



Development Assessment Forum

# Good Strategic Planning

guide

**Strategic Land Use Planning Underpinning  
Local Government Planning and Development  
Assessment Systems and Processes**

December 2001

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Local Government Planning and Development  
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December 2001

**Development Assessment Forum Secretariat**

National Office of Local Government

Commonwealth Department of Transport and Regional Services

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## Chairperson's Foreword

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This guide is a resource document for all practitioners involved in strategic planning activities. The Development Assessment Forum (DAF) has undertaken this work to assist everyone involved in development assessment and strategic planning.

A good strategic planning framework is essential in underpinning efficient and effective development assessment systems. The DAF will work with key stakeholders to encourage education and training in leading practice strategic planning.

Investing the time and effort to prepare an integrated strategic plan will assist all parties involved in development assessment to achieve the desired planning outcomes. A good strategic plan will incorporate policies and directions from all levels of government but must be assisted by input from local communities likely to be affected by its implementation.

In a rapidly changing world strategic planning is becoming more important to all spheres of government and all communities. Strategic planning must provide a framework within which development assessment operates and must be robust enough to respond effectively to the unanticipated.

Through this strategic planning guide and the commitment to its implementation DAF will seek to ensure that the practice of strategic planning and development assessment is enhanced across Australia.



Garry Fielding  
Chair  
Development Assessment Forum  
December 2001

*'Strategic planning, because of its longer term nature, is caught up in uncertainty, and any deterministic structure plan, or inflexible policy, is not likely to survive for long.'*

*'It is at the strategic level that one can consider what is desirable; at the operational level the dominant question is whether it is feasible.'*

**Professor Hans Westerman (1986)**

(used with permission of the author)

1.0

# Introduction

1.0

## 1.1 Context

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The Development Assessment Forum (DAF) is a partnership between the Commonwealth, State and Territory Governments, local government, the development industry and the relevant professional associations. The DAF charter includes, promoting ways to improve the processes in development assessment, with a view to less red tape without sacrificing the quality of decision-making. 'Good' strategic planning has been identified as one of the key areas that underpins development assessment processes.

A guide demonstrating good strategic planning must identify, develop and promote 'leading practice' land use planning within the context of fairness and equity, ecologically sustainable development and good governance.

Discussions with the Steering Committee<sup>1</sup> indicate that the guide should be consistent with DAF outcomes to date, and be at the cutting edge of thinking and application. Such a guide is to be promoted by DAF as 'leading practice' in strategic planning.

## 1.2 A Few Words About the Guide and Terminology

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Strategic planning is ideally about 'long term' processes. 'Strategic planning is a continuous and systematic process during which people and organisations make decisions about intended future outcomes, how they are to be accomplished, and how success is to be measured and evaluated' (Westerman 1998:347).

It is critical to the successful application of leading practice in strategic planning that a guide to good strategic planning be developed through a consultative and iterative process. Having stated that, this guide has been prepared within a very short time frame and with limited resources which did not enable the task to be undertaken with full consultation with stakeholders and interested parties.

Therefore, while this is termed a 'Good Strategic Planning Guide' the guide in its present form is not 'the be all and end all' of strategic planning. Rather, it should be seen as an important starting point.

Such an approach draws strong parallels with the iterative process used to develop, and subsequently refine, the Australian Model Code for Residential Development (AMCORD), the Local Approvals Review Program (LARP) and the integrated local area planning concept (ILAP) developed jointly by the Australian Local Government Association and the Commonwealth (as distinct from the Commonwealth's ILAP Program).

It is hoped this guide will also undergo similar developmental phases as AMCORD, LARP and ILAP (many of those consulted or contacted during the preparation of this guide expressed similar views about the need for further discussion and debate). Its importance for strategic planning should in no way be underestimated.

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<sup>1</sup> Ms Barbara Norman, President, Royal Australian Planning Institute; Ms Rosemary Cousin, Infrastructure, Victoria; Mr Chris Russell, Local Government Association, South Australia; Mr Gary Fielding, Department of Urban Affairs and Planning, NSW, Mr Paul Waterhouse, Property Council of Australia, Ms Tanya Menadue, National Office of Local Government.

The aim of the guide is to stimulate wide discussion and debate about good strategic planning and how the linkages between long term visions and aspirations can be better taken into account at the point at which development assessment decisions are made.

In relation to terminology, several terms used throughout this guide are clarified below.

'Leading' and 'best' practice are concepts that are widely used in many areas of planning, management, organisational change, legal practice and social research. While the terms 'leading' and 'best' practice are, for all intents and purposes, synonymous, the term 'leading practice' has been used as it has less connotation that one particular example is any better than another.

Consistent with international approaches to leading practice, a range of case studies have been selected that:

- have a demonstrable and tangible impact on improving people's quality of life;
- are the result of effective partnerships between the public, private and civic sectors of society; and
- are socially, culturally, economically and environmentally sustainable.

'Leading practice' under these circumstances is innovative, makes a difference, has a sustainable effect and has the potential for replication.

'Leading practice' for the purposes of this guide is a means of improving public policy by raising the awareness of decision makers at all levels of government, the private sector and the public. It is based on practical potential solutions to common social, economic and environmental problems. It also includes the sharing and transferring of knowledge, expertise and experience through networking and learning.

'Strategic planning' has many connotations and is used in many contexts. This guide posits leading practice strategic planning comprises at least three key elements:

- the spatial citizenship dimension;
- the institutional dimension; and
- that the lead agency or agencies with responsibility for implementation have the right organisational structure and power to deliver integrated planning and development outcomes.

'Integrated planning', in this context, means considering the links or the causes and effects between environmental, social, cultural and economic factors and integration in decision making between and within jurisdictions. In the context of this guide references to strategic planning embrace this approach, unless otherwise stated. The belief that for planning to be most effective it must embrace an integrated approach, is addressed in the Final Report to this study.

'Natural resource management' also has different meanings in different contexts. To some it means the management of discrete natural resources, such as forests, air, water or particular minerals. In this guide it is used with a much wider meaning to embrace the full spectrum of managing the natural environment for present and future generations using the precautionary principle, consistent with the international definition of ecological sustainability.

The term 'development assessment processes' has been used throughout the guide in preference to 'approvals processes'. The term 'approvals processes' is a misnomer. All

applications for land and building development approval are subject to scrutiny and assessment and in all jurisdictions in Australia it is without exception the prerogative of the primary decision maker to grant approval, conditional approval or to refuse an application. Hence, our preference for the term 'development assessment processes' because it is a more accurate and non-judgemental description of the outcome of the process.

These terms and concepts are discussed more fully in the final report for this project.

## 1.3 Purpose of the Good Strategic Planning Guide

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The purpose of the guide is to provide an effective and useful tool that assists in the delivery of 'leading practice' strategic planning which:

- demonstrates the importance of strategic planning within the framework of decision making by all spheres of government;
- provides a useful resource for planning practitioners; and
- stimulates wide discussion about the notion and application of strategic planning, and ultimately leads to the refinement of this guide.

Good strategic planning can be used in almost any situation to resolve a dispute or problem. It is a way of thinking, as much as it is a process that can be applied to determine values and priorities and as a basis for decision making about the use and development of land and natural resources for a particular spatial area. The different approaches to strategic planning are discussed in more detail in the Final Report for this project. For the purposes of applying the model outlined in this guide, approaches to strategic planning need to be tailored to serve a particular purpose or situation. In other words, it is not always necessary to apply each step in the model in every circumstance, but rather to adapt the process to the problem or situation.

The case studies documented in this guide are a first point of contact. Readers are encouraged to communicate with the individual case study contacts to ascertain stakeholder views about the effectiveness of the particular strategic planning exercises.

2.0

**The Elements and  
Principles of  
Strategic Planning**

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## 2.1 The Elements of Integrated Strategic Planning

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Good integrated strategic planning is multi-dimensional and it is about refining and integrating these dimensions. The dimensions embrace three elements.

- The **spatial citizenship dimension** embraces the physical, social, economic, environmental and cultural facets of life for a particular area, locality or region. The spatial citizenship dimension is a recognition of the right of all citizens and communities to a minimum level of social and physical infrastructure, economic opportunities, environmental quality and political participation. It can be monitored at a range of spatial scales, including local, metropolitan, regional, state and national (Gleeson and Low 2000:219). This includes consideration of housing, employment, recreation, education and health, transport and all the other elements that comprise sustainable, liveable and diverse communities.
- The **institutional dimension** embraces the need for intergovernmental and institutional cooperation between and within all three spheres of government (Federal, State and local), the private sector and the community. As such, it ensures that government programmes, activities and initiatives are integrated in their design and delivery at the local or regional level and that private sector and community needs and aspirations are realistic, achievable and ecologically sustainable.
- The third dimension is about **institutional support and local governance** – making sure that the relevant agencies have the right organisational structures and power to deliver integrated planning and development outcomes. Once the strategic objectives have been agreed and signed off, appropriate institutional arrangements must be put in place to ensure effective communication and coordination continues to take place. In particular, while it is desirable that the principle of subsidiarity apply, all spheres of government need to demonstrate leadership in managing information and their own decision making processes so as not to compromise or cause other spheres of government to make decisions in isolation of agreed strategic planning objectives.

## 2.2 Principles for Strategic Planning

During the mid-1990s Austroads, the association of Australian and New Zealand road transport and traffic authorities, undertook a series of workshops and interviews on land use and transport integration. The culmination of that work was the production of a publication titled *Principles for Strategic Planning* (Austroads 1998). Those principles are at figure 1.

FIGURE 1: AUSTRADS' TEN PRINCIPLES FOR STRATEGIC PLANNING

- **Focus on outcomes** rather than on the outputs normally delivered by an organisation.
- **Tailor the process** to the problem, taking into account its nature and complexity, political and community imperatives and the availability of resources and time.
- **Generate possible futures**, with a view to identifying the kind of future we would like to move towards.
- **Consider the full range of means** available to achieve intended outcomes.
- **Consider all stakeholders**, including organisations whose activities impinge on achieving the outcomes and all who have an interest in the fulfilment of outcomes.
- **Reveal the choices** to be made in the light of the anticipated consequences of the options considered.
- **Use 'iterations'** – review and if necessary modify the results of earlier stages of the planning process in the light of feedback from subsequent stages.
- **Decide when to commit** to important strategic choices and avoid prematurely closing off options.
- **Support transparency and accountability**, so that it is clear how, why and by whom decisions are made and how and to whom responsibilities and accountabilities for implementation are allocated.
- **Monitor the strategies and actions** by measuring their effectiveness in achieving the desired outcomes.

figure 1

Source: Austroads 1998:17

## 2.3 Principles for Integrated Strategic Planning

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The planning system is basically hierarchical. Strategic planning, the level at which long term objectives, policies and directions are chartered, precedes development planning and operational planning.

Development planning is the activity that focuses on the achievement of strategic planning objectives and directions and includes the preparation of statutory planning documents, including development control plans and other statutory instruments. Operation planning is the logistics of planning implementation. It includes development assessment decision making as well as capital works programmes, joint public/private sector investment decisions and other public sector programmes (Westerman 1998a:345).

Good integrated strategic planning is a vital process. It brings together relevant information about an area to address social, economic, environmental and cultural opportunities that are usually identified by the host community and its stakeholders and expresses a sustainable, practical vision for the area. Strategic planning is a way of achieving a balance between conflicting objectives or priorities and resolving the conflicts between economic, social, environmental and cultural imperatives.

'It requires both regulative action to control (and guide) development, and public initiatives to promote a desired pattern of development. The former without the latter will not work' (Self 1998:45). For example, land use zoning and residential development controls do not work well in isolation. They need the backing of a good strategic plan that has been formulated in consultation with the community or communities for which the controls are intended.

Strategic planning is about deciding what the ground rules are for the use, development and/or conservation of land and natural resources. It provides the context and the basis for planning instruments (statutory plan making and plan amendments, development controls or codes) under which decisions to grant approval, conditional approval or refusal are made. Such decisions are the point at which strategic and policy issues can be effectively linked to local actions. Informed decision making helps improve the quality of the outcomes.

Therefore, in addition to the principles identified in figure 1, the following principles (summarised in figure 2) are applicable for integrated strategic planning processes that provide the basis for development planning and development assessment.

- **Identify the spatial area.** The area can be local or regional. It can also be at a larger scale (State/Territory or national), but strategic planning at those scales is not able to effectively underpin development assessment processes managed by local councils. Some commentators have suggested that strategic planning processes do not have to be spatially focussed, that they may have a specific focus on a particular problem. That may be the case, but the links to development planning and development assessment decision making need to be clearly articulated.
- **Develop a holistic long term vision.** The long term can be anywhere from five years to 10, 20 or more years into the future.
- **Integrate economic, environmental, social, cultural and equity factors.** These factors can no

longer be considered in isolation of each other. They are inextricably linked.

- **Undertake social and environmental research and analysis.** Information, analysis and understanding are crucial to sound policy development. Seeking out and analysing information will assist the processes of raising issues that may not be readily recognised, presenting arguments, highlighting the impact of particular actions and suggesting alternatives and drawing conclusions. Tools such as strategic environmental assessment (SEA) and social impact assessment (SIA) can be integrated into strategic planning processes as early as possible.
- **Respect the capacity of the environment for present and future generations.** Irreversible damage to the environment should be avoided. Where there are threats of serious or irreversible damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation. The environmental ethic is demanding environmental management approaches based on forward thinking and long term perspectives, ecological principles, and active rather than reactive approaches to environmental problems.<sup>2</sup>
- **Involve the community throughout the process, and recognise its diversity.** Participatory planning requires time and effort. Any plan must be responsive to community views and values if it is to have any chance of success. The host community must be an integral part of the process for decisions and actions which affect the development, use and/or conservation of land and natural resources in their community. This includes the community's participation in strategic planning processes.
- **Apply the principle of subsidiarity.** The principle of subsidiarity demands that higher levels of government should not undertake what a lower level of government can do for itself. However, local councils must give due weight, in all their plans, policies and activities, to regional, State and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community. This may require resourcing to ensure that local government has the appropriate skills and capacity.
- **Identify suitable benchmarks and performance indicators for monitoring and evaluation.** The built and natural environments are constantly changing. Benchmarks and performance indicators provide the basis for gathering information that enables the changes to be monitored and evaluated. The benchmarks must be able to measure or evaluate qualitative outcomes as well as quantitative outcomes, and measure progress on all aspects of well-being, including social and environmental as well as economic factors. Effective monitoring and subsequent review ensures the strategic planning process is flexible, dynamic and relevant.

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<sup>2</sup> This is consistent with the spirit of the Brundtland Report (WCED 1987) and the Rio Declaration and Agenda 21 from the World Environment and Development Conference held in Rio de Janeiro in 1992 (UNCED 1992).

**FIGURE 2: EIGHT PRINCIPLES FOR INTEGRATED STRATEGIC PLANNING AS A BASIS FOR DEVELOPMENT PLANNING AND DEVELOPMENT ASSESSMENT**

- **Identify the spatial area.** The area can be local or regional.
- **Develop a holistic long term vision,** which may be from five to 20 years.
- **Integrate economic, environmental, social, cultural and equity factors.** These factors are inextricably linked.
- **Undertake social and environmental research and analysis.** Information, analysis and understanding are crucial to sound policy development.
- **Respect the capacity of the environment for present and future generations.** Irreversible damage to the environment should be avoided.
- **Involve the community throughout the process and recognise its diversity.** Any plan must be responsive to community views and values if it is to have any chance of success.
- **Apply the principle of subsidiarity.** The principle of subsidiarity demands that higher levels of government should not undertake what a lower level of government can do for itself.
- **Identify suitable benchmarks and performance indicators for monitoring and evaluation.** Effective monitoring and subsequent review ensures the strategic planning process is flexible, dynamic and relevant.

3.0

**An Outline of a 'Model'  
Strategic Planning Process**

3.0

Strategic thinking and planning can be used in almost any situation to resolve a dispute and should be viewed as a tool of practical, day-to-day value. It may not be necessary in many cases to follow all the steps in a strategic planning process sequentially from start to finish. What is important is to think strategically, and to be able to work with the stakeholders in reaching agreement about desired outcomes (Scott M., *personal comments*).

As Bryson and Roering (1987) point out, strategic planning is not a unitary set of concepts, procedures and tools. There are a variety of approaches to strategic planning and they are not all equally applicable to any situation. The approaches need to be tailored to serve their purpose and the situation.

Strategic planning can provide better community support for longer-term outcomes as well as a better understanding of the consequences of decisions. It provides a process whereby longer-term objectives can be clearly articulated and agreed to (Austroads 1998:11).

Is strategic planning useful in major spatial planning exercises? Is strategic planning of value or relevance to day-to-day tasks? Yes, because 'Understanding and applying the principles of strategic planning is more important than doggedly applying a particular set of techniques. Strategic planning is a way of thinking, not a text book procedure to be followed to the letter' (Austroads 1998:11).

What follows is an approach to good strategic planning (see figure 3). However, the appropriateness of this approach depends on the issues to be addressed as well as a host of other contextual considerations. The process that is outlined is a comprehensive approach and can be followed sequentially. Depending on the issues to be addressed and the circumstances of any particular situation some of the steps could be curtailed. The following factors may assist in considering the best approach (Austroads 1998:14):

*There may be circumstances where clear, intuitive strategic thinking, applied within the framework of the principles of strategic planning, will be a more appropriate or realistic response than a full scale planning exercise. This might include situations where you want to 'use a sledgehammer to crack a nut', or where the scarcity of resources and time mean that there is no alternative.*

*The entry points to a strategic planning process can vary. This could for example depend on the extent of previous studies, consultation exercises or strategies. In other cases it may just be the result of a political decision. When this occurs it may be necessary to omit some steps, or to concentrate resources or steps or techniques that have not previously been adequately addressed. However, it still is important to be able to set a truncated exercise in context, carrying out sufficient background work so that the influence of each of the preceding steps can be understood and taken into account. Strategic planning is a repetitive process, backtracking is often necessary as more information becomes available during the life of the planning process. One result of the need to be repetitive is a decision to re-run a previous stage in a planning process with a different technique, to obtain better information. It can be useful to run quickly through the entire planning process using simple and repetitive techniques to clarify the application of more sophisticated techniques which may yield the most value. (Austroads 1998:41)*

**FIGURE 3: A MODEL STRATEGIC PLANNING PROCESS**

- **How can all the stakeholders be meaningfully involved?**  
(Process design)
- **Where are we now?**  
(Strategic overview and identification of key issues)
- **Where do we want to be?**  
(Formulation of alternatives)
- **What are our options?**  
(Formulation of preferred strategies)
- **How will we get there?**  
(Implementation)
- **How are we going?**  
(Monitoring and evaluation)
- **Do we need to alter our strategies?**  
(Review – re-commence the process)

figure 3

The following discussion expands on the Model Strategic Planning Process outlined in figure 3.

### ***How can all the stakeholders be meaningfully involved?***

*(Process design)*

#### **Key tasks:**

- Design a process that aims to involve the key stakeholders as much as possible through out the process.
- Decide on the most appropriate methods for consultation and participation.
- Identify who should be involved and how.
- Obtain the necessary political support.
- Refine the consultation/participation processes.
- Define the scope of the exercise.
- Identify suitable timeframes for each stage of the process.
- Identify and secure resource requirements (funding, personnel etc.).
- Identify the entry point and planning horizon.

### ***Where are we now?***

*(Strategic overview and identification of key issues)*

#### **Key tasks:**

- Document and analyse the host community – social, economic, environmental and cultural features and trends that are likely to require action.
- Review the key external and internal influences on the planning process.
- Document/map existing infrastructure services and programmes.
- Document existing policies and strategies that are likely to significantly influence planning process.
- Identify the problems/issues.

## ***Where do we want to be?***

*(Formulation of alternatives)*

---

### **Key tasks:**

- Place emphasis on an inclusive process so that values and visions are able to be freely expressed and explored.
- Identify the values that are important and which are the priorities.
- Develop vision statements.
- Develop objectives and desired outcomes.
- Generate alternative strategies and actions.
- Formulate and decide on the criteria for assessment.
- Evaluate options/alternatives.

## ***What are our options?***

*(Formulation of preferred strategies)*

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### **Key tasks:**

- Utilise a robust method to combine individual elements into manageable strategy options.
- Consider repetition in assessment to sieve elements and options.
- Establish a common understanding.
- Establish yardsticks for testing the likely consequences of proposals and alternatives.
- Consider assessment criteria against which strategies will be tested.
- Consider combining actions and consequences of those actions for evaluation.
- Give weight to the options to make informed choices on selected strategies.
- Determine actions, objectives and goals of a long-term vision.
- Confirm those actions and the associated resources.

## ***How will we get there?***

*(Implementation)*

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### **Key tasks:**

- Produce a specification or brief for implementation of actions.
- Identify the responsible agencies.
- Establish mechanisms for coordination.
- Translate into corporate plans and statutory planning instruments.
- Define the processes for coordinated decision-making.

## ***How are we going?***

*(Review)*

---

### **Key tasks:**

- Monitor, evaluate and review strategies/actions at regular intervals.
- Measure the outcomes achieved against the objectives.
- Provide information on actual performance, assess needs more accurately and improve outcomes in the future.
- Analyse why strategies may not have worked and examine any need to change direction.
- Consider recommencing the process or re-entering the process.

4.0

**Case Studies in  
Leading Practice**

4.0

## 4.1 Selection Criteria for Case Studies and Key User References

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The following criteria were used to select case studies for inclusion in this guide:

- focus is on a discrete spatial area and the case study evaluates the host community's socio-economic and environmental condition and develops a long-term vision for the community;
- integrates economic, social, environmental and cultural factors and balances their respective influences;
- embraces the principles of ecologically sustainable development (as defined in the *National Strategy for ESD*, Commonwealth of Australia 1992, p6, AGPS) and incorporates natural resource management into its policies and strategies;
- the planning process is inclusive and open and reflects the values of all segments of the host community (i.e. there is genuine community participation in its formulation, monitoring and evaluation and not just consultation);
- addresses inter-governmental and cross-boundary or jurisdictional issues in ways that minimise potential for conflicting priorities;
- the lead agency with responsibility for implementation is able to make decisions with minimal necessity for referral and concurrence to a higher level of government or other 'out of area' agency; and
- benchmarks and performance indicators are included for monitoring, evaluation and processes review at regular intervals.

The fact that strategic plans have no statutory force although they may have recognition in planning legislation, continues to be a subject of debate. This is discussed in more detail in the Final Report for this project. Most strategic planning processes for spatial areas for land use planning and development decision making has the backing of specific planning legislation. However, this was not considered a necessary criterion for selection for inclusion in this guide as an example of leading practice.

## 4.2 Case Study Categories

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A number of case studies are presented to illustrate examples of leading practice in strategic planning and the associated links to development assessment in a number of different contexts. For example, the case studies cover the following types of areas:

- state
- regional
- city/metropolitan
- rural
- coastal

Notwithstanding these selected categories, the case studies also cross jurisdictional boundaries between and within the three spheres of government.

The case studies are presented in a consistent format, as follows:

- Project title
- Location
- Category
- Lead Agency
- Objective
- Core Characteristics
- Key Approaches/Outputs
- Implementation
- Lasting Contribution
- Emerging Lessons
- Contact Details

## 4.3 Observations About the Case Studies

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The case studies chosen for this guide represent a variety of approaches to strategic planning. The entry point in each case is different.

However, all of the case studies share the following key characteristic – they represent an ongoing process, whether that is a process represented by a developmental stage, review or the successful implementation of an outcome. Varying levels of knowledge and skill support this process, as do the partnerships that are represented. This form of understanding in these partnerships is achieved and developed in various ways. The case studies also represent that strategic planning is a ‘way of thinking’ not a textbook procedure.

Contact details are provided at the end of each case study.



5.0

**Case Studies in  
Leading Practice  
Strategic Planning:  
An Easy Reference Guide**

5.0

## 5.1 Grouping of Case Studies

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The case studies are grouped as follows:

### State

- New South Wales Salinity Strategy
- South Australia, The Planning Strategy
- Tasmania Together
- Western Australia, The State Planning Strategy

### Regional

- East Gippsland Planning and Development Strategy 1997-2010 and East Gippsland Municipal Strategic Statement
- Eastern Downs Regional Land Use Strategy
- Far North Queensland Regional Plan
- Gulf Regional Development Plan
- Inner Peel Region Structure Plan
- Leeuwin Naturaliste Ridge Statement Of Planning Policy
- Northern Rivers Regional Strategy
- Regional Plan for the Drinking Water Catchments of Sydney and Adjacent Regional Centres
- SEQ 2021
- Snowy Catchment Management Action Plan – Sno Cap
- The Murray Darling Association Corporate Plan 1999
- The Townsville-Thuringowa Strategy Plan
- Western Gateway Area Strategy
- Wide Bay 2020

### City/metropolitan

- Casey Foothills Strategy, Victoria
- City of Onkaparinga Integrated Strategic Planning and Monitoring Framework.
- Salisbury 2000 and Beyond Strategic Directions
- Sydney – Planning for the Living City

### Rural

- Hunter Valley Vineyard District

### Coastal

- Jervis Bay Region Integrated Management Project

## 5.2 State Case Studies

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### *NSW Salinity Strategy: Taking on the Challenge*

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**Location:**

State of New South Wales

**Category:**

State

**Lead Agency:**

The New South Wales Government's Salinity Subcommittee of Cabinet will be accountable for monitoring and evaluating the implementation of the strategy.

**Objective:**

To slow down the increase in salinity over the next ten years and lay the foundations for salinity management well into the future by making major adaptation to current patterns of land use.

**Core Characteristics:**

Between 120,000 and 174, 000 hectares of land is affected by dryland salinity in NSW and irrigation salinity is estimated to affect 320,000 hectares (15% of irrigated land in NSW). Salinity threatens:

- agricultural production (the annual cost to agriculture from waterlogging and salinisation in the Murray Irrigation Area is around \$3 million);
- water quality (five towns draw their water supply from the Namoi River; on current trends salinity levels will exceed drinking water desirability in 20 years);
- natural ecosystems and biodiversity;
- roads and highways (high water tables affect about 34 % of State roads and 21% of national highways in south western NSW);
- homes and other buildings (in the Troy Creek area in Dubbo, salinity currently costs \$80 per household per year).

The NSW Government is contributing \$52 million of new expenditure into salinity management actions over four years.

**Key Approaches/Outputs:**

The strategy was developed after the Government's March 2000 salinity summit (involving land managers, scientists, conservationists and representatives of Aboriginal communities and all levels of government). Communities and governments will be partners in balancing environmental, social and economic decisions.

**Implementation:**

The strategy is based on a shared responsibility by land managers, businesses, industry rural and urban communities, Aboriginal communities and all levels of government to build on work by agricultural, natural resource and environment managers, private land managers and councils. The Commonwealth Government is a key partner, providing both technical support and core funding.

The strategy has an integrated landscape management approach that manages native vegetation, water and soils together and introduces a truly whole-of-government approach, improving systems to reduce duplication and improve advice.

Implementation of the strategy is via eight key tools:

- **Target setting** – communities and the NSW Government working together will develop end of valley salinity targets. Communities can choose different combinations of actions for different catchments.
- **Market-based solutions and strategic investments** – an Experts Group of leading financiers and economists has been established to advise the Government on a range of market-based solutions. An Environmental Services Investment Fund will encourage individual land managers, businesses and investors who provide salinity and other environmental benefits. The fund will finance some of the actions necessary to tackle salinity, based on the community's priorities.
- **Salinity related business opportunities** – such as developing technologies that prevent salinity and using saline water and salt-affected-land. A Salinity Business Development Program is to be established to encourage the take-up of opportunities.
- **Regulation** – Stakeholder discussions will be used to identify the best way of incorporating salinity impact assessment into the native vegetation clearing application process. A model Local Environmental Plan will be developed.
- **Government advice** – more consistent salinity advice based on the best scientific knowledge, and reflects catchment processes and sustainable farming systems.
- **Information** – data and analytical tools will be upgraded to ensure user-friendliness and accessibility. A Local Government Salinity Initiative is being developed to help councils consider landscape processes in their local planning.
- **Scientific knowledge** – The NSW Government, in collaboration with other research agencies, will invest in research and development. The strategy will initially focus on improving our scientific knowledge of: biophysical processes, impact of salinity on natural ecosystems, land use systems which minimise recharge and the social and economic impacts of options for action.
- **Planning systems** – The strategy emphasises consistent planning at catchment, landscape and property levels. Planning will be undertaken through Government-community partnerships. Catchment Management Plans will guide salinity management actions, particularly through the end of catchment salinity targets.

#### Emerging Lessons:

The strategy includes all the major activities associated with any strategic management process, including: issue identification (not just symptoms); public good identification; professional problem statements; and selection and implementation of community choice of strategic actions.

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## South Australia, the Planning Strategy

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### Location:

The whole metropolitan area of Adelaide encompassing inner city, surrounding established areas and fringe metropolitan with some rural areas, including from Gawler in the north to Willunga to the south and easterly to the edge of the Water Catchment zone of the Mt Lofty Ranges.

### Category:

Metropolitan

### Lead Agency:

Planning South Australia (and the South Australian Minister for Planning).

### Objective:

To provide a long term planning vision for the future development of Adelaide that is dynamic, comprehensive and holistic, coordinated, participative and which devolves responsibility to the lowest effective level.

### Core Characteristics:

A review, commenced in 1990, produced a strategic vision for Adelaide, replacing one formulated in 1962. This led to a new planning system through the *Development Act 1993*, effective from early January 1994, that aimed to reduce the need for multiple approval processes and to improve certainty for developers and the community through integrated decision making under the new *Act* and *Development Regulations*. The Planning Strategy:

- guides all land use zoning and provides the framework for the State Government's economic, social and environmental policy as it affects physical development;
- conveys government policy relating to physical development in an integrated way to assist coordination of delivery of the future needs of the community;
- assists the allocation of resources to planning and shaping the environment for a high quality of life; and
- comprises spatially represented strategies that are based on ecological sustainability assumptions, covering consideration of housing and urban form, industry and employment, natural resources, living including recreation, health and education, transport and access, and culture.

The strategy was developed and is updated in consultation with the three levels of government, the private sector and the community. An adjunct Urban Regeneration Program improves integration in design and delivery of strategies at local or regional level. Urban regeneration projects involve government at its many levels, private sector, community-based organisations and the community itself which aim for realistic and integrated outcomes and meet private sector and community aspirations.

In terms of subsidiarity, the Planning Strategy is recognised by the *Local Government Act 1999*. Local government strategic plans must be consistent with or have regard to the State strategy and other regional, State and national objectives and strategies for development and management of the community and its resources. However, detail on how best to implement the goals and priorities of the strategy rests with local government determining what is best for its residents and users.

**Implementation:**

Implementation of the strategy is largely the responsibility of government agencies and local government. By 30 September each year a report must be prepared by the Premier on the Planning Strategy's implementation, any alterations and consultation that has occurred over the past 12 months.

With the main purpose of the strategy being to guide land use change, the *Development Act* requires that changes in zoning must be consistent with the strategy. Councils must regularly report on the condition of their Development Plan (s.30).

All potential zoning changes are described in a Statement of Intent, which is effectively an agreed brief for the work to proceed. When a change in zoning is being prepared in response to a particular issue, the strategies within the Planning Strategy are considered. This process is not actionable in law, which means that the Planning Strategy can be written in plain English. The Planning Strategy is not used to assess development applications except in the case of declared major projects.

**Benefits:**

The strategy facilitates strengthened links between local, regional and State plans. Changes to the *Local Government Act* in 1999 required linking of council strategic plans with other government strategies and objectives. This should further improve linkages between strategic and corporate planning at council level. Direct linkages and referral mechanisms between natural resource management and development assessment legislation (eg. the *Environment Protection Act 1993* and the *Development Act 1993*) have improved certainty and integration of activities especially those deemed to be of 'environmental significance'.

**Emerging Issues:**

Aspects of the Planning Strategy and its operation are being reviewed including:

- its emphasis on implementation and monitoring and integration of design;
- packaging in a more dynamic (web based) format able to be amended quickly and efficiently responding to change;
- linkages with budgeting functions;
- integration of natural resource management and land use and development activities;
- ownership; and
- engagement of the wider community in processes of review and change.

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## *Tasmania Together*

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**Location:**

The State of Tasmania

**Category:**

State

**Lead Agency:**

Tasmania Together is a community plan to establish a common vision and future for the State of Tasmania.

**Objective:**

To provide the Tasmanian community with an opportunity to set future strategic directions for the State to help address some fundamental changes or specific challenges including:

- centralisation of large corporations and the movement of industry away from Tasmania;
- the impact of globalisation on traditional commodity products; and
- a small regional economy and unemployment.

**Core Characteristics:**

Tasmania Together is a 20 year social, environmental and economic plan for Tasmania. It is concerned with the physical, social, economic, environmental and cultural aspects affecting the Tasmanian community. The ultimate goal is an ongoing partnership between the Government and non-government sector to achieve the goals and benchmarks set by Tasmania Together.

The corporate planning of Government agencies will be aligned with the goals and benchmarks established by Tasmania Together.

**Key Approaches/Outputs:**

The process of creating Tasmania Together commenced in May 1999 with the creation of the Community Leaders Group – a group of 24 Tasmanians representing a broad cross section of the community – to drive the plan's community consultation phase.

The Community Leaders Group produced a draft vision for Tasmania which is to be attained through the setting of benchmarks to measure progress towards achieving goals.

**Implementation:**

Tasmania Together develops long term goals across all areas of Government and across different, and sometimes unlike, policy fields. It is envisaged that the goals must become common to all Government agencies, based on common understanding and cooperative action, with integration into corporate planning, budget and policy making processes.

Local government also plays a crucial role in implementing the results of Tasmania Together through their own plans, policies and programmes.

It is also recognised that for successful implementation ongoing leadership, monitoring and support is essential.

It is intended that an independent body will be established with access to resources to take responsibility for:

- regular monitoring, assessment of progress and public reporting;
- research and data collection;
- promotion and marketing;
- mobilisation of resources;
- facilitating development of linkages and collaborative strategies;
- working with government agencies to align their activities with the standards, targets and indicators;
- coordinating the process of refining and revising the targets and indicators; and
- helping create structures inside and outside of government to support the collective efforts to achieve the vision and goals.

**Emerging Lessons:**

Tasmania Together represents a community driven strategy with the interests of the community being expressed at the State Government level.

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## *Western Australia, the State Planning Strategy*

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### **Location:**

The whole of the State of Western Australia.

### **Category:**

State

### **Lead Agency:**

The Western Australian Planning Commission (supported by the Ministry for Planning).

### **Objective:**

- to set out a common vision for development in the State and for the regions within it;
- to provide a guide to the State Government on its land use planning response and on the programmes and actions required to achieve the vision set out in the Strategy;
- to identify the likely changes and prepares for them; and
- to establish the mechanisms to ensure that the Strategy is implemented and kept current.

### **Core Characteristics:**

Preparation of the State Planning Strategy is a legislative requirement under the Western Australian Planning Commission Act.

The State Planning Strategy is based on five fundamental principles, the achievement of which provides a sound basis for the State's sustainable development. The principles are:

- the environment principle: to protect and enhance the key natural and cultural assets of the State and deliver to all Western Australians a high quality of life which is based on environmentally sustainable principles;
- the community principle: to respond to social changes and facilitate the creation of vibrant, accessible, safe and self-reliant communities;
- the economic principle: to actively assist in the creation of regional wealth, support the development of new industries and encourage economic activity in accordance with sustainable development principles;
- the infrastructure principle: to facilitate strategic development by ensuring land use, transport and public utilities are mutually supportive; and
- the regional development principle: to assist the development of regional Western Australia by taking account of the regions' special assets and accommodating the individual requirements of each region.

### **Key Approaches/Outputs:**

The State Planning Strategy was developed through the preparation of a series of eight discussion papers which in turn received publicity through the State's major daily newspaper. Community awareness was raised during discussion forums, regional workshops, presentations and exhibitions.

The State Planning Strategy is used as the umbrella under which the Commission's regional planning programme is undertaken. The Strategy was endorsed by Cabinet as a whole of government approach to the development of the State, and the various actions and guidelines have responsibilities for their implementation assigned to departments and agencies across government.

**Implementation**

The State Planning Strategy is being implemented across government through various action plans and strategies administered by different departments and agencies.

A requirement of the Strategy when prepared was for an annual audit of achievements to be published, and a full review of the Strategy after three years of operation. To date two audits have been published. The audits provide an easy reference to determine the extent to which progress on implementing the Strategy has been achieved. To assist in the preparation of the audits, an Oracle-based interactive system has been established whereby participating agencies merely have to fill in a form and email it back to the Ministry for Planning, which instantaneously updates the audit. This allows the audit to be presented to the Western Australian Planning Commission three weeks into the financial year.

The full scale review of the Strategy is due to commence in the 2001-02 financial year.

**Benefits:**

The State Planning Strategy, for the first time, has provided a common basis for the coordination of the strategic planning programmes of a number of government agencies that are concerned with land use planning and economic development. Through the audit process, it has also engendered a spirit of shared responsibility for the implementation of the Strategy across government.

**Emerging Issues:**

In the lead up to the review of the Strategy, it is clear that there are too many recommendations and actions. There is a need to focus more clearly on those aspects that require specific attention, rather than merely recording on-going programmes.

The strengths of the Strategy, in particular its cross-agency cooperation, must be retained.

The recent change of government in Western Australia, with a clear agenda of amalgamation of government departments and closer coordination, will impact on the review of the Strategy but can also be seen as an endorsement of the need for a whole of government approach to land use planning which the Strategy espouses.

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## 5.3 Regional Case Studies

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### *East Gippsland Planning and Development Strategy 1997-2010 and East Gippsland Municipal Strategic Statement.*

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**Location:**

Covers East Gippsland Shire in eastern Victoria (an area of 22,000 square kilometres encompassing five former municipalities, with a population of 38,000).

**Category:**

Local but set in a wider regional context.

**Core Characteristics:**

An integrated strategy for the Shire, bringing together environmental, economic and community goals, objectives, strategies and action programmes. The Strategy was also developed in association with and endorsed by 12 other partner organisations – mostly regional bodies with responsibilities for natural resource management, community service provision, economic development and cultural activities.

**Key Approaches/Outputs:**

The Strategy was originally conceived as a joint Council:State Government initiative. When the Government indicated that a whole of Government response for a single Shire could not be given any priority in Cabinet considerations, it was changed to a co-operative regional approach - still with significant Government agency support, through staff involvement and information provision.

The Strategy was overseen by a steering committee comprising representatives of key agencies (Dept Natural Resources & Environment, Dept of Infrastructure) and regional bodies that were also undertaking planning exercises for their own areas of responsibilities (e.g. regional tourism board, regional catchment management authority). Substantial funding for the Strategy's extended community involvement process was provided by a grant from the Commonwealth Local Government Development Programme.

Community meetings were held in approximately 15 locations throughout the Shire to identify issues that the community believed should be addressed through the Strategy process. A brochure was also distributed through local newspapers, with a questionnaire for feedback to Council. After collation of the results of the meetings and questionnaires, an Issues Paper was produced and distributed to everyone who had attended or registered interest, and further submissions were received and evaluated.

A series of Topic Groups (e.g. planning & development, catchment management, coastal management, recreation, tourism, economic development & employment, cultural issues, people with specific needs, infrastructure) was set up to address the major issues identified. These were convened by senior Shire staff and/or staff of partner organisations. They involved a cross section of people from relevant interest groups, key sectors and individuals with particular knowledge.

Each group produced a Topic Paper summarising issues and recommending goals, objectives, strategies and actions. These were integrated into a Draft Strategy and distributed to all interested community members.

A further series of 18 meetings was organised to gain feedback on the draft Strategy. Meetings were held throughout the Shire and in Melbourne, to contact non-resident owners and others with an interest in the future of East Gippsland.

The final version was endorsed not only by Council but by 12 Strategy partner organisations.

The Strategy was subsequently adapted to form the Municipal Strategic Statement for the new-format East Gippsland Planning Scheme.

#### **Implementation:**

The Strategy contains a list of actions, with lead and supporting agencies identified for each, plus a timeframe for implementation. An ongoing Strategy Implementation & Monitoring Committee (made up of representatives – usually Chief Executives – of the partner organisations) has responsibility for keeping track of progress with implementation and reporting to the community. This group also acts as a forum for identifying new issues that impinge on the Strategy and developing joint approaches to address them.

The East Gippsland Planning Scheme is the other major means of implementing the Strategy. The Municipal Strategic Statement is derived directly from the Strategy and provides the strategic basis for development of statutory planning controls (zones and overlays) and policies to guide decision making on individual planning applications.

#### **Emerging Lessons:**

In purely practical terms, the preparation of the East Gippsland Planning Scheme was made much easier by the work put into the integrated Strategy. Not only was the strategic basis already in place, but the institutional relationships developed during the process were critical in accessing essential information (land capability data, sites of biological significance on private land, flood risk mapping) in the most useful format for Planning Scheme purposes.

The importance of a Strategy which integrates planning for economic, social and environmental futures (a 'triple bottom line' strategy before the term became fashionable) has also been of great benefit. Projects identified as priorities have a high success rate for applications to State and Commonwealth funding programmes, because of the context provided by the Strategy and the extent of community involvement that went into its preparation. The involvement of State agency personnel in preparing the Strategy has also given them an 'ownership' of the action programmes and recommendations, which means that implementation occurs on a number of fronts.

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## ***Eastern Downs Regional Organisation of Councils, Regional Land Use Strategy***

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### **Location:**

The Eastern Downs Region, Queensland, 90 kilometres west of Brisbane; comprising the shires of Cambooya, Clifton, Crows Nest, Gatton, Jondaryan, Millmerran, Pittsworth, Rosalie and Warwick, and Toowoomba city.

### **Category:**

Regional

### **Lead Agency:**

The Eastern Downs Regional Organisation of Councils Inc (EDROC).  
(The strategy was developed in 1995, released in 1996 and is to be reviewed in 2002/2003.)

### **Objective:**

To establish a framework for consistent land use planning and decision making by local government within the region.

### **Core Characteristics:**

The strategy addresses ongoing land use and natural resource management issues within a distinctive region. It is based on a partnership between local, State, Federal and regional organisations and the community at large.

Implementation has occurred at the local and State levels, with recognition through Federal initiatives. It highlights local government retaining control over regional land use issues, which was exemplified in 1999 when EDROC was appointed by the Queensland Minister for Local Government and Planning as the basis for the Regional Planning Advisory Committee.

### **Key Approaches/Outputs:**

The strategy:

- presents a long term vision for the coordination of land use activities and decision making in the region;
- uses protocols agreed between local government and State Government agencies to achieve integration in planning decisions; and
- has included comprehensive community involvement, including consultation on local planning scheme amendments and the involvement of the broader agricultural community in land use planning issues.

### **Implementation:**

The strategy has to a large degree been successfully implemented, with the major strategies for transport and regional facilities already completed. In addition to the above processes the key to implementation has been the strategy's clearly identified actions and priorities and features including:

- the political commitment of EDROC;
- the collaborative nature of addressing land use management issues such as intensive animal husbandry;
- the development of regional codes, projects and studies, including: Agwise, Eastern Downs Integrated Transport Plan, EDROC Sustainable Regional Economic Development Strategy, Regional Standards Manual, Regional Waste Management Strategy; and
- options for private sector investment in the construction of the Toowoomba Range National Transport Link (2nd Range Road Crossing).

**Lasting Contribution:**

The strategy is now the premier planning document on land use related matters for the region for local governments and the State Government. In addition, it has:

- provided for regional coordination amongst diverse agencies;
- provided a basis for planning review;
- recognised changing planning legislation at a State level; and
- is well represented at a corporate level within a number of member organisations.

**Emerging Lessons:**

The implications of natural resource management and the National Action Plan for Salinity and Water Quality, and how these are to be taken into consideration.

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## *Far North Queensland Regional Plan*

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### **Location:**

The FNQ Region extends north to Cape Tribulation, west to Herberton and south to Cardwell. It includes the Local Government areas of Atherton, Cairns, Cardwell, Douglas, Eacham, Johnstone, Herberton (part) and Mareeba (part).

### **Category:**

Regional

### **Lead Agency:**

FNQ 2010 is a joint Government and community project initiated by the State Government to prepare a Regional Plan. The preparation of the Plan was overseen by the FNQ Regional Planning Advisory Committee (RPAC). The lead body for implementation of the Regional Plan is the Regional Executive Committee consisting senior representatives of State and Local Government.

### **Objective:**

To guide growth and development in the Far North Queensland region over the next twenty (20) years.

The region has a resident population in the order of 190,000 people together with a daily average of 25,000 visitors. The region encompasses two World Heritage Areas of the Wet Tropics and Great Barrier Reef, highly productive farmland, major tourist destinations and substantial State Government infrastructure investment.

### **Core Characteristics:**

The FNQ Regional Plan provides a framework for a holistic and comprehensive approach to managing growth and development in the region.

The Plan was developed through a cooperative process over five years involving Commonwealth, State and Local Governments together with a range of key community sector groups covering business and industry, the environment, tourism, primary producers, urban development, human services and indigenous interests. The Plan was developed with considerable public consultation and negotiation with stakeholder groups in the region.

The Plan was developed on the basis of a series of supporting technical documents involving a substantial amount of research, data and information and commitment of all levels of Government.

### **Key Approaches/Outputs:**

The FNQ Regional Plan incorporates over 900 strategies covering 14 major areas of regional interest dealing with economic, social, environmental, development and infrastructure considerations. It also sets out the preferred physical arrangements for the region over the next 20 years, particularly in terms of urban growth, infrastructure delivery, natural resource management and environmental protection.

Features of the Plan include:

- A vision
- Regional goals
- A comprehensive set of integrated strategies
- The preferred physical arrangements for the region over the next 20 years in the regional structure plan

**Implementation:**

The FNQ Regional Plan was endorsed by State Cabinet in November 1999 and the FNQ Regional Organisation of Councils on behalf of Local Government in the region in June 1999 as the principal strategic planning framework for guiding growth and development of the region over the next 20 years.

Cabinet agreed to the establishment of an Executive Committee to oversee implementation of the Regional Plan comprising all eight local government Mayors in the region together with:

- The Minister for Communication and Information, Local Government, Planning and Sport;
- The Deputy Premier and Minister for State Development and Minister for Trade;
- The Minister for Transport and Minister for Main Roads; and
- The Minister for Environment and Heritage and Minister for Natural Resources.

An Implementation Coordination Group (ICG) consisting of senior managers from State and Local Government and non-government organisations and an Implementation Officer located within the Department also form part of the implementation arrangements.

Major recommendations in the Regional Plan are already proceeding to implementation. These include major transport studies for Kuranda Range and the Southern Corridor, economic development strategies for Cairns and the Tablelands, regional waste management and feasibility studies for new urban centres of the northern tablelands.

**Lasting Contribution:**

It establishes a clear framework for the development and management of the FNQ region providing the following benefits:

- Increased certainty regarding where development will occur;
- Improved opportunities for sustainable economic development;
- Improved protection and management of environmental and biodiversity values;
- Improved protection and management of natural resources; and
- Increased coordination/integration of government actions and policies in the region.

**Emerging Lessons:**

- The Plan demonstrates balanced integration of economic, social and environmental issues goals, objectives and strategies.
- The Plan is the product of a successful broad-based cooperative approach in reaching a common view of the region's future.
- State and Local Government made a commitment to developing and implementing the Regional Plan without the need for a statutory framework.

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## *Gulf Regional Development Plan*

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### **Location:**

The 186,000 km<sup>2</sup> Southern Gulf of Carpentaria region, far northwest Queensland, extending from the Northern Territory/Queensland border and including the local government and community council areas of Burke, Mornington, Doomeadgee, Carpentaria, Croydon, Etheridge and Kowanyama.

### **Category:**

Regional

### **Lead Agency:**

The Queensland Government and community. (The project was initiated in December 1997 with the formation of the Gulf Regional Planning Advisory Committee.)

### **Objective:**

To encourage a comprehensive regional approach that will guide sustainable growth and development within the region over the next 20 years.

The region was experiencing increasing pressures, associated with growth in industries such as eco-tourism and mining and restructuring of industries such as pastoralism and commercial fishing. The communities within the region had recognised that they had significant common economic, environmental and social issues.

### **Core Characteristics:**

The Gulf Regional Development Plan covers a distinct regional area. It reflects the aspirations of a community that has a unique lifestyle associated with the region's remoteness and the predominant rural nature.

The plan is a cooperative planning process between the Gulf communities, key regional stakeholders and all levels of government. Represented on the Gulf Regional Planning Advisory Committee are delegates from local government, Aboriginal community councils, State Government, Commonwealth Government, ATSIC, Aboriginal Land Councils and the Gulf Savannah Tourism Organisation.

### **Key Approaches/Outputs:**

The plan emerged from a series of background papers completed in 1998, with the key components being:

- native title;
- environment and natural resources;
- economic development;
- community services;
- community development and planning;
- infrastructure; and
- transport.

It includes strategies, recommendations and priority actions to address key issues confronting the Gulf region, with its guiding principles being the key principles of ESD (including ecological sustainability, social-economic and social sustainability) and social justice (including equity, access, participation, equity and reconciliation).

Features of the plan include that it:

- recognises other assessment and planning projects within the region;
- includes a regional vision statement that addresses economic development, environmental values and quality of life in the Gulf communities;
- engages with the communities throughout the region; and
- identifies desired strategic outcomes and priority actions for its strategies.

**Implementation:**

A recommended organisational structure has been identified to implement the recommendations of the strategy with implementation in distinctive stages:

- plan making;
- implementation and further work; and
- review by the Gulf Regional Planning Advisory Committee.

**Lasting Contribution:**

The establishment of a clear framework for the development and management of the Gulf region.

**Emerging Lessons:**

The plan demonstrates what is achievable without need for a statutory document when there is acceptance at a regional level and endorsement by Government.

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## Inner Peel Region Structure Plan

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### Location:

The City of Mandurah and parts of the Shires of Murray and Waroona, immediately south of the Perth metropolitan region.

### Category:

Regional

### Lead Agency:

The Western Australian Planning Commission (supported by the Ministry for Planning).

### Objective:

The general objectives of the structure plan are to:

- give effect to the aims, objectives and action statements of the Peel Regional Strategy 1994 where these can be interpreted into physical land use arrangements;
- be accurate and specific enough to provide a basis for sound planning decisions; and
- identify and define land requirements for major infrastructure corridors, including regional open space required within the area in future.

The last objective was particularly significant as this area is the bridge between the metropolitan region and the future development areas in the south, and the placement of major transport and other infrastructure corridors between the two, will be important.

### Core Characteristics:

The Peel Region, immediately to the south of Perth, has been the most rapidly growing of all the regions in Western Australia over the last 15 years. Mandurah as a city will soon pass the 50,000 population mark and the 1994 Peel Regional Strategy identified the area of Mandurah and Murray as an area which will be placed under enormous development pressure over the next 20-30 years.

The Inner Peel Region Structure Plan (IPRSP) built on the work of the Peel Regional Strategy to produce a structure plan in sufficient detail that it could be used as the basis for subsequent statutory town planning schemes and amendments. This is reflected in the functions of the structure plan which are:

- to provide the basis for formulating and promulgating a regional planning scheme for the Peel Region;
- to provide the basis for statutory planning and development control;
- to provide a basis for servicing and transport authorities to plan their future requirements; and
- to provide a basis for staging development.

The development of the IPRSP included as a first step the production of a draft in mid 1996, and was followed by a series of community workshops and public consultation exercises. The draft IPRSP was controversial in that it showed large areas of land, generally in flood plain areas or floodways, set aside for open space purposes. This had not been done to this level of detail before in structure plans outside Perth, and resulted in a significant number of objections being lodged.

The final IPRSP modified the extent of open space being set aside, but still made it clear that areas prone to flooding were not acceptable for development.

**Implementation:**

The IPRSP has formed the basis of the Peel Region Scheme, the first regional town planning scheme in Western Australia outside the metropolitan region and the first such scheme since the Metropolitan Region Scheme of 1963. The ability of the Western Australian Planning Commission to make regional schemes only emerged in legislative amendments in 1996. Peel was selected as the first such scheme because of the development pressures it was experiencing, which stretched across local government boundaries.

The preparation of the Peel Region Scheme took over two years, because of the requirements involved in the preparation of a statutory scheme (as opposed to a non-statutory strategic plan). While to all intents the Scheme is now complete, it is unlikely to be passed through Parliament for another 12 months due principally to the processes involved in the environmental assessment of the Scheme.

The Peel Region Scheme, however, will not implement the IPRSP in its entirety. This is because the IPRSP looks forward over 30 years and identifies sufficient urban land to accommodate a population of approximately 250,000. The Region Scheme, on the other hand, has a shorter life span and only needed to identify land requirements for the next (approximately) 10 years.

Associated with the creation of the Region Scheme, a fund allowing the State to acquire land has been established. While not based on the land tax system, which applies in the metropolitan region, money from the Consolidated Fund has been set aside over the next 30 years to allow not only the Peel Region Scheme but also subsequent schemes to be implemented.

**Benefits:**

The principal benefit of the IPRSP was that it provided the level of detail necessary to translate the general principles of previous planning in the Peel region into a statutory format. In doing so, it provided a strong link between the three local governments involved in its preparation and gave them a source of pride with the historic creation of the Peel Region Scheme.

**Emerging Issues:**

The major issue to emerge from the IPRSP concerns the rights of individual owners to undertake activities which they consider to be legitimate. The Private Property Rights Action Group was formed essentially in response to the draft IPRSP and its concerns may have been ameliorated had improved consultation been employed in the first instance. However, their objections to the “taking” of land for regional purposes – especially open space – remains firm even after the negotiations involved in finalising the IPRSP and the subsequent preparation of the Peel Region Scheme.

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## *Leeuwin Naturaliste Ridge Statement of Planning Policy (LNRSP)*

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### **Location:**

The western parts of the Shires of Busselton and Augusta-Margaret River in the far south-west of Western Australia.

### **Category:**

Regional

### **Lead Agency:**

The Western Australian Planning Commission (supported by the Ministry for Planning).

### **Objective:**

The seven objectives of the LNRSP are to:

- conserve and enhance the special benefits arising from landscape elements that form the fabric of the region;
- respect and conserve its outstanding natural and cultural heritage and environmental values;
- cater for population growth consistent with the objectives of the LNRSP and provide a range of settlement options located to enhance the economic, social and environmental functions, while promoting quality and innovation in urban design and built form;
- protect agricultural land for its economic, landscape, tourism and social values;
- encourage a mix of compatible land uses while separating conflicting land uses;
- facilitate a robust, diverse and sustainable economy; and
- foster a sense of community and creativity.

### **Core Characteristics:**

The area covered by the LNRSP has been under great pressure for development over the last 10-15 years, while at the same time it has seen the growth of the viticulture industry to a point where the region is now recognised as one of Australia's premium wine producing areas.

This combination of factors has resulted in high land prices, which in turn adversely affect the ability of the more traditional agricultural pursuits to continue and places further pressure on the landscape qualities of the area, which are a principal attraction.

The impact of a large number of absentee landowners has created additional problems including the difficulty in establishing vibrant communities all year round.

All of these factors led to the establishment of the process to prepare the LNRSP in 1994 with a major public forum in Margaret River. The forum established a series of "ground rules" for the area and created an interim control called the Leeuwin Naturaliste Ridge Statement of Planning Principles.

As the process continued and the preparation of this document has involved more public consultation and involvement than any other comparable document in Western Australia, it became clear that a stronger form of control was required other than a "standard" regional plan.

This resulted in the conversion of the document into a Statement of Planning Policy (SPP), prepared under Section 5AA of the *Town Planning and Development Act 1928*.

An SPP is a form of statutory policy that requires local government planning to be consistent with its principles when preparing or amending local town planning schemes, and requires the Town Planning Appeal Tribunal to have regard to its provisions when making appeal determinations.

The LNRSP is divided into four parts, with the policy statement itself forming Part Three of the document. The LNRSP contains a Vision statement, the objectives listed above, policy statements, a land use strategy (a Land Use Strategy Plan forms part of Part Three), and measures for Implementation.

**Implementation:**

Implementation of the LNRSP principally is through the town planning schemes of the Shires of Busselton and Augusta-Margaret River. However, as the Strategy is in the form of an SPP, it is also the responsibility of the Western Australian Planning Commission to monitor the implementation of the Strategy and its associated principles.

**Lasting Contribution:**

The LNRSP provided a process that has been demonstrably robust, in that both the State and local government, together with the public at large, use the Strategy as the principle reference point when debating the merits or otherwise of development proposals in the area.

**Emerging Lessons:**

The area has so many appealing qualities, and development pressures remain intense, to such an extent that the amount of development allowed under the Strategy is constantly under question. A review of that part of the Strategy that relates to settlements on the coast will be needed in the short term to reaffirm the principles under which the Strategy was established.

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## Northern Rivers Regional Strategy

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### Location:

The Northern Rivers Area of New South Wales, extending from Grafton to the NSW/Queensland border. (The strategy was originally initiated in the local government areas of the Tweed, Byron, Ballina, Kyogle, Lismore, Richmond River, Casino, Maclean, Ulmarra, Copmanhurst, and Nymbodia and Grafton councils. Some of these local government boundaries have subsequently been altered through council amalgamations.)

### Category:

Regional

### Lead Agency:

The Northern Rivers Regional Economic Development Organisation, the Northern Rivers Regional Organisation of Councils and the NSW Department of Urban Affairs and Planning.

### Objective:

To provide an integrated framework and umbrella for all planning in the Northern Rivers that determines the regional vision, regional sustainability principles and associated community considerations.

This was a strategic response to continuing urban and rural sprawl (with loss of agricultural land), high unemployment, social isolation and environmental degradation.

### Core Characteristics:

The strategy, a partnership between business, State and local government, takes a regional approach to issues including:

- sustainable development;
- economic viability and development potential of the region;
- landscape, lifestyle and the environment;
- current and future land use patterns;
- accessibility, communication and transport;
- social issues;
- environmental management; and
- resource utilisation and management.

### Key Approaches/Outputs:

The strategy:

- identifies the incorporation of its principles into relevant legislation, policies and planning documents by the NSW Department of Urban Affairs and Planning (one of the lead agencies );
- includes a comprehensive community consultation programme, supported by a resource document entitled Community Views and Values;
- has a framework that is representative of local government and community needs but also provides a tool at the regional level to ensure greater regional autonomy (i.e. enabling direct State Government funding); and
- adopts a business plan and a regionally compatible structure as the basis for developing benchmarks and a monitoring and evaluation strategy.

**Implementation:**

The key features of implementation include:

- a review of State, regional and local planning instruments;
- prioritisation of budget expenditure at all levels of government;
- regional State of the Environment reporting; and
- community consultative mechanisms, including valley management committees.

**Lasting Contribution:**

The strategy:

- identifies the integration of community values and natural resource management, including environment and land use planning;
- provides a consistent, collaborative approach to regional issues that is effective for lobbying on regional needs;
- has achieved:
  - clear community feedback/greater awareness of community views;
  - greater involvement of more stakeholders in directing the region's future;
  - the development of clearer guidelines about the form and nature of development; and
  - a statement about the region that assists with marketing and investment;
- has presented an integrated regionally based planning approach on ESD in language and with ideas that the general public easily recognise;
- has maintained a strong community support base at key points within the strategy development;
- addressed parochialism within the broader benefits of a regional approach; and
- found ways to continue to resource the process.

It is anticipated that the linkages that the strategy has engendered could be formalised in the future to ensure greater local recognition of the regional environmental, land use planning and management considerations.

**Emerging Lessons:**

The strategy was initiated by a partnership amongst State and local government and the region's peak economic development organisation at the time, with linkages to business interests to be a core component. With regional organisations being largely voluntary, it has been difficult at times to ensure adequate private sector involvement in the strategic planning process. A recent initiative has been seeking to address this.

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## ***Regional Plan for the Drinking Water Catchments of Sydney and Adjacent Regional Centres***

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### **Location:**

The water catchments of the drinking water supply for the four million people in Sydney, the Illawarra, the Blue Mountains, the Southern Highlands and the Southern Tablelands. Catchments covering an area of 16,000 km<sup>2</sup> extending from the headwaters of the Cox's River near Lithgow south to the source of the Wollondilly River near Crookwell and the headwaters of the Shoalhaven River near Cooma. The area supports diverse land uses and spans 16 local government areas.

### **Category:**

Regional

### **Lead Agency:**

The Sydney Catchment Authority (SCA).

### **Objective:**

To provide healthy catchments which deliver high quality water while sustaining diverse and prosperous communities.

### **Core Characteristics:**

In 1998 monitoring of Sydney's water supply indicated contamination with the organisms *Cryptosporidium* and *Giardia* (organisms that can impair human health). The recommendations of the subsequent State Government initiated McClellan Inquiry were adopted and progressively implemented, including:

- State Environmental Planning Policy (SEPP) 58 – Protecting Sydney's Water Supply was gazetted and February 1999;
- establishment of the SCA in July 1999; and
- an independent audit of water catchments was undertaken (December 1999).

The catchment audit provided a snapshot of the catchment environment, land uses and the human activities that place pressure on water quality and catchment health. The main findings of relevance to the draft regional plan are:

- There are many land uses within the catchments, especially in the headwaters and upper catchments, which have the potential to compromise the quality of the water.
- There are damaged river corridors over large areas of the catchments and extensive sheet and gully erosion which are major sources of diffuse pollution with significant deleterious impacts.
- The flows of many rivers have been reduced and many of the headwater catchments are under high levels of hydrological stress, particularly during periods of low flow and high demand. This reduces the capacity of the rivers to assimilate pollutants and toxins.

### **Key approaches/Outputs:**

The draft regional plan (a response to the recommendation of the McClellan inquiry that a Regional Environmental Plan replace the SEPP and give statutory force to water quality objectives and strategies for catchment protection) has three parts:

- Part 1 – Regional Environmental Plan (REP), which contains a series of controls for new high-risk activities that will ensure that water quality becomes the primary criterion in development decision-making. A process is established for councils to review their local environmental plans to ensure their consistency with the REP. The SCA will have a role as an independent assessor of these plans. (As well there are new requirements of local government when preparing local environmental plans.)
- Part 2 – catchment management strategies setting out short to medium term actions that will result in significant improvements to the planning and management of the catchments.
- Part 3 – a catchment rectification action masterplan that provides a framework for rectifying existing developments that do not have a neutral or beneficial effect on water quality. While the SCA has the key role in the development of rectification action plans and the master plan, other stakeholders include State Government agencies, local councils, and formally constituted community groups such as catchment management boards, water management committees and vegetation management committees.

#### **Implementation:**

Groups and individuals were encouraged to comment on the draft regional plan 'Sustaining the Catchments' before 31 March 2001. Public briefing sessions were held in Goulburn, Lithgow, Blue Mountains, Braidwood, Moss Vale and Sydney. The SCA will then develop the final Regional Plan.

#### **Emerging Lessons:**

The Regional Plan, which is being developed, includes all the major activities associated with any strategic planning process. For example:

- issue identification – frequently only symptoms;
- stakeholder identification;
- identification of public good and area of government responsible for management of the problem;
- identification of community values, goals and vision in relation to the problem;
- identification and analysis of strategic management activities in terms of the biophysical, social and economic implications; and
- identification of appropriate indicators and the implementation of a monitoring system designed to provide feed-back on the effectiveness and efficiency of strategic actions

This case study is an excellent example of a natural resource management process, which has been integrated into regional planning and development regimes. The final details of this project are unlikely to be finalised before the end of 2001.

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## Seq 2021 (Formerly Seq 2001)

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### Location:

South East Queensland (SEQ). SEQ is centred on Brisbane and extends north to Noosa, west to Toowoomba and south to the NSW border. The region comprises 18 Local Governments as follows: Noosa; Maroochy; Caloundra; Kilcoy; Pine Rivers; Redcliffe; Esk; Toowoomba; Gatton; Laidley; Boonah; Ipswich, Brisbane; Redland; Logan; Beaudesert; and Gold Coast.

### Category:

Metropolitan/Regional

### Lead Agencies:

Queensland Department of Local Government and Planning and the South East Queensland Regional Organisation of Councils (SEQROC)

### Objective:

The objective of SEQ 2001 was to develop a policy framework to manage the effects of rapid population growth in SEQ. Over the past ten years, South East Queensland has been the fastest growing metropolitan region in Australia.

With the commencement of SEQ 2021 in December 2000, the objective has changed to achieving sustainable development in the region.

### Core Characteristics:

SEQ 2021 commenced in 1990, as SEQ 2001, and has been based on a voluntary partnership approach to regional planning. The partnership has involved the three levels of Government (Local, State and Commonwealth) and peak community sector groups.

The partnership approach is reflected in the composition of the Regional Coordination Committee and in all the processes by which the regional strategy document, called the *Regional Framework for Growth Management* (RFGM), has been prepared.

### Key Approaches/Outputs:

SEQ 2021 is based on a non-statutory policy planning approach to regional planning. The scope of the programme is much wider than land use and infrastructure planning. It also covers environmental and natural resource management issues, economic development, and social and cultural planning. The emphasis has been to achieve policy integration across all these issues at the regional level.

A key part of the approach is a high level political committee, called the Regional Coordination Committee (RCC), which includes five State Government Ministers, three Council ROC Chairs and the Lord Mayor of Brisbane and a Commonwealth politician. The purpose of the RCC is to guide the programme and to achieve coordination between the spheres of Government.

The main output of SEQ 2021 is a comprehensive regional strategy document, called the *Regional Framework for Growth Management* (RFGM). This covers 16 policy areas and is an integrated set of principles, priority actions and maps. The first RFGM was produced in 1994/95 and all spheres of Government formally endorsed it as the primary regional planning strategy for SEQ. The RFGM was reviewed and updated in 1998 and again recently to produce the RFGM 2000.

**Implementation:**

A Memorandum of Agreement (MOA) about implementation of the RFGM was signed by all spheres of Government in December 1995. Implementation of the RFGM is the responsibility of a wide range of lead agencies, including State and Commonwealth agencies, Local Governments and community groups.

The preparation of regional sectoral strategies linked to the RFGM are a key aspect of implementation. These include the Integrated Regional Transport Plan (IRTP), the SEQ Regional Air Quality Strategy (SEQRAQS) and the SEQ Economic Development Strategy (SEQEDS).

The amendment and preparation of new local Planning Schemes is also an important part of implementation. This has been assisted by the new Integrated Planning Act (IPA), which also gives some statutory force to the RFGM 2000.

**Lasting Contribution:**

SEQ 2001 commenced in 1990 and has pioneered the development of the voluntary partnership approach to regional planning in Queensland and in Australia. This ongoing working partnership between spheres of Government and peak community sector groups is the major contribution of SEQ 2001 and now SEQ 2021.

When SEQ 2001 commenced there was deep suspicion about regional planning in Local Governments. Local Governments throughout Queensland are now strong supporters of regional planning. Bipartisan political support for regional planning has also been achieved.

Regional planning is now an important part of the structure of Government in Queensland, facilitating State Agencies and Local Governments working together on a sectoral and an area basis.

**Emerging Lessons:**

Regional planning is an ongoing process. Social and economic issues change and also the institutional context. The Priority Actions in the regional strategy need to be updated regularly if it is to remain forceful and relevant.

Social, cultural and indigenous issues are important aspects of a regional strategy but are difficult to incorporate. Ongoing broad public involvement is also important and difficult.

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## *Snowy Catchment Action Plan – Sno Cap*

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### **Location:**

The Cooma-Monaro, Snowy River and Bombala shires, an elevated plateau region of some 14,868 km<sup>2</sup> in the south eastern corner of NSW (extending from Michelago in the north, to Victoria in the south; bordered to the west by the Snowy Mountains and to the east by the coastal ranges and escarpment).

### **Category:**

Regional

### **Lead Agency:**

Snowy Genoa Catchment Management Committee (CMC), Snowy River Shire Council, National Parks and Wildlife Service, Department of Land and Water Conservation and the Department of Urban Affairs and Planning.

### **Objective:**

The Snowy Catchment Action Plan (Sno Cap) aims to bridge assessment and planning with on ground action that will:

- attract and accelerate investment in the natural resources of the Snowy catchment,
- ensure that actions identified in current plans and strategies are implemented,
- provide a framework for decision making, project design and monitoring,
- provide a basis for action that will work with a range of institutional arrangements, and
- provide a system for natural resource management funding that is long term and equitable.

### **Core Characteristics:**

A number of resource management plans have been developed for the Monaro region such as the Snowy Genoa NRMS, the Alpine Region Strategy and the Kosciuszko Region Environment Plan. These aim to set a broad direction for management of the natural assets of the region but do not necessarily facilitate specific on ground action.

Sno Cap will provide a collaborative framework for investment in environmental priorities, ensuring that on ground work is done in an efficient and coordinated way, with the long term vision of the community for its land and water as the driving mechanism.

### **Key approaches/Outputs:**

Sno Cap comprises four main products:

- a prospectus for optimum investment in works, flowing from catchment plans/strategies;
- a framework for community based decision making and project design;
- Sno Cap tools – maps, data, information, references, benchmarking, indicators that will make Sno Cap practical and useable; and
- action plans and templates that describe what, how, when and who will deliver on ground actions.

Projects undertaken have included:

- a participatory survey and focus group process to assess capacity and enable design and implementation of practical and achievable actions;
- the creation of a community based information system that will improve the way information is selected, captured, merged and managed at a local level;
- the assessment of social, economic and demographic features of the catchment and analysis of existing information; and
- a biophysical assessment of the status and trends of catchment issues.

Interpretation of current data relating to water quality, soil erosion, habitat loss, plant and animal pest populations, rare and threatened species, fragmentation, land cover and land use will lead to a clearer understanding of biophysical stresses and the actions required to limit them.

The aim is to provide a desktop profile of the catchment to provide a set of indicators for each major issue identified and an ongoing process to measure catchment health. The profile will provide estimates of what is happening in the catchment and the consequences of identified trends.

#### **Implementation:**

Projects two, three and four are almost complete and the Sno Pac prospectus and action plans are being drafted. The action plan is being overseen by a reference group of landholders from within the catchment.

#### **Lasting Contribution:**

This approach to natural resources and environmental management is unique, as it has taken a commercial 'prospectus' approach to the management of key issues.

#### **Emerging Lessons:**

The Regional Plan which is being developed includes all the major activities associated with any strategic planning process, such as:

- issue identification – frequently only symptoms;
- stakeholder identification;
- identification of public good and area of government responsible for management of the problem;
- professional problem statement associate with “business-as-usual” in terms of the biophysical, social and economic impacts;
- identification of community values, goals and vision in relation to the problem; and
- identification and analysis of strategic management activities in terms of the biophysical, social and economic implications.

This case study is an excellent example of a natural resource management process, which has been integrated into local planning and development regimes by the four key local governments.

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## *The Murray Darling Association Corporate Plan - 1999*

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**Location:**

The Murray-Darling Basin.

**Category:**

Region

**Lead Agency:**

The Murray-Darling Association.

**Objective:**

The mission for the Murray Darling Association Incorporated For Conservation And Sustainable Development is a focus for community participation in the major issues of the Murray-Darling Basin, to provide information, facilitate debate and aim to influence the policies of Governments.

**Core Characteristics:**

The MDA charter identifies the following key characteristics of the Murray Darling Association:

- a grassroots community based organisation able to interact with Governments and other authorities on behalf of and for the benefit of the community of the Murray-Darling Basin.
- encourages responsible development within the Basin while ensuring that the environment is protected.
- believes that Local Government is central to the orderly management of the Murray-Darling Basin and supports the involvement of Local Government in the decision making processes within the Basin.
- assists in the resolution of conflict between differing views on the development and conservation of the Murray Darling Basin.
- supports Total Catchment Management and other similar groups within the Murray-Darling Basin.
- provides leadership to the community on matters relating to the Murray-Darling Basin.
- facilitates community participation in the decision-making processes of Governments.
- provides a forum for the consideration of issues effecting the Murray-Darling Basin.

**Key approaches/Outputs:**

- To encourage responsible development and community participation throughout the Murray-Darling Basin.
- To develop a strategy to enhance community participation in the decision making processes of government.
- To enhance community networking at the local level, particularly through Local Government.
- In co-operation with other like minded groups, to develop a Basin-wide structure that will facilitate community participation, in the process of decision making throughout the whole Murray-Darling Basin.

**Implementation:**

The Corporate Plan is currently being successfully implemented. All elements of the Plan are represented by actions and the MDA has effectively united the Local Governments of the Murray-Darling Basin on a broad range of natural resource and environmental management issues. As indicated above this year's conference will target salinity as the Basin's highest priority issues.

**Emerging Lessons:**

The Corporate Plan, which is being implemented, includes all the major activities associated with any strategic planning process, such as:

- Issue identification – frequently only symptoms;
- Stakeholder identification;
- Identification of public good and area of government responsible for management of the problem;
- Identification and implementation of an appropriate community consultation process;
- Professional problem statement associate with “business-as-usual” in terms of the biophysical, social and economic impacts;
- Identification of community values, goals and vision in relation to the problem;
- Identification and analysis of Strategic management activities in terms of the biophysical, social and economic implications;
- Selection and implementation of communities choice of strategic actions by relevant stakeholders. This may require adjustments to institutions, policies and programmes; and
- Identification of appropriate indicators and the implementation of a monitoring system designed to provide feed-back on the effectiveness and efficiency of strategic actions.

In particular, this case study is an excellent example of a natural resource management process, which has been integrated into local and regional planning and development regimes.

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## Townsville-Thuringowa Strategy Plan

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**Location:**

The Townsville-Thuringowa region comprises the local government areas of Townsville City and Thuringowa City with a total land area of some 3,715 kilometres. The Townsville-Thuringowa urban area is the largest in the State outside South East Queensland.

**Category:**

Regional

**Objective:**

To provide an agreed regional planning framework to guide decision making in relation to issues of regional interest over the next twenty years.

**Core Characteristics:**

The TTSP covers a distinct regional area. Townsville-Thuringowa is the primary service centre for a vast catchment area that extends along the coast between the Whitsunday Island group in the south to Cardwell in the north and as far west as the Northern Territory border.

The region's population is expected to increase by around 50,000 over the next 20 years. The associated demands for housing, employment, infrastructure and services need to be managed to ensure the region's environmental, economic and social values are maintained.

Preparation and implementation of the strategy is a cooperative planning process between the two councils, the community, key regional stakeholders and all levels of government.

**Key Approaches/Outputs:**

The strategy emerged from a series of background papers completed between 1996 and 1998 with the key components being:

- cultural development and community services;
- economic development and major industry;
- environmental quality;
- nature conservation;
- natural resource management;
- open space and recreation;
- retail and commercial development and major centres;
- transport;
- urban development and infrastructure; and
- water supply.

The strategy presents a long-term vision for the coordination of land use activities and decision making in the region. The strategy includes, amongst other things, a regional structure plan and sixteen (16) regional planning policies outlining principles and a priority actions to address key issues confronting the region.

**Implementation:**

Implementation occurs through the approved institutional structure for the implementation, coordination and monitoring of the TTSP. Implementation commenced following the release of the strategy in July 2000.

A number of priority actions are currently being implemented through the preparation of the two councils' planning schemes. Both draft planning schemes are expected for State interest check in the next few months.

Milestones reached to date include the completion of the Draft Townsville-Thuringowa Integrated Regional Transport Plan, the Port Access Study and the CBD revitalisation masterplan.

**Lasting Contribution:**

The establishment of a clear framework for the orderly development and management of the both Townsville and Thuringowa local government areas at the regional level.

**Emerging Lessons:**

The plan demonstrates what is achievable without need for a statutory document when there is acceptance at a regional level and endorsement by all levels of Government.

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## Western Gateway Area Strategy (WGAS)

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### Location:

The area from Oxley to the Ipswich Central Business District is known as the Western Gateway. The total project area covers about 208 square kilometres and contains areas within Ipswich City and Brisbane City.

### Category:

Sub-regional

### Lead Agency:

The Queensland Department of Local Government and Planning.

### Objective:

The WGAS is about State and Local Government working with the community to build on the advantages of the area and make it a better place to live and visit.

The goals of the WGAS are:

- well managed growth;
- a robust local economy; and
- a positive and recognised community identity.

To fully realise its potential, the area needs some physical improvements, more local jobs, greater housing choice, well managed growth and greater opportunities for residents.

### Core Characteristics:

The WGAS covers a distinct sub-regional area which is an important growth area for South East Queensland. The Western Gateway area has many positive characteristics such as its position as a transport, economic and industrial gateway to the South East. The area has talented and diverse communities, many areas of high quality open space, good education facilities and services, affordable housing and available land.

Ipswich and Brisbane City Councils, the State government and community organisations work together to implement the WGAS. This is done through activities of three working groups. The three working groups are responsible for an identified area of community concern. These areas are:

- Growth Management;
- Economy and Employment; and
- Social Development.

The three working groups and the WGAS coordinator report to the WGAS Steering Committee. The Steering Committee guides the implementation of the WGAS, to ensure the integration of the many activities of the working groups in implementing the strategy.

### Key Approaches/Outputs:

To assist with the achievement of the WGAS vision, during the period up to 2011, the area strategy encompasses a set of strategies related to the major concerns which were the foci of the Western Gateway Strategic Planning Study (i.e. economic development, growth management and urban design) which was developed in April 1996 under the Better Cities agreement.

The WGAS was endorsed by Cabinet in June 1998 and is underpinned by a commitment to six inter-connected principles. These are:

1. Maximising Comparative Economic Advantage.
2. Social Justice.
3. Quality of Life.
4. Accessibility.
5. Coordination and Integration.
6. Ecological Sustainability.

#### **Implementation:**

The strategy includes strategies, priorities and performance measures to address key issues facing the Western Gateway area, as listed above.

Key components of work and outputs sit under the three working groups. This includes the following:

##### *Growth Management Working Group*

- Masterplanning for the Wacol Riverside area to better plan for the future of the site now that the Health Department no longer needs the whole area.
- Facilitating development of Industry and Business areas at Wacol (Army land) and Redbank Peninsula.
- A WGAS Desirable Ten Year Transport Plan including identification of significant transport infrastructure projects.

##### *Economic and Employment Working Group*

- Ensuring local employment and economic benefits from future Industry and Business areas such as the Wacol Army land, Redbank peninsula and others.
- Training and “Job Readiness” strategies for local residents.
- Support for existing local businesses.

##### *Social Development Working Group*

- Identify actions in response to the findings and recommendations of the Western Gateway Social Planning Study. These findings are based on the following five themes:
  1. Local places where people can meet, talk and get involved.
  2. Your community, you decide.
  3. Respecting and appreciating each other.
  4. Prevention first.
  5. Better public transport.
- Identification of ongoing mechanisms for community participation.
- Development of possible future actions to advance the social development of the Western Gateway Area.

**Lasting Contribution:**

The strategy has been endorsed by all Governments and adopted by State agencies, Councils and community groups as providing the overarching strategy for the planning and development of services and infrastructure.

The commitment to the Strategy by all stakeholders and the collaboration and partnerships will also be a lasting contribution.

**Emerging Lessons:**

The development and implementation of a sub-regional strategy within an overall regional plan has demonstrated the capacity to effectively plan and deliver coordinated services to local communities.

The provision of dedicated workers to coordinate the implementation of the Strategy has been exceptionally effective and raises the question of providing resources for this role in future planning strategies.

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## Wide Bay 2020

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### Location:

The Wide Bay Region. 200-600km north of Brisbane comprising the fast growing Local Authority Areas of Cooloola, Tiaro, Woocoo, Maryborough, Hervey Bay, Isis, Bundaberg, Burnet, Kolan, and Miriam Vale.

### Category:

Regional

### Lead Agency:

The Department of Local Government and Planning. (The project commenced in 1996 under the direction of the Regional Planning Advisory Committee, which launched the regional plan in March 1998. The RPAC overarch all plan implementation and review activities.)

### Objective:

To establish and implement a Regional Growth Management Policy Framework as the principal strategy for guiding growth and development in the Wide Bay Region as it heads towards the year 2020. (The region's population is predicted to double within the plan timeframe).

### Core Characteristics:

The "Wide Bay Regional Growth Management Framework" is an integrated multidisciplinary policy response to the pressures and opportunities of the growth projected for the region and includes;

- A preferred settlement pattern providing certainty and efficiency for investment plans in both the public and private sector.
- An integrated set of policies and action activities for guiding and managing ecologically sustainable urban and rural development and supporting economic growth in the region.
- Arrangements which ensure an ongoing coordination and focus across and between all levels of Government and the regional community to effectively deal with planning and development issues of regional significance.
- Network based information support (including online GIS support) for all implementation groups to assist plan implementation activities and decision making by both Government and Community sectors.

### Key Approaches/Outputs:

The strategy presents a long term (20 year) vision for the region and an accompanying integrated policy framework to achieve this. The 56 areas of regionally developed policy are supported by some 200 implementation activities undertaken by a range of Government and Community groups working in a cooperative and integrated partnership approach.

### Implementation:

Implementation of the plans 200 identified pre-agreed activities is achieved through 5 key strategy areas including:

- *Regional Economy* – improved economic development and employment opportunities;
- *Infrastructure Coordination* – timely and more cost effective provision of major physical and intellectual infrastructure to urban and rural communities;

- *Human Service Coordination* – greater accessibility and enhanced coordination of public and private sector human service provision;
- *Natural Resource Management* – sustainable management and conservation of natural resources (particularly through community based integrated catchment processes); and
- *Regional Information* – high quality information to assist decision-making processes and access to leading practice information technology.

The plan is being progressively implemented through a wide range of partnership programmes. To assist in the coordination and management of the plan's 200 implementation activities, an online *Action Tracking* system has been developed and is available at <http://widebay.net/au>. The system clearly identifies the present status and outcomes of all implementation activities, which is of particular importance for those implementation activities reliant on other inter-related components.

All implementation groups have “signed-off” on a Regional Growth Management Agreement which established the roles, responsibilities and relationships of the State and Local Governments and community sector groups in implementation activities.

#### **Lasting Contribution:**

The project provides the “*principal regional strategy to guide growth and development in the region as it heads towards the year 2020*” using existing institutional process and planning mechanisms. It has been strongly supported by the region's many important decision-makers including State Government Agencies, Local Government Authorities, key business, industry and community groups.

Some of the important lasting contributions developed to date include:

- Development of region wide ICM processes. (3 ICM groups are now operational ensuring full regional coverage and excellent opportunities for government / community partnership in the management of important catchment based natural resources.)
- Political commitment to the programme through “core budget” support by the State and plan implementation by the regions Local Governments, State Agencies and key business, industry and community groups.
- Wide Bay Human Services Network as the principal regional vehicle to progress the management and coordination of the regions various human service groups including a region-wide indigenous forum.
- Direct onground application of the region's plan through the \$1.4 million development and successful commercialisation of the region's purpose-built broadband network infrastructure (a national first). The successful applicant, “*Intertel*”, has recently been granted a carrier's licence creating one of the nation's first regionally focused telecommunication providers, allowing data, telephonic and mobile phone provision at a regional level. These developments have ensured a massive injection into the region's economy through more efficient telecommunications costs and retention of a significant proportion of previous telecommunication expenditure “leakage” now available for R&D and regional employment creation in the fast growing information economy sectors.

**Emerging Lessons:**

- Clear recognition of the significant benefits of regional cooperation and the ability to sustainability respond to issues on a regional scale.
- Clear benefits of supporting regional plan implementation groups with efficient, cost-effective and equitable network based information sources. Access to available data sources appears to be the most critical element facing plan implementation groups.

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## 5.4 City/Metropolitan Case Studies

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### *Casey Foothills Strategy*

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**Location:**

The rural residential and lifestyle living precinct located in the City of Casey Victoria, including the areas north of suburban Endeavour Hills, Hallam, Narre Warren and Berwick (an area of about 70 km<sup>2</sup>).

**Category:**

Metropolitan

**Lead Agency:**

City of Casey

**Objective:**

To develop the Casey Foothills Strategy, including a new community plan for Narre Warren North Township and Harkaway Village, to address a range of key issues:

- the acute development pressures being placed on the Casey Foothills;
- the special environment of the Casey Foothills, in particular the biodiversity values of the area;
- the landscape values of the Casey Foothills, with a key aspect of the strategy being whether the landscape can absorb additional development without its values being compromised;
- sustainable land management outcomes;
- infrastructure and servicing issues;
- bush fire risks;
- Casey Foothills within the wider region to the north and east;
- the priority for capital works in the component communities of the Casey Foothills; and
- the community's values and aspirations.

**Core Characteristics:**

The strategy proposes three planning time horizons:

- the short term (here and now, the next five years);
- the medium term (the next generation, the next 25 years); and
- the long term (future generations, 50 years plus).

Drivers for the strategy include background research covering all facets from bush fire management, to heritage, council rate policy and public transport provision. Specialist consultant input has been used in a number of key areas, including biodiversity and landscape (visual) values.

Many of the key issues raised during the community values research require actions from the State and Federal Government. For example, Federal Government taxation and welfare assessment policy has led to a number of the negative outcomes that the strategy is addressing.

A key aspect of the development phase of the strategy is the formation of a Steering Group comprising local government councillors and key staff and an Accountability Group comprising some 40 community leaders. The Accountability Group is evolving as the study progresses, to help integrate local governance and community leaders.

**Key Approaches/Outputs:**

The strategy will provide a holistic vision for the area. It will explicitly integrate short, medium and long-term considerations. A core aspect is sustainable environmental management. Community involvement is driving all aspects of the strategy. Subsidiary issues are being raised as appropriate. Suitable benchmarks and performance measures are being developed.

**Implementation:**

A clear means of implementation is driving all research associated with the strategy. The key to implementation is likely to be actions across six areas: legislation/regulation, information and publicity, governance measures, policy measures, capital works and strategy development (the strategy itself).

**Lasting Contribution:**

The benefits include the focus on combining specialist research with community aspirations to produce a long-term, all encompassing strategy that addresses short, medium and long-term considerations.

**Emerging Lessons:**

- The need for strategic planning to address the key issues faced by a community. In this case there were strong community calls for a strategy to address the issues set out above.
- The need and benefits of undertaking a comprehensive community participation (not only consultation) programme from the outset.
- The need for specialist advice to be gained on key aspects. In this case advice has included a detailed flora and fauna analysis, landscape management advice, community participation, community meeting facilitation, primary school workshop facilitation and aboriginal archaeological survey.
- The need for the strategy to be well communicated, with a high public profile.
- The need for strategy implementation to be based on clear actions that are scoped, prioritised and resourced.

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## City of Onkaparinga, Integrated Strategic Planning and Monitoring Framework

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### Location:

City of Onkaparinga (population 147,000) is an area of 518km<sup>2</sup> encompassing 35km of South Australian coast. It includes the McLaren Vale wine region, small rural holdings and townships, high and low socio-economic suburbs, industrial areas, significant areas of remnant native vegetation and plains and escarpments which give rise to nine water catchment areas.

### Category:

City/metropolitan (Adelaide's southern metropolitan area)

### Lead Agency:

The City of Onkaparinga which was formed through the amalgamation of three councils on 1 July 1997.

### Objective:

To provide the city with an integrated strategic plan that addressed the newly created local government entity and recognised the aspirations of the various communities within the former council areas.

The framework is presented in the document *Creating our Future*, 1998-2001 (view it at [www.onkaparingacity.com.au](http://www.onkaparingacity.com.au)).

### Core Characteristics:

*Creating our Future's* themes include:

- promoting economic development and local employment;
- protecting rural areas and their activities;
- protecting and enhancing the environment;
- supporting community and cultural development; and
- enhancing urban form.

### Key Approaches/Outputs:

*Creating our Future* is based upon ESD principles, as reflected in its major themes. Community consultation was a significant contributor to the development of the framework and in relation to specific studies.

*Creating our Future* led to:

- an *Economic Development Forum* (comprising council, local business associations, training institutions and State and Federal Government agencies);
- an *Environmental Advisory Committee* (comprising council staff, elected members and community representatives) which has prepared the city's Environmental Management Plan;
- the *Southern Social Planning Alliance* (comprising council staff, State human service agencies including health, housing, education, police, welfare and the Commonwealth and underpinned by dedicated round-tables which include community and non-government organisations); and
- the *Southern Partnership* (comprising all local State and Federal MPs, the Mayor and City Manager) which seeks to advance initiatives in the area.

**Implementation:**

Implementation has been devolved into the business plans of the relevant sections of the city and embedded in the council's financial and resource planning.

**Lasting Contribution:**

The City of Onkaparinga has strived to integrate planning in a manner which pursues ESD and which firmly embeds the city's strategic planning processes and goals into day to day and business planning and resource allocation.

**Emerging Lessons:**

The City of Onkaparinga has led a group of South Australian councils in developing indicators that are appropriate for strategic plans. Onkaparinga's indicators will be available on its website from late March 2001 and are expected to have broad applicability.

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## Salisbury 2000 and Beyond Strategic Directions

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### Location:

Salisbury, northern metropolitan Adelaide, an area of 156 km<sup>2</sup>. The city's population has grown from 88,000 in 1981 to an estimated 115,000 in 2001, which is population growth substantially above the average for metropolitan Adelaide.

### Category:

Metropolitan

### Lead Agency:

City of Salisbury.

### Objective:

To review and update Salisbury's strategic plan to ensure it was outcome-focused and reflected current circumstances, including the need to manage more scarce resources and respond to higher community expectations.

### Core Characteristics:

*Salisbury 2000 and Beyond Strategic Directions* addressed the spatial dimension, resulting in the development of community based goals:

- caring for the environment;
- healthy and cohesive community;
- quality urban development;
- embracing innovation and technological advances;
- maximising employment and business opportunities; and
- building on city image.

Key objectives for community involvement and diversity within the plan include:

- facilitating the development of housing across the city to support choice, affordability and changes in family structure;
- promoting and celebrating the city's historical and cultural connections;
- advocating for appropriate and effective locally based services;
- improving public safety and reducing the incidence of crime and substance abuse through government and community partnerships;
- ensuring a coordinated and integrated public and community transport system; and
- ensuring government is accountable and encourages community involvement in policy making.

The City Indicators Project has identified indicators for assessing progress:

- *environmental* - water quality, recycling, energy efficient, urban development and flora and fauna;
- *community* - demography, socio-economic status, education and health;
- *urban development* – development of the urban environment;
- *innovation and technological* – the use and take-up of innovative and technological processes;

- *maximising employment and business* – labour force estimates, value of building approvals, total number of businesses and new start-ups; and
- *image* – business trends and community perceptions.

#### Key Approaches/Output:

Programmes are coordinated across the three levels of government and within the community. The plan is an integrated, ‘all of community, all of government’ plan. It has a strong ESD approach, reflected through key objectives (eg. minimising waste going to land fill and maximising recycling and green waste collection).

#### Implementation:

Input and commitment from a range of public and private organisations and individuals will drive implementation of the plan. It is being actively promoted by the City of Salisbury by:

- programmes and projects alignment with the council's corporate and business plans and budget processes;
- advocating to all levels of government and other relevant organisations on behalf of the community;
- seeking to enter into partnerships on major strategic urban developments;
- developing the neighbourhood planning programme; and
- ensuring the plan is at the forefront of policy development.

The council is reviewing its statutory development plan on a three to five year basis as required under the Section 30 of the *Development Act* taking into account the *Salisbury 2000 and Beyond Strategic Directions* and the Metropolitan Strategy (see the separate case study for details on the Metropolitan Strategy).

#### Last Contribution:

The plan illustrates integration of local, regional, environmental and land use planning and management; strengthens the links between strategic and corporate planning and between strategic planning and natural resources management and development assessment. It provides a fully integrated strategic and corporate planning framework for the City of Salisbury based on an understanding and recognition of community needs and the role of three tiers of government in fulfilling those needs.

#### Emerging Lessons:

It is an alive, evolving and an accountable plan. The multi-media presentation of the plan (hardcopy, disk and web) enables easy access and community response, leading to continual updating and refinement. The interactive nature of the plan clearly impacts on and empowers a wide section of the community including people with speech difficulties or hearing impairment.

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## Sydney – Planning for the Living City

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### Location:

Central Sydney, an area of 6.18 km<sup>2</sup> which has capital city, local, regional, state, national and international significance.

### Category:

City/metropolitan (capital city)

### Lead Agency:

City of Sydney

### Objective:

To implement and monitor the Living City (and Olympic City) visions and directions for central Sydney through the City Plan package of controls.

### Core Characteristics:

The context of central Sydney has broadened, with increased international exposure, through tourism and business, but most of all through the profile achieved in the successful hosting of the Games of the XXVII Olympiad in 2000. The City Plan establishes an ongoing urban planning and design framework for central Sydney. It is part of an integrated multi-disciplinary approach to the urban planning and management.

Underpinning the City Plan's content and direction, were two packages:

- *Living City – A Blueprint for Sydney (1994)* which set out 10 strategic directions:
  - Sydney should be a multi-use city with a wide range of activities and opportunities;
  - the city needs a critical mass of permanent residents;
  - the city should boast a high quality public realm in the parks, plazas, footpaths and streets;
  - a retail renaissance, including more restaurants and cafes in the city;
  - a city with abundant facilities for arts and cultural pursuits;
  - a city accessible to pedestrians, commuters, shoppers and the disabled, supported by comprehensive and tasteful signage;
  - Sydney should value its history and heritage;
  - city development should be sensitive and orderly rather than speculative; competing interests must be balanced;
  - Sydney should be a vibrant city that is active 24 hours a day; and
  - the city must be supported by a council administration that is self-oriented; is accountable; regulates for sound reasons and avoids over-regulation and is committed to promoting the city.
- *Accessible City – An Integrated Transport Strategy for central Sydney.*

### Key Approaches/Outputs:

- The City Plan moves from a vision statement of social, cultural, environmental, developmental, economic and amenity/design issues into a practical implementation programme.
- Extensive consultation with communities and stakeholders contributed to the preparation of the *Living City* vision and the City Plan.
- The City Plan includes development incentives to bring about the Living City, including significant floor space incentives, and Olympic-tailored policies and time-limited incentives.

**Implementation:**

Key features of implementation include:

- Annual monitoring, with the monitoring for 1997, 1998 and 1999 showing clear evidence of the success of the City Plan 'Living City' policies for residential development (in the four years to June 2000, the number of dwellings and residential population will have nearly doubled); commercial development; visitor accommodation (a 79 per cent increase in hotels and service apartments accommodation the four years to December 2000); retail development; and CBD employment.
- Responsiveness to the rate of development growth over the last few years by way of reviews of the performance of policies and incentives and specific amendments to address internal residential amenity, public car parking, and urban form and design.
- Benchmarking, policy review and development is underway for a cyclical five-year review (due in 2001-02), with the next stage in the review process, *Living City Beyond 2000* having commenced. In consultation with the city community, *Living City Beyond 2000* will set directions for central Sydney to 2010 and beyond. Four discussion papers ('*Positioning Sydney as the Clever City*', '*Transport - City on the Move*', '*City Spaces*' and '*City Life & Culture*') on future directions have been exhibited.

**Lasting Contribution:**

Since 1991, the Central Sydney resident population increased from 4460 to 14,038 in June 2000. The working population increased from 181,358 in 1991 to 211,500 at the end of 1999. The City Plan and its related policies facilitate programs for city improvements, culture and community, including:

- a \$240 million programme of public realm improvements to the city's major gateways, streetscapes, public spaces and parks; and
- through cultural and community programmes.

**Emerging Lessons:**

The implementation of vision and policy often results in the need to review and if necessary, amend the direction of the strategic process, due to unforeseen factors, changes in development cycles and new issues in forward planning.

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## 5.5 Rural Case Studies

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### *Hunter Valley Vineyard District, Local Environmental Plan and Development Control Plan*

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**Location:**

Cessnock City Council area, Hunter Valley, NSW

**Category:**

Rural

**Lead Agency:**

Cessnock City Council in conjunction with the Hunter Valley Vineyard Association and the Pokolbin Community Group.

**Objective:**

To encourage the economic and ecological sustainability of the Hunter Valley vineyard district through land use policy that facilitates a balance between viticulture, tourism, other rural land uses and the environment.

**Core Characteristics:**

This strategic planning process:

- identifies a region and local area with specific characteristics;
- includes a partnership arrangement with the community, industry stakeholders, State Government and Federal Government interests; and
- delivers land use policy at the local level.

**Key Approaches/Outputs:**

The plans:

- integrate short term demands and long term environmental quality within the district;
- recognise the value of the viticultural and tourist industries within the region and aims to facilitate their growth requirements within the context of maintaining rural character and in the interests of environmental sustainability;
- involve a proactive approach to ecological sustainability and biodiversity through various mechanisms including conservation based development incentives;
- have accounted for community and industry views associated with issues such as rural land use conflicts;
- recognise and respond to strategic land use directions at a State Government level; and
- incorporate performance criteria for assessing implementation and acceptance.

**Implementation:**

The Local Environmental Plan was endorsed by the NSW Minister for Urban Affairs and Planning on the 21 May 1999 and the Development Control Plan was endorsed on the 16 June 1999. The site-specific planning measures are integrated into the development control planning documents.

The performance measures include not only measures of the acceptance of the planning approach by all stakeholders but also the wider acceptance of environmental repair and enhancement measures (with \$75,000 towards these measures from Natural Heritage Trust funding).

**Lasting Contribution:**

- Integrates the foreseeable future needs of the viticultural and tourist industries in the context of a sustainable land use mix.
- Features a proactive approach to encouraging improved environmental outcomes.
- Enables the delivery of sound land use decisions at the local level in the context of broader statutory and industry requirements.

**Emerging Lessons:**

- Provides an example of how land use policy can incorporate development incentives aims at encouraging a positive long-term environmental outcome.

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## 5.6 Coastal Case Studies

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### *Jervis Bay Region Integrated Strategy*

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**Location:**

Jervis Bay NSW, including Commonwealth and Aboriginal lands, St Georges Basin and the Jervis Bay Marine Park.

**Category:**

Coastal

**Lead Agency:**

NSW National Parks and Wildlife Service, with coordination through a steering committee. (The project is funded through the Commonwealth Coasts and Clean Seas initiative, NSW National Parks and Wildlife Service and in-kind contributions from Shoalhaven City Council.)

**Objective:**

To achieve a balance between protecting the region's environmental and cultural values and providing opportunities for ecologically sustainable use.

**Core Characteristics:**

The Jervis Bay area has significant Aboriginal and European cultural heritage. The strategy, which has the overall theme 'Conservation through cooperation':

- is a cooperative project involving the three levels of government, the community and the private sector;
- involves delivery shared by the various stakeholders (a draft strategy document was released in October 2000); and
- applies to four identified key areas:— ecosystem management, ecologically sustainable development, recreation and tourism management and conserving cultural heritage.

**Key Approaches/Outputs:**

The strategy is based on integrated management. It integrates decision-making about the different but interconnected components of the environment by viewing them as a whole ecosystem. Cooperation and coordination allows the autonomy and statutory responsibilities of different stakeholder groups to be respected whilst identifying and working toward common goals.

**Implementation:**

Key areas of focus for implementation of the strategy will include:

- ecosystem management;
- ecological sustainable development;
- recreation and tourism management; and
- conserving cultural heritage.

**Lasting Contribution:**

The strategy addresses two key issues identified by the Commonwealth Coastal Policy within the coastal management zone:

- fragmented management arrangements based on issue or sectoral management; and
- the cumulative impact of small decisions on the coastal zone.

**Emerging Lessons:**

Critical to the successful development of a framework for cooperative and integrated management is the identification of a common vision for the future which is owned by multiple jurisdictions.

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6.0

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