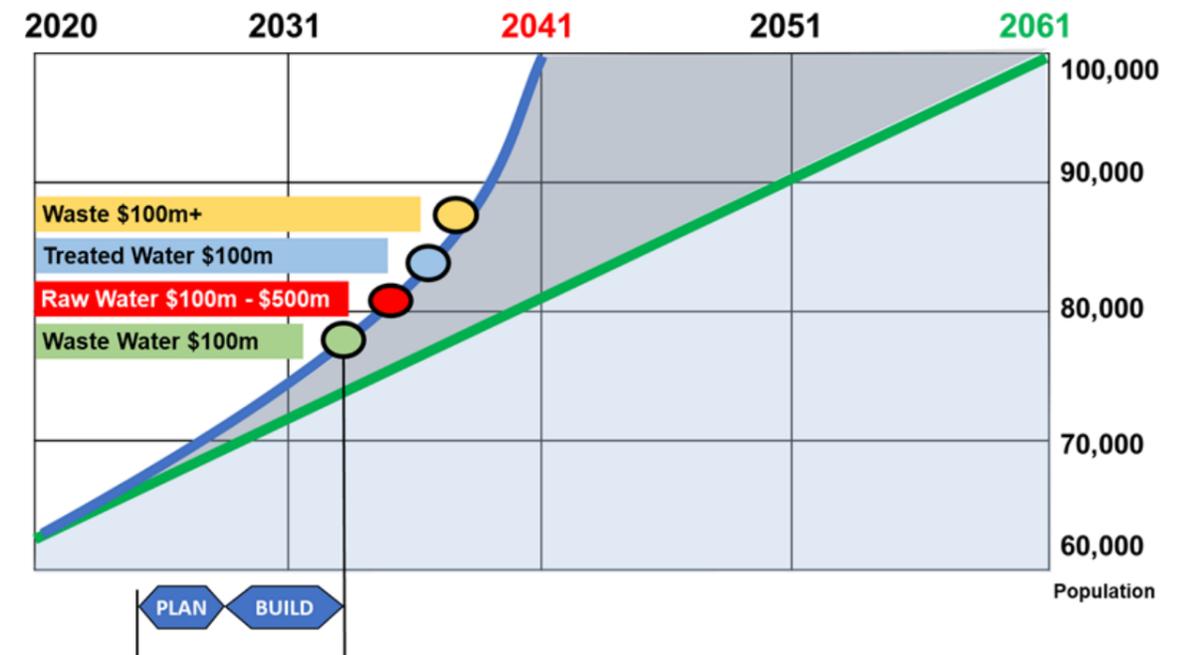


Figure 1-1: Large infrastructure renewal timings/triggers

THE OPPORTUNITY

To realise the Blueprint 100 vision, significant investment in infrastructure is required.

Three categories, in addition to social and transport infrastructure, are addressed here, Raw Water, Treated Water and Waste Water (Waste is discussed in the *Design with nature* section). All of these are due for major upgrades, even under a 'business as usual' approach. If growth is accelerated, this work will need to be brought forward. Estimates suggest that decisions and budgets regarding major employment initiatives, new economy strategies and liveability initiatives will need to be considered by 2025 in order allow for construction time (Figure 1-1).

Strategies that reduce waste of water and consumption of water are as important as the engineering solutions. These include smarter ways to conserve, treat, re-use and discharge water.

PRIORITIES

1.1 Secure Raw Water supply

The supply of bulk water currently comes from the Chaffey and Dungowan Dams. At some point in the next 30 years, either at current or accelerated growth rate, the infrastructure will require upgrade which will include the recently announced (late 2019) new Dungowan Dam (\$480million).

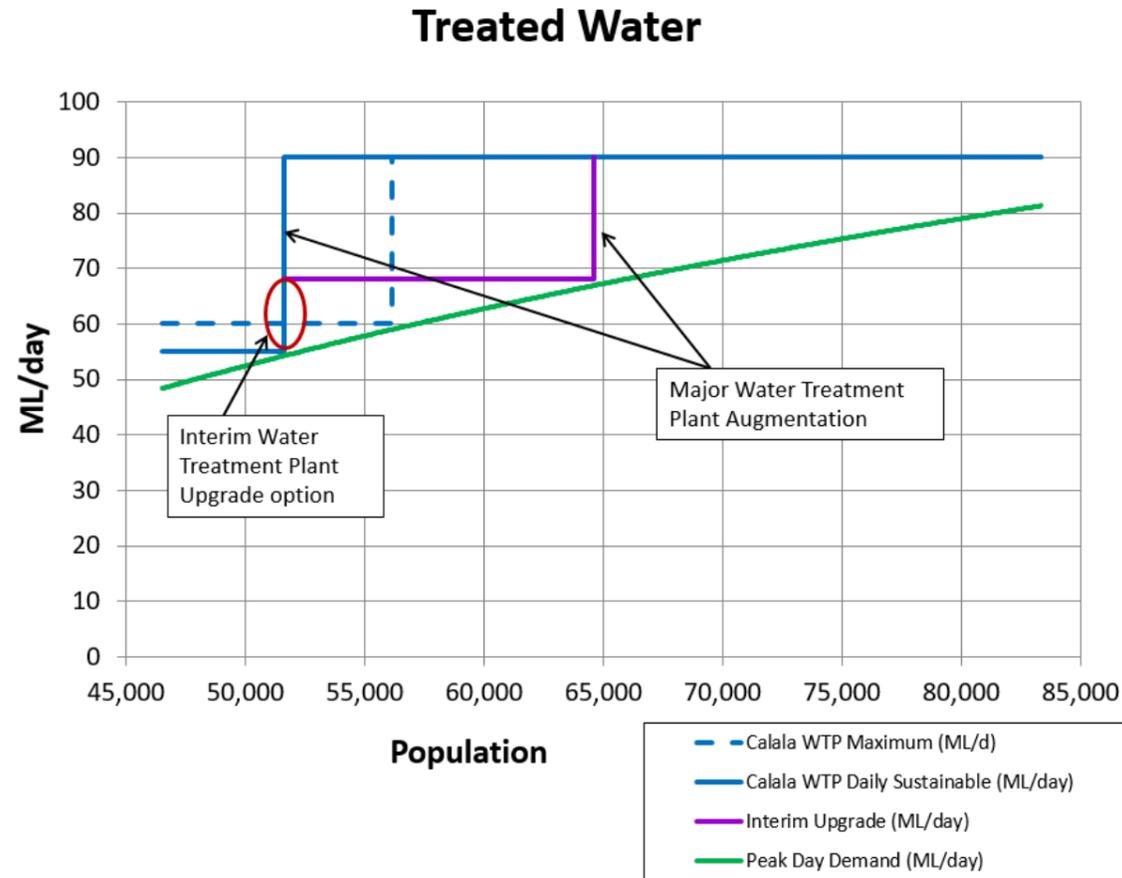


Figure 1-2: Treated Water Infrastructure Renewal Triggers (Tamworth City Population)

Figure 1-2 shows the raw water infrastructure renewal timing for two upgrade options: a stepped approach with a minor interim upgrade first and a major augmentation at later stage, or carry out the full augmentation once the dams reach maximum achievable yield. Council continues to pursue additional raw water supply as this supply is essential to support residential and industrial development.

When taking into account the lead time for planning and construction for raw water supply solution, timing becomes urgent and actions are required to take place now, so Tamworth is well prepared to cater for future growth.

ACTION

- 1.1.1 Establish a Project Management Group – members to consist of Mayor, General Manager, Director Water and Waste, Director Planning and Compliance, Department of Premier and Cabinet and other identified support staff.
- 1.1.2 Continue to engage with NSW Government, including the Deputy Premier, Ministers for Water, Agriculture, Planning, Local Government, and Environment, plus Local Member Tamworth Regional Council senior staff.

- 1.1.3 Continue to advocate to the Planning and Industry Super-State Government Department which is focussed on integrated water, land use and employment solutions. The water issue in Tamworth and Blueprint are ideally placed for this new focus.
- 1.1.4 Undertake the geotechnical study of the proposed new Dungowan Dam site in collaboration with the NSW Government.
- 1.1.5 Construct the pipeline from Chaffey Dam to Tamworth to reduce transmission losses in the Peel River.
- 1.1.6 Advocate for changes to the current operations of Chaffey Dam to ensure the increased reservation of storage for use by the City of Tamworth.
- 1.1.7 Continue working on other options identified by Council as preferred options from the Tamworth Bulk Water Supply Long Term Options Review November 2015 – Hunter H2O. This includes:
 - Transfer of water from Keepit Dam
 - New larger Dungowan Dam (funding announced late 2019)
 - Off River Storage upstream of Tamworth
 - Expanding groundwater supplies
- 1.1.8 Investigate additional options for improving raw water supply.

1.2 Encourage water conservation across the Region

Treated water for Tamworth is currently sourced from Calala Water Treatment Plant (WTP).

The sustainable peak day production capacity of the Calala WTP will be reached within the next few years. Council will soon undertake an options analysis to identify the best alternatives to increase the capacity of the WTP by 50% in order to cater for the target regional population of 100,000.

ACTION

- 1.2.1 Pursue assistance programs to enhance water re-use across businesses and households. Consider:
 - Providing clear instructions for the installation of Basix tanks so that tanks will pass inspection and not require auditing. (This will allow tank water to be used on gardens during water restrictions).
 - Exceeding BASIX requirements via incentives / rebates. Require or incentivise larger rainwater tanks, artificial turf, groundcover. Extend this to existing buildings/dwellings.
 - Investigate greater incentives for the use of mulch to enhance water efficiency.
 - Social housing: flexibility for tenants and landlords to make water savings by replacing turf with garden.
 - Reducing evaporative air conditioners.
 - Installation of Automatic Meter Reading with real time, back-to-base capacity.
 - Capturing all available water from Council buildings for re-use.

1.3 Review wastewater management opportunities for Tamworth City

Wastewater in Tamworth is treated at the Westdale Wastewater Treatment Plant (WWTP) and 100% of the wastewater generated is reused.

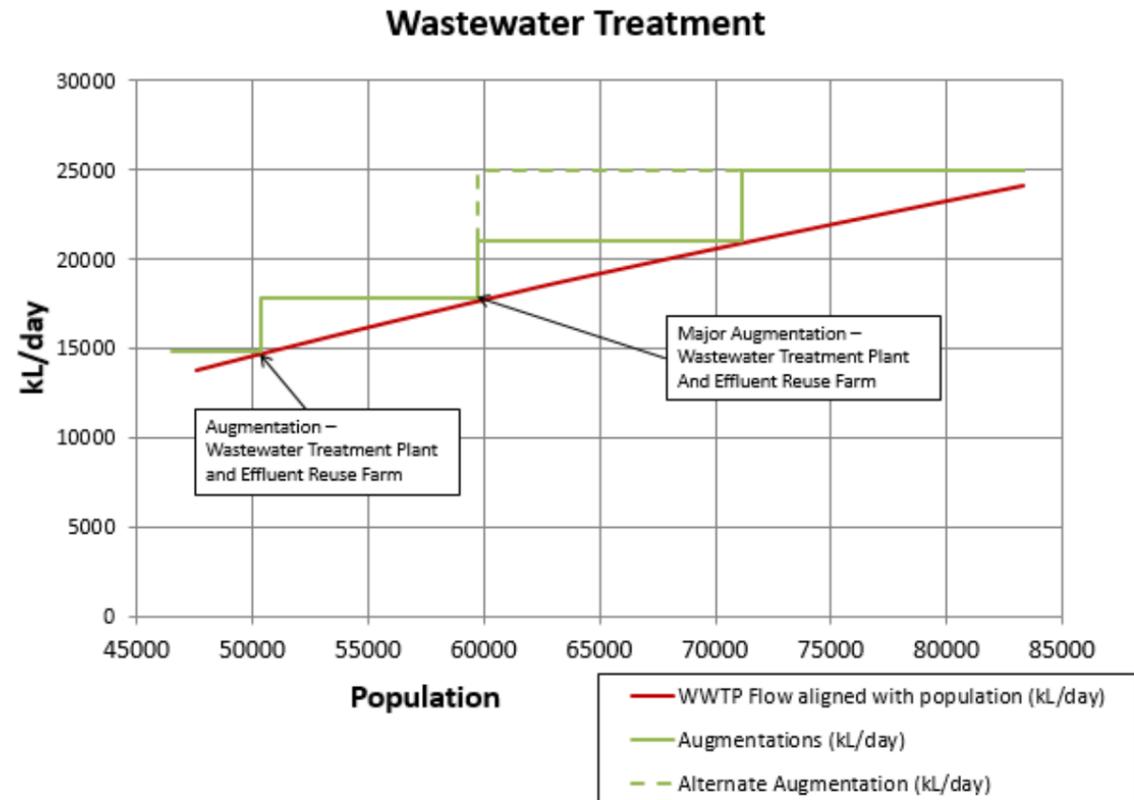


Figure 1-3: Waste Water Infrastructure Renewal Timings (Tamworth City Population)

An augmentation of the Westdale Wastewater Treatment Plant is planned for the short term, and this augmentation will increase the biological treatment capacity by 50% (Figure 1-3).

A major upgrade will be required when the Westdale Wastewater Treatment Plant reaches capacity (when Tamworth City’s population is close to 60,000). This will include introducing a new inlet pump station, biological treatment, disinfection reuse farm and effluent storage dam (Figure 1-3).

Investigations are being undertaken focussing on alternative options for dealing with major industry developments that have significant impact on the wastewater treatment capacity.

ACTION

- 1.3.1 Improve design layouts to minimise the need for Sewer Pump Stations (replace with gravity).
- 1.3.2 Undertake an ongoing review of wastewater treatment opportunities to support the region and its industries.

1.4 Promote sustainable water and wastewater urban planning and design approaches

ACTION

- 1.4.1 Formulate guidelines, policies in the Development Control Plans (DCP), and apply pre-application procedures to ensure new developments are master planned to achieve the most sustainable water, wastewater and waste outcomes.
- 1.4.2 Revise modelling for water and sewer strategies once the accelerated population growth has been demonstrated.
- 1.4.3 Consider initiatives to encourage and recognise sustainable practices. Consider:
 - Awards for innovation in business, development and urban design for reduction in usage of electricity, water, sewer, waste.
 - Introducing a sustainability ratings scheme – “green star” program.
- 1.4.4 Incorporate water-wise design in the public realm and sports areas. Consider:
 - Alternatives for active open space – tactile / sensory garden, synthetic courts, multidisciplinary, bush food garden, sand / compacted gravels, BMX track.
 - Wider footpaths, garden beds, shade trees.
 - Detention basins – drought tolerant design, below ground tanks, use of infiltration cells.
 - Completing the Tree Plan and incentivise the planting and maintenance of trees in line with the Tree Plan.
 - Building effective public open spaces that are not expanses of lawn.
 - Community Greenspace to replace yards for multi-unit buildings.
 - Urban heat mitigation measures to be installed in public areas and included in subdivision design for amenity and reduction of water usage.

RELATIONSHIP TO OTHER PLANS

The above actions are consistent with the following of Council’s CSP principles:

F2 – To promote sustainable living to protect and support our environment, heritage and resources.

The above actions give effect to the following New England North West Regional Plan directions:

Direction 10: Sustainably manage and conserve water resources.

Direction 12: Adapt to natural hazards and climate change.



2 Facilitate smart growth and housing choices

Enable efficient growth options, a range of affordable housing choices, vibrant centres, and productive employment areas.

THE OPPORTUNITY

An aspirational vision for strong economic and population growth will only succeed if supported by a smart growth strategy that produces more sustainable outcomes, through efficiency and connectedness.

Efficiency will come from maintaining high living standards, while using less land and infrastructure.

Improved transport options will increase connectedness between businesses and provide residents with better accessibility to employment, retail, and educational, recreational and other community facilities.

This section sets the scene for several topics covered in other Priority Themes such as employment, transport, community facilities, and environmental responses.

Growth Management Strategy

This section also summarises some of the Growth Management Strategy's key attributes which is being formulated in 2020.

Responding to the mega trends

Tamworth, along with other communities, will experience the effects of the mega trends discussed earlier.

The Blueprint 100 responds to those of particular significance to Tamworth as follows:

- By accommodating the demands of an ageing population with a wider range of health services, improved public transport and more appropriate housing options.
- By reducing our drain on natural resources, including water, food and energy, by developing land more efficiently and protecting land for food production.
- By applying planning methods that result in putting less pressure on natural habitats, thus reducing the risks to our endemic species.
- By strengthening the links between the city and the region, and broadening our employment base to develop more resilience to support those vulnerable to climate change risks, such as bushfires and droughts.
- By pursuing business opportunities that benefit from our proximity to the eastern markets that are growing due to the global shift from west to east.
- By attracting businesses that are less vulnerable to disruption and understanding the potential that automation may offer, especially for agriculture.
- By adjusting our planning approach to accommodate the changing nature of employment, including more flexible zoning provisions or performance based measures.

Business-as-usual approach to residential growth will not serve us well

Tamworth, like many other cities, has expanded outwards in recent years. This has been the result of low land values and lifestyle choices favouring very low density rural residential areas. Some of this is a legacy of the approach to growth by the previous Parry Shire related to land now within Tamworth Regional Council's boundaries.

The continued expansion at these low density levels will not be helpful, as it will:

- Consume productive farm land;
- Lead to longer lines of infrastructure at high cost per household and ongoing maintenance obligations;
- Have negative ecological consequences;
- Weaken social interaction and increase the risk of social isolation, especially with an ageing population; and
- Reduce the viability of essential services, such as local shops, community facilities and high quality public transport.

Continuing the recent approach to industrial land allocation

Good leadership and foresight have resulted in the establishment of industrial uses in the vicinity of the airport, away from residential areas and within reach of the agricultural hinterland. This approach is to be strengthened with the airport at the centre of an aviation, logistics and food processing hub.

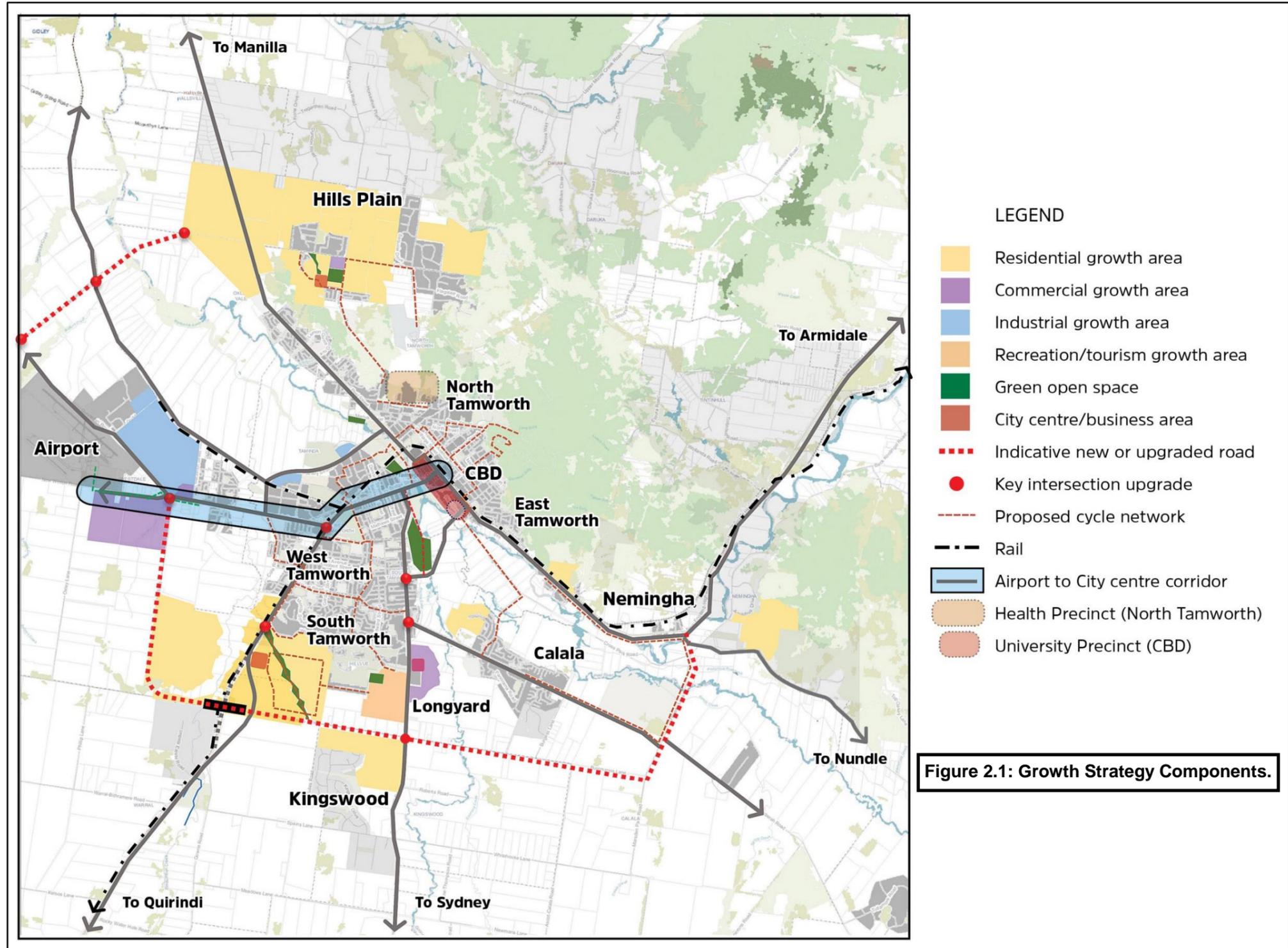


Figure 2.1: Growth Strategy Components.

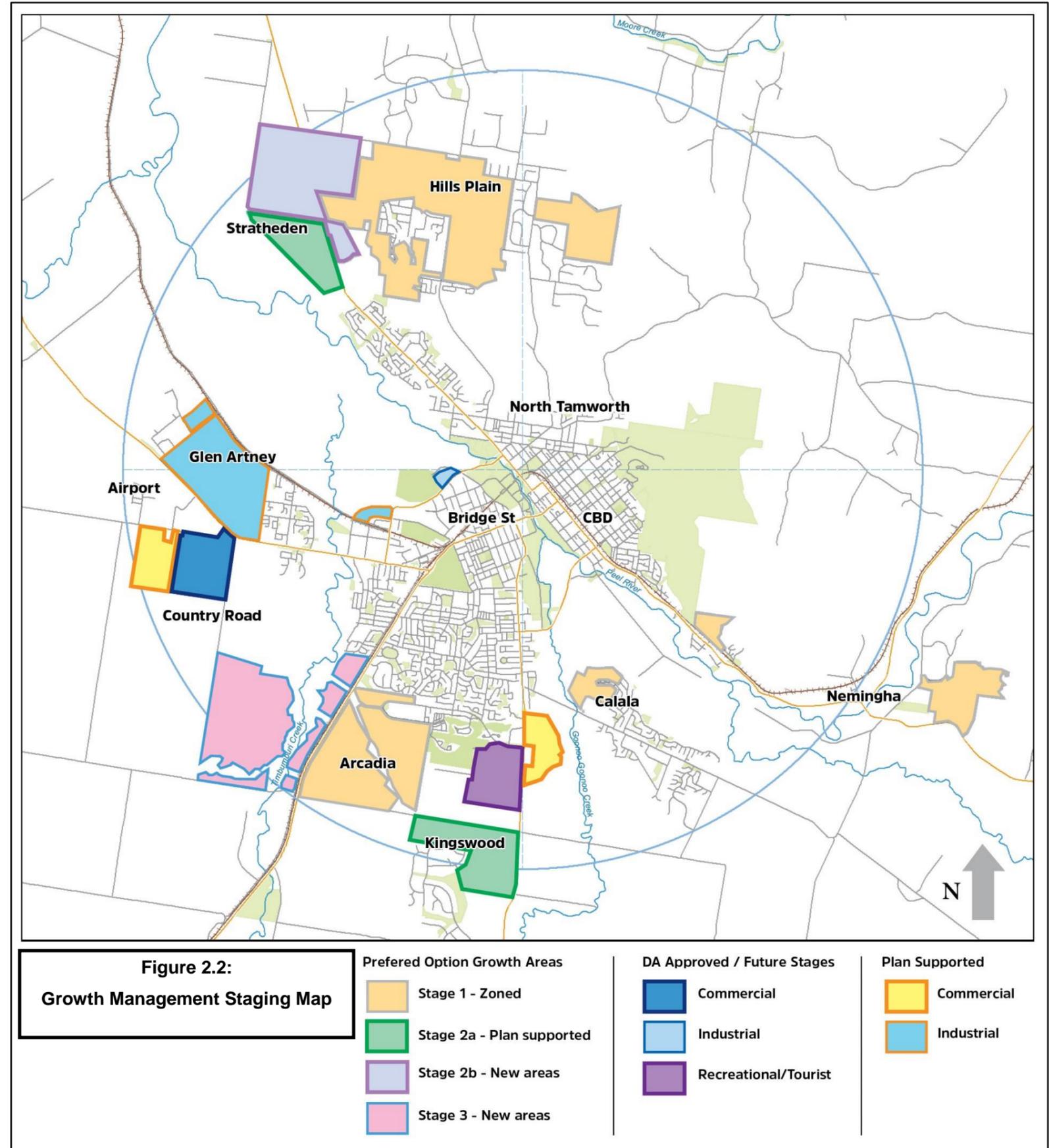
Smart growth strategy

The growth strategy contains the following key elements and aspects (Figure 2-1). More specifically, it:

- Promotes regional transport solutions (see *'Connect our region and its citizens'* section).
- Enables and supports improved bus services and a possible future passenger rail service that links the city centre with Kootingal and Arcadia (see *'Connect our region and its citizens'* section).
- Supports the regional towns and villages (see *'Build resilient communities'* section).
- Connects the region with the city and aims to offer more direct links to the airport for travellers and the industrial areas for regional freight access (see *'Create a prosperous region'* section).
- Focuses new large industrial employment uses around the airport; which will also be developed as an aviation hub (see *'Create a prosperous region'* section).
- Strengthens the links between airport and city centre with an enhanced corridor (see *'Create a prosperous region'* section).
- Builds on the success of key facilities, such as AELEC, in the Longyard area (see *'Create a prosperous region'* section).
- Supports existing businesses through improved governance approaches (see *'Create a prosperous region'* section).
- Regards the city centre as the premier location for retail, entertainment and commercial services, with agglomeration benefits arising from these being in close proximity of each other.
- Identifies important roles for the Health, Theatre and University Precincts in and near the city centre.
- Acknowledges the important support role of a range of smaller suburban centres, as well as emerging ones at Longyard and Hills Plain to serve local needs.

This section contains priorities for:

- Managed Growth;
- Tamworth City Centre;
- Longyard Local Centre;
- Windmill Hill Neighbourhood Centre at Hills Plain; and
- Diverse and affordable housing.



PRIORITIES

2.1 Expansion in suitable locations

This strategy aims for urban growth to be coherent and compact. A compact urban area will ensure that residents will continue to have easy access to essential facilities, not only by car, but also by bus, bicycle or walking. This also allows infrastructure to be used more efficiently and less pressure to be put on precious land with an ecological or rural production value.

Tamworth's growth should be accommodated both within its current urban boundaries and in suitable locations just outside it, especially where some growth has already taken place. For a detailed overview of the growth areas refer to *Part 2 – Local Strategic Planning Statement (LSPS)*.

ACTION

- 2.1.1 Support growth to the north of Tamworth to continue, and ensure that land is used efficiently.
- 2.1.2 Support residential development in Stratheden 1 and 2.
- 2.1.3 Support residential expansion in Arcadia up to Burgmanns Lane and to the southwest up to Country Road, so the residential area is contained within the future Southern Bypass.
- 2.1.4 Ensure only applications for residential expansion in areas designated for residential development in the LSPS\GMS are supported.

2.2 Better managed rural-residential development

Tamworth accommodates large rural-residential areas, and anecdotal evidence suggests that this form of living is popular in the Local Government Area. It is, however, important to carefully manage this land use. This specifically relates to ecological effects, reverse sensitivity, the loss of rural production land, the ongoing viability of services, the potential for social exclusion, the efficient use of infrastructure, and traffic effects.

ACTION

- 2.2.1 Deliver rural residential development consistent with principles 1-5 of the interim Settlement Planning Guidelines or a comprehensive framework once released. Refer to the New England North West Regional Plan 2036 - Appendix A.
- 2.2.2 Identify the blue/green networks (drainage reserves that combine as parks with cycleway/walkways) in new greenfield areas to reduce drainage cost for greenfield development.
- 2.2.3 Address State/Federal Government environmental compliance issues that cause delay in greenfield development. Consider:
 - Requesting Namoi Joint Organisation (NJO) to lobby NSW Government to reduce compliance costs and delays with biodiversity and riparian corridors laws.

- 2.2.4 Develop a policy and a strategy to manage biodiversity offsets for developable areas. Consider:

- Partnering with the development sector to complete a Tamworth City growth areas biodiversity study.

2.3 A strong and vibrant Tamworth City Centre

The Tamworth City Centre concentrates a wide range of activities, including shops, professional and administrative offices, civic and community facilities, restaurants and bars, arts and culture, entertainment, and other services. The city centre serves both a significant urban population as well as an extensive rural area. It also provides for the needs of visitors and tourists.

It is important for Tamworth as well as the New England North West region that the city centre continues to remain the focus for businesses, community services, recreation and tourism. In the centre activities

cluster together in a way that attracts more customers than they could by themselves. By strengthening the city centre, the whole community can benefit – more choice, more activity, and higher quality.

The development of a precinct plan envisages building upon the existing level of vitality in the city centre and injecting more energy into the area by facilitating inner city living opportunities.

The future Tamworth city centre will provide an expanded range of services and amenities for both residents and visitors. This includes the proposed Performance Arts Precinct, a more diverse retail and food and beverage offer, further development and enhancement of Bicentennial Park, and the extension of the high-quality streetscape treatment of Peel Street further south-eastwards to support existing uses as well as planned, proposed and future developments (Figure 2.4).

The development of a university campus presents a unique opportunity for the Tamworth City Centre. Students and staff would contribute to the vitality of, and services in, the centre. The previous Velodrome site, within walking distance from most of the city centre facilities, is currently considered as the potential location for a campus (Figure 2.4). The site would be ideal, due to its size and its location relative to the facilities and services of the city centre. A campus in this location would generate pedestrian movement to and from the south-eastern end of Peel Street which would benefit activities along the street. For more detail on the initiative see the 'Create a prosperous region' section.

The abovementioned initiatives will set the right conditions for higher density inner city living, such as shop-top housing and apartments. Especially several sites along Kable Avenue seem suitable locations for intensification, due to their location opposite the open space amenity offered by Bicentennial Park and their current relatively low-density use (Figure 2-4).

The increase in residential population within the city centre will, in turn, create the critical mass required for a stronger night-time economy. With more shops and restaurants opening till later and more activities on the street, it will create a more vibrant and safer city centre at night.



Figure 2.3: View of potential new apartments along Kable Avenue opposite the Bicentennial Park.



Figure 2.4: View of a future city centre, key elements are (A) the existing upgraded Peel Street, (B) an extended upgrade of Peel Street, (C) the new theatre/performing arts precinct, (D) a future university precinct, (E) new apartments along Kable Avenue opposite the Bicentennial Park (F).

ACTION

2.3.1 Develop a Tamworth Town Centre precinct plan. Consider:

- Facilitating shop-top housing on Peel Street, including introducing financial incentives to make it more viable.
- Supporting the upgrade and extension of Peel Street streetscape treatment south-eastwards towards the possible future university precinct.
- Reviewing the liquor by-laws in CBD to support food and beverage businesses during daytime.
- Policies to encourage longer opening times for businesses.
- Facilitating the relocation of car yards on Kable Avenue to a more appropriate location in the city and the development of apartments along Kable Avenue opposite Bicentennial Park.
- Supporting the implementation of the Bicentennial Park Master Plan.

2.4 A more diverse and dense Longyard Local Centre

The Longyard area in the south of Tamworth accommodates several unique and important facilities, including the Australian Equine and Livestock Events Centre (AELEC), AELEC corporate and commercial precinct, Tamworth Regional Entertainment Centre, Tamworth Sports Dome, a cluster of mostly large format shops, the 'Big Golden Guitar', a golf course, and several sports fields.

In order to build on the success of this area, and to protect this cluster of facilities that is valuable to Tamworth and the surrounding region, growth in, and intensification of, this area should be facilitated.

ACTION

2.4.1 Develop a Longyard town centre masterplan. The plan should consider the following:

- The Hill PDA employment lands strategy (2019).
- A review of zoning provision to enable the development of a supermarket, given its proximity to the sporting and entertainment precinct plus the future housing growth in the area and the Masterplan for the old Athletics Track.
- Making provision for supporting equine uses adjoining the equine precinct which will be located in proximity to the Australian Equine and Livestock Events Centre potentially including a Horse Performance Hall of Fame.

2.5 A strong Windmill Hill Neighbourhood Centre

The proposals for residential development in Hills Plain to the north of Tamworth include the development of Windmill Hill Neighbourhood Centre. This centre will accommodate shops, a tavern, a community hall and a day-care centre, adjacent to the medical centre already built and operating.

In order to achieve a degree of self-sufficiency for the growing local community, the establishment a strong neighbourhood centre should be supported and promoted.

ACTION

2.5.1 Support the development of the proposed Windmill Hill Neighbourhood Centre. Consider:

- Promoting a rich mix of uses aimed at supporting the local residential community.

- Promoting an appropriately higher residential density immediately surrounding the centre, so that residents can live within walking distance from the proposed facilities. Additionally, access ways for walking from surrounding areas should be promoted.
- Ensuring the movement structure, including active and public transport accessibility around and through the centre, supports the centre's commercial viability.

2.6 More diverse housing choices

Tamworth will increasingly need to provide a more diverse range of housing choices due to growing numbers of young workers, an ageing population and the needs of low income groups. Evidence suggests there is already demand for affordable one and two-bedroom units, especially for rent.

There will still be an ongoing provision for families through new housing as well as those vacated by the elderly who downsized to smaller units (Figure 2.5).

ACTION

2.6.1 Review land zoning and lot size provisions to accommodate current demand. Consider:

- Reducing the minimum lot size in the RU1 – Primary Production zone from 800ha/400ha to 400ha/200ha;
- Reducing the minimum lot size in the R1 – General Residential zone from 600m² to 300m² or 450m².

2.6.2 Facilitate shop-top housing in Peel Street, including introducing economic development financial incentives to make such uses more viable.

2.6.3 Review the Development Control Plan to improve the feasibility of affordable housing development. Consider:

- Formalising Fast Track Program.
- Precinct specific controls - provide certainty in designing at preliminary stage.
- Identifying in Precinct Plans the preferred location for affordable housing.
- Encouraging affordable housing within proximity of commercial centres and along bus routes.
- Reducing parking requirements in designated high-density zones.
- Encouraging one and two-bedroom units in designated medium density zones.
- Incorporating sustainable designs.
- Designing beyond basic BASIX / NATHERS requirements.
- Waiving or varying S7.11 Contributions and/or Water and Sewer Headworks.
- Adopting elements of Liveable Housing Australia's Liveable Housing Design Guidelines in development controls to promote ageing-in-place.

2.6.4 Prepare guidelines for local housing strategies that will provide guidance on achieving greater housing diversity and planning for local affordable housing needs.

2.6.5 Incorporate an integrated approach to vehicular, pedestrian and public transport to support the diversity in housing choices.

2.7 Increased housing affordability

In order to retain and strengthen Tamworth’s competitiveness as a place to settle, affordability in terms of both the cost of living and the cost of residential property is important. Blueprint 100 addresses both aspects. Affordability will help to retain existing and attract new residents, including retirees, families, workers, and students.

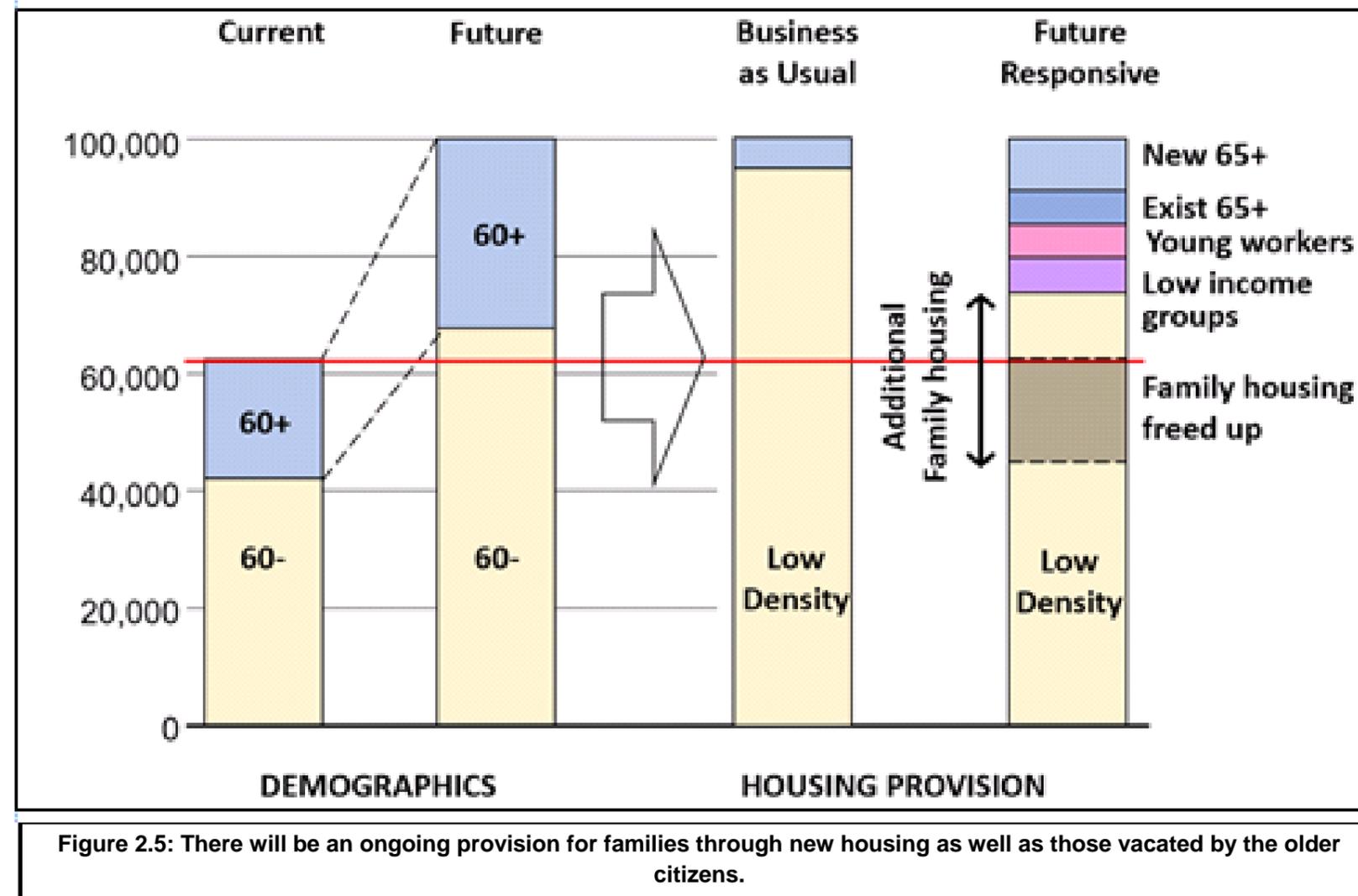
ACTION

- 2.7.1 Undertake a stocktake/audit of current and future demand for affordable housing in the Local Government Area.
- 2.7.2 Carry out community engagement and establish a working group with stakeholders. Consider involving the following groups:
 - Social housing providers.
 - Charities developers.
 - Government.
 - Community services.
 - Local Government Areas.
- 2.7.3 Review the current affordable housing strategy and ensure alignment with State Regional Planning Policy.
- 2.7.4 Include in urban design guidelines advice to improve the design quality of affordable housing.
- 2.7.5 Investigate financial incentives for affordable housing.
- 2.7.6 Deliver more opportunities for affordable housing by incorporating policies and tools into local growth management strategies and local plans that will incentivise private investment in affordable housing.
- 2.7.7 Enter into partnerships with developers to deliver a certain percentage of affordable housing in new developments.
- 2.7.8 Use appropriate council land, to develop, in partnership with developers or housing organisations, one and two-bedroom units to meet the shortage of affordable housing for single workers, students and the ageing population.
- 2.7.9 Develop marketing material, such as a prospectus which promotes the key private and public investment opportunities highlighted in Blueprint 100 and the financial incentives.

RELATIONSHIP TO OTHER PLANS

The above actions are consistent with the following of Council’s Community Strategic Plan (CSP) principles:

- F1 – Sound asset and land planning to facilitate future community needs.
- F2 – To promote sustainable living to protect and support our environment, heritage and resources.



The above actions give effect to the following New England North West Regional Plan directions:

- 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.



3 Create a prosperous region

Build on Tamworth’s sound economic base and attract new businesses, improve skills levels and reduce the cost of doing business.

THE OPPORTUNITY

The opportunity for Tamworth is to grow its existing businesses, attract new ones, and foster an efficient business-friendly environment. It already has a diverse economy that offers a considerable range of opportunities for innovation and growth. These include, among others, food processing, logistics, aviation, health care and social assistance, education and training, tourism and professional services. To retain and attract new skilled professionals and workers, prospective candidates, as well as their family need to consider Tamworth as a place with high liveability, and that there are career development opportunities, such as university and research.

Future prosperity will also depend on the supply of sufficient zoned land, centres, precincts and neighbourhoods that support a high quality of life. The interconnections between employment uses, the city and the region are complex (Figure 3-1). The conditions that will contribute to these outcomes are multi-faceted and are supported by priorities across all sections of the Blueprint 100.

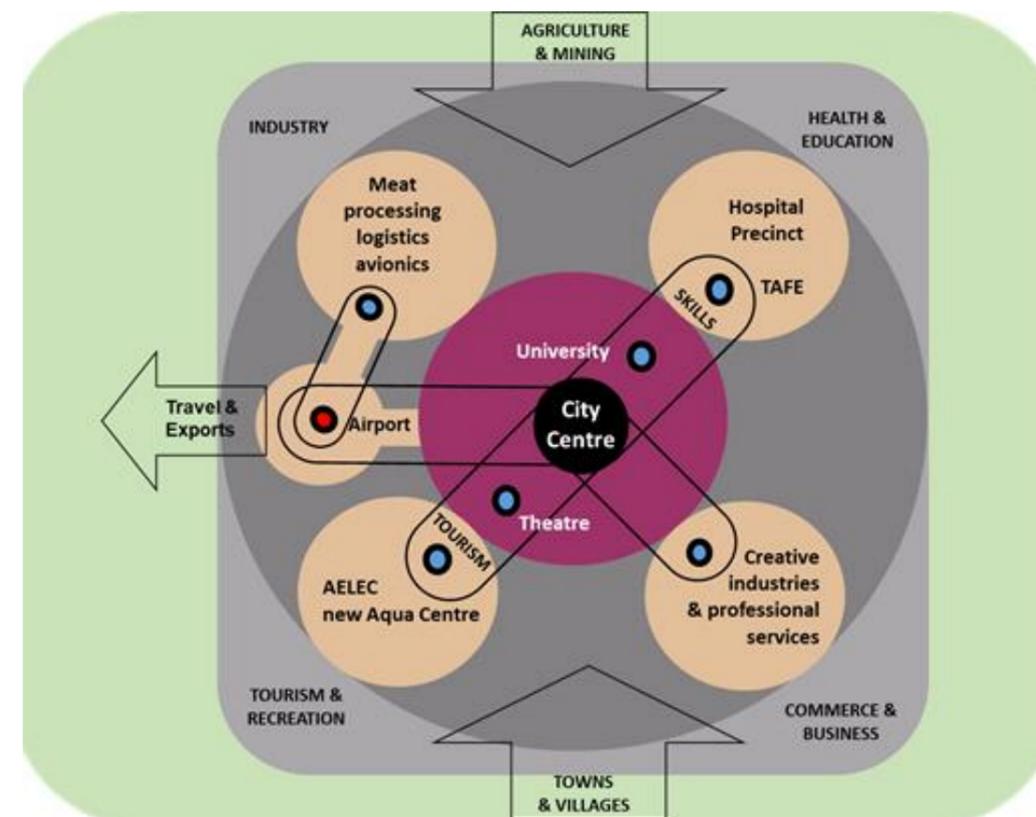


Figure 3-1: The connections between employment activities.

PRIORITIES

3.1 Progress the establishment of universities in Tamworth

The University of New England (UNE) and other institutions are actively pursuing the establishment of campuses which could potentially host around 2,000 students a week with 50 staff and residential accommodation.

This would complement the tertiary education offered in Tamworth from the University of Newcastle (Health), TAFE and the University of New England Access Centre and provide opportunities for partnerships with government departments, industry and research institutions to develop technologies that address regional issues.

ACTION

- 3.1.1 Support UNE and other universities in their efforts to attract funding and establishment of a campus in Tamworth.
- 3.1.2 Consider the actions required to unlock the potential for additional private sector student housing.

3.2 Support ongoing development and service provision of TAFE

TAFE NSW Tamworth (TAFE) provides a vital service for the city and the region.

ACTION

- 3.2.1 Ensure their planning needs are met.
- 3.2.2 Consider whether TAFE would benefit from Council land in the vicinity.

3.3 Develop a Health Precinct which attracts a wider range of medical and related services

Health care and social assistance is currently the biggest employer in the region and has grown significantly in recent years. However, when compared to other similar regions, growth in this sector in Tamworth is relatively low and can potentially develop into a shortage, particularly in medical/specialist (private) services, as population grows.

Medical technology, health & education precinct will have University partnerships as anchor drivers. The precinct will capitalise on existing strengths and partnerships.

ACTION

- 3.3.1 Develop a precinct strategy.
- 3.3.2 Review best practice examples from elsewhere.



Figure 3-2: A high-tech gateway statement at the Tamworth Global Gateway Park and Airport entrance road will present a progressive message about Tamworth's future.

ACTION (continued)

- 3.3.3 Establish a liaison group which coordinates the possible roles of the hospital, university, Council and other medical-related entities.
- 3.3.4 Consider incentives, including offering council land.

3.4 Substantially increase Tamworth's meat and food processing capacity

Tamworth is also the centre for the production and processing of beef, lamb and poultry products for supply to the whole of New South Wales. The proximity of grain, livestock, feedlots, sale yards and processing facilities provides a competitive advantage to producers in the sector.

This sector has significant potential to expand its meat processing capacity and increase its expertise in providing high-tech agribusiness solutions.

The proposed expansion of the industrial and enterprise sectors at Glen Artney and Hunter Lands Estate offers the opportunity to accommodate these activities. The food production and science precinct will be agglomerations of entrepreneurs, employment, capital and innovation.

Guidance will be provided by the Federal Governments Statement of Principles for Australian Innovation Precincts, which provides best-practice policies to drive successful development of innovation precincts.

As such, it is crucial for the Namoi Region, with a focus on Tamworth as the food processing centre, to be approved as a Special Activation Precinct (SAP) by the NSW Government. This special planning status unlocks significant support and funding that is critical to the economy and achieving the 100,000 population target.

ACTION

- 3.4.1 Support current efforts to establish new meat processing plants.
- 3.4.2 Develop a precinct strategy for the Tamworth Global Gateway Park near Glen Artney.
- 3.4.3 Investigate private sector and university research opportunities.
- 3.4.4 Prioritise road infrastructure that caters for large transport vehicles. Work with Transport for NSW (TfNSW) to understand existing heavy vehicle movements through and within the city and identify appropriate options to balance heavy vehicle access through and within the city.
- 3.4.5 Provide support and dedicated staff resource to the Special Activation Precinct (SAP), including finding joint water, energy and waste solutions.

3.5 Ensure Tamworth’s plans and policies appropriately enable new food processing plants

ACTION

- 3.5.1 Review the Development Control Plan (DCP) to ensure it is not onerous to agribusinesses.
- 3.5.2 Identify intensive agricultural clusters (e.g. poultry) in Local Environmental Plan (LEP) or Development Control (DCP) maps to ensure notations on planning certificates.
- 3.5.3 Require Land Use Conflict Risk Assessment (LUCRA) as part of DCP controls for dwellings not associated with agricultural operations and all non-agricultural related development with particular emphasis to develop in identified intensive agricultural clusters.
- 3.5.4 Review the Minimum Lot Size (MLS) for RU1 and RU4 zoned land to ensure it is not an inhibitor to the agricultural economy.
- 3.5.5 Include biosecurity risk assessment in the Development Control Plan (DCP) for non-agricultural related uses in intensive animal clusters, such as the poultry cluster.

3.6 Create a world class Aviation Hub at Tamworth Regional Airport.

Tamworth Regional Airport offers frequent direct flights to Sydney and Brisbane, benefitting those travelling for work and leisure. It also facilitates freight movement and has potential to expand its role as a logistics hub for the increased exports of processed meat products.

The regional centre for aircraft maintenance has further potential for growth, especially due to the closure of the QantasLink maintenance service in Melbourne and Sydney.

Further growth is also possible at the flight training service centre which incorporates several training companies and onsite accommodation.

All of these services would benefit from the extension of the runway to accommodate larger aircraft.

ACTION

- 3.6.1 Create a designated business case for the Airport, that outlines the actions required to extend the runway and grow the airport precinct into an aviation hub. The business case is to include additional capacity for:
 - Avionics;
 - Electrical and mechanical aircraft maintenance;
 - Flight training;
 - Facilities to support growth in livestock processing and other logistics; and
 - Passenger routes.
- 3.6.2 Alignment with the Tamworth Regional Airport Master Plan accordingly.
- 3.6.3 Actively pursue State/Federal funding for expansion, especially for hangars and aeronautical training facilities.

3.7 Establish a High Technology Agribusiness cluster

Tamworth is the major supplier of services and manufacturing for the agricultural, mining, trades, housing, commercial and industrial sectors in the entire region.

Food Production and Food Science Precinct

We know the huge challenges here and what is needed into the future. We can and must assist in feeding the world by providing high quality, fresh, clean produce and meat. The rapidly growing middle class in Asia will provide unprecedented opportunities for Australian agribusiness (62% of the world’s middle class will reside in Asia within 20 years).

The innovation and research agenda must be forward thinking and should have a major focus:

- Improving agricultural productivity and sustainability;
- Capability into poultry nutrition and production;
- Sheep/cattle genetics and nutrition;
- Water management and pasture management;
- Food production systems and food transport and logistics management;
- Biosecurity;
- Plant genetics;
- Pest and insect control;
- Soil regeneration;
- Agronomy and horticulture;
- Mixed farming systems;
- Drone technologies etc.

The Namoi Joint Organisation and Tamworth Regional Council will provide the regional leadership by prioritising efforts to obtain support from available federal and state programs like infrastructure projects, regional development initiatives, regional jobs and investment packages, regional growth funds and place-based research programs.

ACTION

- 3.7.1 Formulate a business attraction plan for the high technology agribusiness sector.
- 3.7.2 Develop a High Technology precinct plan.
- 3.7.3 Consider synergies with universities.
- 3.7.4 Ensure it is wired for high-tech – NBN etc.

3.8 Support agriculture industries by considering water needs

Agriculture underpins the fundamental fabric of employment, manufacturing and the provision of professional services to Tamworth and the wider region.

As discussed earlier, reliable water supply is vital to all future growth. When solutions are devised, consideration should also be given to farming in the vicinity.

ACTION

3.8.1 Include provision for efficient water use for agriculture industries when considering Tamworth's future water supply.

3.9 Establish an Aquatic Centre as a regional sports and recreation attraction

Given Tamworth's weather variations, an all-weather aquatic centre will substantially increase the city's attractiveness as a destination, in addition to offering considerable local amenity.

ACTION

3.9.1 Support the development of an Aquatic Centre.

3.10 Strengthen Tamworth's wider tourism opportunities

Apart from country music, the region is also well known for its sporting events and tourism activities around Aboriginal culture.

In addition, the business event sector can be expanded and leveraged to promote local tourism products, increase average length of visitor stay and encourage repeat visitation. This positioning provides the opportunity to add value and generate synergies between initiatives targeting international students, business events, investment and leisure markets.

ACTION

3.10.1 Develop a tourism development strategy to expand on existing events and identify new events.

3.10.2 Consult and collaborate with Destination Network Country and Outback NSW and Destination NSW.

3.10.3 Pursue other avenues to expand tourism (i.e. trail riding, activity related events, public art festival).

3.10.4 Explore opportunities for Aboriginal and heritage tourism. Partner with national or worldwide related industries.

3.10.5 Undertake a short-stay accommodation study, including future university short-stay accommodation.

3.11 Enable local businesses and tertiary training providers to better support the Equine sector at Australian Equine and Livestock Events Centre (AELEC)

The Australian Equine and Livestock Events Centre (AELEC) is a national and region-wide attraction and has strong links with the farming communities surrounding Tamworth.

ACTION

3.11.1 Identify land and zone this in order to facilitate businesses that support the equine activities, including veterinary services and an equestrian housing estate next to AELEC.

3.12 Support the mining industry's transport and living conditions needs

Tamworth borders one of the largest coal basins in the country (Gunnedah), and anticipates to be experiencing massive growth in extraction in the coming years, rivalling Gunnedah with the Hunter Valley.

Opportunities exist to harness the full potential of the mining activity through meeting business demands and the provision of a high quality of life to attract workers and their families.

ACTION

3.12.1 Continue to support the Namoi Region Road Network's road upgrade, efficiency and safety programs.

3.12.2 Make provision for Manilla's ongoing growth and support its community needs.

3.12.3 Support the Namoi Unlimited sponsorship of the intergovernmental mining infrastructure working group.

3.13 Leverage off the Country Music theme of Tamworth

Tamworth receives over 1.1 million visitors every year from a variety of events and festivals. In particular, Tamworth's globally recognised Country Music Festival receives 50,000 visitors per annum, generating over \$127m in economic benefits.

ACTION

3.13.1 Consider the following actions that build on the country music theme:

- Expansion of the music related sites;
- Additional music related studios;
- Music programs, including lectures, workshops and interactive music activities. Investigate opportunities to collaborate with the Tamworth Regional Conservatorium of music which currently provides musical education and events for children and adults;
- Increased engagement with recognised artists; and
- Coordinating music events with the future university.

3.14 Establish business friendly initiatives

ACTION

3.14.1 Establish a Property Development Committee that has representation from all levels of Council.

3.14.2 Explore the possibility of a Council-run work hub for local businesses, i.e. provide flexible co-working space options.

3.14.3 Review land holdings to identify assets that could complement all strategies / actions identified in the Blueprint 100.

3.14.4 Complete a research paper that identifies emerging technology trends in the Local Government Area (such as agriculture, manufacturing, transport and logistics).

3.14.5 Activate a key stakeholder industry leaders forum for businesses to communicate freely with the Council and each other and strategically assist driving regional economic development.

3.14.6 Consult with local businesses to identify other employment generators or programs that could be implemented into education (e.g. school courses, vocational courses). Consider the following:

- Consult with market 'Best Employment';

- Collaborate with business sectors to develop employment opportunities that can attract and retain younger people and professional and skilled workers;
- Support start-up businesses;
- Explore the employment generation from a waste recycling facility; and
- Explore partnerships with university and medical research by setting up a committee led by the Council.

3.14.7 Advocate for regional skilled employment initiatives including promotion of the Federal Government's regional skilled migration programs.

RELATIONSHIP TO OTHER PLANS

The above actions are consistent with the following of Council's Community Strategic Plan (CSP) principles:

P1 – A strong and diverse economic base.

P3 – Quality, affordable lifelong education and learning opportunities.

P4 – To develop Tamworth as the next major freight distribution centre in regional NSW.

The above actions give effect to the following New England North West Regional Plan directions:

Direction 1: Expand agribusiness and food processing sectors.

Direction 2: Build agricultural productivity.

Direction 3: Protect and enhance productive agricultural lands.

Direction 4: Sustainably manage mineral resources.

Direction 5: Grow New England North West as the renewable energy hub of NSW.

Direction 6: Deliver new industries of the future.

Direction 7: Build strong economic centres.

Direction 8: Expand tourism and visitor opportunities.



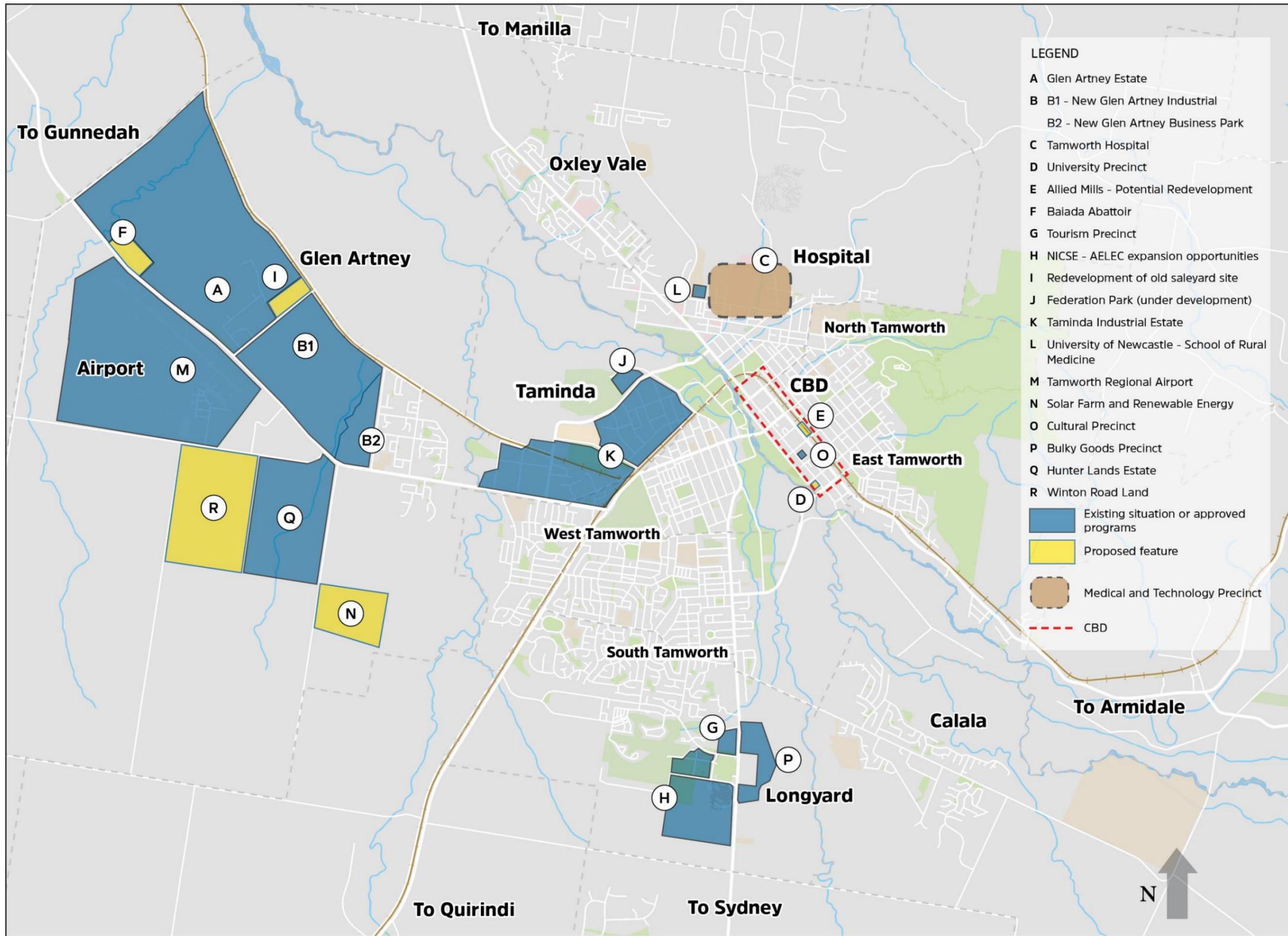


Figure 3-3: Key Existing and proposed employment uses.

4 Build resilient communities

Resilient urban and rural communities whose current and future needs are met through the effective delivery of services.

THE OPPORTUNITY

Tamworth has a special blend of rural and urban communities, ranging from those on farms to those in villages, towns and the city. These communities are inter-dependent. The urban areas rely on the region for most of its food and much of its energy and wealth, while the region relies on the urban areas for its professional, commercial and recreational services.

For the most part the communities are in good health, resilient and forward looking. Blueprint 100 aims to build on these attributes and plan ahead, while also supporting those most in need. In addition to those services that it provides directly, Tamworth Regional Council will work with State Agencies and other entities to achieve better outcomes for all communities.

PRIORITIES

4.1-4.4 Establish local strategies for towns and villages

Each town and village has its own characteristics and community needs. It is important to strengthen local identity and leverage off existing resources to achieve the best value for money.

ACTION

Kootingal

- 4.1.1 Provide a council customer services centre which could be multipurpose, including providing a digital hub and support business development.
- 4.1.2 Enhance frequency of public transport.
- 4.1.3 Build upon existing affordable housing initiatives through planning processes.

Manilla

- 4.2.1 Build on affordable housing opportunities.
- 4.2.2 Public transport: bus services to Tamworth.
- 4.2.3 Promote tourism that relates to heritage and natural assets such as vintage machinery, Mt Borah, Warrabah NP.
- 4.2.4 Investigate a Poultry precinct.
- 4.2.5 Support the mining industry.

Barraba

- 4.3.1 Promote the identity of Barraba and build upon the existing tourism, business and sports opportunities.



- 4.3.2 Leverage off the new library by developing education, social media, and digital hub activities.
- 4.3.3 Advocate for increased health services.
- 4.3.4 Support the newly established business group.
- 4.3.5 Build on the opportunities provided by reliable water supply via the pipeline from Split Rock Dam.

Nundle

- 4.4.1 Refresh the promotion campaign for tourism.
- 4.4.2 Improve communications to local area (eg. mobile network, NBN).

4.5 Improve social and community services

Currently a comprehensive overview of the existing social and community services conditions is limited. This creates difficulty in forecasting future service needs of the community.

In order to service an accelerated population growth, options for efficient use or adaption of existing facilities should be explored to improve the accessibility and availability of services, in particular for younger children and low social-economic groups.

ACTION

- 4.5.1 Review existing social services, consider:
 - Audit social services and Local Government Area directory on a standard app; and
 - A review of community centres, particularly identifying centres that could be expanded to accommodate additional social services.
- 4.5.2 Forecast future demand for social and community services based on a population of 100,000, and explore opportunities to establish other services. Consider:
 - An assisted technology hub, including disability support such as hearing loops;
 - A remote doctor service; and
 - Research and identify whether there are other government services that could be co-located with social services such as Centrelink, MyGov, Service NSW.
- 4.5.3 Develop multipurpose centres that can provide wi-fi, services and training. Consider:
 - Implementing audit to ensure libraries meet State guidelines; and
 - Combining libraries and multipurpose centres to make large flexible spaces.

4.6 Improve communication services

ACTION

- 4.6.1 Improve multicultural communication. Consider:
 - Introducing a dedicated Aboriginal liaison resource;
 - Identifying and supporting champions for the multicultural issues; and Working with place managers in towns and villages to ensure community champions are identified throughout Tamworth Regional Council.
- 4.6.2 Improve communication services to towns and villages. Consider:
 - Improving education and opportunities for all ages to access digital services and communication;
 - Promoting library and existing tech-savvy seniors;
 - Marketing the existing library services and recognising it provides a Hub and a growing way to connect and service residents (new and old); and
 - Addressing early childhood literacy.
- 4.6.3 Deliver more customer friendly services to the community (Design / Community Engagement / Customer Experience). Consider:
 - Undertaking a website overhaul by an external consultant;
 - Developing a customer portal capturing all online services;
 - Creating a hub for paying rates and fines; and
 - Undertaking an upgrade of the foyer of the Ray Walsh House.

4.7 Enhance health service provision

At the moment Tamworth Hospital has capacity to expand, but it needs to consider the impact on infrastructure. However, there is also opportunity for private health service development.

ACTION

- 4.7.1 Refer to the Health Precinct and Strategy in the *'Create a prosperous region'* section.
- 4.8 Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities to maximise synergies and incubate creative initiatives**
- ACTION**
- 4.8.1 Build the Performing Arts Centre and Cultural Precinct.
- 4.8.2 Enhance a Museum and Archive Strategy.
- 4.8.3 Inspect libraries to meet floor space guidelines.
- 4.8.4 Carry out upgrades to the Tamworth Library and Art Gallery building.

4.9 Enhance education service provision

The education sector is a cornerstone of the region’s competitiveness. Educational facilities (schools) are mostly located in the south and the north of Tamworth. There is potential for additional schools around growth areas such as the Hills Plain area.

ACTION

4.9.1 Work with the NSW Department of Education and Communities to ensure growth will be served by the appropriate distribution of schools.

4.10 Ensure the Council has an informed understanding of social issues and service gaps

As a related matter to social service provision, the Council’s understanding around social issues is limited due to the lack of information availability. The existing community directory is required to be updated and loaded onto a more accessible platform so that it can be used as the basis for developing effective strategies and initiatives.

ACTION

4.10.1 Improve access to information on social issues. Consider:

- Replacing the current community directory with an online app;
- Establishing resource sharing within Council’s Local Government Area; and
- Coordinating Business and Community division and UNSW to incorporate social issues into the existing Future Grid research program starting in Tamworth (including domestic violence).

4.10.2 Improve the understanding of social issues and service gaps in each town and village. Consider:

- Engaging a consultant to get a full understanding of demographics, and develop a strategy;
- Undertaking immediate and ongoing analysis, engaging with State agencies, and developing further actions in response to the findings; and
- Identifying and supporting community champions for the social issues.

4.11 Support and improve services to low socio-economic pockets and homelessness

ACTION

4.11.1 Work with governments and voluntary organisations to explore opportunities and develop initiatives. Consider:

- Increasing services related to bulky goods and gardening collections;
- Places for mobile shopping, food, and library services; and
- Promoting safe and inclusive public space through better urban design.

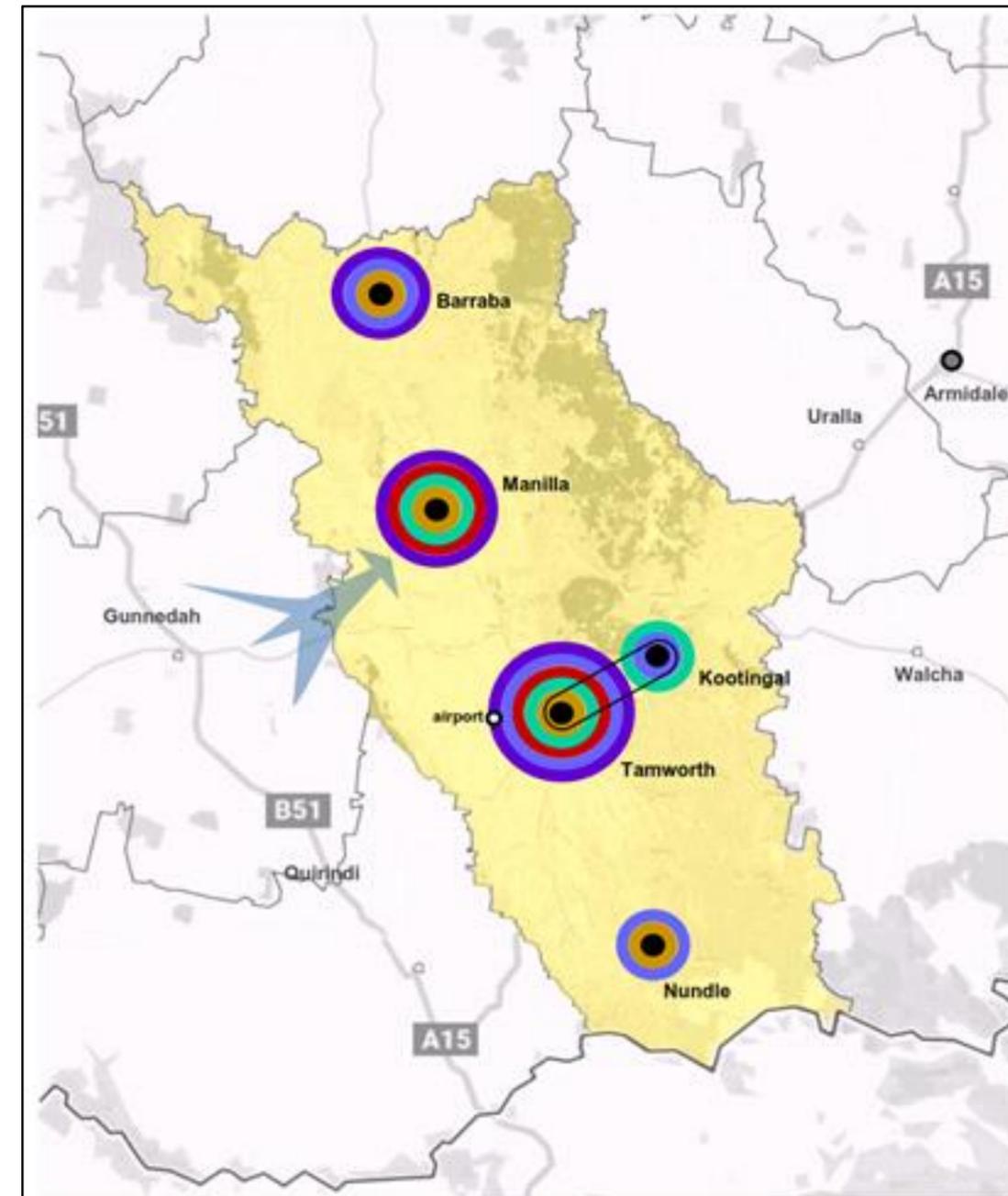


Figure 4-1: Tamworth’s Community Network.



4.12 Improve the planning and development of sports and recreation facilities to take into account of accelerated population growth

The Sports and Recreation Division is currently applying the Parks Hierarchy structure to all existing open space across the Local Government Area’s suburbs. This will identify areas deficient in open space, parks that require embellishment and areas that are surplus to needs that could be rationalised.

The approach to new development includes:

- A suburb-wide approach, rather than individual developments;
- Consideration of locations along main transport routes;
- Consideration of integration with retail/residential spaces; and
- A focus on the provision of recreational spaces, rather than major turf sports fields (alternate plan).

ACTION

4.12.1 Investigate region-wide opportunities for recreational pursuits which can also attract major sporting events and visitation. Consider:

- Development of a Regional Aquatic and Leisure Centre at Northern Inland Sporting Centre of Excellence precinct (South Tamworth);
- Bushwalking and trail running;
- A wildlife park (building on Marsupial Park);
- An indoor high-performance centre; and
- A regional stadium.

4.12.2 Address issues of high capital costs and high maintenance/refurbishment costs. Consider:

- Increasing efficiencies and sustainability for whole of life maintenance of facilities, including site selection based on water security / rationalisation of parks and sports precincts; and
- Investigation of synthetic sports surfaces (currently for hockey and athletics).

4.12.3 Identify opportunities in regional towns to improve the perception of liveability and to improve health outcomes. The Sport and Recreation Plan will aid in this research. Consider:

- Community Round Table / Place Managers involvement;
- Potential trials / models in Tamworth as part of the Sporting Centre of Excellence;
- Ensuring equitable distribution of parks and open spaces across all urban areas of the Region (Sport and Recreation Plan and Parks Hierarchy purpose);
- A new sports facilities booking system (on-line); and
- Developing a Tamworth Regional Council app for the community to check sport fields and aquatic availability, i.e. wet weather issues to reduce the volume of phone enquiries and to provide instant information.

4.12.4 Enhance strategies and plans that factor in the needs of future population of 100,000 people. Consider:

- Developing a strategic road map;
- Developing a Sport and Recreation Plan which incorporates a needs assessment and facility / sporting infrastructure benchmarking of areas with populations of approximately 100,000;
- Carrying out reviews of the condition and quantity of current facilities – NSW Tennis/NSW Cricket – expand to all major sports; and
- Utilising the current process of multiple sport operational meetings to consider needs and planning, including accelerated population growth, field usage, field lighting, field rotation (rest and restoration).

4.13 Develop a recreational lake on the Peel River

The Peel River currently offers mainly visual amenity for users of Bicentennial Park and other public spaces along the river. The opportunity is to create a small lake, possibly via building a weir to enable water related recreational activities such as swimming, canoeing, boating etc.

4.13.1 Investigate the possibility of using the Peel River through the Tamworth City Centre more intensively for recreational purposes. Consider:

- The potential building of a weir;
- The ecological consequences of such a project; and
- Potential business opportunities related to water-based recreation.

RELATIONSHIP TO OTHER PLANS

The above actions are consistent with the following of Council’s Community Strategic Plan (CSP) principles:

C1 – Active healthy communities.

P2 – Promote the region as a great place to visit a great place to live.

P3 – Quality, affordable lifelong education and learning opportunities.

F1 – Sound asset and land planning to facilitate future community needs.

L1 – Our community feel well informed, heard, valued and involved in the future of the Region.

The above actions give effect to the following New England North West Regional Plan directions:

Direction 17: Strengthen community resilience.

Direction 18: Provide great places to live.

Direction 19: Support healthy, safe, socially engaged and well-connected communities.



5 Connect our region and its citizens

A well connected, efficient and safe movement network that serves businesses and commuters, as well as citizens who opt to walk and cycle

THE OPPORTUNITY

Tamworth is the centre of a web of regional and inter-state connections. Apart from direct flights to Sydney and Brisbane, and overseas freight destinations. There are also rail services to Newcastle, Sydney and Armidale. Oxley Highway and New England Highway link Tamworth with Victoria and Queensland.

There are opportunities to strengthen the local road and cycle network in the city and improve the public transport provision.

PRIORITIES

5.1 Secure the ability for the airport to operate more intensively in future

Tamworth Regional Airport provides a vital service to the region and as described in the 'Create a Prosperous region' section, it has considerable potential for expansion. However, the increase in air movements could have impact on residential amenity.

ACTION

5.1.1 Analyse the consequences of airport expansion on noise contours and the zoning of land impacted by the noise contours.

5.2 More efficient road network

Additional transport initiatives are needed to support Tamworth's employment and residential growth. Providing more direct links (which do not compromise city traffic) from producers in the region to the airport, meat processing plants and other logistics areas will be particularly important.

The regional road network is managed by Transport for NSW taking into account the priorities listed in the Namoi Region Road Network Strategy (NRRNS). Key road network and intersection upgrades are indicated in Figure 5-1.

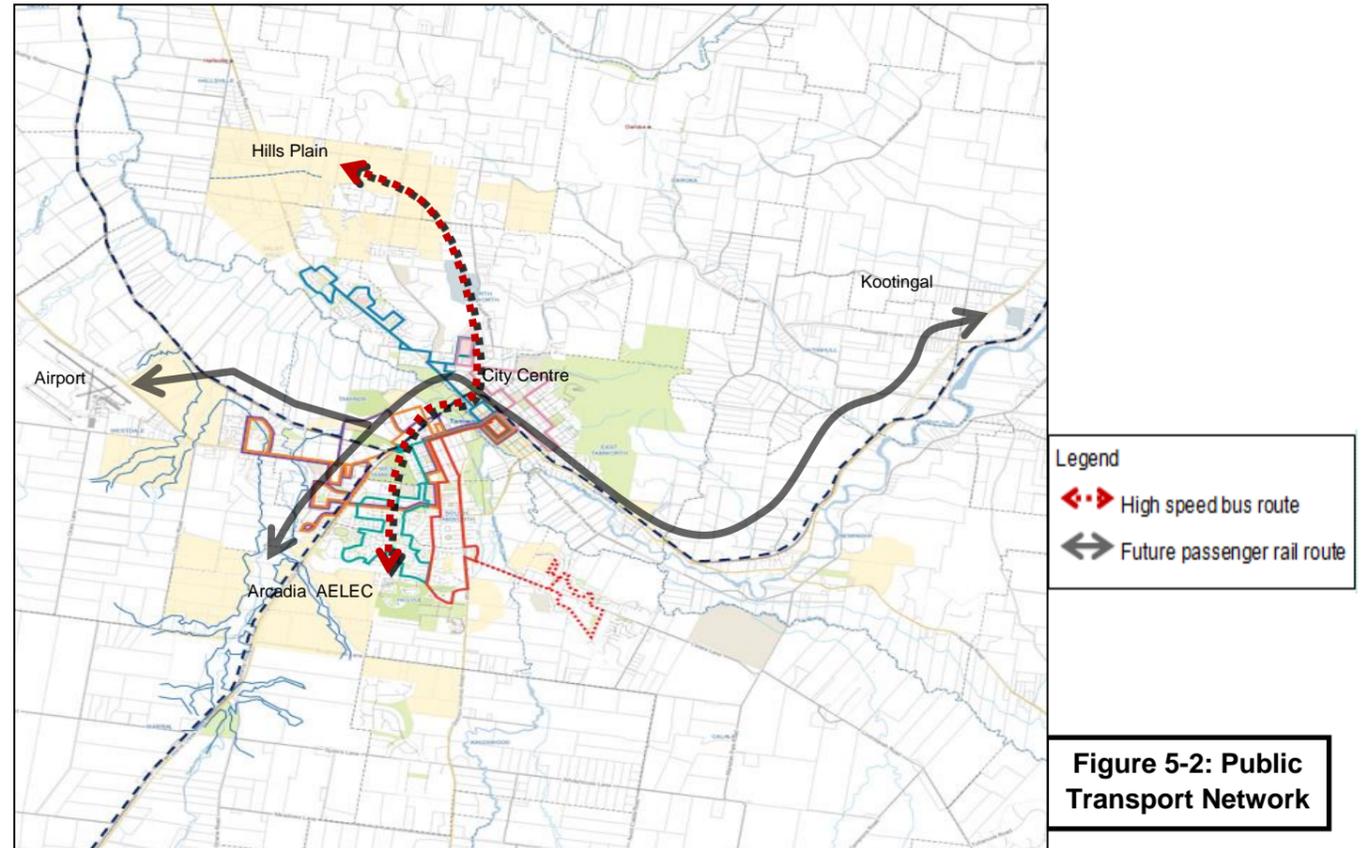
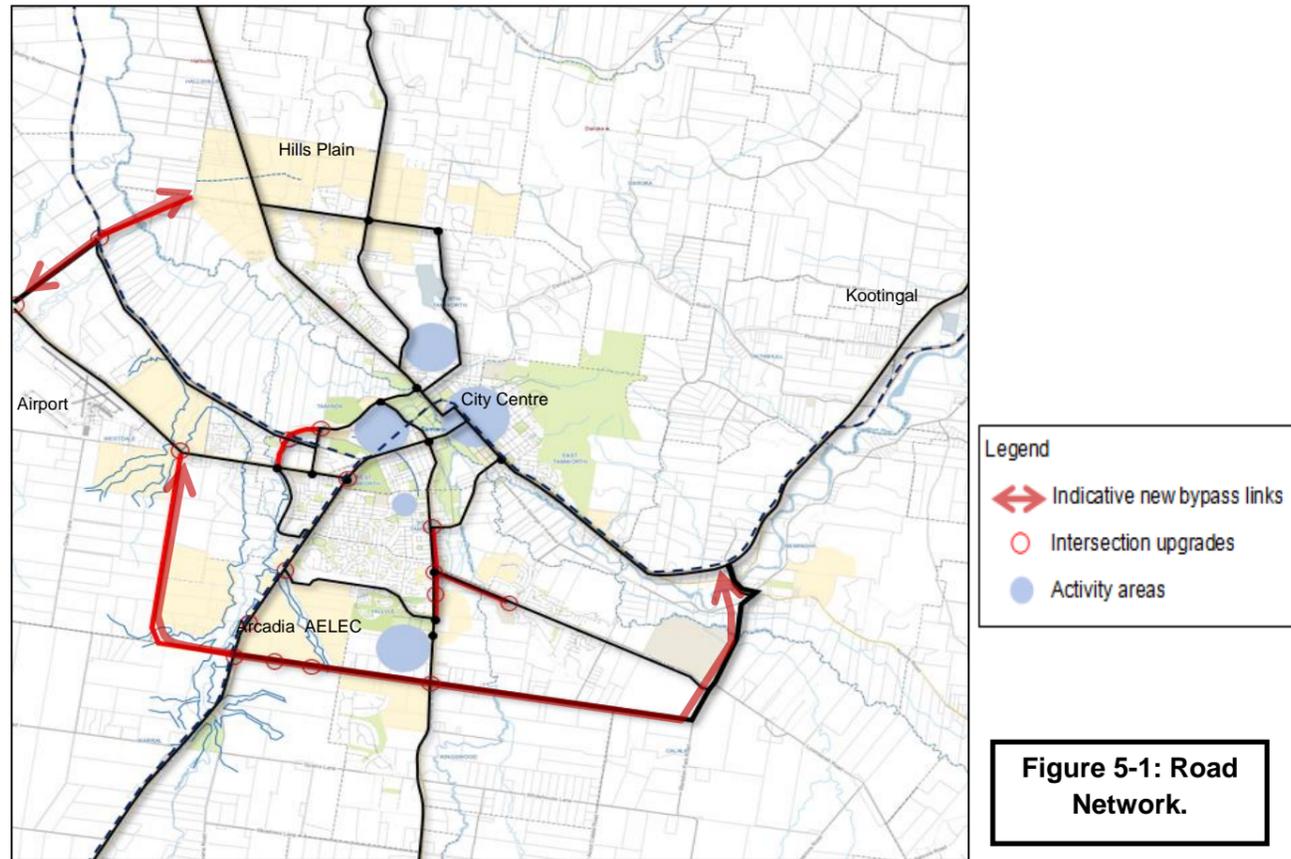
Some of these initiatives have been identified, but not funded, by the NSW Government. Council will work with Transport for New South Wales to understand existing movements of heavy vehicles and motorists through and within the regional city of Tamworth. Appropriate solutions should ensure connectivity for motorists using the NSW roads as well as locals who need to use the entire network.

ACTION

5.2.1 Continue to support and implement the Namoi Region Road Network Strategy, including the network and intersection improvements.

- 5.2.2 Further develop the southern bypass concept, considering the impact on adjacent land especially Arcadia where a rail crossing will be required.
- 5.2.3 Develop a concept for the northern Peel crossing between Stratheden and Glen Artney.
- 5.2.4 Undertake a CBD to Airport Corridor Plan that improves traffic flows while considering local connectivity, and that improves the visual character (possibly through tree planting).
- 5.2.5 Develop a plan to improve traffic access from Calala, consider the options where this can be done without the loss of trees.
- 5.2.6 Implement the extension of Jewry Street around to Wallamore Road at Taminda.
- 5.2.7 Develop a city parking strategy which promotes an integrated transport approach to accommodate a population of 100,000 with an increased inner-city population.

- 5.3.2 Work in partnership with TfNSW to prepare an integrated transport and land use plan that includes a review of the bus network.
- 5.3.3 Consider how council plans and policies can better serve public transport needs.
- 5.3.4 Consider more regular public transport from the outer region to the city (with daily return), particularly for health visits.
- 5.3.5 Consider dedicated buses for workers, university students, etc.
- 5.3.6 Consider special event buses.
- 5.3.7 Consider free transport from the airport to the city via priority conditions.



5.3 Improve local bus services

The local bus services are run by a private firm under contract from the Transport for New South Wales (TfNSW). The opportunities are to investigate whether the bus service could be enhanced (Figure 5-2).

ACTION

- 5.3.1 Engage with the NSW Government regarding the public transport strategy to ensure greater coordination with Council programs and objectives.

5.4 Consider extending passenger rail services

The existing long term possibility of a local passenger rail service between Kootingal, the city centre, Arcadia and the airport deserves further investigation (Figure 5-2). This initiative could be modelled on private rail services in other Australian cities.

ACTION

- 5.4.1 Undertake a high level feasibility study for privately owned (potentially Council subsidised) passenger rail service between Kootingal, the city centre, Arcadia and the airport.
- 5.5.2 The cost and feasibility of the rail service should be assessed against a similar bus service. If the feasibility study shows promise, prepare a full business case for a new passenger rail service.

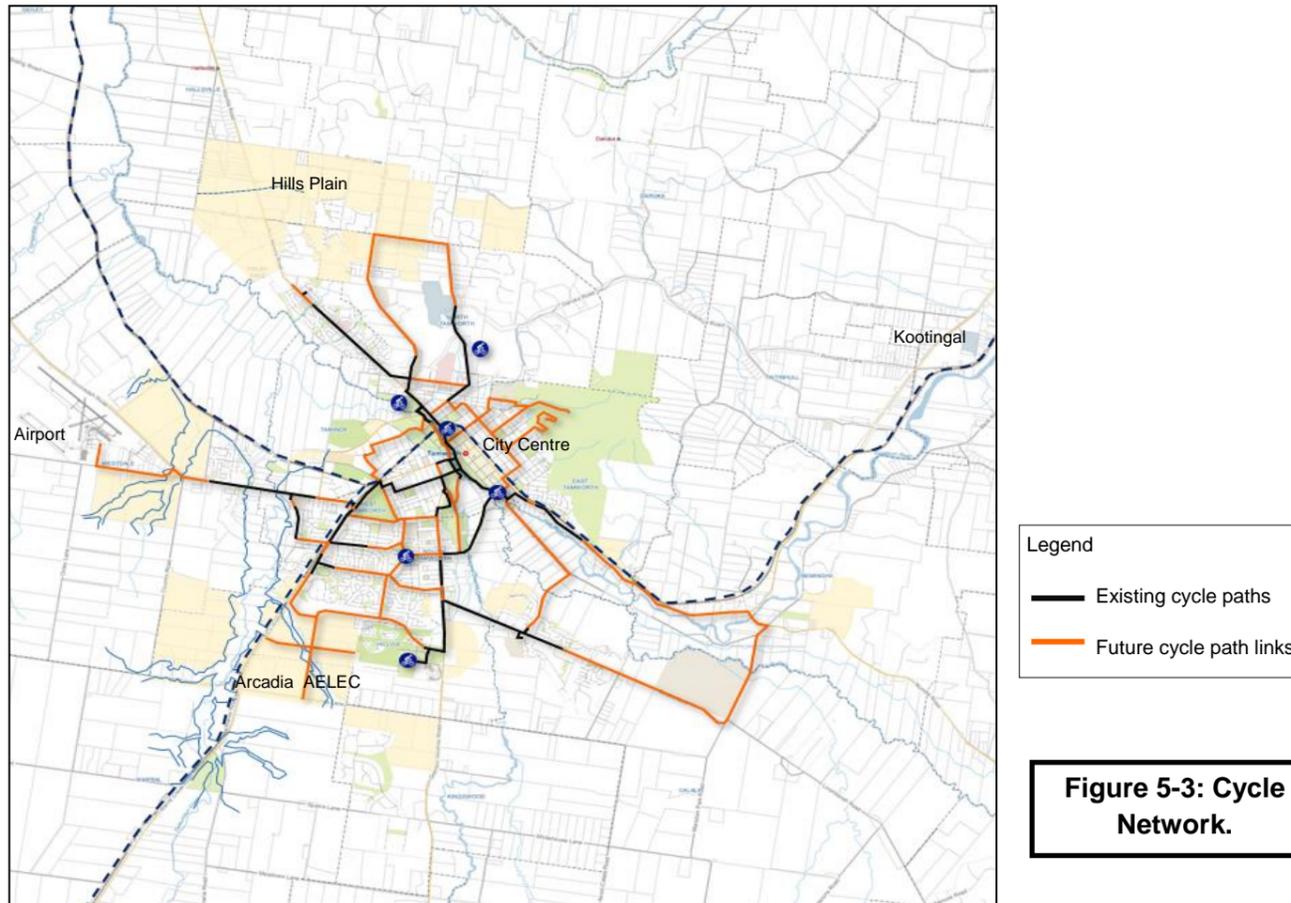


Figure 5-3: Cycle Network.

5.5 Promote walking and cycling

Currently in Tamworth the incentive to choose walking and cycling over driving is low. Parking in the CBD is cheap and convenient. The climatic conditions in summer and winter also reduce the comfort of walking and cycling.

However, as the population increases, traffic congestion and petrol price rise and a healthy lifestyle become more important to people, active transport modes (e-bikes, e-scooters etc) will become a more desirable way of getting around.

The current cycle network is fragmented. A strategy has been prepared to assess the active transport network and identify areas that should be better connected (Figure 5-3). The first stage is to connect and retrofit existing cycleways, followed by a further expansion of the network to link attractors such as schools, commercial areas, employment areas, and recreation facilities.

ACTION

5.5.1 Promote Tamworth as a healthy and cycle-friendly town. Consider:

- Forming an Active Transport Group with NSW Government.

5.5.2 Investigate and develop initiatives for promoting cycling. Consider:

- E-bike rental;
- Bicycle parking, particularly at bus stops within the city centre;
- Bike for bike swap;

- Car for bike swap;
- Bike/bus combination (ride to work and bus home, or bus to work and ride home, ride to dedicated bus pick up point and catch bus with security for bike);
- Council providing free bike servicing and repairs through partnership with government employment services;
- Police on bikes, Rangers on bikes, Parking Rangers on bikes, etc;
- School buses to have bike trailers;
- Safe bikes for seniors (more than two wheels); and
- Encourage developers through the DA process to include end of trip facilities (showers, lockers, bike storage) to encourage walking and cycling to work.

5.5.3 Investigate and develop a series of cycle routes or a cycle network for various types of users. Consider:

- Cycle routes dedicated to amenity (family rides, casual cycling, etc);
- Cycle routes dedicated to convenience (economic, time saving).
- Cycle routes dedicated to competition (meet required standards for competition);
- Cycle routes dedicated to Necessity/Access (university students, health workers, food process workers, etc); and
- E-bike routes with charging stations (rural e-bike route as well as urban).

RELATIONSHIP TO OTHER PLANS

The above actions are consistent with the following of Council's Community Strategic Plan's (CSP) principles:

C1 – Active healthy communities

A1 – Safe and efficient transport network

The above actions give effect to the following New England North West Regional Plan directions:

Direction 14: Enhance transport and infrastructure networks

Direction 15: Facilitate air and public transport infrastructure

Direction 19: Support healthy, safe, socially engaged and well-connected communities.



6 Design with nature

Protect and support our natural environment and resources through responsive initiatives and development practices.

THE OPPORTUNITY

Tamworth is located in the Namoi River catchment. The Namoi Unlimited Strategic Plan 2018-21 provides a future vision of vibrant communities and landscapes within the Namoi catchment. The plan highlights the Council's responsibilities and commitments in the management of social and economic development in a sustainable manner.

This includes compact development, biodiversity, stormwater management, waste management, and energy efficiency.

PRIORITIES

6.1 Protect and improve local bird life, insect life, and biodiversity (Figures 6-1 and 6-2)

ACTION

- 6.1.1 Identify local opportunities on Tamworth Regional Council land where biodiversity can be enhanced with revegetation and stronger linkages.
- 6.1.2 Liaise with voluntary groups to attract sponsorship, and form working groups to deliver projects.

6.2 Improve practices related to low impact stormwater management

ACTION

- 6.2.1 Collate existing low impact stormwater guidelines and link them to Tamworth Regional Council policies. Include urban design measures that control and manage stormwater.
- 6.2.2 Promote these stormwater guidelines through Tamworth Regional Council's communications.
- 6.2.3 Influence developers and designers at the early stages of their master planning.

6.3 Ensure sustainable design of facilities, infrastructure and development

ACTION

- 6.3.1 Incorporate energy efficiency design in all current and new facilities. Consider:
 - Roof water capture;
 - Ground water usage;
 - Recycled water; and
 - LED lighting.

- 6.3.2 Achieve efficiencies and sustainability for whole of life maintenance of facilities, including site selection based on water security / rationalisation of parks and sports precincts.
- 6.3.3 Require the quality of development designs submitted to the Council to be improved, including their sustainability aspects.
- 6.3.4 Require the quality of infrastructure built, and accepted by, the Council to be robust, durable, sustainable, and low maintenance.
- 6.3.5 Incentivise landlords and occupiers to retrofit existing dwellings – improve energy and water savings – contribute to housing affordability.
- 6.3.6 Undertake Education / Information sessions / Media campaigns in relation to sustainability.

6.4 Pursue waste minimisation opportunities

ACTION

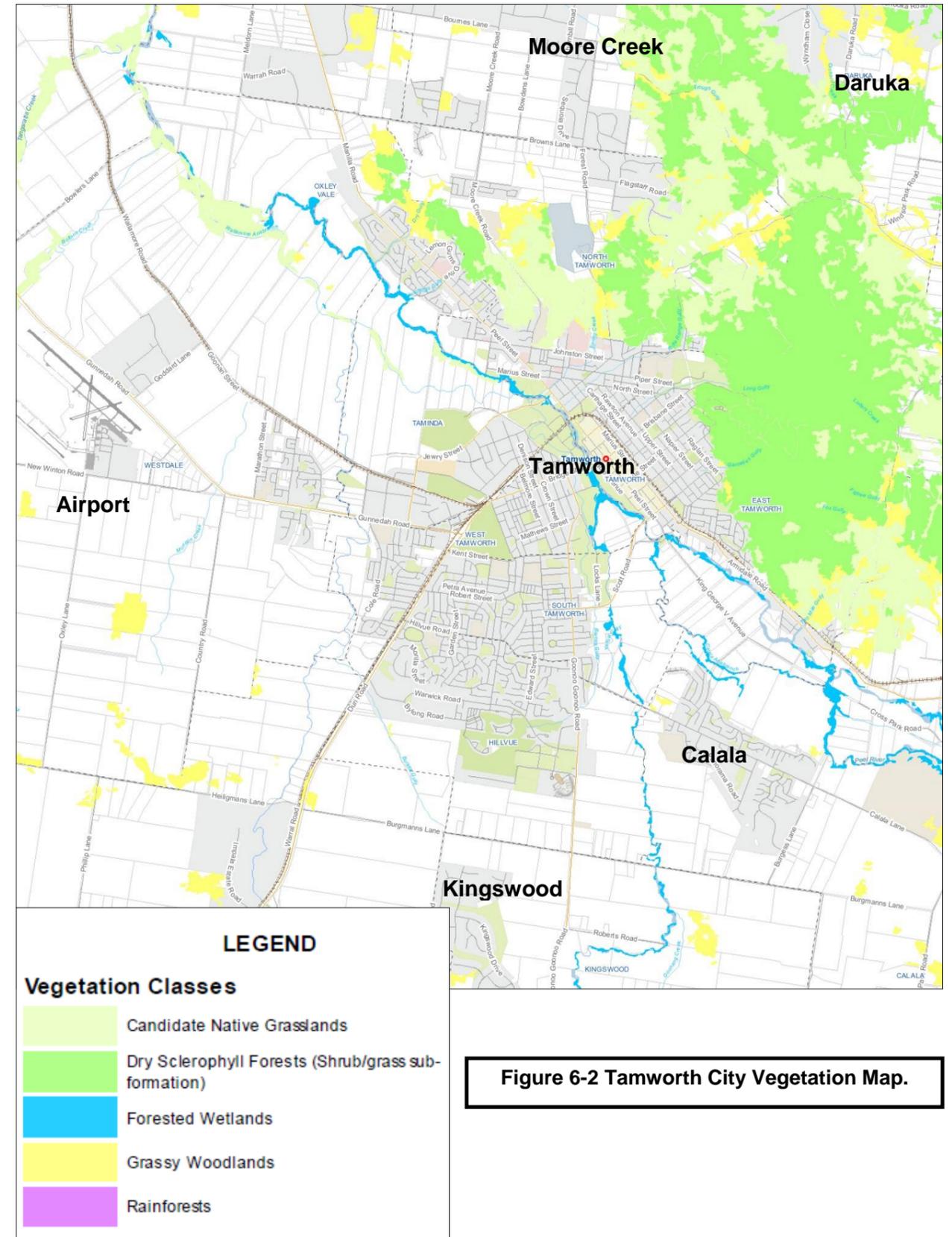
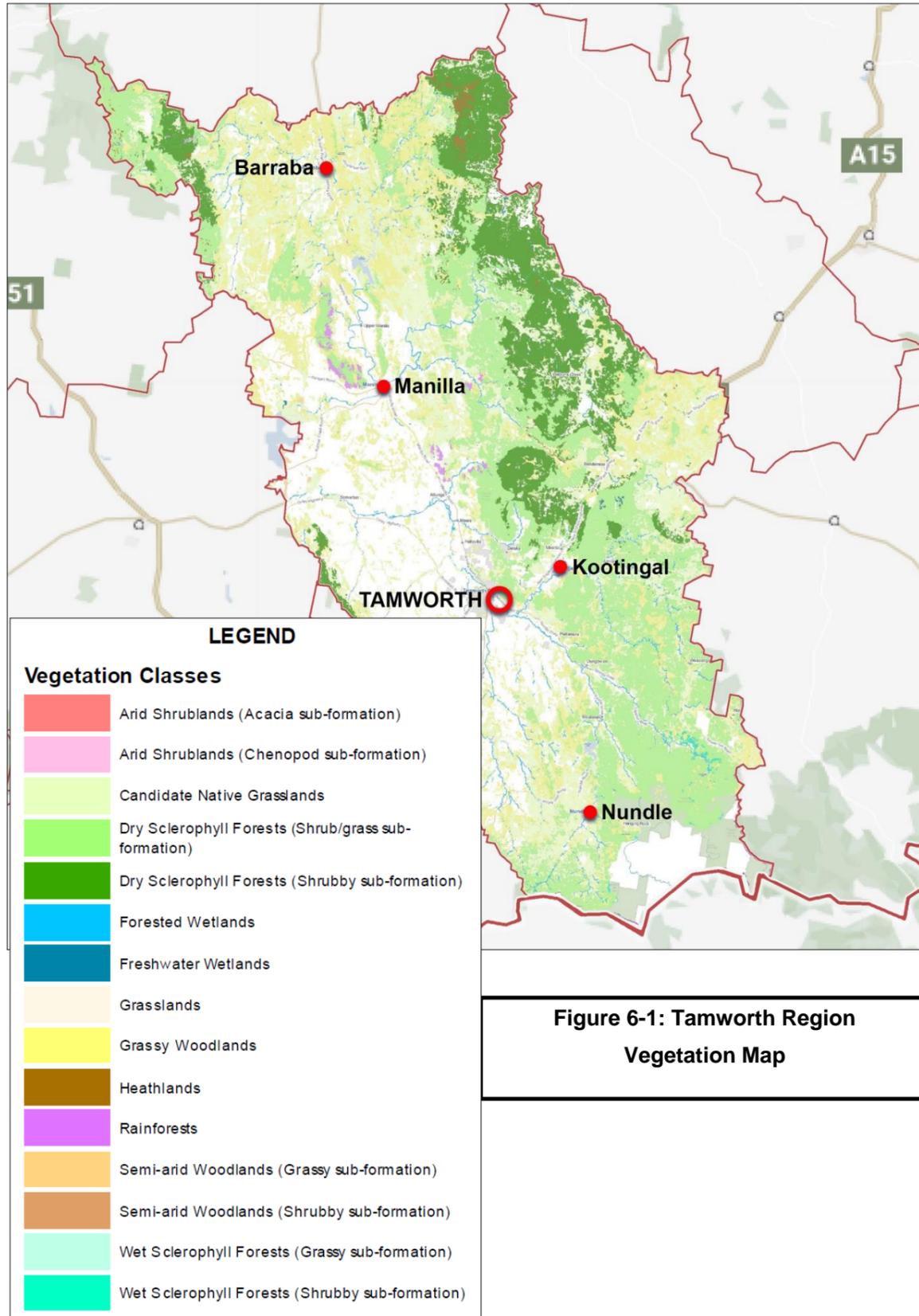
- 6.4.1 Further investigate waste management initiatives, including:
 - Improving education / visibility of litter reducing initiatives;
 - Mandatory targets for recycled content in Council procurement and private developments (through the Development Application process);
 - Researching energy from waste technological advances;
 - High-tech landfill alternatives; and
 - Opportunistic de-littering with other Council activities, such as road construction.
- 6.4.2 Further improve waste minimisation facilities. Consider:
 - Dirty Material Recovery Facility (Dirty MRF) – At the existing Landfill / ORF site – for the separation and recovery of building and construction waste; and
 - Creating a recycling facility industry hub (Goddard Lane) for creating baseload for Intermodal: glass, mattress, tyres, metal, plastics, low water industry. This could be a regional facility.
- 6.4.3 Integrate waste minimisation considerations into requirements for development. Consider:
 - Requiring waste management plans to be submitted with Development Applications to assist with waste reduction and recycling;
 - Multi-unit housing to incorporate waste management into the design to optimise recycling and provide the flexibility to achieve the best waste management result for the building; and
 - Placement of bins in public spaces to be included in the design of the spaces to maximise recycling opportunities and access.
- 6.4.4 Assist existing businesses in reducing waste. Consider:
 - An audit process and assistance programs to reduce waste; and
 - Formulating an accessible business database – for use in targeting businesses which may be able to achieve waste/water/trade waste reductions.

- 6.4.5 Consider a region-wide Annual Waste Audit to help develop programs for reducing waste (e.g. smaller bins) and increasing recycling, as well as quantifying the effectiveness of waste reduction campaigns.

6.5 Promote energy efficiency and renewable energy

ACTION

- 6.5.1 Promote more EV fleet charging stations.
- 6.5.2 Investigate more solar lighting in public spaces and along cycle and pedestrian paths.
- 6.5.3 Review council properties for more solar energy use and smart light controls linked to existing systems.
- 6.5.4 Explore partnerships with energy providers to provide power saving incentives for new projects as well as renovations.
- 6.5.5 Consider energy exchange approaches for the Aquatic Centre and other Australian Equine and Livestock Events Centre (AELEC) facilities.





7 Celebrate our cultures, histories, and heritage

Define, acknowledge, respect and celebrate our diverse cultures, histories, and heritage.

THE OPPORTUNITY

The Aboriginal, colonial and contemporary history of the Tamworth Region is rich, and the area accommodates many heritage sites and buildings. The history and heritage of the region is worthy of protection and celebration.

PRIORITIES

7.1 Pursue the Region's arts and culture aspirations

The Tamworth Region Cultural Plan 2018-2023 outlines the Region's arts and culture priorities. The plan is the product of extensive consultation and reflects the community's aspirations.

The plan is built around the following goals:

- to connect and foster a "creative region" ecosystem;
- to deepen engagement with the Tamworth Region's identity and heritage;
- to develop audiences, events and programs to reflect a bold and innovative local arts culture;
- to celebrate our diverse community; and
- to provide sustainable and engaging infrastructure, spaces and places.

ACTION

7.1.1 Implement the Tamworth Region Cultural Plan 2018-2023.

7.2 Engage more effectively with the Aboriginal community

When considering Aboriginal matters, it is important that respectful processes are followed, social needs are considered, and their culture is duly acknowledged and celebrated (Figure 7-1). Communication and participation approaches should also include everyday and universal matters which reach beyond their cultural concerns. The NSW Aboriginal Land Council is the peak representative body in Aboriginal affairs.

The Local Aboriginal Land Council (LALC) is recognised as the official point of contact for engagement with the Aboriginal community. The NENW Regional Plan identifies the need for engagement with the Local Aboriginal Land Council.

Tamworth region is covered by two LALCs - Tamworth LALC (based in Tamworth) and Nungaroo LALC (based in Quirindi).

Maintaining and strengthening Council's relationship with the Aboriginal community requires dedicated Council resources, so that a strong and respectful relationship can be established.



Figure 7-1: Aboriginal Engagement Principles.

ACTION

- 7.2.1 Establish a dedicated Aboriginal liaison position.
- 7.2.2 Investigate whether external funding is available for the Aboriginal liaison position.
- 7.2.3 Define the role of the position, possibly to include the following:
 - Liaising with Tamworth Aboriginal Community Consultative Committee;
 - Liaising with other entities, such as Aboriginal representatives within government agencies;
 - Facilitating better Aboriginal interpretation of Council communications;
 - Improved Council awareness of Aboriginal culture, regarding the rich heritage and history, and protocols for dealing with Aboriginal issues; and
 - Promoting early consideration of Aboriginal heritage sites, with specific reference to land of cultural significance register developed by Office of Environment and Heritage.
- 7.2.4 Engage with Aboriginal youth through The Youthie and Tamworth Opportunity Hub for Tamworth and its surrounds.

7.3 Collaborate with Aboriginal communities to respect, protect and celebrate Aboriginal culture and heritage

Currently there are many legislative responsibilities and processes regarding Aboriginal culture and heritage that are considered on an ad hoc basis outside an agreed framework.

An Aboriginal Cultural Heritage Management Plan (ACHMP) is an essential prerequisite to moving forward with protecting, managing and celebrating Tamworth's unique Aboriginal cultural heritage. These involve, but are not limited to, consultation protocols with the Local Aboriginal Lands Council and the wider Aboriginal community, mapping and identification of significant sites and items, documenting procedures for assessment of DAs and complying development.

ACTION

- 7.3.1 Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans.
- 7.3.2 Prepare maps to identify sites of Aboriginal heritage in new land release areas, where culturally appropriate, to inform planning strategies and local plans to protect Aboriginal heritage.
- 7.3.3 Develop partnerships with Aboriginal communities to facilitate engagement during the planning process, including the development of engagement protocols.
- 7.3.4 Undertake Aboriginal cultural heritage assessments and develop Aboriginal Cultural Heritage Management Plans (ACHMP). This will be done in consultation with the local Aboriginal community and the Lands Council.
- 7.3.5 Develop heritage studies in consultation with the local Aboriginal community, and adopt appropriate measures in planning strategies and local plans to protect Aboriginal heritage.
- 7.3.6 Stimulate public recognition of the Aboriginal heritage and culture through signage and art work within the Tamworth Regional Council area.
- 7.3.7 Participate in Heritage Week events, National Reconciliation Week, cultural tours, language sharing, story sharing.
- 7.3.8 Stimulate interpretation of sites as appropriate.
- 7.3.9 Promote language courses being run at TAFE.
- 7.3.10 Tell Aboriginal stories in connection with astronomy at the Astronomy Centre.
- 7.3.11 Expand in the Country Music Festival the showcasing of Aboriginal culture.
- 7.3.12 Share local cultural sites via tours (such as Boundary Rock, Moore Creek Caves, Nundle, Hanging Rock).
- 7.3.13 Amend the Tamworth Development Control Plan (DCP) to incorporate a chapter which gives effect to the recommendations and actions from the ACHMP.

7.4 Aboriginal economic development opportunities

LALCs plays an active role in the development and implementation of management strategies for public and Crown land. Partnership and opportunities should be facilitated with the Department of Planning Industry and Environment to identify existing planning provisions and future opportunities for land already owned by LALCs. This will increase economic prosperity and economic self-determination of Aboriginal communities.

ACTION

- 7.4.1 Develop an Aboriginal Cultural Heritage Management Plan for Tamworth Local Government Area (7.3.4 above). This includes identification and mapping of cultural sites (where appropriate), consultation, assessment, and approval of developments.
- 7.4.2 New SEPP (Aboriginal Land) - Develop a Development Delivery Plan in accordance with the SEPP. The Community Land and Business Plan of each LALC could form the foundation.
- 7.4.3 Develop protocols on processes for DA's, Planning Proposals etc. This could be included in the Aboriginal Cultural Heritage Management Plan.
- 7.4.4 Develop a MoU between LALCs and Council to formally implement protocols.
- 7.4.5 Identify sites for affordable housing. This could be land already owned by the LALCs or land that may come across to the LALC through the ALA process.
- 7.4.6 Partner with agencies and service providers to develop social enterprise opportunities.
- 7.4.7 Identify land or areas where there are opportunities for bio-banking to be undertaken on Crown, LALC and/or Council land.
- 7.4.8 Develop a partnership arrangement between Council and LALC to use green armies on Crown/Council/LALC land.
- 7.4.9 Investigate opportunities to improve and increase Aboriginal employment outcomes within Council. Consider:
 - Incorporating First Australian supplier diversity within Council; and
 - Facilitate local relationships between First Australian businesses and other businesses.
- 7.4.10 Use the Astronomy Centre as tourism and education opportunities for local Aboriginal people.

7.5 Protect the Region's heritage assets

Historic buildings and sites are protected by their listing in Schedule 5 of the *Tamworth Regional LEP 2010*. Being heritage listed means that proposed works generally need a Development Application and heritage matters are taken into account and comments are made by the Council's Heritage Advisor to guide consideration of the proposal.

ACTION

- 7.5.1 Prepare, review and update heritage studies and Schedule 5 of the LEP in consultation with the wider community to identify any items incorrectly included and heritage buildings or sites that should be added to the schedule.
- 7.5.2 Ensure best-practice guidelines are considered, such as the Australia International Council on Monuments and Sites Charter for Places of Cultural Significance and the NSW Heritage Manual when assessing heritage significance.
- 7.5.3 Develop conservation management policies for heritage items and areas that provide for sympathetic and adaptive use of heritage items and assets.

- 7.5.4 Continue to develop and expand opportunities for display and storage of Tamworth's collections and moveable heritage, in line with best-practice museum standards (International Council of Museums). This includes the arts collection at the Tamworth Regional Gallery and heritage collections located in various archives and keeping places.

RELATIONSHIP TO OTHER PLANS

The above actions are consistent with the following of Council's Community Strategic Plan (CSP) principles:

C2 – Promote our region's heritage, character and culture.

L1 – Our community feel well informed, heard, valued and involved in the future of the Region.

The above actions give effect to the following New England North West Regional Plan directions:

Direction 17: Strengthen community resilience.

Direction 22: Increase the economic self-determination of Aboriginal communities.

Direction 23: Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage.

Direction 24: Protect the Region's historic heritage assets.



8 Strengthen our proud identity

Whilst the Tamworth brand is strong, it could benefit from a broadened narrative that celebrates its innovation.

THE OPPORTUNITY

Whilst Tamworth has a positive identity based on country music and the equine industry, there are opportunities to broaden perceptions. This could be done by also including its other distinguishing characteristics, such as innovation around clean energy, food production and astronomy, among others.

This will widen its appeal and support more pathways for investment, visitation and immigration.

PRIORITIES

8.1 A new narrative for Tamworth

ACTION

- 8.1.1 Undertake market research to establish a new narrative for Tamworth's identity. Consider:
- Tamworth's history of innovation, early electric street lighting, astronomy and aviation; and
 - Tamworth's good reputation for solar and renewable energy and waste management approaches.

8.2 A communications plan based on the new narrative

ACTION

- 8.2.1 Develop a communications plan that speaks to:
- Local, regional and international investors;
 - The tourism industry; and
 - Local citizens.

8.3 Energetically market Tamworth beyond the region and internationally to both the business market and the community

ACTION

- 8.3.1 Develop a prospectus and on-line strategy to aggressively market Tamworth's attributes and opportunities, including:
- Business investment and property development opportunities; and
 - Quality of life attributes, including good schools, the TAFE and university education.
- 8.3.2 Develop public art works that connect places and identity.

8.4 Strengthen Tamworth’s identity through all of Tamworth Regional Council’s communications

ACTION

- 8.4.1 Update the Council website to promote the identity in a user-friendly interface.
- 8.4.2 Update all other external communications.
- 8.4.3 Develop a suite of key messages to ensure consistency for the Tamworth Brand on external sites and publications (e.g. Regional Development Australia Northern Inland).

RELATIONSHIP TO OTHER PLANS

The above actions are consistent with the following of Council’s Community Strategic Plan (CSP) principles:

- C2 – Promote our Region’s heritage, character and culture.
- C3 – Safe places to live, work, play and visit.
- P2 – Promote Region as a great place to visit a great place to live.

The above actions give effect to the following New England North West Regional Plan directions:

Direction 8: Expand tourism and visitor opportunities.

IMPLEMENTATION AND MONITORING

Blueprint 100 (particularly Part 2) will communicate the long-term land use strategy for the Tamworth Local Government Area over a 20-year planning horizon.

While Council's land use planning tools, such as the Tamworth Regional Local Environmental Plan (LEP), are the major implementation tools, the implementation of Blueprint 100 is largely dependent on policy and expenditure decisions by government and the private sector to undertake development.

Blueprint 100 will inform the content of the Local Environment Plan (LEP) and the Development Control Plan (DCP), which provide Region wide and locally specific development guidelines.

Blueprint 100 is intended for use:

- By NSW, regional and local policy makers and decisions makers on matters that affect the Tamworth region, such as transport infrastructure;
- To guide the review or development of other Council policy, such as asset management, contributions, community facilities, biodiversity conservation, recreation planning, Local Environment Plan (LEP) amendments and development control policy;
- To highlight specific works or infrastructure;
- To guide private and community sector decision-making about proposed developments, services or community facilities;
- To inform assessments of the impact of new technologies, climate change and economic and societal change; and
- Set the basis for future evaluation of resourcing, infrastructure and budgetary decisions by Council.

Some outcomes envisaged in the Strategy may be beyond Council's direct control and, in particular, rely on the support and actions of State agencies, including state policy implementation. At times, there may be conflict in policy implementation, and it is acknowledged that issues may need to be resolved at State level.

A rolling implementation plan will detail actions arising from Blueprint 100.

GOVERNANCE

In order to achieve the aspirations in Blueprint 100, a sound governance structure is required for implementation of the proposed actions.

Implementation Committee and Reference Groups

It is recognised by the Council that Blueprint 100 will only be a success if there is a dedicated team focussed on implementing the key recommended actions.

Many of the flagship blueprint projects (health precinct, equine precinct around AELEC, addressing the shortage of one to two-bedroom units, Kable Avenue redevelopment, Tamworth Global Gateway Park development etc.) require strategic property, marketing and economic development facilitation.

It is also acknowledged that this work cannot be just added to existing roles. Instead, a new team dedicated to Blueprint 100 implementation needs to be formed. This team will be established in partnership with, and integrated with, the potential designated Special Activation Precinct (SAP) by the NSW Government.

Council will also establish a Blueprint Implementation Steering Committee. The committee will be chaired by the General Manager and be responsible for ensuring on-the-ground tangible outcomes are achieved. Memberships includes the Mayor, General Manager, Executive Management Team, Regional Director Premier and Cabinet.

The committee will also be supported by a number of community reference groups. Community reference groups will be established to provide the opportunity for an on-going dialogue between the Council and the community to help achieve our shared vision and inform future updates to Blueprint 100 and other planning controls.

Membership of the groups will represent a diverse cross section of the community, to ensure a wide range of views from an environmental, economic, social and cultural perspective.

Tamworth leaders group

A Tamworth leaders group is another crucial forum for partnering with key businesses and organisations on blueprint flagship projects. The group will be chaired by the Mayor and consists of CEOs and chairs of key organisations.

Additionally, job growth in big industries (such as food processing) are largely dependent upon getting water, achieving energy and water conservation, and identifying reuse solutions. Council will greatly support and facilitate this with its own reuse/conservation initiatives, such as close by sewer plant energy and waste water reuse. A coordination or liaison role is required to facilitate this group.

Policy review and financial incentives

Actions proposed in Blueprint 100 may require changes to development controls or land use zoning to occur. In this case, an amendment to the LEP and/or DCP would be required.

A dedicated team is proposed to be formed to carry out a series of policy reviews. Alignment to the strategic direction within the Blueprint 100 will be a significant consideration when determining whether an amendment will proceed.

In addition, the team will also be responsible for developing incentive policies for emerging/focus business markets, as identified in this Blueprint.

Funding & Investment

Blueprint 100 will play an important role in Council's resourcing strategy, with preparation of strategies and studies required by this plan funded in the delivery program and annual operational plans. The Council will produce a prospectus and a series of videos which are used to advocate for government funding and promote private sector investment. These will also showcase the key strategies and flagship projects in Blueprint 100.

PARTNERSHIPS

The implementation of Blueprint 100 is dependent on strong partnership between Council and a range of other government, private sector and non-government organisations, as well as the wider community.

Council aims to work closely with a range of organisations to achieve the desired outcomes of Blueprint 100 and will build on its existing consultative structures, partnerships and collaborations. A small blueprint implementation team will focus on using strategic partnerships and properties to achieve on the ground outcomes.

Existing governance arrangements, such as reporting to the Namoi Joint Organisation of Councils, will be utilised to support effective approaches to cross-boundary issues. The need to work effectively with other councils in the region recognises the wider role that Council's strategic planning and decision-making plays in achieving the objectives of the *New England North West Regional Plan 2036*. It also recognises the potential impact that strategically important decisions taken by Council regarding critical infrastructure, environmental issues, housing, investment and a range of other topics covered in Blueprint 100, may have on the plans of neighbouring councils.

These valued cross-boundary partnerships will also support Council to realise its vision by driving efficiencies in accessing government funding, attracting inward investment and accessing a wider field of expertise.

Blueprint 100 also provides a framework for the coordinated action of many other partners in delivery. Council will continue to work hard to establish effective partnerships with State Government agencies and other organisations to support the realisation of the plan.

The extent of collaboration and partnerships and the resultant outcomes will form part of the regular reporting on Blueprint 100.

Prioritisation

The table overleaf shows how the objectives and actions proposed in Blueprint 100 will be implemented and prioritised. This is consistent with Council's corporate planning and budgeting processes, and detailed briefs, resource requirements and specific timetables specified at this stage.

MONITORING AND REVIEW

Council will monitor, review and report on Blueprint 100 to ensure that its planning priorities are being achieved.

Measuring success: Sustainable prosperity over time needs to be measured by the positive/negative changes in the stocks of community resources including; people, social, natural, infrastructure, institutional and cultural. A framework is needed to measure sustainable prosperity by balancing economic and social factors. To this end, Council will develop a set of performance indicators to facilitate regular reports to Council and the community. This will provide a basis for future decision-makers and senior staff to be accountable.

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 Blueprint 100.

Council will commence its first full review of Blueprint 100 in 2023 and again periodically to align the review period with Council's overarching community strategic planning and Integrated Planning and Reporting (IP&R) under the *Local Government Act 1993*. Regular reviews will ensure that Blueprint 100 reflects the vision the community has for future of Tamworth and is aligned to the latest trends and information available about the environment and the community's social and economic needs.

IMPLEMENTATION SCHEDULE

	Priority	Action	Implementation entity	Who	Ranking (Draft)	Ranking
A	General					
A.1	Ensure the Blueprint 100 gets implemented	A.1.1	Blueprint Implementation Steering Group	Chaired by GM, includes Mayor, EMT and Regional Director Premier and Cabinet	Immediate	
		A.1.2	Blueprint Implementation Team	Has a mix of strategic partnering, property, planning and economic development expertise.	Immediate	
A.2	Harness Tamworth's the best thinking and remain aware of community needs and unfulfilled potential	A.2.1	Tamworth Leaders Group	Chaired by the GM, includes CEO of key organisations for partnership on blueprint projects	Immediate	
		A.2.2	Community Reference Group	Council, members of community	Immediate	
A.3	Attract new businesses that support the Blueprint 100 vision	A.3.1	Business Attraction Specialits	TAMWORTH REGIONAL COUNCIL to appoint	Immediate	
A.4	Ensure new projects development projects have an efficient pathway through TAMWORTH REGIONAL COUNCIL and that infrastucture, such as water re-use and energy, are coordinated.	A.4.1	Projects Development Specialist	TAMWORTH REGIONAL COUNCIL to appoint	Immediate	
A.5	Ensure TAMWORTH REGIONAL COUNCIL's policies align with the Blueprint 100	A.5.1	Policy Review Working Group (LEP, DCP etc)	A dedicated review team	Immediate	
A.6	Ensure region-wide coordination	A.6.1	Namoi Unlimited	Other Councils in the region	Immediate	
1	Durable infrastructure					
1.1	Secure Raw water supply	1.1.1 - 1.1.8	Project Management Group	Mayor, General Manager, Director Water and Waste, Director Planning and Compliance, NSW Agencies	Immediate	In progress
1.2	Encourage water conservation across the region	1.2.1	Sustainability Team	Water infrastructure team	Short term	
1.3	Review wastewater management opportunities for Tamworth City	1.3.1 - 1.3.2	Strategic Engineers	Water infrastructure team	Short term	
1.4	Promote sustainable water and waste water urban planning and design approaches	1.4.1 - 1.4.4	Sustainability Team and Planners	Water infrastructure team and Planning & Compliance	Short term	

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	Priority	Action	Implementation entity	Who	Ranking (Draft)	Ranking
2	Smart growth and housing choices					
2.1	Expansion in suitable locations	2.1.1 - 2.1.4	Strategic Planners	GMS team	Immediate	In progress
2.2	Better managed rural-residential development	2.2.1 - 2.2.3	Strategic Planners	Planning team	Medium term	
2.3	A strong and vibrant Tamworth City Centre	2.3.1	Tamworth Regional Council to appoint	City centre precinct manager	Short term	
2.4	A more diverse and dense Longyard Local Centre	2.4.1	Tamworth Regional Council to appoint	Longyard precinct manager	Medium term	
2.5	A strong Windmill Hill Neighbourhood Centre	2.5.1	Strategic Planners Planning Team and Developers		Medium term	
2.6	More diverse housing choices	2.6.1 - 2.6.4	Strategic Planners	Planning team	Short term	
2.7	Increased housing affordability	2.7.1 - 2.7.9	Affordable Housing Working Group	Development Manager	Short term	
3	A prosperous region					
3.1	Progress the establishment of a university in Tamworth	3.1.1 - 3.1.2	EMT	University liaison officer	Immediate	In progress
3.2	Support ongoing development and service provision of TAFE	3.2.1 - 3.2.2	EMT	University liaison officer	Medium term	
3.3	Develop a Health Precinct which attracts a wider range of medical related services	3.3.1 - 3.3.4	Health Precinct Working/Liaison Group	Hospital, University, Council and other medical-related entities	Short term	
3.4	Substantially increase Tamworth's meat processing capacity	3.4.1 - 3.4.5	Glen Artney Precinct Working Group	Business Development Team and Industry	Immediate	
3.5	Ensure Tamworth's plans and policies appropriately enable new food processing plants	3.5.1 - 3.5.6	Planning and Compliance	Planning team	Short term	
3.6	Create a world class Aviation Hub at Tamworth Regional Airport	3.6.1 - 3.6.3	Aviation Hub Working Group	Tamworth Regional Airport Manager	Immediate	
3.7	Establish a High Technology Agribusiness cluster	3.7.1 - 3.7.4	EMT	University/Industry	Short term	
3.8	Support agriculture industries by considering water needs	3.8.1	Strategic Engineers	Water Infrastructure Team	Medium term	
3.9	Establish an Aquatic Centre as a regional sports and recreation attraction.	3.9.1	Regional Services	Sports and recreation team	Short term	Immediate
3.10	Strengthen Tamworth's wider tourism opportunities	3.10.1 - 3.10.5	Business Development Team	Marketing and Economic Development	Medium term	
3.11	Enable local businesses and tertiary training providers to better support the Equine sector at AELEC	3.11.1	Economic Development Unit	AELEC Manager	Medium term	
3.12	Support the mining industries transport and living conditions needs.	3.12.1 - 3.12.2	EMT	Namoi Unlimited	Medium term	
3.13	Leverage off the Country Music theme of Tamworth	3.13.1	Business Development Team	Marketing and Economic Development	Immediate	In progress
3.14	Establish business friendly initiatives	3.14.1 - 3.14.4	Property Development Committee	Different levels of council	Short term	
		2.14.5 -2.14.6	Key stakeholder industry leaders forum	Local business, Council	Short term	

	Priority	Action	Implementation entity	Who	Ranking (Draft)	Ranking
4	Resilient community					
4.1	Barraba	4.1.1 - 4.1.4	Local community working group	Place Managers	Short term	
4.2	Manilla	4.2.1 - 4.2.4	Local community working group	Place Managers	Short term	
4.3	Kootingal	4.3.1 - 4.3.2	Local community working group	Place Managers	Short term	
4.4	Nundle	4.4.1 - 4.4.2	Local community working group	Place Managers	Short term	
4.5	Improve social and community services	4.5.1 - 4.5.3	Cultural and Community Service	Needs a dedicated team	Medium term	
4.6	Improve communication services	4.6.1 - 4.6.2	Aboriginal Liaison Committee (also needs other groups)	Inclusive community officer	Short term	
4.7	Enhance health service provision		Reference Group	EMT	Short term	
4.8	Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities to maximise synergies and incubate creative initiatives	4.8.1	Cultural and Community Services	Manager Entertainment Venues	Medium/Long term	Planned in short term
		4.8.2 - 4.8.4	Cultural and Community Services	Cultural and Community Services Manager	Long term	Long term
4.9	Enhance education service provision	4.9.1	Education service provider working group	Education liaison officer	Long term	
4.10	Ensure the Council has an informed understanding of social issues and service gaps	4.10.1 - 4.10.2	Local community working group	Place Managers, Cultural and Community Services	Medium term	Short term
4.11	Support and improve services to low socio-economic pockets and homelessness	4.11.1	Volunteer groups	Council representative	Long term	
4.12	Services for homelessness are supported	3.12.1 - 3.12.4	Volunteer groups	Council representative	Medium term	
4.13	Investigate a recreational lake on the Peel River	3.14.1	EMT	Sports and recreation team	Long term	
5	A connected region					
5.1	Secure the ability for the airport to operate more intensively in future	5.1.1	Aviation hub working group	Tamworth Regional Airport Manager	Short term	
5.2	More efficient road network	5.2.2 - 5.2.7	Regional Services	Transport team	Short term	
5.3	Improve the local bus service	5.3.1 - 5.3.7	Public transport working group	Public transport liaison, State Representatives	Short term	
5.4	Explore a new commuter rail service	5.4.1 - 5.4.2	EMT	Transport team and State Agencies	Long term	
5.5	Promote walking and cycling	5.5.1 - 5.5.4	Active transport working group	Dedicated active transport team	Short term	

	Priority	Action	Implementation entity	Who	Ranking (Draft)	Ranking
6	Design with nature					
6.1	Protect and improve local bird life, insect life, and biodiversity	6.1.1-6.1.2	EMT	Agencies Volunteers	Medium term	
6.2	Improve practices related to Low impact stormwater management	6.2.1 - 6.2.3	Regional Services	Strategic Engineers	Short term	
6.3	Ensure sustainable design of facilities, infrastructure and development	6.3.1 - 6.3.6	Planning Team	Sustainable team/Ecologist position with a focus on development	Medium term	
6.4	Pursue waste minimisation opportunities	6.4.1 - 6.4.5	EMT	Sustainability Team	Medium term	
6.5	Promote energy efficiency and renewable energy	6.5.1	EMT	Sustainability Team	Medium term	
7	A celebrated culture					
7.1	Pursue the region's arts and culture aspirations	7.1.1	Cultural Community and Gallery and Entertainment Managers		Short term	Short term
7.2	Engage more efficiently with the aboriginal community	7.2.1 - 7.2.4	LALC/EMT	Aboriginal Liaison Officer	Short term	
7.3	Collaborate with Aboriginal communities to respect, protect and celebrate Aboriginal culture and heritage	7.3.1 - 7.3.13	LALC/EMT	Aboriginal Liaison Officer	Medium term	
7.4	Aboriginal economic development opportunities	7.4.1 - 7.4.10	LALC/Business Development	Aboriginal Development Manager	Medium term	
7.5	Protect the region's heritage assets	7.5.1 - 7.5.13	Planning Teams	Heritage team	Short term	Short term
8	An enhanced identity					
8.1	Expand the narrative for Tamworth	8.1.1	Build into Council activities	All Tamworth Regional Council	Immediate	
8.2	A communications plan based on the new narrative	8.2.1	Build into Council activities	Communications team	Immediate	
8.3	Energetically market Tamworth beyond the region and internationally to both the business market and the community	8.3.1	Blueprint communication working group/Business and Development	Communications team/Marketing team	Medium term	
8.4	Strengthen Tamworth's identity through all of TAMWORTH REGIONAL COUNCIL's communications	8.4.1 - 8.4.2	Build into Council Activities	Communications team	Medium term	