



GUNNEDAH SHIRE COMMERCIAL AND INDUSTRIAL LAND USE STRATEGY

Final Strategy

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GUNNEDAH SHIRE COMMERCIAL AND INDUSTRIAL LAND USE STRATEGY

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1 INTRODUCTION

This Commercial and Industrial Land Use Strategy (the Strategy) has been prepared by Collie Pty Ltd in association with Saturn Economics. The strategic planning team from Ratio Consultants joined Collie Pty Ltd in late 2007; the initial research and analysis components of this study were completed by Ratio Consultants. This Strategy represents a culmination of a range of analyses and consultations and follows the completion of an Issues Paper.

1.1 STUDY OBJECTIVES

The overarching objective of the study is to prepare "a strategic platform on which to base Council's future direction in respect to the zoning and management of industrial and commercial land in the development of a Gunnedah Local Environmental Plan, 2008" (Study Brief, Page 1).

In particular, outcomes (refer Study Brief, pages 2 - 3) which are required as part of the Study include:

- identification of the economic, social and environmental characteristics of the local government area (LGA) and region as they relate to industrial and commercial development;
- development of a land use strategy that will guide the preparation of a single local environment plan (LEP) and associated plans and policies which complement the resources and attributes of the area;
- identification and justification of an appropriately located land supply and retail hierarchy which maintains the primacy of the existing main street commercial area and the changing industrial land needs;
- facilitation of an investment environment that provides certainty and security to investors / developers, the community, Council and Government Agencies;
- identification of potential major retail and industrial developments and recommendations for their preferred location;
- consideration of existing and future infrastructure requirements and availability in making recommendations in regard to changes in land use;
- identification of any information gaps that cannot be addressed in the land use strategy (LUS) and options to fill any information gaps prior to any changes of land use;
- a minimum of 20 to 25 years horizon;
- development in consultation with Council, the community, various state and federal government agencies and other stakeholders such as utility providers;
- compliance with relevant policy and statutory requirements;
- endorsement by Gunnedah Shire Council and the Department of Planning.

In addition to these outcomes, Council indicated that the format of the Strategy should be such that the conclusions provide a clear set of actions for it. The Strategy also needs to provide sound strategic justification for each of the recommendations.

The Study process and report structure was developed and refined in response to the need to prepare a Strategy which meets each of these requirements.

1.2 STUDY PROCESS

The Study approach taken by Collie is defined by the following principles.

- It is important to develop a detailed understanding of the existing conditions in the Shire and Gunnedah Township.
- Consulting with key stakeholders provides an important source of local knowledge and assists with the identification of local issues.
- The identification of a vision and objectives statement for commercial and industrial activity in the Shire provides a clear framework for future development.
- An analysis-based approach to identifying the quantum and appropriate location for additional land and floorspace in the Township and Shire will provide a robust and sustainable outcome.
- Principles for commercial, retail and industrial activity will provide clear guidance for the appropriate location, design and function of new and existing precincts.
- The provision of a clear set of recommendations and actions for Council will ensure that the findings of the Study are implemented and the vision and objectives are met.

This Study approach above has guided the Study process, which comprised five major phases.

- **Collation** of relevant data and information relating to:
 - existing land use and activities;
 - economic activity;
 - housing / population trends.This information provides an understanding of the role, function, existing land use patterns and key attributes of the Shire and its economy, as well as issues which may affect future economic activity.
- **Consultation** with stakeholders including State Government agencies, senior Council officers, local business representatives and a range of other stakeholders, in order to identify the vision and objectives for the future of the Shire (in terms of industrial and commercial activity).
- **Development** of planning principles to ensure that future development and activity contributes to the achievement of the vision and objectives for the Shire; including parameters for future land use activities.
- **Identification** of future needs for the Shire and its community in terms of commercial and industrial land use, including assessment of the impact of potential future mining activities.
- **Determination** of the quantum and location of land use changes which will contribute to the vision and objectives for the Shire; and appropriate management strategies for particular land use issues.

1.3 STRATEGY STRUCTURE

This Strategy follows the broad structure of the approach to the Study by the Collie. It should be read in conjunction with the Issues Paper, which provides the bulk of the analysis completed as part of the Study.

The major components of the Strategy include:

- a context statement, outlining the existing activity, role and function of the Gunnedah Township and Shire from a local and regional perspective, covering population / settlement, retail, commercial and industrial activities;
- a vision and objectives statement, covering commercial and community objectives relating to amenity, economic development and town centre structure;
- a series of strategic and design principles;
- description of the commercial and industrial land and floorspace requirements;
- recommendations relating to land use and urban structure;
- a monitoring and implementation process.

2 CONTEXT STATEMENT

The existing conditions within the Shire and Township provide an important basis for the identification of the future optimal role and function of retail, industrial and commercial activity. This section provides an overview of the key characteristics of the Shire and Township and identifies the major source of demand for additional land, floorspace and facilities.

2.1 POLICY CONTEXT

The policy context provides an indication of Council priorities, objectives and parameters for commercial and industrial activities in the Shire. The major policy documents include:

- LEP;
- relevant development control plans (DCP), including the Central Business District DCP;
- The Rural Strategy;
- Gunnedah Shire and Liverpool Plains Strategic Plan.

The policy context, as outlined in these documents can be summarised as follows.

- Future settlement in the Shire should be focussed on the Township of Gunnedah. The attractive built form and character of the town centre should be maintained and consolidated to reinforce the regional function of the centre.
- Within the town centre, there are four identified precincts. The central business district (CBD) precinct should retain its primacy as the focus for retail and commercial activity and development should enhance the public realm.
- The re-use of vacant or derelict sites which contribute to the improvement of the public realm is favoured.
- Car parking requirements within the town centre can be met using a combination of public and private development opportunities and land.
- The improvement of the public realm through targeted urban design projects, will contribute to the maintenance and protection of the historic character of the town centre.
- Significant areas of the Shire (including areas close to the Township) have environmental constraints, including potential for flooding.
- The Shire and region have a high level of economic and social reliance on agricultural production. Changes to farming methods and market structures for farm products are likely to contribute to a decreasing rural population in the long term.
- The Shire has a range of natural resources, including coal, productive agricultural land and attractive and high amenity physical environments. These should be better utilised but in a sustainable manner, to enhance economic development and activity.
- Employment generation should be a key objective for future development; a range of employment options will be a key component of a future sustainable community.

- The resource industries which have potential to develop in Gunnedah (such as coal mining) have regional resource and infrastructure requirements. In order to maximise the benefits from such activities, a regional approach to servicing may be required.
- Some industrial activities in the Shire have significant amenity impacts. There is potential for conflict between rural residential development and agricultural and industrial activity. Rural residential activity can also offer attractive areas for residential development and boost local populations.

These key conclusions have been identified from adopted Council policy and represent therefore, an important component of the existing and planned future context for the Shire Township.

2.2 TOWNSHIP ACTIVITY

The Township of Gunnedah is located on the Namoi River, at the junction of the Oxley and Kamilaroy Highways in central New South Wales. The Township is approximately 75 kilometres west of Tamworth, 100 kilometres north east of Coonabarabran and 100 kilometres south east from Narrabri.

2.2.1 Major Township Land Uses









The major land use areas within the Township include the town centre, residential areas and industrial areas. The location of these are shown in Figure 1.

a) Town Centre Area

The Gunnedah town centre is located in the northern area of the Shire. It is linear in form and focussed largely on Conadilly Street which is linked to the Oxley Highway.

The Namoi River flows north of the town centre and Blackjack Creek is immediately to its west. The rail line, which services Moree and Werris Creek, is north of the town centre.

Legend

- Major Activity Precincts**
- Residential Area 
- West End Precinct 
- Industrial Precinct 
- Town Centre Core Precinct 
- Major Retail Anchors 
- Major Arterials 
- Open space 
- Railway line 

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Gunnedah Shire Council
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Gunnedah

Drawing Title
Figure 1
Major Township Activity Precincts

Status
 Drawing Number
07-6892-003-0006
 07-6892-002-0001 Town Centre Context Map.cdr

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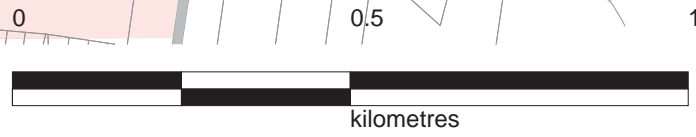
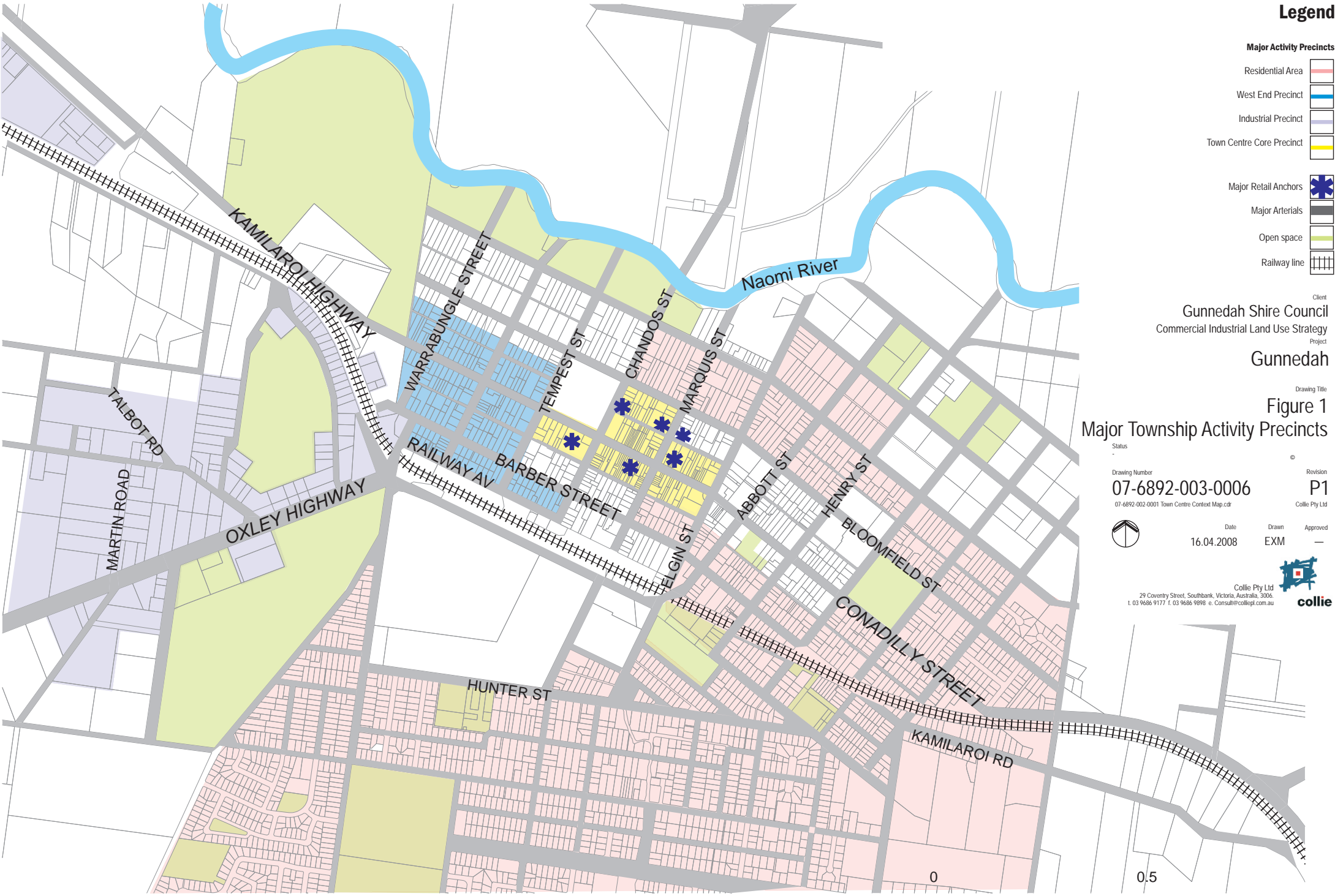
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b) Industrial Area

The major industrial precinct in the Gunnedah Township is west of the town centre, in the area generally bounded by the Oxley Highway, Kamillaroi Highway and Blackjack Road. In particular, industrial land is located in the southern portion of the precinct as well as an area north of the Kamillaroi Highway. The broad area includes residential activity and a significant proportion of land in this precinct is zoned for rural purposes.

c) Residential Area

The Gunnedah residential precinct is located primarily in elevated areas south of the town centre, with supporting areas located to the north, east and west. Residential growth to the north is restricted by flood prone land, whilst the western fringe has been the location historically for industrial activity. Future Township housing development is likely to occur in the southern areas of the Township.

2.2.2 Population Context

The Shire population was estimated to be approximately 11,500 at the time of the 2006 Census of Population and Housing. Approximately 65 per cent of the population was located in the Township of Gunnedah. The proportion of residents in the Township has increased from 59 per cent in 1991, concurrent with a progressive population decline from approximately 13,300 in 1991. Recent housing and dwelling activity suggests however, that the population is entering a growth phase. The extent and magnitude of this growth phase duration is not yet clear; there is uncertainty about future levels of industrial development in the Shire. In order to provide a framework to address different levels of industrial and population growth, a series of population projections reflecting high, medium and low growth scenarios were prepared. Housing and population projections were completed for the Township and Shire on the basis of local data relating to housing and population trends; summarised below. The population projections resulting from each of the scenarios are illustrated in Table 2.

(a) Population and Housing Assumptions

Population projections have been prepared on the basis of local housing and population trends. This approach to population projections generally reflects the local conditions to a greater extent than 'top-down' modelling (prepared at a State level) particularly in the case of areas experiencing growth. This is due to the capacity of the local housing and population projection method to respond quickly to shifts in trends, as it uses the most recently available housing approval data (data up to August 2007 has been used in this case). The projections prepared for this Study utilised a range of local variables, including the number and nature of dwelling unit approvals, the rate of conversion of dwelling unit approvals to new dwellings as well as occupancy rates and household size. Historic dwelling unit approval data was supplied by Council, and data relating to historic population Estimated Resident Population (ERP) and enumerated persons housing occupancy rates and dwellings were also collected from the ABS. Projections were undertaken for the Gunnedah Township as well as the surrounding rural areas.

The following assumptions have been used for all three scenarios.

- The proportion of dwelling unit approvals converted into new dwellings would remain steady at around 85 per cent. This is consistent with historic trends within the Shire.
- Consistent with trends across regional Australia and Gunnedah Shire, the majority of additional dwellings would be located in the Gunnedah Township.
- The proportion of the total dwelling stock which is occupied would increase to 89 per cent in the township and remain steady at 86 per cent in the rural areas by 2031. This is primarily a result of the distribution of population activity - which stems from the changing nature of rural areas.

Dwelling Unit Approvals

Dwelling unit approvals (DUA) represent the number of approved additional dwellings in the Shire. In the Shire of Gunnedah, DUA averaged 51 per annum between 1986 and 1991, decreasing to 31 per annum between 2001 and 2006. Discussions with Council, and analysis of dwelling unit approvals for part of 2007 suggests that this rate has increased significantly and it has been assumed that this is the beginning of a long term trend associated with population growth for the Shire, largely as a result of additional mining and resource activity. This is the basis for the high growth scenario.

The medium growth scenario assumes that dwelling unit approval activity so far in 2007 reflects a shift in population and housing trends, but that these trends are not necessarily reflective of a longer term trend of significant growth therefore, it is assumed that dwelling unit activity will return to an average somewhere between the long term average and the pattern exhibited in 2006 to 2007.

The low growth scenario assumes that the trends experienced in 2006 to 2007 are an anomaly and that dwelling unit approvals return to a long term average after 2007.

Table 1: Population Projection Assumptions

Measure	Growth Scenario		
	High	Medium	Low
Average dwelling unit approvals	Increase from 31 per annum to 65 per annum by 2031.	Increase from 31 per annum in 2001 to 2006 to 36 per annum in 2006 to 2011.	Increase from 31 per annum in 2001 to 2006 to 36 per annum in 2006 to 2011.
Rate of change of average dwelling unit approvals	Between 2007 and 2011, DUA per annum will be 55, and this will increase by two in each five year interval to 2031.	Increase by five in each five year period between 2011 and 2031.	Increase by two in each five year period between 2011 and 2031.
Housing yield rate	Decrease to 2.49 in the township area, and 2.65 in the rural areas of the Shire by 2031.		Decrease to 2.40 in the Township area, and 2.60 in the rural areas of the Shire by 2031.
Conversion of approved dwellings into actual additional dwellings	85 per cent		
Occupancy rate	89 per cent in the township and 86 per cent in the rural areas by 2031		
Location of additional dwellings	Primarily in the Township		

The resultant population projections are shown below.

Table 2: Population Projection Scenarios

	2016			2031		
	High	Medium	Low	High	Medium	Low
Gunnedah Township	8,660	8,400	8,170	10,640	10,070	9,340
Rural Balance	3,860	3,860	3,660	3,720	3,720	3,400
Total Shire of Gunnedah	12,520	12,260	11,830	14,360	13,790	12,740

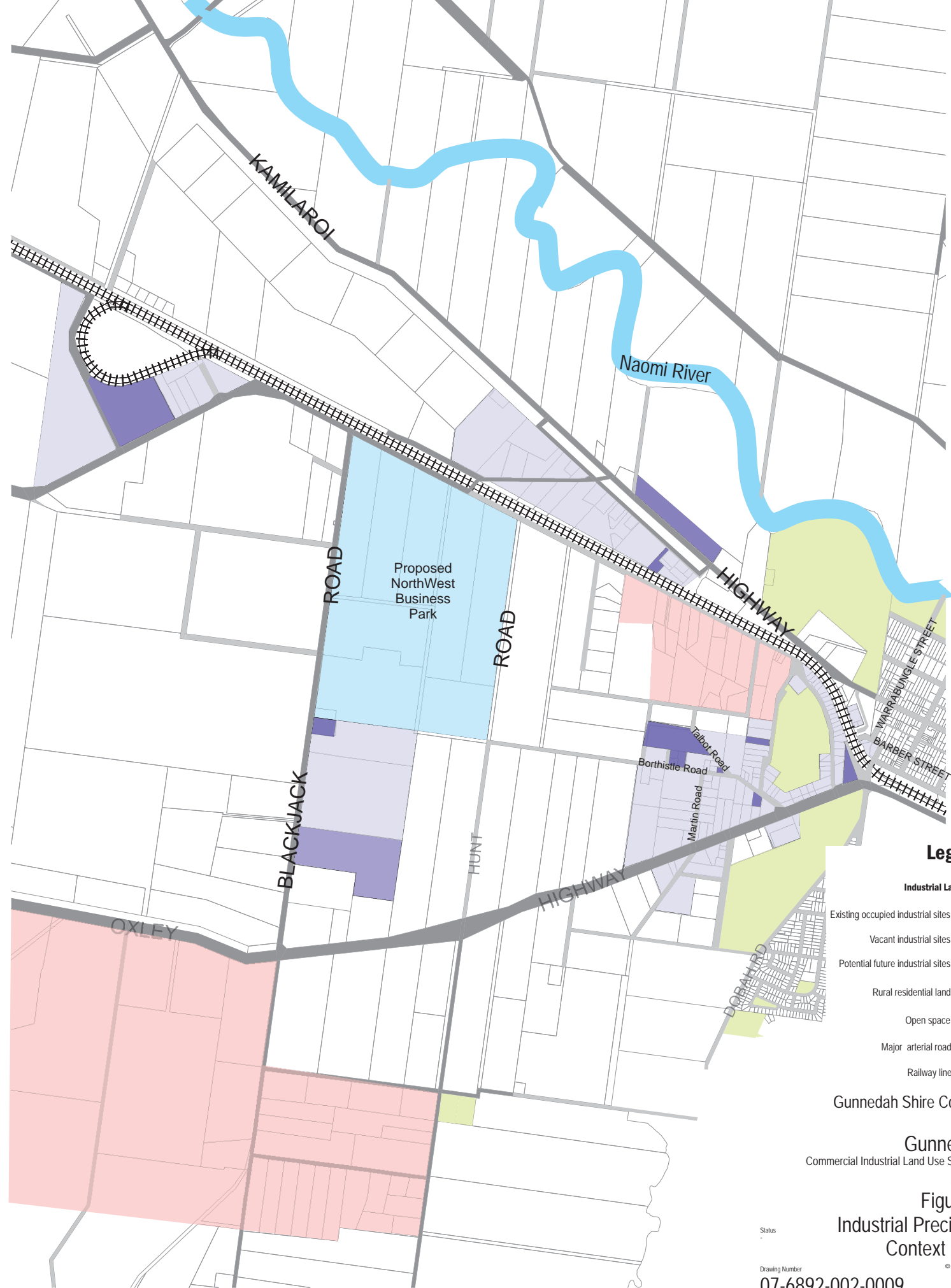
As indicated in Table 2, it is estimated in the high growth scenario that the majority of population growth will occur in the Township with the population having the potential to reach over 14,000 by 2031.

The actual growth scenario that is achieved will depend on several factors, including:








- the extent of growth stimulus provided by the shifting regional industrial / economic context;
- the future trends in terms of yield rate (persons / dwelling);
- future housing occupancy rates.

Population growth and household formations form the bases for additional retail goods and services floorspace requirements, which are also influenced by the town centre role and structure. This issue is addressed in the following section.





Legend

- Industrial Land Uses**
- Existing occupied industrial sites 
 - Vacant industrial sites 
 - Potential future industrial sites 
 - Rural residential land 
 - Open space 
 - Major arterial road 
 - Railway line 

Gunnedah Shire Council
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Gunnedah
Commercial Industrial Land Use Strategy

Figure 2
Industrial Precincts
Context Map

Status
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07-6892-002-0009 Industrial Precincts Context Map.cdr
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2.3 TOWN CENTRE ROLE AND STRUCTURE

The town centre represents a key element within the community in terms of its function, role and structure.

2.3.1 Geography, Setting and Access

The Gunnedah town centre is the focus of commercial and retail activity for the Gunnedah Township and the Shire of Gunnedah.

The Gunnedah town centre is focussed largely on a single main street (Conadilly Street). The linear form of the town centre reflects its early development as a highway based service centre. It is generally defined as follows:

- to the west by Tempest Street;
- to the north by Conadilly Street (Tempest Street to Chandos Street), Bloomfield Street (Chandos Street to Marquis Street) and Little Conadilly Street (Marquis Street to Elgin Street);
- to the east by Marquis Street (Bloomfield Street to Little Conadilly Street) and by Elgin Street (Little Conadilly Street to Little Barber Street);
- to the south by Little Barber Street (Tempest Street to Elgin Street).

Conadilly Street continues east to become the Oxley Highway and west to become the Kamillaroi Highway which then connects to Boggabri and Narrabri further to the west. The Oxley Highway provides access to Curlewis, Quirindi, Mullaley, Coonabarabran and Tamworth to the east.

2.3.2 Town Centre Role

The Gunnedah town centre functions as mid-level service centre, providing a range of retail, commercial, industrial and community facilities to a district-scale catchment. The centre provides weekly and day-to-day shopping facilities for residents in the Shire of Gunnedah, whilst people from a broader area (the secondary catchment) visit Gunnedah on a less frequent, but still regular, basis. The secondary catchment area includes residents from the parts of the Shires of:

- Tamworth Regional;
- Narrabri;
- Warrumbungle;
- Liverpool Plains.

Within a regional context, the major centres of Tamworth (75 kilometres) and Armidale (190 kilometres) provide higher-order services (such as health, professional services, entertainment and higher order retailing) for the region. It is estimated that approximately 24 per cent of primary catchment retail goods expenditure escapes from the Township, representing approximately \$30 million (\$2006). The proportion of expenditure occurring outside the Township is influenced by a range of structural elements, including employment patterns, visitation to higher order medical and other professional services and tourism. These factors are unlikely to be influenced by changes to the town centre tenancy structure and variety within Gunnedah; the role of the Township of Gunnedah is such that there will always be a component of expenditure which is not retained locally. In this context, the role of the Gunnedah Township is likely to remain as a district-level centre.

2.3.3 Town Centre Structure

The town centre of Gunnedah is a linear, street based centre, focussed on Conadilly Street. This structure has evolved in a similar manner to retail and commercial development patterns in many other regional towns, whereby the major through route also functions as the main trading street.

In addition to the specialty stores and services located on the main street, there are several tenancies located at the rear of Conadilly Street, facing Little Conadilly Street.

The major tenants in the Gunnedah town centre include:

- Country Target;
- Best and Less;
- Coles;
- Woolworths;
- Co-op Store;
- Franklins.

These stores are the major anchors in the town centre and as such form the basis for the 'core precinct' of the town centre, which is generally bounded by Chandos Street, Little Barber Street, Bloomfield Street and Elgin Street. Pedestrian access within the core retail area is generally of a high quality; access to the major anchor stores which are located off the main street is provided by a series of dedicated pedestrian pathways and street access. In addition, designated crossings, street furniture and landscaping all contribute to a pleasant environment.

The core retail area is supported by a series of peripheral areas, including the supporting services precinct to the east, West End light industrial / service precinct to the west and services / technology precinct to the south.

These precincts, and the location of the major store anchors, are illustrated in Figure 1.

There are approximately 64,000 square metres of retail, commercial and community facilities floorspace in the Gunnedah Township, comprised primarily of:

- core retail goods floorspace - 16,000 square metres;
- bulky goods floorspace - 6,000 square metres;
- services floorspace - 9,500 square metres;
- trade services floorspace - 11,000 square metres;
- other community floorspace - 16,500 square metres;
- vacant floorspace - 4,400 square metres.

In summary, the role and structure of the Gunnedah town centre may be characterised as follows.

- The centre provides a district-level range of services, including several supermarkets and discount department stores, together with a range of retail and some professional services.
- The centre is a compact, diverse and attractive town centre. The main street is Conadilly Street, which houses the majority of the specialty retailers, as well as the Franklins Supermarket. Other major stores are located in a compact area at the rear of the main street. This structure provides pedestrian access to many of the town centre major stores and facilities within a short walk of the heart of the centre.
- Tamworth and Armidale are the major centres in the wider region for activities such as high order retailing, specialist health services, entertainment and recreation.

2.4 INDUSTRIAL LAND USE AND EMPLOYMENT

Industrial land use and employment in rural and regional towns develop generally in response to the pattern and characteristics of rural and agricultural land use activities. In many cases, the existence of significant mineral and energy resources in the district also have a significant impact on the characteristics of industrial activity. Within the Gunnedah region, the major activities include general agriculture and mining.

2.4.1 Role of Industry

Industrial activities play an important part in the economy of Gunnedah Shire. Historically, industrial activity in the Township developed as a function of the regional agricultural and mining activity. This pattern of activity has evolved to the point where the Township now functions as a rural service centre to the predominantly crop-based agricultural sector, and provides a range of industrial, agricultural, engineering, transport and manufacturing services for local and regional operations.

2.4.2 Characteristics of Industrial Activities in the Shire

The major industrial activities which occur in the Township include agricultural machinery production and servicing, transport and logistics, manufacturing and wholesaling. In addition to this, the re-introduction of mining activity in the region has provided an impetus for the further expansion of industrial activity in the Township. The implications of this, in terms of land use requirements, employment and residential activity, have the potential to be significant, depending on the proportion of the mining projects which go ahead.

Of the 4,680 jobs in the Shire (2006 Census), the most significant sector, was agriculture, which provides 18 per cent of the local jobs. The next largest sectors are retail trade (10 per cent), health care and social assistance (9 per cent), manufacturing (9 per cent) and education (7 per cent). The share of total jobs in these five largest industry sectors exceeds the State average in all but the health care and social assistance and manufacturing sectors.

Since the re-introduction of coal mining to the Gunnedah Shire in 2000, the total employment in this sector has more than doubled from 56 in 2001 to around 120 currently (2006). Despite this growth, the coal industry remains a relatively minor contributor to total jobs and economic output.

Employment in the accommodation, cafes and restaurants, cultural and recreational services and personal and other services sectors, was 12.0 per cent in 2006 compared with a New South Wales average of 10.9 per cent.

The occupation profile of Gunnedah is influenced by the employment patterns noted above, and is dominated by managerial and administrative jobs (22 per cent) as this is the category into which farm owners and operators are classified. The area has a relatively high share of labourers and related workers (15.2 per cent) and intermediate production and transport workers jobs (9.6 per cent). Correspondingly, relatively fewer jobs are based in the professional category.

2.4.3 Location of Industrial Activity

Historically, industrial activity tends to locate at sites with high accessibility characteristics; predominantly highway locations on the town centre fringe areas. As land use patterns evolve, industrial activities tend to shift further away from the town centre as land in that precinct becomes more valuable. This affords industry opportunities to reduce land use conflict and occupy cheaper and larger sites.

In Gunnedah, industrial activity is focussed in two major precincts: West End (industry) and the Blackjack Road (light industry / services) service sector (located immediately west of the town centre). In addition to this, there is a 4-hectare parcel of industrial-zoned land located in the Township of Curlewis.

a) West End Precinct

The area to the west of the town (known as the West End Precinct) functions as a mixed use industrial area. Major tenants include car sales and servicing, trade services and hardware retailing. The precinct is bounded by Railway Avenue, Warrabungle Street, Bloomfield Street and Tempest Street.

Industrial land uses in the precinct are, in many cases, surrounded by residential activity; of the 200 properties in the precinct, approximately 120 properties are used for residential purposes.

b) Blackjack Road Precinct

The major area for heavy industrial activity in the Gunnedah Township is located several kilometres west of the core town centre precinct area, near Blackjack Road. This area encompasses several clusters of industrial activity, together with the derelict abattoir site, which is the subject of a re-zoning proposal before Council. There are also a series of large-lot residential developments in the eastern portion of the area. The major industrial clusters in the precinct are located:

- in the south east, concentrated around Martin Road, Lloyd Road, Bennett Road and extending along Farrar Road;
- between the railway line and the Kamilaroi Highway in the north;
- in the north west of the precinct, south of the railway line and west of Blackjack Road.

The location of these clusters together with identified vacant and occupied industrial sites is illustrated in Figure 1.

Activities in the Martin Road cluster predominantly comprise farm equipment, transport and logistics and trade services. There is also a significant tract of land zoned for open space purposes in the cluster, together with several residential properties. Industrial sites in this cluster are relatively small and the only area of unoccupied industrial land (north of Borthistle Road) has physiographic constraints in the form of a slope greater than five per cent across the site, suggesting development of vacant sites is unlikely to occur.

Activities in the cluster located between the railway line and Kamilaroi Highway predominantly comprise grain storage together with other ancillary agricultural activities and the majority of land is occupied. North of Kamilaroi Highway is a parcel of vacant industrial land which is the subject of subdivision application before Council. The cluster located near the rail spur (west of Blackjack Road) comprises a range of activities including Council facilities, storage sheds and machinery yards.

Of the land zoned for industrial purposes in the Blackjack Road precinct, the majority is currently occupied. In February 2008, there were fifteen sites which were vacant, comprising a total of 26.8 hectares. In addition to this, the site located north of the Kamilaroi Highway which is the subject of a subdivision application comprises approximately 49 hectares of vacant land. This parcel however, has not been included in the inventory of future available land for industrial development due to the high development costs. It is anticipated that the high costs associated with mitigating the flooding and stormwater issues on the site would prevent it from being developed.

The majority of vacant land was located off the Highway, within the industrial precinct around Martin Road considered inappropriate for development due to low site visibility and site layout.

2.4.4 Future Industrial Context

Whilst the future industrial activity in the Township will continue to be influenced by the demand generated by agricultural activities, it is likely that the additional coal mining activity which is occurring in the region will alter the land use mix.

There are several possible major projects which, if they become operational, will produce coal worth approximately \$500 million per annum. These projects include:

- the Whitehaven Open Cut Coal Mine (existing);
- Boggabri Coal Open Cut Mine (existing);
- Tarrawonga Mine (existing);
- Belmont Open Cut Coal Mine;
- Baan Baa Exploration Lease;
- Sunnyside Mine.

Should all potential projects proceed, the total employment generated in the Shire of Gunnedah is likely to be approximately 400 jobs both directly and indirectly. This figure acknowledges that not all additional jobs generated by the coal mining activity will occur in the Shire. Given that current output is worth approximately \$250 million (and supporting approximately 200 jobs), additional activity is likely to generate demand for a further 200 jobs across a range of sectors.

In addition to this, the Caroon Mine project is of such a scale that, should it proceed, it would be likely to generate a further 200 jobs.

The re-introduction of mining activity in the region has the potential to modify significantly the industrial land use patterns and economy of the Gunnedah Shire and Township. In addition, it has been suggested that this additional activity could form the basis for the development of a regional-scale industrial node in Gunnedah. Opportunities to achieve this should be maximised through the pursuit of a planned approach to land use activity and strategy implementation.

3 COMMERCIAL AND INDUSTRIAL LAND REQUIREMENTS

Additional commercial and industrial land requirements have been identified on the basis of underlying trends as well as demand generated by shifts in the regional industrial context.

3.1 RETAIL AND COMMERCIAL LAND REQUIREMENTS

Additional retail and commercial floorspace requirements have been identified on the basis of population and household changes and the role and function of the town centre, together with the results of surveys carried out as part of the Study.

Analyses indicate that there is demand for an additional 3,270 square metres of core retail goods floorspace between 2006 and 2031. The identification of additional floorspace requirements has been undertaken on the assumption that population growth in the Shire occurs at the rate identified in the 'high growth' scenario (refer Section 2.2.2). Additional floorspace requirements comprise 1,820 square metres of food, groceries and liquor retail floorspace together with 1,450 square metres of household goods floorspace. This assumes that current trading patterns for these commodity groups remain the same as in 2007.

In addition, there is demand for additional bulky goods floorspace within the Township. It has been assumed that the development of a major bulky goods store will increase the proportion of bulky goods expenditure which is retained within Gunnedah. Presently, the proportion of bulky goods expenditure retained locally is 60 per cent but it is estimated that this could be increased to 72 per cent through the development of additional bulky goods tenancies. On this basis, it is estimated that the catchment has the capacity to support up to 3,420 square metres of additional bulky goods floorspace.

These floorspace requirements are in addition to the existing supply of retail and commercial floorspace, both occupied and vacant. A supply of vacant retail floorspace is an important component of a robust market; vacancies provide opportunities for new tenants as well as existing tenants to upgrade or move premises.

The identification of current provision and future needs of additional floorspace types is completed on the basis of per-capita analysis. The major categories include:

- commercial, professional and community services;
- entertainment, sports and recreation;
- building, motor vehicle and construction trade services.

A summary of additional floorspace requirements, by commodity group, for the period 2006 to 2031 is provided in Table 3.

Table 3: Additional Activity Centre Floorspace Requirements (2006 to 2031)

	Additional Floorspace Requirements (square metres Gross Leasable Area)	
	2015 / 16	2030 / 31
Retail Goods	1,650	6,690
Retail Services	290	940
Total Shopfront Floorspace	1,940	7,630
Commercial, Professional and Community Services	940	2,600
Entertainment, Recreation, Sports and Accommodation	780	2,610
Building, Motor Vehicle and Construction Trade Services	690	2,370
Total Retail Commercial Floorspace	4,350	15,210

The land requirement arising from the demand for additional floorspace is approximately 7 hectares based on the following assumptions:

- the site area to building area ratio is 3 to 1;
- the building area required to accommodate 15,000 square metres of leasable floorspace is approximately 23,500 square metres.

3.2 POTENTIAL ADDITIONAL TENANCIES

Analysis of the major tenants located in the Gunnedah Township, comparison with other townships of a similar scale, analysis of in-centre survey results together with the retail needs assessment, have identified that additional bulky goods tenancies could be supported in the town centre. Whilst bulky goods retailing tends to occur at regional centres (due to preferences for comparison shopping), there are opportunities to consolidate the role and strengthen the structure of Gunnedah town centre through the addition of hardware and electrical goods / appliances stores. This would not change the role of the Gunnedah town centre in a regional context, with Tamworth and Armidale continuing to provide regional-level service and retail facilities. The reduction in the level of escape expenditure from the district however, together with increased retail choice and accessibility, would benefit the local community. In order to maximise the potential benefits from additional retail development, it will be important to ensure that development is located appropriately and contributes to the accessibility and amenity characteristics of the town centre.

3.3 INDUSTRIAL LAND REQUIREMENTS

Given the potential changes to the regional economic context, it is likely that demand for additional industrial land will come from two sources:

- an underlying base level of demand, identified on the basis of historic levels of industrial land take up within the Shire;
- demand for additional industrial businesses to service the burgeoning mining activity in the Gunnedah region.

Identification of the base level of demand relied on historic Council development approval data, together with analysis of vacant and occupied industrial land in the Township.

The identification of additional land requirements as a result of mining activity has utilised:

- input / output data, which identifies the indirect employment impacts of additional business activity;
- assumptions regarding likely future employment densities;
- assumptions regarding the relocation of businesses from the town centre due to increased land prices in the town centre and the availability of high quality sites in the industrial area;
- multiplier effects, which could arise as a result of the development of Gunnedah as a regional focus for industrial activity.

In identifying additional industrial land requirements, allowance for a rolling reserve has also been included in the assessment. A rolling reserve, comprising approximately 15 years supply, will ensure that the potential for price inflation as a result of limited supply will be limited.

As indicated in Table 4, the amount of additional land required for industrial purposes in Gunnedah Township between 2008 and 2031 is approximately 104 hectares.

Table 4: Summary of Potential Additional Industrial Land Requirements (Hectares)

Source of Demand	Demand / Supply Measure
Base demand and rolling reserve (2011 - 2031)	52.5
Additional demand from the relocation of commercial and retail activity from the town centre	7.0
Additional demand from coal mines	26.6
Business relocation adjustments and regional multiplier effects	22.7
Multiplier effects of Carroona mine	12.9
Existing vacant industrial land (2011)	17.8
Sub Total	121.7
Less existing vacant industrial land (2011)	-17.8
Total	103.9

The need for this quantum of additional land is contingent upon several conditions, including:

- all potential mining activities and projects being implemented (quantum and value of extractions) to the extent identified in the Issues Paper;
- additional commercial and retail development in the town centre causing land use change pressures in the West End service sector, and subsequently tenants from the West End service sector re-locating to the industrial precinct;
- industrial development occurring in a manner which maximises the regional multiplier effects.

The planning and management of these additional land requirements and activity in the Township and Shire is an important component of the overall sustainability of the economy of the Shire.

4 VISION AND OBJECTIVES

This section provides an overarching vision for the intended future role, structure and function of the retail, commercial and industrial systems within the Gunnedah Shire. The vision statement provides an ideal, yet tangible, indication of the future system, whilst the objectives provide a series of more specific aims which will deliver the vision statement.

4.1 VISION STATEMENT

Stakeholder consultation formed an important component of the Study process, as it identified the priorities of stakeholders for future industrial activity. The outcomes of the consultation process and the policy review, resulted in a vision statement for commercial and industrial development, as follows.

"Industrial and commercial activity in the Shire of Gunnedah should contribute to the development of a sustainable economy. Land-use should be efficient, maximising benefits to the shire economy and delivering prosperity to the community".

In addition to the vision statement, a series of objectives for commercial and industrial development have been identified.

4.2 OBJECTIVES FOR DEVELOPMENT

A series of objectives for industrial and commercial activity have been identified. It is intended that these objectives provide a basis for the approach to land use planning and management for these activities.

4.2.1 Commercial and Retail Activity

The town centre is an attractive and highly functional precinct. The objectives for town centre development relate primarily to maintaining and consolidating these characteristics.

The objectives for commercial and retail activity relate primarily to the Gunnedah town centre. They include:

- the focus of the town centre is to provide a range and diversity of commercial, retail and community facilities, including bulky goods, commensurate with its role as a district level centre;
- the provision of an attractive, safe and accessible environment for visitors;
- the protection and enhancement of the historic character of the town centre and Township;
- development should contribute to the consolidation of a compact town centre.

4.2.2 Industrial Land Use

The wider economic and land use shifts which are occurring at a regional level have the potential to create significant changes to the industrial system in Gunnedah. These changes represent opportunities for the Shire, and as such the performance objectives for the industrial system relate to maximising benefits of these changes.

Objectives include:

- industrial activity will be promoted and facilitated to contribute to the long term sustainability and development of the Gunnedah economy;
- the structure and framework which guide investment in industrial activities will be identified clearly and will maximise certainty for developers / investors / operators;
- industrial development will be promoted and facilitated in a manner which contributes to the development of Gunnedah as a regional focus for industrial activity;
- the location of new industrial sites will be planned in a manner which maximises the opportunities for tenants to develop a regional presence.

The use of these objectives in the Council decision making framework will contribute to the achievement of the vision statement.

5 STRATEGIC PRINCIPLES

The strategic principles for retail, commercial and industrial areas of the Gunnedah Township provide a clear set of guidelines and parameters for the location, design, structure and management of existing and future development. Implementation of these will provide a pathway for the delivery of the objectives and ultimately the vision for Gunnedah.

5.1 RETAIL AND COMMERCIAL ACTIVITY

The town centre is the commercial and social focus of Gunnedah and its district. Its structure, layout, design and amenity are critical components of its function and overall role in the community. Specific principles for the planning and management of the town centre have been developed in order to ensure that benefit derived from activities within it are maximised. These principles are as follows.

- Structure / layout.
 - Additional commercial and retail development, particularly anchor stores, will be located within the core town centre area.
 - Underutilised sites in the west end service sector will be used for bulky goods development.
 - The preferred location for light industrial, manufacturing and trade services businesses will be in the consolidated industrial precinct west of the town centre.
 - Residential activity within the West End Precinct will be rationalised to achieve a clearer separation of residential and industrial activities.
- Design / amenity.
 - New development within the town centre will be assessed on the basis that it must contribute to an attractive pedestrian environment and will maximise accessibility / passive surveillance.
 - Development and activity within the town centre will maintain its historic character.

5.2 INDUSTRIAL AREAS

The structure, design and location of industrial areas will be key factors in the development of a sustainable and prosperous economy and community. Key principles are as follows.

- Location.
 - An appropriate quantum of land for industrial development will be available for the next 25 years, including a 15 - year rolling reserve.
 - Additional industrial activity will be located in the consolidated industrial precinct.
 - Industrial activity will be located in the industrial precinct where the potential for land use conflict is minimised.
 - Industrial activities in the industrial precinct will be protected from potentially conflicting land uses.
 - New industrial areas will have a high level of accessibility and visibility.

- Structure / design.
 - New industrial areas will provide sites of varying size, preferably located within 'themed precincts' (wholesale, trade services, manufacturing and such).
 - New industrial areas in gateway locations will present an attractive entry marker to the Township.
 - An integrated and consolidated industrial precinct be developed in the area identified as the Blackjack Industrial Precinct.

6 RECOMMENDATIONS

The Strategy has examined the role and structure of commercial and industrial land use in Gunnedah, and assessed the long term requirements for the Township for the period 2006 to 2031 and beyond. In respect of commercial land use management, the recommended policies and priority initiatives are set out below for the Gunnedah town centre precinct, Supporting Services Precinct (SSP) and the West End Precinct (WEP). In relation to industrial land use management, the recommended policies and actions are discussed in relation to existing industrial areas, new industrial areas and the industrial precinct at Curlewis.

6.1 GUNNEDAH TOWN CENTRE

6.1.1 Definition

The Gunnedah Township town centre precinct is the focal area for retail and commercial services for the Township and a wider regional catchment area (RCA) encompassing the Shire and adjoining districts. It is focussed primarily on Conadilly Street and defined in more detail in section 2.3.1.

6.1.2 Policy Framework

a) Role

The Gunnedah Township town centre is the pre-eminent retail and commercial precinct in the Shire providing a wide range of goods and services for the Township and its RCA.

b) Structure

The town centre is a street-based activity centre focussed essentially on Conadilly Street. There is a need to maintain and support an active and attractive environment for shopping and services in Conadilly Street, providing for slow moving traffic, extensive on-street car parking, landscaping and areas for pedestrian activity to facilitate an active shopping street.

New core retail activities that may be required should be encouraged to locate within or close to the defined town centre (that is, including the adjoining supporting services precinct). Core retail activities encompasses food and grocery retailing (including supermarkets and fresh food markets) and personal and household goods retailing (including a wide range of specialty stores, mini majors, department and discount department stores) but excludes retailing of bulky goods (including large format stores selling furniture and furnishings, large electrical goods and a range of outdoor products). Core retail activities also include an extensive range of retail services (including cafes and restaurants, banking services, travel agencies, hairdressers, drycleaners and other personal services).

Access to the Gunnedah town centre will be for the foreseeable future by motor vehicle and walking. Consolidation of the town centre to meet existing needs and planning for new stores and services therefore, should take full account of car parking and pedestrian access requirements.

The Gunnedah town centre together with the supporting services precinct is required to fulfil a diversity of roles including administrative services, community and social services, professional services and tourism and hospitality services, for the Township and RCA.

There is a need for the town centre and supporting services precinct to contribute to meeting the needs of the ageing population through the future development of medium density housing and other forms of accommodation. The future development of these forms of housing within and around the town centre should be linked to the improvement of pedestrian access within the town centre and linkages to open space.

c) Initiatives

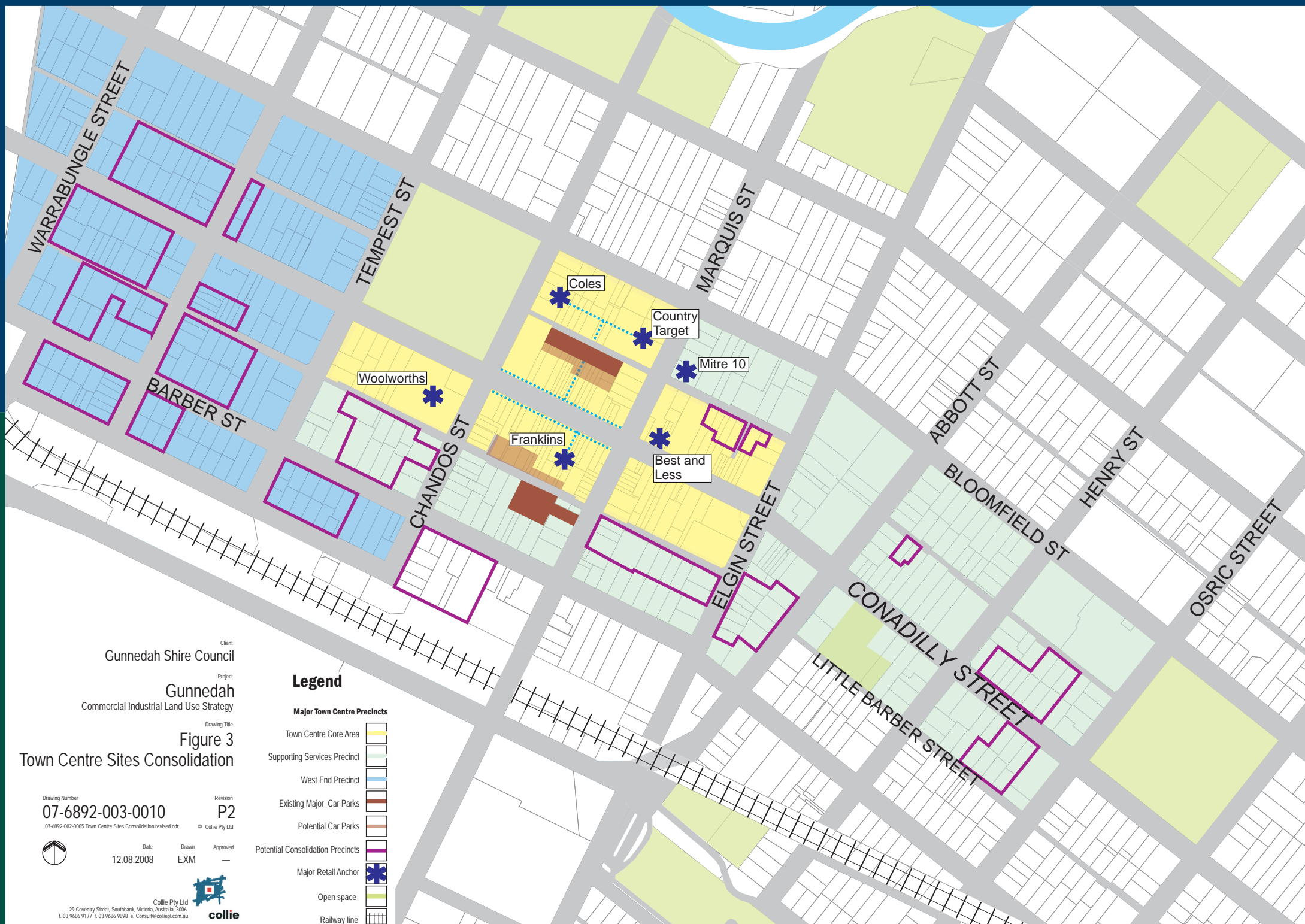
It is recommended that:

- Council review the Development Control Plan (DCP) for the Gunnedah Township to implement the following initiatives:
 - Clarification of precincts and recognised roles and structure.
 - It is recommended that a simplified precinct structure, as set out in this Strategy, be adopted for the Gunnedah Township for purposes of policy and statutory management and development co-ordination and implementation (refer Definition and Policy Framework in sections 6.1.1 and 6.1.2).
 - Sites consolidation program for car parking and future developments.
 - It is recommended that a multi-purpose Sites Consolidation Program be assessed by Council to facilitate the long term consolidation, development and design improvement of the town centre, supporting services and industrial precincts. A draft plan showing potential sites for incorporation in the program is set out in Figure 3.
 - The purpose of the Sites Consolidation Program is three-fold:
 - to consolidate and improve existing off-street car parks in the precincts;
 - to provide a land reserve for future developments that are likely to be required in the town centre or locations close to the town centre, to ensure that these developments are located to maximise the future regional attraction and amenity of the town centre and adjoining precincts. This will prevent the development of retail and commercial activity outside the town centre, and will subsequently ensure that the benefits of new major tenants are maximised in terms of town centre structure, accessibility and amenity. It is also likely that the availability of well located and serviced sites would enhance developer and retail tenant interest in Gunnedah.

to ensure the full and effective utilisation of the Gunnedah current and future retail-commercial potential investments through the identification, consolidation and development of strategically positioned sites that take full account of existing

investments and developments, vacant or under-developed sites, existing or potential links to the core town centre, relationship to main roads and secondary streets and the need to maintain a compact and attractive town centre. It is intended that the Sites Consolidation Program should initially focus on identifying potential locations for additional retail and commercial activity in the town centre. In the short to medium term, Council should seek to acquire these sites as they become available, with a view to preparing them for development. Ultimately, the site / s should be tendered to developers, with associated site design guidelines as part of the development conditions. In the interim period, there is the opportunity for the sites to be used as public car parking areas.

- Council prepare a S.94 Contributions Plan to levy funds for the acquisition and embellishment of public car parks. It is intended to locate the car parking areas where required, such as the eastern and western ends of the CBD to cater for the existing parking demand.
- Adequate provision for stormwater drainage in the CBD be levied through a S.64 servicing plan.
- Continue the creation of linkages from the CBD to the Little Conadilly and Little Barber Streets to encourage use of existing car parking areas and provide linkages between existing residential areas and the CBD.
- One commercial zone in the Gunnedah LEP 2008 as a 'mixed use' zone, with the DCP outlining the four previously adopted commercial precincts:
 - Central Business District
 - Services and Technology
 - Hospitality
 - Light Industry



Client
Gunnedah Shire Council

Project
Gunnedah
Commercial Industrial Land Use Strategy

Drawing Title
Figure 3
Town Centre Sites Consolidation

Drawing Number
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- Legend**
- Major Town Centre Precincts
 - Town Centre Core Area
 - Supporting Services Precinct
 - West End Precinct
 - Existing Major Car Parks
 - Potential Car Parks
 - Potential Consolidation Precincts
 - Major Retail Anchor
 - Open space
 - Railway line

- Urban Design and Landscape Framework Plan.

It is recommended that Council prepare an Urban Design and Landscape Framework Plan to build on initiatives that have been undertaken in Conadilly Street and other areas of the town centre. The Plan should provide a framework and program to incorporate and complement the proposed Sites Consolidation Program.

It is recommended that the proposed Urban Design and Landscape Framework Plan be required to address future development sites, required car parking areas, landscape theming and urban design improvement areas for streets, gateways, open space areas, car parks and pedestrian access routes. The Urban Design and Landscape Framework Plan should be required to provide for the integrated development or co-located development of new retail, commercial, community and / or residential developments.

6.2 SUPPORTING SERVICES PRECINCT

6.2.1 Definition

The supporting services precinct of Gunnedah Township is an important services area for the Township and its RCA. It supplements the core services provided in the town centre and contributes to the town centre regional role and attraction. It is defined as the area bounded generally:

- to the north by Bloomfield Street (Marquis Street to Osric Street);
- to the east by Osric Street (Bloomfield Street to Little Barber Street);
- to the south by Barber Street (Tempest Street to Abbott Street) and Little Barber Street (Abbott Street to Osric Street);
- to the west by Tempest Street (Barber Street to Little Barber Street).

The location of the SSP is illustrated in Figure 3.

6.2.2 Policy Framework

a) Role

The supporting services precinct is recognised as an important diversified services area for the centre providing significant administrative, commercial, professional, hospitality, social and community services to meet the needs of Gunnedah and its RCA. The precinct is the focus for much of the townships tourism activity, comprising a number of accommodation establishments and other tourism infrastructure. It is also recognised that the supporting services precinct provides a notable residential accommodation role that is likely to increase in importance in the future.

b) Structure

It is recognised that the supporting services precinct complements the street-based nature of the town centre by providing for a diversity of services in an adjoining precinct that extends the core retail shopping strip in Conadilly Street. It also provides for a range of supporting services in Barber Street and several cross streets that form part of the town centre grid pattern (including Tempest, Chandos, Marquis and Elgin Streets). It is recognised that the town centre and supporting services precinct have interactive and complementary roles. Businesses in the supporting services precinct benefit from the proximity to the town centre, particularly tourism related businesses. The supporting services precinct provides the town centre with a wider diversity of businesses and services which in turn broadens the attraction and regional draw of the town centre.

c) Initiatives

It is recommended that Council review the Development Control Plan (DCP) for the Gunnedah town centre to implement the following initiatives which are common to the town centre.

- Clarification of precincts and recognised roles and structure (refer 6.1.2 for further detail).
- Sites consolidation programme for car parking and future developments (refer 6.1.2 for further detail).
- Urban Design and Landscape Framework Plan (refer 6.1.2 for further detail).

It is recommended that Council consider the preparation and implementation of a **Residential Framework Plan** to meet the following objectives:

- identification of future multiple unit and special accommodation housing needs that may be located appropriately in the Gunnedah central area and particularly in the supporting services precinct;
- maintain the character of areas that are largely residential and / or consistent with the Strategy, are likely to be required to be retained as residential areas for the foreseeable future;
- provide an integrated landscape and traffic management program to ensure that identified residential areas are enhanced and improved.



6.3 WEST END PRECINCT

6.3.1 Definition

The West End precinct (WEP) has developed as a mixed use industrial, trade services, bulky goods and residential area. It extends along Conadilly Street west of Tempest Street to the established industrial precinct on the western side of the town centre and encompasses mixed use areas to the railway line. It is generally bounded as follows:

- to the west by Blackjack Creek;
- to the north by Bloomfield Street (east to Tempest Street);
- to the east by Tempest Street (Bloomfield Street to Barber Street and a small section of extending from Barber Street south to alignment extending from Railway Avenue);
- to the south by Railway Avenue (generally, New Street east to Chandos Street).

The location of the WEP is illustrated in Figure 3.

6.3.2 Policy Framework

a) Role

The WEP is recognised as an important historic industrial and mixed use area in the Gunnedah Township. It provides a range of business and trade services to meet local, town and regional needs. It complements and adds diversity to the roles offered by the town centre and supporting services precinct.

b) Structure

It is recognised that the WEP extends the street-based focus and pre-eminence of Conadilly Street. It is also recognised that a rationalisation of land uses in the precinct will provide significant opportunities for future bulky goods development and opportunities to better organise and protect the amenity of residential areas in the precinct.

c) Initiatives

It is recommended that Council review the Development Control Plan (DCP) for the Gunnedah Township to implement the following initiatives.

- Clarification of Precincts and Recognised Roles and Structure.
- Sites Consolidation Program for car parking and future developments.
- Urban Design and Landscape Framework Plan.
- Consideration by Council of the need to prepare and implement a Residential Framework Plan.

It is recommended that Council prepare a Bulky Goods Framework Plan to implement the following objectives:

- provision of retail choice for bulky goods commensurate with the role of the Gunnedah town centre;
- promote and facilitate new bulky goods stores to contribute to the maintenance of the structure of the town centre and the enhancement of pedestrian amenity;
- ensure appropriate car parking areas are provided for new retail developments.
- ensure a minimum allotment size requirement for bulky goods development in the West End precinct of approximately 2,500 square metres which will require the consolidation of land.

6.4 BLACKJACK ROAD PRECINCT

6.4.1 Definition

The major industrial precinct is located west of the town centre. Within this precinct there are several distinct industrial clusters. These are interspersed with low density residential activity and public open space.

6.4.2 Policy Framework

a) Role

The intended future role for the industrial precinct is as a planned focus for diversified industrial activity, particularly manufacturing, engineering and distribution services. It is intended that the precinct will perform a regional role by servicing resource and industrial needs of the region.

b) Structure

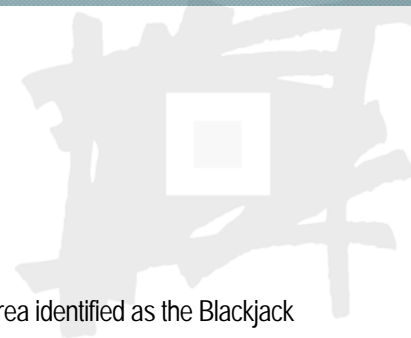
The industrial precinct comprises a series of clusters of industrial activity.

In the southern area, a range of smaller lots are located both north and south of the Kamilaroi highway, as well as Farrar Road and Lloyd Road. Immediately north of this area is a low-density residential development and land zoned 'Environment Protection' (7 (d)) is located immediately west.

Larger industrial lots are located east of Blackjack Road and north of Quia Road, as well as further west, between McDonald Road, Quia Road and the railway line.

This distribution of industrial land is fragmented; clusters of industrial activity have evolved in a series of locations and have not facilitated the development of an integrated industrial area.

A proposal to rezone approximately 145 hectares of land to Industrial (125 hectares) and Environmental Protection (19 hectares) is currently being considered by Council and is likely to proceed. This land is located south of Quia Road and east of Blackjack Road. The conversion to industrial land would result in a continuous industrial precinct, linked by Blackjack Road and Quia Road.



c) Initiatives

It is recommended that:

- an integrated and consolidated industrial precinct be developed in the area identified as the Blackjack Industrial Precinct;
- the proposal to develop an integrated and consolidated industrial precinct on the disused abattoir site be supported and it is acknowledged that this may result in an oversupply of industrial land in the Township;
- the consolidated industrial precinct should contribute to the development of a regional node for industrial activity and services, which will be achieved through:
 - an attractive and functional layout, including themed 'precincts' for activities within the precinct;
 - a range of lot sizes;
 - attractive landscaping and key gateway markers;
 - the availability of sites with main road frontage and a high level of visibility;
- the existing industrial-zoned land in Curlewis be retained, but a strategic assessment of the land could be carried out to determine:
 - the potential for the land to be required for industrial activities, given the additional mining activities occurring in the region (and specifically at the 'Watermark' mine);
 - the likely future population context of the Curlewis Township;
 - the costs involved in transforming and maintaining the land as public space.
- a DCP and S.94 contributions plan be prepared for the Blackjack Rd Industrial Precinct.

- Implementation and monitoring

The implementation process for the recommendations set out in Section 6 is provided in Table 5. This sets out the objectives for future development, the policy direction (which should be adopted by Council) and specific actions which Council should implement.

The major components of the implementation framework include the following.

- **Recognition and adoption of the vision and objectives statement** provided in this Strategy. This will ensure the intent of recommendations are clear and have formal Council support.
- **Updating the CBD DCP to more accurately reflect the current and future preferred land use patterns**, and to incorporate the sites consolidation program. This will provide a clear framework for land use planning and management of the CBD, particularly concerning the location of future major anchor tenants and car parking areas. Ultimately, this will result in the structure, function and layout of the CBD being reinforced and overall amenity and accessibility will be enhanced.
- Prepare an **Urban Design and Landscape Framework Plan**. This will ensure the high level of amenity within the CBD and surrounding areas is maintained and enhanced, and that this is undertaken in a planned manner.
- Prepare a **Residential Framework Plan**. This will ensure that the opportunities for the development of additional residential areas in proximity to the town centre are identified, and that current and future residential areas have a high level of amenity.
- Develop a **planning and management approach for the new industrial precinct**. This will ensure that the development of the new industrial precinct delivers the maximum benefit to the community and township, and that the overall planning and management of industrial areas occurs in a cohesive manner.

Table 5: Implementation Framework : Gunnedah Shire Commercial and Industrial Land Use Strategy

Objective	Action
<ul style="list-style-type: none"> • Recognise and formalise the vision and objectives for the Shire industrial and commercial development strategy for Gunnedah. • Provide a framework for industrial and commercial development within the Shire. 	<ul style="list-style-type: none"> • Council formally adopt vision statement and objectives.
<ul style="list-style-type: none"> • Ensure that vision and objectives are recognised within the community and have statutory recognition. 	<ul style="list-style-type: none"> • Integrate vision, objectives and principles into draft LEP. • Prepare brochure promoting the vision / objectives.

Table 5: Implementation Framework : Gunnedah Shire Commercial and Industrial Land Use Strategy

Objective	Action
<p>Town Centre Structure and Function.</p> <ul style="list-style-type: none"> • Consolidate and improve existing off-street car parks in the town centre and Supporting Services Precinct. • Provide a land reserve for future developments that are likely to be required in the town and appropriate locations close to the town centre. • Ensure the full and effective utilisation of the Gunnedah current and future retail-commercial potential investments. 	<ul style="list-style-type: none"> • Update Gunnedah CBD Development Control Plan which: <ul style="list-style-type: none"> ○ clarifies location of precincts; ○ identifies the recognised roles and structure of each precinct; ○ includes the Sites Consolidation Program for car parking and future developments. The Sites Consolidation Program should identify particular sites which are considered appropriate for future retail and commercial development, and should further seek to assemble. • Adopt amended DCP.
<p>West End Precinct.</p> <ul style="list-style-type: none"> • Ensure that potential for land use conflict is minimised. • Ensure that residential accommodation opportunities are provided in accessible and amenable locations. 	<ul style="list-style-type: none"> • Prepare an Urban Design and Landscape Framework Plan to include: <ul style="list-style-type: none"> ○ future development sites; ○ required car parking areas; ○ landscape themes; ○ urban design improvements areas for streets, gateways, open space areas, car parks and pedestrian access routes.
<p>Supporting Services Precinct.</p> <ul style="list-style-type: none"> • Provide clear planning framework for Supporting Services Precinct. • Ensure that traffic and transport activity does not adversely affect resident amenity or access to retail and commercial areas. 	<ul style="list-style-type: none"> • Prepare a Residential Framework Plan which: <ul style="list-style-type: none"> ○ identifies future multiple unit and special accommodation housing needs that can be accommodated in the Gunnedah central area, particularly in the SSP; ○ maintains the character of areas that are largely residential and to protect residential amenity in these areas; ○ provides an integrated landscape and traffic management program. • Prepare a Bulky Goods Framework Plan. • Adopt the Urban Design and Landscape Framework Plan and Residential Framework Plan and integrate into DCP or Draft LEP. • Prepare a S.94 Contributions Plan for the acquisition and embellishment of public car parks.

Table 5: Implementation Framework : Gunnedah Shire Commercial and Industrial Land Use Strategy

Objective	Action
<p>Blackjack Road Precinct.</p> <ul style="list-style-type: none"> • Provide an adequate supply of industrial land for the Gunnedah Township. • Contribute to the development of a regional-scale industrial precinct within Gunnedah Township. • Maximise benefits of regional mining activity to Gunnedah Shire and townships. 	<ul style="list-style-type: none"> • Restrict and discourage additional residential activity in proximity to existing industrial areas. • Undertake on-going monitoring of land use and vacancies within existing industrial clusters. This should incorporate collation and mapping of vacant and occupied industrial areas, and identification of strategies to encourage consolidation if necessary. • Support re-zoning for the consolidated industrial precinct (Northwest business park), acknowledging it may result in an oversupply of industrial land in the short to medium term. • Adopt policy which indicates the consolidated industrial precinct is the focus for industrial activity for the Township and Shire. • Develop guidelines for layout and design of the consolidated industrial precinct, including: <ul style="list-style-type: none"> ○ buffers or interface guidelines; ○ landscaping; ○ site layout; ○ lot sizes. • Explore potential to market industrial precinct to regional investors. • Prepare a DCP and S.94 Contributions Plan for the Blackjack Road Precinct.

This implementation strategy should form the basis for Council action in the short, medium and longer term regarding the management of industrial land. It is envisaged that these actions will provide a key input into the preparation of the amended Local Environmental Plan.

7 REFERENCES

Shire of Gunnedah (2006) *Development Control Plan - Central Business District*

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