



# Camden Council

## Attachments

**Ordinary Council Meeting**  
**14 April 2015**

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**Camden Civic Centre**  
**Oxley Street**  
**Camden**





# ORDINARY COUNCIL

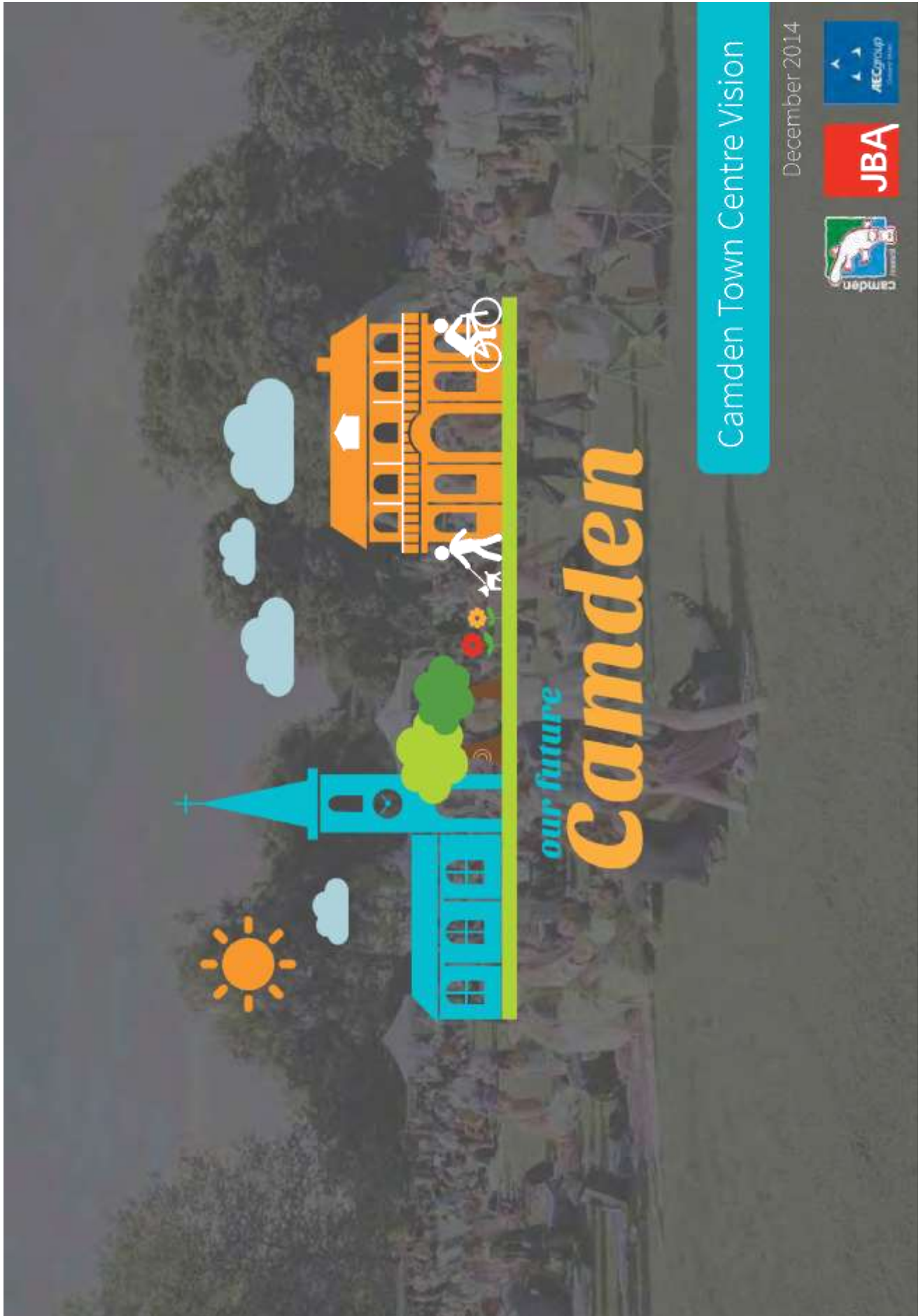
## ATTACHMENTS - ORDINARY COUNCIL

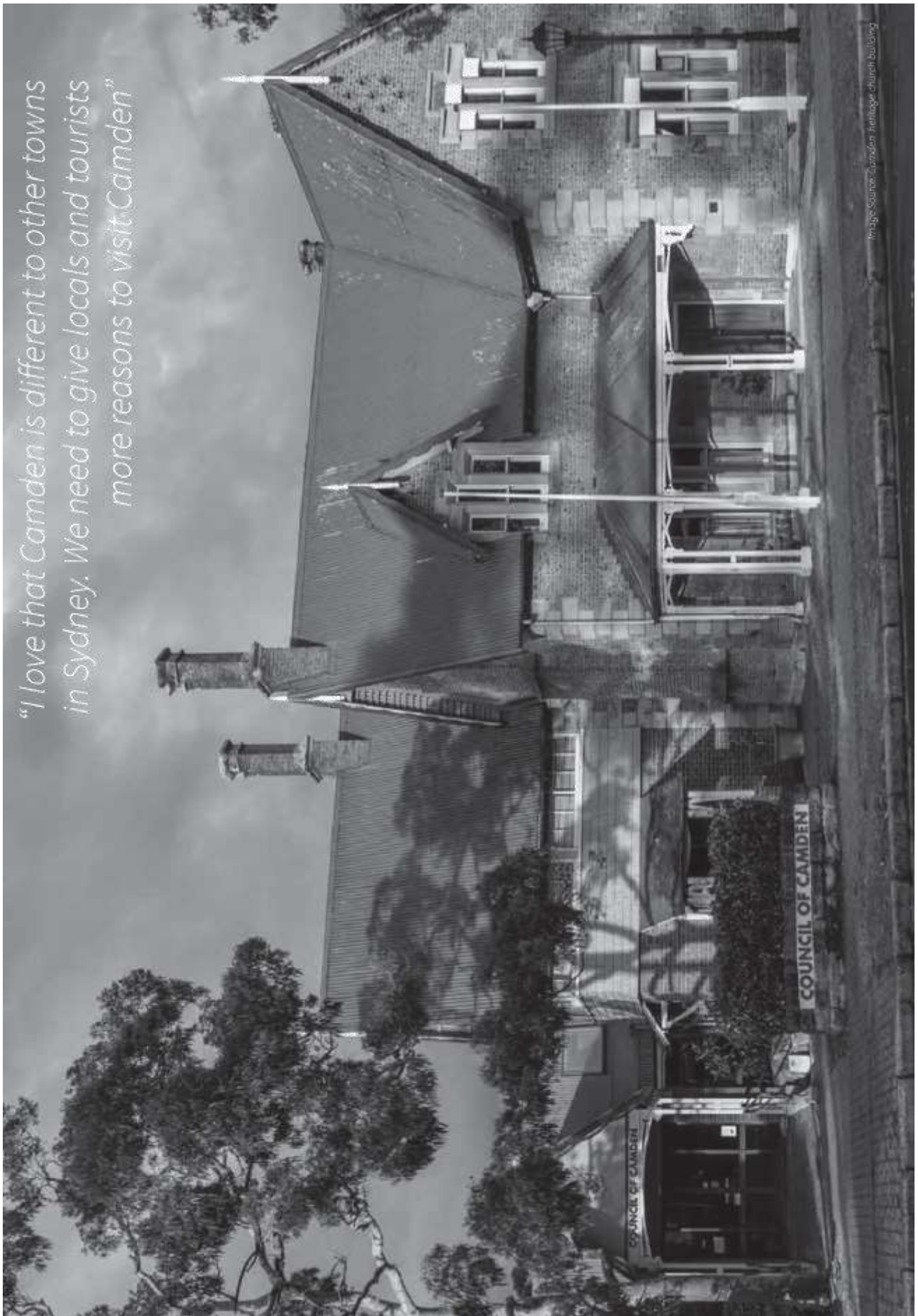
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## Executive Summary

The Camden Town Centre (the town centre) is the heart of the Camden Local Government Area. It is valued not just by the local community, but also by others for its unique and attractive character. Despite this, the town centre is currently facing challenges that if not addressed threaten to undermine its economic vitality. Doing nothing in the face of these challenges is not an option. However, out of challenge can come growth and renewal, and Camden now has the opportunity to rethink the town centre and create a guiding blueprint for its future. This vision is this blueprint. It is a blend of technical research and analysis and community engagement. It is robust and evidence based and is informed by the views of the local resident, business and stakeholder community.

The intent of this vision is to protect and strengthen the town centre's valued and distinct character while at the same time facilitating appropriate change and growth. This is not a vision for radical change. Rather it's a guide for the gradual and measured evolution of the town centre to something better and stronger.

This intent can be encapsulated in to the following vision statement:

By 2031, Camden will be:

- **a distinct town centre** – a town centre that emphasises its unique character and sense of place
- **a prosperous town centre** – a town centre that has a strong, thriving and resilient economy
- **a vibrant town centre** – a town centre that is lively, exciting and interesting
- **an accessible and connected town centre** – a town centre that people can readily access through a number of transport choices and is easy, safe and comfortable to move around
- **a town centre for all** – a town centre that is welcoming and offers something for everyone.

Underpinning the achievement of this vision are the following principles:

- attract more people
- revitalisation
- evolution
- establishing the right conditions

The recent loss of large, stable employers from the town centre will be compounded in 2016 by the relocation of Camden Council and its administrative staff to Oran Park. This will lead to the loss of a further 100 workers, which will have an adverse flow on impact on weekday trade for business such as restaurants, cafes, convenience and comparison retail. Attracting more locals will help fill the hole left by the departure of these businesses and sustain the lifeblood of the town centre during weekdays. Attracting more visitors will increase higher value expenditure in the town centre, and has the potential to generate and catalyse demand for different, higher impact business such as food and wine premises and boutique accommodation. More people attract more business in a positive cycle of growth.

Revitalisation is a multi-faceted approach that seeks to integrate economic, social and environmental initiatives to create better places. Initiatives for revitalisation, rather than simply enabling property development, should underpin Camden's approach to sustainability and resilience.

Evolution recognises and builds on the strengths of a place in a measured manner rather than seeking to make radical, disruptive changes based an ideology of what has worked somewhere else.

Economic success and prosperity is the result of government, in particular council, setting in place the right conditions so that when an opportunity arises, business can establish and grow. This involves identifying barriers and putting in place a co-ordinated strategy and range of actions that together send the right signals to the market, and provide an environment where it is easy to do business.

This vision and principles are supported by 15 strategies:

- 1 strengthen Argyle Street
- 2 balance character with development
- 3 protect and strengthen heritage
- 4 create well designed buildings and places
- 5 promote a complete town centre
- 6 develop a diverse business base
- 7 connect and engage
- 8 a dedicated resource
- 9 make it easy to do business
- 10 sell the message
- 11 facilitate development of catalyst sites
- 12 celebrate and interact
- 13 improve car parking
- 14 encourage alternative movement choices
- 15 establish a central gathering place.

A number of initiatives underpin these strategies, and complete the vision.

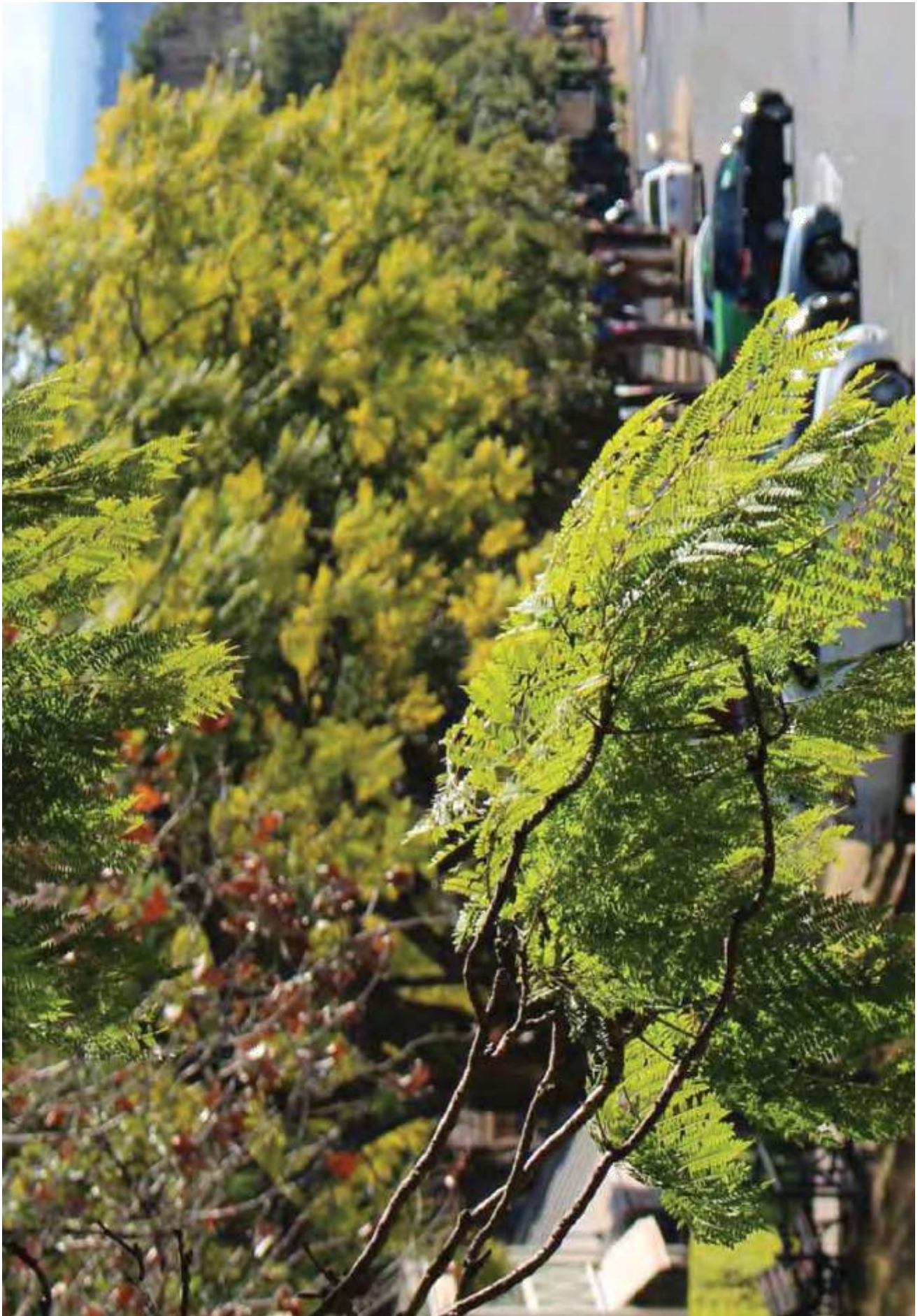
The vision proposes an implementation plan identifying responsibilities and timetables to promote people and agencies to take action. The success of the vision doesn't just rely on council, rather it relies on the co-ordinated effort of a range of partners.

Timetables and proper sequencing is critical. Quick wins can be achieved through prioritising over the short term:

- implementing strategic public domain upgrades
- planning for and facilitating the future renewal of council owned catalyst sites
- connecting and engaging with key local institutions such as Camden Hospital and University of Sydney to bring their customers, visitors and employees into the town
- appointing a co-ordinator to drive the implementation of strategies and initiatives
- developing an integrated program of business incubators
- selling the message by better marketing the town centre
- preparing a revised planning framework to better protect the town centre's character and facilitating appropriate development opportunities, including an urban design framework, public domain and streetscape plan, and updated LEP and DCP

Over the longer term, releasing opportunities for more people to live, work and play in the town centre through the quick wins will start to attract more business, including high impact retail that has the potential to draw in more visitors from outside the local area. The evolution of Camden into a destination location can be supported through complementary initiatives such as reintegrating forgotten or underused spaces and improving public transport connections.



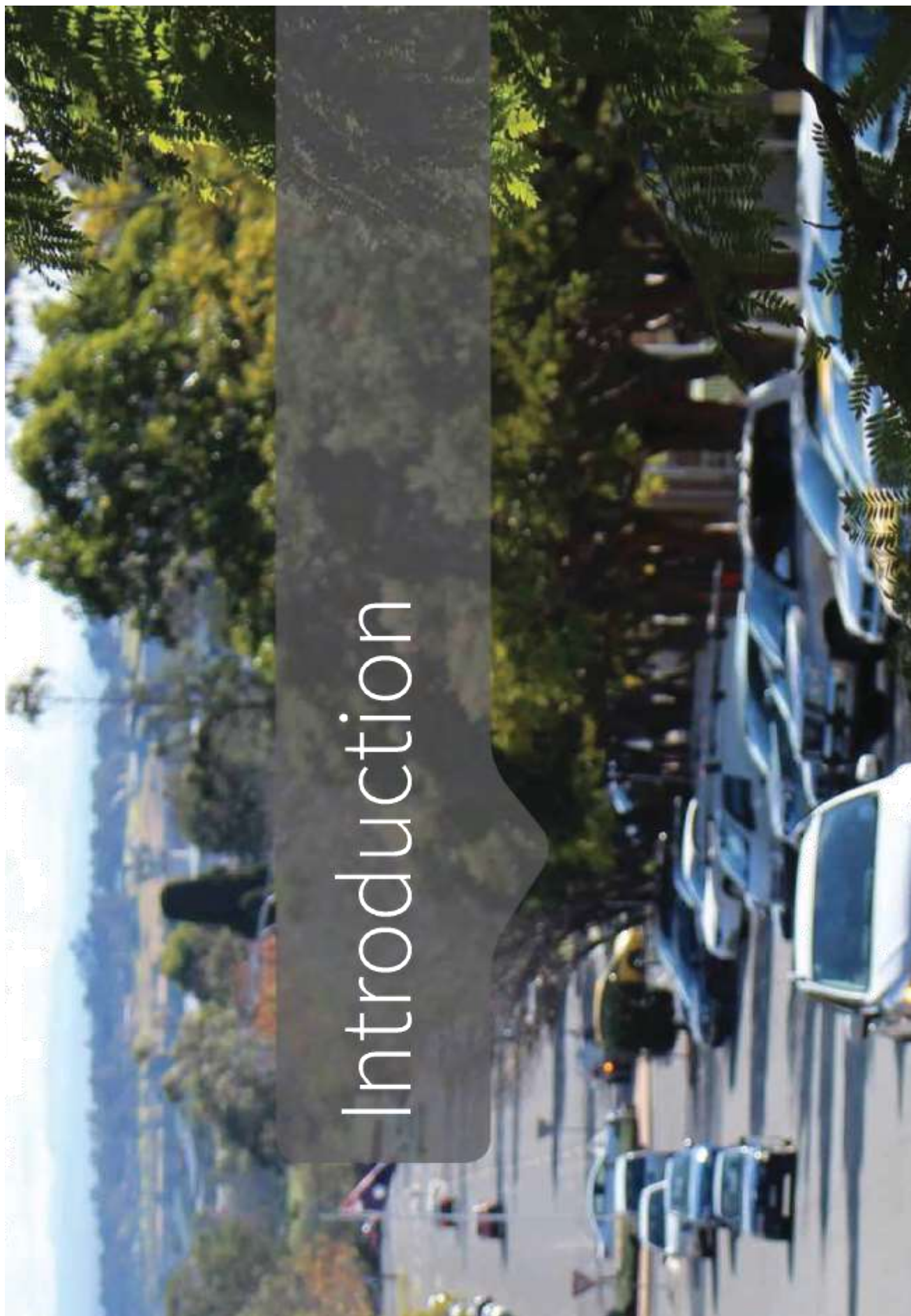


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# 1.0 Introduction

## Why is a vision needed?

Our cities and towns are constantly changing and evolving. Therefore, a plan for the future that worked 5 years ago may not work now. Camden sits within one of the fastest growing parts of the Sydney Metropolitan Area. Growth has not only seen more people call the Camden local government area (LGA) home, but also a broader range of people who often have different views and expectations of the way things should be. It has also seen the emergence and rise of nearby centres such as Narrellan. These changes can have both positive and negative impacts.

One of the critical challenges is the changing retail landscape driven by changing consumer needs and preferences relating to how and where people spend their money. Due to high cost of living, consumers have less to spend, in particular in discretionary items. The 2008 Global Financial Crisis compounded this, resulting in many taking a more cautious approach and further reducing spending.

People are also increasingly preferring to shop at large shopping centres and clusters of bulky goods retailers. Key reasons for this include the type and diversity of retail offering, and convenient access and parking. With the recent approval of a major extension to the nearby Narrellan town centre, Camden will face increasing competition for retail expenditure.

On top of this, people are increasingly turning to online retailers. This results in less demand for physical space in town centres for merchants to sell their products.

More particular to Camden are some other challenges. Camden has recently seen the relocation of a number of government and community assets such as the local police station and high school to other areas. Camden council, which is the largest single employer in the town centre, will also vacate its current premises and move to nearby Oran Park

in 2016. There are a number of other community identified challenges as well, including a perceived shortage of convenient carparking and the rise of chain and 'dollar' shops.

Taken together with other identified weaknesses and constraints, this means that traditional main street focussed town centres such as Camden cannot continue to rely on what has previously been successful, and certainty not rely simply on retail, to sustain them into the 21st century.

Doing nothing in the face of this challenge is not an option.

However, out of challenge can come growth and renewal, and Camden now has the opportunity to rethink the town centre and create a guiding blueprint for its future.

In its stewardship role for the Camden Town Centre, council made a decision to invest in the preparation of this document to guide the future of the town centre. It builds on the foundation set by the current Camden Town Centre Strategy 2008 and is informed by technical research and analysis and community and stakeholder input.

This blueprint will build on and leverage the town centre's strengths and opportunities, in particular its distinct character, to achieve future resilience and sustainability.

It will be used by council to inform its current and future planning, public domain and investment activities.

The vision aims for a time horizon of up to 10 years. During this time, in response to changing circumstances and new information, from time to time the vision will be reviewed and updated. A complete review will occur close to the expiry of a 10 year time horizon.

## How did this document come about?

Key steps in the planning process included:

- **Understanding place** - effective strategy is based on a clear understanding of place. This step investigated three of the building blocks of Camden - its place, people and planning
- **Building the evidence base** - undertaking research and analysis into the key technical matters of transport and traffic and the retail and commercial economy
- **Engaging the community** - increasing community and stakeholder awareness of the vision process and providing them with meaningful opportunities to get involved and help shape the direction of the vision
- **Defining the challenge** - clearly identifying the challenge so that development of the vision is focussed on tackling the right issues
- **Developing a vision and key outcomes** - developing an aspirational but pragmatic vision and key outcomes for the future of the town centre
- **Developing and weighing up choices** - developing and considering the relative strengths and weaknesses of different ideas in relation to economic, social and environmental criteria
- **Generating strategy and initiatives** - working up the most beneficial ideas into strategy and initiatives
- **Implementation** - preparing a comprehensive implementation strategy that outlines responsibility, timeframes and sequencing

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### The Study Area

The study area covers the Camden Town Centre in its entirety. It is generally bounded by the Nepean River floodplain to the north, east, and west, and Barsden Street, Park Street and St Johns Church ground to the south.

### Structure of this document

This document is structured as follows:

- **Part 1** – provides an introduction to the vision, outlining its purposes and how it was prepared
- **Part 2** – provides an overview of people, place and planning
- **Part 3** – outlines the technical evidence base that helped inform development of the vision
- **Part 4** – discusses how the community helped shape the direction of the vision
- **Part 5** – identifies the constraints, opportunities and issues that are unique to the Town Centre and have a bearing on its future
- **Part 6** – presents the vision and supporting principles
- **Parts 7 to 12** – presents the strategies and initiatives that are designed to help achieve the vision and key outcomes
- **Part 13** – contains an indicative implementation plan that maps out a framework for putting in place the strategies and initiatives
- **Part 14** – identifies how this vision can be reviewed to ensure it remains relevant to changing trends and circumstances.



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*The Camden Town Centre has a rich and unique sense of place. Understanding the essence of this sense of place is a critical first step in developing effective, robust and authentic strategy. This section looks at three important elements of place – place itself, people and planning.*

## 2.0 Understanding Place

### Place

Camden is located at the heart of the Macarthur region approximately 65km to the south-west of the Sydney CBD. The aerial photo below shows some key features of the town centre.

Originally home to the Gundungurra people, Camden was established as a town by Europeans in 1840 with the first sale of township allotments. Camden has strong connections with the Macarthur family, whose family home Camden Park is still located to the south-east of the present day town. It was the efforts of the first European settlers that Camden hinterland became the birthplace of the Australian wool, wheat and wine industries.

Camden today retains strong connections to its surroundings. Its natural setting surrounded on three sides by the expansive Meehan River floodplain provides it with vistas to pastureland, and provides a strong delineation between it and growing suburban communities to the north such as Narellan and Spring Farm. This natural setting is further enhanced by a number of other attributes that together work to create a distinct, semi-rural character.

These elements include:

- a traditional, wide main street with a Jacaranda planted median in the form of Argyle Street
- a largely human scale, fine-grain and eclectic but coherent main street built form
- a walkable, square grid of streets and pedestrian laneways
- dominant built form landmarks in the shape of St. Johns church, the National Australia Bank building on the corner of Argyle and John Streets and Macaria on John Street
- a wealth of heritage buildings.

Importantly, the Town Centre is compact, with most of it being contained within a 400m radius (5minute walk) of the intersection of John and Argyle Streets. This is a major contributor to its highly walkable character.



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### People

The Town Centre has a population of 3,244 persons (2011). This comprises 1,543 males (47.6%) and 1,701 females (52.4%). Compared to the typical characteristics set for town centres by the state government, this population is relatively small.

The median age (40) is older than the Sydney average of 36 years. Children aged 0 - 14 years make up 17.4% of the population and people aged 65 years and over make up 21.8% of the population.

The majority of residents are born in Australia (80.7%). This is high compared to the Sydney average of 69.8%. The most common ancestries are Australian 30.9%, English 30.1%, Irish 9.0%, Scottish 8.0% and German 2.7%. 90.6% of residents only speak English at home compared to 76.8% of Sydney residents.

1.8% of the population identifies as either Aboriginal or Torres Strait Islander.

Other languages spoken at home include Italian 0.7%, Spanish 0.4%, Indonesian 0.3%, German 0.3% and Greek 0.2%.

More people work full-time in Camden (65.7%) compared to Sydney (59.7%). However this is reversed in relation to part-time work, with fewer Camden residents working part-time (23.8% vs 28.7%).

Camden residents live in 799 dwellings. 72.2% of dwellings are separate houses, with close to a third of dwellings being medium density.

Other facts include:

- the average children per family is 1.8
- the average people per household is 2.4
- the median weekly household income is \$1,188
- the median weekly rent is \$320
- the average motor vehicles per dwelling is 1.7





**Planning**

The current NSW planning framework has a number of different levels, each with a different sphere of influence and level of detail. The levels that are relevant to planning for the town centre are:

- Metropolitan and sub-regional
- Local

**Metropolitan and sub-regional**

Planning at the metropolitan level in Camden is covered by 'A Plan for Growing Sydney'. It sets a coordinated and high level strategic direction for the entire city, and seeks to achieve the following goals:

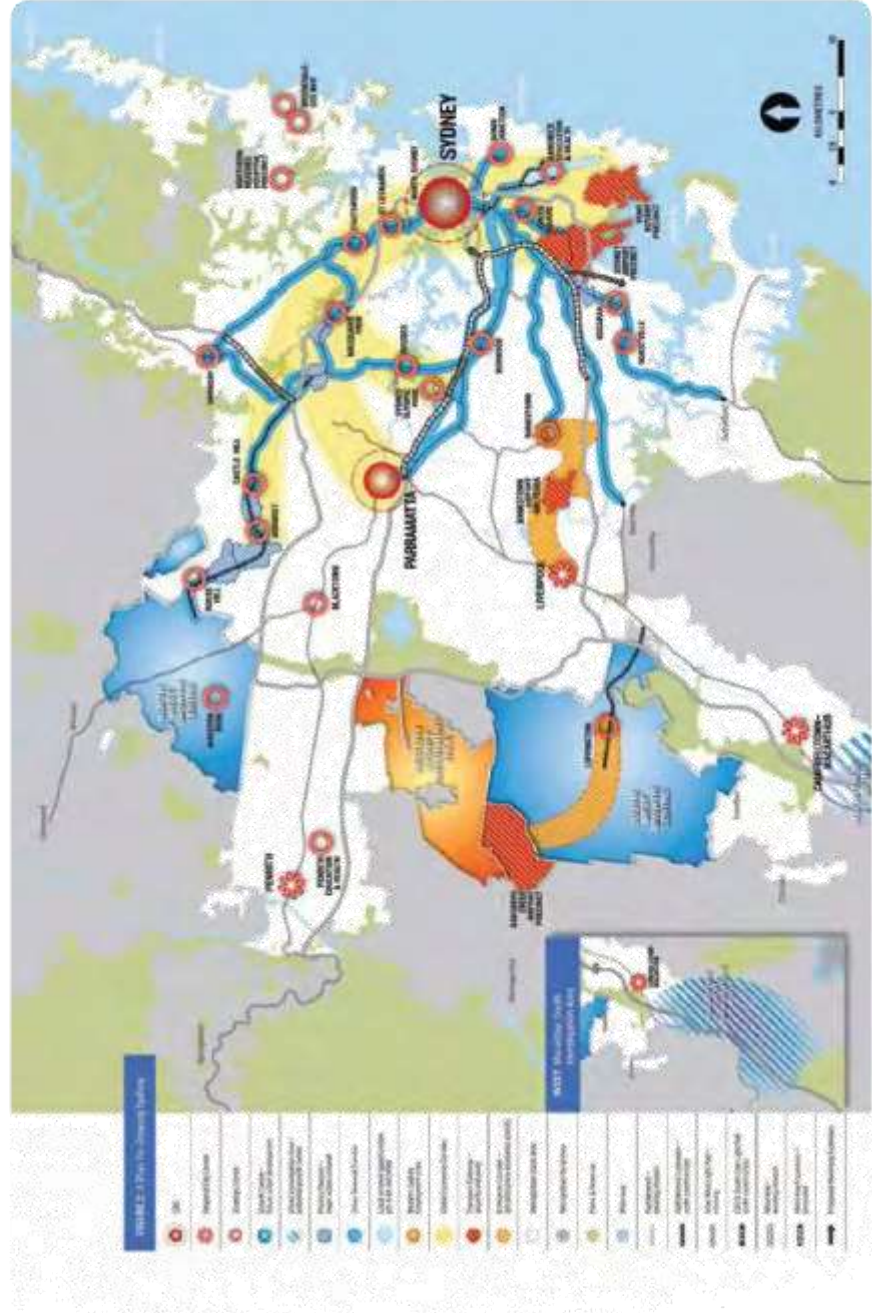
- a competitive economy with world class services and transport
- a city of housing choice, with homes that meet our needs and lifestyles
- a great place to live with communities that are strong, healthy and well connected
- a sustainable and resilient city that protects the natural environment and has a balanced approach to the use of land and resources.

Under the draft Metropolitan Strategy, Camden is included in the South West Subregion. The draft plan contains specific priorities for this subregion, including promoting growth in the South West Growth Centre, supporting Liverpool as a regional city and supporting urban renewal in strategic centres and along corridors.

The draft South West subregional strategy prepared under the former metropolitan plan also provides strategic planning direction for Camden.

The draft strategy identifies Camden as a Town Centre. Under this classification, Town Centres have a catchment of 800m (where town centre uses such as retail, office and higher density residential is supported), have one or two supermarkets,

community facilities, medical centre, schools and similar uses, contain between 4,500 and 9,500 dwellings and are usually a residential origin than employment destination.



**Local**

Local planning is administered by Camden Council. The main local planning controls are the Camden Local Environmental Plan 2010 (LEP) and the Camden Development Control Plan 2011 (DCP). The LEP is a legally binding document and provides rules for what can be developed where as well as how development is to function and look.

Key controls for the town centre are for:

- Zoning
- Height
- Heritage

The intent of the B4 Mixed Use zone is to provide a mix of compatible uses including commercial and residential. Multi-dwelling housing, senior housing and shop-top housing are permitted residential uses.

The maximum building height in the town centre is 7 metres. This will typically allow for a two storey building with minimal roof pitch. Maximum building heights in both nearby Narellan and Mount Annan are higher, largely due to their different character that does not include a large number of heritage items and views to heritage items. Adjoining land included in the B2 Low density residential zone has a maximum height of 9.5m.

The entire town centre is included within a heritage conservation area. This means that proposals for any new building, as well as demolishing, moving or altering the exterior of existing buildings required prior approval from council. Additionally there are a number of listed local heritage items in the town centre. For these items, in addition to the requirements for the heritage conservation area, council approval is also required before internal changes. There is a concentration of heritage items along John and Hill Streets.

The Town Centre is included in the B2 Local Centre and B4 Mixed Use zone. The primary intent of the B2 Local Centre zone is to promote business and complementary uses. A broad range of commercial uses such as retail, offices, restaurants, cafes, medical centres and schools are allowed in this zone. Shop-top housing is the only permissible residential use.

**Zoning Map**



**Height Map**



**Heritage Map**



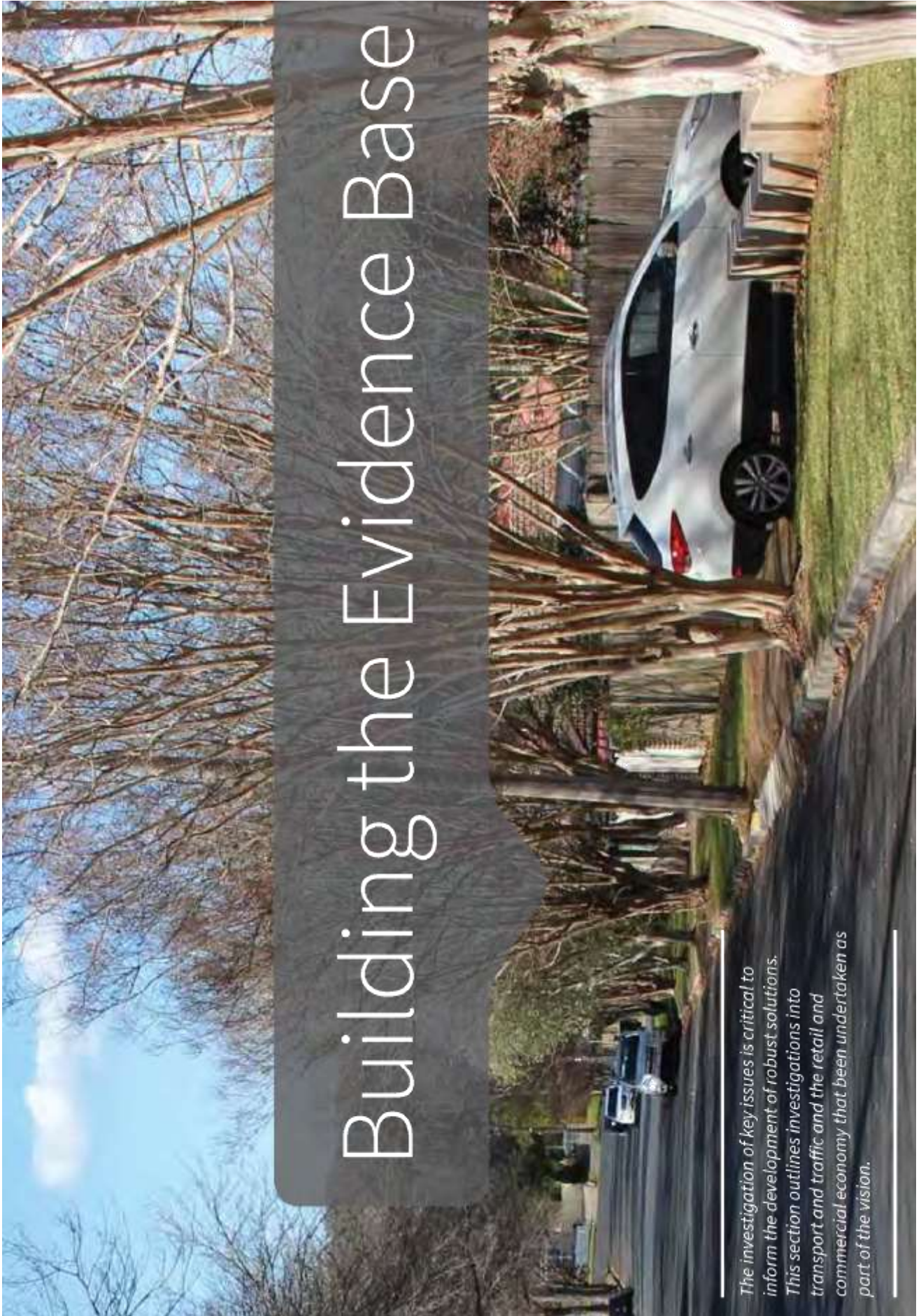


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*The investigation of key issues is critical to inform the development of robust solutions. This section outlines investigations into transport and traffic and the retail and commercial economy that been undertaken as part of the vision.*

## 3.0 Building the Evidence Base

### Transport and traffic

Council commissioned Brown Consulting to undertake two transport and traffic studies for the Town Centre:

- Camden Town Centre Traffic & Transport Study in September 2013
- Camden Town Centre Multi-Storey Car Park Study in April 2014.

### Camden Town Centre Traffic & Transport Study

This study undertook a comprehensive investigation into transport and traffic in the town centre and surrounding area, investigating matters such as existing conditions and future development potential to identify key areas for improvement, consider options for improvement and recommended a set of short, medium and long term initiatives.

Initiatives include the following:

- maintain the existing dual lane roundabout at the intersection of Argyle Street and John Street
- explore the feasibility of signalising the intersection of Argyle Street / Oxley Street to allow vehicles to exit Oxley Street and travel west / south
- signalise the intersection of Argyle Street / Oxley Street and remove the existing pedestrian crossing west of John Street
- consider identifying an on road cycle path around the town centre using Edward Street / Mitchell Street / Oxley Street
- consider increasing the number of bicycle racks with the possible provision of higher order parking facilities such as lockers
- enforce existing restrictions

- convert existing parking restrictions in Argyle Street between Murray Street and Elizabeth Street to seven (7) day restrictions maintaining the current one hour limits
- wider footpaths and narrower traffic lanes on Argyle Street to encourage a slower speed vehicular movement.

### Camden Town Centre Multi-Storey Car Park Study

This study provided an overview of previous studies into carparking in the town centre and assessed the relative suitability of 5 possible locations for a future carpark:

- John Street
- Oxley Street
- Oxley Street/ Mitchell Street
- Larkin Place
- Hill Street

The study recommended that the Oxley Street location is the most suitable of these locations.

It recommended that the car park be designed to accommodate 184 spaces over two levels (an additional 86 spaces).

To confirm suitability of the site, investigation and design needs to be undertaken by an architectural firm with heritage experience to ensure appropriate address of heritage design guidelines for Camden Town Centre. The report concluded that if the design satisfies these guidelines and can facilitate the appropriate amount of car parking spaces, it is recommended that the Oxley St car park be adopted as the preferred car park location.

Council at its meeting of 25 November 2014 agreed to proceed with the decked carpark in Oxley Street.



**Economy**

Council commissioned JBAUrban to undertake a retail and commercial study for the town centre. This retail and commercial study was carried out in two parts:

- Opportunities and Issues Paper
- Economic Feasibility and Recommendations Report.

**Opportunities and Issues Paper**

This study provided a review of Camden's demographic and economic structure, the nature of retail and commercial activity and identified the Town Centre's key challenges and opportunities.

The Camden Town Centre had an estimated 2,175 workers in 2011, which is about 13% of the Camden LGA total employment.

The top industries of employment are:

- retail trade (17.4% of employment).
- accommodation and food services (16.5% of employment).
- health care and social assistance (12.8% of employment).
- professional scientific and technical services (9.2% of employment).
- public administration and safety (9.0% of employment).

There is an estimated 358 businesses with a shopfront presence in the town centre.

The employment structure is typical of a service centre that caters for the local population. However the relatively high representation in retail, accommodation and food services suggests a tourism component is already present in the Town Centre's economy.

Research identified that the Town Centre is busy during the week mainly with local activity, while the weekends attract a higher proportion of visitors. The retail and commercial property market is tightly held with the majority of businesses well established in the area for many years.

There is currently demand for additional smaller good quality commercial office suites, and residential uses in the town centre.

Key challenges to future economic prosperity include:

- competition from other nearby centres such as Narellan
- loss of major local employers
- limited development in the town centre's catchment and modest population growth
- planning and environmental constraints such as heritage and flooding which cumulatively limit the Town Centre's potential to develop and grow.

Key opportunities for future growth include:

- capturing more local spend from visitors to existing institutions within Camden (e.g. Camden Hospital, Sydney University)
- leveraging the unique semi-rural and heritage character of the town centre to capture visitation from the growing South West Growth Centre.

Fundamental to Camden's future economic success is retention of its distinct character. However, opportunities for additional development, in particular commercial office and higher density residential uses, are important.

Recommendations suggest a focus on expanding its catchment by engaging in activities that seek to increase overall visitation and patronage in both the weekday (local) and weekend (tourist) market.

**Economic Feasibility and Recommendations Report**

This study built on the Opportunities and Issues Paper by investigating potential development opportunities within the town centre and provided a series of recommendations to help accommodate growth and facilitate renewal.

To obtain an understanding of development feasibility to inform potential land use choices, this study tested the generic feasibility of residential-only and mixed use development scenarios. Residential and mixed use scenarios were selected as there is demand for them in the current market, and they positively contribute to the desired future of the town centre.

Key findings from the study include:

- in the current market, despite underlying demand for retail, commercial and residential floorspace, residential and mixed use development is unviable in the town centre due to a range of constraints such as LEP height limits
- tourists from outside the catchment will become increasingly important for the Town Centre's future resilience and sustainability
- the need to bolster patrons from the local catchment to fill gaps in the weekday economy left by the departure of larger employers such as council
- attract higher impact retail
- leverage council land assets
- explore business investment initiatives
- revise the planning framework to make it more conducive to development, including facilitating opportunities for renewal where development can be intensified to accommodate a mix of new uses, undertake an urban design to identify opportunities for development.

- opportunity sites can be examined to establish minimum density thresholds required to be an attractive proposition to stimulate private investment
- council to provide support for local businesses, including flexibility that will assist businesses to remain competitive as well as encourage new businesses to start up.





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# Engaging the Community

*Engaging the community is fundamental part of any planning process. Council sought the input of the community and stakeholders from the outset, and has used their comments to inform and set the direction for the vision.*



# 4.0 Engaging the Community

## Aims and principles

- Community engagement is an essential part of any planning process. The aims of community engagement are to:
- seek to increase awareness, improve understanding and be representative of all people within the community
  - provide people with meaningful opportunities in which to participate in decision making that affects them.

## Implementation

Implementation of the community engagement program involved the following key activities:

- community forums
- online survey
- footpath survey
- formal public exhibition

## Findings

These community engagement activities yielded over 500 submissions and 3,000 individual comments on the future of the Town Centre.

Review and analysis of these comments showed that most people support proposed public domain upgrades and the proposed decked carpark. Review also yielded a number of recurrent themes. The most frequently occurring comment sought to ensure that the existing character of the Town Centre was protected. Economic prosperity and traffic were also popular themes.

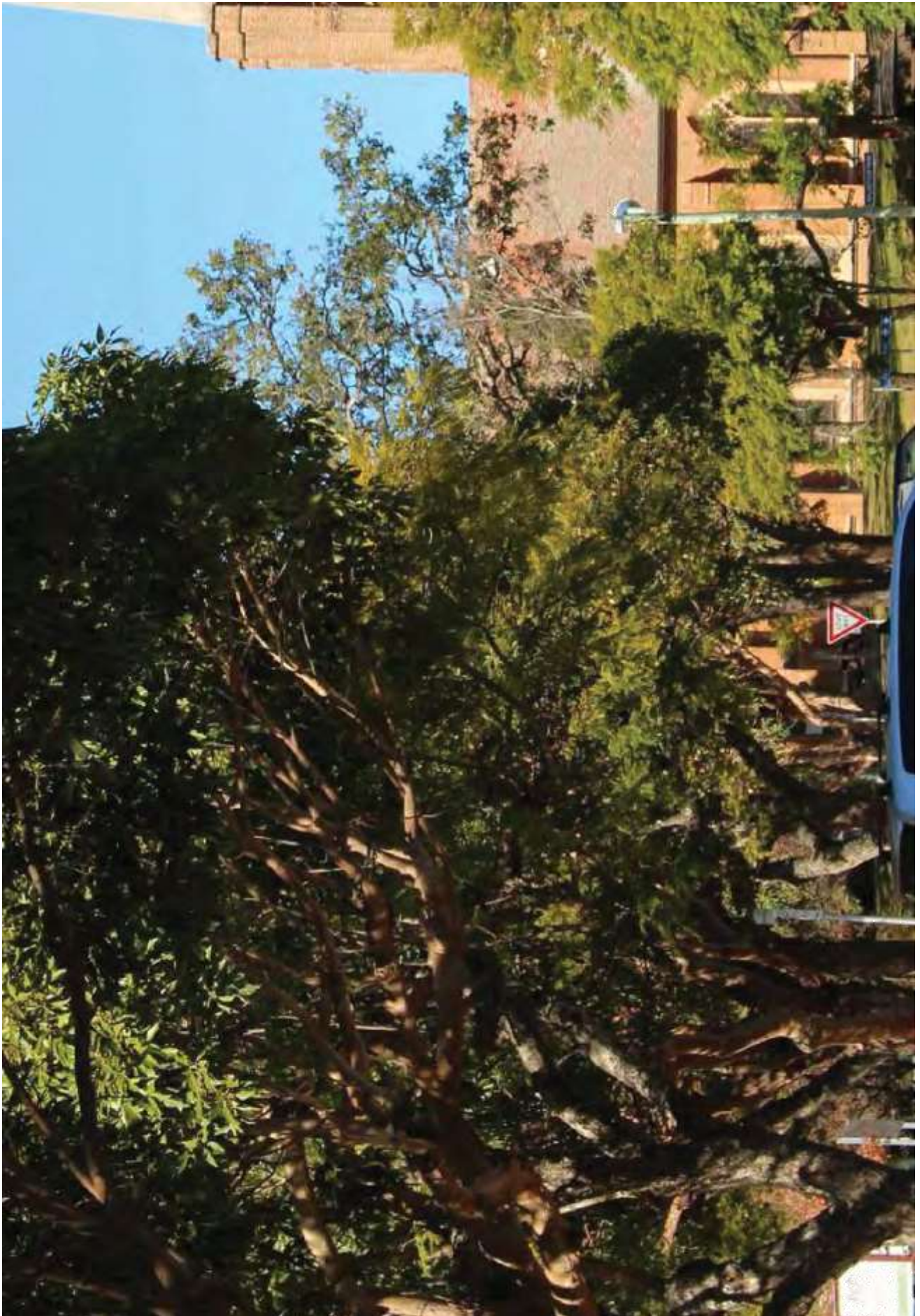
Council has listened and these themes have been used to form the foundation of the town centre vision.



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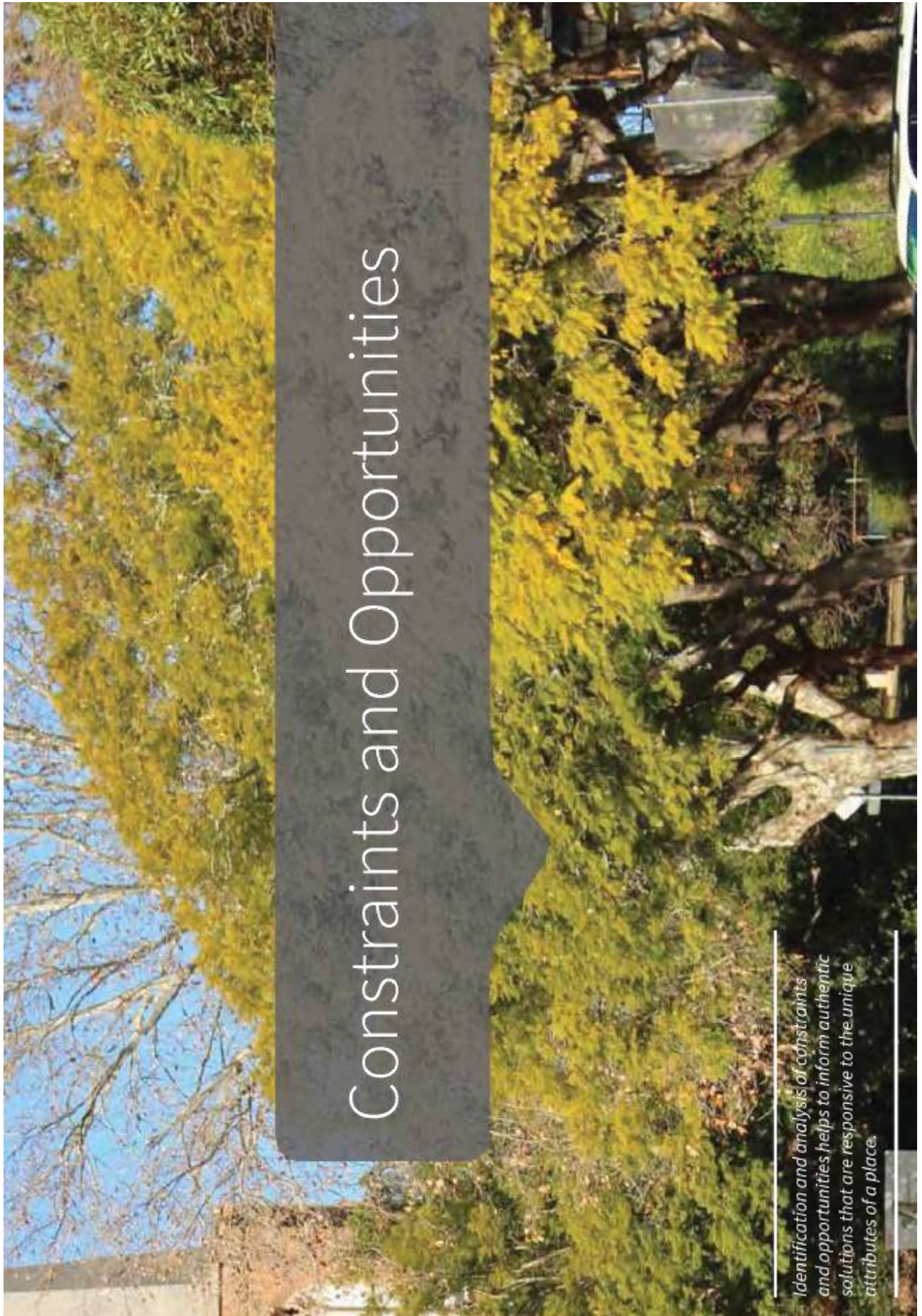


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# Constraints and Opportunities

*Identification and analysis of constraints and opportunities helps to inform authentic solutions that are responsive to the unique attributes of a place.*

# 5.0 Constraints and Opportunities

## Weaknesses and Constraints

Analysis has identified the following key constraints affecting the Town Centre:

- changing consumer needs and preferences
- competition from newer and larger centres such as Marelán
- planning controls such as heritage and height that constrain development
- perceived shortage of convenient carparking
- loss of major employers such as RMS and council
- inconsistent trading hours
- limited residential catchment with minimal new growth
- shortage of accommodation options to cater for or prompt overnight visitor stays
- lesser performing eastern end of Argyle Street
- flooding from the Mepean River
- through traffic using Argyle Street
- imbalance in activity between the eastern and western end of Argyle Street, with the eastern end proving relatively less than the eastern end.



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**Opportunities**

Analysis has identified the following opportunities affecting the Town Centre:

- dominant employment centre in the surrounding region
- strong employment base
- demand for commercial floorspace
- demand for residential floorspace
- unique and attractive character with traditional main Street, heritage values and a semi-rural setting
- presence of major institutions and facilities nearby (Camden Hospital, Sydney University campus, Camden airport)
- presence of major recreational and strategic assets, including the Camden Showground, Bicentennial Equestrian Park, Civic Centre
- presence of major supermarkets close to Argyle Street
- strong central node in the form of the intersection of Argyle and John Streets
- existing roster of events and festivals
- attractive hinterland
- accessibility to Sydney, which supports day trips
- proximity to the South West Growth Centre which is home to significant development and population growth
- differentiation of retail offer compared to Murrumbidgee Town Centre, Campbelltown, Mount Annan and Oran Park
- ageing population increasing demand for certain business and different housing options
- strong health and medical centre
- presence of well-located government owned sites
- sites potentially suitable for catalyst development

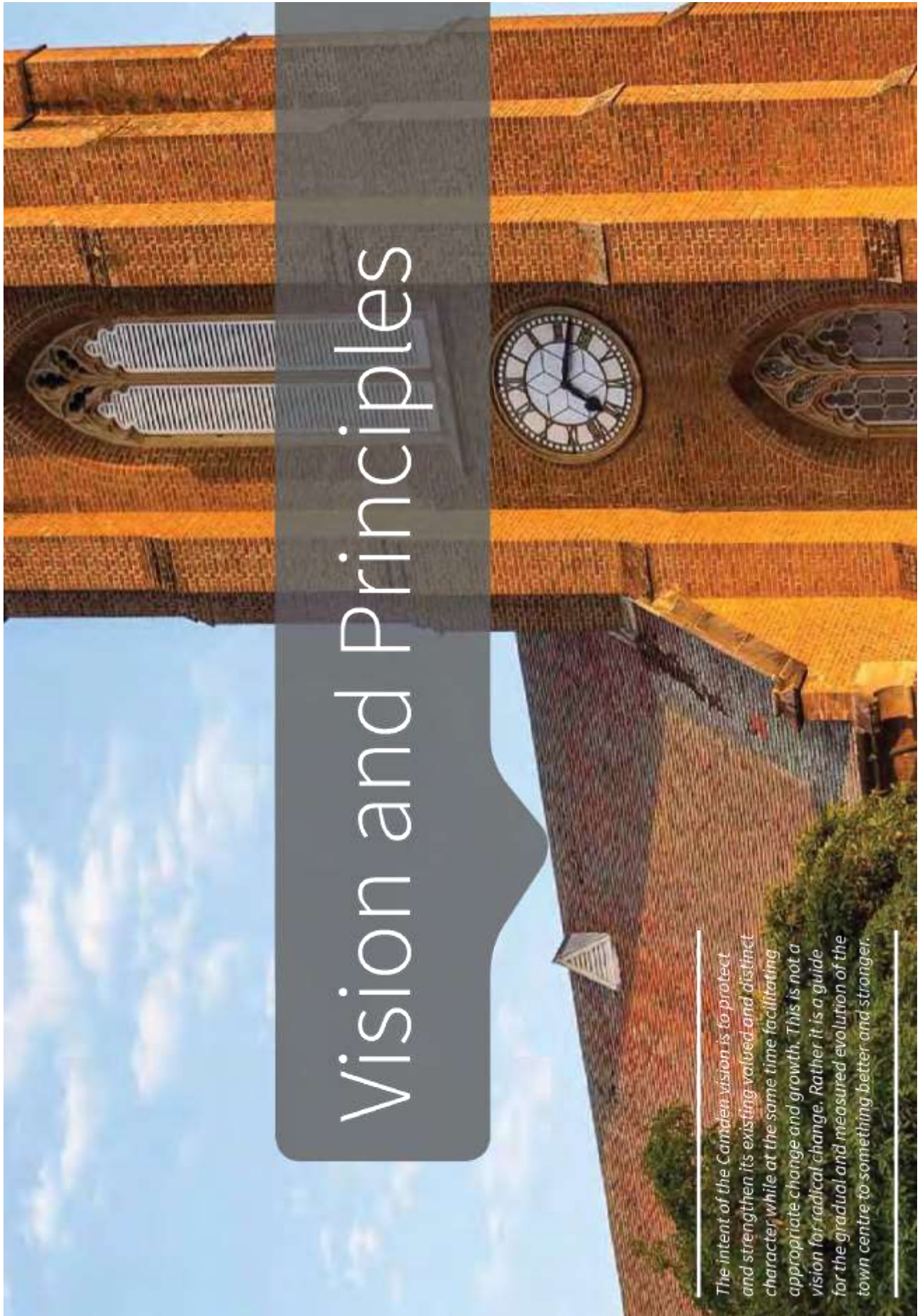


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# Vision and Principles

*The intent of the Camden vision is to protect and strengthen its existing valued and distinct character while at the same time facilitating appropriate change and growth. This is not a vision for radical change. Rather it is a guide for the gradual and measured evolution of the town centre to something better and stronger.*



# 6.0 Vision and Principles

Camden in 2031 will be



**A Distinct Town Centre**

a town centre that embraces its own unique character and sense of place



**A Prosperous Town Centre**

a town centre that has a strong, thriving and resilient economy



**A Vibrant Town Centre**

a town centre that is lively, exciting and interesting



**An Accessible and Connected Town Centre**

a town centre that is easy to get to and move around in



**A Town Centre for All**

a town centre that is welcoming and offers something for everyone

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Underpinning the achievement of this vision are four overall principles:

- attract more people
- revitalisation
- evolution
- establishing the right conditions

**Attract People**

Attracting more locals will help fill the hole left by the departure of key employers and sustain the lifeblood of the town centre during weekdays. Attracting more visitors will increase higher value expenditure in the town centre, and has the potential to generate and catalyse demand for different, higher impact business such as food and wine premises and boutique accommodation. More people attract more business in a positive cycle of growth.

**Revitalisation**

Revitalisation is not just about enabling property development, but is rather a multi-faceted approach that seeks to integrate economic, social and environmental initiatives to create better place.

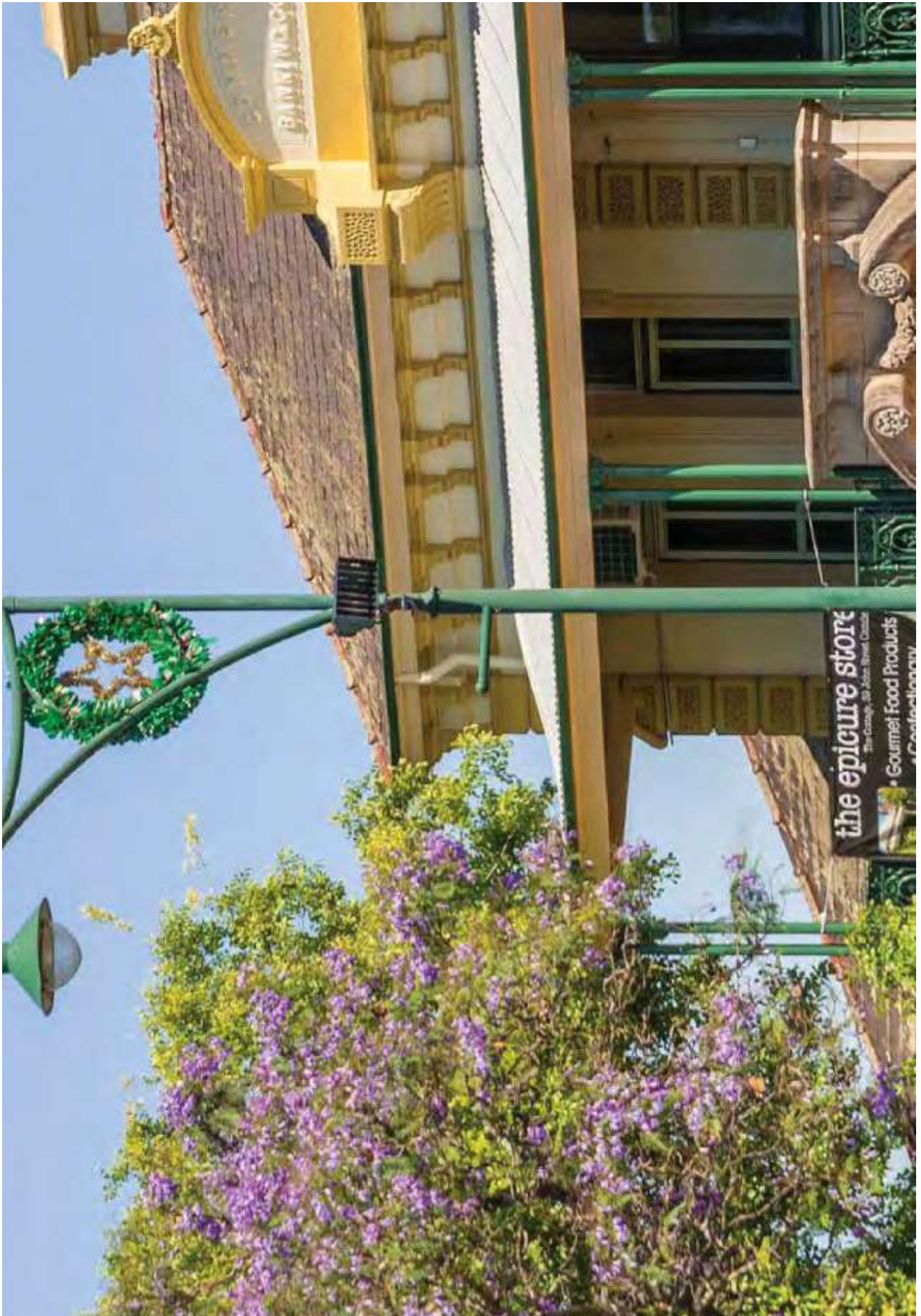
**Evolution**

Camden has a lot of strengths. Evolution recognises and builds on the strengths of a place in a measured manner rather than seeking to make radical, disruptive changes based on ideology or what has worked somewhere else.

**Establishing the right conditions**

Economic success and prosperity is more than just about hanging your hat on the next new big thing. Rather, it is the result of government, in particular council, setting in place the right conditions so that when an opportunity arises, business can establish and grow. This involves identifying barriers and putting in place a co-ordinated strategy and a range of actions that send the right signals to the market, and provide an environment where it is easy to do business.



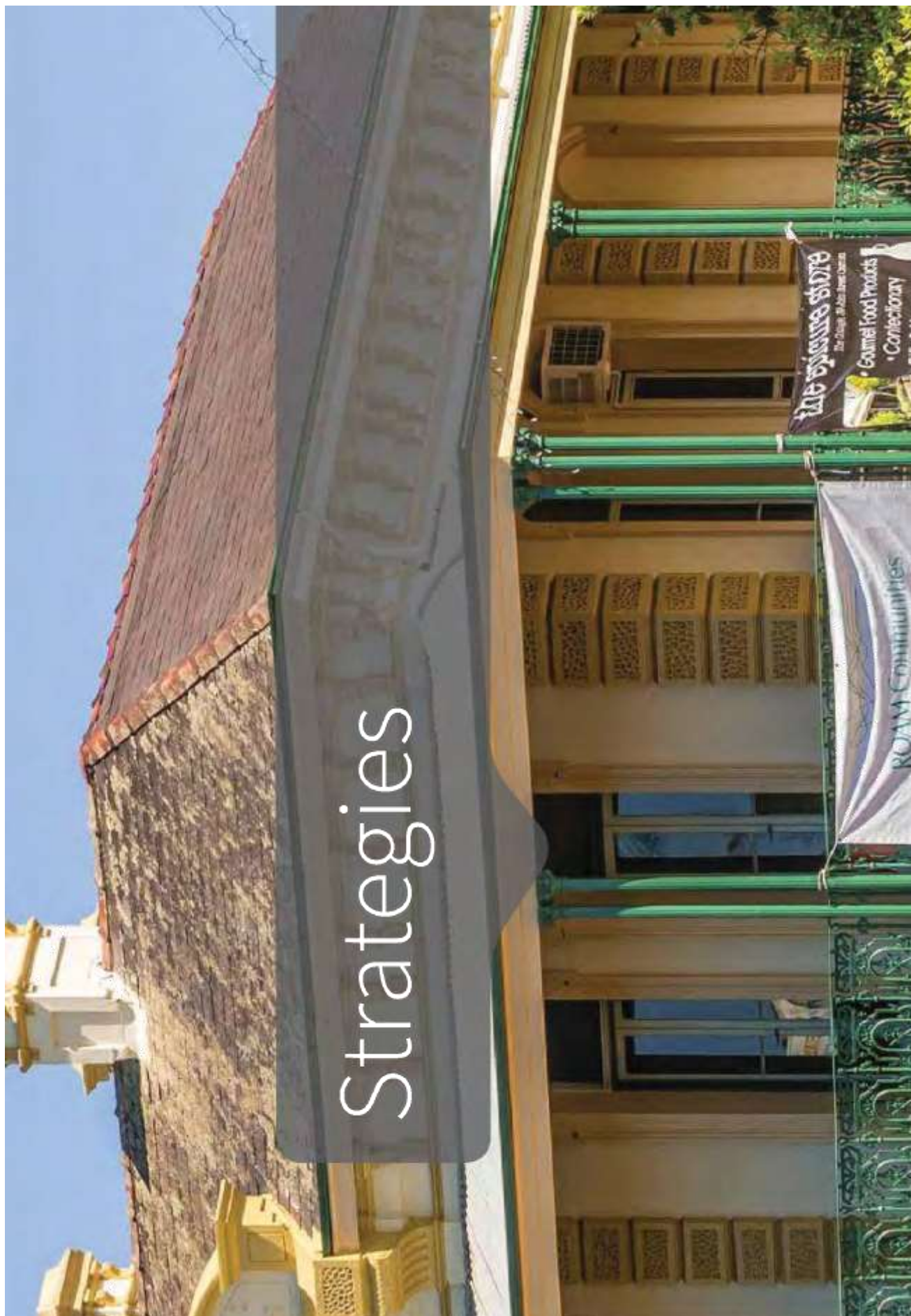


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# 7.0 Strategies



## A Distinct Town Centre

- strengthen Apple Street
- protect and strengthen heritage
- balance character with development
- create well designed buildings and places



## A Prosperous Town Centre

- promote a complete town centre
- facilitate development of catalyst sites
- develop a diverse business base
- connect and engage a dedicated resource
- make it easy to do business
- sell the message



## A Vibrant Town Centre

- celebrate and interact



## An Accessible and Connected Town Centre

- improve car parking
- encourage alternative movement choices



## A Town Centre for All

- establish a central gathering place

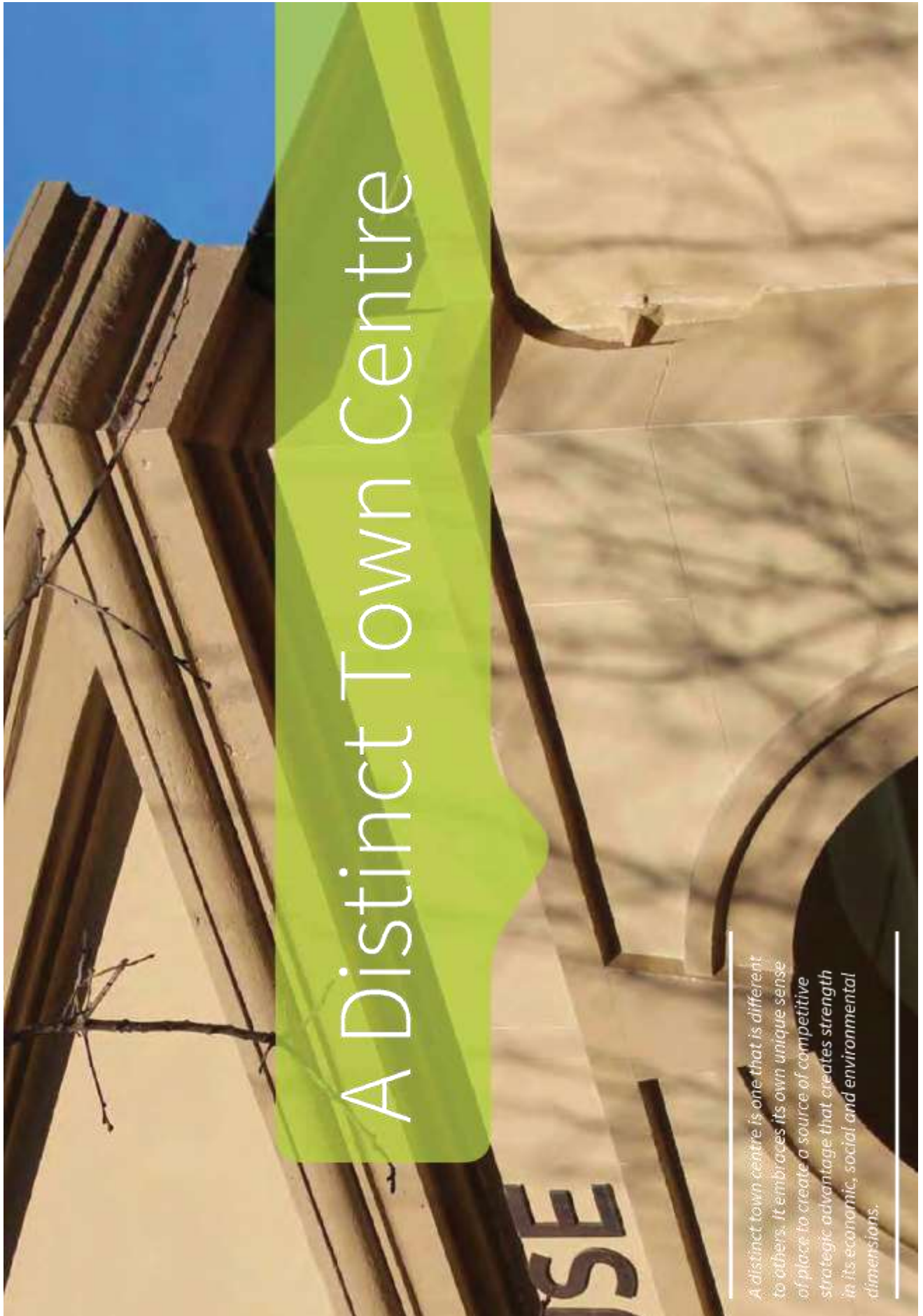


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# A Distinct Town Centre

*A distinct town centre is one that is different to others. It embraces its own unique sense of place to create a source of competitive strategic advantage that creates strength in its economic, social and environmental dimensions.*



# 8.0 A Distinct Town Centre

## Strengthen Argyle Street

### The Importance of Argyle Street

Argyle Street is the heart of the Town Centre. What goes on in Argyle Street is what goes on in the Town Centre – it is a reflection and a barometer of the overall health of the Town Centre.

Traditional main streets such as Argyle Street are not just corridors for movement. They also provide opportunities for casual and informal community gathering, interaction and engagement for both planned and unplanned such as coffee catchups or just running into friends or neighbours. In this regard, their function as community living rooms.

### Cultivating a Point of Difference

The key to maintaining this function is to encourage richness of activity. Retail has a key part to play in this, and this strategy seeks to consolidate and strengthen Argyle Street's retail role. Despite its current strength, Argyle Street faces strong and increasing competition from other centres such as Narellan, Mt Annan and Macarthur Square. To successfully diffuse the impact of this competition, a different shopping experience is needed. This can be done by:

- utilising heritage assets as a unique and positive point of attraction
- investigating a main street program to provide advice and incentives to owners to reduce clutter on their building, provide appropriate signage and paint in appropriate colour schemes
- offering unique, smaller, locally based speciality stores
- providing a richness of retail through clustering tenancies in a tight, walkable catchment
- providing an attractive, comfortable outdoor environment in a real, multi-functional town centre setting

- ensures that retail remains concentrated on Argyle Street enabling retail on intersecting streets, where it supports and complements Argyle Street
- ensures that proposed development be compatible with the existing and desired future human scale, fine grain streetscape character
- investigate ways in which ground floor activation can be further encouraged.

### The East End

The east end of Argyle Street generally from Elizabeth Street to the Edward Street roundabout is of poorer visual quality than the balance of the street, and generally has lesser footfall, which is a key indicator of vibrancy. This is a challenge as this is the principal entry to the CBD from the north, and is in particular the first impression that visitors travelling from Sydney obtain of the CBD. It is difficult to facilitate development of this area due to the presence of significant flooding constraints.

There is an opportunity to showcase the heritage items at this entry including Cowpasture Bridge, the former Milk Depot and former Clantons Motor Garage as well as the silhouette of heritage items at the top of Hill Street that are visible from the entry point.

On this basis, it is recommended that council focus on considering over the longer term a public domain upgrade as a step towards encouraging the improvement of this precinct.

*Together with revised planning controls requiring new buildings to be built to the street frontages and consequent provision of awnings as well as possible future development of the former Old Dairy Farmers Co-op Depot, this could see the transformation of this part of the street.*



**Balance character with development**

**A Special Character**

The Town Centre has a distinct and attractive character that is formed by the integration of a number of different attributes. The location of the town above and adjoining the Napean River floodplain provides it with a semi-rural setting, with opportunities for expansive vistas from terminating streets over open space and pastureland, and a sense of arrival as you cross over Cowpasture Bridge into the town from the north. The town's built form, in particular the eclectic, human scale and fine grain collection of buildings in the traditional main street setting of Argyle Street, further adds to this character. Finally, the rich heritage of landmarks such as St Johns Church atop its hill, completes this character. Together, this gives the town centre a distinct country town feel.

*It is recommended that council undertake a detailed urban design study to identify opportunities to further enhance this character and sense of place. This would result in an urban design framework to update the existing Camden Town Centre Strategy and a supporting set of DCP amendments to insert clear, place and performance based provisions specific to the Camden Town Centre. Key parts of this DCP should seek to protect and strengthen the low rise (2 storey), human scale, fine grain active frontage character of Argyle Street.*

**Considering Opportunities**

There may also be opportunities to refine the existing heritage conservation overlay as part of this process to facilitate appropriate development without compromising the key, most valued elements of the town character. Existing LEP heritage controls require that all proposed development, except minor development, obtain council approval prior to commencement.

This can add significant time and cost to the development process, and can frustrate and act as a disincentive for those who are not familiar with the development approval process. There may be some areas where sensitive redevelopment can yield better overall outcomes for the future of the town centre rather than the retention of existing low density streetscapes, particularly areas where there is an existing intrusion of business uses or a non-

intact or inconsistent streetscape. On this basis, it is suggested that council also consider undertaking a detailed heritage study as part of the broader urban design framework to determine the various degrees of significance and the most appropriate controls to respond to this significance. It is not recommended that any change be made to the listing of heritage items.





**Protect and strengthen heritage**

The Camden Town Centre has a wealth of local heritage buildings. Many of these buildings are landmarks within the town centre such as St. Johns Church and the Court House, while others are smaller and lower impact but no less important such as the cluster of early residential cottages on View Street. This heritage makes a key contribution to the character and sense of place of the Town Centre, and is highly valued by the community.

**Adaptive Re-use**

The retention of these buildings is critical. However, due to the potential high cost of maintenance, economically viable uses of these buildings are needed to encourage their long term retention. The adaptive re-use of some of these buildings that have ceased to perform their originally intended function is key to this. This has already been undertaken successfully in the Town Centre with the conversion of workers cottages on John Street to business premises.

It is recommended that council, in consultation with the community, investigate options for the adaptive reuse of key local heritage items that are no longer being used for their originally intended purpose.

It is also recommended that Council consider allowing alternative land uses within the heritage conservation area where heritage conservation is carried out and the amenity of the area is not adversely affected.



Attachment 1  
ORD02**Create well designed buildings and places****Public domain**

Studies both nationally and internationally have shown that government investment in public domain, which is the publicly accessible spaces between buildings such as streets and parks, can have a positive flow on effect and encourage greater patronage and stimulate private sector investment.

Council is proposing to undertake a major overhaul of the Argyle Street streetscape by:

- replacing existing worn, tired and dangerous paving with new granite pavers
- undertaking drainage work to rectify existing deficiencies
- providing new Street furniture, including places to sit and rest, and new signage
- installing traffic lights to make it easier and safer for people to cross the road
- specific details about signage in DCP controls
- tidying up the clutter of unauthorised signs, shutters and colour schemes.

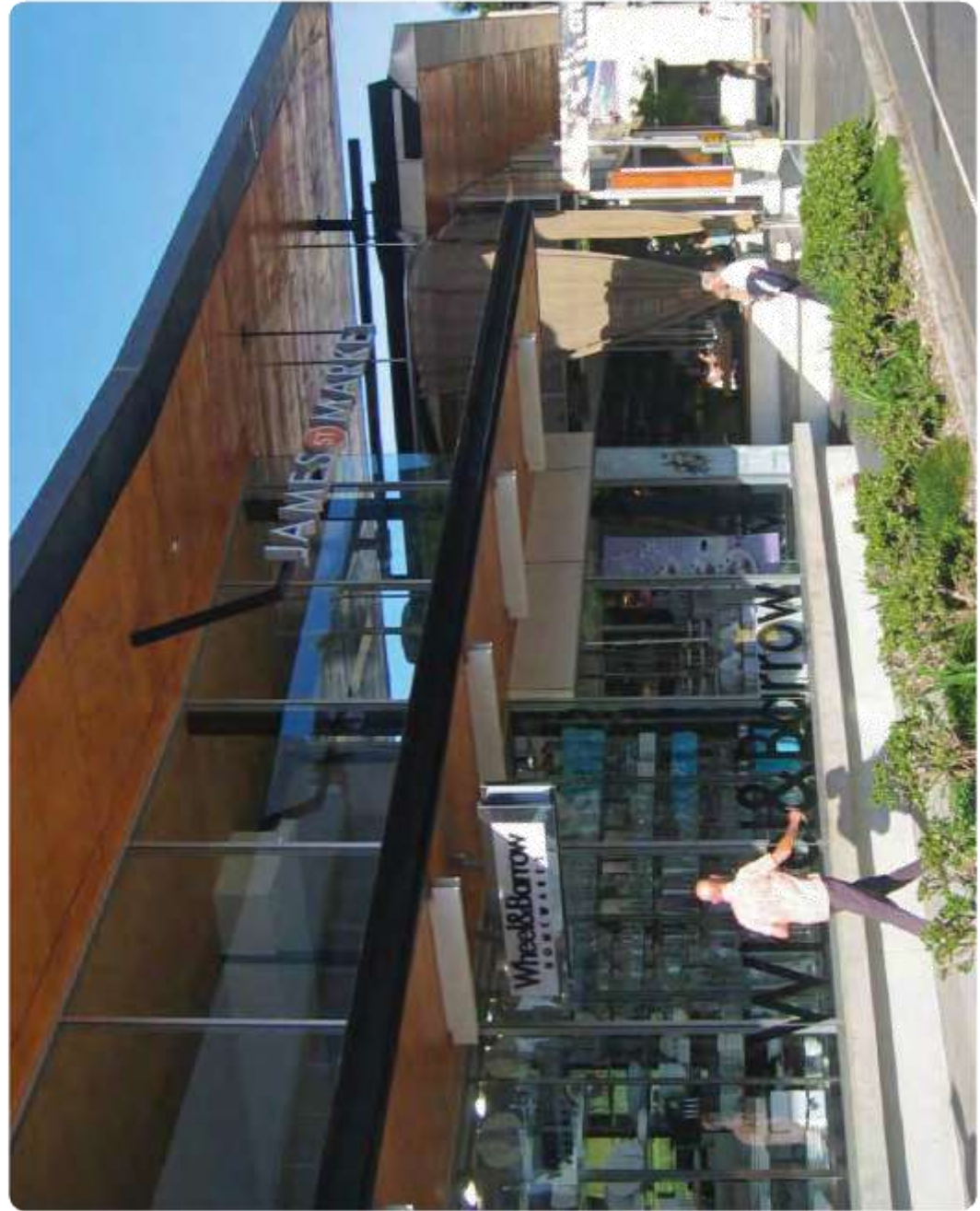
*It is recommended that after the initial upgrade near Oxley Street, council further consider upgrading the balance of the street.*

Over the longer term, consideration should also be given to upgrading the streetscape, in particular footpaths, in other key parts of the town centre such as John Street. This should be done in accordance with an integrated and co-ordinated strategy. On this basis, it is recommended that council prepare a detailed streetscape plan for all streets in the town centre that addresses the carriageway, footway and transition spaces with buildings considering predominant land use type and anticipated pedestrian usage.

Specific details about the required paving finishes, street tree planting, street furniture, awnings, footpath dining and public art should be provided, as well as typical layout considerations and illustrations.

Other initiatives that council can consider include replacement of existing street lighting.





#### Buildings

Well-designed buildings positively contribute to the character of a place and provide a level of internal amenity, be it for residents, workers or visitors. They respond well to context and the individual attributes of sites, and are both attractive and functional.

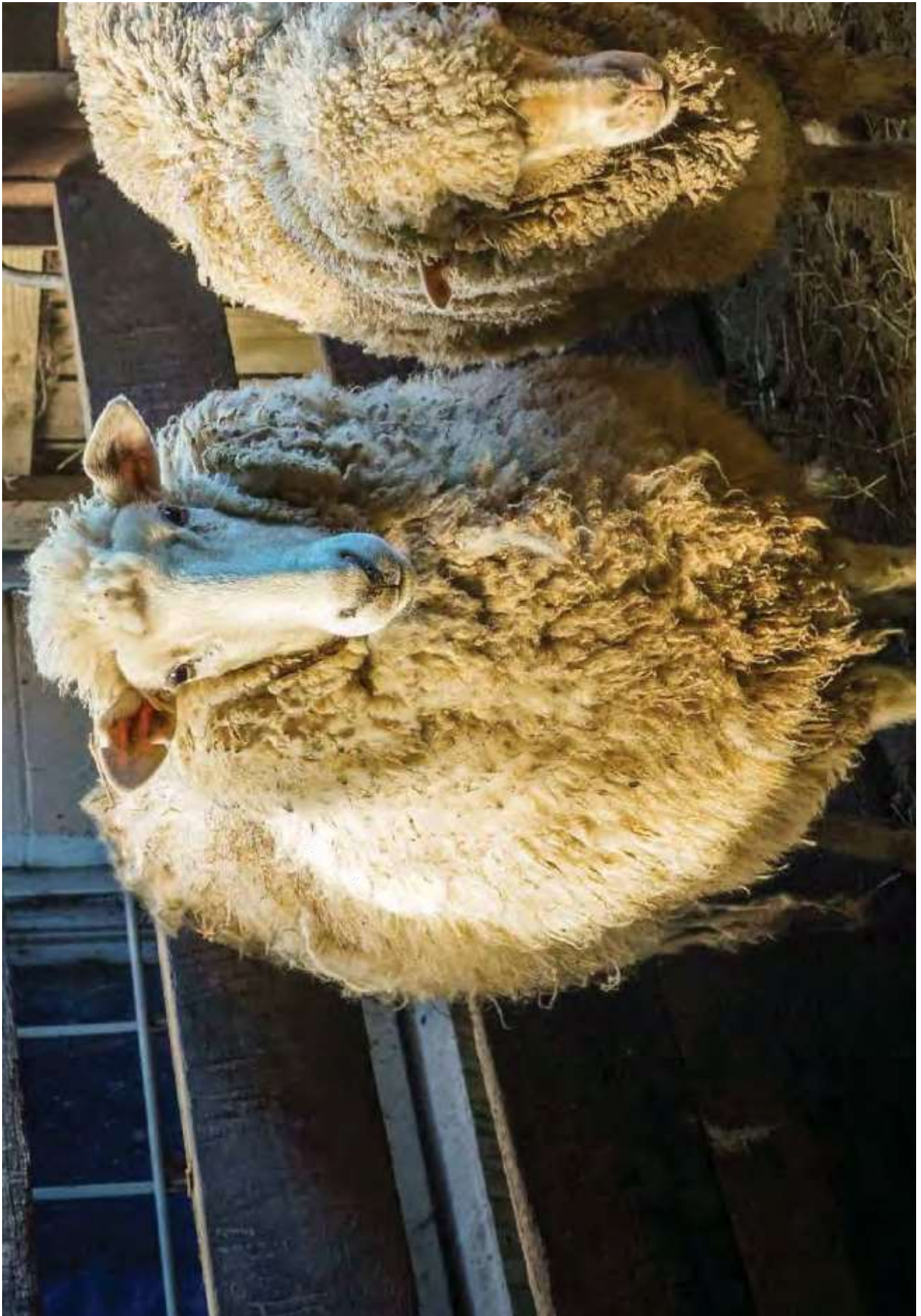
The interface between buildings and places is also critical. Buildings that are setback too far or present blank facades can weaken the sense of attractiveness, comfort and safety of the public domain.

*It is recommended that council prepare a detailed DCP, based on an urban design framework that will provide strong and clear guidance on the appropriate form and design of new buildings in the town centre. These details are lacking in the current DCP and are not fully explored and articulated in the Camden Town Centre Strategy.*

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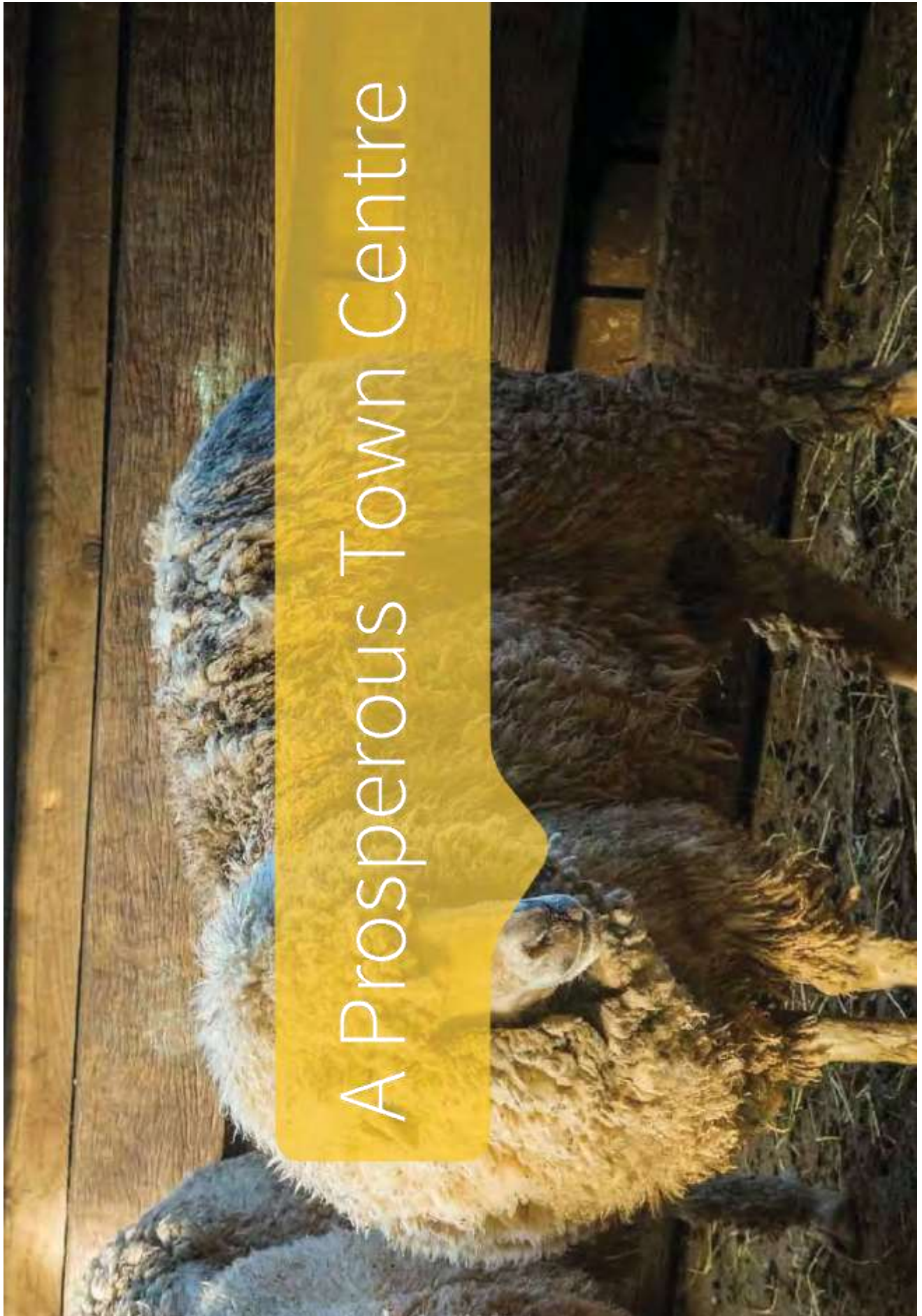


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# 9.0 A Prosperous Town Centre

## A complete town centre

Successful and sustainable town centres blend a mix of compatible land uses, including not just retail but also office, community and residential uses, providing a place to live, work and play. Despite it having a significant retail and office presence, the town centre currently has a relatively small residential population catchment.

### Residential

Market research suggests the local residential market is strong and that there is a demand for additional residential accommodation in the town centre. In particular, high quality multi-unit dwellings are likely to be attractive to the growing local older population looking to downsize in a convenient and attractive location and potentially business and creative professionals attracted to the character of the town centre.

In addition to positive economic outcomes, an increased residential catchment can have a number of other benefits, including:

- greater take-up of walking to access facilities and a corresponding decline in the use of private motor vehicles to access these facilities;
- the release of additional housing, can help place downward pressure on housing prices;
- if done well, affordable housing can appeal to a diverse cross section of the community, resulting in a more diverse community.

However, to date, widespread residential redevelopment has not occurred due to a number of reasons. Critically, there is an inability to physically expand the town centre footprint to create more land for housing due to the Nepean River floodplain. Similarly, most existing land in the town centre designed as being suitable for residential development is constrained by height and heritage conservation restrictions.

Analysis has shown that residential development is only feasible in most situations in the current market with an FSR of greater than 2:1, which equates to buildings of around 4 storeys in height. Given this is likely to have a major impact on the existing Camden character, there is minimal support for facilitating this scale of change. Consequently, council needs to make the most use of sites that have attributes that contribute to making a lower scale of renewal feasible. These attributes include large site area and council ownership.

### Residential feasibility

*Many factors interact to influence development feasibility. It is not sufficient to just have market demand. Most forms of new development are currently not feasible in the town centre due to a combination of small, fragmented land holdings in multiple ownership, high land prices relative to sales prices, planning controls that limit yield and on-site carparking requirements.*

*Increasing the residential population within an easy walking distance of Argyle Street (up to 10 minutes or 800m) will have a number of economic benefits. Increasing local residents will increase the local expenditure pool and potentially contribute to increasing viability and mix of the retail offer. Beyond increasing the local expenditure pool and increasing economic activity directly, the changing residential and demographic dynamics could also provide for a shift in the makeup of the local retail provision, thereby contributing to the attraction of additional visitors.*



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Retail and Employment uses

The current length of retail in Argyle Street is largely a by-product of when it was the only centre in the surrounding area. However, as competition increased and consumer preferences changed, a long retail focused main street became less attractive to shoppers. Consequently, the street cannot sustain a high level of pedestrian and shopper activity for its entire length. As evidence of this, business located away from the current concentration of popular shops in the western part of the street can sometimes struggle to attract business, in particular passing foot traffic.

There is also currently limited demand in the current market for additional retail in the town centre. In this context, to maximise the likelihood of maintaining and strengthening Argyle Street, it is important to concentrate retail activity on Argyle Street. Even though land may be cheaper to develop away from Argyle Street, allowing retail to bleed out into other streets has the potential to weaken this retail core. On this basis, land outside of Argyle Street should be protected for residential and employment uses such as office and service industry.

The only exception to this is where co-ordinated development is proposed in accordance with this vision, such as renewal along John Street up to its intersection with Mitchell Street in association with redevelopment of strategic sites such as Macaria.

Edward Street also presents challenges in effectively managing commercial development and addressing flooding issues. It is recommended that Council exercise consistency in its approach to these two matters to encourage an attractive and functional precinct that continues to provide local employment opportunities and activation of the eastern end of the town centre.

Community and other uses

Successful town centre centres are the heart of their communities and give their community reason to visit, engage, interact and linger. Community facilities are an important part of making this happen. The town centre already has a number of community facilities, in particular the Civic Centre, library and museum. Council should look out for and encourage opportunities for other uses that facilitate community interaction and entertainment, including arts and cultural facilities and cinemas, particularly those in heritage buildings or buildings that may not be suitable for residential or other more sensitive uses due to constraints such as flooding.



**Development of catalyst sites**

Catalyst sites are those that due to their location or scale have the potential to have a major impact on the town centre as a whole. In particular, appropriate development on these sites can catalyse the surrounding area, breathing new life into formerly underutilised places. Therefore careful consideration needs to occur of these sites. There are a number of catalyst sites located in the town centre:

- 1 **Macaria and council administration building** – council owned and strategically located close to the pivotal Argyle and John Street intersection and across from the museum
- 2 **Former SES building** – is owned by council and located on a prominent corner. This site could potentially be used for mixed use, residential or community uses, or turned into a new park.
- 3 **Former Camden High School site** – a large site strategically located at the northern end of the town centre on the John Street axis adjacent the Nepean River floodplain and Town Farm. The site is currently approved for residential and support uses
- 4 **Old Dairy Farmers Co-op Depot** – a large site and strategically located at the north entrance to the town centre that is occupied by a heritage listed building. Although privately owned, it's prominent location and size in the east end provide it with substantial potential.
- 5 **Former Clinton Garage** – this landmark building occupies a strategic waterway site at the eastern entrance to the town centre.

Although not a catalyst site, the Town Farm site is also important to the future of the town centre, providing opportunities for the adaptive re-use of existing heritage buildings on the site.

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### Council owned land assets

Due to their strategic location, cumulative size and council ownership, Macaria and the council administration building and the former SES building provide a significant opportunity to revitalise the town centre. This opportunity is further strengthened when consideration is also given to the future of the Civic Centre and adjoining carpark on Oxley Street. Together these sites form a key precinct for the town centre.

It is recommended council commence investigations and master-planning for this precinct in the short term.

Renewal of this precinct has the potential to strengthen the John Street axis to better complement and enhance Argyle Street. John Street runs perpendicular to Argyle Street, connecting the local character landmarks of the Nepean River floodplain with St John's Church and intersecting Argyle Street to create a recognisable focal point for the town centre. The Street touches on a number of community assets, including Camden Public School, the courthouse and two churches. The imminent redevelopment of the former Camden High School site at the streets western end for residential and related purposes will provide a concentration of new residents and activity.

The figure on the next page shows these existing assets lined up along John Street and shows how the redevelopment of the former high school site and Council sites contribute to the activation of the Street.

In particular, the location of Macaria and the council administration building opposite the museum and library provide an opportunity for the further exploration of what John Street could be in the future in this location. The possibility of using part of John Street for a town square is discussed in part 12 of this vision.



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**LEGEND**

Town Centre	Protect and improve views/connections	Argyle St. axis	Town Square	Possible long term improved public domain
High visual amenity	Council precinct	East end	Retail centre	Possible long term pedestrian improvements
Landmark or community focal point	Potential catalyst site	John Street axis	John Street/Professional	Improve public open space

**Develop a diverse business base**

It is important that the town centre continues to develop a diverse business base that attracts both locals and tourists. This will provide a key point of difference from other centres that primarily provide a standard retail offer of chain stores in an indoor environment.

*In particular, council should focus on the following target business sectors:*

- Retail
- Food and wine
- Arts and culture
- Professional services
- Medical and health
- Education
- Accommodation

*These business sectors are either in demand or have been identified as a good strategic fit with the town centre now and into the future, particularly as it seeks to reposition itself to make the most of the large and growing local and regional tourism market.*

**Retail**

The town centre currently performs a local convenience retail role, including premises that are used on a daily or weekly basis to purchase essential items such as clothing and food. With the exception of Coles, Woolworths and Target, larger, chain retailers are not currently present in the town centre, preferring instead to locate in enclosed shopping centres such as Narellan. Consequently, higher order comparison retail is not a large feature of the town centre.

It is important that council engage in activities that support this role and strengthen existing business. However, to effectively compete with Narellan and other nearby centres for the local consumer and to attract the tourist market, the town centre needs to further develop a different retail offer. This in particular means supporting the emergence of a niche retail offer based on small local business with strong connections to the town centre and surrounding community offering lifestyle goods and services. High impact retail uses are particularly important, as they have the ability to draw large numbers of visitation from beyond the local area and as such have a meaningful impact on trading levels. This does not mean that support should not be extended to existing local service business. Both niche and local service retail has a place in the town centre, and can have a number of synergistic benefits and provide a strong, diverse retail experience that caters for both locals and visitors.



**Food and wine**

Camden has strong connections with the surrounding Macarthur region. This region pioneered a number of national agricultural firsts, including being the place where the wool, wheat and wine industries began in Australia. Building off this heritage, Camden has the potential to create a sophisticated and authentic food and wine culture. In 2009 there were 1.5 million wine visitors to NSW, and food and wine can be a major drawcard to regions. Established examples include the Hunter Valley, and emerging areas include Mudgee and surrounds. Both regions are within easy driving distance of the large Sydney market. Food and wine is a good companion to other attributes of the town centre, including the heritage values of the town centre and its relaxed, walkable character with easy access to an attractive hinterland. It can also support other business sectors, including accommodation providers. The existing 'TASTE' Food, Wine and Music Festival is held each year in September at the Town Farm. It is recommended that council consider investing additional resources into growing this event to expand it and draw people towards the main street.



**Arts and culture**

Arts and culture can be a valuable tourism attractor. In 2008, 8.5 million day trips were undertaken by Australians whose primary purpose was for cultural and heritage purposes. Places that fall within the arts and heritage category include:

- theatre, concerts and performing arts
- museums or art galleries
- art and craft workshops or studios
- festivals and fairs or cultural events
- art and craft and cultural displays
- historical or heritage building sites or monuments

*There is a particular opportunity to explore the future use of heritage buildings that have the large size and space required to make a memorable cultural or performing arts venue. Some of these premises may be located in areas that constrain or prevent their use for other activities such as residential uses.*

Due to their location in the Nepean River floodplain and distance from Argyle Street, premises on Elizabeth and Edward Street in the eastern end of the town centre are unable to command as high a rent premium than comparable premises in flood free parts of the town centre or closer to Argyle Street.



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Professional services	Medical and health	Education	Accommodation
<p>Research has shown a strong demand for professional office accommodation in the town centre. In particular, small high quality professional suites in the range of between 15m<sup>2</sup> and 30m<sup>2</sup> are the most marketable and command the highest per square metre rents. To illustrate the relative strength of the Camden commercial market, gross rents of between 3300/ m<sup>2</sup> and 5700/ m<sup>2</sup> are typical, while in Naerulan they typically range between \$250/ m<sup>2</sup> and \$350/ m<sup>2</sup> (gross) and for \$400/ m<sup>2</sup> gross for newer space. Capital values could be sufficient to encourage refurbishment and expansion of premises, or indeed new development on suitable sites subject to heritage and other constraints</p> <p>Catering for this demand would result in a number of benefits. It will increase both visitation to and the number of workers in the town centre, increasing the patron pool which is likely to support business activity in other sectors such as retail. It will also further consolidate the Town Centre's role as the main business centre for the Camden LGA, providing a point of difference between it and other more, retail dominated centres.</p>	<p>For a number of reasons, in particular the presence of Camden Hospital, the healthcare sector is already an important economic aspect of the Town Centre. With the Town Centre already housing approximately 30% of Camden LGAs over 60's population and the continued ageing of the population, the demand for health services will increase, providing an opportunity to increase local provision of medical and health related facilities and services. In addition to this, given the unique and 'small town' feel of Camden, opportunities to develop additional aged care facilities may also exist subject to appropriate sites and planning controls. In particular, aged care facilities would generate employment that would help to address the recent loss of jobs and impacts on local retailers, particularly cafes and restaurants.</p>	<p>According to government figures, education is Australia's second largest services export sector and the third largest export overall, contributing \$17.2 billion in export income to the economy in 2008-09. This represented an increase of 23.2 percent from the previous financial year.</p> <p>In particular there is increasing demand for global international higher education.</p> <p>There is already an established and strong tertiary education presence in Camden with the agricultural campus of the University of Sydney being located about 5km to the north-west of the Town Centre.</p> <p>Due to its proximity to Sydney, lifestyle and relative affordability, the town centre is well placed to capitalise on the increased demand and cater for additional higher education facilities. There is in particular an opportunity to encourage University of Sydney investment to have a presence in the Town Centre.</p>	<p>There is currently limited accommodation in and surrounding the town centre. However, research has indicated that due to a number of factors including low overall room occupancy, establishment of new accommodation would be financially challenging. Reasons driving this lack of accommodation are likely to include proximity to Sydney which does not warrant an overnight stay and the limited number of attractions and the overall visitor offer of establishments. It is possible that there is a latent demand for overnight accommodation that would be realised if a certain type, style and quality of accommodation was provided. Furthermore, the establishment of a greater number of high impact attractors in the town centre such as high impact retail or a festival or event, also has the potential to generate increased demand. One particular option for increasing accommodation in the town centre and surrounds is to encourage bed and breakfast or home-stay accommodation.</p>





**Make it easy to do business**

Making it easy for people to do business is important to attract, retain and grow business. Government can establish a supportive business environment through the use of incentives and the streamlining of regulation. Such initiatives should be considered for target business sectors.

**Incentives**

Council can consider providing non-financial and financial incentives to attract, retain and grow business.

It is recommended that these incentives be made available for prospective and existing businesses in target sectors subject to them being able to demonstrate that they will be able to deliver economic outcomes that will be of benefit to the broader community. Examples of such outcomes include:

- creating new jobs
- catalysing additional investment
- supporting the growth of other businesses
- Heritage conservation.

Examples of non-financial incentives focus around providing information to business, and include:

- collecting and analysing data and making it freely available to prospective business to help them in making informed decisions
- facilitating introductions
- advising on the local market and helping to source premises
- providing advice on grants and incentives
- free heritage advice from Council's heritage officer.

Financial incentives include grants to help in establishment costs.

**Regulation**

Streamlining regulation for the business environment can also assist in stimulating business. Council already has a number of effective systems in place to make it easier for business to navigate the at times complex regulatory environment. It is recommended that council further explore opportunities to improve and complement these existing initiatives through exploring:

- continue to explore ways to make council's overall assessment processes more efficient
- continuing its existing pre-lodgement advice service
- review car parking provisions in the Camden Town Centre.

**Connect and engage**

Camden is surrounded and accessible to a number of facilities that have relatively large worker and visitor numbers, including:

- Camden Hospital
- University of Sydney Camden Campus
- Carrington Centennial Health Campus
- Elizabeth Macarthur Agricultural Institute
- Camden Airport
- Camden Bicentennial Equestrian Park.

Many people who come to Camden visit these facilities. However, only a small proportion of these visitors come into the Town Centre and spend money, indicating a failure to fully leverage potential benefits to business associated with local event tourism. These facilities provide a potential source of new income spend.

*On this basis, immediate initiatives are recommended to strengthen relationships with these facilities to leverage visitation from on-site workers and residents to increase patronage.*

**A dedicated resource**

The existing town centre environment is a complex and challenging one. To address this, it is proposed that council engage a co-ordinator for the town centre. Co-ordinators have been successfully established in many town centres throughout Australia, including in the Greater Sydney Region such as at Parramatta. The focus of this role is to be the first and key point of contact in council who co-ordinate and integrate all of council's strategic and day to day activities in relation to the town centre. Co-ordinators also:

- build partnerships between all stakeholders
- coordinate key projects and initiatives, including public domain upgrades and community events
- establish and maintain a positive relationship between the community, stakeholders and council.
- are active in the area on a daily basis out on site on a daily basis, inspecting the neighbourhood and proactively report any infrastructure issues such as potholes, cracked footpaths and dumped rubbish
- measure performance and monitor success across initiatives.

This heightened level of focus on the town centre afforded by the engagement of a co-ordinator will enable the town centre to be managed similar to the concept behind the running of shopping centres, where a skilled and effective manager makes sure the place runs smoothly.

### Sell the message

The Town Centre has a strong, positive message to sell. Communicating this message will contribute to repositioning peoples perceptions of Camden as a place in which to visit and do business.

Camden council has an established marketing program, and partners with the adjoining Campbelltown Council to produce a tourism plan for the broader Macarthur region. However, it is recommended that council invest further into marketing and publicity to better sell the message about the town centre. This marketing and publicity should seek to position the Town Centre as a key place to do business and a highly desirable local and regional tourist destination in its own right and the gateway to a rich natural heritage landscape.

### Tourism

Increasing awareness amongst target markets, such as greater Sydney and the South West Growth Centre, is particularly important. This can positively influence preference and intention to travel, increasing visitor expenditure and the value of tourism to the town centre. Increasing awareness can in part be driven by establishing a recognisable brand and supporting tagline and using different media to communicate the message, such as via radio, television and internet.

Council should seek to partner with state government tourism bodies, including growing its presence on websites such as visitnsw.

It is also suggested that council consider the relocation of the existing visitor information centre, or the establishment of a complementary visitor information centre, in the heart of the town centre.

**Case Study – Love Lorne**

*The Victorian regional town of Lorne, situated on the Great Ocean Road, has established a co-ordinated strategy to attract tourists called 'Love Lorne'. Focussed around a web-presence, Love Lorne presents a range of tourist activities that can be pursued around the themes of Stay, Taste, Shop and Play. The website is simple and easy to use, and makes full use of engaging imagery. It also provides updated and information on local events, offers, promotions and news.*



**Business**

It is suggested that council also invest in strategically shaping the future of the town centre's business environment and helping deliver long-term economic results by selling the message about Camden's competitive advantages and engaging with potential business. This can be achieved through the production and distribution of high quality marketing collateral for potential business.

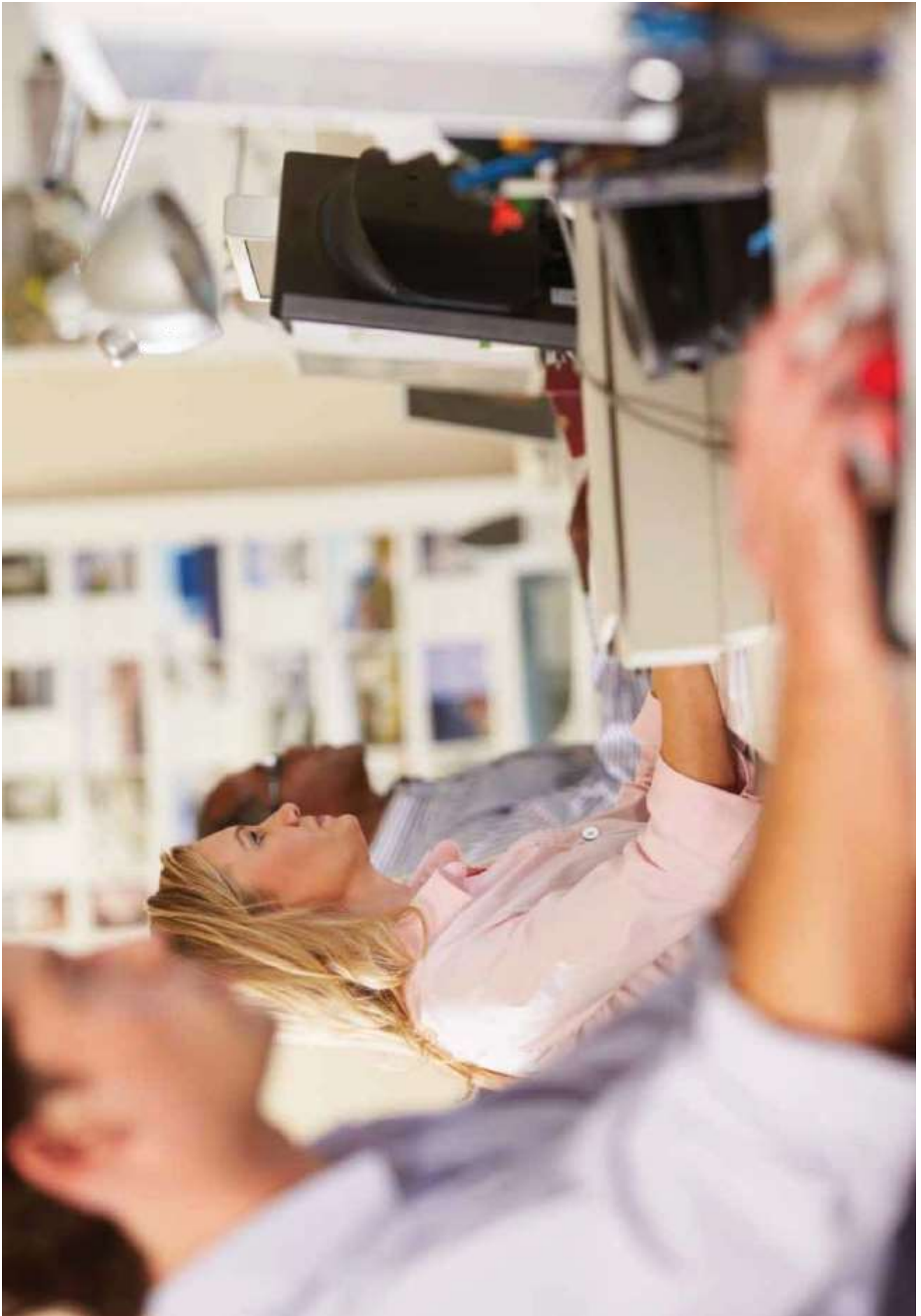
*Case Study - Investment attraction in Cairns*

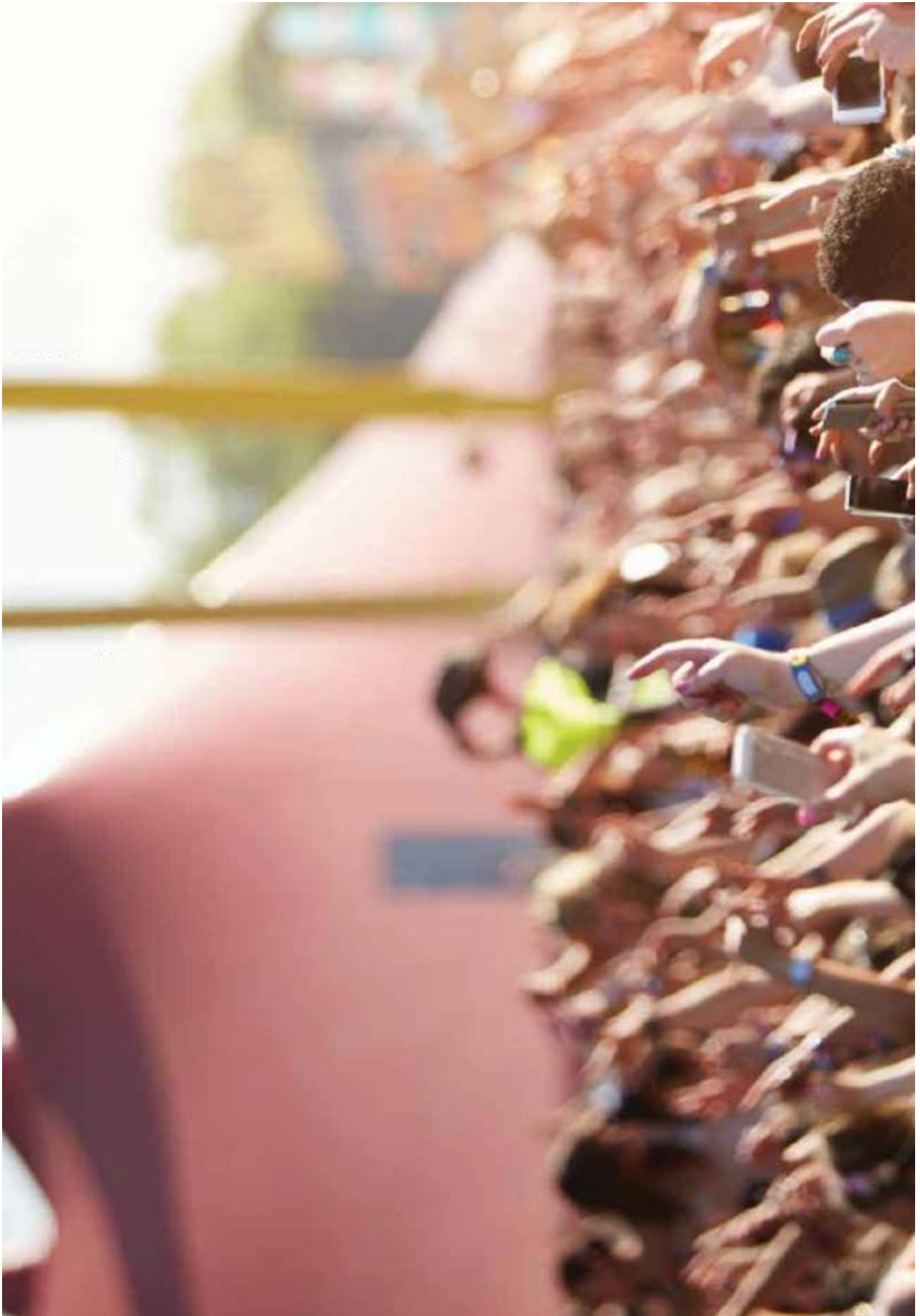
*Cairns Regional Council publishes high quality material that communicates its commitment to helping business establish and grow in the LGA. It provides an overview of its range of support strategies and initiatives, and provides a clear outline of how Council can help business considering investment in Cairns.*



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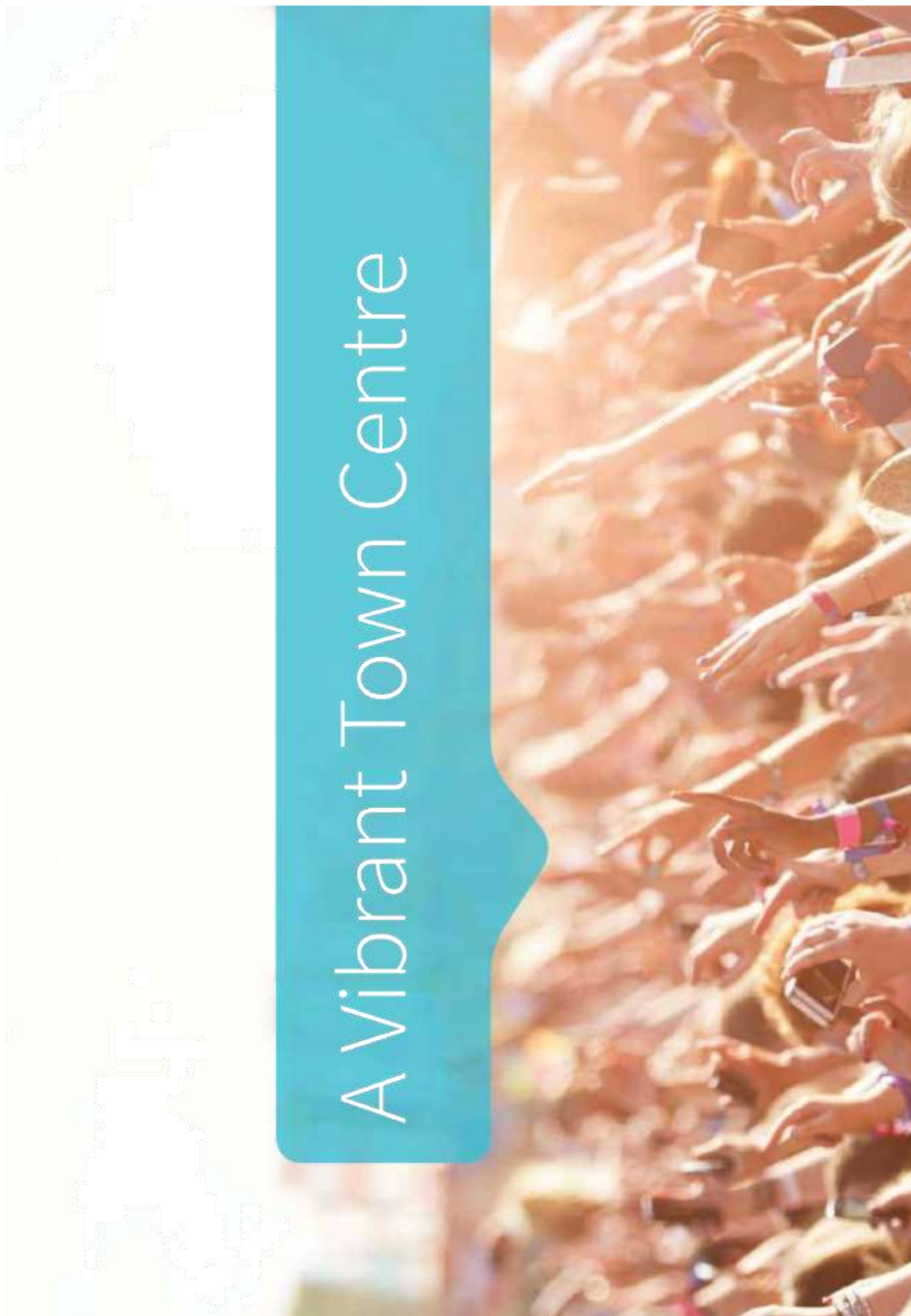


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# 10.0 A Vibrant Town Centre

## Support festivals and events

The Camden LGA already has a well-established, large and diverse roster of events and festivals. Keynote events include:

- Camden Festival
- Light Up Camden
- Paws in the Park
- TASTE Food Wine and Music Festival

The TASTE Food Wine and Music festival, which is held at the Town Farm on an annual basis, has particular potential to grow and attract more people into the town centre. On this basis, it is recommended that council consider investing additional resources into nurturing and growing this event, in particular in ways where the festival can be better integrated with the town centre.

Together with the Camden Museum, the civic centre is Camden LGA's key cultural and performing arts asset. While offering a good level of functional utility with its multiple rooms and meeting spaces, the civic centre is not utilised to capacity. Initiatives to increase utilisation to 'fill calendar gaps' could help raise the profile of the Town Centre and increase the visitor patronage pool.

## Longer and more consistent opening hours

The town centre currently has a combination of traditional business opening hours on weekdays and inconsistent opening hours on weekends.

*If the town centre is to be repositioned to maximise the benefits of tourists, business needs to consider opening for longer on weekends, in particular those that service the tourism trade such as lifestyle uses.*

With its existing concentration of hotels, the town centre has an existing well patronised night-time culture. This offers a potential platform for other complementary uses to establish. Consistent with the image that the town centre is seeking to establish these premises should be smaller more intimate premises such as wine bars with live music.

A trial of expanded opening hours on a weeknight, aligned to a major shopping event, such as Christmas or Mother's Day, could potentially be trialled to coordinate with an existing large event.



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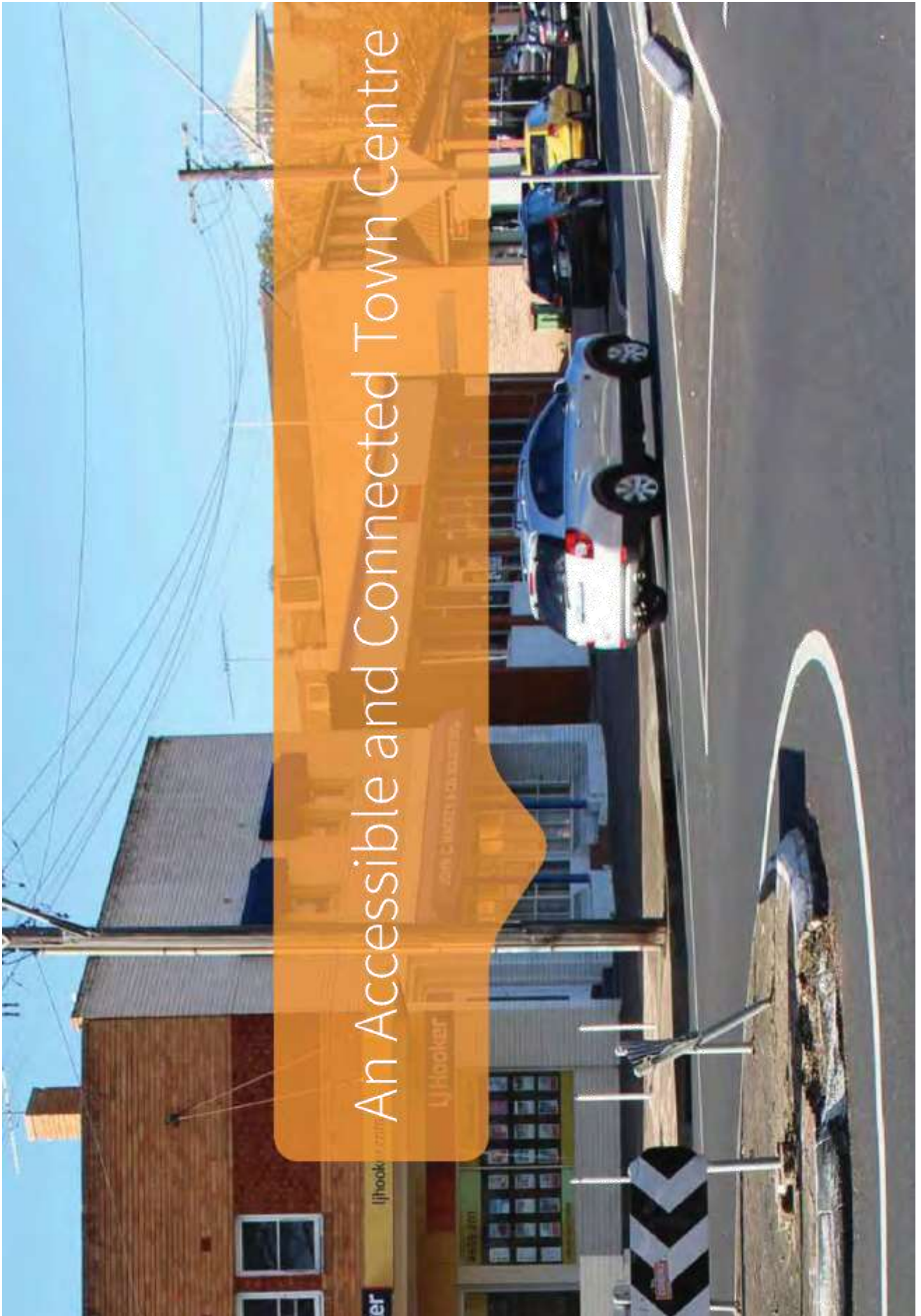


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# 11.0 An Accessible and Connected Town Centre

## Improve car-parking

In places like Camden where the primary mode of transport is by private motor vehicle, the provision of sufficient, conveniently located carparking is important to economic competitiveness. Lack or shortage of such carparking has the potential to act as a disincentive for visitation to the town centre, particularly when shoppers have the option of visiting nearby other non-traditional centres such as Marellan where there are large amounts of such carparking.

To address this issue, council is proposing to establish a new decked carpark in Oxley Street within a 200m walking distance of Argyle Street and close to other key destinations such as Woolworths, Target and Coles.

Design is key. Careful consideration is needed of matters such as type, scale, design, crime and safety and impact upon character. There is a growing number of examples nationally where innovative design has been used to ensure that above ground carparking can be accommodated within urban areas without detracting from the character and image of the place. Two ways in which this can be done are screening or screening of carparking. Screening is where the carpark is hidden behind a facade that is occupied by uses such as offices, cafes and shops. Screening typically works where the site has sufficient dimensions to make such uses as well as the carpark work.

Screening is where the face of a carpark is made up on an interesting architectural design feature. Examples include the use of innovative, contemporary materials, public art or a green wall.

Incorporation of environmental sustainability measures such as solar panels can also be used to improve the performance of the carpark.

In short, a well designed carpark will provide the opportunity to both satisfy the need for vehicle spaces and also make a positive contribution to the built fabric of places. It is recommended that council prepare a detailed design brief when taking the next step of undertaking a concept design for any new public carpark.

Supporting this, it is recommended that council maintain existing off-street carparks. These carparks provide a large amount of carparking that is well distributed relative to Argyle Street, which is critical to the perception of convenience for visitors.

The design of carparks should provide disabled spaces in accordance with relevant legislative requirements.

## Encourage alternative movement choices

### Walking and cycling

Walkability is an important part of successful town centres. With its regular grid street pattern and number of fine grain arcade and laneway connections, the town centre has a strong foundation for walkability. This is a key influence on the character of the town centre, and differentiates it from other centres such as Marellan that are dominated by vehicle movement and are not pedestrian friendly.

However, there are a number of deficiencies in the existing street network for pedestrians that need to be addressed.

### Safety and useability for pedestrians

The existing un-signalised pedestrian crossings of Argyle Street pose a risk to pedestrian safety due to poor sight distances associated with crossing of a four lane road with kerbside parking and a planted centre median. It is therefore recommended that council pursue its current plan to relocate and signalise these pedestrian crossings.

The existing condition of parts of the Argyle Street footpath are generally of a poor standard, with maintenance having been undertaken in an ad-hoc manner that has resulted in inconsistent quality and look. Some parts also pose a safety hazard, and pose a challenge for persons who are mobility impaired. In addition, parts of the footpath have a steep cross fall and are as such unsuitable for footpath dining, which is key source of activation of the street. On this basis, it is recommended that council continue with its plan to upgrade the existing footpath to address these issues.

Throughout other areas of the town centre pedestrian facilities are often limited. The Camden Town Centre Traffic and Transport Study noted that the wide roads of John Street, Elizabeth Street and Edward Street are not user friendly and require pedestrians to cross long lengths in the path of traffic, and that there are generally poor pedestrian connections between the public car parking areas in Oxley Street and Larikin Place.

*It is recommended that as part of any future detailed urban design framework for the town centre that detailed consideration be given to investigating and developing options for the resolution of these issues.*

*Particular consideration should be given to John Street, which is and will likely be consolidated as an important secondary movement axis for the town centre, and safety improvement to connection to carpark areas and consideration of extension of public domain improvements beyond Argyle Street in the longer term to provide a consistent, co-ordinated streetscape palette.*

**Wayfinding**

As Camden becomes more attractive to visitors, there is a need to make getting around the town centre more legible. It is recommended that council consider investing in a wayfinding strategy to help people orient themselves within the town centre and provide directions to key locations such as landmarks, parking areas and public transport. Wayfinding should be designed in a co-ordinated way, and provides the opportunity to further consolidate or enhance the character of the town centre through reflecting a heritage theme or providing an opportunity for an artistic interpretation of signage. It also provides opportunities to reduce existing signage clutter.

Examples of where art has been used to enhance the character of communities include the City of Vincent in Perth's street sign program and the Artforce program in Brisbane where local artists paint their original works on traffic signal boxes.

**Public transport**

Despite relatively good bus services, there is minimal direct connectivity to the South West Growth Centre. With the forecast growth in the SWGC, and its importance to Camden as a potential major source of visitors, it is recommended that council investigate ways in which better, more convenient services can be provided in the future between Camden and SWGC, in particular key centres such as Oran Park and Leppington. This will also provide another way of accessing suburban rail as an alternative to Campbelltown. Better connections to key business assets, such as Badgery's Creek airport, and the South West Employment Lands should also be investigated. Exploration will need to be undertaken in conjunction with Transport for New South Wales.

In addition to this, it is recommended that council investigate ways in which better access can be provided between key local employers that provide a source of visitors to the Town Centre such as the Camden Hospital and University of Sydney campus. For example, the Camden Hospital is a 20-25 minute walk from the John Street bus stop, and the primary bus routes (895 and 896) operate approximately every 30 minutes at peak times and approximately every 60 minutes at off peak times and on weekends. This may not offer sufficient convenience to encourage visitation to the town centre. A more frequent general bus service running every fifteen minutes instead of thirty minutes may be an appropriate way in which to address this issue.

**Reinvigorate forgotten spaces**

Camden has a number of smaller, intimate publicly accessible spaces that are currently underused. These spaces include both those in public and private ownership such as:

- the small park next to the courthouse
- the entrance to the showgrounds
- the lane connecting Larkin Place with John Street
- arcades and laneways along Argyle Street.

Some of these spaces have inherent attributes that have the potential to make them attractive places. For example, the entrance to the showgrounds is directly accessible from Argyle Street, is located adjoining a landmark heritage building and has pleasant views and ample solar access. The arcades also provide important, pedestrian connections between Argyle Street and nearby public carparks.

*Examples from other Australian cities and towns have shown that government leadership in investing in programs such as capital works upgrades or providing grants for refurbishment have had positive impacts on the quality of spaces.*

It is suggested that as part of the recommended urban design framework, council consider the possibilities for these spaces. Options will depend on the nature of the spaces, and may include landscaping, outdoor art galleries or possibly even allowing small, commercial premises such as a coffee shop or cart to occupy part of the space to attract people and enliven the spaces. Due to their private ownership, the arcades will be challenging to revitalise, however council should consider pursuing a partnership approach with landowners and business operators driven through the co-ordinator for these spaces.





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## 12.0 A Town Centre for All

### A central gathering place

Successful town centres often have great central gathering places at their heart. This often takes the form of a square or plaza. For example, most of Australia's capital cities, and many of its larger regional centres have gathering places in their CBDs, including Melbourne with Federation Square, Brisbane with King George Square and Sydney with Martin Place. Even though Argyle Street performs a role of a central place of interaction, it has some limitations that prevent it from being a place in which a larger number of people can gather in a single, compact area.

It is acknowledged that the existing Camden Town Centre Strategy proposed a similar town square in the same location in the late 2000s. It is also understood that a key issue that prevented further development of the concept was concern about the impact on the existing bus interchange. Further investigation should address this issue in detail, however, the square would only be closed to vehicles during events and measures could be implemented to temporarily re-route buses and ensure that safety of patrons was not compromised.

*It is recommended that council investigate the potential for a new town square within the town centre. This square should be an open, flexible space that is a focal point for the town centre and performs the function of a place for gathering and interaction. It should be physically close and visibly connected to Argyle Street. The space could also be used for events, markets and even innovative ideas such as an outdoor cinema.*

Due to its proximity to Argyle Street and a location adjoining existing and proposed high impact destinations, the most suitable location is likely to be on John Street between Macarria and the Museum. The space could be around 1,000m<sup>2</sup>, with dimensions of approximately 30m x 35m. Design could enable the continued use of the John Street for vehicles, with the road being closed off at certain times during the weekend to facilitate activities.

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## 13.0 Implementation

This vision is the critical first step in updating the Camden Town Centre Strategy 2008. It will also be used to guide council decisions on development, public domain and investment activities.

Council has limited funds available and its decisions should be in the long term interests of the community. Council can influence three key areas:

- Development
- Public domain
- Its own investment activities.

It cannot make development happen. It is about setting in place the right conditions to attract, retain and support the growth of business and the well-being of the community.

**Effective implementation requires strong leadership and co-ordinated action. This part of the vision proposes an implementation plan that identifies lead responsibilities and indicative timeframes for each of the initiatives.**

### Cumulative change

Change will not happen overnight. Rather, action must be co-ordinated based on the short and longer term. Short term actions comprise quick wins that seek to maintain the town centre's current level of activity. Longer term actions use the momentum of these short term initiatives and set the foundation for future growth.

Timeframes and proper sequencing is critical. Quick wins can be achieved through prioritising over the short term (now - 2 years) the following:

- implementing strategic public domain upgrades
- planning for and facilitating the future renewal of council owned catalyst sites
- connecting and engaging with key local institutions such as Camden Hospital and University of Sydney to bring their customers, visitors and employees into the town
- partner by appointing a co-ordinator to drive the implementation of strategies and initiatives
- developing an integrated program of business incentives
- selling the message by better marketing of the town centre
- preparing a revised planning framework to better protect the town centre's character and facilitating appropriate development opportunities, including an urban design framework, public domain and streetscape plan, updated LEP and DCP.

Over the longer term (2 years plus), realising opportunities for more people to live, work and play in the town centre through the quick wins will start to attract more business, including the potential for high impact retail that has the potential to draw in more tourists from outside the local area. This can be supported through complementary initiatives such as reinvigorating forgotten or underused spaces and improving public transport connections.



The following is a full list of suggested priority initiatives for the town centre recommended under this vision:

**A Distinct Town Centre**

**1 Implement strategic public domain upgrades**

- widen and repave footpaths
- undertake complementary drainage upgrades
- provide new Street furniture
- install traffic lights at Argyle and Oxley Street intersection
- Install signalised traffic crossings

**2 Prepare an urban design framework**

**3 Prepare a public domain and streetscape plan**

- consider improvements to the balance of Argyle Street, in particular the east end
- consider improvements to other key Streets in the town centre such as John Street
- investigate options for forgotten spaces

**4 Prepare a place focussed, performance based DCP based on the findings and direction of the above studies**

**A Prosperous Town Centre**

**5 Investigate current zoning and height and consider amending the LEP in response**

**6 Investigate preferred future uses and development strategy for council land assets**

**7 Undertake master planning for the John Street Precinct**

**8 Connect and engage with key local employers and institutions such as Camden Hospital**

**9 Appoint a co-ordinator**

**10 Prepare and implement a marketing strategy with a dedicated, stand-alone website**

**11 Consider developing an integrated program of business incentives**

**12 Consider longer, more consistent opening hours, including a trial aligned with a major local event**

**13 Consider relocation of the visitor centre to a town centre location**

**A Vibrant Town Centre**

**14 Invest additional resources into the TASTE Food, Wine and Music Festival**

**15 Investigate initiatives to increase utilisation of the Civic Centre**

**An Accessible and Connected Town Centre**

**16 Undertake detailed concept design of decked carpark**

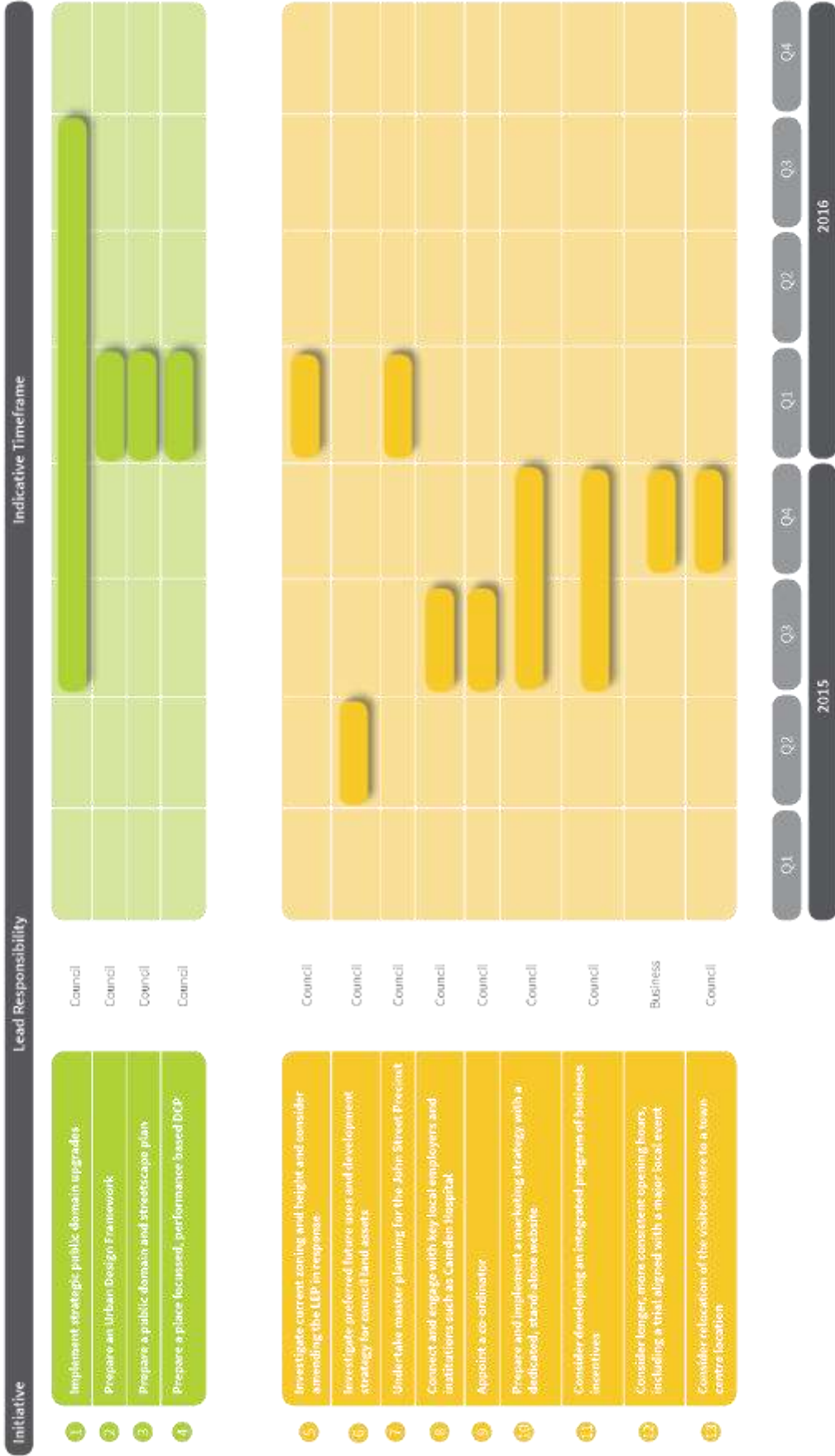
**17 Prepare a wayfinding and signage strategy**

**18 Investigate better public transport connections to the SW Growth Centre**

**A Town Centre for All**

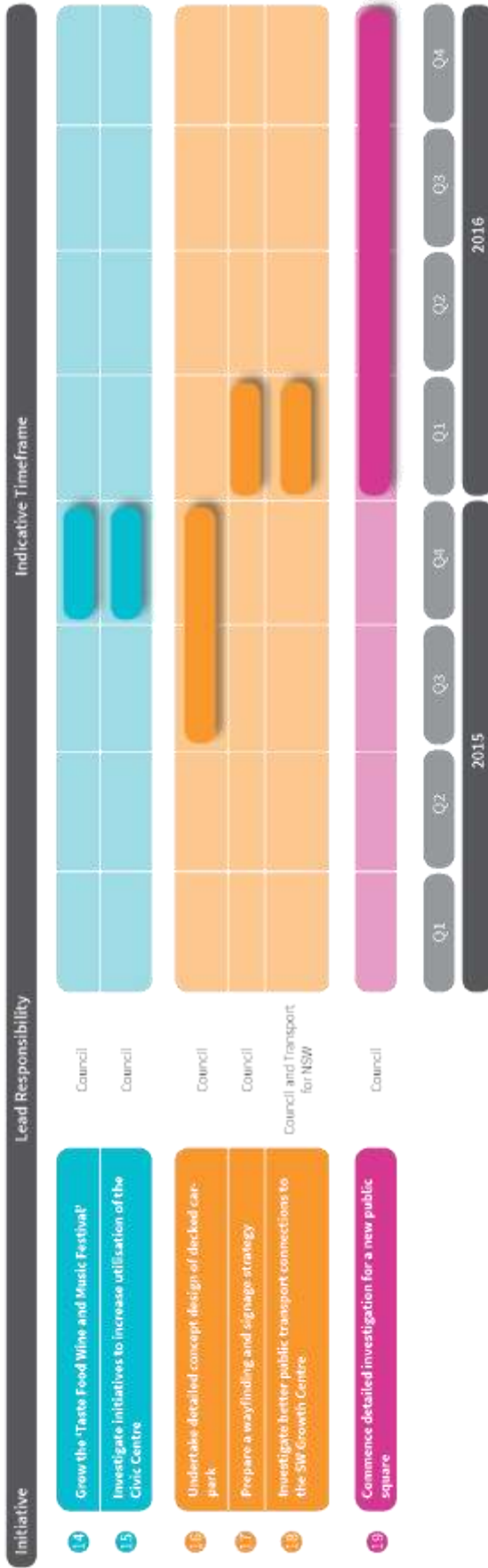
**19 Commence detailed investigation for a new public square**





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Attachment 1



**Roles and responsibilities**

The success of implementation will rely on co-ordinated, sustained and co-operative action by a number of parties.

**Council**

Council will drive the implementation process. It will commit human and financial resources, including the creation of a co-ordinator role, to the task. Council's leadership will take responsibility for advocating for the town centre and removing obstacles that impede action. It will seek and represent the views of the Camden community. Council will exercise its planning, design and construction functions to create physical change and ensure a positive climate for business.

**State Government**

The State government can provide support for initiatives that are outside the sole control of council. For example, it will ensure that future subregional planning recognises the importance of the town centre and provides supportive planning policy.

**Business and Community**

The role of business and the community is to get behind council and support its initiatives, be a champion for the town centre and to actively seek out and participate in future engagement activities.

**Relationship to Camden LEP and Camden DCP**

*Camden LEP 2010*  
*One of the main aims of the vision is to encourage growth and develop while protecting the town centre's character that provides it with its competitive strategic advantage. The planning framework has a key role to play in achieving this outcome.*

**Zoning**

Most of the town centre is included in the B2 Local Centre and B4 Mixed Use zone. The spatial pattern of these zones creates a distinct core and a frame, with the B2 Local Centre zoned being focussed around Argyle Street and the Mixed Use zone in peripheral areas. Other small areas are included in residential and recreation zones. The intent of the B2 Local Centre zone is to cater for retail, business, entertainment and community uses. The only form of residential use that is permitted is shop top housing, which requires housing to be located above a commercial use. The B4 Mixed Use zone allows the same commercial uses, however is more flexible with residential uses, allowing stand-alone apartments (Residential Flat Buildings).

Research has shown that in the current market there is demand for both additional office and residential uses in the town centre. However, due to the typically greater costs (often due to challenges in leasing ground floor retail) shop-top housing is often perceived as a less desirable option for many developers. Therefore the requirements for residential in the form of shop-top housing in the B2 Local Centre zone may be precluding greater take-up of residential in parts of the town centre included in this zone.

Part of the town centre included in the B2 Local Centre zone that may be appropriate for small scale residential flat buildings include areas away from Argyle Street such as along John, Broughton and Hill Streets. It is suggested that as part of its urban design framework, council investigate whether there are opportunities to rezone these parts to the B4 Mixed Use zone to encourage additional residential development, provided that it is can be complementary to the desired future character of these streets.

**FSR**

FSR is a measure of the amount of floorspace a development is able to provide. It is expressed as a ratio of gross floor area to site area. FSR works together with other controls to control building bulk and scale. However, unlike some other controls such as height and setbacks, it is not a form based control or a critical determinant of bulk and scale. Rather, it is most usually a by-product of a detailed design exercise that considers the unique attributes of a site. Consequently, while imposing an FSR maximum in advance of undertaking detailed design work may be useful as high level guidance for site yield and therefore real estate value, it is a poor indicator of design quality. For these reasons it is not proposed to introduce an FSR control for the town centre.

**Height**

The maximum building height under the LEP is currently 7m, which equates to 2 storeys. In general, ground floor heights should be set around 4.2m floor to floor (or 3.6m floor to ceiling) to accommodate a range of active uses such as shops, restaurant and cafes. The first floor should then be set at 3.7m floor to floor (3.3m floor to ceiling) for commercial uses such as professional office space, or 3.1m floor to floor (or 2.7m floor to ceiling) for residential. Height allowances for a pitched roof and elevation above the floor planning level should also be factored in. Therefore, the current LEP height for 2 storeys is overly restrictive and may constrain the form of development desired in the town centre. On this basis, it is recommended that council investigate increasing from 8.5m or 9.5m as part of the urban design framework. Provisions in the existing DCP will continue to protect view corridors.

**Key Sites**

Key sites are those that due to their location or scale have the potential to have a major impact on the town centre as a whole. In particular, appropriate development on this site can catalyse the surrounding area, breathing new life into formerly underutilised places. Therefore, the planning framework needs to provide special direction for these sites. It is recommended that the LEP be reviewed to refer to the following three sites as key sites:

- Macaria
- Old Dairy Farmers Co-op Depot
- former Camden High School site.

Complementary provisions will be inserted in the DCP to guide future development on these sites in accordance with the vision.

**Good Design**

The Camden DCP requires that development be consistent with the Camden Town Centre Strategy and objectives and controls for built form and appearance, light industrial development and heritage and character.

Apart from the heritage conservation provisions, this content provides high level strategic direction and does not provide sufficient detail to effectively manage specific development. The supporting DCP provisions for land use such as residential development are generic and do not adopt a place based approach. It is recommended that a new, performance based DCP planning framework be prepared for the town centre that supports the LEP, is place specific, embraces good design and is simple and easy to use for the community, industry and council. Particular elements that should be addressed include sustainability, built form and the relationship between the private and public domain, particularly at the ground level.

A pre-requisite for producing a robust, place based DCP is first undertaking an urban design framework. It is recommended that council consider investing in the commission of an urban design framework, and also consider supporting this with a public domain and streetscape plan.

Part of this work would include addressing existing commercial signage controls for the town centre.

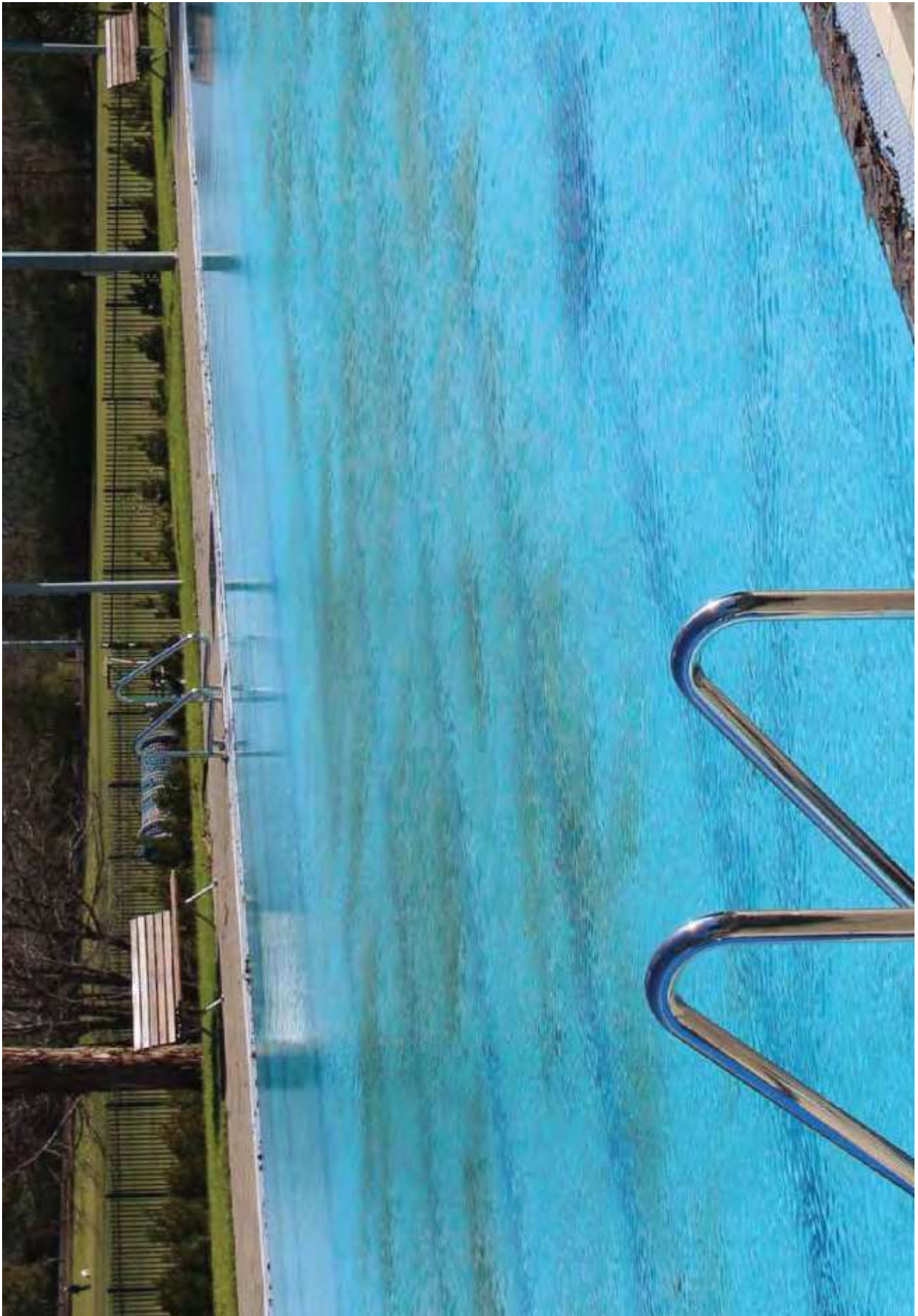
**Camden DCP 2011**

*The Camden DCP contains three parts that deal specifically with the Camden Town Centre:*

- *Heritage conservation area*
- *Camden – B2 Local Centre*
- *Camden – B4 Mixed Use.*

*In addition to this, supporting objectives and controls are contained in other parts of the DCP such as those for residential*

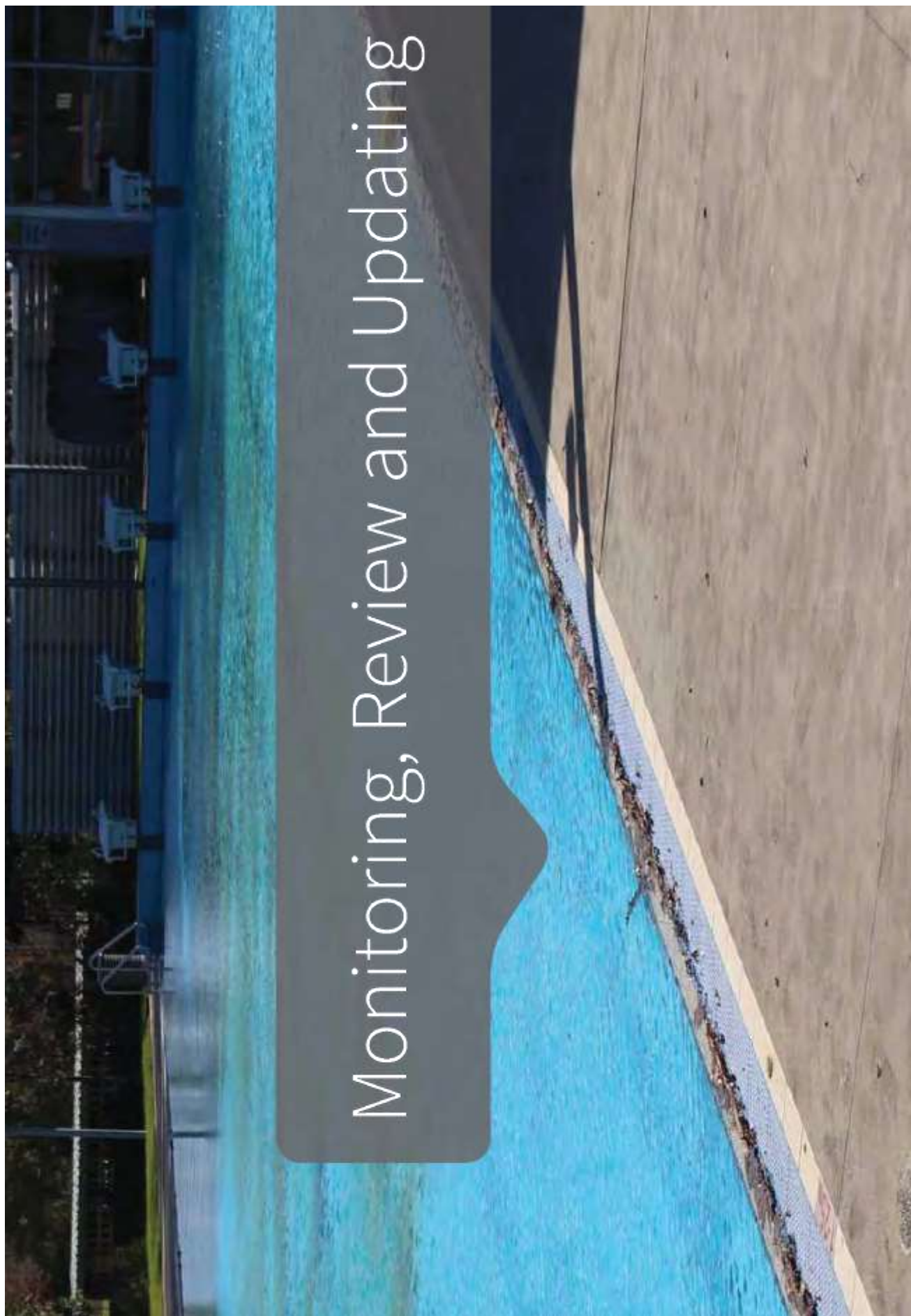




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## 14.0 Monitoring, Review and Updating

Monitoring, review and updating of the vision is important to ensure continued effective action.

It is recommended that Council establish a framework to collect, analyse and report on data that seeks to measure progress towards the aims of the vision. Data should be collected on key indicators such as:

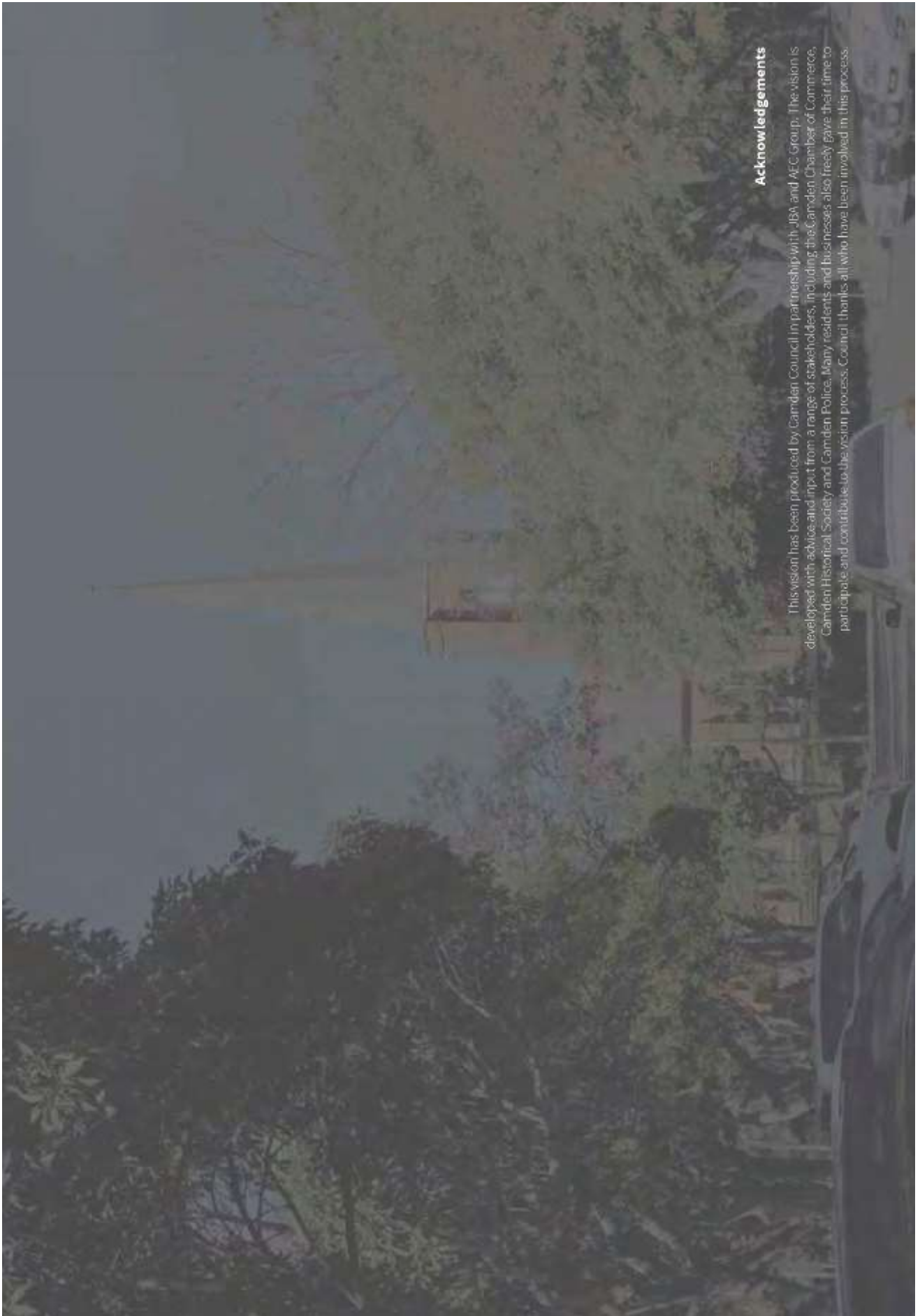
- Development and building applications received and determined
- Number, types and distribution of business
- Change in the number of business
- Business, resident, worker and community satisfaction
- Length of time for development and building applications to be determined
- Residential population.

The results of this data should form the basis of an annual report that can be integrated into council's existing reporting frameworks.

Analysis of this data will help to identify what is going well and what can be improved upon. This will inform a review and update of the vision. Review and updates should occur regularly, with a complete review, informed by detailed economic assessment, undertaken at least every 3 years to ensure the vision remains current and can continue to effectively respond to changing conditions

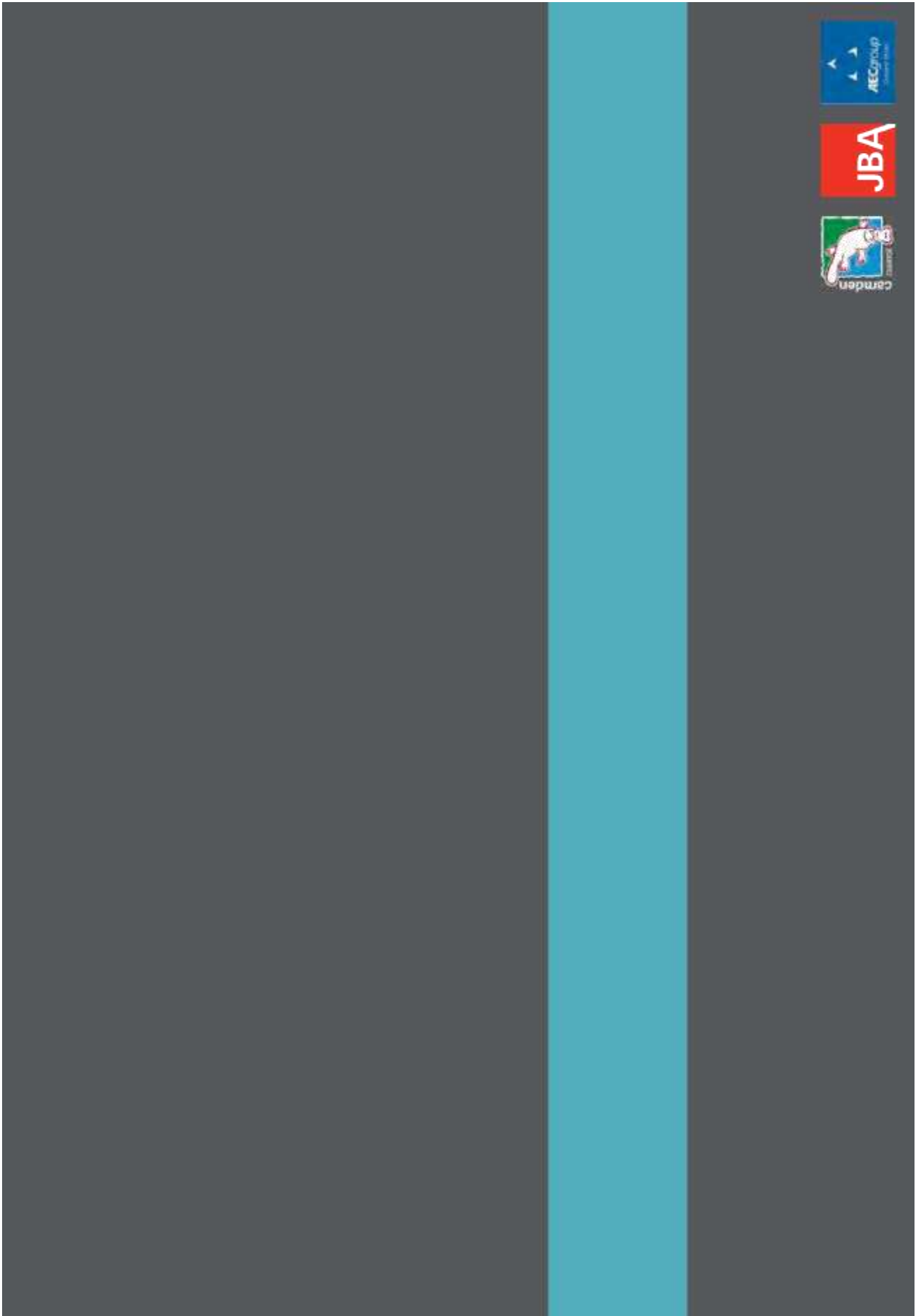
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**Acknowledgements**

This vision has been produced by Camden Council in partnership with DSJ and AEC Group. The vision is developed with advice and input from a range of stakeholders, including the Camden Chamber of Commerce, Camden Historical Society and Camden Police. Many residents and businesses also freely gave their time to participate and contribute to the vision process. Council thanks all who have been involved in this process.



**ORD02**

**Attachment 1**

## Attachment 2: Retail and Commercial Study for Camden Town Centre - Key Findings

### Economic Profile

- There are currently 358 businesses located in the study area, employing 2,175 people.
- The main industries of employment in the Camden town centre are:
  - Retail 17%
  - Accommodation and food services 16.5%
  - Health care and social assistance 12.8%
  - Professional scientific and technical services 9.2%
  - Public administration and safety 9%

### Economic Drivers

- 83% of people surveyed in the town centre either live or work in the local catchment.
- Visitors from outside the catchment will become increasingly important for the town's future resilience and sustainability.
- The weekday trade is mainly focused on locals making Camden an 'internal retail community'.
- Attractions of a 'high impact' nature (examples of 'high impact retail' could include unique experiences such as wine and culinary, restaurants and special events such as festivals) will be required to attract visitors outside the locality to make Camden a destination retail location.

### Market Conditions

- A review of the market conditions found that there is a constrained supply of retail floor space which leads to a tightly held market.
- There is demand for small commercial suites which underpin demand. Rents for this type of product out perform similar space in Narellan.
- The research found that there are limited opportunities for residential development in the town centre.
- There is an underlying demand for retail, commercial and residential floor space in the town centre.

### Current Trends

- At a macro level there has been lower consumer confidence which has resulted in a lower consumer demand.
- There has been a change in consumer shopping trends and competition from online retailers.
- There has also been increasing competition from large retail stores and brands.
- Another trend has been the resurgence of the "*village retail strip*".
- At the local level, the expansion of the Narellan Town Centre will impact on the town centre.
- The next 5 years will see demand for health care services expand in line with Camden's population growth and aging profile.
- The medium term (5 year) economic outlook is expected to stabilise with household discretionary income expected to recover.
- While competition will be strong it is expected that those businesses that can offer a range of high quality products and services, unique consumer experiences and value for money will profit.

- The town centre with its distinctive village retail strip will be able to provide a unique retail experience which shopping malls cannot.

#### Attracting Future Investment

- The study identifies the following focal points for attracting future investment in the town centre:
  - Encouraging/support existing businesses to expand
  - Attracting new property investors and developers
  - Attracting new investment and employment from prospective future tenants.

#### Barriers to Investment

- The study identified a number of barriers to investment in the town centre such as:
    - Fragmented ownership patterns and small allotment sizes
    - Built up nature of the town centre
    - Flooding and heritage constraints
    - Regulatory environment
    - Limited trading hours on weekends
    - Relocation of Council staff in 2016 impacting weekday trade.
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ORD04

Attachment 1



# SWIMMING POOL INSPECTION PROGRAM



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## 1. PURPOSE

- 1.1 The *Swimming Pools Act 1992*, Section 22B requires the Council to develop and implement a swimming pool inspection program in consultation with the community that increases pool safety awareness, and reduces infant drowning and near drowning events by ensuring compliance with the requirements of Part 2 of the Act - access to swimming pools – of the *Swimming Pools Act 1992*.
- 1.2 This program must be in place to commence implementation by 29 October 2013. Councils are then required to inspect swimming pools in accordance with the adopted program.

## 2. RELEVANT LEGISLATION AND STANDARDS

- 2.1 The legislation, regulation and standards that apply to the swimming pool inspection program include:
  - *Swimming Pools Act 1992*
  - *Swimming Pools Regulations 2008*
  - *Swimming Pools Amendment Act 2012*
  - *Swimming Pools Amendment (Consequential Amendments) Regulation 2013*
  - Building Code of Australia
  - Australian standards AS 1926.1
  - Australian standards AS 1926.2

## 3. RELEVANT DEFINITIONS

- 3.1 **Certificate of Compliance-** in respect of swimming pools means a certificate issued under section 22D of the *Swimming Pools Act*.
- 3.2 **Multi-occupancy Development** – a building or buildings that is, or are, situated on premises that consists of two or more dwellings.
- 3.3 **Relevant Occupation Certificate** – in respect of a swimming pool, which means an occupation certificate issued under the *Environmental Planning and Assessment Act 1979* that is less than 3 years old and that authorises the use of the swimming pool.
- 3.4 **Swimming Pool-** means an excavation, structure or vessel:
  - a. that is capable of being filled with water to a depth greater than 300 mm and
  - b. that is solely or principally used, or that is designed, manufactured or adapted to be solely or principally used, for the purpose of swimming, wading, paddling or any other human aquatic activity, and includes a spa pool but does not include a spa bath, anything that is situated within a bathroom or anything declared by regulations not to be a swimming pool for the purposes of this Act.

3.5 **Tourist and Visitor Accommodation-** means a building or place that provides temporary or short-term accommodation on a commercial basis and includes backpackers accommodation, bed and breakfast accommodation, farm stay accommodation and serviced apartments.

#### 4. THE IMPORTANCE OF POOL SAFETY

4.1 Swimming pools offer a social amenity that is of great benefit to those who have use and access to it. With this however goes an obligation outlined in legislation to maintain the pool in a safe manner.

4.2 The regulatory regime of pools on private property has been the subject of ongoing legislative review due to the tragic infant and toddler injury and death in swimming pools.

4.3 Children aged 4 years of age and under are the most vulnerable. They are dependent on their parents or carers for their safety. The personal and social cost associated with the death of a child is enormous and cannot be adequately described. The death of a young child in circumstances that could have been prevented is a tragedy for all.

#### 5. THE INSPECTION PROGRAM

5.1 From October 2013 all councils are required to have in place and implement a program of swimming pool inspections. The purpose of inspections is to issue a certificate indicating that pool barriers in place comply with the pool safety legislative requirements.

#### 6. WHAT IS A POOL CERTIFICATE OF COMPLIANCE?

6.1 A Pool Certificate of Compliance is issued once a pool has been inspected against the relevant pool safety requirements. The certificate is valid for three years. A pool may be inspected more frequently than three years if a complaint has been received with respect to pool safety or there is good reason to suspect the pool no longer complies with the pool safety requirements.

#### 7. WHAT HAPPENS IF A POOL CERTIFICATE OF COMPLIANCE CANNOT BE ISSUED?

7.1 A Pool Certificate of Compliance cannot be issued if the pool is not passed at inspection as meeting the various requirements under the applicable standards. In such a case either Council or an accredited certifier must issue a notice specifying the works required. If the works are not undertaken or the pool cannot pass a subsequent inspection then a Penalty Infringement Notice will be issued. Continuing refusal to comply will result in legal action.

## 8. HIGH RISK POOLS INSPECTED EVERY THREE YEARS

8.1 The legislation requires properties considered high risk to have their pool inspected every 3 years. This includes pools associated with:

- a moveable dwelling, hotel, motel, tourist / visitor accommodation, serviced apartments and other multi-occupancy developments.
- backpackers, bed and breakfast, farm stay accommodation, serviced apartments and residences of more than 2 occupancies.
- Child car centre / Family day car or premises accessed regularly by children for other than domestic purposes

## 9. PROPERTIES BEING SOLD OR RENTED / LEASED

9.1 From 29 April 2016 all properties with a pool being sold or rented / leased must have a current Pool Certificate of Compliance. Where a property with a pool is being sold or rented / leased, the pool owners must request an inspection and comply with the requirements of the inspection before a Pool Certificate of Compliance can be issued.

## 10. WHEN SWIMMING POOLS WILL BE INSPECTED

10.1 Council will undertake the inspection of swimming pools on a reactive basis incorporating a risk based approach.

- High risk pools that are required to be inspected every 3 years as specified in Section 8.
- Properties that require a Pool Certificate of Compliance because the property is being sold or rented / leased.
- All other swimming pools in the local government such as older pools, pools that have never been inspected or any other pool where Council has a reasonable concern over the safety of a pool barrier. Such pools may be required to obtain a Pool Compliance Certificate once the Pool barrier complies with the relevant requirements.

## 11. FEES

11.1 The *Swimming Pool Act* provides that Council may charge a fee the inspection conducted by an authorised officer, being a fee that is no greater than the maximum fee prescribed by the *Swimming Pool Regulation*. At the time of gazettal of the *Swimming Pool Regulation* (April 2013) the maximum initial inspection of \$150 is payable and a second inspection fee of \$100 is payable. No fee may be charged for further inspection.

- 11.2 Council will charge a fee of \$150 for an initial inspection (which includes the issue of a Certificate of Compliance for complying pool fences) and \$100 for one follow-up inspection.

## 12. EDUCATION AND AWARENESS

- 12.1 Pool owner education and awareness is essential in contributing to the success of the inspection program.
- 12.2 An ongoing complimentary community education and awareness program will be delivered through community publications, media releases, website information, owner self-assessment pool fence checklists and pool safety officer interaction with the public.
- 12.3 The importance of pool barrier maintenance and adult supervision a key messages to be delivered in a program.
- 12.4 The rates of pool barrier compliance are expected to progressively increase as a result of the inspection program and the gradual improvement of the level of community education awareness.

## 13. PENALTIES

- 13.1 There are a number of offences under that Act which attract fines, as follows:

Offence under the Act	Penalty Notice (issued by Council)	Court Maximum Penalty
<b>Section 7(1):</b> Failure to comply with general requirements for outdoor pools associated dwellings	\$550	50 penalty units = \$5500
<b>Section 12:</b> Failure to comply with general requirements were comfortable pools associated with movable dwellings and tourist and visitor accommodation	\$550	50 penalty units = \$5500
<b>Section 14:</b> Failure to comply with general requirements for indoor pools	\$550	50 penalty units = \$5500
<b>Section 15(1):</b> Failure to maintain child resistant barrier	\$550	50 penalty units = \$5500
<b>Section 16:</b> Failure of occupier to keep access to pool securely closed	\$550	50 penalty units = \$5500
<b>Section 17(1):</b> Failure to display or maintain a prescribed warning notice people	\$110	5 penalty units= \$550
<b>Section 23 (3):</b> Failure to	\$550	50 penalty units= \$5500

comply direction (pool safety order)		
<b>Section 30B(1):</b> Failure to register a pool	\$220	20 penalty units= \$2200

#### 14. THE ROLE OF CERTIFIERS

- 14.1 Pool owners may request an Accredited Certifier to provide a pool certificate of compliance. Accredited Certifiers may set their own fees. Having conducted an inspection, if the pool does not meet the applicable standard, the Accredited Certifier may allow a pool owner six (6) weeks to rectify deficiencies before advising Council, or if considered to be a significant public hazard a certifier may notify Council immediately. Upon notification Council may commence compliance action.

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Attachment 1



# MACARTHUR

## Regional Tourism Strategy

### 2012 - 2015

*A joint project between Camden Council  
and Campbelltown City Council*



## Foreword

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Tourism is an important contributor to Australia's economy. It helps to generate substantial investment and jobs. It also adds to our cultural and recreational experiences.

The Macarthur region, comprising the townships of Camden and Campbelltown, located in Sydney's south-west, benefits from tourism activity. Tourism directly supports many small businesses and has a strong multiplier effect on other sectors of our economy such as business services, sport and recreation and retail. In addition, it provides a 'window' for people outside of Macarthur to view our area as a place to visit and explore further. In time visitors may choose to live, work and invest in Macarthur. Tourism also builds community pride and a sense of ownership among local people.

Both Camden Council and Campbelltown City Council have supported tourism for many years. Council's role in supporting tourism includes visitor servicing (eg resourcing the Camden and Campbelltown Visitor Information Centres), implementing promotional media and marketing activities, supporting local events that will potentially attract visitors to the region, establishing new partnerships, helping new tourism product to be established, as well as building and promoting Macarthur's tourism assets. Additionally, both Councils work to develop strong relationships with the travel writing media to generate positive media coverage.

Council's Tourism Officers work closely with local tourism businesses by providing access to networking and professional development initiatives. These help businesses to stay informed, be innovative and educate their staff to provide visitors with high quality experiences.

In summary, the Macarthur Tourism Strategy 2012 – 2015 provides guidance for the future direction of tourism within Macarthur with both short term and longer term goals. Drawing on the broader region, it emphasises developing new tourism experiences, involving local people in tourism product development and facilitating stronger relationships between Council and the local tourism industry. It also aims to raise the profile of Macarthur as a quality repeat visitor destination and further develop the key tourism market segments.

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## Introduction

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The Macarthur Tourism Strategy and Action Plan 2012 – 2015 is a result of Camden Council and Campbelltown City Council's need to update, refine and enhance the previous strategy to ensure the region's tourism industry continually thrives in a rapidly evolving environment. Its development has been guided by:

- a review of the previous Macarthur Tourism Strategy and Action Plan 2008 – 2011
- current key trends in the tourism industry
- research of related documentation
- input and feedback from local tourism operators
- feedback from visitors and tour coordinators.

Building on the previous strategy, the 2012 – 2015 strategy is designed to provide focus and direction to ensure tourism continues to develop during the next three years. A number of strategic themes are presented in the strategy, which provide achievable, realistic and practical actions.

### Vision

All of the actions outlined in the Macarthur Tourism Strategy and Action Plan 2012 - 2015 will work towards the achievement of the following vision for the region:

*That the Macarthur region is a well recognised and well regarded tourism region offering a diverse range of experiences. It is our aim to build on Macarthur's existing tourism assets and improve the visitor experience.*

### Target Markets

The Macarthur Tourism Strategy and Action Plan aims to target a number of key tourism markets including:

- the Visiting Friends and Relatives (VFR) market
- the Greater Sydney market
- the Seniors / over 55s market
- families / holiday makers
- special interest groups including school groups, seniors groups and the corporate incentive market.

### Strategy Themes

This strategy has a number of themes, each with their individual set of outcomes. The themes encompass:

- tourism product development and partnerships
- marketing and promotion
- industry support
- visitor servicing.

### What is Tourism?

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Tourism incorporates activities that bring people into an area they don't normally reside in for a period of time. This brings in 'new money' to a local economy. The World Tourism

Organisation defines tourists as people who "travel to and stay in places outside their usual environment for more than 24 hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited."<sup>1</sup>

Tourism can be found in activities including:

- food and wine - dining
- accommodation
- shopping
- attractions
- sports and recreational activities
- art and cultural activities
- community or special events and festivals
- visiting for business purposes
- visiting friends and relatives (VFR)
- appreciating local flora and fauna and enjoying the outdoors
- education (eg school groups, visits to Macarthur's education institutions etc).

Tourism also includes people who visit a destination for less than 24 hours for the aforementioned purposes, such as daytrips.

The Macarthur region has some significant tourism drawcards including:

- close proximity to Sydney CBD and airport / coast / Blue Mountains / Southern Highlands
- major attractions including Campbelltown Arts Centre, The Australian Botanic Garden, Mount Annan and Camden Airport's aviation experiences
- adventure based activities such as horse riding, aviation and paintball
- a major annual events calendar including food and wine festivals, Camden Park House Open Weekend, Campbelltown Challenge Walk, Enduro Trail Races, Festival of Fisher's Ghost, Farm Sunday at Belgenny Farm and New Year's Eve
- quality and good value for money accommodation facilities.

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<sup>1</sup> "UNWTO Technical Manual: Collection of Tourism Statistics". World Tourism Organisation. 1995.

### Strengths, Weaknesses, Opportunities and Threats (SWOT) of the Macarthur region

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Proximity to key markets, especially Greater Sydney.</li> <li>▪ Variety of experiences within a rural setting.</li> <li>▪ Good access to major road and rail networks (Hume Highway/M5, M7, countrylink and cityrail trains).</li> <li>▪ Central location as a base for other important tourism regions (eg Blue Mountains, Southern Highlands, Sydney and Wollongong).</li> <li>▪ A number of significant heritage sites.</li> <li>▪ A range of sporting and shopping facilities.</li> <li>▪ The Australian Botanic Garden – free entry.</li> <li>▪ Campbelltown Arts Centre – major regional gallery with a significant exhibition and performance program.</li> <li>▪ Rydges and Quest, Campbelltown – new 4½ star properties. Appealing to the corporate market.</li> <li>▪ The Cube – continue to attract entertainment and major conferences.</li> <li>▪ Camden township – retains its historic village style and café culture.</li> <li>▪ Campbelltown township – cultural diversity, ethnic food stores and restaurants.</li> <li>▪ Open space – Campbelltown bordered by the Georges River Nature Reserve and Camden surrounded by a rural setting.</li> </ul> <p><b>These strengths have been considered when developing marketing initiatives in the action plan.</b></p>	<ul style="list-style-type: none"> <li>▪ Perceptions and negative image of the region.</li> <li>▪ Lack of public transport beyond train stations.</li> <li>▪ Lack of tourism welcome signage on key highways.</li> <li>▪ Relatively small number of significant attractions.</li> <li>▪ Lack of access to some key attractions for independent travellers (eg Belgenny Farm which is not open to the public).</li> <li>▪ Lack of operators not following branding guidelines on promotional material and websites.</li> <li>▪ Proximity – too close to Sydney for overnight stays.</li> <li>▪ Some businesses looking tired and run down and lack funding to make improvements.</li> <li>▪ Size, location and staffing of Camden Visitor Information Centre.</li> </ul> <p><b>Many of these weaknesses can be addressed through public relations activities and destination marketing and resolved with strategies/actions outlined in this plan.</b></p>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Increase signage on the M5/Hume Highway to capture passing traffic.</li> <li>▪ Continue to increase the level of industry working together: <ul style="list-style-type: none"> <li>- active network/association</li> <li>- further collaboration and packaging</li> <li>- workshops, education, training.</li> </ul> </li> <li>▪ To finalise the formation of a local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Downturn in the economy – reducing disposable income used for travelling and day trips.</li> <li>▪ Urbanisation compromising rural / scenic feel to the region.</li> <li>▪ Competition from nearby regions / destinations.</li> <li>▪ Lack of support from Destination NSW</li> </ul>

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OPPORTUNITIES	THREATS
<p>tourism association/network.</p> <ul style="list-style-type: none"> <li>▪ Regional Visitor Centre located at The Australian Botanic Garden, Mount Annan.</li> <li>▪ Online booking facility on <a href="http://www.macarthur.com.au">www.macarthur.com.au</a> to facilitate accommodation and group tour bookings (once a regional VIC is established).</li> <li>▪ Development of downloadable smart phone applications to help promote tourism in Macarthur.</li> <li>▪ Greater utilisation of Dharawal National Park and Georges River Nature Reserve for tourism activity.</li> <li>▪ Further promotion of the multicultural venues, eateries and tours in Campbelltown town centre.</li> <li>▪ To attract further tourism oriented public events.</li> <li>▪ Potential to capture more of the Visiting Friends and Relatives Market which should grow based on an increasing local residential population.</li> <li>▪ Increase public access to significant heritage sites.</li> </ul>	<p>to be recognised as a region on <a href="http://www.sydney.com">www.sydney.com</a></p>

## Themes

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### Theme 1: Tourism Product Development and Partnerships

Improved tourism product development and increased partnerships are vital for Macarthur's tourism future.

In order to appeal to a broad market, the products and experiences available within the Macarthur region need to adapt to the needs of these broader markets. While the traditional seniors market is happy to visit and observe, the younger age group markets are more likely to want to actively engage. They want unique, memorable experiences that they can participate in. They also want information and interpretation and the opportunity to actively participate where possible.

It is important to be able to increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do.

Desired outcomes:

- new or enhanced product to offer visitors
- increased packaging and bundling of activities and services to create a value-add for visitor (such as accommodation and dining)
- increased and active positive participation of local businesses in tourism
- increased engagement with key stakeholders
- improved infrastructure, signage and accessibility.

### Theme 2: Marketing and Promotion

Marketing and promotion are key elements of tourism development. Marketing tells a story about what the visitor will experience once they arrive in the Macarthur region.

Information technology (eg internet) is a critical tool to help prospective and repeat visitors to make choices about their tourism experiences, and is increasingly replacing the traditional brochure.

Innovative and creative marketing solutions are important. An active public relations campaign is recommended as the most cost effective means of raising awareness and desire to travel to the region.

A review of current and planned marketing activities being undertaken indicate that budgets are being well utilised and the appropriate markets are being targeted through destination advertising and by attending targeted trade shows.

It is also important to engage local residents in the promotion of the region. Marketing activities promoting things to do "in your own backyard" create a sense of community pride, therefore expanding opportunities for positive exposure.

Desired outcomes:

- increased awareness and demand for Macarthur experiences
- increased and repeat visitation
- increased profile of Macarthur as a tourist destination
- increased sense of community pride in the region

- positive publicity and exposure.

### **Theme 3: Industry Support**

There are many players involved with advancing tourism within NSW. It is important at a local level to have in place leaders that can advocate for small, local operators and be the driving force behind the operator network.

Council's support of tourism will continue to strengthen Macarthur as a visitor destination and foster an active, progressive and collaborative tourism industry for the region.

When local operators work together, they can achieve common objectives by pooling resources and contributing to the advancement of Macarthur's tourism assets.

Desired outcomes:

- the Macarthur region is represented at networks and partnerships including Destination NSW (formerly Tourism NSW) and Greater Sydney Tourism
- tourism operators working collaboratively for the benefit of the region and each other
- calendar of industry development opportunities, supported and attended by operators
- indirect tourism businesses become a part of the wider industry and educated about the benefits of tourism.

### **Theme 4: Visitor Servicing**

Support for the Macarthur region's accredited Visitor Information Centres (VICs) is important, as they provide valuable services to both the community and the local tourism industry. A significant number of visitors to the VICs are locals asking for local things to see and do, as well as local services.

The role of a VIC is to influence visitors to stay in the region longer than originally planned, increasing local expenditure, enriching a visitors' experience through talking to passionate VIC staff and volunteers, and referring visitors on to local businesses.

There is the potential to improve the VICs in the Macarthur region via the establishment of a Regional Visitor Information Centre at The Australian Botanic Garden, Mount Annan.

Desired outcomes:

- a regional VIC established at The Australian Botanic Garden, Mount Annan
- capitalising on the increasing number of visitors to the Garden, resulting in increased visitation to the proposed regional VIC
- continue to meet and exceed visitor expectations via quality customer service and provision of comprehensive information and services.

## Actions

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### Theme 1: Tourism Product Development and Partnerships

ACTIONS
▪ Support and encourage existing, new and potential tourism businesses in the region.
▪ Work with industry to expand on tourism experiences available in Macarthur.
▪ Encourage operators to network and link their products/experiences (eg packaging and bundling).
▪ Continue to encourage operators to use the Macarthur tourism brand on all marketing collateral and promotions.
▪ Explore potential nature based tourism opportunities within the Dharawal National Park.
▪ Continue to investigate tourism potential within the Georges River Nature Reserve.
▪ Explore possible potential tourism opportunities should the cycle link through The Australian Botanic Gardens, Mount Annan be established.
▪ Explore the possibility of local historical societies implementing a program of regular heritage walking tours in the town centres.
▪ Continue to support and promote cultural and community events to increase visitation to Macarthur.
▪ Investigate avenues to incorporate/support new events in the Macarthur region to increase visitation.
▪ Grow the TASTE Macarthur Week program to become a bi-annual program held in conjunction with Macarthur's food and wine festivals.
▪ Support operators in the development of cooperative marketing activities through the network.
▪ Support operators in the development of a Macarthur touring map.
▪ Investigate opportunities to encourage investment in tourism business and infrastructure.
▪ Continue to monitor what other developing regions are doing and what product successes they having. Emulate these.
▪ Investigate the suitability of interactive smart phone applications to enhance visitor experiences.

**Theme 2: Marketing and Promotion**

ACTIONS
<ul style="list-style-type: none"> <li>▪ Continue with the implementation of an annual public relations campaign.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Aim to distribute one press release per week, featuring a positive story about the region and attractions, to media travel editors.</li> </ul>
<ul style="list-style-type: none"> <li>▪ In conjunction with key operators, conduct familiarisation tours showcasing the region's diverse tourism offerings.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Target lifestyle and TV shows to film segments within the region. Encourage TV news crews to attend and cover local events.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to encourage operators within the region to utilise the Macarthur tourism logo on all of their marketing collateral.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explore the possibility of visitor signage at train and bus interchanges.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to explore the possibility of welcome signage along the M5/Hume Highway.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Attend travel and lifestyle trade shows in the key markets of Canberra and Sydney. Recommended: Sydney Lifestyle and Retirement Expo, Canberra Spring Home and Leisure Expo, Sydney Adventure Travel and Backpackers Expo.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Attend relevant wedding expos. Recommended: Western Sydney Bridal Expo.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Attend expos targeting the group travel market. Recommended: Trade Travel</li> </ul>
<ul style="list-style-type: none"> <li>▪ Attend trade shows targeting the conference and incentive market. Recommended: RSVP.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Review and update all destination marketing collateral and publications as required including, but not limited to, the:               <ul style="list-style-type: none"> <li>- Regional Visitor Guide</li> <li>- Group Tour Ideas Kit</li> <li>- School Excursion Ideas Kit</li> <li>- Cartoscope Map</li> <li>- Macarthur Top Attractions Brochure</li> <li>- Heritage Directory.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Advertise in key markets using a variety of different media outlets including regional television, newspapers and online campaigns.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Generate publicity through competitions with radio stations and suburban newspapers by offering supplier donated prizes (eg weekend package for two with activities and dining included).</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to focus marketing efforts on 'must see, must do' experiences.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ensure the tourism photo library contains images that are current, fresh and engaging. Distribute upon request (eg media enquiries, Destination NSW etc).</li> </ul>
<ul style="list-style-type: none"> <li>▪ Regularly review and update content on Tourism Australia, Sydney.com and other tourism websites.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Coordinate the transfer of the macarthur.com.au site to the new Content Management System. Refresh and update elements of the site where applicable.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Regularly review the macarthur.com.au site to ensure that content is current and well presented.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to improve search engine optimisation for the macarthur.com.au site.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Increase the use of social media as a marketing tool and regularly update information and respond to comments and requests within appropriate timelines.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop a campaign called 'That's My Macarthur' to increase local community pride and encourage residents to explore the attractions in the region.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Investigate the possibility of developing an annual 'My Macarthur' Rewards Program offering discounts and incentives to the local community.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop annual promotions targeting the visiting friends and relatives (VFR) market. Distribute to local residents via the Council rates notice.</li> </ul>



**ACTIONS**

- Continue to work with coach companies and group tour operators to expand the group and school excursion market.

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**Theme 3: Industry Support**

ACTIONS
<ul style="list-style-type: none"> <li>▪ Support opportunities to connect tourism industry businesses and stakeholders. Support the development of a self governing tourism network.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Encourage tourism operators to participate in product development/educational workshops.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Establish a regular tourism survey of visitors to help identify the industry's strengths, issues and challenges.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to produce an industry newsletter updating operators on tourism activities and initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Work with Destination NSW staff to educate them on Macarthur product and investigate the suitability of Macarthur's inclusion in Destination NSW's visiting journalist program.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to work with and support Greater Sydney Tourism projects and initiatives where suitable.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Support ways to acknowledge and recognise Macarthur's tourism industry achievements, such as supporting and encouraging applications into the Greater Sydney Tourism Awards.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explore ways for Macarthur tourism businesses or events to secure funding assistance.</li> </ul>

**Theme 4: Visitor Servicing**

ACTIONS
<ul style="list-style-type: none"> <li>▪ Maintain Visitor Information Centre (VIC) Accreditation for Camden and Campbelltown Visitor Centres.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to investigate and support the proposal of a Regional Visitor Information Centre located off Narellan Road, close to the Hume Highway off ramp, within The Australian Botanic Garden, Mount Annan.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Identify and investigate the suitability of online booking packages within the current Visitor Centres or Regional Visitor Centre.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Support VIC casual and volunteer staff in their role as information providers by providing regular training and familiarisation trips.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Review tourism signposting (brown and white signs). Remove redundant/outdated signs.</li> </ul>

**Implementation**

**Theme 1: Tourism Product Development and Partnerships**

ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Support and encourage existing, new and potential tourism businesses in the region.</li> </ul>	<p>Examples of new businesses supported throughout the strategy implementation period include:</p> <ul style="list-style-type: none"> <li>▪ Sydney Trail Riding Centre, Denham Court</li> <li>▪ Dharawal National Park</li> <li>▪ Campbelltown Investigative Ghost Tours</li> <li>▪ Travel Charm Guided Tours</li> <li>▪ Menangle House Ghost Tours</li> <li>▪ Ultimate Karting, Smeaton Grange</li> <li>▪ The Italian Food Project</li> <li>▪ Epicure Store</li> <li>▪ Made in Macarthur Food Tours</li> <li>▪ R Coffee Co</li> <li>▪ Maximum Skating</li> <li>▪ Sydney Horse Riding Centre, Gledswood Hills</li> </ul>	<p>Ongoing</p>
	<p>These businesses, and more, were supported and promoted via the development of press releases, advertising, social media marketing, photo shoots, tourism filming, inclusion in media familiarisation tours, inclusion on website and in publications, promotion and representation at tradeshow, inclusion on Sydney.com, and presenting information to travel shows such as Sydney Weekender.</p>	

ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Work with industry to expand on tourism experiences available in Macarthur.</li> </ul>	<p>Staff work with attractions/operators to encourage them to diversify the experiences available at their venue. Eg</p> <ul style="list-style-type: none"> <li>▪ Camden Country Tour</li> <li>▪ Italian Food Project now offer workshops, community events and market days at their venue.</li> <li>▪ Gledswood developed Ghost Tours.</li> <li>▪ Dharawal National Park now offer guided group tours:               <ul style="list-style-type: none"> <li>▪ Photography Trail Tours</li> <li>▪ Women's Walk</li> <li>▪ Aboriginal Viewpoint</li> </ul> </li> <li>▪ Infusion Microbrewery now offer guided tours and tastings</li> <li>▪ Campbelltown Investigative Ghost Tours – expanded from a walking tour to incorporate entry into some of Campbelltown's heritage buildings.</li> <li>▪ Menangle House Ghost Tours, which began as a monthly event in 2014, now run every week as a direct result of our online and social media marketing.</li> <li>▪ Sydney Living Museums now offer heritage tours of Beulah House in Gilead for group tours.</li> <li>▪ Campbelltown Steam and Machinery Museum no run multiple events through the year, in addition to their biannual open weekends, including a vintage outdoor cinema night and the annual camp oven cook-off.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Encourage operators to network and link their products/experiences (eg packaging and bundling).</li> </ul>	<p>Examples of operators working together to value add to local experiences:</p> <ul style="list-style-type: none"> <li>▪ Progressive Wine Lunch</li> <li>▪ Macarthur Winter Warmer Package</li> <li>▪ Wizard of Oz Festival (August 2013)</li> <li>▪ Rydges Hotel and Tabcorp Park – Race and Stay Packages</li> <li>▪ Menangle House Ghost Tours and Quest Apartments package</li> </ul>	Ongoing

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ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Continue to encourage operators to use the Macarthur tourism brand on all marketing collateral and promotions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Made in Macarthur Boutique Food and Wine Tours</li> <li>▪ Provide logo pack to all operators to incorporate the logo on publications, website, letterhead etc...</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Explore potential nature based tourism opportunities once Dharawal formally becomes a national park.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Met with NPWS in 2012 to discuss walking tracks, picnic facilities, car parking, site security, access, trail head signage and directional street signage.</li> <li>▪ O'Hares Creek walk and lookout opened October 2013.</li> <li>▪ New tourists facilities in place:               <ul style="list-style-type: none"> <li>▪ Entry Car Park (2013)</li> <li>▪ Trail head signage (2013)</li> <li>▪ Picnic Tables (2013)</li> <li>▪ Toilet facilities (2014)</li> </ul> </li> <li>▪ Information flyer and map developed 2013.</li> <li>▪ Updated Georges River Bushwalking Guide (incorporating Dharawal NP) released in 2013</li> <li>▪ Dharawal National Park now offer guided group tours:               <ul style="list-style-type: none"> <li>▪ Photography Trail Tours</li> <li>▪ Women's Walk</li> <li>▪ Aboriginal Viewpoint</li> </ul> </li> <li>▪ Coordinate Guided Indigenous Bushwalks during Heritage Festival (2015)</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Continue to investigate tourism potential within the Georges River Nature Reserve.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Georges River Recreation Guide redesigned and updated 2013.</li> <li>▪ Trail Head signage at each walking track within the Georges River Nature Reserve erected 2014.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Explore possible potential tourism opportunities should the cycle link through The Australian Botanic Gardens, Mount Annan be established.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cycle way not developed during strategy timeframe.</li> </ul>	N/A

ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Explore the possibility of local historical societies implementing a program of regular heritage walking tours in the town centres.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Liaised with local historical societies in 2013 and in 2014 about the possibility of guiding heritage walking tours of the town centre during their monthly open days. Unfortunately due to lack of volunteers, they are unable to guide tours.</li> <li>▪ Trialled guiding tours using VIC staff, however, it became unfeasible due to staffing costs and availability.</li> <li>▪ The Historical Societies do provide a guide for Media Familiarisation Tours.</li> </ul>	October 2013
<ul style="list-style-type: none"> <li>▪ Continue to support and promote cultural and community events to increase visitation to Macarthur.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Actively promote and support all Council and community run events in Macarthur. This includes media releases, hosting journalist visits, advertising, social media marketing, coordination of radio interviews, live weather crosses etc in particular tourism events such as AnnanRoma, Camden Festival's Picnic in the Park and Taste Food Wine and Music Festival.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Investigate avenues to incorporate new events in the Macarthur region to increase visitation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continual support to current event organisers. Also provide suggestions and ideas for future potential directions.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Grow the TASTE Macarthur Week program to become a bi-annual program held in conjunction with Macarthur's food and wine festivals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TASTE Macarthur was expanded to a bi-annual program in 2013. Prior to this TASTE Macarthur was held annually in autumn.</li> <li>▪ In 2015 TASTE Macarthur evolved into a social media campaign incorporating both Facebook and Instagram. The aim was to empower the public (locals and visitors) to share their positive dining experiences throughout the Macarthur region, using the hashtag #tastemacarthur.</li> </ul>	2013 and ongoing
<ul style="list-style-type: none"> <li>▪ Support operators in the development of cooperative marketing activities through the network.</li> </ul>	<ul style="list-style-type: none"> <li>Examples of operators working cooperatively together include: <ul style="list-style-type: none"> <li>▪ Made in Macarthur Food Tours – various local venues, changes seasonally</li> <li>▪ Progressive Wine Lunch – Fussy Grape, Trattoria La Vigna and Razorback Ridge</li> <li>▪ Macarthur Winter Warmer Package</li> <li>▪ Wizard of Oz Festival</li> <li>▪ Rydges Hotel and Tabcorp Park – racing and accommodation packages</li> <li>▪ Macarthur Secret Supper Club</li> </ul> </li> </ul>	Ongoing

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ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Support operators in the development of a Macarthur touring map.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gledswood Homestead – Ghost Tours, Picnic on the Green and Mothers Day event</li> <li>▪ Menangle House – Ghost Tours and Party in the Park events</li> <li>▪ Macarthur Mother’s Party in the Park</li> <li>▪ Menangle House Ghost Tours and Quest Apartments package</li> <li>▪ Cartoscope Map of Macarthur developed in 2013.</li> </ul>	2013
<ul style="list-style-type: none"> <li>▪ Investigate opportunities to encourage investment in tourism business and infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Camden Economic Development Strategy adopted and implemented.</li> <li>▪ All funding opportunities are provided to operators, for the development of tourism projects, development and events.</li> <li>▪ 2014 – The Wizard of Oz Funland was awarded first prize in Champions of the West – tourism section. Sydney Trail Riding Centre was a highly commended.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Continue to monitor what other developing regions are doing and what product successes they having. Emulate these.</li> </ul>	<p>Through our professional networks, we continue to monitor what other tourism regions are doing. Networks include:</p> <ul style="list-style-type: none"> <li>▪ Greater Sydney Tourism Network</li> <li>▪ Destination NSW</li> <li>▪ Australian Institute of Tourism Officers</li> <li>▪ LGSA Tourism</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Investigate the suitability of interactive smart phone applications to enhance visitor experiences.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Macarthur app in development. The app will be live and available to download by the public in mid 2015.</li> </ul>	2014/15



**Theme 2: Marketing and Promotion**

<b>ACTIONS</b>	<b>Implementation</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>▪ Continue with the implementation of an annual public relations campaign.</li> </ul>	<p>In addition to organising media famils (listed below), our public relations campaign also includes preparing media releases, organising media interviews and responding to enquiries and pitching ideas to tourism and lifestyle shows. In 2014 Sydney Weekender were pitched some new attractions or restaurants. They recently visited and filmed at Italian Food Project and Plough and Harrow Inn.</p>	Ongoing
<ul style="list-style-type: none"> <li>▪ Aim to distribute one press release per week, featuring a positive story about the region and its attractions, to media travel editors.</li> </ul>	<p>A minimum of one media release a week on local tours, attractions and events is distributed to metro, regional and local media.</p>	Ongoing
<ul style="list-style-type: none"> <li>▪ In conjunction with key operators, conduct familiarisation tours showcasing the region's diverse tourism offerings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2012 Media Famils/Visits:               <ul style="list-style-type: none"> <li>▪ Jenny Baldwin – Gardening Australia</li> <li>▪ Lauren Wright – Southern Highlands News</li> <li>▪ Jessica Sanford – House and Garden Magazine</li> <li>▪ John Rankin – Seniors Lifestyle</li> <li>▪ Alex Harmon – TNT Down Under Magazine</li> <li>▪ Aleney de Winter – Out and About With Kids Magazine</li> </ul> </li> <li>▪ 2013 Media Famils/Visits:               <ul style="list-style-type: none"> <li>▪ Michael Gebicki – RACB Royal Auto</li> <li>▪ Chris Payne – News Limited</li> <li>▪ Rebecca Dawson – Holidays with Kids</li> <li>▪ Bev Malzard – Get Up and Go</li> <li>▪ Amanda Woods – Adventures All Around and 2UE</li> <li>▪ Dominica Sanda – Southern Highlands News</li> <li>▪ Tracey Spicer – Sun Herald</li> <li>▪ Lana Bogunovhich – ETB News (conference guide)</li> </ul> </li> </ul>	Ongoing

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ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Target lifestyle and TV shows to film segments within the region. Encourage TV news crews to attend and cover local events.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mike Smith – 2ue</li> <li>▪ 2014 Media Families/Visits:               <ul style="list-style-type: none"> <li>▪ John Rozentaals – Illawarra Mercury</li> <li>▪ Jody Duffy – Illawarra Mercury</li> <li>▪ Chris Hook – Daily Telegraph</li> <li>▪ Neil Keen – Daily Telegraph</li> <li>▪ Mercedes Maguire – Daily Telegraph</li> <li>▪ Melinda Browning – Sunday Telegraph</li> <li>▪ Greta Stonehouse – Australian Traveller Magazine</li> <li>▪ Wendy Kay – 2UE</li> <li>▪ Megan Drapalski – Southern Highlands News</li> <li>▪ Josh Bartlett – Southern Highlands News</li> <li>▪ David Fitzsimons – Daily Telegraph</li> <li>▪ Jenifer Jagielski – Sunday Telegraph</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>▪ Today Show               <ul style="list-style-type: none"> <li>▪ 2012 – Gledswood Homestead (May)</li> </ul> </li> <li>▪ Sydney Weekender               <ul style="list-style-type: none"> <li>▪ 2012 – Gledswood Ghost Tours (May)</li> <li>▪ 2013 – Macarthur Feature (Australian Botanic Garden, Mega Mini Golf, Infusion, Back Galley Split and Progressive Wine Lunch (September))</li> <li>▪ 2014 – Macarthur Centre for Sustainable Living (April)</li> <li>▪ 2014 – Sydney Trail Riding Centre (May)</li> <li>▪ 2015 – Italian Food Project</li> <li>▪ 2015 – Plough and Harrow Inn</li> </ul> </li> </ul>		Ongoing

ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Continue to encourage operators within the region to utilise the Macarthur tourism logo on all of their marketing collateral.</li> <li>▪ Explore the possibility of visitor signage at train and bus interchanges.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A logo pack was supplied to all local tourism operators. The pack had a variety of logo versions and instructions on how to use the logo.</li> <li>▪ Welcome signage at Campbelltown Railway Station is currently being investigated involving Campbelltown Council's Technical Department, C+M Department and Community Services Department (as of February 2015).</li> <li>▪ Macarthur Welcome Signage (northern end of region) erected April 2013.</li> </ul>	<p>2013.</p> <p>Ongoing</p>
<ul style="list-style-type: none"> <li>▪ Continue to explore the possibility of welcome signage along the M5/Hume Highway.</li> <li>▪ Attend travel and lifestyle trade shows in the key markets of Canberra and Sydney. Recommended: Sydney Lifestyle and Retirement Expo, Canberra Spring Home and Leisure Expo, Sydney Adventure Travel and Backpackers Expo.</li> </ul>	<p>Annual trade shows attended include:</p> <ul style="list-style-type: none"> <li>▪ Sydney Retirement and Lifestyle Expo – promoting group tours and targeting day trips / short breaks market</li> <li>▪ Sydney Adventure Travel Expo (until 2014) – promoting the region's for short breaks and day trips</li> <li>▪ Canberra Retirement and Lifestyle Expo - promoting group tours and targeting short breaks market. Macarthur is also promoted as an accommodation base for travelling into Sydney.</li> <li>▪ Canberra Home and Leisure Expo - promoting group tours and targeting short breaks market. Macarthur is also promoted as an accommodation base for travelling into Sydney.</li> </ul>	<p>2013</p> <p>Ongoing</p>
<ul style="list-style-type: none"> <li>▪ Attend relevant wedding expos. Recommended: Western Sydney Bridal Expo.</li> </ul>	<p>Annual Bridal Expos attended include:</p> <ul style="list-style-type: none"> <li>▪ For Eternity – Penrith</li> <li>▪ Weddings Australia – Rosehill</li> <li>▪ Weddings Australia - Wollongong</li> </ul>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>▪ Attend expos targeting the group travel market. Recommended: Trade Travel</li> </ul>	<p>Attended Trade Travel up until 2012. Following this, it became more beneficial to contact group tour and coach tour companies directly. Have also implemented a VIP discount for repeat tour bookings.</p>	<p>2012</p>

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ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Attend trade shows targeting the conference and incentive market. Recommended: RSVP.</li> <li>▪ Review and update all destination marketing collateral and publications as required including, but not limited to, the:               <ul style="list-style-type: none"> <li>- Regional Visitor Guide</li> <li>- Group Tour Ideas Kit</li> <li>- School Excursion Ideas Kit</li> <li>- Macarthur Top Attractions Brochure</li> <li>- Heritage Directory.</li> </ul> </li> <li>▪ Advertise in key markets using a variety of different media outlets including regional television, newspapers and online campaigns.</li> </ul>	<p>Greater Sydney Tourism stopped exhibiting at RSVP in 2012 due to changes in the expo format. Instead of the expo, Greater Sydney Tourism began focussing on increasing membership to the Greater Sydney Conference website <a href="http://www.sydneywideconferences.com">www.sydneywideconferences.com</a>.</p> <p>All marketing collateral and publications is reviewed on an annual basis and updated as required.</p>	2012
<ul style="list-style-type: none"> <li>▪ Generate publicity through competitions with radio stations and suburban newspapers by offering supplier donated prizes (eg weekend package for two with activities and dining included).</li> </ul>	<p>Key markets identified include Greater Sydney (particularly South West), Wollongong and Illawarra, Southern Highlands and Canberra. Marketing and Public Relations activities are developed and implemented in each of these markets including:</p> <ul style="list-style-type: none"> <li>• WIN Television – Autumn and Spring campaigns</li> <li>• Southern Highlands Newspaper</li> <li>• Wollongong Advertiser Newspaper</li> <li>• Illawarra Mercury Newspaper</li> <li>• Canberra Times Newspaper</li> <li>• Country Weddings Magazine</li> </ul> <p>Facebook Competitions (examples of prize packages include High Tea, School Holiday Adventure Pack, Mother's Day Pamper Pack, Winter Warmer Weekend Away, Wests Tigers Game and Accommodation Giveaway).</p> <p>Taste Macarthur: Competition and prizes offered (supported by In Macarthur Magazine)</p>	Ongoing
<ul style="list-style-type: none"> <li>▪ Generate publicity through competitions with radio stations and suburban newspapers by offering supplier donated prizes (eg weekend package for two with activities and dining included).</li> </ul>	<p>Key markets identified include Greater Sydney (particularly South West), Wollongong and Illawarra, Southern Highlands and Canberra. Marketing and Public Relations activities are developed and implemented in each of these markets including:</p> <ul style="list-style-type: none"> <li>• WIN Television – Autumn and Spring campaigns</li> <li>• Southern Highlands Newspaper</li> <li>• Wollongong Advertiser Newspaper</li> <li>• Illawarra Mercury Newspaper</li> <li>• Canberra Times Newspaper</li> <li>• Country Weddings Magazine</li> </ul> <p>Facebook Competitions (examples of prize packages include High Tea, School Holiday Adventure Pack, Mother's Day Pamper Pack, Winter Warmer Weekend Away, Wests Tigers Game and Accommodation Giveaway).</p> <p>Taste Macarthur: Competition and prizes offered (supported by In Macarthur Magazine)</p>	Ongoing

ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>Continue to focus marketing efforts on 'must see, must do' experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Had operators interviewed on 2UE and 2GB regarding upcoming activities such as Camden Park House Open Weekend.</li> <li>All events and experiences in Macarthur are promoted, in particular the unique selling points of the region, which set us apart from our competition.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Ensure the tourism photo library contains images that are current, fresh and engaging. Distribute upon request (eg media enquiries, Destination NSW etc).</li> </ul>	<ul style="list-style-type: none"> <li>Biennial Photoshoots coordinated in 2012 and 2014.</li> </ul>	Oct/Nov 2012 and May 2014
<ul style="list-style-type: none"> <li>Regularly review and update content on Tourism Australia, Sydney.com and other tourism websites.</li> </ul>	<ul style="list-style-type: none"> <li>Content is reviewed regularly. Also, each time a new listing or event is added to the Macarthur website and Council's website it is also added to Get Connected – the database supplying information to Sydney.com and Australia.com</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Coordinate the transfer of the macarthur.com.au site to the new Content Management System. Refresh and update elements of the site where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>New website developed and populated.</li> <li>Macarthur website went live in February 2013.</li> <li>Site has had ongoing improvements since this time.</li> </ul>	February 2013
<ul style="list-style-type: none"> <li>Regularly review the macarthur.com.au site to ensure that content is current and well presented.</li> </ul>	<ul style="list-style-type: none"> <li>Entire site content is reviewed bi-annually, however, events are added and changes are made to listings as soon as we are made aware of new details.</li> <li>Featured events on website home page are changed each Monday.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Continue to improve search engine optimisation for the macarthur.com.au site.</li> </ul>	<ul style="list-style-type: none"> <li>Wisdom implemented changes into the CSM which help with search engine optimisation.</li> </ul>	Sept 2013
<ul style="list-style-type: none"> <li>Increase the use of social media as a marketing tool and regularly update information and respond to comments and requests within appropriate timelines.</li> </ul>	<ul style="list-style-type: none"> <li>The Visit Macarthur Facebook page went live in late 2011.</li> <li>The MacarthurNSW Instagram page was created in 2013 - 276 followers (March 2015 figure).</li> <li>A Macarthur Social Media Strategy Developed was developed in 2014.</li> <li>Current number of 'Likes' on Facebook – 7,800 (February 2015 figure).</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Develop a campaign called 'That's My Macarthur' to increase local community pride and encourage residents to explore the attractions in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Macarthur Grapevine (replacing the That's My Macarthur campaign name) campaign was developed in 2014.</li> <li>Macarthur Grapevine microsite currently in development (Feb 2015).</li> </ul>	Began Oct 2014. Ongoing

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ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>Investigate the possibility of developing an annual 'My Macarthur' Rewards Program offering discounts and incentives to the local community.</li> </ul>	<ul style="list-style-type: none"> <li>Unique trails, local ambassadors, merchandise.</li> </ul> <p>This will be implemented as part of the Macarthur Grapevine campaign above.</p>	Ongoing
<ul style="list-style-type: none"> <li>Develop annual promotions targeting the visiting friends and relatives (VFR) market.</li> </ul>	<p>Various local promotions include:</p> <ul style="list-style-type: none"> <li>101 Things to Do in Macarthur flyer (distributed in 2012 rates notice)</li> <li>Attendance at annual local events (eg Riverfest, Ingleburn Festival, AnnanRoma, Taste Food and Wine Festival, Picnic in the Park, Fisher's Ghost) providing information to locals and VFRs.</li> <li>Annual bus shelter advertising, encouraging locals to drop into the VIC for ideas on what to see and do.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Continue to work with coach companies and group tour operators to expand the group and school excursion market.</li> </ul>	<p>Continue to target coach and group tours via direct marketing, the Macarthur Group Tour Ideas Kit and VIP discounts.</p> <p>Group tours coordinated via the VIC for the duration of the strategy:</p> <ul style="list-style-type: none"> <li>2012 - 98 tours</li> <li>2013 – 67 tours</li> <li>2014 – 105 tours</li> </ul> <p>The School Excursion Market to Macarthur is targeted via direct mailout to schools of the Macarthur School Excursion Guide (printed 2012 and early 2015) .</p>	Ongoing

### Theme 3: Industry Support

ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Support opportunities to connect tourism industry businesses and stakeholders. Support the development of a self governing tourism network.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Informal tourism network meetings held a number of times a year.</li> <li>▪ Tourism newsletter distributed to operators.</li> <li>▪ Both Camden and Campbelltown Council supported the development of a self-governing tourism network, however, as per past attempts, it was not successful due to a lack of operators support.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Encourage tourism operators to participate in product development/educational workshops.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operators are encouraged to attend DNSW Industry Development Workshops held throughout Sydney and Wollongong during mid 2013 and mid 2014.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Establish a regular tourism survey of visitors to help identify the industry's strengths, issues and challenges.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Online Survey Developed</li> <li>▪ Australian Botanic Garden, Mount Annan survey developed in 2014 incorporating questions on Macarthur tourism attractions visited.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Continue to produce an industry newsletter updating operators on tourism activities and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ E Newsletter distributed twice a year to update industry on Council's tourism initiatives.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Work with Destination NSW staff to educate them on Macarthur product and investigate the suitability of Macarthur's inclusion in Destination NSW's visiting journalist program.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All press releases are sent to Destination NSW and familiarisations tours are encouraged</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Continue to work with and support Greater Sydney Tourism projects and initiatives where suitable.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attend meetings and sit on the Committee.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Support ways to acknowledge and recognise Macarthur's tourism industry achievements, such as supporting and encouraging applications into the Greater Sydney Tourism Awards.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Entrants in the Greater Sydney Tourism Awards in 2012. Local winners in the Award include:               <ul style="list-style-type: none"> <li>▪ Campbelltown Arts Centre Café – Tourism Restaurants and Catering Services – HIGHLY COMMENDED</li> <li>▪ The Australian Botanic Garden – Tourist Attraction – COMMENDED</li> </ul> </li> </ul>	Ongoing

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ACTIONS	Implementation	Date
<ul style="list-style-type: none"> <li>▪ Explore ways for Macarthur tourism businesses or events to secure funding assistance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quest Campbelltown – New Tourism Development – HIGHLY COMMENDED</li> <li>▪ Narellan Motor Inn – Standard Accommodation – COMMENDED</li> <li>▪ In 2013 it was decided the awards would be biennial instead of annual.</li> <li>▪ All funding opportunities are provided to operators, for the development of tourism projects, development and events.</li> <li>▪ 2014 – The Wizard of Oz Funland was awarded first prize in Champions of the West – tourism section. Sydney Trail Riding Centre was a highly commended.</li> </ul>	Ongoing



**Theme 4: Visitor Servicing**

<b>ACTIONS</b>	<b>Implementation</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>▪ Maintain Visitor Information Centre (VIC) Accreditation for Camden and Campbelltown Visitor Centres.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual reporting processes submitted and accreditation maintained.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Continue to investigate and support the proposal of a Regional Visitor Information Centre located off Narellan Road, close to the Hume Highway off ramp, within The Australian Botanic Garden, Mount Annan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Camden Council and Campbelltown City Council supported the principal of a Regional Visitor Information Centre (in 2013), however could not commit the funding level requested by the Australian Botanic Garden. The Botanic Garden applied to the Treasury to fund a Business Case. The Business Case was submitted to the Federal Government but funding was not granted.</li> </ul>	September 2013
<ul style="list-style-type: none"> <li>▪ Identify and investigate the suitability of online booking packages within the current Visitor Centres or Regional Visitor Centre.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A 'Book Online' feature has been implemented on macarthur.com.au which redirects to the individual business's online booking system, so users of the website can book directly.</li> </ul>	October 2013
<ul style="list-style-type: none"> <li>▪ Support VIC casual and volunteer staff in their role as information providers by providing regular training and familiarisation trips.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Induction and training is ongoing for all council staff – casual, part-time and full time staff.</li> <li>▪ All staff are kept up to date with new events, experiences and attractions via the VIC Communication folder.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>▪ Review tourism signposting (brown and white signs). Remove redundant/outdated signs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A review of all Greater Sydney Tourist Routes was undertaken by Destination NSW in 2012.</li> <li>▪ All redundant signposting is reported on an ongoing basis.</li> </ul>	Ongoing

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## SECTION ONE: INTRODUCTION

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### 1.1 PURPOSE

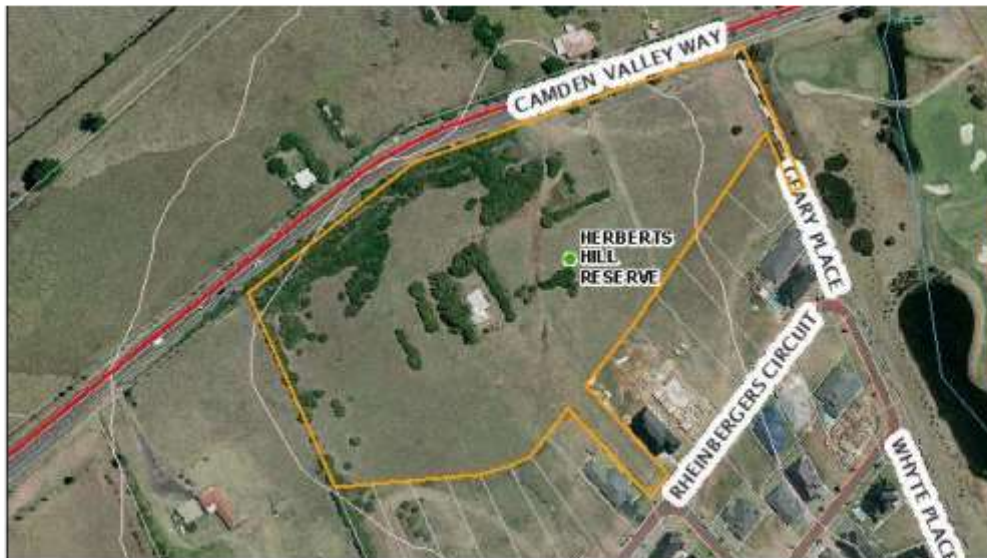
This plan has been prepared according to Section 36 of the *Local Government Act 1993*, which states that a Plan of Management (PoM) must be prepared for Community Land.

Rheinbergers Cottage (cottage) and its hill which is located in Herberts Hill Reserve have heritage significance for their link with important historic uses and families; and for the extensive views that are obtained to and from the hill over the Camden area.

This PoM specifies how Herberts Hill Reserve will be appropriately used and managed, to ensure its heritage significance can be appreciated by current and future Camden residents. Herberts Hill Reserve is also known colloquially as Rheinbergers Hill.

### 1.2 LOCATION AND LAND TITLE

Herberts Hill Reserve is located on the southern side of Camden Valley Way at Elderslie, and is approximately half way between Camden and Narellan town centres. It is described as Lot 162 DP 1087243, 168 Camden Valley Way and is 3.96 ha in size. See Figure 1 for location and the area covered by the plan.



### 1.3 LEASES

Rheinbergers Cottage has recently been restored for habitation and has been leased as a residence since 7 September 2013.

### 1.4 LAND USE

The site is on a prominent hill and comprises a cottage, its immediate domestic garden area within surrounding hedges, and the site as a whole is currently used as an open passive park.

The cottage is a single-storey, weatherboard, three-bedroom building with a wraparound veranda and a rear extension. Essential repair works have recently been completed to enable it to be reused as a dwelling. At present there are no outbuildings associated with the cottage.

The remainder of the allotment is public open space. A shared pedestrian and cycle path has recently been installed. Otherwise there have been no formal landscaping works undertaken.

Dense vegetation has grown along the roadside and across the north of the site. The primary access to the site is now via an unsealed driveway to the south of the cottage through the Camden Acres estate. The original gates and driveway lead up from Camden Valley Way.

### 1.5 STAKEHOLDERS

There are currently very limited users of the space. It is limited to Council and the general community using the pedestrian cycle path.

**Table 1 – Stakeholder Group**

Group	Nature of Interest
Camden Council	Owens and maintains Herberts Hill Reserve including Rheinbergers Cottage, its surrounds and a shared pedestrian and cycle bike path.
NSW Roads and Maritime Services	Should access for future intensified land uses be proposed from Camden Valley Way.
Camden Historical Society & Camden Area Family History Society	Have a broad interest in conserving the heritage and family history of the Camden LGA.
General Public	Opportunities for recreation exist at Herberts Hill Reserve for walking and riding bicycles on the shared pedestrian and cycle path. Other opportunities include a community garden and a low key appropriately positioned park facilities which reflects the passive recreation use of the area and the need to preserve the open views of the hill.

## 1.6 ADJACENT LAND USES

The surrounding landscape includes Camden Valley Way, flood plains and agricultural areas, and low density development. To the south of the site is a housing development of one-and two-storey freestanding houses. To the east of the site is a golf course. To the north of the site is a main arterial roadway, Camden Valley Way, with agricultural areas beyond the roadway and to the west of the site is an open paddock.

## 1.7 BACKGROUND INFORMATION

### 1.7.1 Acknowledgement

Much of the information in this report has been extracted from the report *The Rheinberger's Cottage: Conservation Advice* prepared by Godden Mackay Logan, dated September 2011 (GML Heritage Report). The report was commissioned by Council to determine the heritage significance and possible future uses of the cottage and surrounding site.

### 1.7.2 Aboriginal Heritage

It is required by law that Aboriginal heritage is preserved and harm to such items is minimised. There are no records of items of Aboriginal significance on the Aboriginal Heritage Impact Management System (13 December 2013). The GML Heritage Report did not investigate Aboriginal heritage on the site.

The principal legislation relating to Aboriginal Heritage is the Environmental Protection and Assessment Act 1979, The National Parks and Wildlife Act 1974 and The Heritage Act 1977. Before any disturbance to the site, an assessment of the impact on any likely aboriginal significant items must be carried out.

Details of Aboriginal Culture and Heritage Regulation can be found at: [www.environment.nsw.gov.au/licences/achregulation.htm](http://www.environment.nsw.gov.au/licences/achregulation.htm)

### 1.7.3 European Heritage

Rheinbergers Hill (including Rheinbergers cottage) is listed as a heritage item in the *Camden Local Environment Plan (LEP) 2010*. Rheinbergers Hill is also listed as a Cultural and Visual Landscape within Table B5 of Chapter B3: *Environmental Heritage: Camden Development Control Plan 2011*.

The reason for heritage listing are summarised as follows:

- Rheinbergers Hill has historic significance at a local level as part of the early European settlement in the Cowpastures area, the original land grant dating to 1812.
- It has historic association with people influential in the agricultural development of the Camden area including the original grantee Thomas Herbert, a shepherd for the Macarthur's sheep flocks, and the Scott, Longley, Whyte and Rheinberger families. The original function of the site as a home and for market gardening was once a common activity in Camden.

- The hill is a feature between the urban settlements of Narellan and Camden. It has aesthetic significance for its cultural landscape values, with important local and district views to and from the site. It allows important views across the Camden local area, in particular to other early houses such as Kirkham and Camelot and the rural floodplain. As such, the open space of the hill, as well as the cottage atop the hill, is important as a landscape feature for the local area.
- The tall mature palm tree growing next to the house is a local landmark and the perimeter hedging encloses the house, providing both protection from winds and definition of the domestic precinct from the surrounding farmland.
- The hill has social value to the local community and this is reflected in the Council's decision to retain the hill as public open space.
- Rheinberger's Cottage is significant as a surviving example of an early agricultural dwelling, typical of Camden in the 1920s. It has a simple design, but it retains external and interior fabric which is indicative of the period, including decorative timber friezes, fireplaces and stained timber panelling. Such examples are becoming locally rare as urban development increases in the area. The significant parts of the dwelling are indicated in Table 4.1 of the GML Heritage report.

## SECTION TWO: RELEVANT LEGISLATION AND OTHER STRATEGIES

### 2.1 LOCAL GOVERNMENT ACT 1993

Under the *Local Government Act 1993*, Councils must prepare a draft plan of management for community land, which may apply to one or more areas of community land. Whatever category of the land, the objectives for each category need to be addressed when developing future management proposals. The core objectives are contained in Appendix 1.

**Table 2: Requirements for Plans of Management under the Local Government Act 1993**

Requirement	See Report Section
The plan must describe the use of the land and any such buildings or improvements	Section 1
Categorise the land,	Section 3
The plan must describe the condition of the land, and of any buildings or other improvements on the land	Section 5
Objectives and performance targets of the plan with respect to the land,	Section 9
The plan must specify the purposes for which the land, and any such buildings or improvements, will be permitted to be used	Section 8 & 9
The plan must specify the purposes for which any further development of the land will be permitted, whether under lease or licence or otherwise	Section 9
The plan must describe the scale and intensity of any permitted use or development	Section 8 & 9
How the council proposes to achieve the plan's objectives and performance targets,	Section 9
How the council proposes to assess its performance with respect to the plan's objectives and performance targets,	Section 8 & 9

Under the *Local Government Act 1993* land as community land needs to be categorised as one or more of the following:

- (a) a natural area,
- (b) a sportsground,
- (c) a park,
- (d) an area of cultural significance,
- (e) general community use.

The Local Government Act allows Council to grant leases, licences and other estates over all or part of community land. Leases and licences allow the use of land and facilities to be formalised and can be held by schools, community or sporting groups, and by commercial organisations or individuals providing facilities and / or services.



A lease is usually required where exclusive use of control of all or part of a reserve is required for operative management. Licences allow multiple and non-exclusive use of an area and is usually required for intermittent or short term use or control of a park.

The definition of "estate" under Section 21 of the Interpretation Act, 1987 includes other rights over land, such as easements, including "interest, charge, right, title, claim, demand, lien and encumbrance, whether at law or in equity".

## 2.2 HERITAGE ACT 1977

The *Heritage Act 1977* protects heritage items and archaeological relics.

While archaeology has not been identified, significant archaeological relics related to European settlement may exist on the site. Should relics be discovered as part of site investigations and works, the applicant must contact the NSW Heritage Branch for compliance with the statutory requirements.

## 2.3 HAWKESBURY NEPEAN CATCHMENT ACTION PLAN

The Hawkesbury Nepean Catchment Action Plan (CAP) has been developed in regards to the relationship between landscapes and communities. As Herbert Hill Reserve is a totally altered landscape, the CAP is important in understanding how the urban area can be managed to maximise a sustainable benefit to the community.

Herbert Hill Reserve is in the middle part of the Narellan Creek drainage system with two altered drainage swales which are ephemeral in nature and are currently undergoing low level erosion but are subject to higher risks of erosion because of lack of groundcovers. Relevant actions identified in the CAP are to develop sustainable land management practices and implement Water Sensitive Urban Design.

## 2.4 CAMDEN 2040

Camden 2040 was adopted by Camden Council on 14 May 2013 as a Community Strategic Plan for the people and place of the Camden Local Government Area and to transform the community's vision into action.

The relevant vision from Camden 2040 is:

"In year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth."

## 2.5 CAMDEN LOCAL ENVIRONMENT PLAN NO. 2010

Camden Council has a responsibility under the *Environmental Planning and Assessment Act 1979* and *Heritage Act 1977* to protect heritage places through their identification, planning and controls.

Rheinbergers Hill including the Cottage is listed as a heritage item on the Camden Local Environment Plan (LEP) 2010.

The LEP sets out objectives and controls to conserve the heritage significance of heritage places. The impact of new development and work on the heritage significance must be considered. The GML Heritage report addresses these matters.

Herberts Hill Reserve is zoned RE1 Public Recreation under LEP 2010 and relevant landuse that is permitted with consent include community facilities, recreation areas and recreation facilities (outdoor).

## 2.6 CAMDEN DEVELOPMENT CONTROL PLAN 2011

Rheinberger's Hill is listed as a Cultural and Visual Landscape within Table B5 of *Chapter B3: Environmental Heritage: Camden Development Control Plan 2011*. The DCP provides guidelines for appropriate work at heritage places.

## 2.7 PEDESTRIAN / CYCLING STRATEGY

A 2.5 metre wide Shared Path currently exists within Herberts Hill Reserve, providing a shared pedestrian and cycling facility to Narellan via Camden Valley Way. An additional section of Shared Path is proposed to provide a connection from Herberts Hill Reserve to Camden, completing a critical link in the Shared Path that runs along Camden Valley Way between Camden and Narellan.

## 2.8 COUNCIL RESOLUTIONS

Rheinbergers Hill was identified as a new heritage item at the last heritage review in 2002.

At the Council meeting of 25 March 2008, Council resolved to:

- Endorse the heritage schedule of LEP 149
- Recommend that the Department of Planning gazette LEP 149.
- Adopt DCP 2006 (which is now DCP 2011).

The heritage schedule relevant to Rheinbergers Hill was incorporated in LEP 2010 which was adopted by Council for gazettal at its meeting of 3 September 2010.

The Cultural and Visual Landscapes matters relevant to Rheinbergers Hill and identified in DCP 2006 were incorporated in DCP 2011 which came into force on 16 February 2011.

### SECTION THREE: LAND CATEGORIES

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All land categorised as community land must have a PoM clearly identifying the land category and location, under the *Local Government Act 1993*.

“Land should be categorised as an area of cultural significance under Section 36 (4) of the *Local Government Act 1993* if the land is:

- (c) an area of archaeological significance, because the area contains:
  - (i) Evidence of past human activity (for example, below-ground features such as building foundations, occupation deposits, features or artefacts or above-ground features such as buildings, works, industrial structures, and relics, whether intact or ruined), or
  - (ii) Any other deposit, object or material that relates to the settlement of the land, or
- (d) an area of historical significance, because of the importance of an association or position of the land in the evolving pattern of Australian cultural history,

There are broad requirements for community land comprising an area of cultural significance under the *Local Government Act 1993* that have applicability to Herbert Hills Reserve (Appendix 1). The category of cultural significance applying to Herbert Hills Reserve would reflect the resolution of Council of 25 March 2008 to endorse Rheinbergers Hill as a heritage item on the heritage schedule of LEP 149 (now incorporated in LEP 2010).

ORD06

Attachment 1

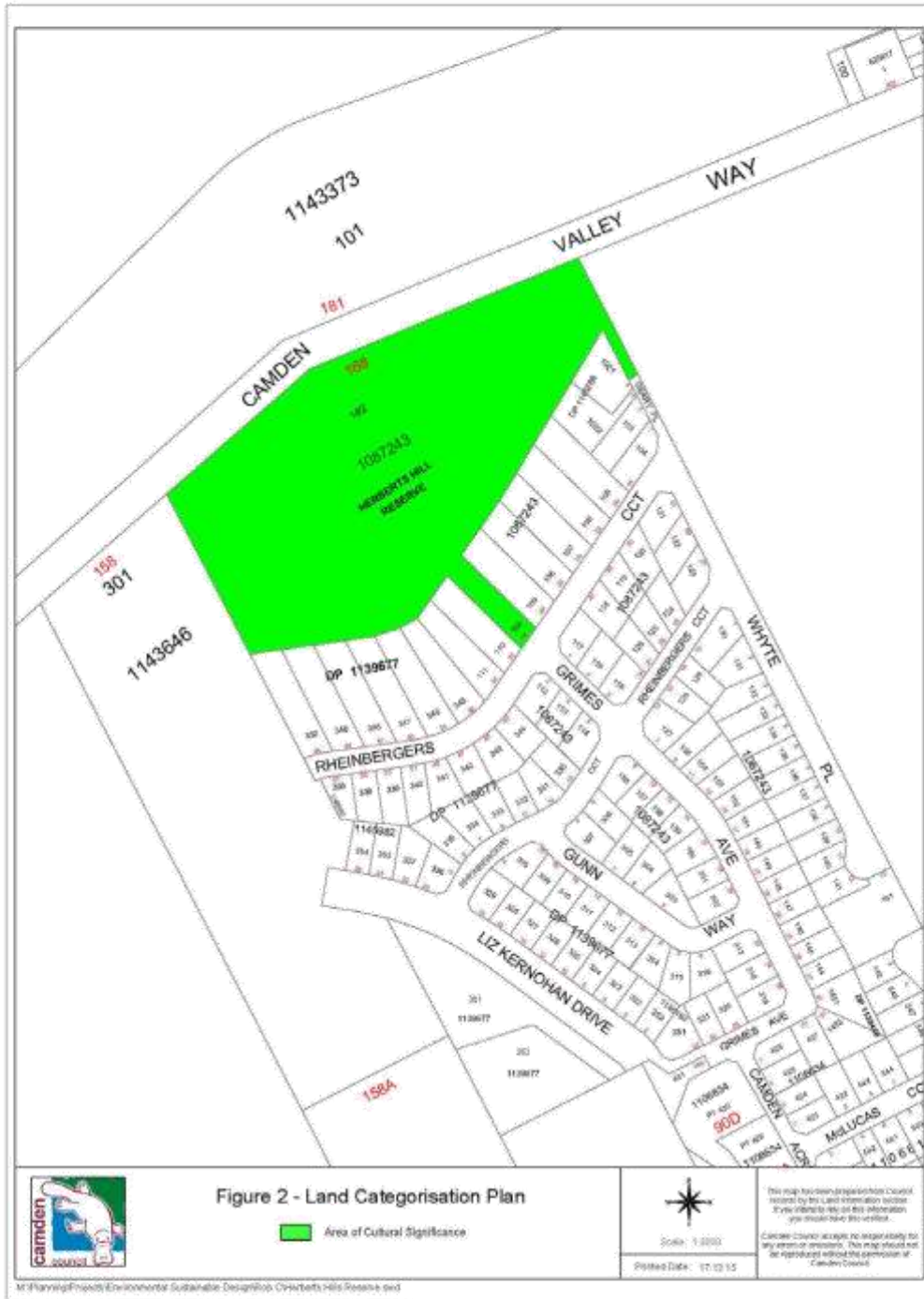


Figure 2 – Land Categories

## **SECTION FOUR: BIOPHYSICAL RESOURCES AND LANDSCAPES**

### **4.1 TOPOGRAPHY**

Rheinbergers Cottage occupies one of the higher viewing vantage points in the Camden Local Government Area (LGA) at 88 metres above sea level. It is 24 metres higher than the surrounding floodplain. Its prominence makes it an important landscape feature in the Camden LGA. The major part of the site is moderately sloped on the eastern and western part of the site. The northern embankment of the site that fronts Camden Valley Way is quite steep.

### **4.2 GEOLOGY AND SOIL HEALTH**

The soil type is Wianamatta Clay and the soil landscape has the potential for high saline environment. It is classified as the broad salinity landscape "Cawdor Hydrological Geological Landscape", (Office of Environment and Heritage, 2011, Hydrological Landscapes of Camden LGA).

### **4.3 HYDROLOGY**

Most of the site has sheet water flow which is dispersed across the moderate slopes. There is one small drainage swale on the eastern side of the cottage which has a small drainage rate because of the very small catchment. The swale flows to the Narellan Creek floodplain on the northern side of Camden Valley Way.

### **4.4 VEGETATION AND CONDITION**

The site is an altered landscape, having been cleared since early European settlement for grazing. Most of the site is covered with exotic pastures and weeds with some landscaping associated with Rheinbergers Cottage. There are some small patches of native grass. There are no threatened flora species on the land.

The site contains one (1) Washington Fan Palm (*Washingtonia robusta*) adjacent to the cottage (listed on Camden Council's Significant Tree Register), surrounded by a large dense path of African Olive along the eastern and northern boundaries of the cottage.

A small patch of African Olive (*Olea europaea sp. Africana*) has been removed on the western side of the cottage in 2012 when the cottage was restored.

The mature Washington Fan Palm adjacent to the property as an important landmark.

The large, dense patch of African Olive along the roadside and around the cottage defines the boundaries, but is an invasive weed that does not contribute to the heritage significance of the site. It also obscures views of the cottage and hill from along the road.

All remaining African Olive on site can be removed and replaced in accordance with the landscape plan (Attachment E of the GML Heritage Report).

**ORD06****Attachment 1**

#### 4.5 FAUNA

As the site is very open and has been continually grazed and more recently mown, habitat for native fauna is virtually non-existent. A search of the NSW Wildlife Atlas (Office of Environment and Heritage, 13 December 2013) found no threatened fauna to exist on the site.

## SECTION FIVE: ASSETS AND FACILITIES AND THEIR CONDITIONS

The *Local Government Act 1993* requires the conditions and uses of the land, buildings and improvements be described in a plan of management. Herberts Hill Reserve is the location of the historic Rheinbergers Cottage and associated landscaping, shared pedestrian and cycle path, open mown area and an infestation of African Olive on the steep roadside slope.

The scale used for assets, facilities and their conditions is based on the usable life of the assets.

**Good:** In the first 1/3 of its usable life and is in generally good condition.

**Fair:** In the middle 1/3 of its usable life and needs some extra upkeep

**Poor:** In the final 1/3 of its usable life and needs a lot of upkeep.

**Table 3 - The land, buildings, structures and their condition**

ASSET	DESCRIPTION	CONDITION
Rheinbergers Cottage	<p>The cottage is a single storey, weatherboard, three bedroom building with a wraparound veranda.</p> <p>The cottage is a simple rural cottage dating from the 1920s. The layout, form, scale, uses, configuration and fabric of the cottage all retain their early twentieth-century character. The building has undergone various alterations and additions particularly in the 1950s.</p>	<p>Some refurbishment works have been completed which means different elements of the building fall into each category:</p> <p>Good: - Structural, Roof, Kitchen, Bathroom, decking.</p> <p>Fair: - internal walls and ceilings to other rooms,</p> <p>Poor: exterior weatherboards &amp; windows.</p>
Landscaping	One (1) mature Washington Fan Palm ( <i>Washingtonia robusta</i> ) adjacent to the cottage surrounded by African Olive ( <i>Olea europaea sp. Africana</i> )	Washington Fan Palm in good condition
Mown Areas	Most of the site is a mown landscape.	The ground surface is even over the site. The lawn is regularly mown to keep a low profile.
Drainage	The drainage swale on the site is a few metres wide. Approximately half of the surface is bare with no vegetation It has a small culvert at the shared path crossing.	Generally in good condition with a few small areas in moderate condition where the soil is exposed and slightly eroded.

ORD06

Attachment 1

ASSET	DESCRIPTION	CONDITION
Shared Path	A 2.5 metre wide concrete Shared Path currently exists for use by pedestrians and cyclists, linking Rheinbergers Hill with Narellan.	Good condition.
Existing vehicular access	Two vehicular accesses, one historic and the other more recently gated, exist off Camden Valley Way. Both have locked gates preventing public vehicular access into Rheinbergers Hill. Current vehicle access is from Rheinbergers Circuit through Camden Acres Estate.	The disused eastern historic access is in poor condition. The other gated access appears to be in working order.
Fencing	The fencing on the north side is principally wire and star picket. There are boom gates at the Rheinbergers Circuit entrance and bollards at the bike path entrances. Otherwise the boundary with private residences has open country style fencing.	All fencing and other fencing infrastructure is in moderate to good condition.



## SECTION SIX: VALUES AND OPPORTUNITES

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The future conservation, development and ongoing management of the cottage and hill should take into account the constraints and opportunities arising from the heritage significance of the site, including:

- the cottage's importance as an example of an early agricultural dwelling typical of Camden in the 1920s;
- the original function of the site as a home and for market gardening which was once a common activity in Camden;
- the landscape setting on a prominent hill, providing views to and from the cottage; and
- the strong associations of the place with the local community in Camden.

As such, any dramatic change in the function or character of the cottage or landscape, including views to and from the site, may have an adverse impact on its heritage significance.

However, the opportunity to reinstate its residential function, with appropriate interpretation and occasional public access, is readily available.

Alternative commercial uses may generate more income; but will require greater modification to the cottage and hill to achieve the required public access and Disability Discrimination Act 1993 compliance; and thus must be carefully considered. These may include after school care, a commercial tenancy, community gardening and a child's playground. (See 6.1.2 of the GML Heritage Report for more information).

### **Recommendation**

The GML Heritage Report recommends that the most effective conservation outcome is to retain the use of the property as a habitable dwelling—either by private lease or as a caretaker's residence for the surrounding park—within a domestic garden area defined by the current hedge configuration. Associated structures and facilities for use as a dwelling as outlined in 6.3.6 of the GML Heritage Report.

The landscape surrounds should be retained as public open space, with a shared path through it, to take advantage of the spectacular views. There is potential to interpret the history of the site and surrounds for use as a community garden.

**SECTION SEVEN: IMPACTS AND MANAGEMENT ISSUES**

The future conservation, development and ongoing management of the cottage and hill should take into account the constraints and opportunities arising from the heritage significance of the site. The GML Heritage Report should be referred to, to determine the most appropriate methods of carrying out work in the following table.

IMPACT AND ISSUES	CONSIDERATION
<b>SOIL / HYDROLOGY</b>	
Stormwater Drainage & Erosion	The drainage swale shows areas of minor erosion and should be revegetated to prevent further erosion.
Salinity	There is the potential for a high saline environment and any new structures and facilities should be designed to not impede groundwater and use of building / facilities material that are of Australian Standards in areas of high salinity.
<b>LANDSCAPE</b>	
Landscape/ Views	New structures and landscape works must not obscure the significant views to and from the cottage and the hill.
<b>HERITAGE</b>	
Heritage	<p>The staged conservation and maintenance works to the cottage should continue in accordance with the GML Heritage Report specifically the schedule of works in Appendices A, B &amp; D.</p> <p>The original gates and driveway must be conserved. The entry could be used for pedestrian entry and access to the site.</p> <p>USE - The repair and leasing of the cottage as a house is the most sensitive use of the property from a heritage perspective. Some commercial uses of the property could be considered which would involve a higher level of impact, but such uses, sensitively managed, could be compatible with the building.</p> <p>It is critical that the cottage has an appropriate use as being vacant makes it vulnerable to vandalism.</p> <p>Appropriate assessment of Aboriginal heritage and European archaeology must be carried out in accordance with relevant legislation.</p>

IMPACT AND ISSUES	CONSIDERATION
<b>VEGETATION</b>	
Historic landscaping	The site previously formed part of the Cumberland Plain Woodland. During European settlement the original vegetation was cleared for agriculture and grazing. Most of the vegetation introduced was pasture grasses and agricultural weeds (scattered seeds of African Olive ( <i>Olea europaea sp. Africana</i> ) and Large-leaved Privet ( <i>Ligustrum lucidum</i> ).
Weeds	For replacement hedge around cottage - See Masterplan that reflects 6.3.6 of the GML Heritage Report The site contains a large patch of African Olive along the eastern and northern boundary of the cottage towards Camden Valley Way. This is an invasive weed that does not contribute to the heritage significance of the site.
Landscaping	As above for replacement hedge around cottage - See 6.3.6 of the GML Heritage Report. Landscaping is also to be positioned that does not compromise the setting and views from Rheinbergers Hill.
<b>HOUSE / FACILITIES</b>	
Condition of House	The cottage is structurally sound and has a new roof, kitchen, bathroom and decking. The exterior painted surfaces have not been maintained which have resulted in the paint peeling and the weatherboards becoming wet and over time have rotted in some sections.
Building Restoration	The cottage requires further refurbishment works to return the cottage to a condition that is acceptable to ongoing tenants. Works include, replacing rotten exterior weatherboards and timbers, exterior painting of the entire cottage, repairs to internal cupboards, replacing internal plywood floors with timber, replace / paint ceiling to bedrooms, dining room, lounge room and hallway. Sealing of gaps in the floors, windows due to building settlement are also required. See Appendices A, B & D of GML Heritage Report for details.
Lighting	Increased general lighting throughout the site will improve user safety. Include lighting where practicable when planning new facilities.
Fencing	The current fence along the Camden Valley Way boundary while in moderate condition only occupies part of the boundary. When the African Olive is removed from the fencing will need to be fully installed along the Camden Valley boundary for safety purposes because of the steepness of the embankment along Camden Valley Way. The fence around Rheinbergers Cottage provides no amenity for residents and is an inappropriate method of public interface. Fencing should also be of a style that matches historical requirements of Rheinbergers Cottage and the site. See Appendices A and B of GML Heritage Report for details.

**Attachment 1** **ORD06**

IMPACT AND ISSUES	CONSIDERATION
<p>Traffic – vehicular access</p> <p>Parking</p>	<p>Vehicular access is supported from Camden Valley Way subject to detailed engineering design to ensure appropriate sight distances are achieved. Consideration would also need to be given to managing the road embankment including vegetation (mostly AfricanOlive) and restricting access to left in, left out. The original entrance and driveway have heritage significance as part of the original layout of the property. Controlled vehicular access should be considered via Rheinbergers Circuit for usage by maintenance vehicles and for use by the future occupiers of the existing single dwelling in the short term.</p> <p>On site parking facilities may be provided off Camden Valley Way in the vicinity of the existing gate on the basis adequate vehicular access as described above is provided.</p> <p>See 6.3.6 of GML Heritage Report for details of appropriate design of a new garage for the cottage.</p>
<p><b>RECREATION</b></p> <p>Tracks – pedestrian / bicycle</p> <p>Playground</p>	<p>The existing Shared Path should remain segregated from all vehicular movements to, from and within Rheinbergers Hill. Also, the proposed extension of the Shared Path to Camden should be kept separate from all vehicular movements (see Plan No. 2009-004 Sheet No. 2). The proposed extension of the Shared Path will require the removal of a cluster of African Olive trees.</p> <p>The proposed Shared Path linking Rheinbergers Hill with the existing Shared Path to Camden will require provision of a crossing facility at Liz Kernohan Drive (yet to be constructed), either at the intersection of Camden Valley Way and Liz Kernohan Drive/Kirkham Lane should traffic signals be installed or in Liz Kernohan Drive, south of Camden Valley Way should a roundabout be installed at the intersection (intersection control subject to future assessment).</p> <p>In consultation with the local community the provision of passive park facilities such as fitness stations and playgrounds should be incorporated along the Shared Path. The adaptive re-use of the land should reflect the core objectives for community land categorised as an area of cultural significance (See Appendix 3).</p>

IMPACT AND ISSUES	CONSIDERATION
<p><b>OTHER</b> Leases, Licenses and other</p>	<p>All work to allow leasing shall be in accordance with the GML Heritage Report in general and specifically the schedule of Works in Appendices A, B &amp; D. This includes the use of the house as a residence and the use of land in the vicinity of the house as a community garden.</p>



## **SECTION EIGHT: MASTERPLAN AND MANAGEMENT STRATEGIES**

The Local Government Act 1993 sets out Core Objectives for the management of community land categorised as an area of cultural significance (Appendix 3). These include to retain and enhance the cultural significance of the area for past, present or future generations by the active use of conservation methods. This has been incorporated in the Masterplan and Management Strategies as set out below.

### **8.1 APPLICATION OF MANAGEMENT POLICIES AND GUIDELINES**

The management strategies and actions specified by this Plan are to be taken into consideration by Council when making management decisions. Council is responsible for implementing and reviewing the provisions of this Plan.

### **8.2 ACTION PLAN SCOPE**

This plan (overleaf) specifies:

- Actions specific to each strategy;
- Performance measures against which the undertaking of the action can be measured; and
- Priorities for actions.

### **8.3 PERFORMANCE TARGETS AND PRIORITIES**

The Plan establishes a performance regime that sets strategic action and tracks progress over an initial 5 year period. The basis of performance monitoring is the extent to which strategic actions are implemented and whether they are undertaken according to the priority of the plan.

- High Priority Actions should be commenced within 1 year from the adoption of this plan and completed within 2 years.
- Medium Priority Actions should be commenced within 2 years from the adoption of this plan and completed within 3 years.
- Low Priority Actions should be commenced within 4 years of the adoption of this plan and completed within 5 years.

The timing for these actions is subject to the availability of funds and other issues such as the acquisition of land which may alter the priority level.

The performance of the PoM will be reviewed on a regular basis in regards to the community use of the land and the associated buildings and facilities are well maintained and provide a safe environment for public use and enjoyment.

Evaluation of achievement of the Action Plan is to be undertaken on an annual basis. Performance of the Action Plan in relation to Herberts Hill Reserve will be based on the extent to which the implementation of the strategic actions actually achieve the stated outcomes and meet the objectives and performance criteria identified in the Plan.

**ORD06****Attachment 1**

#### 8.4 REVIEW OF PLAN

Regular reviews of the Plan will be undertaken as required to take into account community values, a change in community needs, and to reflect changes in Council priorities. Land may be acquired or dedicated under Camden Contributions Plan 2011 or as part of a Council resolution for open space acquisition. The Appendices to the PoM may be updated as required to identify new acquisitions or dedications of land or to identify significant changes to the condition of community land and associated buildings and facilities.

The community will have an opportunity to participate in reviews of this PoM as part of the Council meeting cycle.





# Attachment 1

## ORD06

### SECTION NINE: ACTIONS

#### 9.1 STORMWATER

**Aim: To mitigate and minimise impacts of stormwater**

Objective	Action	Activity	Performance Criteria	Priority
To prevent erosion from stormwater run-off on the site	1a Undertake erosion control works on the drainage swale	Plant and maintain native grass in drainage swale	Whole surface of drainage swale covered with native grass. No further erosion.	Medium

#### 9.2 LANDSCAPE / VIEWS

**Aim: To retain and enhance the significant local and distant views both to and from the cottage and the hill for the enjoyment of the community**

Objective	Action	Activity	Performance Criteria	Priority
To retain and enhance the significant local and distant views	2a Manage views and landscapes on site. Ensure any new work, structures and landscaping is suitable to heritage and will not obscure views.	Continually remove African Olive. Replace African Olive in accordance with the Masterplan and approved landscape plan (Attachment E of GML Heritage Report), as revised around cottage by Council 13/9/2011 Masterplan.	Views maintained	High

**Aim: To conserve the important cultural and scenic landscapes that characterise Rheinberger's Hill**

Objective	Action	Activity	Performance Criteria	Priority
Maintain historic landscaping or make reference to historic landscape with new landscaping	2b Undertake planting and African olive in accordance with Masterplan and Heritage Report.	Retain <i>Washingtonia robusta</i> palm near cottage and develop landscape schedule and works program	<i>Washingtonia robusta</i> Palm retained, Historic Landscape integrity retained and new landscaping undertaken in accordance with the Masterplan.	High

### 9.3 HERITAGE AND BUILDING WORK

**Aim: To restore the cottage to a standard appropriate to its heritage significance**

Objective	Action	Activity	Performance Criteria	Priority
Restore the cottage to a standard appropriate to its heritage significance	3 The staged conservation and maintenance works to the cottage should continue in accordance with the GML Heritage Report in general and specifically the schedule of works in Appendices A, B & D of the Report	See break up of activities below		Medium to High
II	3a Ensure cottage is safe and structurally sound	Structural repairs, roof repairs, renew kitchen and bathroom	The cottage is safe for any occupants, has a fresh new kitchen and bathroom	Completed
II	3b Conserve the building exterior	Replacing damaged weatherboards and timbers. Painting the exterior of the cottage in accordance with 6.3.4 of the GML Heritage Report	The cottage exterior is renewed	High
II	3c Conserve all the remaining rooms in the cottage	Ceiling replacement and painting, painting of internal walls, repairs to bedroom cupboards, replacement of plywood floors	The cottage interior is renewed.	Medium

## Aim: To provide for an interpretation of the heritage significance of the site

Objective	Action	Activity	Performance Criteria	Priority
Ensure the community is able to understand the heritage significance of the site	3d Provide appropriate interpretation of the heritage significance of the site	Carry out work in accordance with Section 6.1.3 & 4 of GML Heritage Report	Level of understanding of the community on the matter is high.	Medium
Highlight the heritage significance of the site	3e Permit lighting in the curtilage of the house identified as an "Area of Cultural Significance"	Lighting installed in curtilage of Rheinbergers Cottage to highlight the cottage.	Level of appreciation of the community is high	Low
Give due consideration to Aboriginal heritage and European archaeology	3f Appropriate assessment of Aboriginal heritage and European archaeology must be carried out in accordance with relevant legislation.	Appropriate assessments must be carried out before any work is undertaken	Appropriate assessments carried out as required.	High as required

# Attachment 1

## ORD06

### 9.4 VEGETATION MANAGEMENT

**Aim: To manage vegetation to maintain the historical integrity on the site.**

Objective	Action	Activity	Performance Criteria	Priority
Retain and manage Washington Fan Palm ( <i>Washingtonia robusta</i> )	4a Appropriate assessments carried out	Appropriate assessments must be carried out before any work is undertaken	Appropriate assessment carried out as required.	Low
Eradicate African Olive	4b Remove Olive on the site	Undertake removal of African Olive	African Olive removed and area landscaped in accordance with the Masterplan.	Medium

### 9.5 RECREATION & COMMUNITY

**Aim: To provide a desirable location for pedestrians and cyclists to arrive at and travel through.**

Objective	Action	Activity	Performance Criteria	Priority
Maintain existing Shared Path	5a Identify maintenance program	Maintenance program developed	Path maintained	High
Increase connectivity of the site with regional path network	5b Undertake design of proposed Shared Path within Rheinbergers Hill that will connect to existing shared path to Camden.	Construct section of proposed Shared Path	Share Path developed from Rheinbergers Hill to Kirkham Park	Low

**Aim: To provide a desirable and compatible location for recreation activities for residents of Elderslie.**

Objective	Action	Activity	Performance Criteria	Priority
Provide low key recreation opportunities	5c Undertake consultation with the local community on the design and undertake installation of passive park facilities such as playground and park furniture..	Design developed and park facilities installed.	Park facilities are low key and are compatible with the cultural and visual landscape.	Low

**Aim: To provide a desirable location for a community garden for residents of Elderslie.**

Objective	Action	Activity	Performance Criteria	Priority
Establish community gardens	5d Identify required area and facilities	Undertake consultation with local residents interested in community	Area and facilities defined	High
	5e Undertake design and construction of proposed community gardens through appropriate funding.	Community gardens funded and constructed	Community gardens funded and constructed and compatible with the cultural and visual landscape.	Medium

# Attachment 1

## ORD06

### 9.6 FACILITIES

**Aim: To ensure that the cottage is desirable and able to be used as a cottage**

Objective	Action	Activity	Performance Criteria	Priority
6a Ensure that the cottage has sufficient facilities to be used as a cottage	Provide new garage, fencing, clothes drying, etc. for use of residents of cottage	New facilities provided in accordance with See 6.3.6 of GML Heritage Report	Facilities provided as required	Low

**Aim: To ensure that the community and visitors to the site are safe**

Objective	Action	Activity	Performance Criteria	Priority
6b Improve safety of visitors to the site	Improve safety in the vicinity of the embankment along Camden Valley Way	Install new fencing along the full length of the boundary along Camden Valley Way.	Fencing in place and in accordance with the heritage requirements for the site	Medium



### 9.7 ACCESS

**Aim: Provide vehicular access for maintenance vehicles and for single dwelling in short term. Provide off-street parking facility should future land use require such a provision.**

Objective	Action	Activity	Performance Criteria	Priority
Restore and interpret associated original gates and driveway to the cottage	7a The original gates and driveway to be conserved in accordance with GML Heritage Report.	Undertake restoration of the original gates and access to the site.	Gates restored and access track planted with Kangaroo Grass as an interpretative feature.	Medium
Provide access and car parking facilities associated with passive uses	7b Provide access and car parking facilities off Camden Valley Way	Undertake appropriate detailed engineering design.	Construction of car park and access of Camden Valley Way. Management of embankment including vegetation (mostly African Olive), installation of traffic island, restriction to left hand access, and left hand exit, adequate sight distance.	Medium

### 9.8 LEASES, LICENCES AND OTHER

This Plan of Management authorises Council to grant a lease of licence or other estate for those purposes identified and consistent with the values, and outcomes identified in the Masterplan and Management Strategies and in accordance with the Local Government Act.

**Leases, licences and other estates expressly authorised by this plan of management**

Leases and licences formalise the use of community land for groups such as community groups and schools, as well as commercial organisations and individuals that provide facilities or services for public use. The Local Government Act (LGA) 1993 outlines strict conditions under which the Council has the authority to grant leases, licences and other estates over community land as these alienate the land and limit the opportunities for the public to use that land.

## Attachment 1

ORD06

Under Section 46 of the LGA, a lease or licence applying to community land must:

- Be expressly authorised under a plan of management
- Be consistent with the core objectives of the categorisation of the community land
- Be consistent with other applicable legislative requirements under the Act
- Not exceed 21 years.

This plan of management expressly authorises the lease, licence or other estate over Herberts Hill Reserve for:

- Any purpose for which the land was being used at the date of the adoption of this plan
- For any other purpose prescribed under Section 46 of the Act, or the regulations made there under
- Any purpose pursuant to Part 4 of the Local Government (General) Regulation 2005.

To assist in determining community response to proposed leases, licences or estates over the land covered by this plan of management, Council will, consistent with Section 47 of the Act:

- Give public notice of the proposal
- Exhibit notice of the proposal on the land to which the proposal relates
- Give notice of the proposal to such persons as appearing to own or occupy the land adjoining the community land
- Give notice of the proposal to any person appearing to the Council to be the owner or occupier of land in the vicinity of the community land, if in the opinion of Council the land subject of the proposal is likely to form the primary focus of the person's enjoyment of the community land.

**Leases, licences and other estates prohibited by this plan of management**

This plan of management prohibits leases, licences and other estates being granted at Herberts Hill Reserve for the following:

- Activities prohibited by the zoning of the land
- Activities that are not consistent with the core objectives of the categorisation of the land
- Activities that are not consistent with the management objectives of this plan

## REFERENCES

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Camden Council (2010). Camden Local Environmental Plan 2010

Camden Council (2011). Chapter B3: Environmental Heritage: Camden Development Control Plan 2011

Godden Mackay Logan (September 2011) *Rheinberger's Cottage: Conservation Advice* report, Godden Mackay Logan, Sydney. This report was commissioned by Council (and is referred to in this report as the GML Heritage Report).

Camden Council Bicycle Plan (1996)

## APPENDICES

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### APPENDIX 1 – USE AND MANAGEMENT OF COMMUNITY LAND

#### Local Government Act 1993 and applicability to Herberts Hill Reserve

#### 35 What governs the use and management of community land?

Community land is required to be used and managed in accordance with the following:

- the plan of management applying to the land
- any law permitting the use of the land for a specified purpose or otherwise regulating the use of the land
- this Division.

#### 36D Community land comprising area of cultural significance

- (1) This section applies to community land that is the subject of a resolution by the council that declares that, because of the presence on the land of any item that the council considers to be of Aboriginal, historical or cultural significance, the land is an area of cultural significance for the purposes of this Part.
- (2) A plan of management adopted in respect of an area of land, all or part of which is land to which this section applies, is to apply to that land only, and not to other areas.
- (3) A plan of management to be adopted for an area of community land, all or part of which consists of land to which this section applies:
  - (a) must state that the land, or the relevant part, is an area of cultural significance, and
  - (b) must, in complying with section 36 (3) (a), categorise the land, or the relevant part, as an area of cultural significance, and
  - (c) must, in complying with section 36 (3) (b), (c) and (d), identify objectives, performance targets and other matters that:
    - (i) are designed to protect the area, and
    - (ii) take account of the existence of the features of the site identified by the council's resolution, and
    - (iii) incorporate the core objectives prescribed under section 36 in respect of community land categorised as an area of cultural significance, and
  - (d) must:
    - (i) when public notice is given of it under section 38, be sent (or a copy must be sent) by the council to the Director-General of National Parks and Wildlife, and
    - (ii) incorporate any matter specified by the Director-General of National Parks and Wildlife in relation to the land, or the relevant part.

- (4) If, after the adoption of a plan of management applying to just one area of community land, all or part of that area becomes the subject of a resolution of the kind described in subsection (1):
- (a) the plan of management is taken to be amended, as from the date the declaration took effect, to categorise the land or the relevant part as an area of cultural significance, and
  - (b) the council must amend the plan of management (and in doing so, the provisions of subsection (3) (a), (c) and (d) apply to the amendment of the plan of management in the same way as they apply to the adoption of a plan of management), and
  - (c) until the plan of management has been amended as required by paragraph (b):
    - (i) the use of the land must not be varied, except to the extent necessary to protect any item identified in the council's resolution or in order to give effect to the core objectives prescribed under section 36 in respect of community land categorised as an area of cultural significance, or to terminate the use, and
    - (ii) no lease, licence or other estate may be granted in respect of the land.
- (5) If, after the adoption of a plan of management applying to several areas of community land, all or part of that area becomes the subject of a resolution of the kind described in subsection (1):
- (a) the plan of management ceases, as from the date the declaration took effect, to apply to that area, and
  - (b) a plan of management must be prepared and adopted by the council for that area,  
and
  - (c) the plan of management so prepared and adopted must comply with subsection (3).

**APPENDIX 2 – GUIDELINES FOR LAND CATEGORISATION AND APPLICABILITY TO HERBERTS HILL RESERVE**

Guidelines for Land Categorisation
<p><b>105 Guidelines for categorisation of land as an area of cultural significance</b></p> <p>Land should be categorised as an area of cultural significance under section 36 (4) of the Act if the land is:</p> <p>(a) an area of Aboriginal significance, because the land:</p> <ul style="list-style-type: none"> <li>(i) has been declared an Aboriginal place under section 84 of the <a href="#">National Parks and Wildlife Act 1974</a>, or</li> <li>(ii) whether or not in an undisturbed state, is significant to Aboriginal people in terms of their traditional or contemporary cultures, or</li> <li>(iii) is of significance or interest because of Aboriginal associations, or</li> <li>(iv) displays physical evidence of Aboriginal occupation (for example, items or artefacts such as stone tools, weapons, engraving sites, sacred trees, sharpening grooves or other deposits, and objects or materials that relate to the settlement of the land or place), or</li> <li>(v) is associated with Aboriginal stories, or</li> <li>(vi) contains heritage items dating after European settlement that help to explain the relationship between Aboriginal people and later settlers, or</li> </ul> <p>(b) an area of aesthetic significance, by virtue of:</p> <ul style="list-style-type: none"> <li>(i) having strong visual or sensory appeal or cohesion, or</li> <li>(ii) including a significant landmark, or</li> <li>(iii) having creative or technical qualities, such as architectural excellence, or</li> </ul> <p>(c) an area of archaeological significance, because the area contains:</p> <ul style="list-style-type: none"> <li>(i) evidence of past human activity (for example, below-ground features such as building foundations, occupation deposits, features or artefacts or above-ground features such as buildings, works, industrial structures, and relics, whether intact or ruined), or</li> <li>(ii) any other deposit, object or material that relates to the settlement of the land, or</li> </ul> <p>(d) an area of historical significance, because of the importance of an association or position of the land in the evolving pattern of Australian cultural history, or</p> <p>(e) an area of technical or research significance, because of the area's contribution to an understanding of Australia's cultural history or environment, or</p> <p>(f) an area of social significance, because of the area's association with Aboriginal life after 1788 or the area's association with a contemporary community for social, spiritual or other reasons.</p>

**APPENDIX 3 – CORE OBJECTIVES EXTRACTED FROM THE LOCAL GOVERNMENT ACT 1993 - SECT 36.****36 H Core objectives for management of community land categorised as an area of cultural significance**

- (1) The core objectives for management of community land categorised as an area of cultural significance are to retain and enhance the cultural significance of the area (namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance) for past, present or future generations by the active use of conservation methods.
- (2) Those conservation methods may include any or all of the following methods:
  - (a) the continuous protective care and maintenance of the physical material of the land or of the context and setting of the area of cultural significance,
  - (b) the restoration of the land, that is, the returning of the existing physical material of the land to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material,
  - (c) the reconstruction of the land, that is, the returning of the land as nearly as possible to a known earlier state,
  - (d) the adaptive reuse of the land, that is, the enhancement or reinforcement of the cultural significance of the land by the introduction of sympathetic alterations or additions to allow compatible uses (that is, uses that involve no changes to the cultural significance of the physical material of the area, or uses that involve changes that are substantially reversible or changes that require a minimum impact),
  - (e) the preservation of the land, that is, the maintenance of the physical material of the land in its existing state and the retardation of deterioration of the land.
- (3) A reference in subsection (2) to land includes a reference to any buildings erected on the land.

ORD07

Attachment 1



**DRAFT**  
**BIODIVERSITY**  
**CERTIFICATION**  
**IN THE CAMDEN LGA**  
**POLICY**

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## DRAFT BIODIVERSITY CERTIFICATION IN THE CAMDEN LGA POLICY

**DIVISION:** COMMUNITY INFRASTRUCTURE  
**BRANCH:** RECREATION AND SUSTAINABILITY

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### PART 1 - INTRODUCTION

#### 1. BACKGROUND

- 1.1 Council is a Relevant Planning Authority under the Environmental Planning and Assessment (EP&A) Act 1979.
- 1.2 The potential impact of development on a site on any threatened species, populations or communities is assessed using the Assessment of Significance (or 7 part test) under Section 5A of the EP&A Act.
- 1.3 If the impacts on the site were found to be 'significant', a Species Impact Statement would be required as would concurrence from the Director General of the NSW Office of Environment and Heritage (OEH).
- 1.4 An alternative method of biodiversity impact assessment is 'biodiversity certification'. Under Part 7AA of the Threatened Species Conservation Act 1995, a planning authority can apply to the NSW Government's Office of Environment and Heritage (OEH) for land to be biodiversity certified.
- 1.5 Biodiversity certification offers planning authorities a streamlined biodiversity assessment process for areas marked for development at the strategic planning or development stage, along with a range of secure options for offsetting impacts on biodiversity.
- 1.6 After biodiversity certification is conferred on an area, development may proceed without the usual requirement under the Environmental Planning and Assessment Act 1979 for site-by-site threatened species assessment.
- 1.7 Under Part 7AA (s126J) of the Threatened Species Conservation Act 1995, only planning authorities can apply to the Minister to have biodiversity certification conferred over an area of land.
- 1.8 The South West Growth Centre underwent biodiversity certification during the preparation of the State Environmental Planning Policy (Sydney Region Growth Centres) 2006

## 2. OBJECTIVE

- 2.1 To facilitate the implementation of measures to maintain and/or improve the biodiversity values within the Camden LGA
- 2.2 To provide guidance to Council, proponents and the community as to methodology to pursue biodiversity certification of land within the Camden LGA

## 3. SCOPE

- 3.1 This policy applies to all land within the Camden LGA excluding the South West Growth Centre.

## 4. DEFINITIONS

**Biodiversity Certification Assessment Report** describes the procedures and assumptions used to calculate the offset requirement (in terms of biodiversity credits) and also explains how the assessment provides an improve or maintain outcome.

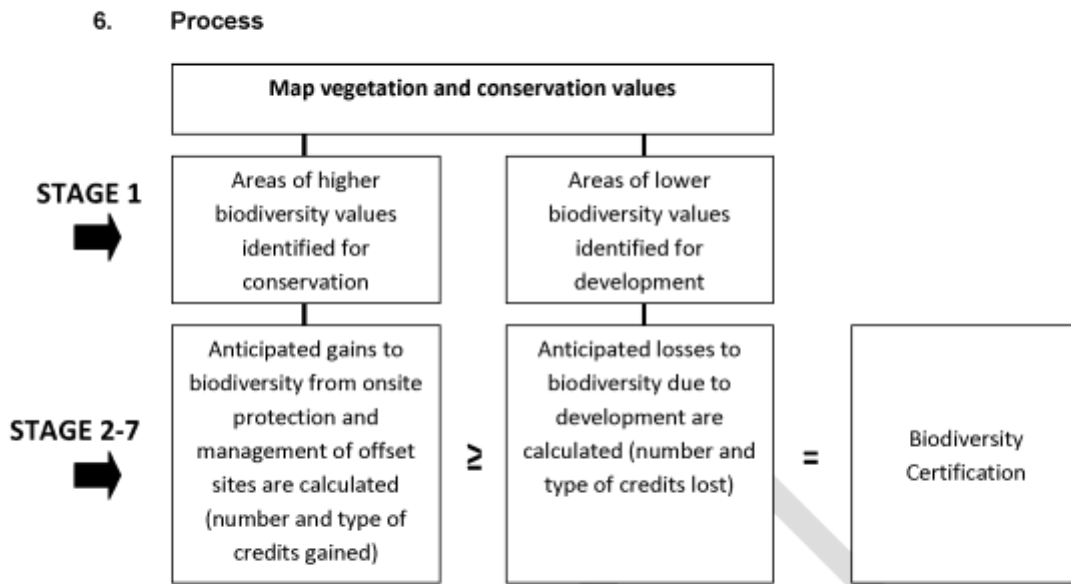
**Biodiversity Certification Assessment Methodology** prescribes the manner in which a planning authority must undertake an assessment and sets out a rule set that ensures biodiversity values are improved or maintained as a result of conferring biodiversity certification over a development site.

**Biodiversity Certification Assessment Strategy** outlines how, when and by whom conservation measures will be provided.

**Red Flag Variation** – under Biodiversity Certification, red flags are areas that cannot simply be offset by the retirement of biodiversity credits in order to achieve an improve or maintain outcome for biodiversity.

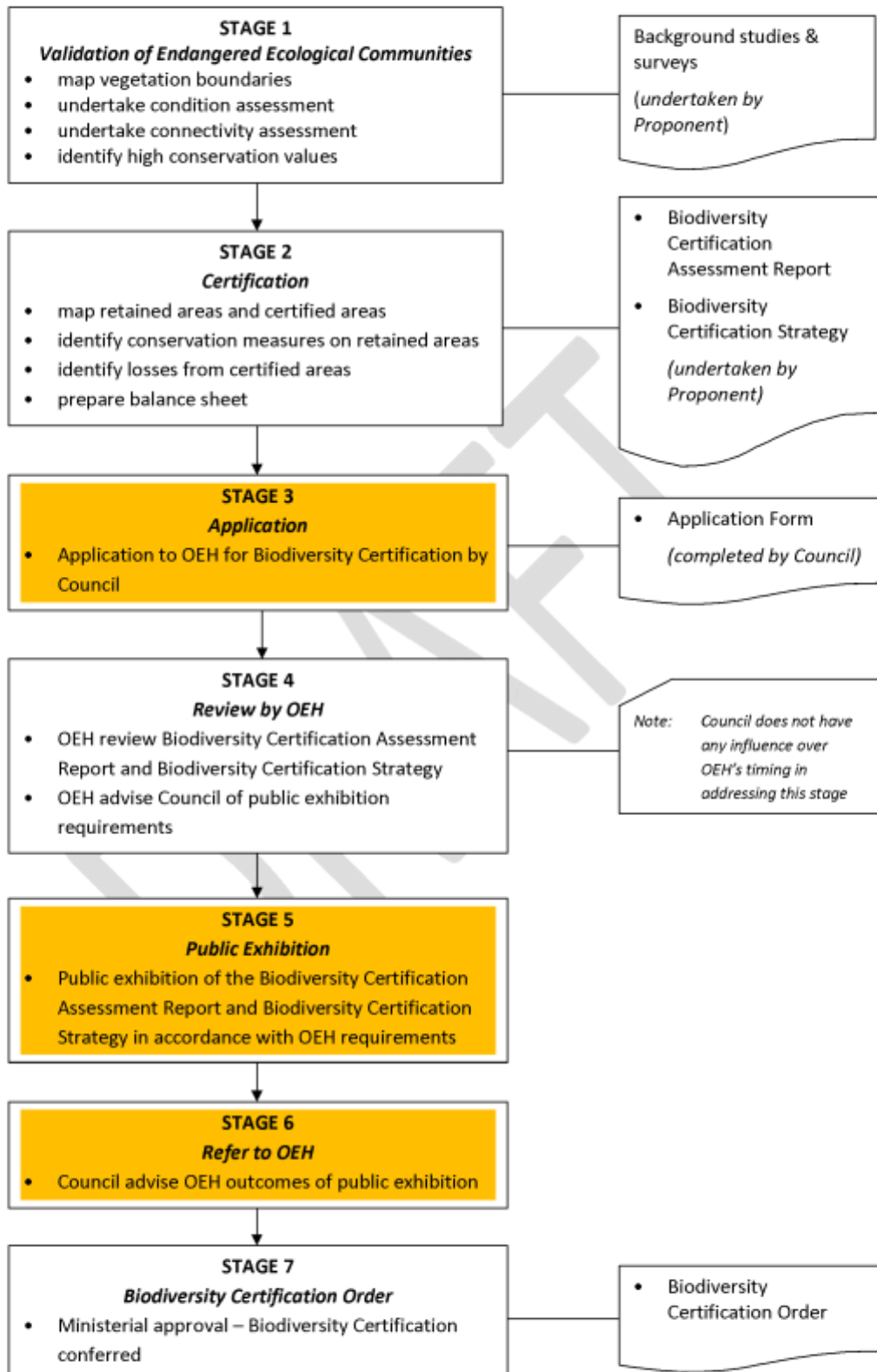
## PART 2 - POLICY STATEMENT

5. Council acknowledges the value and importance of sustainably managing the Camden Local Government Area's biodiversity. It also recognises the need for a supply of affordable residential land, community services and facilities and economic growth via a sound strategic planning process. In this regard Council will consider applications for Biodiversity Certification on a case by case basis.



ORD07

Attachment 1



**POLICY NAME**  
Adopted by Council: (DATE); Amended

- 7. Benefits of Biodiversity Certification**
- 7.1 Benefits to Council**
- A streamlined development assessment process once biodiversity certification has been conferred
- 7.2 Benefits to the Community**
- Secure conservation outcomes for high value natural environments and strategically target mitigation or offset efforts at an early stage
  - A reduction in the cumulative impacts resulting from continued ad-hoc development
- 7.3 Benefits to the Proponent**
- Greater certainty to landowners regarding potential land uses and future development opportunities
  - Savings in time and money spent on individual flora and fauna studies and negotiating individual conservation outcomes
- 8. Responsibilities of Parties**
- 8.1 Responsibilities of Proponents**
- 8.1.1** The proponent is responsible for undertaking background studies or surveys to determine if the site is suitable for consideration of Biodiversity Certification, including all costs associated.
- 8.1.2** The proponent is responsible for the preparation of the Biodiversity Certification Assessment Report, including all costs associated.
- 8.1.3** The proponent is responsible for the preparation of the Biodiversity Certification Strategy, including all costs associated.
- 8.1.4** The proponent is responsible for any applications required under the Environment Protection and Biodiversity Conservation Act
- 8.1.5** The proponent is responsible for applying for Red Flag Variations.
- 8.1.6** The proponent is responsible for providing Council with the digital GIS data of the proposed Biodiversity Certification area. Formats accepted by Council are ESRI Shape, Map Info or CAD (Coordinates are GDA 94.MGA Zone 56).
- 8.1.7** The proponent is responsible for any costs incurred by Council in the formal application for Biodiversity Certification of land to the NSW Office of Environment and Heritage.
- 8.1.8** The proponent is responsible for any costs associated with reporting undertaken by or on behalf of Council in relation to Biodiversity Certified land.
- 8.1.9** Where offset measures are proposed, i.e. biobanking, the proponent shall endeavour to offset within the Camden LGA.
- 8.2 Responsibilities of Council**
- 8.2.1** Council is responsible for the submission of the formal application for Biodiversity Certification together with the Biodiversity Certification Assessment Report and Biodiversity Certification Strategy.
- 8.2.2** Council is responsible for the public exhibition of the proposed Biodiversity Certification.
- 8.2.3** Council encourages the proponent to submit as early as possible in the planning process.

\* \* \*

ORD07

Attachment 1

**RELEVANT LEGISLATION:** Environmental Planning & Assessment Act 1979  
Threatened Species Conservation Act 1995

**RELATED POLICIES AND PROCEDURES:**

**RESPONSIBLE OFFICER:** Manager Recreation & Sustainability

**APPROVALS** Council

**NEXT REVIEW DATE:** March 2017

**RECORD KEEPING NOTES:**

**CONFIDENTIALITY/PRIVACY REQUIREMENTS:** List is available to the public and where available.

**HISTORY:**

**PREVIOUS POLICY** Nil

**ADOPTED:**

**MINUTE:**

**POLICY NAME**  
Adopted by Council: (DATE); Amended

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# THE NSW FLOODPLAIN RISK MANAGEMENT PROCESS



Figure 1 - The Floodplain Risk Management Process (from Floodplain Development Manual, 2006)

