



ORDINARY MEETING OF COUNCIL

ENCLOSURES

Tuesday 19 July 2016

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Debbie Boles

From: Penny Morris <pennymorris@aapt.net.au>
Sent: Sunday, 29 May 2016 10:14 PM
To: Council Mailbox
Subject: EOI for Architects to attend DAU Meetings.
Attachments: Penny Morris -Short CV June 2016.docx; cvpenny.xls

To Whom it May Concern

I am sending an email in response to the 'Kiama Municipal Council Community News' included within the Kiama Independent Newspaper dated 25th May 2016, re the above.

I am expressing my interest in serving on a panel of architects to be used rotationally by Council to provide advice on design/character issues in relation to medium density developments proposed in the Kiama Municipality.

I am attaching a short and longer version CV of my career and credentials.

I am an architect: I graduated with honours from Melbourne University-a long time ago!!

I am a Fellow of the Royal Australian Institute of Architect.

I have been a member of the Institute for eons of years.

While I have not been a practising architect per se for a long time I have spent virtually all my life-and still do, working within property and construction.

I have held many senior roles associated with shaping and developing urban and suburban communities.

I currently still serve in this capacity in both Hobart & Auckland.

My CV's attached elaborate on this.

In 2002 I was extremely honoured to be appointed a Member of the Order of Australia for services to the property and constructions industries.

I would be very happy to contribute to fostering better urban and design outcomes within the Kiama municipality. The Kiama Municipality can potentially become well known for its wonderful urban outcomes - given the right insights and framework.

It is pleasing to see that Council has taken this small but important first step-by proposing a panel of architects to help oversee its design/character outcomes.

Submitted for your consideration.

Sincerely

Penny Morris AM FRAIA FAICD
Managing Director
PT Business Services Pty Ltd.
+ 61 2 4236 0706 +61 410 057 276

Penny Morris AM FRAIA FAICD

BArch Hons MEnv Science Dip CD.

Property and Construction and Corporate Governance has been and still is the major focus and interest of Penny Morris's long and distinguished career.

After graduating with Honours Architecture from Melbourne University and having won a coveted Cadetship with the Commonwealth Government's Department of Works, Penny spent 16 years with the Commonwealth-in Melbourne and then Canberra.

When she left Commonwealth in 1987 she was Director of Commonwealth Property with Department of Administrative Services responsible for the acquisition, development, redevelopment, management and disposal of the Commonwealth's vast Australian and Overseas Estates including a staff of some 750 persons located around Australia and Overseas.

Penny then spent 6 years with Lend Lease in Sydney, firstly as CEO of Lend Lease Commercial and then Group Executive Property Services.

As CEO she was responsible to the Board for the overall management, operations and strategic direction of Lend Lease Commercial including a major restructure of the company over 1989-1991. Her responsibilities as Group Executive included directing and co-ordinating the business development activities of all Lend Lease property companies around Australia with the Commonwealth Government covering property development, construction and reconstruction, asset and facilities management and major capital works programs and equipment programs.

Since 1994 Penny has been a professional company director and property/business consultant. She has served as a Non-Executive Director on **over 30 boards** of public listed, government and private sector organisations including:

- many in the property and construction industries-NSW Property Services Group, Mirvac Limited, City West Development Corporation, Sydney Harbour Foreshore Authority, Indigenous Land Corporation, Landcom, Principal Real Estate Investors Australia Ltd, Resitech Advisory Board, Australian Technology Park Precinct Authority, Chairman of Postcorp Developments Pty Ltd-Australia Post's development company, and Chairman for 8 years of the Redevelopment of 'Victoria Park'-the former 25ha Naval Stores site at Zetland south Sydney,
- as well as on other boards across a diverse range of companies and industries: Jupiters Limited, Aristocrat Limited, Australia Post, Country Road Limited, Howard Smith Limited, Colonial State Bank, Clarius Limited, Energy Australia, Ausmaq Limited & NSW Institute of Teachers.

On all the Boards Penny has served, she has also been the Chair or Member of various Board Committees, most commonly Audit & Risk, Remuneration, and Nomination.

Penny is presently on the Boards of Macquarie Point Development Corporation Hobart, Bowel Cancer Australia and the Bowel Cancer Foundation as well as several private company boards. She also: Chairs the Large Scale Project Evaluation Panel for Macquarie Point Development Corporation and Chairs the Project Steering Group for the Tamaki Redevelopment Company in Auckland.

Penny has undertaken a number of property/property related consultancies for different organisations: Department of Defence, Country Road Limited, Sydney Ports Corporation, Landcom, and ASIC.

Penny is also currently designing and project managing/subcontracting some small developments in inner Sydney south.

In June 2002 Penny was appointed a Member of the Order of Australia 'for service to the property and construction industries through a range of government organisations, industry associations and major corporations.'

ARCHITECTURE URBAN DESIGN INTERIORS RESEARCH + PLANNING



BHI ARCHITECTS

01.06.2016

Kiama Municipal Council
PO Box 75,
Kiama NSW 2533

Dear Debbie Boles,

Re: Expression of Interest – Architects Panel for Medium Density Developments.

I am interested in becoming a member of the Architects Panel, providing advice for Medium Density Developments in the Kiama Municipality. I feel it is important to have such a committee to offer guidance to achieve better medium density development. Such a panel will improve and maintain the character of the Kiama Municipality. I confirm that I am available to rotationally attend the Development Assessment Unit meetings held on Wednesday afternoons on an ongoing basis.

Having read through the report from Council's April 2016 meeting minutes and being an active member of the LEP review committee I understand the general scope of the role. Recognising that I will be working with a multi-disciplinary assessment group to provide advice on Medium Density Developments of 3 or more units prior to the development application submission, I will identify issues, with particular reference to the design and character of the development and to the current Development Control plan, Local Environmental Plan and SEPP 65 Design Quality of Residential Apartments.

I look forward to working with Kiama Municipal Council and the developer/applicant in order to generate better design outcomes.

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 Green Building Council of Australia
Sustainable Energy
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Mark Hitchcock Nominated Architect
Reg No. 4763
bhi.architects Pty Limited
ABN 61 154 194 064



BHI ARCHITECTS

I have been a practising Architect in Kiama for 25+ years and outline the following points.

- I currently operate a successful business, BHI Architects in Kiama
- Having lived in the Kiama area for 30+ years I understand the local character and context and appreciate the desired future character.
- For a ten year period I was a member of the Kiama Council Design Review panel.
- I am more recently a member of the Kiama Local Environmental Plan Review Committee.
- As an architect/ urban designer I have a thorough understanding of the Kiama Municipal Council Development Control Plan, Local Environmental Plan, SEPP 65 Design Quality of Residential Apartments and understand the associated technical issues and interpretations that arise.
- In the course of my career I have attended many Development Advisory Unit Meetings (DAU) as an applicant and understand the process.
- My broad range of experience in medium density developments includes townhouses, shop top housing, tower apartments and hybrid developments.
- I have increasing experience with affordable housing and understand the demand for apartment living and mix use developments. With the focus on providing a variety of housing types and facilities to meet the residence needs.
- I have extensive experience working with heritage buildings and precincts and understand the importance in maintaining Kiama's cultural heritage. Protection and conservation is essential in retaining the value of such buildings and their historic setting which contributes to the quality of Kiama.
- Proven experience also resides within sustainable medium density development in relation to the environment and social impacts with the need for economic viability.

It is my belief that the characteristics of Kiama need to be protected and that future medium density development should be reviewed and guided.

Please find attached my CV for your information.

Yours Faithfully,

Mark Hitchcock | Director
BHI ARCHITECTS
Mark Hitchcock | Registered Architect NSW 476

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MARK HITCHCOCK

ARCHITECT/DIRECTOR

Bachelor of Science (Architecture)
Bachelor of Architecture (Hons)

INTRODUCTION

GENERAL BIO

Mark is the director of BHI Architects, overseeing and managing projects in the Sydney, Wollongong, Kiama and Shanghai offices. He has an extensive portfolio of projects both locally and internationally, with 33 years as a practicing Architect.

Mark is also BHI Architects' Urban Design team leader. Mark's involvement in projects spans the macro to micro scales, from design and implementation of city precinct plans to single dwelling residential projects.

Mark specialises in urban design, sustainability and heritage buildings having been involved in a wide range of projects including: industrial, commercial, institutional, government, tourist aged care, medium density and single residential projects.

RECENT AWARDS

Jade Emperor Temple – Xuecheng, finalist in the International WAN Civic Awards

Jinshui Wan Housing, Xuecheng – shortlisted for the International WAN Residential Awards

WAN Awards 2012 - Urban Regeneration, Winner Highly Commended, Changxing Green Urban Community, Changxing, China

China Human Habitat Model - 2009 - National Architecture Institute of China - Best Concept Design for 3 Sustainable Designs

Xi Gong Mountain Cultural Precinct - Xuecheng, PRC

Healey Residence 2008 - Winner Alterations & Additions - RAIA Country Division Award

Painter Residence 2007 - High Commended - RAIA Country Division Award

Burge Residence 2006 Commendation NSW RAIA Country Division

Burge Residence 2006 Shoalhaven Building Design Award Alterations & Additions

NSW Board of Architects - Client Service Award - Finalist 2006

AFFILIATIONS

Australian Institute of Architects

Board of Architects NSW - Registered Architect 4763

Board of Architects QLD - Registered Architect 3869

Planning Institute of Australia - Associate

National Trust of Australia - OM Individual Member

Heritage Branch - Registered Heritage Consultant

Architecture and Urban Design Review Panel - Kiama Council

Green Building Council of Australia - GSAP WAN

MINUTES OF THE SOUTH PRECINCT MEETING

held on Thursday 16 June 2016 at Gerringong Town Hall

Meeting Opened at 7.30pm

Attendance: 18 present with Darrell Clingan in the Chair.

Apologies: Graham Fairbairn, Robyn Fairbairn, Sue Champion, Joel Sleeman, Pat Dunn

Minutes of Previous Meeting

Moved that minutes of meeting of 19 May 2016 be accepted –

Hedi Stein/ Rob .. ? **Carried**

Business Arising From Minutes

1. Jupiter and Morrow Sts – light pole and fencing have been relocated to comply with council requirements
2. Naming of Arthur Campbell reserve on cnr Fern and Willawa Sts has been approved. Ceremony to be held on/around 8 August to proclaim.
3. 242 Fern St Inghams proposed dvpt application update – new plans are to be submitted.

Correspondence nil

Council Papers - Development Applications

1. 141a/141b Belinda St: mixed use dvpt including 2 shops, 7apartments, basement parking and associated strata dvpt. Concerns expressed about parking and general congestion; to be referred to traffic committee.
2. 17 Noble St – modifications to mixed use development. It was noted that not enough information in notification papers.

Traffic Committee

1. Intersection Rowllins Rd/Belinda St “give way” to be replaced with “stop” sign.
2. Stafford St Gerroa - no parking zone near public walkway (no’s 142-144)

Neighbourhood Watch

Bill Pople reported attendance of new police officer Snr Const Jane Keating, crime prevention officer. Very little crime reported - mostly petty.

General Business

1. Disabled toilet sign on town hall points in wrong direction; needs to be altered.
2. Omega Bridge blockage – Director Engineering and Works will look into this.
3. Notice of DA’s – still some concern over needing more time to consider and make submissions. Meeting with council staff and Brian next month re. making all DA documentation (plans, reports, determinations etc) readily available online.
4. **Moved** – That a donation of \$100 be made to planning alerts
Rick Phillips/Irene Clingan **carried**
5. Update on Cook Park and fitness training – council are reviewing all personal trainers’ use of public areas.
6. Cemetery – new area used as thoroughfare – council to investigate.
7. Tabling of letter from garden club – the club has offered to assist in the care and maintenance of various public area gardens including Fern St, Anglican Church, outside butchers shop, opposite town hall toilets etc. This was welcomed.

Address: Mr Gino Belsito, new Director of Engineering and Works, KMC was introduced and gave brief background on his experience and interest in listening to precinct’s ideas and concerns.

Address: Cr Brian Petschler gave brief address and thanked members of SP for their support in anti-merger campaign . Also gave notice of Council elections in September 2016. S Brazier enquired of funds for Seven Mile Beach landcare in Council budget 2016-17.

The Chairperson thanked Mr Belsito and Cr Petschler Brian for their attendance and contribution.

Meeting closed at 9.10 pm

Next Meeting: Thursday 21 July 2016 at Gerringong Town Hall, 7.30pm

Darrell Clingan Chairperson.....

Graham Fairbairn Secretary

**MINUTES of the SOUTH PRECINCT
Annual General Meeting
held on Thursday 16 June 2016 at Gerringong Town Hall**

Meeting Opened at 7.30 pm

Attendance : 18 present with Darrell Clingan in the Chair.

The Chairperson welcomed the Mayor, Cr Brian Petschler, and Mr Gino Belsito, Director of Engineering and Works KMC, to the meeting.

Apologies : Graham Fairbairn, Robyn Fairbairn, Sue Champion, Joel Sleeman, Pat Dunn

Chairman's Report. Darrell Clingan read and tabled report.

Secretary's Report. Graham Fairbairn's report tabled and read.

Financial Statement Trevor Cuthbertson's report tabled and read.

Moved that the reports be accepted – Bill Pople/ Hedi Stein **carried**

Election of Officers

Cr Petschler took the chair and declared all positions vacant.

1. Chairperson

Darrel Clingan, Stephen Brazier and Rick Phillips were all nominated for the position of Chairperson but all declined. Election was therefore suspended; Darrel Clingan proposed a shared chairmanship by executive team of Stephen Brazier, Rick Phillips and Darrel Clingan.

Moved that this proposal be acceptable, pending Council approval –
Darrel Clingan/Geoffey Lindsay **carried**

Executive team

Darrel Clingan nominated by Stephen Brazier
Rick Phillips nominated by Albert Stein
Stephen Brazier nominated by Irene Clingan

2. Secretary.

Linda Brazier nominated by Stephen Brazier

3. Assistant Secretary

Graham Fairbairn nominated by Darrel Clingan

4. Treasurer

Trevor Cuthbertson nominated Darrel Clingan

All were declared elected unopposed.

The Mayor congratulated the above officers on their election.

Moved - that the signatories on the Precinct account be authorised as any two of the executive team, secretary, assist secretary and treasurer.

Stephen Brazier/ Hedi Stein carried

**Minutes of the Kiama Municipal Council Economic Development Committee meeting held
on 19 April 2016 at The Pavilion Kiama**

- 1 Present:** Councillor Neil Reilly, Councillor Kathy Rice, Steve Thomas, Michael Hatfield, Geoff Pratt, Roy Schmidt, Tass Schmidt Sandy Rendel
Attending: Kerry McMurray, Megan Hutchison,
Apologies: Patrick Mahedy, Councillor Gavin McClure, Andrew Waugh, Councillor Mark Honey,

Acceptance of Minutes 22 March 2016

Minutes moved: Geoff Pratt
Seconded: Michael Hatfield

2. Business Arising

2.1 Remplan presentation

The Committee were reminded that a Remplan presentation was being held on 21 April from 10-11am and that they were all welcome to attend.

2.2 Farm Building Revitalisation program

Following Councillor Honey's suggestions at the March meeting to investigate best case practices in farm diversification and revitalisation of old farm buildings for accommodation, there was agreement from the committee to look at holding a seminar to showcase the possibilities and demonstrate the potential for diversification and ways to add value to existing agribusinesses.

Action: Megan Hutchison and Tass Schmidt to meet to progress this concept.

3 Brand Ambassadors

Geoff Pratt gave a brief outline of a project proposal (a copy has been attached to the minutes) to develop targeted relationships with influential people who live in or have close links to the Kiama Municipality to act as brand ambassadors.

Acting as a Kiama ambassador could happen in whatever way worked best for that person. Just being aware is often all that someone needs to do the role. Knowing that you are giving back to an area you are proud of would be its own reward. Keeping in touch could be done in whatever way worked best. There would need to be someone from Kiama who had overall management, but the local liaison could come from whichever organisation was most appropriate.

The benefits to Kiama would be:

- Free, credible advertising for Kiama events, Kiama opportunities, Kiama benefits to businesses.
- Better patronage at Kiama events, leading to higher economic activity.
- Inspire locals and others with positive messages about engaging in the Kiama economy.
- A higher profile for the Kiama Municipality

Action: It was agreed to pursue this project and to arrange a meeting with Council's Strategic Marketing and Tourism Manager Carole Johnston to progress the concept.

4. Vivid Kiama

Geoff Pratt again gave a brief overview of "Vivid Kiama" proposal (a copy has been attached to these minutes) and outlined the concept highlighting some factors that would contribute to the success of this event in Kiama:-

- The Vivid concept is proven, popular, well known and draws return visit
- Kiama has the features that make Vivid Sydney successful - a harbour, harbour-side promenade, good visitor access, historic buildings, adjacent food outlets and restaurants
- Kiama has transferrable experience in event management – e.g. Jazz, Fireworks
- Kiama has venues that can cater to talks, shows, music near the town centre
- Kiama successfully illuminated the lighthouse
- A Vivid-like event can go for a longer period and this amortises the costs and effort and has growth potential
- It would be held during winter off peak months

The Committee were very keen to investigate this idea and seek more information especially from a cost and funding perspective.

Action: Megan Hutchison and Carole Johnston to investigate the feasibility of this project and contact Destination NSW for their input.

5. LEP Review Panel Update

Our representative on the LEP review panel Patrick Mahedy was an apology to our meeting, but submitted a report on the progress of the review. A copy of the latest report has been attached to these minutes.

He again expressed concern that progress of the panel has been slow and that to date there have been no amendments made to the current LEP.

It was agreed to postpone further discussion in the LEP Review panel until the next meeting when Patrick would be present.

6. Kiama Harbour Master Plan Update

Following on from discussions with the Director of Engineering, Gino Belsito it was agreed to invite Gino to the next meeting to discuss progression of the Master Plan.

Action: Invite The Director of Engineering to the next meeting to provide the Committee with an update on the Master Plan and to discuss ways in which the Committee could be more proactive in achieving some of the outcomes.

7 **General Business and New Ideas**

Industrial Land and Business attraction

There was concern at the lack of available industrial and business spaces in the municipality with occupancy rates for retail, office spaces and commercial and industrial at almost 100%.

There was much discussion about why we would be undertaking programs to attract businesses when there was nowhere for them to go. The Bombo Quarry has been earmarked in many regional plans as our major potential employment lands for the Kiama LGA, and it was suggested that a tour of the quarry be organised so that The Committee can get an idea of the magnitude of the space. An update of the current time frame for the quarry was also requested, including the possibility that the NSW Government could reconvene the Project Control Group, which was a collaboration of all landholders and appropriate government agencies to progress and accelerate the development. It was also suggested that we could enlist the assistance of our local member Gareth Ward to assist in these discussions if we haven't already done so.

Action: Request an update from the Director of Environmental Services and investigate the possibility of reinstating the Project Control Group.

Tourism – The government review into the Regional Tourism organisations has still not been released, but it was expected imminently.

Kiama and District Business Chamber – The barista graduation ceremony has just been held with many local youth now fully trained as barista's. The Chamber has requested that any local businesses that may be interested in hiring or providing employment to contact the Chamber.

Rural – The Deep Winter Conference is being held in Gerringong from 29-31 July. This event will see in excess of 200 farmers and food system workers gather to discuss ideas and swap knowledge on a variety of topics. This event will provide an opportunity to network as well as discuss strategies for improving ways of farming, supply lines, processing and retailing products to enable right livelihoods and better food systems. Council are supporting this event as sponsors.

Meeting closed 7.30.

Next meeting is 5.30pm on 5 July 2016 downstairs at The Pavilion Kiama.

Celebrating Kiama with brand ambassadors

Those who experience life in the Kiama Municipality ('Kiama') know it as a special place. It's a place to be proud of and celebrated. Many influential people have links to Kiama. They may live locally or elsewhere. This idea proposes to develop targeted relationships with those people who are able and willing to freely use their position positively for Kiama, wherever they may be.

Acting as a Kiama ambassador could happen in whatever way worked best for that person. Just being aware is often all that someone needs to do the role. Knowing that you are giving back to an area you are proud of would be its own reward. Keeping in touch could be done in whatever way worked best. There would need to be someone from Kiama who had overall management, but the local liaison could come from whichever organisation was most appropriate. A trial with links to, say, 4 people could run for 6 months and then be reviewed.

Some examples:

1. Terry Robson, Editor, Well-Being Magazine, based in Kiama. Has a short chat with James Valentine (ABC 702), usually each Tuesday at 1.30 pm. Usually James asks what's happening in Kiama, and Terry comes up with something. Eg, on 15th March it was the Sydney Anti-merger Rally, the Blowhole Buskers and We Shall Not Be Merged. This went out across Sydney and Newcastle, for free.

What if someone Terry was willing for Kiama Tourism to call him each Tuesday morning to fill him on upcoming events. What if he had mentioned the KISS Arts festival?

2. Sally Fitzgibbons, 24 y.o. Gerroa local. Professional surfer, entrepreneur and experienced brand ambassador. Travels the world surfing and has her own social media business. What if someone from the Business Chamber talked with Sally about the benefits of basing a sport business in Kiama and could she spread the word?

Terry and Sally each have huge yet very different demographic audiences and could be excellent brand ambassadors for Kiama. Others could come from the rural sector, media and publishing, entertainment, entrepreneurial small businesses and sport. Ideally, they would be respected, connected and influential and willing to act as honorary ambassadors.

This initiative would need someone to be overall co-ordinator along with others providing the relevant liaison - tourism, business, sport, events etc. A first step would be to gauge interest from Kiama Tourism, Business Chamber and other groups. Develop a list of potential ambassadors and consider the benefits for Kiama, eg. Local affinity, sphere of influence, audience size and demographics, willingness, credibility. The contact these people and build an explicit relationship in an appropriate way if it seems workable. The ongoing commitment from Kiama would be to provide the ambassador with useful and timely information about Kiama, eg events, business opportunities, Kiama noteworthy news.

The benefits to Kiama would be:

- Free, credible advertising for Kiama events, Kiama opportunities, Kiama benefits to businesses.
- Better patronage at Kiama events, leading to higher economic activity.
- Inspire locals and others with positive messages about engaging in the Kiama economy.
- A higher profile for the Kiama Municipality

Management: This idea can start immediately with minimal organisational costs. Once established the scheme should not be onerous to manage. Oversight by the EDC would consist of an initial review after a 6 month trial to gauge its value, then annual effectiveness reviews.

From: Geoff Pratt
Date: 7th April 2016
Title: 'Vivid' Kiama

Brief Description:

Kiama Economic Development Strategy, Dec 2014, p14, states:
Investigate the development of off-season events to increase tourism expenditure all year round.
This blue sky proposal asks: could a 'Vivid-like' event be a future drawcard for Kiama?

Vivid Sydney, now in its eighth year, is Australia's major winter event and the largest of its kind in the world. Now for 23 days, it has light shows, talks and music. Most activities are free. The Light Walk on the Harbour foreshore draws huge crowds. Vivid 2015 was a ~\$50 m economic boost.

Some factors:

- The Vivid concept is proven, popular, well known and draws return visits.
- Kiama has the features that make Vivid Sydney successful - a harbour, harbour-side promenade, good visitor access, historic buildings, adjacent food outlets and restaurants.
- Kiama has transferrable experience in event management – e.g. Jazz, Fireworks, talks.
- Kiama has venues that can cater to talks, shows, music near the town centre.
- Kiama successfully illuminated the Lighthouse.
- A Vivid-like event can go for longer than e.g. the 'Christmas in July' suggested in the Economic Development Strategy. This amortises the costs and effort and has growth potential.

Kiama's 'Light Walk' could include the Council Chambers, go around the showground to the Anglican Church, up to the Blowhole, around the Harbour back to the Post Office, Court House, Presbyterian Church and old Primary School. Market / food stalls by Black Beach. Music in Hindmarsh Park.

Should resources be put into investigating a Vivid-like event for Kiama? As such it partly addresses 'Tourism' in the Kiama Economic Development Strategy, 2014.
If considered possible I suggest that it be discussed with Carole Johnston, Strategic Tourism & Marketing Manager, with a view to working up a feasibility study.

Benefits to the Community:

This pitch is to initially investigate the idea. There is an identified need to boost winter-time economic activity for Kiama and if this is feasible it could be one way of doing that. In 8 years Vivid Sydney has had massive growth and a similar Vivid Kiama could do the same.

How it fits within Council priorities:

3. A DIVERSE AND THRIVING ECONOMY

Addressee a perceived economic need for Kiama

4. RESPONSIBLE CIVIC LEADERSHIP THAT IS TRANSPARENT, INNOVATIVE AND ACCESSIBLE

This is innovative and responsible

Costing if known: Not yet known. Carole Johnston could advise about the investment needed for a feasibility study for a Vivid-like event for Kiama.

Suggested Timeframe: Feasibility study 4 months. Pilot event July 2017?

Any other detail: Vivid Sydney 27th May to 18th June. Visit to experience the potential.



General Manager
Kiama Council
P.O. Box 75, Kiama, NSW
Date: 4th April 2016



Attention: Councillor Dennis Seage
Chair: KMC LEP Review Committee

Dear Councillor & committee members,

Ref: Kiama Council LEP Review
Topic: PRM recommended Amendments to KDCP- Chapter 5 Medium Density Development

I refer to PRM's recommended Chapter 5 amendments in our submission dated 22nd July 2015, which I consider remain unchanged today.

Further to the submission by BHI Architects, which in general PRM support, we make the following specific comments to assist resolution and

1. Define number of storeys as priority not overall building Height.

1.i) *Sepp65-Apartment Design Guide* (ADG) in part 2C – *Building height*; gives guidance to this issue by stating:

'Initial height controls should be further defined by decision about daylight and solar access, roof design...etc

ADG Objectives state: *'Building height controls promote articulated roof design and roof top communal open spaces, where appropriate.*(ADG p32)

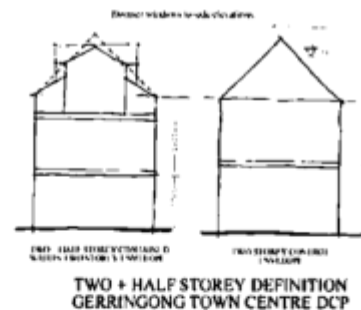
1.ii) *BHI's building height cross sections* show clearly how roof forms affect overall height, as PRM's submission showed and why establishing '**desired future character**' is important to have in the amended DCP.

However, PRM note the following details should not be included in the DCP

- Construction zone of only 300mm. The adjoining figure is taken from the Gerringong DCP. This caused considerable design difficulties over the life of the DCP, as it foreshadowed residential units of 6 Metre design grids, 300mm ceiling to floor heights and ceiling heights which are now outdate to SEPP 65.

None of the buildings designed in Noble Street have applied these conditions for a range of reasons:

- (a) A 9 meter width unit layout has many design advantages, which subsequently affects the roof forms and overall building height. ADG promotes a range of unit layouts at 9 metre grids to enable living and bedroom adjoining, especially when north facing.



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Mail: 29 The Wool Road, Vincentia, 2540 Email: patrick@prmarchitects.com.au A.C.N 136 888 581

Director: Patrick Mahedy, Architect, Bachelor of Architecture UNSW, Town Planner, Master of Town Planning UTS
Patrick Mahedy, Architects Registration Board No. 4770 is the Nominated Architect for PRM Architects + Town Planners P/L.

"Creative architecture + sustainable communities by design excellence"

Item 14.5

Enclosure 1



PRM submission to KMC LEP Review Committee Page: 2 4th April 2016

(b) A construction zone of 600mm between floor is essential to allow services such as ducted air-conditioning, suspended ceiling and core construction beams and slabs of up to 400mm total depth do not project into the living heights below.

- 1.iii) *Sepp65-Apartment Design Guide* (ADG) in Part 40 – *Ceiling heights*, purposefully only shows recommended minimum finished floor to finished ceiling heights only. It does not determine the construction zone thickness between floors.

It is important not to impose inflexibility into the amended DCP, which promote only one type of unit layout or one type only construction solution.

2. **LEP part 5.6 Architectural Roof Features.**

Sepp65-Apartment Design Guide (ADG) in Part 4N – *Roof design*: makes the following important contributions to this issue:

‘The roof is an important element in the overall composition and design of a building.

Quality roof design provides a positive addition to the character of an area and can form an important part of the skyline..

also:

The standard instrument (Local Environment Plans) Order 2006 allows for architectural roof features that can exceed the maximum building height.

This is an important tool for achieving high quality roof design and articulation’.(ADG p112)

3. **Provision of Lifts:**

- 3.i) PRM do not support height or storey policies which determine when and where lifts should be installed in a building, for the following reasons:

i.a) Lifts are expensive to purchase and operate annually thus reducing the ‘affordability’ of buildings, especially medium density housing.

i.b) By requiring all units above ‘x’ number of stories to install lifts, removes the economic opportunity of designing lower cost options and including ‘loft style’ affordable housing units which may not be served by a lift. This is the European Urban Village model

- 3.ii) The **objective** is to ensure Medium Density and Unit developers provide for an aging population. PRM support instead a percentage of all Medium Density units be designed to be disability accessible. Say 1 in 4 or 25%?

This empowers the developer and designer to take best use of site specific characteristics, which may be natural level changes or simply having all these units on the ground floor as a much more ‘affordable’ design option, or clustering these units together within the overall project.

I trust these comments are helpful

Yours Faithfully,

Patrick Mahedy,PIA, CPP

Architect + Town Planner

PRM Architects + Town Planners P/L

NSW Architects Registration Board No. 4770

Certified Practising Town Planner No. 5463RUE

PRM Architecture Town Planning+Construction

“Creative architecture and sustainable urban environment by design Excellence”

Methamphetamine & our Community



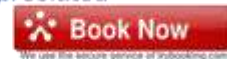
You may know these as Ice, Crystal, Meth, Speed or Base.

If you Care for, Support or Work with people who use methamphetamine- then this **FREE** workshop is for YOU!
Morning, Lunch & Afternoon Tea will be provided.

Though a \$5 Donation towards catering for your lunch is appreciated

Kiama- Thursday 14th July

10:00am-4:00pm; Kiama Pavillion, 2 Bong Bong St, Kiama



<https://trybooking.com/LUHM>

Shoalhaven- Friday 15th July

10:00am-4:00pm; Dunn Lewis Centre, 141 St Vincents St, Ulladulla



<https://trybooking.com/LUHF>

The workshop will assist families, community and workers to:

- ✓ Understand methamphetamine use, the associated mental health issues and using culture.
- ✓ Provide strategies on how to assist people, their families and friends, impacted by methamphetamine.
- ✓ Identify key features of a services that are welcoming and helpful to people who need support.
- ✓ Examine how communities can work in better partnership to provide support and help for methamphetamine users and their families.



Facilitated by Dr Suzie Hudson

Suzie is a Social Worker and has over 17 years' experience in the fields of substance misuse, mental health and research. Suzie has worked in and managed residential alcohol and drug services both in Australia and overseas.

Previously the Manager of the Stimulant Treatment Program at St Vincent's Alcohol and Drug Service – Suzie has dedicated much of her time working alongside methamphetamine users and those supporting them. Stimulant use was also the subject of Suzie's PhD in Public Health and Community Medicine at UNSW.

Suzie comes with a range of experience in counselling, group work and training and with a passion for engaging in social change.

For more information (or to notify of dietary requirements) contact your Community Drug Action Team:
Shellharbour-Kiama- Sharon 42 378422 ; Ulladulla- Maria 44 540477 ; Wollongong- Di 040 718 469



Health
Illawarra Shoalhaven
Local Health District



Minutes of the Kiama Access Committee meeting held on Friday 8 July 2016 in the Council Chambers Committee Room 1 at 10am.

Present: Clr. Gavin McClure, Graham Fairbairn, Andy Farrell, Beryl Batten, Nick Guggisberg, Chris Fuller, Darren Brady, Janelle Burns.

1. **Apologies:** Mel Gorman.

2. **Minutes of previous meeting**

Correction in previous minutes:

6.3 bushes are cut to 1.15m high.

Moved: Andy Farrell **Seconded:** Graham Fairbairn **Carried**

3. **Business arising from the minutes**

3.2 *Black Beach Accessible Parking*

Nick still to follow up

3.1 *Werri Beach Holiday Park*

Chris Fuller reported that he is likely to address this matter very soon and will contact Andy Farrell.

3.3 *Greta Street Gerringong – Footpath*

Is now adopted by Council and is in the 16/17 Budget.

Clr. McClure thanked and congratulated Andy Farrell for his advocacy on this matter.

3.4 *Hutchison Street – Bus Shelter*

Clr. McClure reported that Premier Motor Services are aware of the new bus shelter and have started using it.

3.5 *Steps at Gerringong Town Hall requiring edge strips*

Graham Fairbairn reported this issue has now been addressed.

4. **Correspondence**

NIL

5. **Development Applications**

Nothing to table.

6. **General Business:**

6.1 *Development on Corner Terralong & Thompson Streets*

Andy Farrell reported that he identified an access issue with the development during construction. i.e. blocking access for pedestrians. Andy reported that he attempted to discuss the matter with the site manager, but the site manager was quite aggressive and very argumentative, and in the end Andy just left without any resolution.

Darren Brady reported that Council are aware of the issues, and have issued a number of fines and are working with the developer to address a range of non-compliance issues.

[16/52325]

This is **Page 1** of the Kiama Access Committee meeting held on 8 July 2016.

6.2 *Steps in Kiama*

Nick Guggisberg to look to host a student in the future to conduct an audit of steps in the municipality in order to identify steps that require attention to make them more accessible, and to then prioritise the order in which they should be addressed.

6.3 *Colour of Bollards in footpath areas*

The issue of bollards in footpath areas has been raised as an issue for people with low vision on several occasions as the bollards mostly blend into the footpath and present a danger for those with low vision. The committee discussed solutions and identified fixing reflective adhesive strips around the bollards near the top of each one to make them more visible for people with low vision.

6.4 *Kevin Walsh Amenities*

Darren Brady reported that the plans for renovation have now been completed including the provision of an adult change table facility. However "Changing Places" state they won't include the facility in their national list because their guidelines require a separate accessible toilet to also be available.

6.5 *Calendars for Garbage Collection*

Beryl Batten informed the committee that the calendars that are provided by council are very difficult for people with low vision to read. Beryl said that Council will receive some correspondence on the issue which includes a suggestion for a CD to be provided to help address the matter.

6.6 *Taxi drop off at the Library*

Beryl Batten asked that council give consideration for a taxi drop off point at the Library near the entrance to facilitate quick access to cover during wet weather. At present, if it is raining while being dropped at the library, the long walk up the ramp from the car park results in one getting very wet. This issue was noted by the committee.

6.7 *Submission to Transport enquiry for Regional*

Beryl Batten brought a written submission for the committee to endorse.

Action: Nick Guggisberg to make the submission online with the committee's endorsement.

6.8 *Weri Beach Footpath to the Rockpool*

Andy Farrell requested that when the footpath is replaced due to the damage from the recent storms, could council consider raising it to reduce the likelihood of it being covered by sand.

Darren Brady reported he will have a look at the issue but flagged that this solution may create a trip hazard.

Action: Darren Brady to report back to next meeting.

6.9 *CPTIGS Grants Program*

Narelle Burns reported that the grants are currently open until September 2016.

Action: Janelle Burns to share via email and committee members to forward suggestions to her.

[16/52325]

This is **Page 2** of the Kiama Access Committee meeting held on 8 July 2016.

7. Next meeting:

The next meeting of the Kiama Access Committee will be held on Friday 2 September 2016.

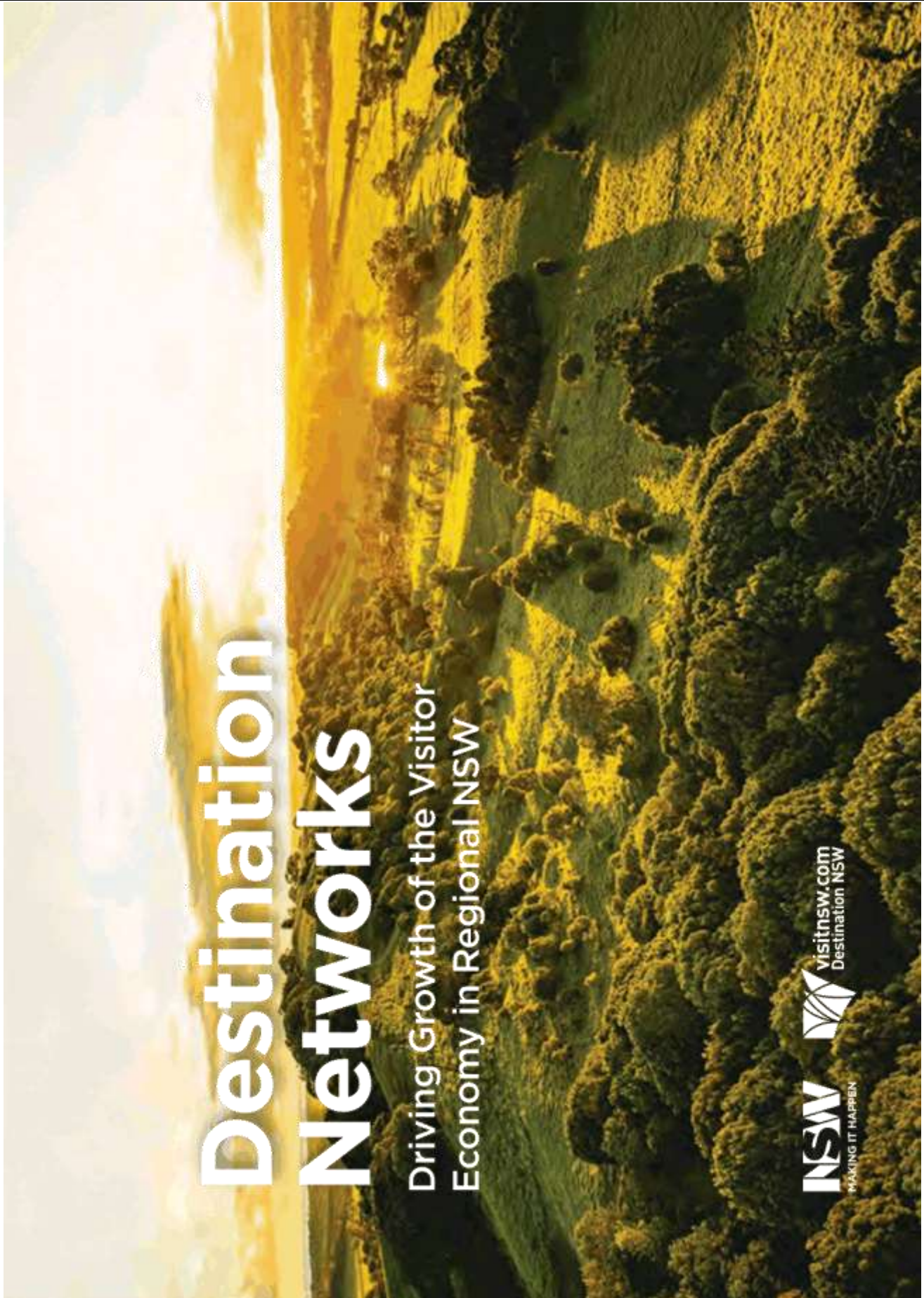
There being no further business the meeting closed at 11.30am

Item 14.9

Enclosure 1

[16/52325]

This is **Page 3** of the Kiama Access Committee meeting held on 8 July 2016.





Minister's Message

Whether you are a small or large tourism operator, a B&B or a local service-based business, your success is crucial to the success of the NSW economy. Our job as a Government is to support you to ensure you are empowered to meet your potential and get on with doing what you do so well.

I'm pleased that through our agency, Destination NSW, the reforms of regional tourism we are now implementing will ensure six new Destination Networks are established, more funding is guaranteed, governance is improved, and each of the new Networks, and the key destinations and regions they represent, can improve their effectiveness and destination management planning to attract even more visitors.

Destination NSW will also be working with each of the Destination Networks to market each region, showcasing the diverse range of destinations and experiences Regional NSW has to offer to potential visitors across NSW, Australia and to the world.

We are also strengthening our regional focus within Destination NSW to include a new Regional Tourism Division and establishing a new Regional Conferencing Unit.

NSW is by far the number one destination for visitors in and to Australia and is consistently growing. Regional tourism is crucial to that success. More economic activity in the NSW regions means more jobs in regional areas. This is my number one priority for regional tourism, ensuring your business and communities grow so we grow jobs and investment in this State.

I am proud of the progress that has been made in tourism and major events across Regional NSW, and the reforms we are now implementing with your support will ensure the foundations for future growth in our local communities.

A handwritten signature in black ink that reads "Stuart Ayres". The signature is written in a cursive, flowing style.

The Hon. Stuart Ayres MP
Minister for Trade, Tourism and Major Events

NSW Tourism at a Glance

- Number of Visitors: 32.2 million overnight visitors plus 56.6 million daytrip visitors
- Visitor Nights: 179 million nights
- Visitor Expenditure: \$25.3 billion in overnight expenditure plus \$6.1 billion in daytrip expenditure.

Highlights

- NSW has the highest share of Australian visitor spend (30%), 34% of all visitors in Australia and 31% of all visitor nights in Australia
- NSW receives 50% of all international visitors to Australia, 35% of their nights and 36% of their spend
- NSW is **Number 1** in Australia for visitors, visitor nights and visitor expenditure.



Regional NSW Status Report

Visitors: 20.9 million – Up 5.9% on last year
 Visitor Nights: 81.9 million – Up 7.2% on last year
 Expenditure: \$10.5 billion – Up 2.8% on last year

Share of NSW Tourism

Regional NSW received:
 70.5% of Domestic Overnight Visitors
 20.0% of International Overnight Visitors.

Data Source: International Visitor Survey and National Visitor Survey
 Tourism Research Australia, March 2016

Regional NSW Visitors				
	2015	% YoY*	2016	% YoY*
Visitors ('000)	19,696	+4.2%	20,863	+5.9%
Nights ('000)	76,440	+3.3%	81,921	+7.2%
Expenditure (Billions)	10.2	+4.2%	10.5	+2.8%

* Year on Year



Regional Tourism Re-energised

Regional tourism will be re-energised through innovative reforms aimed at attracting more visitors to experiences and destinations in rural and regional areas across New South Wales.

The NSW Government has a goal of doubling overnight visitor expenditure by 2020. Regional tourism is vitally important in meeting this target. The regional visitor economy currently employs 73,900 people in Regional NSW and we know that it has potential for further growth.

As a result, in 2015 the Board of Destination NSW (DNSW), the NSW Government's tourism and major events agency, was tasked with reviewing the current model of NSW Regional Tourism Organisations (RTOs).

Extensive consultation was conducted with over 93 stakeholders including local Government, the tourism division of the NSW Business Chamber Advisory Council, key tourism industry associations, the NSW Office of Local Government and the RTOs themselves.

The review recommended:

- Urgent reform of RTOs**
 - Addressing the long term operational funding issues
 - Improving governance practices

- Improving RTO effectiveness and the value for money achieved from Government funding.

- A new regional tourism model**

- Increasing the professional practices of regional tourism entities under new groupings
- Better aligning with the consumer experience and
- Introducing new structure, governance and accountability arrangements.



<ul style="list-style-type: none"> • A redesign of regional visitor economy funding <ul style="list-style-type: none"> - Increasing the allocation of funding, streamlining the criteria. • New initiatives <ul style="list-style-type: none"> - Ensuring improved effectiveness of the new regional tourism entities and the growth of regional tourism, including development of a State-wide Destination Management Plan, creation of a new dedicated DNSW Regional Division and greater focus on destination management. 	<p>The changes proposed as a result of the review are anticipated to:</p> <ul style="list-style-type: none"> • Maintain NSW's position as Australia's pre-eminent destination for regional visitors by better responding to consumer needs • Contribute to achieving the NSW Government's goal of doubling overnight visitor expenditure by the year 2020 • Ensure sound corporate governance across all regional tourism entities 	<ul style="list-style-type: none"> • Ensure the best utilisation of both Government funds and industry investment to help grow local tourism economies and jobs • Improve and streamline Government funding processes to reduce red tape • Encourage regional self-sufficiency through skills based Boards and funding to attract experienced staff 	<ul style="list-style-type: none"> • Achieve better outcomes for the attraction and return of visitors to Regional NSW. <p>These reforms will:</p> <ul style="list-style-type: none"> - Empower the regions - Identify infrastructure and investment opportunities - Cut red tape for funding applications and grow visitation - Facilitate jobs growth - Increase visitation to Regional NSW
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New Destination Networks

The boundaries of the new Destination Networks (DNs) aim to reflect the consumer's approach to experiences and visitation patterns, and encourage the development of visitor economy initiatives within NSW.

To drive the growth of the visitor economy in Regional NSW, six new and professionalised regional tourism entities will be established. The new DN's will include:

- **Destination Riverina Murray**
- **Destination Southern NSW** (including the Snowy Mountains and the Far South Coast)

- **Destination North Coast** (from the Mid-Coast to Tweed Heads including Lord Howe Island)

- **Destination Country and Outback NSW**

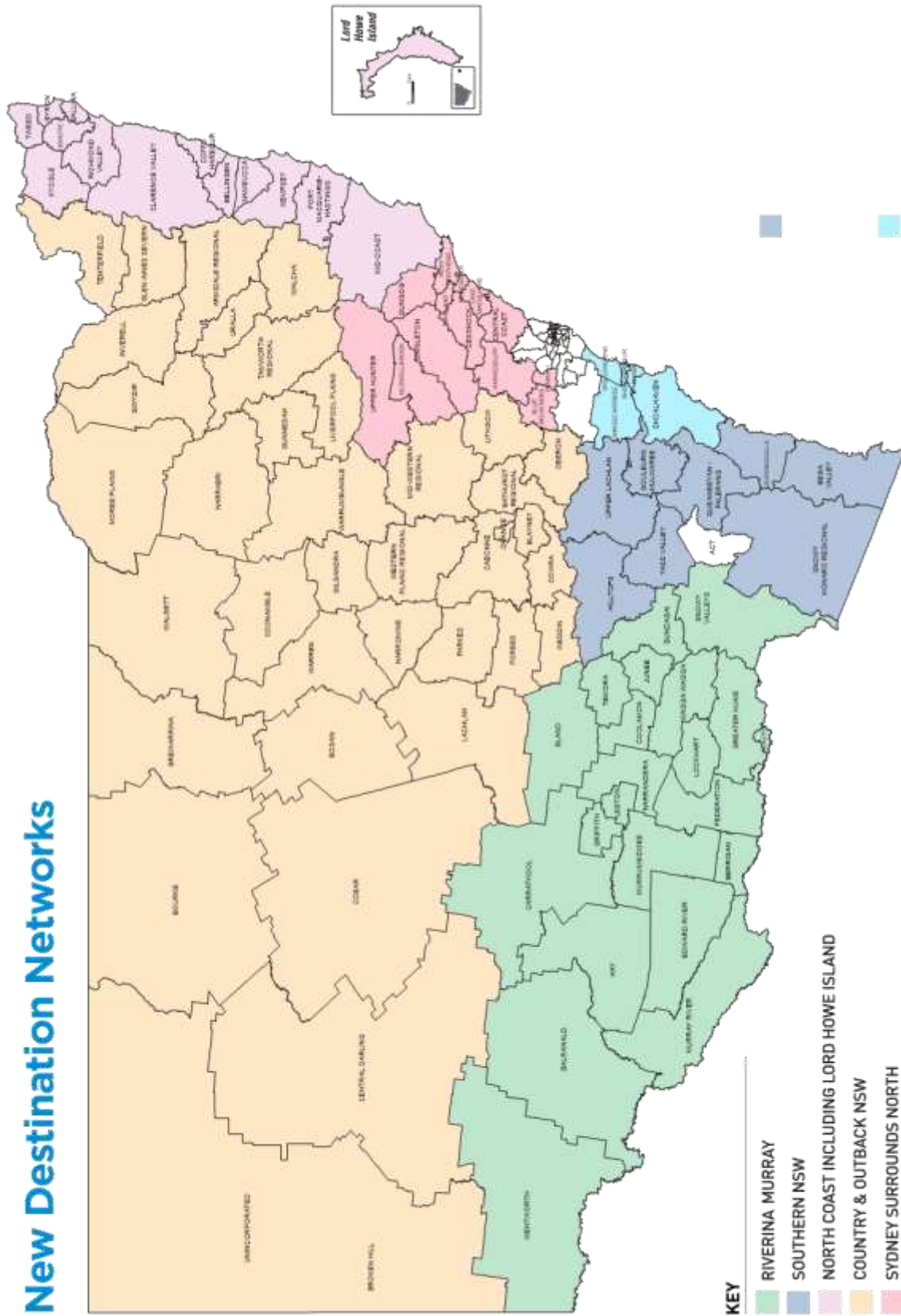
- **Destination Sydney Surrounds North** (including the Blue Mountains, Central Coast and the Hunter)

- **Destination Sydney Surrounds South** (including the Southern Highlands, Wollongong and Shoalhaven)

The DN's will replace the existing RTO (Regional Tourism Organisation) structure and be established as companies limited by guarantee.

These new entities will work with a new Regional Division within DNSW to advance the interests of growing tourism in NSW.

New Destination Networks



What Will The Destination Networks Do?

The role of the DNs will be to facilitate visitor economy growth at the local level, through representing and co-ordinating the region's tourism industry.

DNs will predominantly be destination managers. Their core responsibilities will be:

- Industry Engagement and Industry Development
- Product Development
- Training and Education
- Preliminary Review of Local RVEF (Regional Visitor Economy Fund) Applications to ensure quality/compliance with guidelines.
- Collaboration with DNSW on industry activities.

These activities will be undertaken in alignment with the region's local tourism industry, Local Tourism Organisations, Local Government, Joint Organisations and other local organisations.

Through active communication, DNs will act as a conduit for all other Government agencies, and commercial partners to engage with the regional tourism industry and vice versa.

In consultation and in collaboration with DNs, DNSW will undertake the development and implementation of domestic and international regional marketing strategy and campaigns.

- Collaboration with DNSW on industry activities.

Specifically, DNs will:

- Develop and implement the region's Destination Management Plan and Business Plan, in alignment with the NSW Destination Management Plan, and ensure alignment with local tourism and related plans
- Work with Local Government and industry on product development, including investment attraction.
- Work in collaboration with DNSW led marketing and communications activity for their 'hero' destinations, experiences, events and festivals and regional campaigns
- Work closely with the appointed DNSW Zone Manager

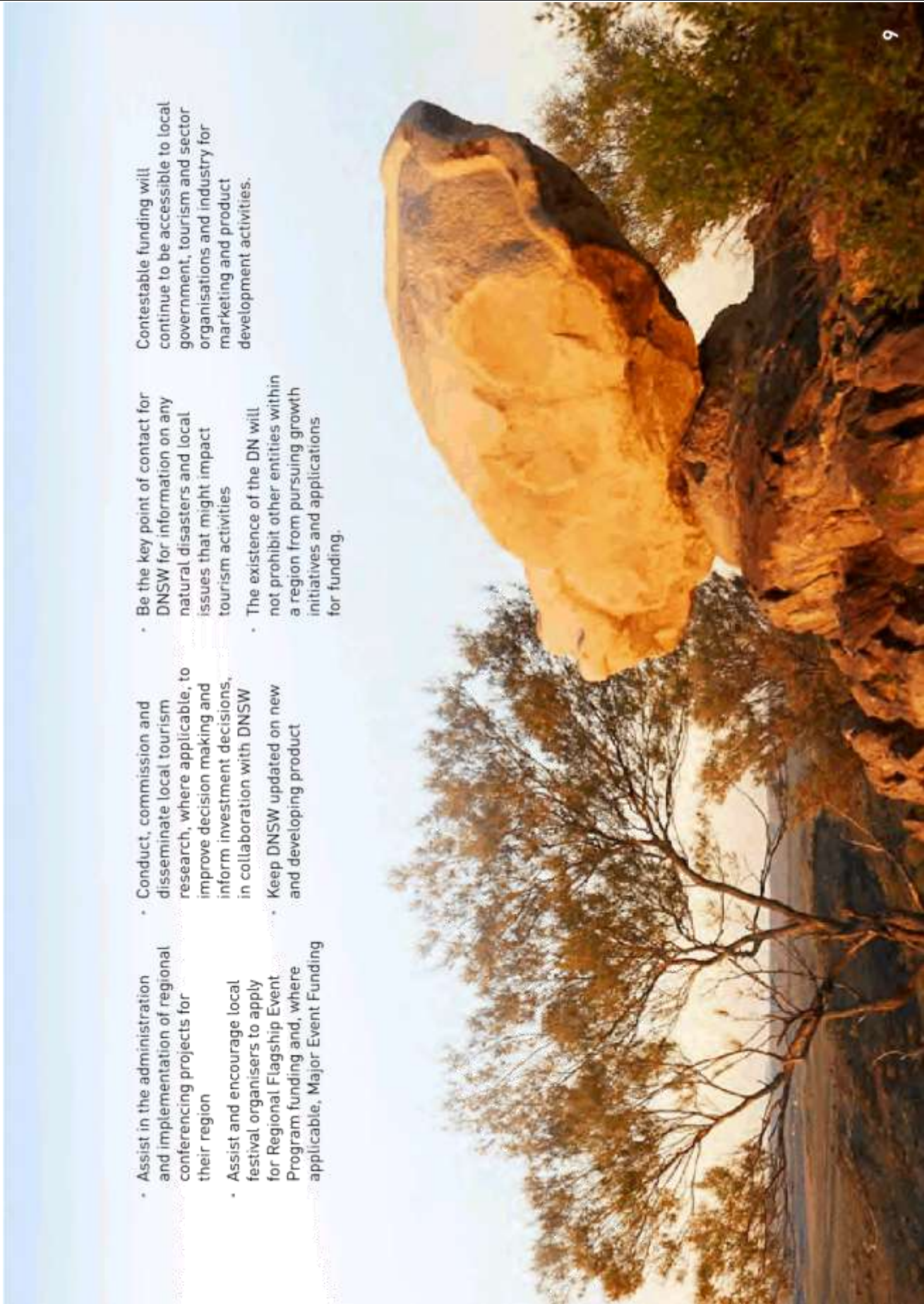
- Explore Industry Development initiatives (i.e. identify opportunities for growth) e.g. Conferencing, Field Study Tours, local industry education and training needs especially for small to medium sized tourism operators

- Oversee and/or prepare the DN's RVEF applications and provision of required KPI deliverables.

- Assist local industry to prepare RVEF applications and undertake initial assessments of the region's RVEF Contestable Fund applications, in collaboration with DNSW.



- Assist in the administration and implementation of regional conferencing projects for their region
- Assist and encourage local festival organisers to apply for Regional Flagship Event Program funding and, where applicable, Major Event Funding
- Conduct, commission and disseminate local tourism research, where applicable, to improve decision making and inform investment decisions, in collaboration with DNSW
- Keep DNSW updated on new and developing product
- Be the key point of contact for DNSW for information on any natural disasters and local issues that might impact tourism activities
- The existence of the DN will not prohibit other entities within a region from pursuing growth initiatives and applications for funding.
- Contestable funding will continue to be accessible to local government, tourism and sector organisations and industry for marketing and product development activities.



Roles and Responsibilities

Destination NSW

- Renewing its focus on regional tourism with a new dedicated division
- Co-ordinating marketing campaigns in the regions with the DNs
- Providing operational funding to DNs and contestable funding to industry, LTOs and Councils and managing the Regional Flagship Events Program funding

Destination Networks

- Working as destination managers, not just destination marketers
- Developing visitor experiences and tourism product, promoting destinations and industry professional development
- Providing support, information, and coordinating services to industry, local tourism organisations and Councils
- Acting as a local conduit for DNSW to ensure information flows between the regions and DNSW, and ensuring campaigns are reflective of local tourism offering
- Reviewing RVEF applications and assisting operators in applying
- Updating and administering Destination Management Plans (DMPs)

Industry, Local Tourism Organisations and Councils

- Utilising the Destination Network as a source of information, support and as a coordinating force for the region
- Collaborating on product development, smaller scale marketing and promotional campaigns, seeking support through the RVEF (Regional Visitor Economy Fund)
- Running regional events, where applicable, supported by the expanded Regional Flagship Event Program
- Developing tourism infrastructure supported by Government regional infrastructure funding

Other Changes...

To facilitate growth and improve engagement between Regional NSW, the DNs and DNSW, **a new Regional Division will be created within DNSW**. This will be the point of contact for DNs and will be led by a new head of regional tourism. It will be responsible for developing the State-wide Destination Management Plan and will have dedicated resources

to further promote and develop key sectors such as Aboriginal tourism, Youth, Cruise and Food & Wine.

To strengthen communication and collaboration with the DNs, DNSW will also coordinate a **two-day, bi-annual workshop** with the DNs' Chairpersons and General Managers.

To better support growth and the effectiveness of the DNs, **funding for regional tourism will be increased and refocused**. Specifically, DNSW will introduce multi-year guaranteed operational funding for the DNs. DNSW will also establish a Regional Conferencing Unit to support and promote regional conferencing.

In addition, increased funding has been allocated to the RVEF Contestable Funding program and the Regional Flagship Event Program.



How Will The New Funding Structure Look?

DNSW will guarantee **operational funding**, with no requirement to find matching dollar for dollar funding. This will be available for a period of four years, providing certainty and stability to the DNs to better plan for future growth.

- It is envisaged that each DN will comprise:
- A General Manager
 - A Business Development or Marketing Manager/Officer
 - An Administrative Assistant.

An allocation will also be provided to each DN to pay Board Chairs and Directors. The level and certainty of funding will also ensure highly credentialed staff can be recruited.

- Additional funding will be provided to Destination North Coast to administer Lord Howe Island tourism activity.
- Funding for additional Board Directors will be provided to Destination Country and Outback NSW to account for its geographical diversity.



Regional Flagship Events Program

A stalwart of regional events growth for many years in NSW, the Flagship Events Program, will be expanded. The new program will include three sub-sections:

1. Incubator Program

To support new events in regional destinations (that meet set criteria)

2. Flagship Program

To provide marketing support to events that have been running for at least two years (against set criteria)

3. Development Program

To support events that have completed the Flagship Program but have a strategic plan for further visitor development (against set criteria).

The three funding categories provide a framework for a clear progression pathway for regional events – establishment, promotion and development.

Grants will be available within each section as follows:

- **Incubator Program**
Establishment grant of up to \$20,000 for a maximum of two years
- **Flagship Program**
Grants to support marketing activities
- **Development Program**
One-off grants of up to \$50,000 per Flagship Event to support key event development initiatives.

Grants will be made on an annual basis, paid in accordance with milestone achievements and must deliver measurable outcomes that drive overnight visitation. Details on the new grants program will be available on the Destination NSW website.

Regional NSW Conferencing Unit

One of the key recommendations of the Visitor Economy Industry Action Plan (VEIAP) was the promotion of Conferencing in regional NSW, including the establishment of a Regional NSW Conferencing Unit.

Destination NSW is establishing a Regional NSW Conferencing Unit.

- The key activities to be undertaken by this Unit will be to:
- Build a Regional NSW Conferencing website and portal
 - Develop a client database of Associations and Corporations with a propensity to meet in Regional NSW

- Assist industry with development of their bid document templates and responses to Request for Tenders
- Improve research on regional business conferences and their benefits to local communities
- Develop NSW Government and industry partnerships to nurture and realise regional conference opportunities

- Work with Business Events Sydney to grow visitation to the Regions.
- The Regional NSW Conferencing Unit will work with the DNs to improve the information and visibility of business conference infrastructure and the services capability of Regional NSW and work with the DNs to identify infrastructure development needs.



Questions & Answers

What is a Destination Network?

A Destination Network (DN) is a Not-for-Profit Company, Limited by Guarantee, established to facilitate growth of the visitor economy in their respective NSW region.

Can the DNs only operate within their geographical boundaries?

DN boundaries are for administrative management purposes. Where destination, product and experience synergies exist the DNs are encouraged to work together co-operatively.

How many people will DNs employ?

This will be a decision for DN Boards, but it is anticipated the DNs will employ three full-time positions – a General Manager, Business Development Manager and Administrative Assistant.

Will DNs have Boards and if so, will they be paid positions?

DNs will have Boards comprising an independent Chair appointed by Destination NSW and five skills-based Directors (seven for Country & Outback NSW to account for geographic diversity).

The Chair and Directors are paid positions.

What will DNs do?

DNs will be predominantly destination managers, not solely destination marketers. Core responsibilities include destination management planning, industry engagement, product development, training and education, reviewing Regional Visitor Economy Contestable Fund (RVEF) applications, and garnering support for campaign activity in conjunction with Destination NSW.

What funding will be available to DNs and the Regional NSW tourism industry?

The NSW Government, through Destination NSW, will provide each DN with guaranteed operational funding for four years. Matched dollar-for-dollar funding is not required.

A range of tourism funding programs will be available to the regional NSW tourism industry including the Regional Visitor Economy Contestable Fund, the Regional Flagship Events Program and the Regional Event Investment Program. Announcements regarding these and other State Government regional tourism programs will be made in the coming months.

Questions & Answers (continued)

Will funding be available for current Regional Tourism Organisations in the interim?

Transitional funding will be provided by DNSW to current Regional Tourism Organisations to assist in completing current projects and winding up their respective organisations as quickly as possible. Funding will be determined on a case by case basis, with meetings with RTO Chairs in July and August 2016.

What are the arrangements in the short-term?

With the assistance of transitional funding, current RTOs will be required to complete current projects and wind up their respective organisations.

Some RTOs may consider operating as a local tourism organisation, funded by local government, membership fees, sponsorships and / or other means.

Local Government and Local Tourism and Sector Organisations will continue to play an integral role in ensuring that a destination's local region and experiences are well represented, plus ensuring in-region visitors are well serviced with visitor information and related services.

Local Government, Tourism and Sector Organisations will still be eligible to apply for Product Development and Marketing Activities through the Regional Visitor Economy Contestable Fund.

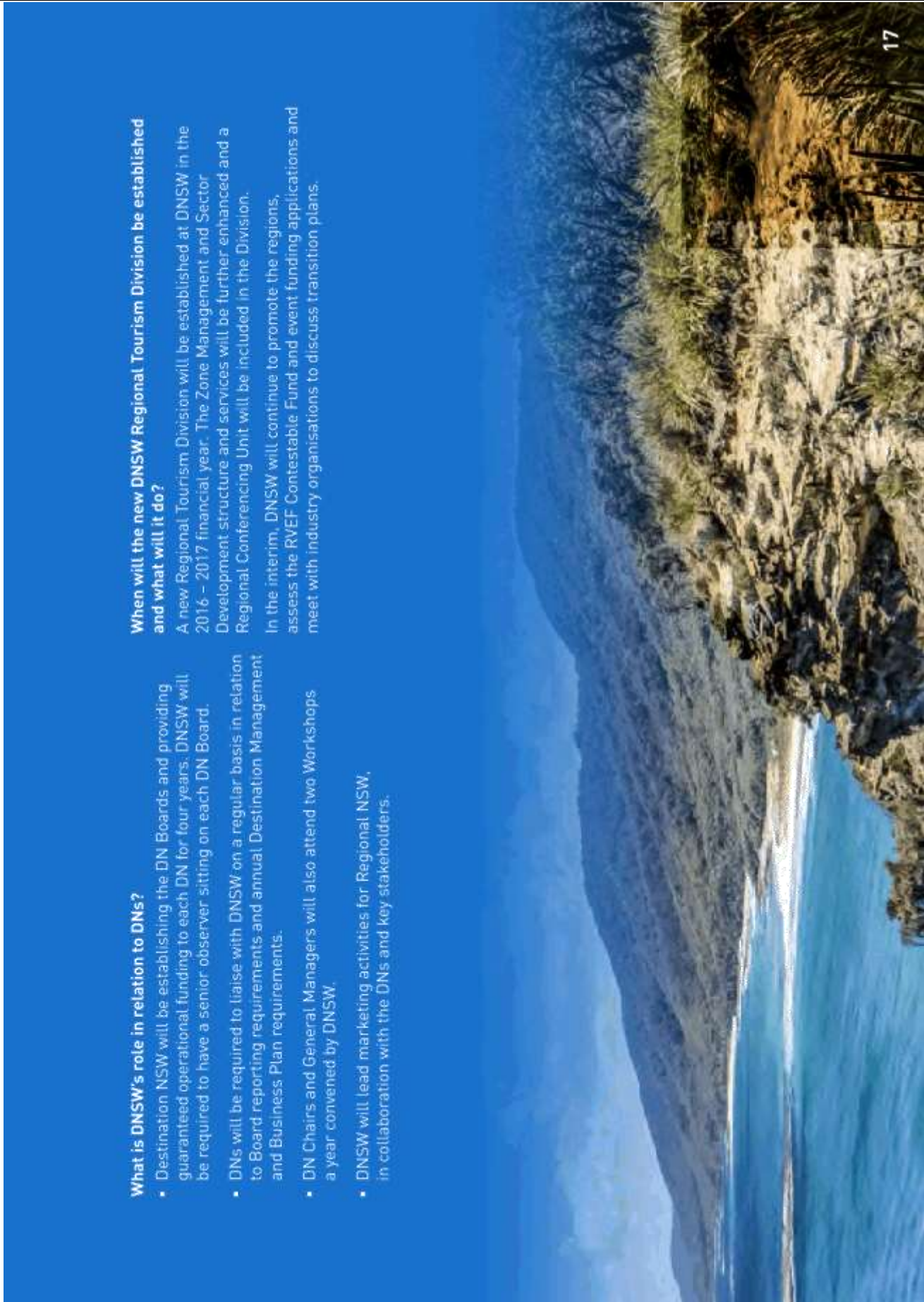
A stakeholder engagement plan will be established by each DN to ensure regular communications with regional stakeholders and greater synergies with State-wide visitor economy strategies and plans.

What is DNSW's role in relation to DNs?

- Destination NSW will be establishing the DN Boards and providing guaranteed operational funding to each DN for four years. DNSW will be required to have a senior observer sitting on each DN Board.
- DNs will be required to liaise with DNSW on a regular basis in relation to Board reporting requirements and annual Destination Management and Business Plan requirements.
- DN Chairs and General Managers will also attend two Workshops a year convened by DNSW.
- DNSW will lead marketing activities for Regional NSW, in collaboration with the DNs and key stakeholders.

When will the new DNSW Regional Tourism Division be established and what will it do?

A new Regional Tourism Division will be established at DNSW in the 2016 – 2017 financial year. The Zone Management and Sector Development structure and services will be further enhanced and a Regional Conferencing Unit will be included in the Division. In the interim, DNSW will continue to promote the regions, assess the RVEF Contestable Fund and event funding applications and meet with industry organisations to discuss transition plans.



Timeline – First Six Months

- Run the Expression of Interest Process for Destination Network Chairs and Board Directors
- Appoint DN Board Directors in conjunction with DNSW
- Establish new Destination NSW Regional Division
- DN Chairs to attend a briefing with DNSW Board and Senior Management re: requirements for first six months
- Establish the DN Offices and Recruit Staff
- DN's to update / develop a Destination Management Plan, in consultation with DNSW, in alignment with DNSW's Statewide DMP
- Each DN to develop Annual Business Plan and Budget
- Each DN to develop Annual Stakeholder Engagement and Communications Plan
- Each DN to develop agreed reporting systems including operational and financial reporting
- DN's to commence partner meetings to identify and secure local regional funding for joint campaigns with DNSW
- DN's to develop a calendar of events and festivals and identify growth opportunities.

The Way Forward....

DNSW will allocate senior staff to each existing RTO to help manage the transition period and provide support.

Transitional operational funding will be provided to existing RTOs in 2016-17 to assist them to wind-up their respective organisations as quickly as possible.

DNSW will manage this on a case by case basis, (based on existing funding agreements) to allow RTOs to meet and then wind up commitments.

RTOs will not be required to match this funding. No further funding will be provided to existing RTOs after 2016-17.

Work to establish and resource the DN's will start in early 2016-17.

All DN's will be given information packs and an Induction to outline the DN roles and responsibilities. Board Code of Conduct and a Ministerial Statement of Expectations.

Two-day, bi-annual workshops with the DN's Chair and General Managers will be held in the DNSW head office.

In under five years, the NSW Government has reversed a decline in tourism growth, but we know there is still more we can do. By providing a new structure, streamlined funding processes, professional governance, a clear road map and record funding, we are confident these new initiatives will deliver the results Regional NSW deserves.







Local Government NSW - Policy Review

April 2016

Item 14.13

Enclosure 1



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Purpose

Local Government NSW (LGNSW) proposes to update its policy framework to better reflect the issues that matter most to members. We are seeking member feedback on the framework proposed.

Over time, LGNSW's Policy Statements have become outdated and grown to a set of 95 statements which cover a very broad range of issues. In short, they have become unwieldy for targeted, effective advocacy.

A refresh of the organisation's policy framework is needed to give LGNSW a clearer 'policy compass' for the core principles that are important to our members. These would be complemented by a set of policy statements on contemporary issues that would be regularly updated and endorsed by the LGNSW Board.

This document has been prepared to seek member feedback on:

- the proposed framework of policy principles and position statements
- the content and wording of the policy principles
- the suggested issues / topics for position statements

Following this consultation, LGNSW intends to submit the proposed framework and draft policy principles for resolution to the 2016 LGNSW Conference.

A set of Draft Policy Principles are presented here for members' feedback. A set of discussion questions are listed at the end of the document, and reproduced in a feedback form circulated with this paper.

Background

A key role of Local Government NSW is to advocate and make representations to politicians, decision makers and influencers about the issues that matter most to its members.

The methods LGNSW uses to understand the issues of concern to members are conference resolutions, Board-endorsed submissions and letters from members. These issues, and our position on them, are then developed into Policy Statements.

LGNSW's Policy Statements have become outdated and grown over time to a set of 95 statements which cover a wide range of issues. This large number of statements is also a legacy issue arising from the merger of the Local Government Association and Shires Association. When the two organisations merged and became LGNSW, the policy statements were combined and became LGNSW's "interim" policy statements. These "interim" statements now need review, and organisation's policy framework updated to give LGNSW clearer guidance on the principles and issues which our members want us to advocate for, on their behalf.



In February 2016, the LGNSW Board formed a Working Committee to review and revise the LGNSW Policy Statements, with the revised policy statement framework/content to be endorsed and referred from the August Board meeting to the 2016 LGNSW Conference.

The Policy Review Working Committee recommended the following approach (framework):

- **Overarching Policy Principles** - The Committee agreed that LGNSW's 95 Interim Policy Statements should be replaced by a smaller, more focused set of overarching Policy Principles to direct our response to key issues. The intent was that these Principles could be referred to in our submissions and interactions with other spheres of government and would be timeless. The Committee's recommendation was that these Policy Principles be put to members for endorsement at the 2016 conference.
- **Position Statements, sitting under the principles** – LGNSW would develop a range of Position Statements on particular issues as they arise or develop. The Position Statements might reflect more than one principle. So while the Policy Principle(s) endorsed by members would remain the same, new Position Statement(s) would be drafted and existing ones updated to reflect current issues. These Position Statements would go to the LGNSW Board for endorsement.

To summarise the process, it is envisaged that:

1. Draft Policy Principles will go to the LGNSW Conference for endorsement by members, and
2. Draft Position Statements will be submitted to the LGNSW Board for approval so they remain current.

Following the Federal Court decision in late March, a fresh vote for some of the LGNSW board director positions needs to be conducted. As a result Board Working Committees are not currently operating. To continue the important work of the Committee, this Discussion paper has been developed to gauge member feedback prior to taking the policy framework and draft policy principles to the 2016 LGNSW Conference.

Current LGNSW Policy Statements

The Local Government Association and the Shires Association had separate policy statements. The formation of LGNSW saw "interim" policy statements adopted, which are a combination of the Associations' policies. The 'interim' policy statements are available on the LGNSW website at: <http://www.lgnsw.org.au/files/imce-uploads/127/interim-policy-statements.pdf>. These statements are pitched at various levels (from high-level principles to specific technical details) and some are out dated. Motions put to conference in the last three years have also tended not to refer to or acknowledge these existing positions and the position statements do not reflect decisions from those conferences.

In 2013 the LGNSW Board endorsed a new approach to developing policy statements which recommended establishing underlying principles and position statements on key issues as they arise.



Policy Statements from other jurisdictions

A summary of the approaches taken by other State and Territory Local Government Associations in Australia, and internationally, is at Appendix 1. The general consensus is that, due to the breadth and complexity of issues for which policy positions could be articulated, a core set of fundamental principles that underpin the more issue-specific policies is favoured. This provides a 'policy compass' without being overly prescriptive, and enables our more detailed positions to evolve in step with issues.

LGNSW Draft Policy Principles

The Working Committee developed a set of 12 Draft Policy Principles which are presented here for members' feedback. A set of discussion questions are listed at the end of the document, and reproduced in a feedback form circulated with this paper.

Economic

1. Local government must have control of its revenue raising.
2. Local government demands fair funding for its infrastructure and service responsibilities (ie no 'cost shifting').

Infrastructure

3. Local government is best placed to plan for essential local infrastructure.

Planning

4. Local Government is best placed to lead and influence local and regional planning processes according to the needs and expectations of local communities.
5. Local government planning prioritises community quality of life.

Environment

6. Local government actions reflect Ecologically Sustainable Development principles:
 - a. Intergenerational equity – today's actions maintain or enhance the environment for future generations
 - b. Precautionary principle – prevent environmental degradation
 - c. Conservation of biological diversity
 - d. Improved valuation and pricing of environmental resources – recognising the value of the environment to the community.

Social and community

7. Local government services embody the principles of Social Justice:
 - a. Equity – fair distribution of resources
 - b. Rights - equality for all people
 - c. Access – to services essential to quality of life
 - d. Participation – of all people in their community.



Governance

8. Local government must be constitutionally recognised and respected as an equal sphere of government.
9. Local government is democratically elected to shape, serve and support communities.
10. Local government is committed to the principles of good governance.

Commitment

11. Local government is responsible and accountable to the citizens and the communities they represent through consultative processes, legislative accountabilities, efficient delivery of services and effective customer service.
12. Local government is a responsible and ethical employer.

Suggested Topics for Position Statements

Under the broad Policy Principles, the following are some examples of other areas where specific position statements could be developed:

- Constitutional recognition of Aboriginal people
- Strong and inclusive communities
- Sustainable library services and programs
- Natural resources
- Climate change
- Extended producer responsibility
- Sustainability
- Revenue and funding
- Planning
- Infrastructure
- Constitutional recognition of local government
- Democracy and governance

Examples of Position Statements

The following are draft Position Statements which are provided as examples of what may be covered in a statement where LGNSW may wish to adopt a more detailed position on an issue.

The three examples provided in this paper are:

- Strong and Inclusive Communities
- Infrastructure
- Climate Change



Example 1

Strong and Inclusive Communities – Position Statement

Policy Principles

This Position Statement relates to the following Policy Principles of LGNSW:

2. Local government demands fair funding for its infrastructure and service responsibilities.
7. Local government services embody the principles of Social Justice:
 - a. Equity – fair distribution of resources
 - b. Rights - equality for all people
 - c. Access – to services essential to quality of life
 - d. Participation – of all people in their community.

Current Position

Local government in NSW is central to planning for inclusive communities and building social capital and community cohesion. Local government recognises that there are particular needs arising from communities of geography and identity that require local responses. Local government respects the right to self-determination and supports reconciliation with Aboriginal people.

Local government is well positioned to continue its lead role in building the inclusiveness of the local community, by coordinating and supporting local area activities. As a regulator, Local Government makes a positive impact on the inclusiveness of the community through development controls, public domain management policies and strategic planning.

As a service provider, local government meets the gaps in service provision when there are no other providers, particularly in rural and remote areas. It also supports other providers by accommodating services in council buildings and providing local facilities for services and support activities. Local government is a significant provider of services to all members of the community including older people, people with disability, families, children, young people, aboriginal people and people from all cultures and backgrounds. These services are most effective when they are appropriately resourced, intervene early and take a harm minimisation approach to create safe and liveable communities.

Effective linkages between local, other spheres of government and the private sector are essential to creating inclusive communities. Funding for community development positions in Local Government is augmented by Local Government by around 60% on average, representing a significant value add to the investment by NSW and Commonwealth governments.

Future Direction

Local government must be funded for the role it plays in community capacity building and supporting inclusion. In particular, local government must be funded to develop Disability Inclusion Action Plans.

Date Created: 8 March 2016

Date reviewed:

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Example 2

Infrastructure – Position Statement

Policy Principles

This Position Statement relates to the following Policy Principles of LGNSW:

1. Local government must have control of its revenue raising.
2. Local government demands fair funding for its infrastructure and service responsibilities.
3. Local government is best placed to plan for essential local infrastructure.

Current Position

Local government is an effective and efficient infrastructure planner and deliverer, and is very good at identifying local needs based on their strategic integrated planning processes. Our infrastructure responsibilities include local road and bridge networks, local water and sewerage utilities, stormwater and water cycle management, buildings and facilities, regional airports and aerodromes, parks, recreation, cultural, family and community services facilities, and a range of other infrastructure vital to local communities.

Infrastructure comprises the assets needed to provide people with access to economic and social facilities and services. In general, infrastructure facilities are fixed in place, are expensive and time consuming to plan and build, are durable and have on-going operating costs. Infrastructure requires increasing maintenance as the asset ages and periodic replacement of components is required to compensate for wear and tear to prolong the asset's life. Infrastructure often has environmental and social benefits that cannot be fully recovered by user charges.

NSW local government strongly advocates increased infrastructure investment by all spheres of government and recognises the need for strategic planning and investment across Australia and within NSW for these shared infrastructure responsibilities. Councils are at the coalface when it comes to infrastructure. They are acutely aware of their own infrastructure backlogs and they are equally aware of the national and state infrastructure deficiencies in their communities.

It is also necessary to understand the financial impacts on councils often associated with large scale national or state infrastructure projects and population growth generally. Growth generated by such projects often creates additional demand for local infrastructure and facilities (e.g. parks, roads, sporting facilities, community facilities). Programs need to recognise this and ensure financial assistance is provided to councils where required.

Future Direction

LGNSW supports fairer funding of infrastructure provided through long established partnerships between Australian, NSW and local governments for shared infrastructure and service responsibilities.

Date Created: 8 March 2016

Date reviewed:



Example 3

Climate Change – Position Statement

Policy Principles

This Position Statement relates to the following Policy Principles of LGNSW:

- 6..Local government actions reflect Ecologically Sustainable Development principles:
- a. Principle of integration – consideration of environmental, economic and social impacts in decision making.
 - b. Intergenerational equity – today’s actions maintain or enhance the environment for future generations
 - c. Precautionary principle – lack of full scientific certainty should not delay action to protect the environment; avoid serious or irreversible damage to the environment wherever practicable, and an assessment of the risk-weighted consequences of various options.
 - d. Conservation of biological diversity
 - e. Improved valuation, pricing and incentive mechanisms – including polluter pays; prices include the full life cycle of the costs of providing goods and services; and environmental goals should be pursued in the most cost effective way to enable those best placed to maximise benefits or minimise costs to develop their own solutions and responses to environmental problems.

Current Position

Local government recognises four priority areas for action to address climate change:

- reduction of Australia’s carbon emissions through effective mitigation strategies;
- planning for and adapting to a changing climate;
- significant structural adjustment in businesses and communities which may arise from transitioning to a low carbon economy and adapting to the impacts of climate change; and
- the provision of leadership and support for both councils and their communities.

NSW local government supports an integrated approach to the development and implementation of climate change mitigation and adaptation strategies, including shared responsibility and collaboration across all levels of government, industry and the community.

Local government supports long term and strategic consideration of climate change issues across the range of local government functions and services.

NSW local government supports reducing carbon emissions through a polluter pays market mechanism rather than financed through limited public funds. Measures to reduce emissions should come from all sectors of the economy including energy generation, mining, transport, waste, buildings and agriculture.

NSW local government also supports policies that promote the use and further development of renewable energy; and practices that conserve energy and/or increase energy efficiency. Complementary policies also need to focus on adapting to the impacts of climate change.

Local government supports global agreements to reduce carbon emissions and believes that Australia should be a signatory to a binding global response and strategy.

Future Direction

Local government calls on other spheres of government to continue to work with and support councils to reduce the risk of climate change impacts on the community.

Date Created: 8 March 2016

Date reviewed:

LGNSW Policy Review Discussion paper
April 2016

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Questions for response

Please consider the following questions and provide your feedback via the enclosed form.

1. What do you see as the purpose of the LGNSW policies?
2. Do you agree with the approach of having high-level principles with more detailed position statements on issues? If not, please specify preferred approach.
3. What do you think should be the process for determining policy principles and position statements – Conference, Board or LGNSW staff initiated? Other? Please specify.
4. What should our policy principles cover, and should the principles be aligned to the LGNSW Strategic Plan?
5. What key areas should we develop position statements for?
6. What form/format should the position statements take?



Appendix 1 – Approaches in Other Jurisdictions

Victoria (Municipal Association of Victoria - MAV)

MAV sets out its policy directions for each year (financial) in the form of a strategic plan, rather than a standalone set of policy statements.

"The broad work plan addresses core issues impacting local government in Victoria. Actions are based on their capacity to assist councils effectively and efficiently carry out their operations in the context of persistent economic uncertainty and fiscal constraint.

A smaller number of issues are identified as high priority. These are based on issues consistently identified by members through consultation sessions and assessed as rating highly against the following criteria:

- *the magnitude of impact the issue is likely to have on councils and their communities;*
- *the number of councils affected by the issue;*
- *the political ramifications of the issue for effective intergovernmental cooperation;*
- *the immediacy of the issue; and*
- *the likelihood of influencing an outcome in local government's favour."*

Local Government Association of South Australia (LGASA)

http://www.lga.sa.gov.au/webdata/resources/files/LGA_Policy_Manual_-_2012.pdf

The LGASA takes its direction from three documents; its Constitution, Policy Manual and Strategic Plan. The Policy Manual contains firm policy statements and seems to be more of a roadmap for member councils to adhere to than a set of statements describing the policy positions of the Association for the interest of others. The overarching principles of the LGASA are:

1. People have a right to involvement in a local democratically elected system of Local Government to shape, serve and support communities.
2. Councils are responsible and accountable to the citizens and the communities they serve through elections, consultative processes, legislative accountabilities, efficient delivery of services and effective customer service.
3. Councils will better serve their communities if Councils work together to achieve organisational efficiencies.
4. Councils make better decisions when their communities are informed, aware of available options, able to access relevant information, and able to make their views known to their elected representatives.
5. Local Government has a right to participate as an equal partner in the Australian system of government and has a right to an equitable share of public resources commensurate with its responsibilities.
6. Councils will better serve the South Australian Public if they speak with one voice on key issues through the Local Government Association of SA.



7. The LGA has a leadership role within Local Government and a representative role with other spheres of government and Parliaments on behalf of Councils.

Western Australia Local Government Association (WALGA)

<http://walga.asn.au/AboutWALGA/WALGADetailsContacts/StrategicPlan20102015.aspx>

WALGA does not appear to have a standalone policy document. Broad policy directions are set out in the strategic plan which spans five years (2010-2015). Some discrete policy areas do have their own policy statements, for example, genetically modified foods or waste management.

"Our Strategic Plan sets the Association's broad policy direction for the next five years, identifying those issues which require priority focus and forming the foundation for all other planning. It is the result of considerable work undertaken collaboratively by the Association's State Council and staff, and incorporates significant consultation with our Members."

Local Government Association of the Northern Territory (LGANT)

LGANT has a standalone policy statements document which comprises a set of specific policy positions endorsed by LGANT. The policy statements themselves make no mention of their relationship to LGANT's strategic plan but the strategic plan does indicate that it "provides overarching guidance for the determination of LGANT policy and programs".

"LGANT develops policy statements on behalf of its members setting the sector wide stance on a variety of issues."

"The Local Government Association of the Northern Territory develops and advocates policy positions on behalf of its member councils for a number of key areas. Policy priorities and decisions are made through LGANT General and Executive meetings. Many issues also arise from Territory and Australian government policies and programs."

Local Government Association of Queensland (LGAQ)

http://www.lgaq.asn.au/c/document_library/get_file?uuid=9cf7049be6c833be8c23370ab5adad88&groupId=10136

LGAQ does have a standalone policy statements document produced each calendar year. The document is presented and seems to be used in a fashion fairly similar to that of the LGASA's policy statements.

"The Local Government Policy Statement provides a comprehensive record of the fundamental principles and position of Local Government on the diverse range of issues impacting on Local Government."

Policies for Local Government are developed in a variety of ways. These policies are then included in the Policy Statement, subject to approval at the LGAQ Annual Conference.

The three mechanisms by which new and amended policies are developed include:

- *On the basis of resolutions at the LGAQ Annual Conference;*



- *On the basis of resolutions of the LGAQ Policy Executive between Annual Conferences; and*
- *Annual review of the Policy Statement involving the LGAQ Policy Executive, Directorate and LGAQ Reference/Advisory/Segment Groups.*

Local Government Association of Tasmania (LGAT)

The Strategic Plan is presented as the document which guides the work of the Association.

"The Association develops and advocates policy positions on behalf of its member Councils. Policy priorities and decisions are made through the General Meetings of Councils. Many issues also arise from state and national government proposals and priorities."

International approaches

A number of Local Government peak bodies from the UK Local Government Association to the League of California Cities have moved away from having compendious Policy Statements in favour of a range of more strategic approaches.

The UK Local Government Association works on a short but well worded vision covering the following four lead ideas (namely: 'changing lives', 'efficient', 'accountable' and 'reliable') and an annual LGA Business Plan which focuses on achieving outcomes. These in turn are supported by campaigns. [The UK Local Government Association has 423 local authorities as members including English local councils, Welsh councils via the Welsh LGA, and fire, national park, passenger transport and police authorities, plus one town council.]

The 2015-16 Business Plan focuses on:

1. **Funding for local government** – reforms to the finance system give councils the confidence that their financing is sustainable and fair, opportunities to raise more funds locally and greater ability to promote collective working across local public services.
2. **Devolution** – a radical re-think of governance and accountability achieves a real shift in power to local people.
3. **Promoting health and wellbeing** – councils are well placed to support their citizens to live healthy, active lives and to remain at home and independent for as long as possible.
4. **Economic growth, jobs and housing** – councils are recognised as central to revitalising local economies.
5. **Sector-led improvement** – councils are responsible for their own performance, effectiveness and efficiency, accountable before all else to their local communities.

The League of California Cities also appears to work in similar way. Every year the League of California Cities members and leadership work together to set strategic priorities for the next 12 months. These priorities focus their legislative and advocacy activities and serve as a tool for advancing local control. [The League of California Cities is an association of California city officials who work together to enhance their knowledge and skills, exchange information, and



combine resources so that they may influence policy decisions that affect cities. In California Mayors and senior staff are covered by the term 'city officials'.]

The 2016 Strategic Goals are:

1. **Increase Funding for Critical Transportation and Water infrastructure.** Provide additional state and federal financial assistance and new local financing tools to help meet the critical transportation (streets, bridges, active transportation and transit) and water (supply, sewer, storm water, flood control, etc.) infrastructure maintenance and construction needs throughout California's cities.
2. **Improve Housing Affordability.** Increase state and federal financial support, reduce regulatory barriers, and provide additional incentives and local financial tools to address chronic homelessness and improve housing affordability and availability in cities throughout the state.
3. **Update the Local Government Tax Structure to Respond to the New Economy and Stimulate Economic Growth.** Consistent with existing constitutional protections for property, sales and local taxes, develop and enact reforms to the local government tax structure to respond to the growth in e-commerce, the shift from the consumption of goods to the consumption of services, changing patterns of commerce and innovations in technology.