SJB Urban

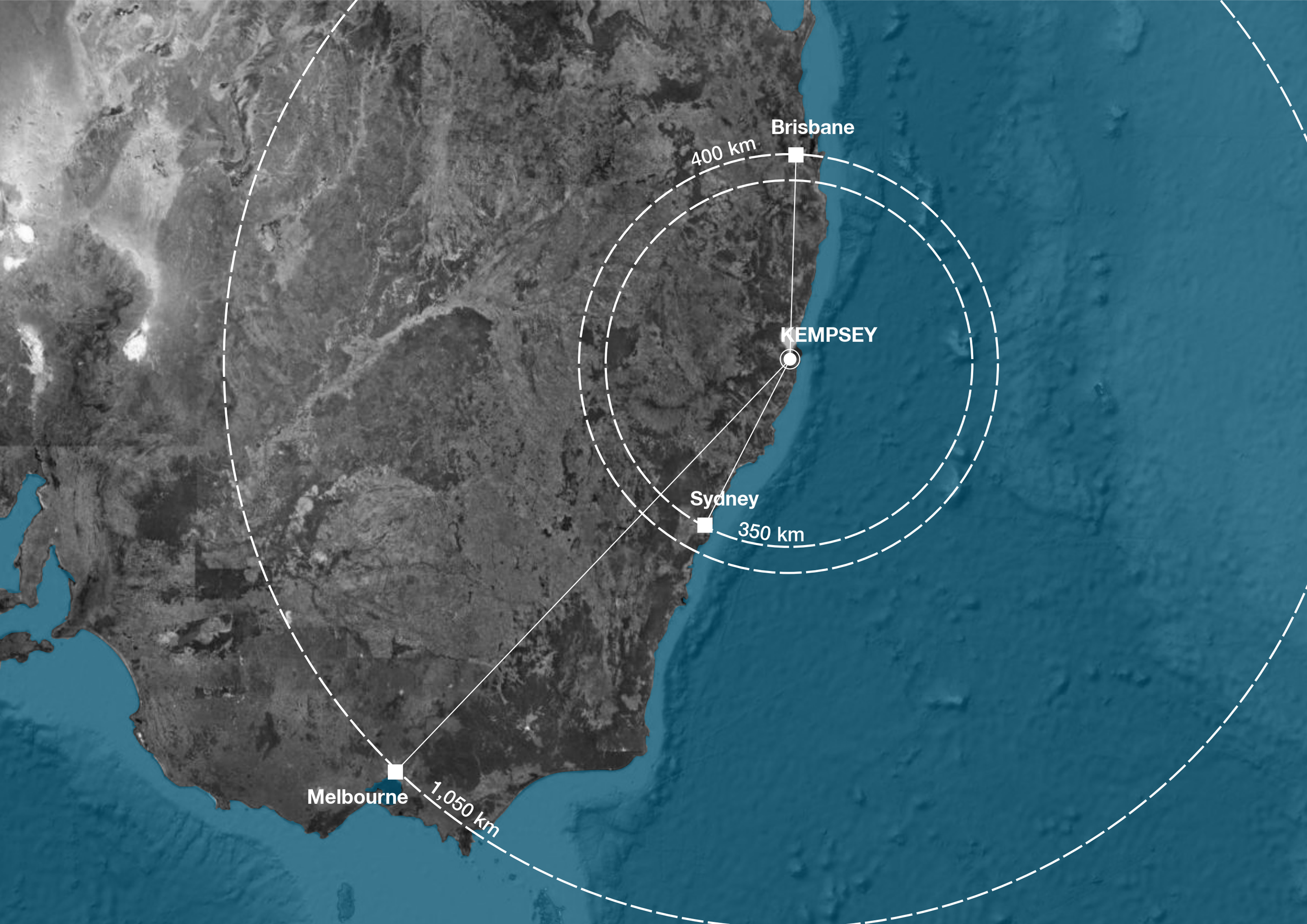
SOUTH KEMPSEY
One Community.
One Mob.

Stage 03 Report

Final

In partnership with:

GHD


Brisbane
400 km
KEMPSEY
Sydney
350 km
Melbourne
1,050 km

Executive Summary

Located on the traditional lands of the Dunghutti people, South Kempsey has been identified as a high priority area under the Federal Government's "Closing the Gap" initiative. The Government has identified seven priority areas for improvement which this report has reflected throughout the consultation and preparation of deliverable initiatives for South Kempsey. They include **early childhood, schooling, health, economic participation, community safety, housing** and **governance/ leadership**.

In response to this report and to address the common objectives of several levels of government, Kempsey Shire Council, Housing NSW and Kempsey Local Aboriginal Lands Council (KLALC) have agreed to work collaboratively and in consultation with the broader community to deliver the South Kempsey - One Community One Mob master plan and social plan, prepared by SJB and GHD.

Consultation is a key driver for this project, with the program of engagement focused on the local community, service providers and other key stakeholders, undertaken through a range of forums and techniques. The feedback from these events has been reflected throughout this report, and distilled into the Vision and Design Principles, which will form the basis of the Stage 02 Report.

A Shadow Project Team (SPT) has been established to support SJB and GHD in preparing for the consultation events, collate research and ultimately, help deliver the project over the short, medium and long term. Members of the SPT have collaborated with client team, SJB and GHD to support the identification of community needs and assist in building on the identified strengths and assets.

The findings have been reflected in a range of deliverable projects, from high-level strategies to discrete projects and programs that will benefit the whole community. These projects have been presented to the community and various Government and Non-Government stakeholders, and have been considered as part of the comprehensive urban design and social planning masterplan for South Kempsey.

Why South Kempsey?

South Kempsey is a community with unique social and demographic characteristics, particularly when compared with neighbouring and regionally similar settlements.

31,600 People in Kempsey Shire by 2031, up from 29,300 in 2011 1% growth per annum

2,300 Additional people moving to Kempsey, annually, for the next 20 years

2,466 Population of South Kempsey, 47.5% Male, 52.5% Female

23.5% Aboriginal and Torres Strait Islander (576 people)

39% Aboriginal and Torres Strait Islander population in South Kempsey under the age of 14 (220 people)

37y.o. Median Age in South Kempsey

14% Population in South Kempsey over the age of 65

637 Families in South Kempsey, with an average of 2 children per family

$726 Median Household Weekly Income

$180 Median Weekly Rent

$1,122 Median Monthly Mortgage Repayments

Source 2011 Census of Population and Housing for South Kempsey (Code: SSC12106 SSC)

250 Children in South Kempsey attending Primary School (297 illegible age)

192 Young People from South Kempsey attending High School

33.3% People were attending an educational institution in 2011. Of these:

30.3% Were in Primary School

23.3% Were in High School

10.4% Were in Tertiary or Technical Institutions

36% South Kempsey residents have not reached Year 10 or equivalent, or did not state their level of completion

1,008 Private Dwellings in South Kempsey

65 Rented from Housing NSW

14 Rented from Community Housing providers

169 Private Rental properties

222 Dwellings with a mortgage

287 Dwellings owned outright

2.6 Average people per household

Disclaimer

This South Kempsey Social and Masterplan ("Report"):

1. *has been prepared by GHD Pty Ltd for SJB and Kempsey Shire Council;*
2. *may only be used and relied on by SJB and Kempsey Shire Council, Housing NSW and the ICC;*
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The services undertaken by GHD in connection with preparing this Report:

- *were limited to those specifically detailed in section [Insert appropriate section number(s)] of this Report;*
- *did not include [list all scope limitations or the relevant section(s) of the Report in which scope the limitations are expressed – for example, GHD undertaking any site visits or testing, GHD undertaking testing at some parts of the site; GHD undertaking particular types of testing/analysis that could have been undertaken].*

The opinions, conclusions and any recommendations in this Report are based on assumptions made by GHD when undertaking services and preparing the Report ("Assumptions"), including (but not limited to):

- *Census data from the 2006 Population and Housing Census;*
- *Reports provided by the client;*
- *Consultation findings.*

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Subject to the paragraphs in this section of the Report, the opinions, conclusions and any recommendations in this Report are based on conditions encountered and information reviewed at the time of preparation and may be relied on until [insert a "sunset" timeframe, eg 3 or 6 months], after which time, GHD expressly disclaims responsibility for any error in, or omission from, this Report arising from or in connection with those opinions, conclusions and any recommendations.

South Kempsey_ Urban Design Framework + Social Plan

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part 1 | introduction + background

Image: South Kempsey Family and Community Centre

Introduction + Background

1.1 The Project

Following a three-staged tendering process that included an Expression of Interest and subsequent short-listing, detailed project submission and an interview, the consultant team of SJB Urban and GHD were commissioned to undertake the South Kempsey Urban Design & Social Plan.

The project is being delivered through a joint Federal, State and Local Government partnership, which is a unique arrangement for a project of this nature and reflects the level of commitment to addressing the needs of this community.

While this project is focused primarily on South Kempsey there is an understanding that the processes and results developed through this work will be applied to other communities, most notably West Kempsey, which is currently facing similar challenges.

We appreciated that the issues facing South Kempsey are unique and won't be overcome through this project in isolation. A considerable amount of work and investment has been undertaken and its our intention to continue and build on these efforts. For these reasons we consider this project as the first step in a long journey, which in the broadest terms the aims to . . .

'. . . improve the well-being of the community through a range of physical, social and cultural projects'.

The brief originally sought an Urban Design Framework and Social Plan (hereby referred to as 'the plan'), which are summarised as follows:

The Urban Design Framework: the revitalisation of the area and possible subsequent sale of a number of properties to the private sector will assist in addressing the issues associated with the area. The urban design framework will seek to upgrade and revitalise the area to facilitate an improved amenity and living environment, creating a new sense of vitality.

The Social Plan: the aim of this element of the project is to creatively work with the community to improve the social environment of all current and future residents, in accordance with the Vision for South Kempsey.

However, it is anticipated that this project will be a single comprehensive master plan that will deliver the long term vision for both physical and social improvements to the South Kempsey area.

Project Goals

The aim of the plan envisioned by Kempsey Shire Council and the Joint Planning Group require the achievement of the following specific goals:

- **achieve the Vision** for South Kempsey;
- identify and retain prime land assets across South Kempsey to ensure the most **appropriate housing stock** is retained;
- identify properties or areas as **potential re-development sites**, particularly those located within close proximity to the commercial area and schools or services;
- **align dwelling stock** to changing demographic needs of residents in South Kempsey;
- **create optimal social mix** including a higher proportion of working / earning households; and
- give all residents a sense of **pride and identification with South Kempsey**, with strong perceptions of safety and security, a sense of community, and a harmonious social structure.

The project officially began on the 23rd February 2012 when the inception meeting was held at the Kempsey Shire Council, attended by the client team, which includes:

- Kathy Oliver — Kempsey Shire Council (KSC)
- Phil Webber — Department of Family & Community Services (DFaCS)
- Robyn McCarter — Indigenous Coordination Centre (ICC), and
- Jo Kelly — Kempsey Local Aboriginal Land Council

From the earliest moment the team has fostered an open dialogue with Kempsey Shire Council, the Dunghatti Aboriginal Leadership Management Alliance (DALMA) and the broader community to ensure the full range and breadth of issues and opportunities have been properly identified and respected.

We proposed as part of the project methodology to establish a Shadow Project Team (SPT), made up of '*champions'* and respected members of the community who wish to be involved in the masterplanning process, and more importantly, be involved in the plans implementation. It is the project team's responsibility to mentor and facilitate the SPT throughout the three-stage project, consisting of

Through the sharing of information, our knowledge, experience and skills we hope to leave a legacy with the community long after the project has finished, and a legacy that goes deeper than the final document we produce. Without the support, energy and consensus of the community the plans we prepare will remain just than, 'plans' rather than 'places'.

The delivery of the plan will be the measure of its success, and will form a major component of our work and the point where responsibility rests with the SPT, client team, DALMA and the community.

To help inform and drive the project a comprehensive program of consultation has been prepared that targets key stakeholders (Chamber of Commerce, local schools, service providers) and the broader community, which includes the large Indigenous community from the Dunghutti Nation.

A range of activities and forums have been used to share information and discuss the project. Community events and BBQ's have been run alongside focused stakeholder workshops and one-to-one discussions with community leaders. Social media platforms have also been established to target young people that would otherwise feel excluded from this process.

Working in partnership, the team at SJB & GHD prepare a 'plan' that captures the work already being undertaken in and around South Kempsey and addresses any other identified needs through a range of discrete and deliverable projects. These projects may range from upgrades and maintenance of existing parks and footpaths, to social programs targeting specific groups within the community (i.e. young mothers, school children), to more substantial mixed-use developments that will service the needs of the community.

The team at SJB Urban and GHD are excited by the nature and complexity of this project and believe the outcomes will establish a new 'best practice' approach for all future housing and community regeneration schemes.

Macleay River

4km

2km

1km

WEST KEMPSEY

KEMPSEY

EAST KEMPSEY

SOUTH KEMPSEY

Pacific Highway

South West Rocks Rd

Crescent Head Rd

Railway Line

Burnt Bridge

01 Kempsey Area Plan

KEY:

- Area Boundaries
- Catchment Area
- River
- Roads
- Residential
- Industrial
- Educational
- Former Boral Site
- Land subject to Flooding
- Open Space

1.2 The Study Area

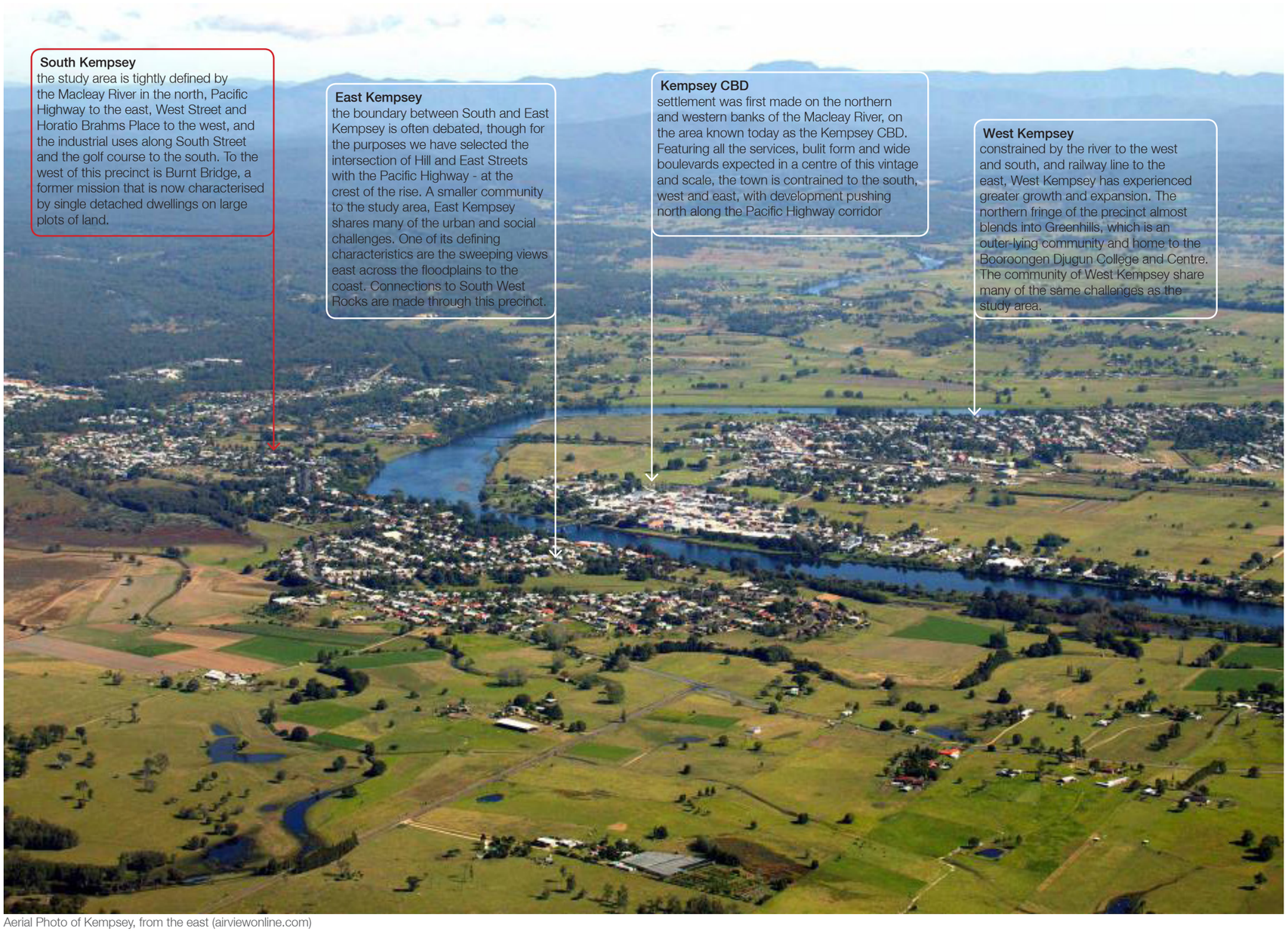
1.2.2 Kempsey

The population of approximately 11,000 people in Kempsey is divided across its four precincts, South, East, West and the CBD (Central Business District). Each precinct is defined by physical and historic parameters that include the Macleay River, regional railway line, local landform and topography, settlement patterns and most importantly, local community groups.

Kempsey is located on the traditional lands of the Dunghutti people, situated half way between the cities of Brisbane and Sydney. A major centre in the Kempsey Local Government Area (LGA), the region has some of the most scenic landscapes and best climates in Australia. Aboriginal people account for 74% of the Macleay Valley Regional population, with 31% living in urban areas such as Kempsey, South West Rocks and Crescent Head and 25% in more remote communities such as Frederickton, Gladstone, Kundabung and Kinchela communities.

The Kempsey Indigenous Region, according to the 2006 census, has a young population, with 56% under 24 years of age and 38% under 15 years . South Kempsey has approximately 2467 residents, 21% of which identify as Aboriginal.

South Kempsey is physically separated from the remainder of Kempsey, and the town centre by a number of physical, cultural, demographic and perceived barriers. Separation from local services, employment opportunities, education and community support is compounded by the Pacific Highway and Macleay River, which discourage movement between south and north.



Aerial Photo of Kempsey, from the east (airviewonline.com)

1km

2km

BLOOMFIELD STREET

NICHOLSON STREET

ALBERT STREET

QUEEN STREET

YARRAVEL STREET

MIDDLETON STREET

MACQUARIE STREET

PACIFIC HIGHWAY

RAILWAY LINE

WEST STREET

AKUBRA PLACE

NANCE ROAD

SOUTH STREET

CHITTY PLACE

BARRO BRAMWORTH

1 Yarravel Street Reserve

2 Macquarie Park

3 Middleton Street Reserve

4 Queen Street Reserve

5 Nance Road Reserve

6 Albert Street Reserve

7 Macquarie Park

8 Queen Street Reserve

9 Bloomfield Street Reserve

10 Bloomfield Street Reserve

11 Nicholson Street Reserve

12 Bloomfield Street Reserve

KEY:

- Area Boundaries
- Catchment Area
- River
- Roads
- Residential
- Industrial
- Educational
- Land subject to Flooding
- Open Space
- Undeveloped Open Space
- Cultural Space
- Retail

01 Study Area Plan

1.2 The Study Area

1.2.3 South Kempsey

As previously noted, South Kempsey was selected due to its physcial features and containment, isolation from the services in the CBD, the social and urban challenges it currently faces, and the significant need. It is our understanding that the proposals, processes and information gathered from this project will be the first step in a comprehensive and coordinated approach for Kempsey and its surrounding communities.

Our first impression of South Kempsey was its apparent 'completeness', paying particular reference to the range and scale of land uses, their configuration across a well-considered urban structure, containment by natural and built features, and balance between built and open space. This assessment pays no attention to the complexity of the household, social, and community relationships.

What is identified from our preliminary urban analysis and site visits are the strength of South Kempsey from a structural and urban perspective. The area is well served by a range of educational and training uses, features retail and industrial land uses, natural and recreational spaces, and cultural and community uses.

The same physical barriers that isolate the South Kempsey community from the services and opportunities located in the CBD and elsehwere in region are also prevalent within the area. The railway line divides the community into two parts, with the majority of the Housing NSW properites located to the west.

The review of reports available for South Kempsey, analysis of data and the stakeholder consultation and community engagement indicates the following social issues are being experienced in South Kempsey:

- The Socio Economic Index for Areas produced by the Australian Bureau of Statistics (2006) indicates that Kempsey is the 6th most disadvantage Local Government Area in NSW, many of the factors of disadvantage are higher in South Kempsey than in other parts of Kempsey.
- Normalisation of violence, with high levels of domestic violence (which is under reported) and non-domestic violence related assaults.
- High levels of alcohol consumption and links to crime
- Many offenders have mental health issues
- There is a lack of or long delay in police response to many incidents.
- Levels of respect and cooperation between the community and police could be improved
- Inequality and racism
- High levels of young parenthood
- Better coordination of services and projects is required
- The work of the Family and Community Centre and the PCYC contributes significantly to the social needs and community of South Kempsey.
- Respect is strongly identified as the basis for improving South Kempsey
- Stakeholders and the community are willing to work together to address the challenges South Kempsey is facing to the create a better place for everyone.


01 Family & Community Centre, Queen & Yarravel Streets


02 Information Centre, designed by Glenn Murcutt



03 Local Store on Middleton Road


04 Public open space, corner Macquarie & Bloomfield Street


05 Pedestrian link across the Macleay River


06 Pre-School and recent rear addition


07 South Kempsey Oval, corner Middleton Street & Pacific Highway

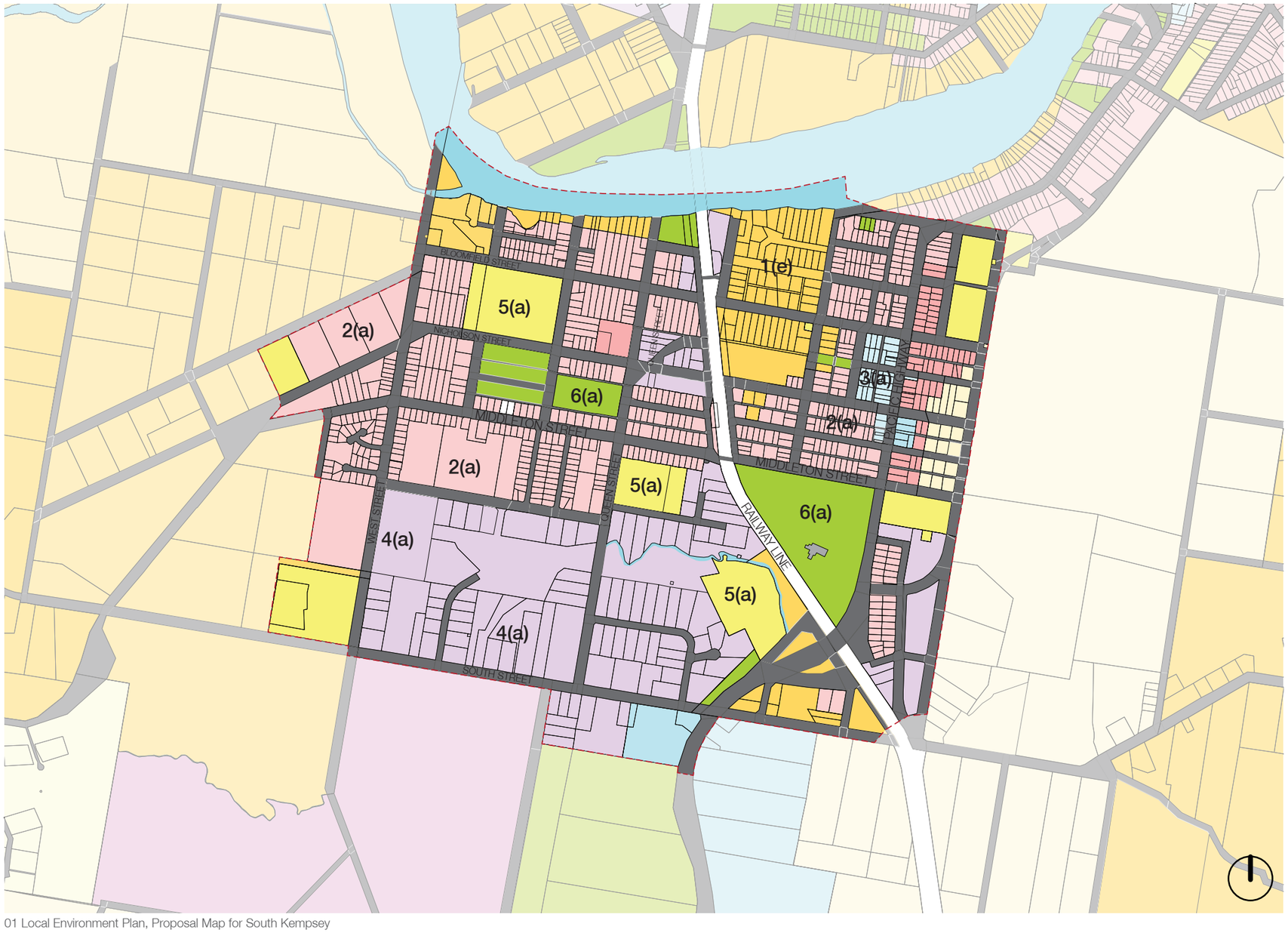

08 Railway crossing on MIddleton Street

1.3 Strategic Planning Policy Context

Kempsey Shire Council are currently reviewing their Local Environmental Plan, 1987, so that its aligned with the Standard Template prepared by the State Government. There are currently no plans to review the existing land use zoning, shown over the two facing pages.

However there are new definitions for these the land use categories that should be considered as part of the future planning of South Kempsey. The most important relates to low-density residential:

[Insert new definition]



Zone Index

1. RURAL
- 1(a1) Rural A1
- 1(a3) Rural A3 Agricultural Protection
- 1(c) Rural (Small Holdings) C
- 1(d) Rural (Investigation) D
- 1(e) Rural (Floodway) E
- 1(f) Rural Forestry F
- 1(g) Rural (Small Agricultural Enterprises) G

2. RESIDENTIAL
- 2(a) Residential A
- 2(b1) Residential B1
- 2(b2) Residential B2
- 2(c) Residential C
- 2(d) Residential (Tourist Facility)
- 2(v) Village or Township

3. BUSINESS
- 3(a) Business (General) A
- 3(b) Business (Neighbourhood)
- 3(c) Business (Special) C
- 3(v) Business (Village) V

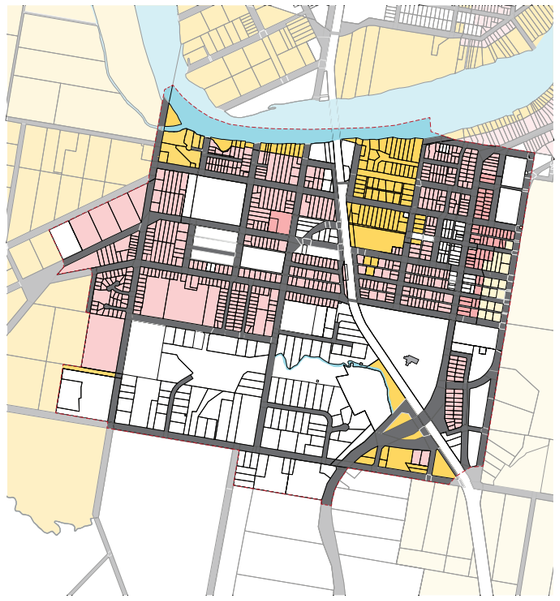
4. INDUSTRIAL
- 4(a) Industrial (General)
- 4(b) Light Industrial B
- 4(e) Industrial (Extractive) E

5. SPECIAL USES
- 5(a) Special Uses A
- 5(b) Special Uses B

6. OPEN SPACE
- 6(a) Open Space A
- 6(b) Open Space B

01 Local Environment Plan, Proposal Map for South Kempsey

1.3 Strategic Planning Policy Context



Zone No 2 (a)
(Residential "A" Zone)

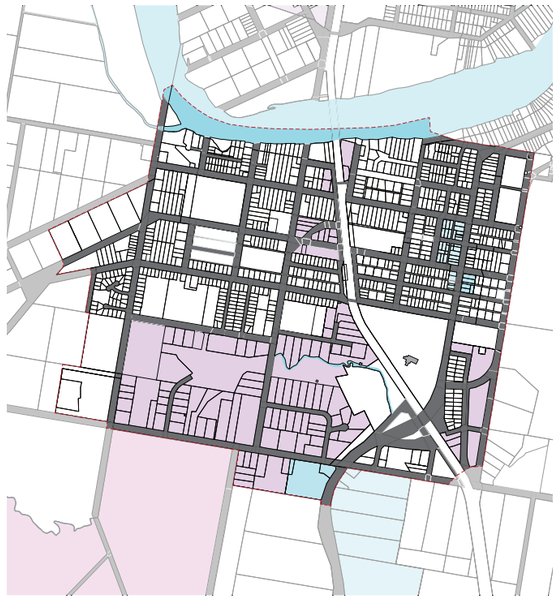
1 Objectives of zone: The objective is to provide areas for low density residential development.

2 Without development consent: Dwelling-houses.

Zone No 2 (b1)
(Residential "B1" Zone)

1 Objectives of zone:
(a) to allow multiple dwellings to be developed in suitable areas, and
(b) to permit medium density housing in residential areas that is compatible in character with detached housing.

2 Without development consent: Dwelling-houses.



Zone No 3 (c)
(Business (Special "C" Zone)

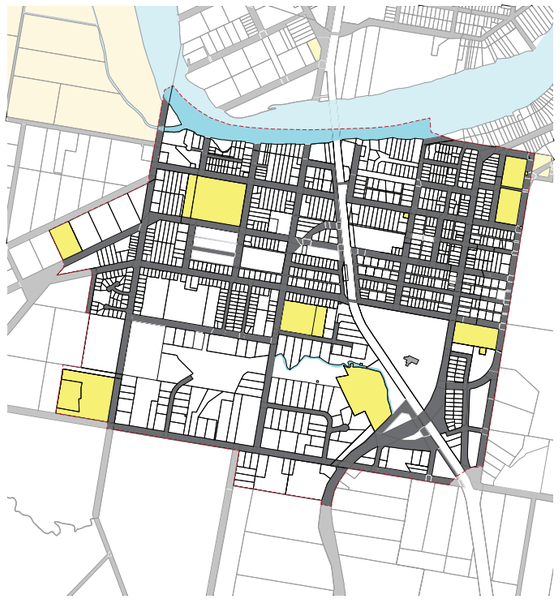
1 Objectives of zone: The objective is to provide suitable locations for automotive sales and service, motor-oriented accommodation and recreational facilities.

2 Without development consent: Nil.

Zone No 4 (a)
(Industrial (General) Zone)

1 Objectives of zone: The objective is to provide sufficient land for industrial and related purposes so as to maintain the predominance of industrial development at Kempsey.

2 Without development consent: Nil.



Zone No 5 (a)
(Special Uses "A" Zone)

1 Objectives of zone: The objective is to make suitably located sites available for certain community services and public utilities.

2 Without development consent: Nil.



Zone No 6 (a)
(Open Space "A" Zone)

1 Objectives of zone
(a) to identify publicly owned land that is used or is capable of being used for the purpose of active or passive recreation,
(b) to conserve and protect the visual and environmental qualities of foreshore reserves and encourage development compatible with the natural environment and landscape, and
(c) to encourage the development of public recreation in a manner which maximises the satisfaction of the community's diverse recreational needs, and
(d) to enable development associated with, ancillary to, or supportive of uses compatible with those uses.

2 Without development consent: Works for the purposes of landscaping, gardening or bushfire hazard reduction.

3 Only with development consent: Buildings for the purposes of landscaping, camping grounds, caravan parks, gardening or bushfire hazard reduction; carparks; recreation areas; roads; surf life saving clubs.

1.4 Consultation Summary

In response to the objectives of the project and address the common goals of several levels of Government, FaCHSIA, Kempsey Shire Council, Housing NSW and Kempsey Local Aboriginal Lands Council (KLALC) have agreed to work collaboratively and in consultation with the broader community to deliver the **South Kempsey: One Community One Mob** masterplan and social plan.

With a major focus on engagement with the local community, service providers and other key stakeholders, consultation is was a key driver for the project. The Project Team and Shadow Project Team collaborated with SJB and GHD to support the identification of community needs by the South Kempsey community and assist in building on the identified strengths and assets to develop workable strategies to the benefit of the whole community.

The Consultation Plan was prepared following meetings with the Client Project Team, Shadow Project Team and members of the South Kempsey community in early March 2012. It reflected the ideas and opportunities identified by the stakeholders and as a result of this collaborative process, is considered to provide an effective and efficient program consistent with the needs and aspirations of the community for the project.

In October 2012 the team at SJB and GHD received the Planning Institute of Australia award for Public Engagement and Community Planning for the work undertaken in the preparation of the South Kempsey masterplan and social plan.

Consultation Objectives

- To work with the public to ensure that concerns and aspirations are directly reflected in the Master Plan and Social Plan and provide feedback on how public input influenced the decision making process.
- Continue to create stakeholder and community awareness of the project aims and outcomes.
- Build strong relationships with the community, stakeholders and potential partners.
- Provide a culturally inclusive and respectful consultative process which recognises the rights of Aboriginal people
- Ensure that a broad range of local community and stakeholders are informed about the project and given the opportunity to provide feedback and ideas.
- Provide the community and stakeholders with an opportunity to ask questions and to identify areas of concern with respect to the project or process.
- Seek ideas and knowledge from a broad spectrum of the community and stakeholders.
- Partner with Aboriginal and non-Aboriginal stakeholders to develop strategies and options that meet the needs and aspirations of the whole community.
- Effectively and proactively identify solutions.
- Work in partnership with the Client Project Team and Shadow Project Team throughout the project.
- Clearly explain how stakeholders can participate in the project and how their input will be used in decision-making.
- Demonstrate an understanding of community concerns and values through the development of the Master Plan and Social Plan.
- Manage stakeholder and community feedback and complaints in a timely, respectful way.

Key Messages

All Project Team and Shadow Project Team members should be aware of the key messages for the project to ensure consistency of information. They need to be aware of any changes to the key messages due to project developments. Key messages for this stage of the project include:

- *The primary aim is to prepare a long term vision for both the physical and social improvements to the South Kempsey Area.*
- *A comprehensive consultation program is being undertaken with the South Kempsey community, including stakeholders from local businesses, community service providers and the wider residential population, including tenants and private land-owners.*
- *The project will investigate the sustainability measures and physical appearance of South Kempsey, including roads, footpaths, streetscaping, individual housing, vacant land and public open space, land zonings and community facilities. The social planning will be integrated with the physical proposals to enhance the overall well-being of the community.*
- *South Kempsey Master Plan and Social Plan is a pilot program which seeks to establish a new 'best practice' approach to social and urban regeneration.*
- *Three tiers of government and the KLALC are working together to deliver the project.*

Approach

The consultation approach reflected the need to understand the issues previously identified by the community, stakeholders and in relevant reports, and to respond to these issues in the masterplan and social plan.

The approach to community and stakeholder engagement was guided by the Core Values and Code of Ethics of the International Association for Public Participation (IAP2).

The level of public participation required for this project was undertaken at a 'collaborate' level. This is based on the level of public impact on the project, the likely 'negotiables', as well as Kempsey Shire Council guidelines for community engagement.

By consulting with the community and stakeholders at the 'collaborate' level, the Project Team confirms that they will partner with the public in each aspect of the decision-making process including the development of alternatives and the identification of the preferred solution and will provide feedback on how public input influenced the process.

A range of consultation and communication tools were used to ensure that the consultation objectives were met and include:

Activities that provide information:

- Media releases
- Community updates
- Kempsey Shire Council website
- Flyers, pamphlets and/or postcards
- Stickers & Buttons/Badges

Activities that provide information and allow opportunity for input and feedback:

- Community information sessions (potentially a community BBQ, at a sporting/community events)
- Dedicated Facebook page
- Contact mechanisms (email, feedback forms)

Direct engagement:

- Individual meetings with key community members, local interest groups, residents
- Community design and focus groups

1.4 Consultation Summary

The 'Shadow' Project Team
The Shadow Project Team was a key feature of the consultation process and was made up of *'champions'* and respected members of the community who wish to be involved in the masterplanning process, and more importantly be involved in the implementation of the plan.

To ensure that the Team was representative of key stakeholders and members of the community, GHD recommended that the Team comprise of five members from the following organisations:

- Kempsey Shire Council (2 members of staff)
- Housing NSW
- Dunghutti Aboriginal Leadership Management Alliance (DALMA)
- Resident and member of the South Kempsey Community

Role of the Shadow Project Team
The role of the Shadow Project Team iwas to assist the SJB Urban and GHD team in the development of the integrated masterplan and social plan. The local knowledge and on the ground support was crucial to informing the development of the plan and assist with the planning and implementation of the community consultation activities.

a) Tasks
The specific tasks of the Shadow Project Team were developed in the first workshop with the SJB Urban and GHD Project Team, held on Friday 10th February 2012. It is anticipated that over the project's timeframe, these tasks would include:

- Assisting the SJB Urban and GHD Team with obtaining information to report on the social context, social profile and social infrastructure.
- Developing a list of key stakeholders and community members.
- Organising a project and community events, which were held at the South Kempsey Family and Community Centre on Queen Street
- Coordinate venue hire and catering for all project workshops and manage invitations/RSVPs for relevant stakeholders

b) Key Dates

- It was expected that members of the Shadow Project Team were available to attend the following workshops with the SJB Urban and GHD Team, as well as attend the community consultation activities.
- Site visit – 9 February 2012.
- Workshop with SJB and GHD Project Team – 10 February 2012.
- Assets and Opportunities workshop – 22nd to 25th April
- Community design workshop – 3rd to 5th May
- Presentation of the draft master plan - 20 July



Samples of Badges for the community

1.4 Consultation Summary

The project involved extensive consultation with the South Kempsey community and other stakeholders, through a series of forums and events, informally initiated during the project inception visit in February and planned to continue throughout the project to June 2012. The three key stages of consultation include:

Workshop 01: 'Reflections and Review'
Undertaken: 27th – 28th February 2012
Participants: SJB Urban, GHD, Shadow Project Team, Kempsey Shire Council officers, the Joint Project Group and DALMA representatives.

Outcomes: First study area visit – drive and walk around the study area and its key locations, discussion of current activities, issues and opportunities, allowing the team to recognise the efforts and failures of previous programs/ projects.

Following the site visit, a workshop was held to determine the existing information available on the social context, social profile and social infrastructure, and identify tasks and a collaborative process for undertaking the desktop and on the ground research that will be required.

An informal social event was held during this initial visit, at which Councillors, Council staff, the Joint Planning Group, DALMA members and South Kempsey residents were invited to attend. The aim of this event was to build community capacity, understanding and support for the project.

Workshop 02: 'Assets and Opportunities'
Undertaken: 22nd – 24th March 2012
Participants: SJB Urban, GHD, key stakeholders and members of the community identified by DALMA and the Joint Planning Group.

Outcomes: focus on how the 'Assets and Opportunities' identified can be reflected in the South Kempsey Masterplan. Discussion will focus around the 7 key platforms identified in the DALMA report: early childhood; schooling; health; economic participation; healthy homes; safe communities; and governance and leadership.

This workshop should also seek to identify future partners who may be involved in further understanding and supporting the potential opportunities.

Workshop 03: 'Community Design Workshop'
To be undertaken: 3rd - 5th May 2012
Participants: SJB Urban, GHD, and open to all community members and specifically target key stakeholders and potential partners

Outcomes: focus on the design proposals prepared in Stage 02 (UDF, Detailed Studies and Draft Masterplan). The range of development, associated benefits, design intent, and built outcomes will be reviewed and discussed in the group 'break-out' sessions, and feedback from each group will be presented and discussed in the wider forum. Records of the discussions will be collated and fed back in to the master planning process.

It is anticipated that this workshop will build on from the information collected at the 'Assets and Opportunities' workshop and focus on testing potential physical and social planning strategies and options.

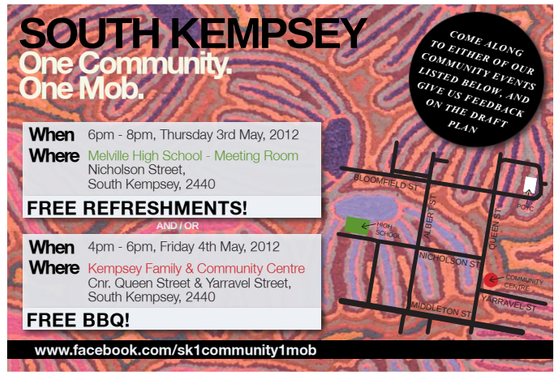
Workshop 04: 'Master Plan and Next Steps'
To be undertaken: 20th July 2012, Participants: SJB Urban, GHD, presentation to the Councillors, Council staff and the Community at the South Kempsey Family and Community Centre

Outcomes: follow on from the Community Design workshop and focus on preparing the Draft South Kempsey Masterplan, Social Plan and Delivery Strategy, which outlines the 35 key projects prepared during Stages 01 and 02.

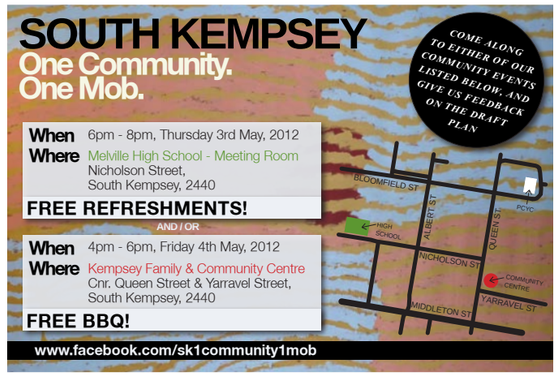
This workshop will bring together the work undertaken into a coherent, evidence-based and effective strategic masteplan and social plan, which identifies the requirements to be delivered as part of the masterplan.

Recommendations for the delivery and funding of the various projects were also discussed, with several existing and potential funding sources identified. These have been captured in the final report.

The on-going management of the project and governance structures were also raised and have been the subject of the final section of the report.













Advertising Flyers for the final event

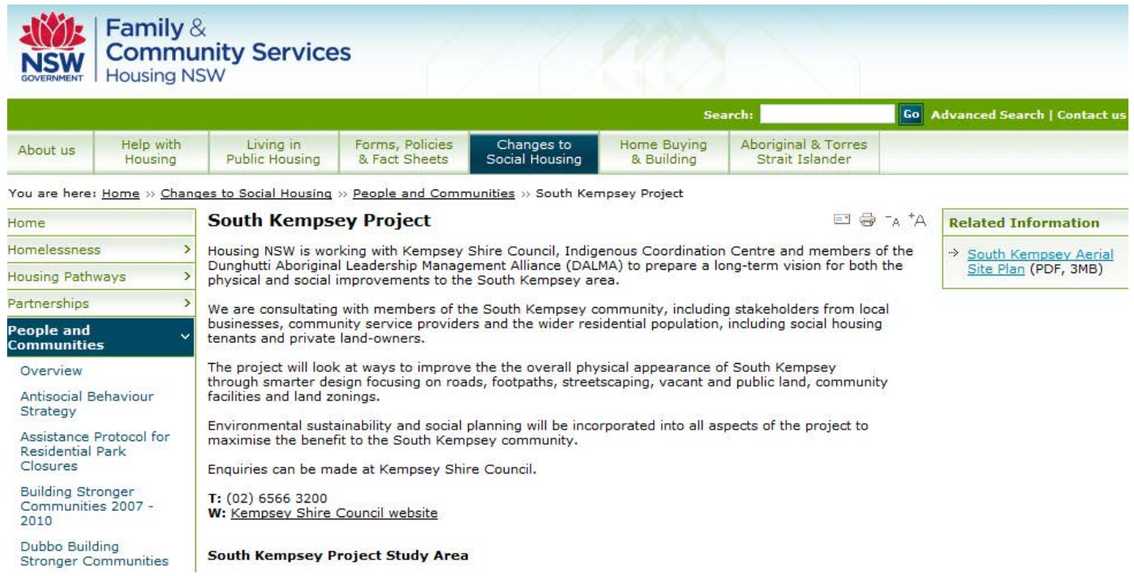
1.4 Consultation Summary



02 Screenshot from the Dfacs website, providing information on the project



03 Screenshot from the Council's website, informing the community about the project



04 Screenshot from the Dfacs website, providing information on the project

1.5 Study Area Assessment_ Constraints

Based on the outcomes of an intensive community engagement process and assessment of relevant reports prepared by a range of government and non-government agencies the following key challenges and opportunities have been identified:

Urban Challenges

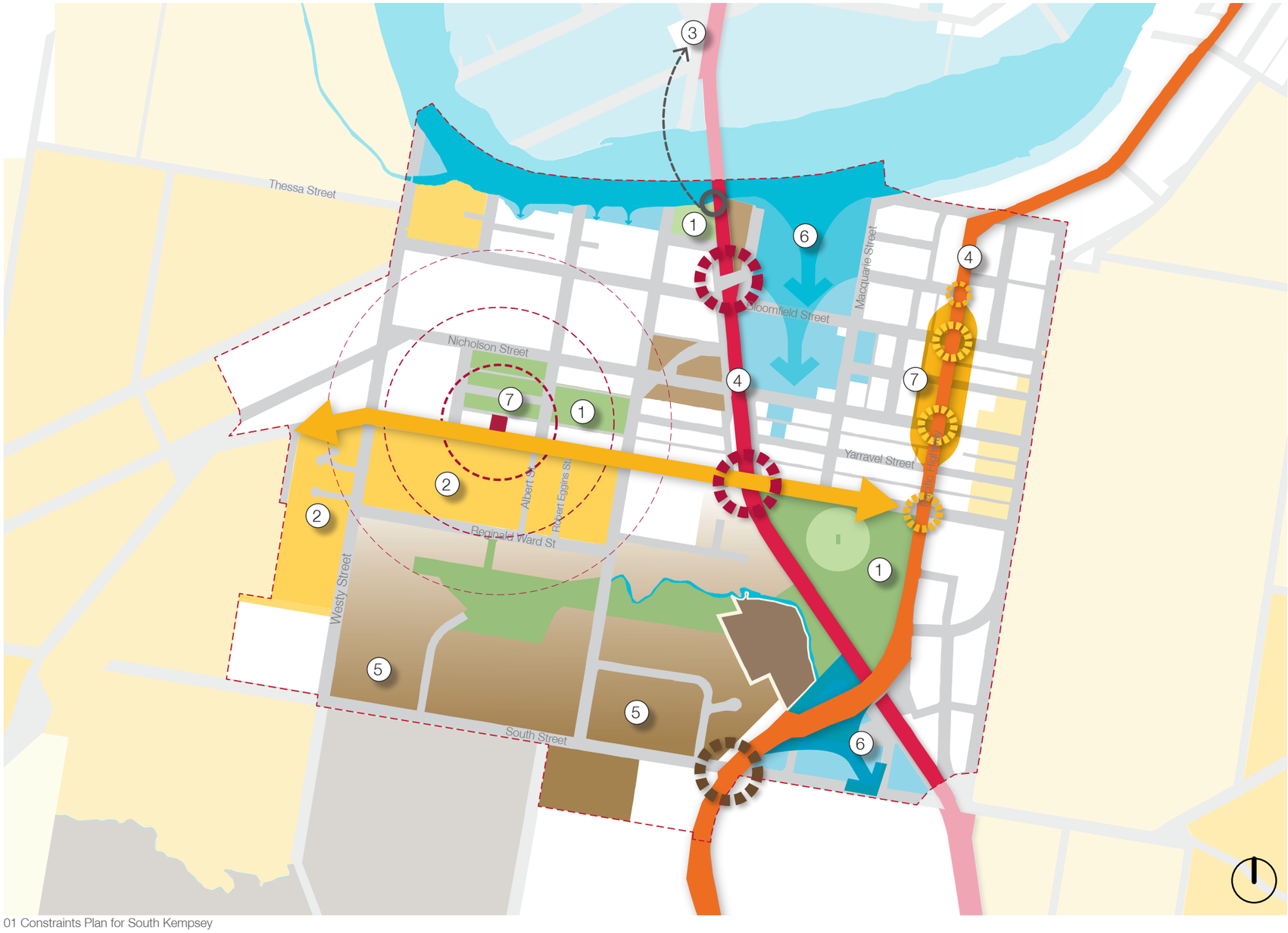
1. Lack of embellished active and passive public open space suitable for a range of age groups
2. Poor quality and/or inappropriate housing particularly for low income or socially disadvantaged people
3. Poor connections to CBD, particularly for pedestrians, cyclists and those without a private vehicle
4. Division and severance created by major movement corridors, i.e. Pacific Highway & railway line
5. Heavy vehicle traffic to and from the industrial uses
6. Flooding to low-lying areas
7. Limited provision of local retail

Social Challenges

- Anti-social behaviour, vandalism, crime and alcohol consumption in streets
- Lack of respect and pride
- Violence – domestic and lateral
- Need for community leadership

Key

- Site Boundary
- Pacific Hwy (heavy traffic, difficult to cross & join)
- Regional Railway Line (severance)
- Middleton Street
- Heavy Vehicle Traffic
- Utilities
- Local Retail - Middleton Street
- Housing NSW Properties
- Flooding
- Pedestrian Connections
- South Street junction
- Railway crossings
- Pacific High junctions



01 Constraints Plan for South Kempsey

1.5 Study Area Assessment_ Opportunities

Urban Opportunities

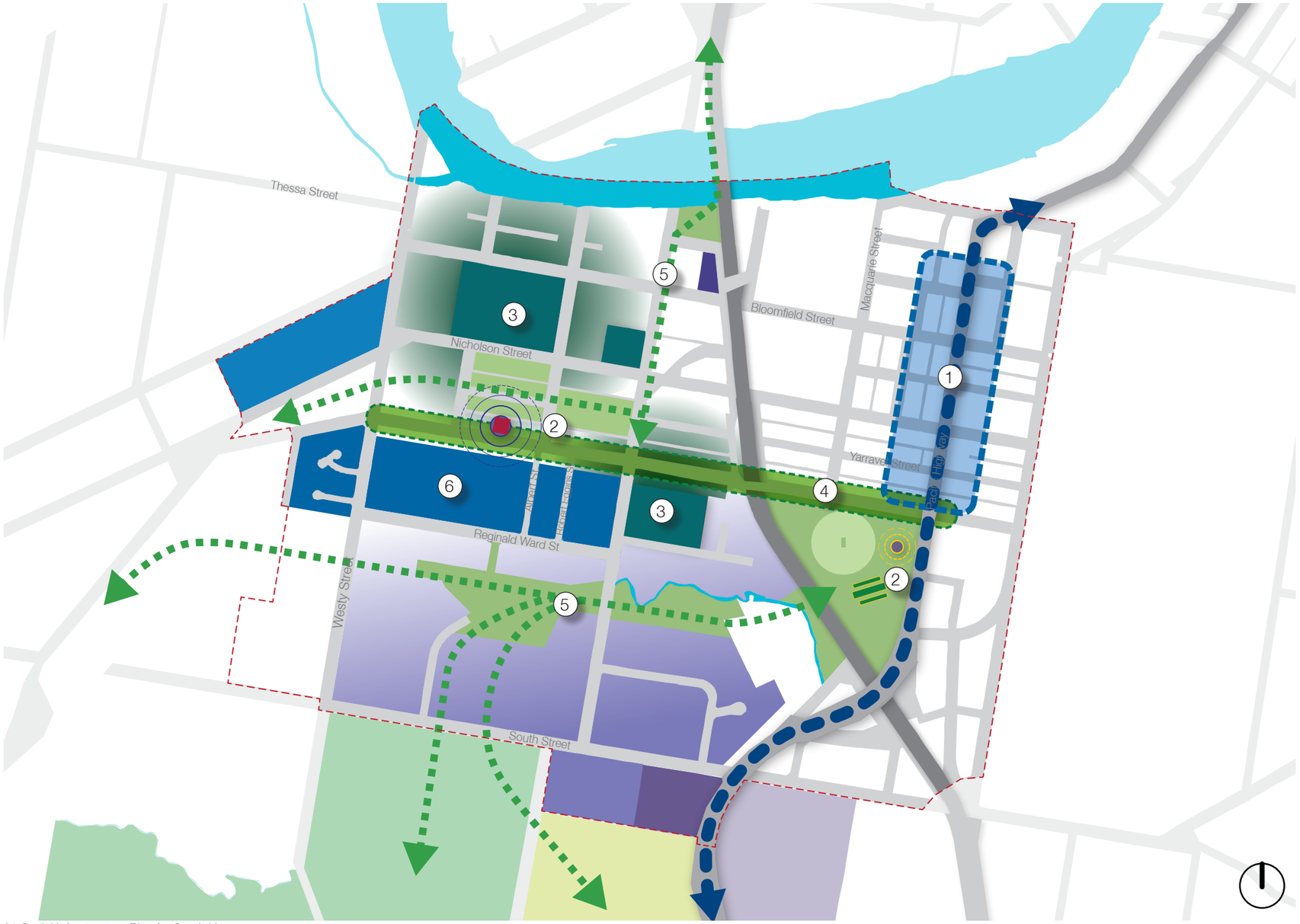
1. Improvements to the Pacific Highway corridor
2. New facilities, including the Keeping Place & Hub
3. Encouraging greater engagement with the local schools and the facilities they have available
4. Middleton Street upgrades, including footpaths, planting, cycle paths and lighting
5. Integrated cycle and pedestrian network throughout the community and surrounding areas
6. New housing to the west of Middleton Street

Social Opportunities

- People ready and willing to work together to improve South Kempsey
- Recognition that change is needed and that the community is seeking leadership
- Available land for housing and employment development
- Opportunity to create new parks with play structures, artworks and park furniture that celebrates the South Kempsey community. Existing open space is available to support these works.
- Organisations, businesses and Council can take a leadership role and create change including building respect, pride and employment for all.

Key

- Site Boundary
- Improvement to Pacific Hwy (assoc. with Bypass)
- Business Enterprise Zone & Streetscape Upgrade
- Improve connections to schools (footpaths & cycle paths)
- Access to school facilities & community
- Upgrade to Middleton Street
- Public Open Space Strategy
- Integrated pedestrian & cycle network
- Future Employment Opportunities
- Improving access to local employment
- Future Housing to meet needs
- Multi-Purpose Community Service Hub (MIddleton st,)
- Keeping Place (cnr Middleton & Pacific Highway)



01 Social Infrastructure Plan for South Kempsey

part 2 | urban design framework

2.1 Vision

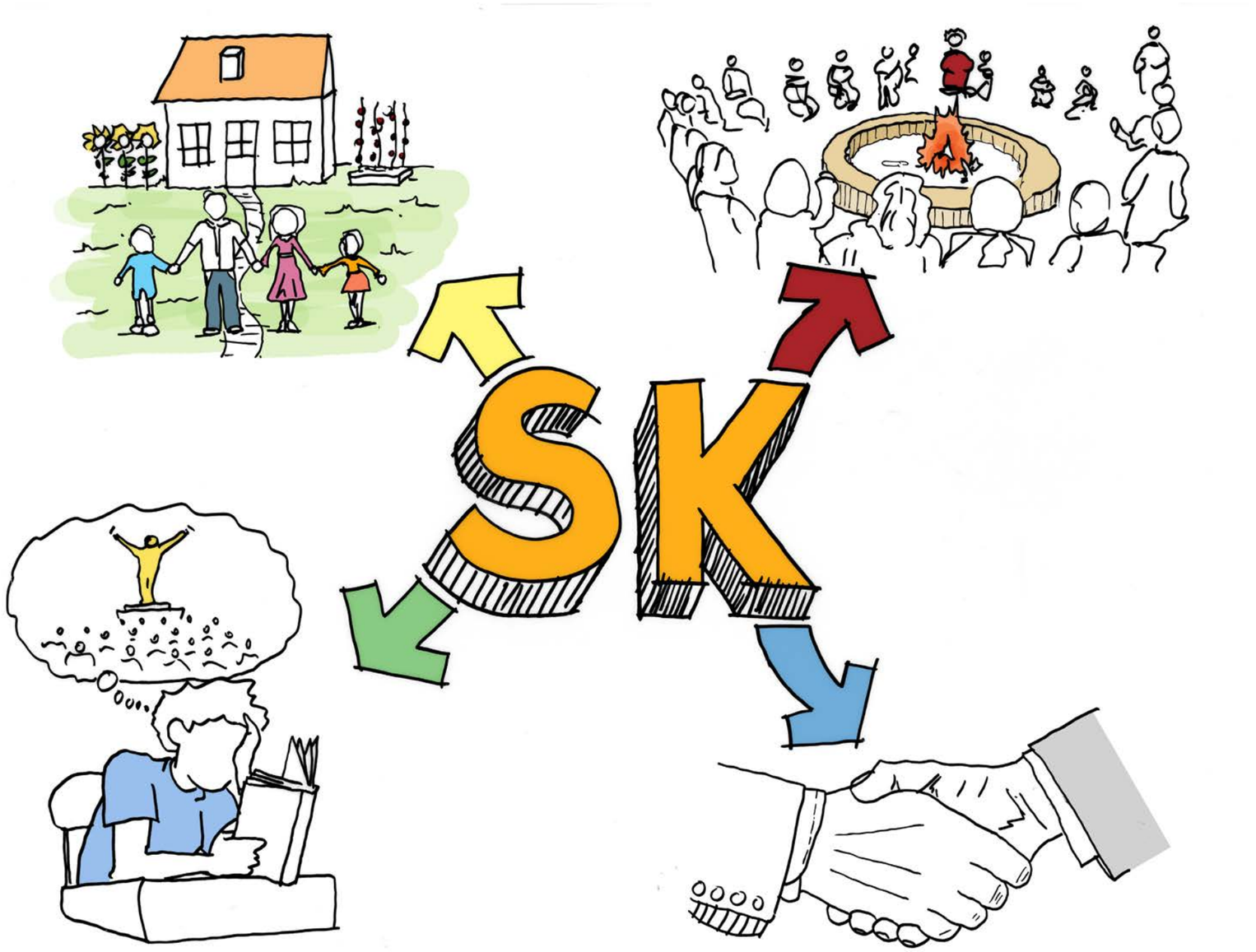
Project Goals
The aim of the plan envisioned by Kempsey Shire Council and the Joint Planning Group require the achievement of the following specific goals:

- **achieve the Vision** for South Kempsey;
- identify and retain prime land assets across South Kempsey to ensure the most **appropriate housing stock** is retained;
- identify properties or areas as **potential re-development sites**, particularly those located within close proximity to the commercial area and schools or services;
- **align dwelling stock** to changing demographic needs of residents in South Kempsey;
- **create optimal social mix** including a higher proportion of working / earning households; and
- give all residents a sense of **pride and identification with South Kempsey**, with strong perceptions of safety and security, a sense of community, and a harmonious social structure.

Our Vision
Our vision is to create one community - one mob through adopting a culture of change which strengthens our community. One Community – One Mob represents the joining together of both non-indigenous and indigenous residents, businesses and service providers to work collaboratively to build an inclusive and successful community in South Kempsey.

South Kempsey will be a place where:

- Respect for culture, self and each other fosters harmony and understanding.
- Healthy homes and happy families prosper in a safe and sustainable environment
- Life-long learning is valued and individual achievement is celebrated by the whole community.
- Strong and wise community leaders guide change and help us all build on our strengths.



2.2 Framework Principles_Urban

01 Housing





- Provide a diverse range of housing typologies to meet the needs of current tenants and attract future new residents to the area
- Demonstrate a positive relationship and mix between housing tenures by reducing the concentration of public housing
- Increase the availability of land suitable for residential development, including the provision of services, zoning, planning guidance and infrastructure
- Increase density around the Pacific Highway corridor, reflecting the Business Enterprise Zone and investigating new housing typologies, including row housing, fonzi flats and multi-unit residential
- Ensure housing mix and quantity is in line with the needs of the community, including the provision of private open space, access to services and passive design to reduce energy bills
- Ensure new housing strategies delivers positive change to the community by replacing areas in need with new forms and mixed tenures.

02 Open Space





- Provide a variety of new green open spaces across the suburb that may include meeting spaces, relaxation and leisure spaces, active and passive place space, and productive spaces
- Configure parks to have street edges, not private back fences, to improve public access and visual surveillance (safety)
- Engage with the community to ensure the open spaces meet their needs, reflect their culture, and perform across several generations
- Investigate opportunities to bring community gardens throughout the suburb, building on the success of the Family & Community Centre
- Improve the shading of public spaces, footpaths and gathering places through the using of tall tree cover, considered sitting and design, and introducing shade structures
- Improve the biodiversity of South Kempsey by linking spaces through green corridors and streetscape improvements, which must feature native species

03 Movement





- Seek improved frequency of bus services to South Kempsey by increasing the local population and density of development
- Pedestrian and cyclist movement will be encouraged and balanced against the need to rationalise industrial traffic and improve vehicle access into South Kempsey
- Establish a legible movement network through the use of streetscape design, street signage, changes in surface treatments and gateway statements
- Include safe, accessible and attractive (shaded) routes that encourage pedestrian and cycle journeys to the CBD across the existing bridge or proposed Second Crossing
- Improve the pedestrian environment, particularly for those (students) walking to and from school
- Traffic calming measures used to ensure safe interaction between traffic, pedestrians & cyclists
- Shared surfacing and pedestrian paths that link existing parks and public spaces, encouraging safer foot traffic and cycling through the area

04 Sustainability





- The range and access to services should be improved within South Kempsey, minimising the need for travel, encouraging walking, cycling and easy access for public and community transport
- Regeneration of Gill's Bridge Creek and remediation of the Boral Brickworks to be undertaken by local labour, using native species and local Indigenous practices
- All new development will be made highly sustainable through quality design, energy efficiency and adaptable for future solar and other technology integration - meeting best practice standards and Council's standards
- Extend the natural environment throughout the community via a network of green spaces, landscaped streets and communal gardens - encouraging biodiversity and native species
- Flooding, site drainage, stormwater run-off & water courses to form the basis of a WSUD Strategy
- All future proposals should reflect the objectives of the Council's Environmental Sustainability Strategy

2.3 Principles_Social

01 Bridging



- A community that is inclusive and diverse by involving different community groups, community members, ages etc.
- Creating understanding and connections across groups in the community
- *"Making friends with people who are not like you, like supporters of another football team"*

02 Respect



- Fostering positive attitudes and behaviour towards everyone in the community
- Appreciate the diverse make-up of the community
- *"Showing respect every day"*

03 Employment



- Improve the availability and access to employment opportunities, particularly for local Aboriginal people
- Strengthen existing services in the area and supporting local business through exposure and a greater support network (parking, walking paths, transport).
- *"Contributing skills and expertise within the community"*

04 Support



- Assisting parents to raise healthy families
- Provide support for young mothers continuing their education
- Ensuring people released from correctional facilities have support in their community
- School levers be provided with the assistance to move into the next phase of their adult life
- *"Support the community through all stages of their loves"*

05 Partnership



- Working together and in partnerships to deliver change for South Kempsey
- Collective action, joint projects, sharing information and shared responsibility
- *"Let's shake hands with each other".*

06 Pride



- Pride in self, community, culture and South Kempsey
- Building a sense of belonging and feeling good
- *"Feeling proud of South Kempsey"*

07 Education



- Engage with all educational institutions
- Celebrate the academic achievements within the community, across all age-groups and all backgrounds
- Its never too late to learn - offer education for all age groups and competencies
- *"Education can bring positive and lasting change to the community"*

08 Culture



- Recognise and respect the local Indigenous community, their history and their links to the land
- Celebrate the work of individuals in the community and their contributions to South Kempsey
- Share stories, history and knowledge with the broader community
- *"A place for learning, sharing and celebrating the Indigenous community"*

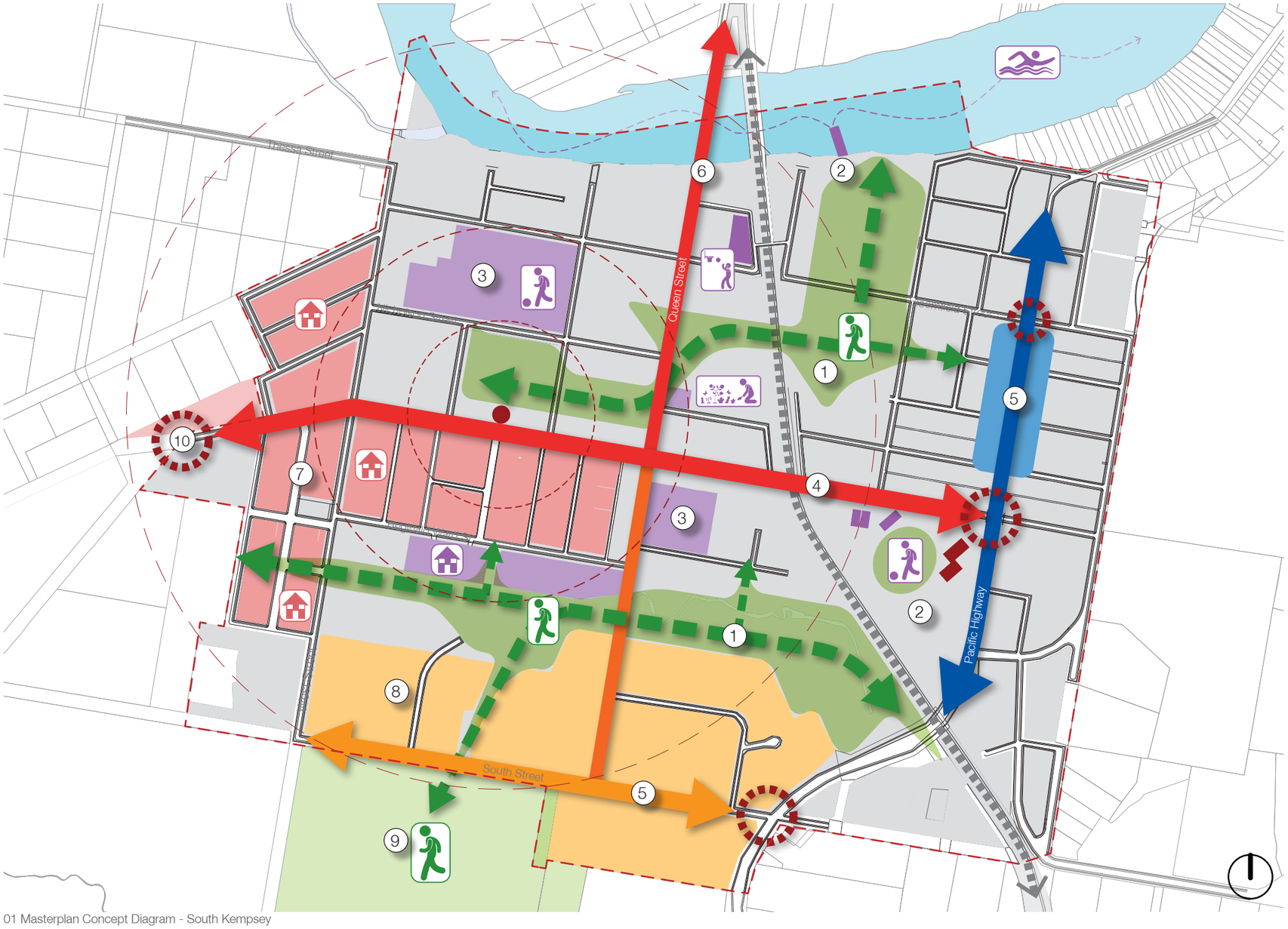
2.4 Concept Plan

Masterplan Concept

1. Green connections through existing open spaces and native landscape, reinforced by new parks and re-characterised spaces
2. Range of recreational facilities and spaces, including the kayak & boat ramp, South Kempsey Oval and Tennis Courts
3. Existing schools and educational facilities, including the proposal for a hostel on Reginald Ward Street
4. Middleton Street revitalisation, including streetscape improvements, cycle paths and multi-purpose development
5. Regeneration of the Pacific Highway corridor
6. Second Crossing over the River, extending Queen St
7. New residential sub-division and redeveloped properties, focusing on the Housing NSW properties
8. Maintain and reinforce the commercial and industrial uses along South Street
9. Remediation of the former brickworks - native nursery
10. Define the key gateways to South Kempsey with signage, development and streetscape design

Key

- New Residential
- Existing Industrial & Commercial
- Community & Education
- Retail & Business Enterprise
- Open Space (Natural & Recreational)
- Primary Access
- Pacific Highway Renewal
- Link Road
- Industrial & Commercial
- Green Links
- New Community & Commercial Buildings
- New Recreational Buildings
- Gateways



01 Masterplan Concept Diagram - South Kempsey

2.5 Urban Framework Plans

Movement Framework - Vehicles & Public Transport

Key attributes of the Movement Framework Plan for Vehicles and Public Transport include the following:

- The Pacific Highway will occupy a different position in the movement hierarchy for South Kempsey following the opening of the bypass. Reinforced with new retail uses and recharacterised by streetscape upgrades this primary route will become a greater focus of local residents.
- Middleton Street will continue to operate as the 'spine' of South Kempsey, a position that can be strengthened by improvements to the streetscape, including curb and guttering, footpaths and cyclepaths
- Queen Street extends north from South Street, through the centre of the community and over the river via the 'Second Crossing', which may feature a secondary bus route - either an extension of the existing route or additional service
- Tertiary and Local Access routes provide access to residential neighbourhoods, the majority of which fall within a 400m catchment (5 minute walk) from the key bus stops.
- To accommodate future residential development to the south of Middleton Street an extension or realingment of the bus service may be needed along Reginald Ward St.



Key

- Destinations: Community & Education Uses
- Destinations: Retail & Commercial
- Destinations: Open Space & Recreation
- Primary Routes
- Secondary (Feeder) Routes
- Tertiary (Residential) Routes
- Local Access Routes
- Existing Bus Route
- Extension/Alternative Bus Route
- Direction of Bus Route
- Primary Bus Stops
- 400m Catchment from Bus Stops

01 Movement Framework Plan - Vehicles & Public Transport

2.5 Urban Framework Plans

Movement Framework - Pedestrians & Cyclists

Key attributes of the Movement Framework Plan for Pedestrians and Cyclists include the following:

- Shared cycle and pedestrian routes are aligned along the primary movement corridors, including Middleton, Queen, South and Bloomfield Streets to provide connections between key community and educational uses - paths configured according to current best practice, 3m with separation from the abutting roads by landscaped verges.
- Seamless transition between the cycle routes and recreational spaces, which feature 'meandering' paths through the native trees and along the creek lines
- Pedestrian footpaths are provided along all street frontages and categorised according to their catchment (number of properties access the footpath). Primary footpaths provide access to new residential areas and secondary movement routes, i.e Bloomfield and Nicholson Streets
- Second order pedestrian routes provide access along roads with less traffic, and those fronted by lower density uses, such as the industrial and commercial properties along South Street



Key

- Cycling Zone
- Recreation Zone
- Pedestrian Zone (connector)
- Pedestrian Zone (local)
- Shared Cycle & Pedestrian Path (structural route)
- Recreational Path (cycling, pedestrian, dog-walking)
- Primary Pedestrian Footpath (connector)
- Secondary Pedestrian Footpath (local)

01 Movement Framework Plan - Pedestrians & Cyclists

2.5 Urban Framework Plans

Landscape & Public Realm

Key attributes of the Public Realm and Open Space Framework include the following:

- Rationalising the existing number and ‘program’ of the public spaces throughout South Kempsey can deliver a better coverage and diversity for the community
- Redundant spaces in the east and west have been designated for future development, including the park at the spaces at Chifley Place (west), Hill Street (east) and the corner of Bloomfield and Macquarie Streets (east)
- New spaces have been defined as part of the new residential neighbourhoods along West Street and Reginald Ward Street - serving local recreational needs
- Active spaces are identified at Queen Street and feature play spaces, cycle and waling trails through the native bushland, and seating.
- Gill’s Bridge Creek corridor features walking and cycling trails, which may be formal and/or naturalised
- South Kempsey Oval continues to play an important role in the support of formal sports, including AFL, cricket and tennis - supplemented by a new pavillion and changing facilities
- Access to the facilities at Melville High can supplement the PCYC and South Kempsey Oval
- Scooters, cycling and skating will occur along the stretch of Middleton Street adjacent to the Community Hub (former General Store) - these activities should be accommodated in the design of the streetscape

Key

- Tennis
- Running & Walking
- Basketball
- Scooters & Skating
- Football(s)
- Play Equipment (Local)
- Walking Trail
- Cycling
- Passive Space
- Community Garden
- Swimming
- Bush Regeneration
- 400m Catchment



01 Movement Framework Plan - Public Realm & Open Space

2.5 Urban Framework Plans

Key Development Sites deliver the following:

- 31ha Residential Subdivision to the west of Middleton Street, including the regeneration of the Housing NSW properties along West Street
- 8.6ha Recreational & Public Open Spaces, which includes 4 local parks and the regeneration of the Crown Land between Queen and Vernon Streets
- 13ha Gills Bridge Creek Corridor, stretching from West Street to the railway line and the Pacific Highway to the east, featuring walking and cycle trails
- 52ha Boral Brick Works, remediated and returned to its native state, featuring indigenous species
- 3km Street Revitalisation program, including the Pacific Highway, Middleton Street and Queen Street corridors (670m for Second Bridge Crossing)
- 5 New Community Buildings provided throughout South Kempsey, including the Keeping Place, Community Hub, Sports Pavilion and Hostel

Key

- New Residential
- Recreational & Community Spaces
- Natural Landscape
- Remediated Native Landscape
- Hostel & Training
- Business Enterprise Corridor
- Pacific Highway Renewal
- Middleton Street Revitalisation (west)
- Middleton Street Revitalisation (east)
- Second River Crossing
- River Embankment & Launch
- Gateways & Key Junctions



01 South Kempsey Masterplan - Key Development Sites

2.5 Urban Framework Plans

New Residential

The availability of land that's serviced and zoned for residential is a major constraint for future growth in regional centres.

Key Facts (Existing):
- **26** properties along Middleton Street retained, 9 owned by Housing NSW
- **13** properties on West Street, north of Middleton Street retained, including 3 owned by Housing NSW
- **49** properties along West Street (south), Gowings Hill Road, Chifley Place and F Smith Place to be redeveloped

Key Facts (Proposed):
- **31ha** of land identified for new residential development - currently zoned
- **304** new housing plots, in addition to the 39 retained, with a minimum lot size of 600m^2
- **10-11**dph (density reference, dwellings per hectare

Recreational & Community Spaces

By rationalising the number and coverage of the public open spaces throughout South Kempsey the quality and maintenance of the retained spaces can be improved.

Key Facts:
- **8.6ha**, the area of recreational and public open spaces, the majority of which is located in the Queen/ Albert Street area - Crown Land
- **2**, the number of spaces that have been identified for redevelopment as residential, including the park on Hill Street and at the corner of Bloomfield and Macquarie Streets
- **5**, the number of newly formed and re-characterised public open spaces, ranging from naturalised spaces at Albert Street to formalised parks at West, Macquarie, Queen and Druitt Streetst

Middleton Street (east)

The junction of Middleton Street and the Pacific Highway is the major gateway to South Kempsey, and should reflect the quality and aspirations of the community and the Council.

Key Facts:
- **480m**, length of Middleton Street from the Pacific Highways to the crossing over the railway line (primary)
- **230m**, length of Middleton Street from the Pacific Highway going east towards East Street (secondary)
- **7m**, proposed width of the carriageway (curb to curb), reduced from the existing width of 10m
- **60**, number of formal parallel parking spaces along the southern frontage serving South Kempsey Oval

Middletons Street (west)

The junction of Middleton Street and the Pacific Highway is the major gateway to South Kempsey, and should reflect the quality and aspirations of the community and the Council.

Key Facts:
- **1km**, length of Middleton Street from Gowings Hill road in the west to the crossing over the railway line
- **500m**, length of Middleton Street between Queen Street (east) and Vernon Street (west), where the majority of streetscape improvements should be focused - including footpaths, cyclepaths, tree planting and streetlights
- **220m**, length of Gowings Hill Road from Middletonw Street to the edge of South Kempsey (site)
- **3.5 - 4m**, width of the carriageway between the curb and landscaped islands

Native Landscape

The Gill's Bridge Creek native landscape corridor plays an important role in the urban structure of South Kempsey and proposed open space network that will link north to south, east to west. Considerable work has already been undertaken by the Council over the past 4 years, having secured funding from the Environmental Trust.

Key Facts:
- **12.76ha**, the area of the Landscape Corrdior, including the 4.7ha along West Street which is currently on the market
- **1.8km**, length of cycle and walking paths to connect West Street to the Pacific Highway at Gill Park
- **675m**, length of cycle and walking paths to connect South Street to Reginald Ward Street

Pacific Highway Renewal

Following the opening of the Kempsey Bypass the Pacific Highway corridor will experience a major transition in the type, volume and velocity of traffic along its length. Plans are already being prepared for this important regeneration zone, supported by updates to the planning framework and planned upgrades to the streetscape.

Key Facts:
- **850m**, length of the Pacific Highway from Middleton Street (south) to the junction with Hill Street (north)
- **365m**, length of the Pacific Highway from Yarravel Street to Bloomfield Street
- **187**, the number of formal parallel parking spaces that could be located along the primary retail frontages

Second River Crossing

To improve the connections between South Kempsey and the services available in West Kempsey and the CBD a second river crossing proposed. The bridge will carry pedestrians and cyclists on a dedicated pathway, and two lanes of traffic (one in each direction).

The bridge will aligned with Queen Street and connect to Kemp Street on the northern bank and on to the roundabout with Belgrave and Elbow Streets

Key Facts:
- **670m** from the corner of Druitt and Queen Street (south) to the sealed section of Kemp Street
- **220m** width of the Macleay River at the bridge crossing
- No funding is currently available for the delivery of this project

Remediated Landscape

Despite sitting outside the site boundary, the currently vacant and former Boral Brickworks presents a unique and valuable opportunity to South Kempsey. Its likely that the owners are required to remediate the site back to its former (native) statem as has been the case with many of their similar sites elsewhere. There are examples where local community and Indigenous groups have established not-for-profit organisations, who's responsibility it is to regenerate the native species through training programs and nurseries.

Key Facts:
- 51.7ha, approximate area of the Former Boral Brickworks
- 22ha, approximate area of cleared site

part 3 | short term projects

3.0 Introduction

The projects outlined in Sections 3.0 to 5.0 form the Action Plan for South Kempsey and have that follows have been identified and developed through consultation with stakeholders and community engagement; through social and urban design analysis and by an understanding of what has worked in similar communities and/or with similar challenges.

An urban design framework with Urban and Social principles has been defined for South Kempsey to guide the projects and how they will be implemented. The Federal Government 'Closing the Gaps' targets that the projects will contribute to are also identified.

The projects have been grouped into realistic timeframes short term (the next 12 months to 2 years), medium (next 3 – 10 years) and long term projects (10 years plus).
A rationale and brief actions (next steps) have been documented for each project.















3.1 Repair Basketball Court

Rationale

The Queen Street outdoor basketball court, located opposite the Family and Community Centre was identified during the second community consultation event as a potential project.

At the time the basketball ring was bent at the post, the court was covered in debris and rubbish, and the edges were over grown and poorly maintained.

There is a distinct lack of maintained and usable recreation facilities in South Kempsey, where the community and young people can meet, socialise and exercise.

At the time a Kempsey Councillor committed to undertaking the maintenance work as a statement of intent to the community and to express the Council's willingness to improve South Kempsey

Brief Actions

Actions that should be initiated include:

- Removal of loose material from the basketball court,
- Repair of the bent post and backboard,
- Maintain surrounding grassy area.

Responsibility

Kempsey Shire Council (project completed)

Potential Funding

Council's maintenance budget (project completed)

Closing the Gap Targets

Framework Criteria

Urban
02 - Open Space
Social
02 - Partnership
03 - Respect



01 Current state of the basketball court on Queen Street



02 Current state of the basketball court on Queen Street



03 The outdoor half-court basketball courts after repairs



04 The outdoor half-court basketball courts after repairs

3.2 Sport Facilities

Rationale

Improve the accessibility and availability of existing sport and recreational facilities located within South Kempsey, which include those at Melville high School, PCYC, and South Kempsey Oval. This approach can be extended to the sporting facilities located to the north of the Macleay River, in West Kempsey and the CBD (swimming pool and skate park)

Brief Actions

- Centralised resource accessed through the Council's website that lists the
- Programs that are directly marketed to the South Kempsey, encouraging participation in local activities (i.e. South Kempsey's AFL Team)
- Build on the success of the Midnight Basketball at the PCYC (Friday's), sourcing funding for additional nights (Saturday's)
- Run a shuttle bus from South Kempsey to West Kempsey (swimming pool and skate park) during the school holidays

Responsibility

Kempsey Shire Council
PCYC

Potential Funding

Closing the Gap Targets

Safe Community
Health

Framework Criteria

Urban
03 - Movement
Social
07 - Support



01 Community Tennis Courts on Middleton Street



02 Indoor Basketball Courts at the PCYC



03 Kempsey Swimming Pool, Belgrave Street



04 Kempsey Skate Park, Belgrave Street

3.3 New Park & Recreation Area

Rationale
Proposed new park to be positioned opposite the FCC on Queen Street should be furnished to provide a range of opportunities for active and passive recreation for all ages and abilities. This new park will provide a space for positive community interactions and reduce anti-social behaviour.

Brief Actions
- The design, construction and maintenance should actively involve the local community; in order to create a space which is safe, efficiently lit and of a robust nature.
- All furniture and artworks positioned in the proposed park should celebrate the South Kempsey community and it's history.
- All recreational and passive spaces should be connected by shared cycle and footpaths that will add surveillance and activity throughout the entire corridor.
- The majority of the open space will remain naturalised, requiring minimal maintenance.
- Lighting is essential to create a sense of security

Responsibility
Kempsey Shire Council
Local Schools
Local Community

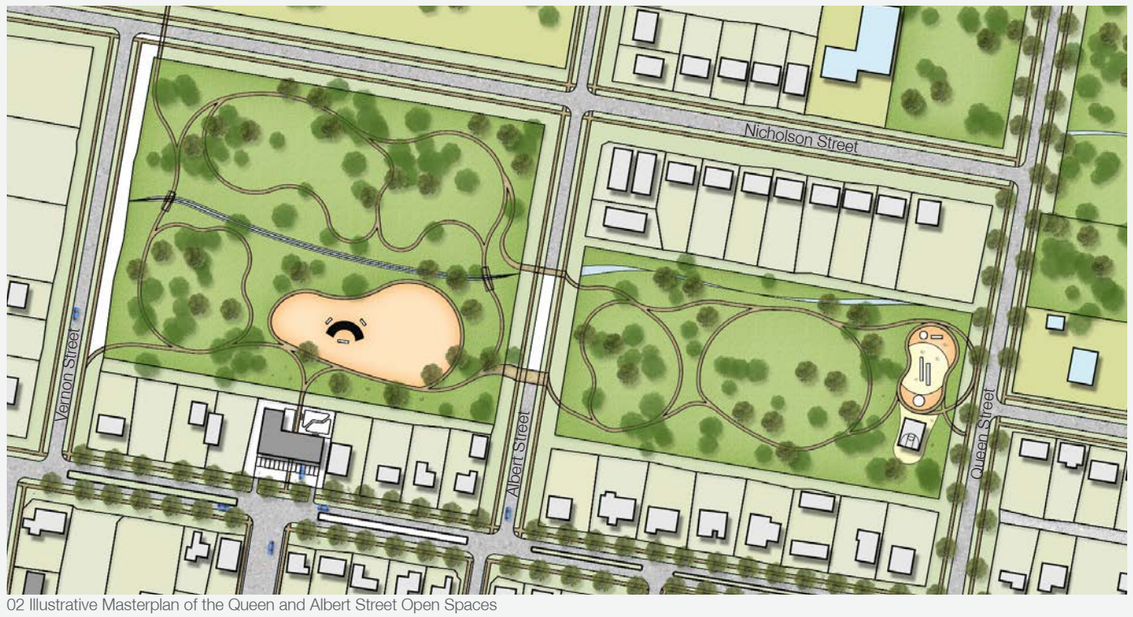
Potential Funding
Landcare Grants NSW

Closing the Gap Targets
Early Childhood
Safe Communities
Health

Framework Criteria
Urban
02 - Open Space
04 - Sustainability
Social
01 - Bridging
02 - Partnership
03 - Respect



01 Queen Street Proposal - active play spaces



02 Illustrative Masterplan of the Queen and Albert Street Open Spaces



03 Example of play spaces and shaded seating



04 Naturalised open space & water ways



05 Naturalised open space & water ways



06 Formalised shared cycle and footpaths

3.4 South Kempsey Oval

Rationale
The facilities at South Kempsey Oval should be made available to a great number of sporting teams to encourage greater use and interaction with the local community. The facilities and sporting program will engage the community, improve fitness and health, and reduce anti-social behaviour.

Brief Actions
- Construction of; coaches and reserves 'dug-outs' around the outside of the AFL field [already completed]
- Erect AFL posts during the winter season, which can then be removed during the summer cricket season [already completed]
- Target greater participation by the local communities through training camps during the school holidays and after-school sessions
- Sporting Pavilion with toilets, change rooms, kiosk and storage facilities to serve as a shared 'club house' for the various South Kempsey sporting teams

Responsibility
Kempsey Cricket Club
Macleay Valley Eagles (AFL)
Kempsey Shire Council

Potential Funding
Cricket Australia
AFL
Local Sporting Teams

Closing the Gap
Health

Framework Criteria
Urban
02 - Open Space
Social
02 - Partnership
03 - Respect



01 Photomontage of prospective use and state of South Kempsey Oval.

3.5 South Kempsey Mountain Bike Club & Track

Rationale

The report by Jai Cooper, prepared in May 2011 title *'Draft Discussion Paper: Mountain biking and Indigenous Communities'* provides a valuable insight into the work already undertaken to get Team Dunghutti up and running, and the potential relationships between mountain biking and Aboriginal communities on the Mid-North Coast.

Mountain biking presents a range of opportunities for a community like South Kempsey, as it fosters social and cultural interaction, encourages healthier lifestyles, provides an alternative means of transport for a physically isolated community, builds confidence and leadership skills, and increases awareness of the cultural and natural landscape.

South Kempsey is blessed with a spectacular hinterland that includes natural landscape, agricultural holdings, river foreshores and creek lines that link the community to other settlements and recreational facilities. The suburb also features a number of significant open spaces within the residential neighbourhoods, all of which have been identified in the landscape concept and masterplan. Any of these spaces could accommodate a bike trail, either as an isolated offer, or preferably as part of a larger network.

The former Boral brickworks has been identified and discussed through the consultation stages as an ideal location for a purpose-built mountain bike trail. This is just one of many opportunities within South Kempsey. Several other examples where partnerships have been formed include:

- **Mount Joyce** in Queensland features a mountain bike track (http://www.mtjoyceescape.com.au/)
- **Hastings Valley** in Port Macquarie Mountain Bike Riders, run by volunteers (http://www.hvmbr.com/)
- **Tathra Doolagharl Singletrack** in partnership with Bega Land Council to develop the dual track with Indigenous workers (http://www.mountainbiking.com.au/_blog/Tathra_-_News_and_Events/post/Tathra_Doolagharl_Singletrack/)

Brief Actions

- Review findings from the *'Draft Discussion Paper: South Kempsey Adventure Park'*, by Jai Cooper, September 2012, which outlines the potential of a multi-faceted project designed and delivered by the community, for the community, in the community.
- Investigate the potential locations for the bike park, including the former brickworks, Slim Dusty Centre, Kiwarrak State Forest, Kempsey Golf Course, Burnt Bridge 'Mission', and Gill's Bridge Creek.
- Establish a working group with the Dunghutti Sport and Rec, Kempsey Shire Council, Local Aboriginal Land Council and any local 'champions' who wish to be involved
- Select a preferred site for the park, prepare a business case and concept plan, and link into other initiatives outlined in this report
- Pursue Boral, as owners of the former brickworks located immediately to the south of South Kempsey they are important stakeholders and potential partners in the project
- Continue to build on the work already undertaken by Team Dunghutti by securing sponsorship and funding to enable the expansion of the program

Responsibility

Kempsey Shire Council (Trevor Dickson)
Dunghutti Sport & Recreation (Jai Cooper)
Boral, owners of the Former Brickworks
Local Aboriginal Land Council

Potential Funding

RDA Round 3
Local Aboriginal Land Council, grants
Kempsey Shire Council

Closing the Gap Targets

Health
Schooling

Action Plan Criteria

Urban
02 - Open Space
Social
02 - Partnership
03 - Respect
06 - Education



01 Example of a bike park in Queanbeyan (*source: Dirtz Productions*)



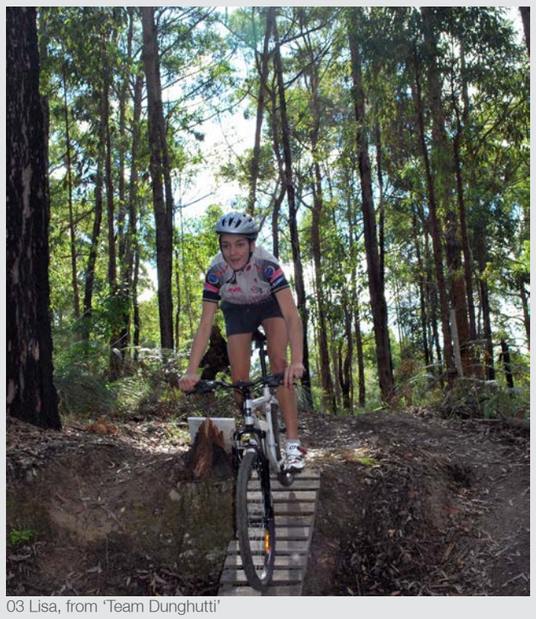
04 Queen Street Open Space, Masterplan Excerpt



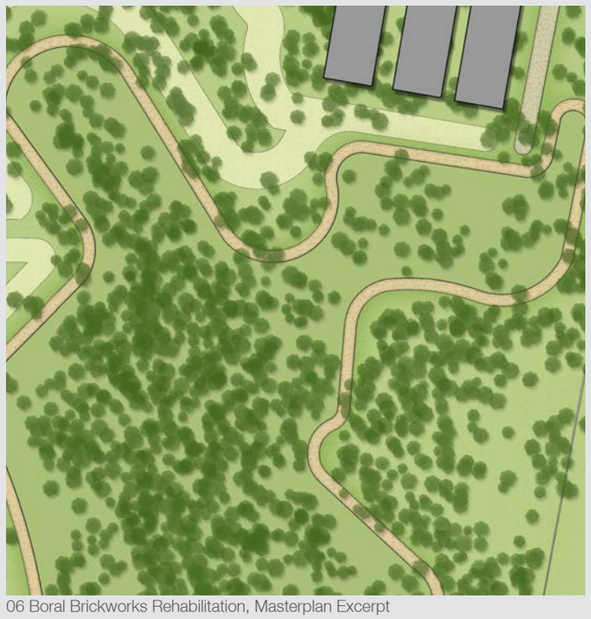
02 'Team Dunghutti', as seen on **Mountain High** (Living Black, SBS)



05 Gill's Bridge Creek Open Space, Masterplan Excerpt



03 Lisa, from 'Team Dunghutti'



06 Boral Brickworks Rehabilitation, Masterplan Excerpt

3.6 Kayak Club

Rationale
The Kayak Club is an effective way to get young people to engage with their natural environment in a group setting. Kayaking is a low-impact, low-risk and relatively inexpensive undertaking that can build confidence and awareness of the Macleay River - a spectacular resource that is often ignored by the community.

Brief Actions
- Purchase a minimum of 10 Kayaks, which can be stored temporarily at the FCC
- Identify individuals in the community who can undertake the necessary safety training (Bronze Medallion, and above)
- Establish an after school and holiday program for the South Kempsey community - summer months only
- Develop a permanent storage facility and launch area on the southern bank of the river, access from the northern end of Prince Street

Responsibility
Kempsey Shire Council
Macleay Valley Sports
PCYC

Potential Funding
NSW Sport & Recreation
Facility Grant Program

Closing the Gap Targets
Health
Governance & Leadership

Framework Criteria
Urban
02 - Open Space
04 - Sustainability
Social
01 - Bridging
02 - Partnership
03 - Respect
04 - Pride
08 - Culture


02 Grassed Embankment at the end of Prince Street


03 Organised Groups & After-School Programs


04 Interact with the beautiful Macleay River


01 Proposed location for the Kayak & Boat Launch - north end of Prince Street

3.7 South Kempsey Education Village

Rationale
'To provide assistance to disadvantaged youth engage in formal education.' (Jann Eason, VC Foundation)

Brief Actions
- Cost centres include mining and associated industry training and Wollongong University outreach Health program
- David Peachey Foundation offer of training places in the mining and associated industries, Chris Anderson Labour Hire company assisting
- Initially low level training, will require co-operation between training providers.
- Aviation trainee program (youth) – Kempsey Airport has capacity and under consideration
- Accommodation will allow higher level training options, airport will allow charter flights in for training and out for employment (national)
- Nursery and food park concept – offer of 3ha. Wijgay to be approached about food park nursery, South Kempsey site for mine regeneration
- Temporary hostel accommodation may be secured in West Kempsey (old Police Station) or Swanson Lodge (Corrective Services)

Responsibility
VC Foundation

Potential Funding
Stage Government Grants (Andrew Stoner)
Private Sector Investment & Partnerships

Closing the Gap Targets
Schooling
Economic Participation

Framework Criteria
Urban
03 - Sustainability
Social
01 - Bridging
02 - Respect
03 - Employment
05 - Partnership
07 - Education


01 Lightweight construction for Hostel accomodation


02 Meeting Place and Training Centre Examples


03 Nursery and Market Garden

3.8 Local Bus Service

Rationale
A local bus service program needs to be reinstated to ensure community ownership and support, this will ultimately result in improved frequency, patronage and respect of the service. Cultural awareness training of drivers and bus advertising sponsorships are avenues that should also be explored in regards to the service.

Brief Actions
- Identify the key junctions throughout South Kempsey where bus stops should be located - with the greatest number of houses within a 400m catchment
- Run a Design Competition with local artists, architects, school children and colleges to prepare original designs for the bus stops
- Seek donations of materials, construction expertise (via the TAFE), and project management from the community

Responsibility
Kempsey Shire Council
TAFE

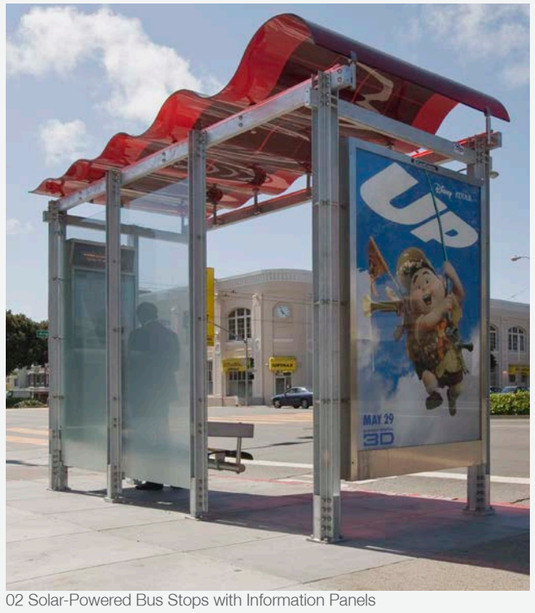
Potential Funding
Country Passenger Transport Infrastructure Grants Scheme 2012-2013 - current available.
The Grant covers:
1. improved security and lighting;
2. seating and shelters for bus, taxi or train
3. passenger transport interchanges;
4. passenger transport information boards
5. other passenger transport infrastructure or associated facilities to improve access to public transport; and
6. minor works directly related to passenger transport infrastructure.

Closing the Gap Targets
Safe Communities

Framework Criteria
Urban
03 - Movement



01 Existing Bus stop on the corner of Reginald Ward & Queen Street



02 Solar-Powered Bus Stops with Information Panels

3.9 Local Story-Telling

Rationale
The sharing of local stories, history and culture is a way to building understanding and relationships. Invite diverse local people to share their story in a relaxed group setting where people can connect and share. There is a rich and diverse local history and culture to be shared and great friendships to be made.

If stories are shared on a monthly basis, for example over tea, coffee and biscuits at 5.30pm the Family and Community Centre on the first Wednesday of each month, people will get to know this as ‘South Kempsey story time’.

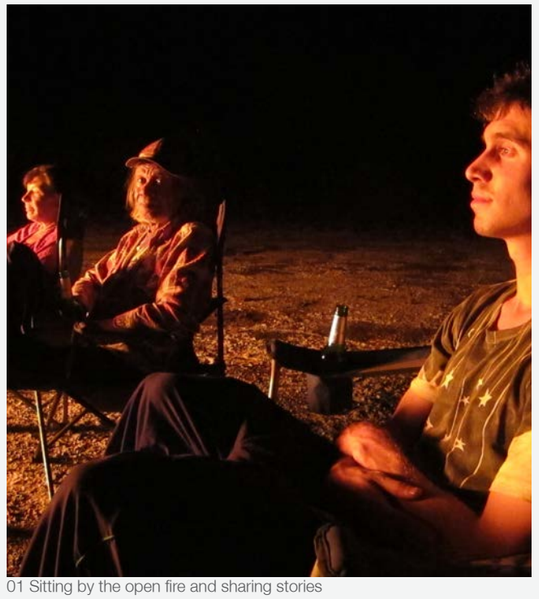
Brief Actions
- Define a program for community stories – a story teller for each month.
- Decide on and publicise the South Kempsey story time.

Responsibility
South Kempsey Family and Community Centre - venue
Kempsey Shire Council / local businesses - catering

Potential Funding
Potential for sponsorship by local businesses.

Closing the Gap
Governance & Leadership
Safe Communities

Framework Criteria
Social
01 - Bridging
03 - Respect
04 - Pride
06 - Education
10 - Culture



01 Sitting by the open fire and sharing stories



02 Sharing Knowledge of the Land

3.10 Cultural Awareness Training & Reconciliation Action

Rationale

Cultural awareness training provides a strong basis for understanding and communication across cultures. At present there is a lack of cultural understanding of both Aboriginal and Non-Aboriginal communities in South Kempsey. Cultural awareness training to breakdown the 'us' and 'them' divide, so everyone in the community sees that 'we are all in this together', is needed.

Examples of setting where cultural awareness training could be offered include Councillors and Council staff, Chamber of Commerce, gatherings at the Family and Community Centre.

Brief Actions

- Organisations including Kempsey Shire Council, NSW Police and Housing NSW to offer cultural awareness training to staff.
- Kempsey Shire Council to develop a Reconciliation Action Plan (to define strategies to Close the Gap and facilitate reconciliation).

Responsibility

Kempsey Shire Council
Schools and Macleay Valley College
South Kempsey Family and Community Centre
Businesses and Chamber of Commerce
Police
DALMA

Potential Funding

Range of Government funding sources.
Support and grants from Reconciliation Australia.

Closing the Gap Targets

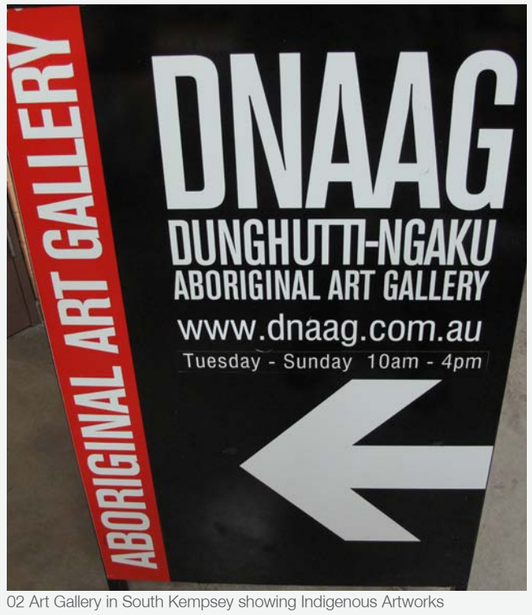
Governance & Leadership

Action Plan Criteria

Social
01 - Bridging
03 - Respect
04 - Pride
06 - Education
08 - Culture



01 Local Artworks



02 Art Gallery in South Kempsey showing Indigenous Artworks

3.11 Leadership Training

Rationale

Leadership training to develop leadership capacity has been identified as needed by the South Kempsey community. Future community leaders are needed to further develop leadership skills and to build respect and accountability by working with everyone in the community. Support for Aboriginal women and young people to access leadership development is particularly needed.

Brief Actions

- Coordinate existing Leadership programs, currently being undertaken in Kempsey
- Seek funding to formal the process (see below)

Responsibility

Local Community
Local Schools
DALMA
Kempsey Family & Community Centre

Potential Funding Targets

- IWG Grants
- Australia Council - Cultural Leadership Skills
- Indigenous Program Grant Round 01 (ends September 2012 - Community Broadcasting Foundation Ltd)

Closing the Gap

Governance & Leadership

Framework Criteria

Social
01 - Bridging
02 - Partnership
03 - Respect
04 - Pride
06 - Education
07 - Support
08 - Culture



01 Sharing his ideas and values with others.



02 Local Women meeting outside the FCC



03 South Kempsey's Young People engaging in their future

3.12 Community Events Program

Rationale
The Community Events Program involves preparing a yearly program of events that meet community the needs and the Action Plan Criteria.

Examples of community events include, acknowledging and celebrating the successes and achievements of local people, a festival which brings everyone in the community together, a celebration of each new project that is initiated and completed under the Action Plan, Neighbour Day, and events around No Domestic Violence, Community Safety, Community Arts Exhibition etc.

Brief Actions
- Define a working group to facilitate the South Kempsey Community Events Program 2013.
- Decide on and publicise the South Kempsey Community Events Program 2013.

Responsibility
Kempsey Shire Council
Schools and Macleay Valley College
South Kempsey Family and Community Centre
Businesses
Police

Potential Funding
Range of Government funding sources.
Potential for private sponsorship.
Focus on events becoming self-sustainable.

Closing the Gap
Governance & Leadership
Safe Communities

Framework Criteria
Social
01 - Bridging
03 - Respect
04 - Pride
06 - Education
08 - Culture



01 Community Events held at the FCC


02 Midnight Basketball at the PCYC


03 AFL at South Kempsey Oval

3.13 Community Services Coordination

Rationale
There is a lot of great work happening, good programs and projects in South Kempsey, however not everyone knows what is happening. There is a need for better coordination of community services and programs, for people to get together and share information and ideas. Support is required from these services to implement and monitor the South Kempsey Plan

Brief Actions
- Develop and community services directory for South Kempsey
- Community Services Interagency meetings to be held every two months, representatives from Police, Health, Housing, Schools, Council and community organisations to attend and update on needs, opportunities and implementation of the South Kempsey Plan

Responsibility
- Kempsey Shire Council to develop a community services directory for South Kempsey
- South Kempsey Family and Community Centre to host Community Services Interagency meetings – 6 per year.
- Interagency to identify actions to support and monitor South Kempsey Plan.

Potential Funding
Not required

Closing the Gap Targets
Governance & Leadership

Framework Criteria
Social
01 - Bridging
03 - Respect
04 - Pride
06 - Education
11 - Culture



01 A range of services are run through the FCC on Queen Street


02 PCYC offers Midnight Basketball and after-school programs


03 Computer training at the FCC


04 Community BBQ as part of this project at the FCC

3.14 Positive Local Media Coverage

Rationale
Local media should be encouraged and assisted to publish an increased number of positive stories about the local community. Stories that show local successes and achievements of South Kempsey are not currently featured. The negative stigma the media presents for South Kempsey needs to be addressed by acknowledging the good work and events in South Kempsey and communicating this to the wider community.

Brief Actions
Develop media releases for 'good news stories', such as the Family and Community Centre's community gardens and the school visits to the gardens.

Responsibility
Kempsey Shire Council
The Macleay Argus
ICC
Housing NSW

Potential Funding
None required

Closing the Gap Targets
Governance & Leadership

Framework Criteria
Social
01 - Bridging
02 - Respect
05 - Partnership
06 - Pride


01 Award the efforts of Young People in the community


02 South Kempsey's own AFL team


03 Celebrate the work of Volunteers within the community

3.15 Early Childhood Education

Rationale
The Early Childhood Education service should be a provision for Aboriginal mothers, in order to teach young mums about topics such as life and parenting skills etc. It should provide continued support in regards to childcare services and early childhood education, to encourage young mums to complete their school education.

Brief Actions

Responsibility
South Kempsey Pre-School, with support from local schools.
Local High Schools
Kempsey Family & Community Centre

Potential Funding
Funding Secured.

Closing the Gap
Early Childhood & Safe Community

Action Plan Criteria
Urban
03 - Movement
04 - Sustainability

Social
02 - Partnership
05 - Employment
06 - Education
07 - Support



01 Existing Facilities available in South Kempsey


02 Recent extension to the South Kempsey Pre-School


03 Programs to learn about the local floral and fauna


04 Programs to learn about the local floral and fauna

3.16 Healthy Living Program

Rationale
A plan and programs to address alcohol abuse and alcohol related violence in South Kempsey is needed. Community members indicated that alcohol abuse is causing serious problems in South Kempsey, particularly alcohol abuse by Aboriginal young people and men.

Brief Actions
A coordinated plan involving the community and agencies to agree on actions to address alcohol abuse is required.

Responsibility
Kempsey Shire Council
Kempsey District Hospital
Local Community
Local Schools
Kempsey Family & Community Centre
PCYC

Potential Funding
Invite NSW Health (local health network) to develop a program specifically for South Kempsey.

Closing the Gap
Healthy Communities

Action Plan Criteria
01 - Bridging
02 - Partnership
06 - Education
07 - Support



01 Alcohol Retailer on the Pacific Highway



02 Alcohol Retailer on the Pacific Highway



03 'No Alcohol' signs located throughout the public realm

3.17 No to Family (Domestic) Violence

Rationale
A training program on reporting child abuse for people working in community services and community members is required to address community concerns regarding child protection The program should educate people on how to report incidents, their responsibilities and also safety issues affecting victims and their families.

The South Kempsey community need to publicly support the program and publicise that child abuse in not acceptable.

Brief Actions
Invite the NSW Department of Community Services to provide the training program at the Family and Community Centre.

Responsibility
Kempsey Shire Council
Police
Local Community
Kempsey District Hospital

Potential Funding
Not Required

Closing the Gap Targets
Safe Communities

Action Plan Criteria
Social
01 - Bridging
04 - Support
05 - Partnership
07 - Education


01 Alcohol Retailer on the Pacific Highway


02 Alcohol Retailer on the Pacific Highway



03 'No Alcohol' signs located throughout the public realm

part 4 | medium-term projects

4.1 New Housing

Rationale

There is a need to deliver improved housing choices for public tenants, private tenants and home purchasers in South Kempsey, with focus on increasing income and tenure mix. A plan must be prepared with input from Housing NSW, community housing providers and the private sector (project home builders etc.) to support on-going housing provision in South Kempsey.

It is evident that both new and upgraded housing solutions are needed with evidence that existing housing does not meet community needs. This includes both existing public and private rental housing.

The provision of new appropriate housing would also reduce the current stigma of the area associated with the visible difference between public/private rental housing and housing occupied by home owners.

Also, the availability of suitable land in South Kempsey for housing and support from Government and community housing providers to provide affordable housing presents as opportunity to deliver improved housing outcomes.

Brief Actions

- Prepare a Housing Delivery Plan that identifies specific sites, supporting planning requirements and financing mechanisms for South Kempsey.
- Increase income and tenure mix through actions to encourage community housing providers to manage/build affordable housing stock.
- Identify sites suitable for local builders to deliver affordable homes for home occupiers while discouraging private rental by investors.
- Seek funding to deliver the infrastructure necessary to attract private developers, such as new roads, utilities, levelling and site preparation works
- Encourage smaller pilot projects through the rezoning of unused open spaces in established residential neighbourhoods where services are available (Macquarie & Hill Streets)

Responsibility

Housing NSW
Community Housing Providers (Mission Australia)
Kempsey Shire Council
Private Sector (Hotondo Homes)

Potential Funding

National Rental Affordability Scheme
Community Housing providers
Private sector

Closing the Gap

Housing
Economic Participation

Action Plan Criteria

Urban
01 - Housing
04 - Sustainability
Social
03 - Employment
05 - Partnership



03 Duplex Housing delivered by Housing NSW in Chester Hill (Sydney)



04 Detached Housing in Lidcombe, Sydney (Australand)



01 Undeveloped land to the south of Middleton Street



05 Row Housing in Lilyfield, Sydney (Housing NSW)

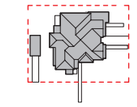


02 Open Space at the corner of Macquarie & Bloomfield Streets (flood prone?)

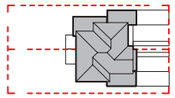


06 Row Housing, Dalston, East London (Housing Corportation)

Typical Housing Layouts and Facts



3Plex
Building Footprint: 289m2
GFA: 537m2
Number of Dwellings: 3
Number of Bedrooms: 3-4 /Dwel
Frontages:18m x 19m
Number of Carparking: 2/Dwel



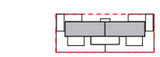
Duplex
Building Footprint: 193m2
GFA: 331m2
Number of Dwellings: 2
Number of Bedrooms: 3-4 /Dwel
Frontages:12-16m
Number of Carparking: 2/Dwel



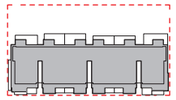
Row House 2Bed
Building Footprint: 66m2
GFA: 132m2
Number of Dwellings: 1
Number of Bedrooms: 2
Frontages:5.2m
Number of Carparking: 1



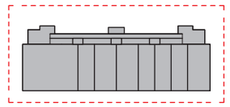
Row House 2Bed
Building Footprint: 66m2
GFA: 132m2
Number of Dwellings: 1
Number of Bedrooms: 2
Frontages:5.2m
Number of Carparking: 1



Villa
Building Footprint: 74m2
GFA: 74m2
Number of Dwellings: 1
Number of Bedrooms: 1
Frontages:13m
Number of Carparking: 1



3 Storey Apartment
Building Footprint: 589m2
GFA: 1767m2
Number of Dwellings: 18
Number of Bedrooms: 2 /Dwe
Frontages:18m x 19m
Number of Carparking: 1.2



3 Storey Shop Top
Building Footprint: 1156m2
GFA: 4624m2
Number of Dwellings: 30-33
Number of Bedrooms: 1-2-3 /Dwel
Frontages:61m x 21m
Number of Carparking
1 per 1Bed
1.2 per 2bed
1.5 per 3Bed

4.2 Middleton Street Revitalisation

Rationale

Middleton Street is the ‘spine’ of South Kempsey, as it provides a direct link between the Pacific Highway on the eastern side of the railway line and the majority of the residential neighbourhoods to west. The upgrade to the appearance, performance and image of the streetscape includes; improvements to connecting footpaths, the introduction of new cycle paths, street planting and street lighting, and also street re-surfacing and activation.

Brief Actions

- Prepare a Design Concept for the Middleton Street corridor, stretching from East to West Street, with a focus on the length between Queen and Vernon Streets (500m)
- Prepare a ‘street-cleaning and beautification’ event, where the community plants new trees, picks-up rubbish and improves the appearance of Middleton Street
- Prepare a local maintenance team with the community whose responsibility it is to tend to the trees and landsape (volunteers through the FCC)
- Secure funding undertake major infrastructure upgrades

Responsibility

Kempsey Shire Council
Local Community

Potential Funding

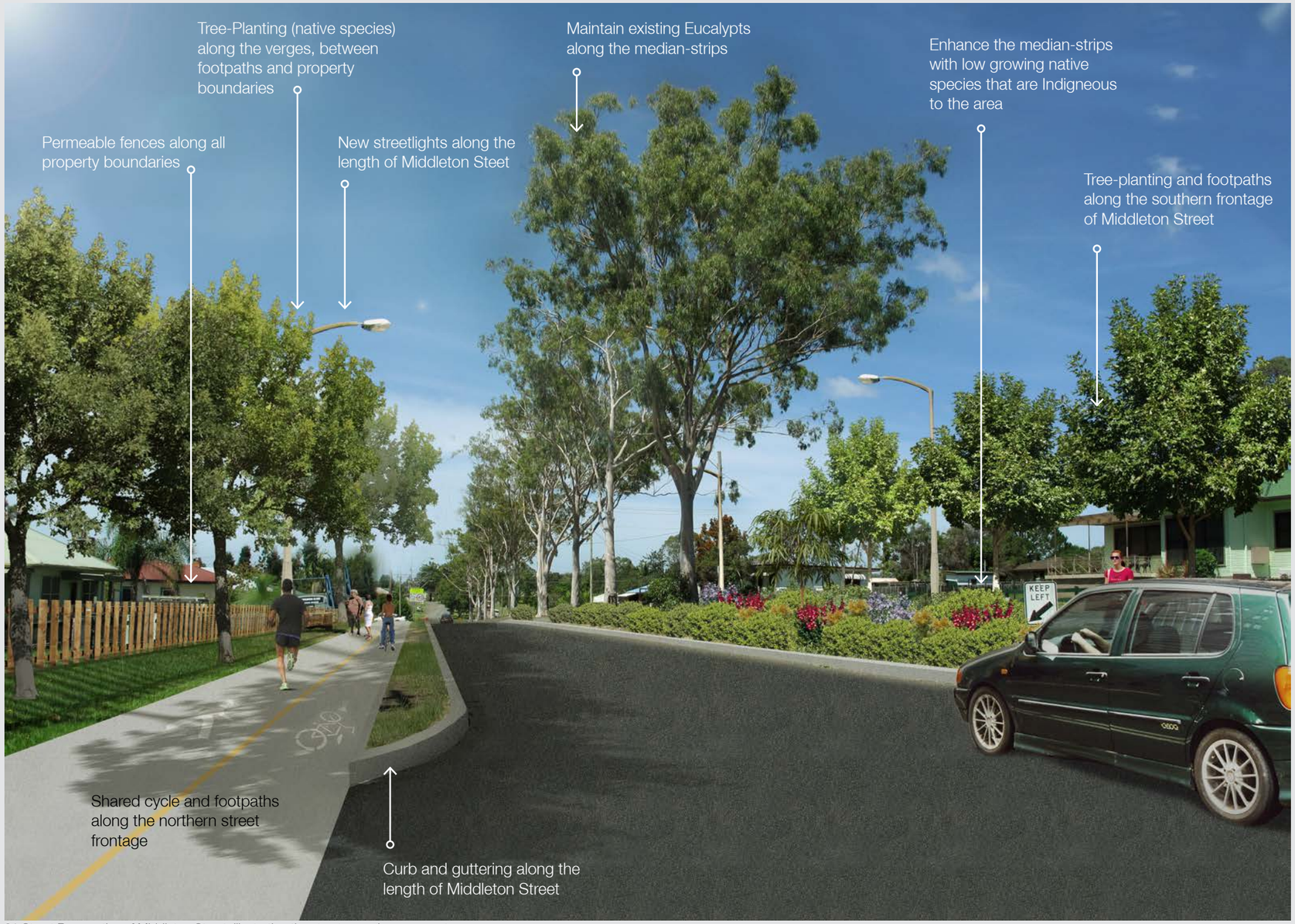
NSW Local Infrastructure Renewal Scheme

Closing the Gap Targets

Safe Communities
Economic Participation

Action Plan Criteria

Urban
02 - Open Space
03 - Movement
Social
02 - Respect
03 - Employment
05 - Partnership



01 Street Perspective of Middleton Street, illustrating the streetscape improvements

4.3 Gill's Bridge Creek Rehabilitation Program

Rationale
Gill's Bridge Creek is an important natural and biodiversity asset for South Kempsey and the wider sub-regional context. This open space corridor contributes to the urban structure of the community by providing a green separation between the residential neighbourhoods (north) and the industrial uses along South Street.

There is scope to improve access to this area by introducing walking and cycle paths, whilst ensuring the natural qualities of the area are maintained and continue to be enhanced. New paths could connect into a wider 'eco-trail' that explores the beautiful landscape that surrounds Kempsey.

The Council have already undertaken several years of bus regeneration along Gill's Bridge Creek and additional funding was recently secured through the Regional Development Australia, Mid-North Coast.

Brief Actions
- Coordinate Rehabilitation Program with a wider Open Space Strategy for Kempsey
- Introduce test paths through the open space corridor to gauge impact on local habitats

Responsibility
Kempsey Shire Council (ESD Officer)
Dunghutti Sport & Recreation

Potential Funding
Regional Development Australia, Mid-North Coast ($50,000 over 3 years, secured)

Closing the Gap Targets
Health
Schooling

Action Plan Criteria
Urban
02 - Open Space
Social
02 - Partnership
03 - Respect
06 - Education


01 Swimming nets at Nielsen Park


02 River swimming


03 River floating



4.4 South Bank Swimming Area

Rationale
Despite it's proximity to the coast Kempsey is an inland community, which explains the popularity of the Kempsey Swimming Pool on Belgrave Street. The physical isolation of the South Kempsey community, particularly its young people, from this valuable asset has been identified during consultation.

The Macleay River is often forgotten or ignored by the community. A perceived fear of sharks in the river, as noted in a recent school survey, is just one reason why the local community don't swim in the river. Another reason is the lack of suitable locations along the embankment where the river can be accessed.

The northern end of Prince Street is an ideal location to enter the river, and potentially set-up a shark-net, similar to the harbour beaches in Sydney.

Brief Actions
- Improve signage and access to the southern bank of the river from Prince Street
- Research the suitability of a shark-net in this location - fast flowing river system
- Undertake educational programs with the local school on the concerns and value of river swimming, including an after-school program
- Secure funding to deliver landscape works and safety equipment

Responsibility
Kempsey Shire Council

Potential Funding
Department of Sport & Recreation

Closing the Gap Targets
Health

Action Plan Criteria
Urban
02 - Open Space


01 Swimming nets at Nielsen Park


02 River swimming


03 River floating


04 South Bank of the Macleay River

4.5 Pedestrian Bridge Crossing

Rationale

The Pedestrian Bridge Crossing upgrade involves improving the connectivity between South Kempsey and the CBD, the surveillance and safety (provided by improved lighting and path width), and also the access point at the northern end (to improve accessibility).

The Council has undertaken preliminary study a secondary river crossing as part of the Traffic Management Post Kempsey Bypass (2012), though no funding has been identified for this project. The immediate need is to improve the nature and quality of the existing pedestrian link.

Brief Actions

- Relocate services from the pedestrian bridge (power cables, etc) to a new service line along the riverbed
- Prepare detailed design for the pedestrian bridge - form the basis of funding applications
- Install temporary lighting to improve safety and surveillance
- Landscape upgrades at the northern and southern ends, including improved accessibility for cyclists and mothers with strollers

Responsibility

State Rail
Kempsey Shire Council

Potential Funding

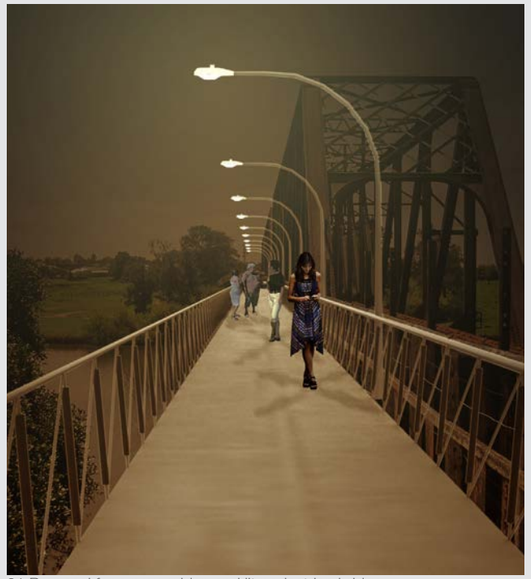
NSW Local Infrastructure Renewal Scheme

Closing the Gap Targets

Health
Safe Community

Action Plan Criteria

Urban
02 - Open Space
03 - Movement
Social
02 - Respect
04 - Support



01 Proposal for a new, wider, and lit pedestrian bridge



02 Interface between pedestrians and light rail in Porto, Portugal



03 Existing Pedestrian Bridge

4.6 Pacific Highway Revitalisation

Rationale

Following the opening of the Kempsey Bypass the nature and volume of traffic moving along the Pacific Highway corridor will change. This presents an opportunity to change the design and operation of the street, returning it to a function of the town, rather than a utility for the state's movement network.

The revitalisation of the Pacific Highway involves the following; improving junctions to ease access into South Kempsey from the east, changing the character and performance of the Pacific Highway strip, focusing on implementing shopping and fresh food services (to ultimately cater for the needs of the residential growth within the South Kempsey community), and by reviewing the role of current commercial and retail facilities (development of new supermarket and retail shops should be investigated).

Brief Actions

- Continue the work already being undertaken by the Council, which may include a Pacific Highways Masterplan, that focuses on public works, road upgrades, and the role of adjacent properties in the revitalisation of this corridor

Responsibility

Chamber of Commerce
Kempsey Shire Council
NSW Government - Transport, Roads & Marine

Potential Funding

Bypass Funding (contribution secured)
NSW Local Infrastructure Renewal Scheme

Closing the Gap Targets

Economic Participation

Action Plan Criteria

Urban
03 - Movement
04 - Sustainability
Social
05 - Employment



01 New Public Seating



02 Interface between traffic, landscaping and public realm



03 Wayfinding and signage



04 Clearly defined pedestrian environment

4.7 Brickworks Remediation

Rationale

The former Boral Brickworks is currently sitting unoccupied at the southern edge of the community. Still in private ownership and surplus to requirements, the site must be remediated before its returned to a commercial or community operation.

One model that could help deliver the remediation through an Indigenous and community driven process is that used by Muru Mittiga in Penrith Lakes, Western Sydney.

Muru is an exemplary, commercially sustainable Aboriginal organisation making a significant, measurable and lasting difference in advancing Aboriginal culture. They are located at the foothills of the Blue Mountains. The traditional owners of the land are the Darug. Through Muru's business and cultural activities they aim to improve the economic and social capacity of Aboriginal people to support themselves, empowering meaningful participation in their role as traditional custodians of 'country'.

Muru encourage an understanding and engagement with Aboriginal traditions and history. In addition to cultural dialogue, Muru are the providers of land rehabilitation services, provided both on site to regenerate areas at the completion of sand mining, and remotely to projects won through standard tendering practices.

Building a relationship with Muru Mittigar may provide an opportunity for the Aboriginal people of South Kempsey to 'piggy back' knowledge and business models, in particular reference to opportunities for land rehabilitation on both the Boral site and Gills Bridge Creek region.

Brief Actions

- Preliminary conversations have been held with Boral, these must be continued to gauge their interest in the site and ability to accommodate the Muru Mittiga Model
- Provide support at Council (Director & Councillor level) to negotiate the partnership with Boral
- Meet with Muru Mittiga and discuss their business model. Test how it can be applied to the South Kempsey setting, whether as part of the site remediation or in partnership with the Vocational College

Responsibility

Kempsey Shire Council
Local Community
Vocational College

Potential Funding

Land Care
Private Sector
Self-Funding (ultimate goal)

Closing the Gap Targets

Healthy Homes
Economic Participation

Action Plan Criteria

Urban
02 - Open Space
04 - Sustainability
Social
01 - Bridging
03 - Employment
05 - Partnership
07 - Education
08 - Culture



01 Nursery for native species



02 Temporary outdoor offices and storage (to be upgraded)



03 Indigenous performance space - open to the public



04 Cultural Education Centre



05 Outdoor Amphitheatre



06 Cafe, open to the public



07 Rammed Earth outdoor kitchen and training facility - by SJB

4.8 Public Realm Strategy

Rationale
The work being undertaken in South Kempsey is just the beginning of a process that will be rolled out across the rest of the Shire. This project has been valuable as its enabled assets and gaps in understanding to be identified - both apply to the public realm and open spaces located throughout Kempsey.

A Public Realm Strategy is often the first piece of work that follows a masterplan, as it relates to assets that Council's control and considerable regenerative benefits can result from relatively small investments. The Pacific Highway Beautification project is just one example, just as the work along Gill's Bridge Creek is valuable, though both are happening in isolation. Greater benefits will arise from a coordinated approach.

Brief Actions
- Identify all public realm improvement, maintenance and proposals, including aspirational projects - gauge the need for external input (consultants) to prepare the strategy
- Prepare a scope and outline brief for the Public Realm Strategy - this will provide a basis for secure funding

Responsibility
Kempsey Shire Council

Potential Funding
Regional Development Agency
NSW Local Infrastructure Renewal Scheme

Closing the Gap Targets
Safer Communities
Health

Action Plan Criteria
Urban
02 - Open Space
04 - Sustainability

4.9 Transport & Movement Strategy

Rationale
The social isolation experienced by members of the South Kempsey community results from both physical separation and lack of access to transportation (public and private). This was highlighted during the consultation with a perceived dislocation between services provided in West Kempsey and the CBD and South Kempsey, which is a situation that can be resolved by a coordinated and comprehensive approach to transport and movement.

A Transport & Movement Strategy needs to integrate the pedestrian and cycle networks between spaces, services and neighbourhoods. It must ensure the quality and safety of such routes, and make the network available to all key destinations (schools, shops, railway bridge, parks etc.).

Brief Actions
- Identify all transport and infrastructure maintenance programs and proposals, including aspirational projects - gauge the need for external input (consultants) to prepare the strategy
- Prepare a scope and outline brief for the Strategy - this will provide a basis for secure funding

Responsibility
Kempsey Shire Council

Potential Funding

Closing the Gap Targets
Safe Communities
Health

Action Plan Criteria
Urban
03 - Movement
04 - Sustainability

4.10 Economic Development Strategy

Rationale
An Economic Development Strategy with a closely linked Employment and training Program should be developed collaboratively with the community and associated agencies and education providers to cater for everyone in the Kempsey Region.

Brief Actions
Applying available research from Council and TAFE to develop a Strategy to promote Economic Development and employment growth in the Kempsey Region.

Responsibility
Chamber of Commerce
Kempsey Shire Council
Regional Development Australia
Employment Agencies
TAFE

Potential Funding
Regional Development Australia

Closing the Gap Targets
Economic Participation

Action Plan Criteria
Urban
04 - Sustainability
Social
01 - Bridging
03 - Employment
04 - Support
05 - Partnership
07 - Education

4.11 Employment Program

Rationale
The Employment Program should build on the successes of earlier programs that have identified and encouraged employment and/or training opportunities for Indigenous and non-Indigenous South Kempsey residents in major private development projects (e.g, project home builders, mining projects, Kempsey bypass etc.). The plan should also include support for new small business' and social enterprises (e.g, the Sirolli Institute).

Brief Actions

Responsibility
Chamber of Commerce
Kempsey Shire Council
Employment Agencies
Local High Schools

Potential Funding

Closing the Gap Targets
Economic Participation
Schooling

Action Plan Criteria
Urban
04 - Sustainability
Social
01 - Bridging
03 - Employment
04 - Support
05 - Partnership
07 - Education

4.12 Child Care Centre (Long Day Care)

Rationale
A preschool and long day care service is essential in South Kempsey. Provision of affordable and quality child care for all working parents within the community is needed. The existing service does not cater for parents working full-time with hours limited (is this correct?)

Facilities have recently been upgraded at South Kempsey preschool however attendances are low. There is a lack of transport to assist kids to get to preschool.

A range of integrated services can be accommodated for families including early childhood health check-ups and family support services.

Brief Actions
- Provide pre-school and long day care service during work hours (extended hours preschool) with bus that picks up and drops off children.
- Work with local schools, families and young people and health services to promote the preschool and child care service.
- Ensure staffing and service is culturally appropriate for Aboriginal families and non-Aboriginal families
- Market preschool and long day care service to all South Kempsey families.

Responsibility
South Kempsey Pre-School, with support from local schools

Potential Funding
Funding Secured, explore opportunities for experienced non-profit service provider to partner with existing service to build management expertise and develop inclusive and expanded service

Closing the Gap Targets
Early Childhood
Safe Community
Health
Healthy homes





Action Plan Criteria
Urban
04 - Sustainability
Social
03 - Employment
04 - Support
05 - Partnership
07 - Education

4.13 Community Garden Program

Rationale
South Kempsey already features a successful and respected community garden, managed and tended to by volunteers at the Family & Community Centre. Programs have already been discussed with Council about extending this approach to creating healthy homes and productive landscapes through Kempsey -

The Community Garden Program should have a focus on employment, social enterprise and training opportunities; and can be extended to local schools and residents in the South Kempsey region. The plan can facilitate knowledge of local bush tucker, and also the sale of produce.

Brief Actions
- Identify other sites around South Kempsey which are suitable for community gardens
- Engage the volunteers from the FCC and seek further participation from the community, sourced through the local schools and community groups

Responsibility
Kempsey Shire Council
Kempsey Family & Community Centre
Local Schools
Local Community

Potential Funding
Healthy Organisations
Community Co-operatives
Australian City Farms & Community Gardens Network

Closing the Gap Targets
Healthy Homes
Health

Action Plan Criteria
Urban
03 - Sustainability
Social
02 - Respect
05 - Partnership
07 - Education



01 Community Garden at the FCC



02 Community Garden and Cafe (background)



03 School Programs



04 Creating Landscaped Elements

part 5 | long-term projects

5.1 Second Bridge Crossing

Rationale
The Second Macleay River Crossing from South to West Kempsey has been identified in the Local Arterial Traffic Corridor Study (2012), undertaken as part of the Bypass works. The study recognises a need to improve connectivity between the two settlements, and the positive impact the crossing will have on traffic movements and congestion in the CBD. These positive impacts can be extended to accessibility to services, employment and the creation or a more unified community.

Brief Actions
- Currently on Council's 'Unfunded Projects' List, greater work must be undertaken on the financial viability of the bridge for funding to be secured.

Responsibility
Kempsey Shire Council

Potential Funding
NSW Local Infrastructure Scheme

Closing the Gap Targets
Economic Participation

Action Plan
Urban
03 - Movement
04 - Sustainability
Social
03 - Employment


01 Landing point on the northern bank


02 Launching point on the southern bank


03 View north from Druitt Street towards the northern banks


04 Panorama from the northern bank


05 Recently completed Maitland Bridge NSW


06 Shared bridge surface, Porto


07 Award winning bridge, Gateshead, UK



08 Illustrative Masterplan showing the extension of Queen Street

5.2 Keeping Place

Rationale
The Keeping Place & Historical Museum will perform a number of roles, including; cultural centre managed by the local Indigenous community; secure and appropriate repository for local artefacts, research and art work; performance space for local artists, and an Information Centre to facilitate for local eco-tourism and cultural tours.

The Keeping Place should be located in a visible location, close to the Pacific Highway and the Indigenous community (in this instance, South Kempsey). The grassed are at the corner of Middletons Street and the Highway was original identified in the 1980's, and remains the ideal choice.

Brief Actions
- Prepare a Governance Structure that will manage the process - including the preparation of a brief for the building
- Secure funding, which in the first instance may be focused on design and feasibility - further funding will be required at a later date

Responsibility
Local Indigenous Community
DALMA
Kempsey Shire Council

Potential Funding
Indigenous Heritage Program (up to $250,000)

Closing the Gap Targets
Governance & Leadership
Economic Participation
Education

Action Plan Criteria
Social
01 - Bridging
02 - Partnership
03 - Respect
04 - Pride
05 - Employment
06 - Education
08 - Culture


01 Performance and Education Space, Muru Mittiga


02 Keeping Place, ACT



03 Cultural Centre Building (temporary), Muru Mittiga


04 'Lightly touching the earth', Glenn Murcutt design

5.3 Sport's Pavilion

Rationale
Until recently South Kempsey Oval was an under-utilised resource. Located in the heart of the community, home to the Kempsey Cricket Club in the summer, the oval remainder unused during the winter season.

Thanks to the efforts of several volunteers the Macleay Valley Eagles are looking to relocate to South Kempsey, drawing on the player-base in the local community, specifically the young Indigenous boys.

Sharing the oval across the summer and winter season, the cricket and AFL teams can also share a new sports pavilion, which will feature change rooms, storage facilities, public toilets and a kiosk.

Brief Actions
- Establish a working partnership between the two working teams, under the guidance of the Council (Trevor Dickson)
- Seek funding from the two organisations: Cricket Australia and the AFL, through their regional programs

Responsibility
Kempsey Shire Council
South Kempsey Cricket Club
Kempsey Eagles Football Club

Potential Funding
Cricket Australia & AFL

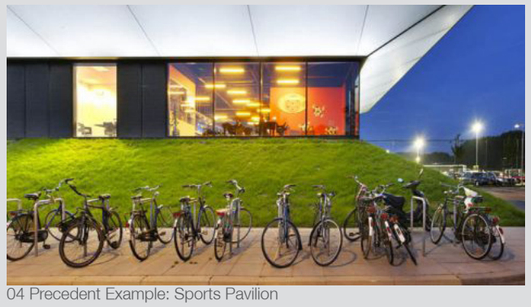
Closing the Gap Targets
Health
Leadership & Governance

Action Plan Criteria
Urban
04 - Sustainability
Socials
01 - Bridging
02 - Partnership
07 - Support
08 - Culture


01 Precedent Example: Sports Clubhouse


02 Precedent Example: Sports Pavillion


03 Precedent Example: Sports Pavilion


04 Precedent Example: Sports Pavilion

5.4 Multi-Purpose Community Hubs

Rationale

A Multi-Purpose Community Hub should be located on Middleton Street, at the geographical centre of South Kempsey. The facility will provide services that engage with the entire community - serving as a 'one-stop-shop'.

Services may include; combined health, dental and education services, local retail and cafes, meeting rooms and internet service (with wi-fi offered for free). A flexible management structure should be adopted in order to allow new operators to adapt to the changing needs of the community.

Brief Actions

- Identify the needs within the community and the services already provided. Where are the gaps?
- Establish a Working Group with representation from the key service providers, lead by the Council
- Prepare funding applications from various sources starting with the RDA

Responsibility

Kempsey Shire Council
Kempsey District Hospital
Local Community
Chamber of Commerce

Potential Funding

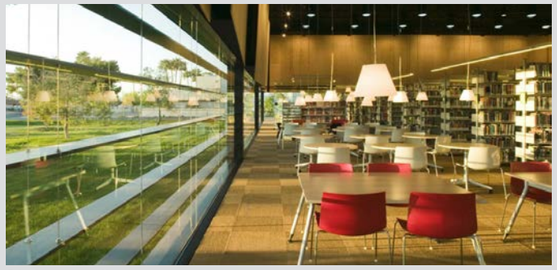
Regional Development Australia

Closing the Gap Targets

Health
Economic Participation

Action Plan Criteria

Urban
04 - Sustainability
Socials
01 - Bridging
02 - Partnership
05 - Employment
06 - Education
07 - Support
08 - Culture



01 Resource Centre: place to study and complete homework



02 Place for Play & Education: Inside and Outside Spaces



03 Communal Kitchen: cooking classes, commercial outputs



04 Educational Spaces: in support of the existing educational facilities



05 Community Centre in a landscaped setting



06 A destination, with surface car parking and pedestrian access

part 6 | recommendations

6.1 Illustrative Masterplan

The Illustrative Masterplan for South Kempsey is a graphic representation of the various projects, initiatives, programs and opportunities that have been identified through three stages of consultation and 6 months of research. The majority of the projects have been initiated or selected by the community and include the following urban projects (16 of 34):

1 Repair Basketball Court
2 New Park (Queen Street)
3 South Kempsey Oval
4 Kayak Club
5 Hostel & Training Facility
6 New Housing
7 Middleton Street
8 Gill's Bridge Creek
9 South Bank Swimming
10 Pedestrian Bridge
11 Pacific Highway Revitalisation
12 Remediation of Brickworks
13 Second Bridge Crossing
14 Keeping Place
15 Sport's Pavilion at SK Oval
16 Multi-Purpose Community Hub

6.1 Illustrative Masterplan

New Residential

The availability of land that's serviced and zoned for residential is a major constraint for future growth in regional centres.

Key Facts (Existing):
- **26** properties along Middleton Street retained, 9 owned by Housing NSW
- **13** properties on West Street, north of Middleton Street retained, including 3 owned by Housing NSW
- **49** properties along West Street (south), Gowings Hill Road, Chifley Place and F Smith Place to be redeveloped

Key Facts (Proposed):
- **31ha** of land identified for new residential development - currently zoned
- **304** new housing plots, in addition to the 39 retained, with a minimum lot size of 600m^2
- **10-11**dph (density reference, dwellings per hectare

Recreational & Community Spaces

By rationalising the number and coverage of the public open spaces throughout South Kempsey the quality and maintenance of the retained spaces can be improved.

Key Facts:
- **8.6ha**, the area of recreational and public open spaces, the majority of which is located in the Queen/ Albert Street area - Crown Land
- **2**, the number of spaces that have been identified for redevelopment as residential, including the park on Hill Street and at the corner of Bloomfield and Macquarie Streets
- **5**, the number of newly formed and re-characterised public open spaces, ranging from naturalised spaces at Albert Street to formalised parks at West, Macquarie, Queen and Druitt Streetst

Middleton Street (east)

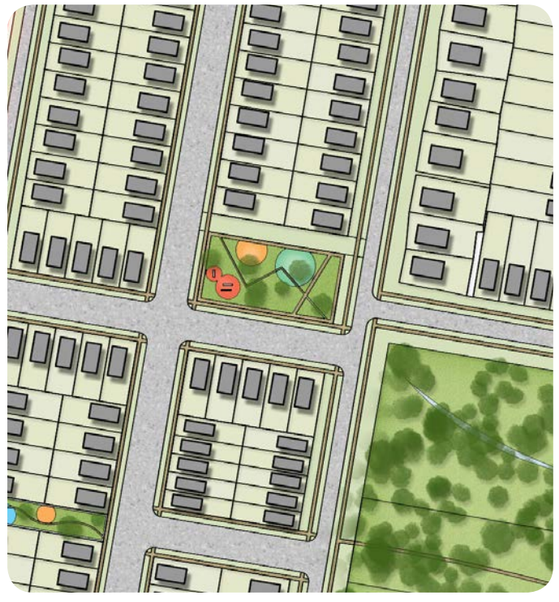
The junction of Middleton Street and the Pacific Highway is the major gateway to South Kempsey, and should reflect the quality and aspirations of the community and the Council.

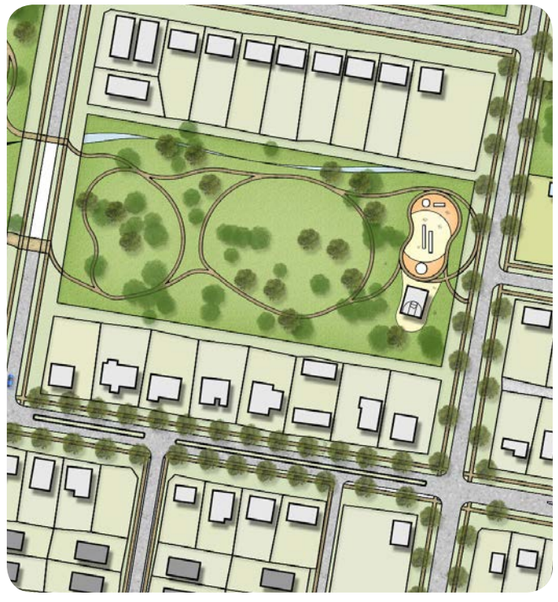
Key Facts:
- **480m**, length of Middleton Street from the Pacific Highways to the crossing over the railway line (primary)
- **230m**, length of Middleton Street from the Pacific Highway going east towards East Street (secondary)
- **7m**, proposed width of the carriageway (curb to curb), reduced from the existing width of 10m
- **60**, number of formal parallel parking spaces along the southern frontage serving South Kempsey Oval

Middletons Street (west)

The junction of Middleton Street and the Pacific Highway is the major gateway to South Kempsey, and should reflect the quality and aspirations of the community and the Council.

Key Facts:
- **1km**, length of Middleton Street from Gowings Hill road in the west to the crossing over the railway line
- **500m**, length of Middleton Street between Queen Street (east) and Vernon Street (west), where the majority of streetscape improvements should be focused - including footpaths, cyclepaths, tree planting and streetlights
- **220m**, length of Gowings Hill Road from Middletonw Street to the edge of South Kempsey (site)
- **3.5 - 4m**, width of the carriageway between the curb and landscaped islands









6.1 Illustrative Masterplan

Native Landscape

The Gill's Bridge Creek native landscape corridor plays an important role in the urban structure of South Kempsey and proposed open space network that will link north to south, east to west. Considerable work has already been undertaken by the Council over the past 4 years, having secured funding from the Environmental Trust.

Key Facts:
- **12.76ha**, the area of the Landscape Corrdior, including the 4.7ha along West Street which is currently on the market
- **1.8km**, length of cycle and walking paths to connect West Street to the Pacific Highway at Gill Park
- **675m**, length of cycle and walking paths to connect South Street to Reginald Ward Street

Pacific Highway Renewal

Following the opening of the Kempsey Bypass the Pacific Highway corridor will experience a major transition in the type, volume and velocity of traffic along its length. Plans are already being prepared for this important regeneration zone, supported by updates to the planning framework and planned upgrades to the streetscape.

Key Facts:
- **850m**, length of the Pacific Highway from Middleton Street (south) to the junction with Hill Street (north)
- **365m**, length of the Pacific Highway from Yarravel Street to Bloomfield Street
- **187**, the number of formal parallel parking spaces that could be located along the primary retail frontages

Second River Crossing

To improve the connections between South Kempsey and the services available in West Kempsey and the CBD a second river crossing proposed. The bridge will carry pedestrians and cyclists on a dedicated pathway, and two lanes of traffic (one in each direction).

The bridge will aligned with Queen Street and connect to Kemp Street on the northern bank and on to the roundabout with Belgrave and Elbow Streets

Key Facts:
- **670m** from the corner of Druitt and Queen Street (south) to the sealed section of Kemp Street
- **220m** width of the Macleay River at the bridge crossing
- No funding is currently available for the delivery of this project

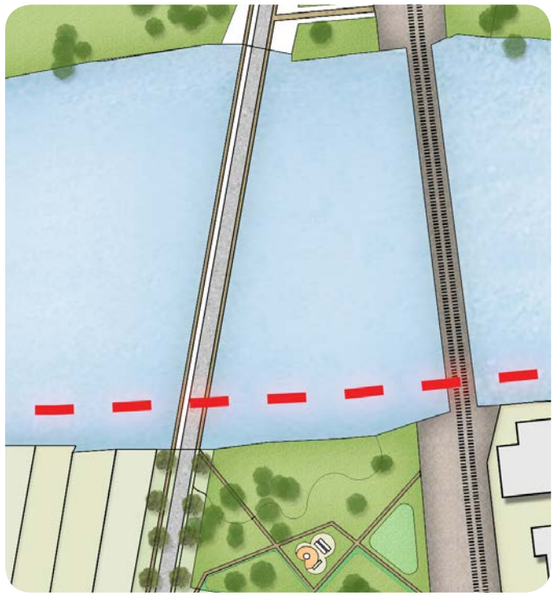
Remediated Landscape

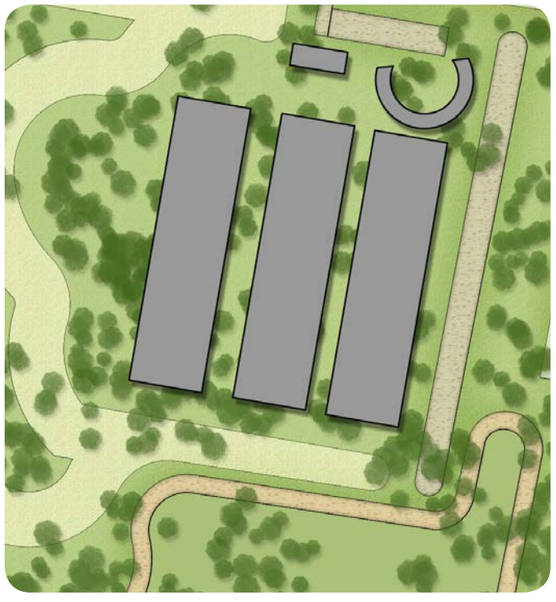
Despite sitting outside the site boundary, the currently vacant and former Boral Brickworks presents a unique and valuable opportunity to South Kempsey. Its likely that the owners are required to remediate the site back to its former (native) statem as has been the case with many of their similar sites elsewhere. There are examples where local community and Indigenous groups have established not-for-profit organisations, who's responsibility it is to regenerate the native species through training programs and nurseries.

Key Facts:
- 51.7ha, approximate area of the Former Boral Brickworks
- 22ha, approximate area of cleared site









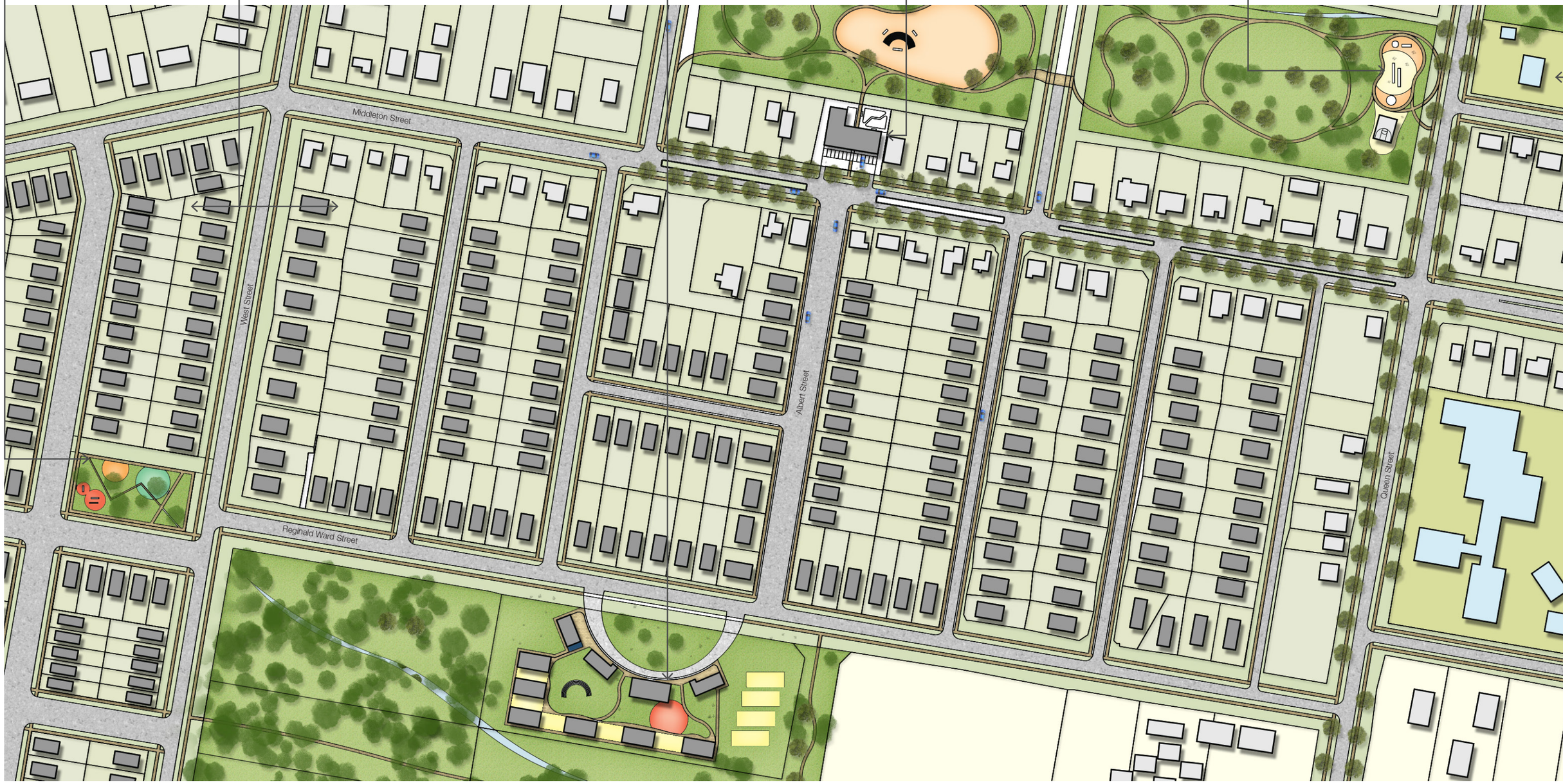
Open Space
Provision of the new public park on West Street to serve the new residential neighbourhood and the western end of Middleton Street

New Neighbourhood
Land to the west of West Street and the area between Reginald Ward and Middleton Streets is zoned for residential 2 (a) and is currently owned by the State Government. New services and infrastructure is required before the land is available for new housing.

Education Village
The Vocational College at the corner of Queen and Reginald Ward Street have plans for an Education Village, allowing students to stay on site.

Community Hub
The site occupied by the general store on Middleton Street has been identified as a potential location for a multi-purpose community and service centre that may features retail, educational and community uses

Play Area
The open space area opposite the FCC on Queen Street has been identified as a potential public open space area, with play areas



Family & Community Centre
The existing facility on Queen Street provides a number of valuable services to the community and should be supported

South Kempsey Oval
Plans to relocated the Macleay Valley Eagles AFL teams to South Kempsey were trial during the 2012 season, with positive outcomes from the community. New facilities at the ground will hopefully encourage a more permanent relocation of the local team

Sports Pavilion
A new change, kiosk, storage and toilet facility could be shared and funded by the local cricket and AFL teams.

Keeping Place
An important cultural and tourist facility the Keeping Place would be design, developed and managed by the local Indigenous community, located to the north of the existing Murcutt-designed information centre

Pacific Highway Revitalisation
Work has already begun on the Pacific Highway corridor as part of the bypass project, including streetscape improvements and property rezoning .



6.2 Site Study - Community Hub

Site Features

- Study Area 1,872m^2
- Available frontage for street and pedestrian pathway refurbishment
- Centrally located; ability to link Melville High School, Kempsey Family & Community Centre, South Kempsey Primary and Macleay Vocational College
- Located approximately 1.12km from Pacific Highway
- Site has potential for development (medical outposts, office space, community kitchen and garden, retail, cafes, car parking facilities, public amentities, pharmacy etc.)
- Located on the main street of South Kempsey (Spine), already featuring a bus route for buses and recieves the most traffic flow of vehicles and pedestrians in South Kempsey
- The site levels fall towards the northern boudary, which is defined by undeveloped Crown Land



The Site in Context - 18.05.12 (Google Earth)



01 View of shop from Middleton Street



02 Entrance to Middleton Street shop



03 View along Middleton Street away from site



04 Local bus service



05 Example of car park conditions next to Middleton Street shop



06 View of vacant land present within the Middleton Street shop site



07 Extremely wide verges and lack of footpathing along Middleton Street



08 Example of industrial traffic that passes through Middleton Street

6.2 Site Study - Community Hub

Introduction

- The proposed South Kempsey Community Hub will aim accommodate a range of services, which may include; medical outposts, office space, community kitchen and garden, multi-purpose room, outdoor communal space, retail, pharmacy, general store, car parking facilities and a cafe.
- A client base has already been established because of the general store that is positioned there currently.
- Nature of use, durability, safety and cleaning, are all considerations that should be inspected when designing the hub and allocating funds for that structure.
- In order to create a safe environment, 24-hour surveillance, and a rigid fencing system should be implemented so as to protect the hub itself without interfering with means of escape.

Car Park

- A provision for pedestrians should be included within this space so that accessibility to the Community Hub is made safe and efficient.
- Vegetation should be included within the design to visually reinforce the site boundary of the property
- An overall carparking provision of one space for every three staff members (normally working at community hub on a daily basis), in addition to one cycle parking provision for every four staff members.
- Medical outpost carparking provisions for one space per doctor (working at health clinic) plus two spaces per consulting room
- Office space carparking provisions of one space for each 25m^2 of gross floor area . One space per four others working with office space need to be provided for.
- Cafe car parking provisions of one space per three staff employed at peak period and one space per two dining seats need to be provided
- Pharmacy and General Store parking provisions consist of; one space per 18.8 - 25m^2 of gross floor area, and a minimum of 4 cycle provisions.

Medical Outposts

- Room allocated within the design of the building for the following medical types; dentistry, physiotherapy, speech pathology, general medical practice, x-ray services, minor surgical procedures, health/social services etc.
- In addition; waiting room, reception, administration, record storage, staff facilities.
- Security against theft and vandalism and also protection of staff from personal assualt needs to be adhered to by implementing specific design considerations; also bearing in mind that the structure must be welcoming with adequate amounts of natural light/ventilation, and should also be easy to maintain and clean. As a result, it is obvious that these medical outposts should be located on the ground level of the community hub.
- Doctor's consulting/treatment room needs to be between 14-17m^2, and a dental surgery 16.5m^2.
- In order to facilitate the multi-use of spaces, size rooms so that their function can be flexible.

Office Space

- In order to encourage the participation of businesses, office space should be provided within the Hub
- DALMA, Chamber of Commerce and small business owners should be approached as future occupants
- Office space should facilitate an adequate area set aside for business operations, as well as communal female/male/disabled toilet amenities.
- Average area per person ratio for an office space is 9.3m^2, however this ratio may be altered according to operator
- Elements of the proposed offices include; desk space, a reception area, small kitchenette and adequate storage/administration area.
- Security against theft and vandalism needs to be adhered to by implementing specific design considerations; also bearing in mind that the structure must be welcoming with adequate amounts of natural light/ventilation, and should also be easy to maintain and clean. It is recommended that such office space should be located on an upper level.

Cafe

- Proposed cafe should be 5.5m in width, 8.3m in length as a minimum and between 3.2-3.8m in height with service and waste removal at the rear of the premises
- Staff facilities to include 1 x WC for each gender and changing/locker area, adequate office space (capable of housing a desk, safe, printer/fax machine, administrative)
- All refrigerated display cabinets should be grouped together in order to facilitate service connections and airflow recovery
- Should be located on ground level and in close proximity to public amenities (ATM, public WCs, drinking fountain, car park etc.).
- Depending on the number of patrons seated at a table, the size of any given table should be between 750mm 1,500mm in diameter).

Communal Outdoor Space / Public Amenities

- Outdoor furniture bins should be organised and designed for easy identification at the entrance and exits of retail frontages, avoiding visual clutter or impacts on accessibility
- Public phones, ATM, public notices board and drinking fountain should also be included in the primary spaces
- Landscaping design should feature native species, be robust and require minimal maintenance
- Barriers and impact absorbing surface should be used around children's play equipment with an adequate amount of seating located close-by to ensure appropriate supervision and surveillance
- Seperate toilets for male, female and disabled persons should be provided, along with a uni-sex family facility that includes smaller toilets for younger children and a baby-change table.

Pharmacy / General Store

- The proposed pharmacy/general store should be anything up to 280m^2 in size, with servicing and waste removal activity being focused at the rear of the premises.
- In order to ensure effective circulation sales should occur on one level and check-out points should govern entrance, exit and circulation plans.
- Space should be allocated for collection/return of shopping baskets, as well as for technical equipment (barcoding systems, self-checkout systems) and goods storage.
- All refrigerated display cabinets should be grouped together in order to facilitate service connections and airflow recovery.
- Glazed frontages to the street frontage and walkways should remain 'active', with no display or packaging blocking views into and out of the retail space

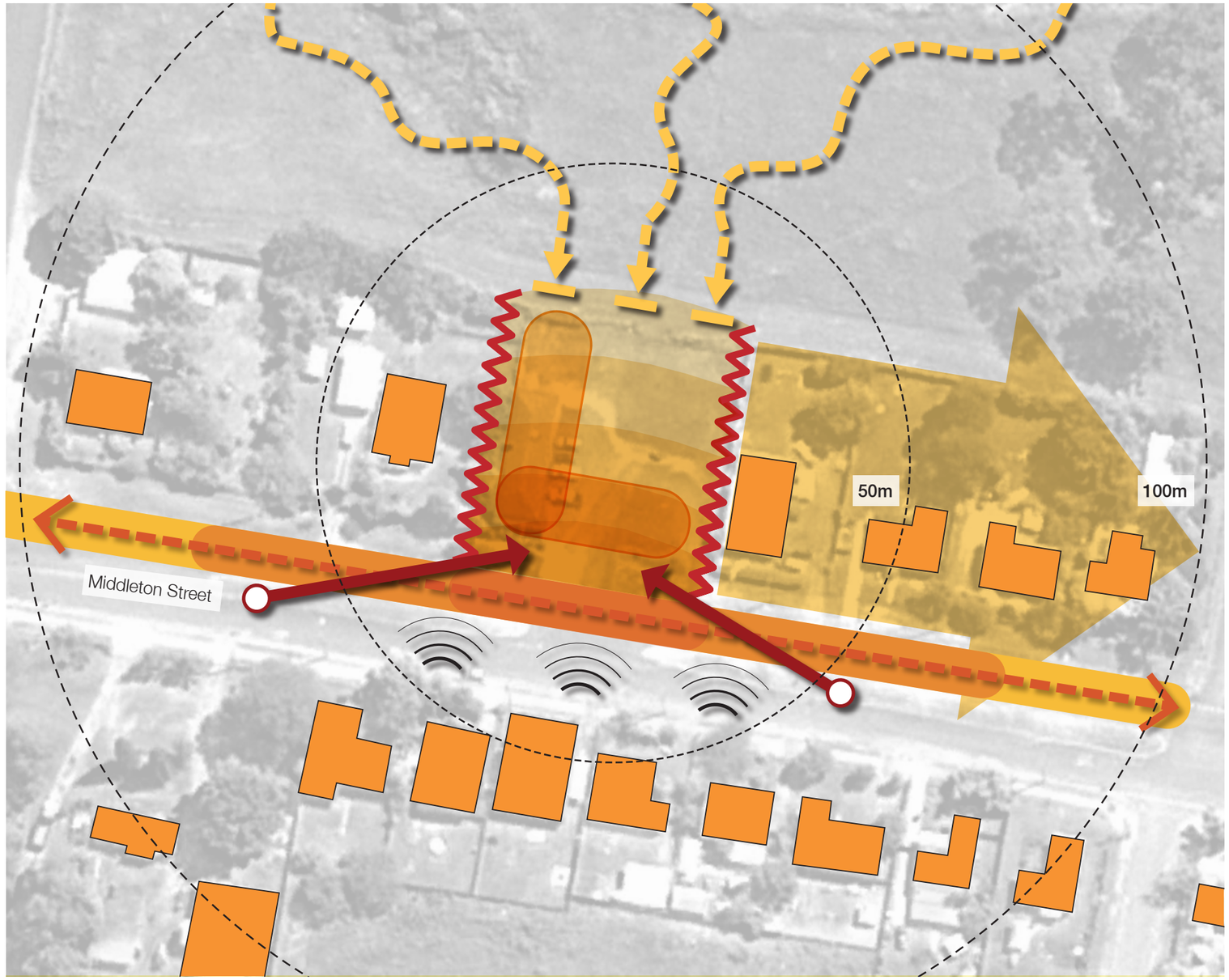
Community Kitchen / Community Garden / Community Multi-Purpose Room

- Community kitchen should be of a sufficient size in order to house; cold stores, dry stores, perishable stores, frozen stores, preparation space and shelving, kitchen equipment, washing up areas and also administrative facilities.
- Depending on the number of cooks expected to use the kitchen/amount of food being produced, will greatly impact on the size/layout of the space.
- Garden should include different species of fruit, vegetables and herbs; with native species of 'bush tucker' recognised by that of the local indigenous people being introduced as well
- Allow a distance of 1.4 m- 1.8m between garden beds for careful walking movement (for two people)
- Multi-purpose room should be able to facilitate health and education programs, baby clinics, before/after-school programs, community workshops etc., and also a permanent study area equipped with printing and internet (approximately 40m^2 in size)

6.2 Site Study - Community Hub

Constraints Analysis

- Limited amount of existing residential buildings surrounding the site - characterised by single detached
- The sloping topography of the site acts as a design barrier, resulting in accessibility issues
- Distance from the retail activity along the Pacific Highway - 1.12km to the east
- Positioning of neighbouring residential housing may pose privacy, overshadowing and noise issues
- Pedestrian access is limited to the Middleton Street frontage, with a secondary access to the north from the undeveloped site (Crown Land)
- Concerns over safety and vandalism due to limit passive surveillance from adjoining properties



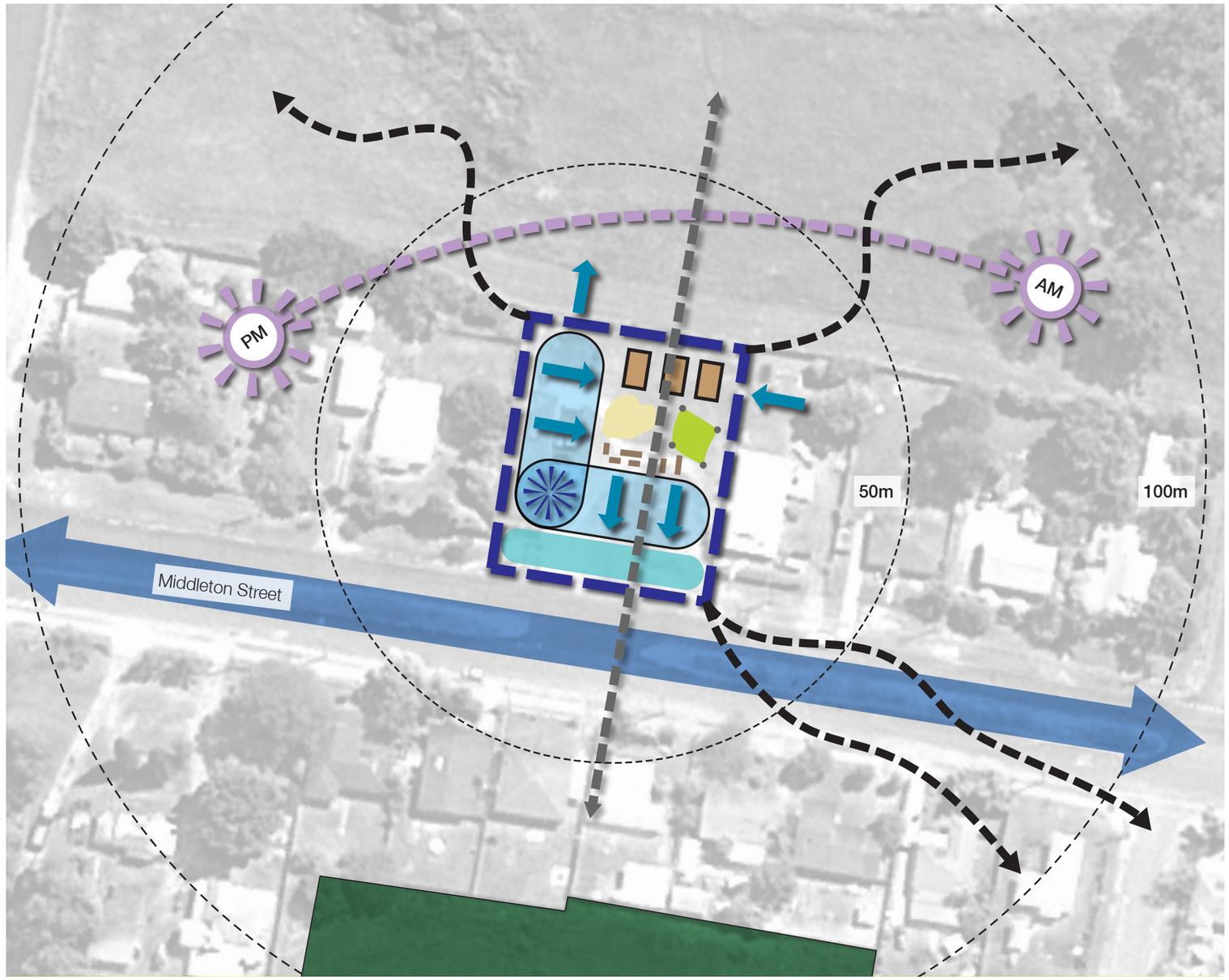
KEY

- Existing Residential
- Sloping Topography
- Distance to Pacific Highway
- Privacy Issues
- Pedestrian Access
- Key Views to Site
- Noise from Traffic
- Security Issues
- Catchment Boundaries

6.2 Site Study - Community Hub

Opportunity Analysis

- Opportunity to create a landmark building on the Middleton Street frontage which can be viewed from surrounding spaces and streets
- Proposals to increase residential area to the south will increase the customer catchment
- Availability of land at the heart of an established community
- Site has the ability to link the Kempsey Family & Community Centre, Melville High School, South Kempsey Public and also Macleay Vocational College
- Parking facilities will be able to be catered on the site, with generous verges to Middleton Street
- Middleton Street will be activated as a result of the community hub
- Due to the existing setbacks and separation any possible impacts on neighbouring properties can be mitigated



KEY

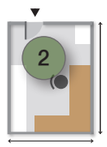
- Proposed Structural Mass
- Proposed Residential
- Site Study Boundary
- Dominant Viewpoint
- Through Site Linkage
- Key Views to Site
- Linkage Routes
- Proposed Parking
- Activation of Middleton Street
- Solar Path
- Catchment Boundaries

6.2 Site Study - Community Hub



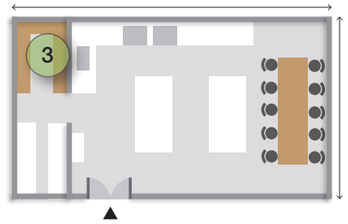
Car Park

- Total area of 456m² (12.5m² for each car space, 17.5m² for specialty car spaces)
- Facilitates for safe pedestrian access to/from the site, general parking space and specialised parking space



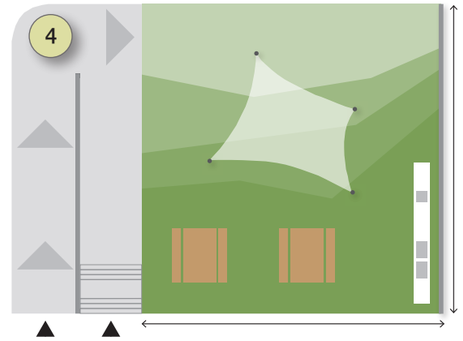
Office Space

- Total area of 15.75m²
- Facilitates for desk space, storage etc.



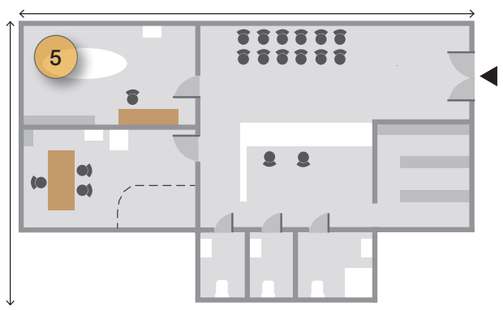
Communal Kitchen

- Total area of 97.5m² (15m² in storage, 56.25m² in preparation space, 22.5m² in dining space)
- Facilitates for cold stores, dry stores, perishable stores, frozen stores, preparation space and shelving, kitchen equipment, washing up areas and also administrative facilities.



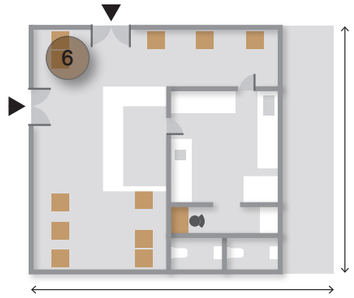
Communal Outdoor Space

- Total area of 150m²
- A informal space able to facilitate outdoor barbeques and community gatherings
- Features outdoor dining tables, barbeque facilities, play equipment, informal seating
- May be accessed either via ramp or stairs



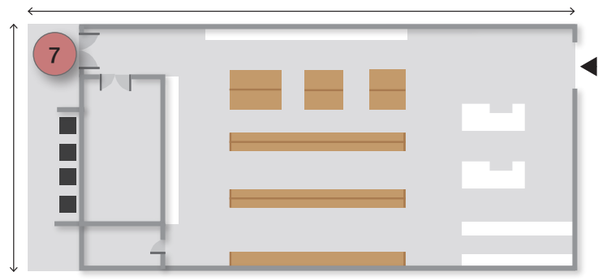
Medical Outposts

- Total area of 179.75m² (49.5m² in administration space, 28m² in medical treatment space, 6m² for each toilet, 9m² for disabled toilet, 44m² for waiting room)
- Features a two medical treatment rooms, waiting room, reception, administration space, record storage, staff facilities, female WC, male WC and disabled WC



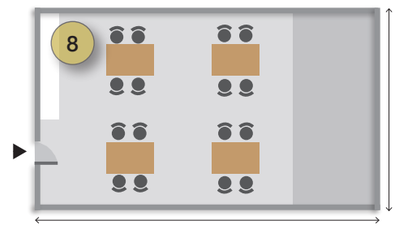
Cafe

- Total area of 125m² (11.25m² for P.O.S, 3m² for each WC, 4.5m² in administration space, 20.25m² for preparation space, 50m² for indoor seating)
- Facilities for both a staff male and female WC, changing/ locker area for staff, office space, waste management facilities, cold stores, dry stores, perishable stores, frozen stores, preparation space and shelving, kitchen equipment, washing up area, food display cabinets, P.O.S areas and indoor/outdoor dining space



Pharmacy / General Store

- Total area of 225m² (20m² in waste management, 6m² for office space, 18m² for storage, 50m² for P.O.S. area, 120m² in floor display space)
- Facilitates for office space, waste management facilities, cold stores, dry stores, perishable stores, frozen stores, goods display cabinets and shelving, and P.O.S areas



Community Multi-Purpose Room

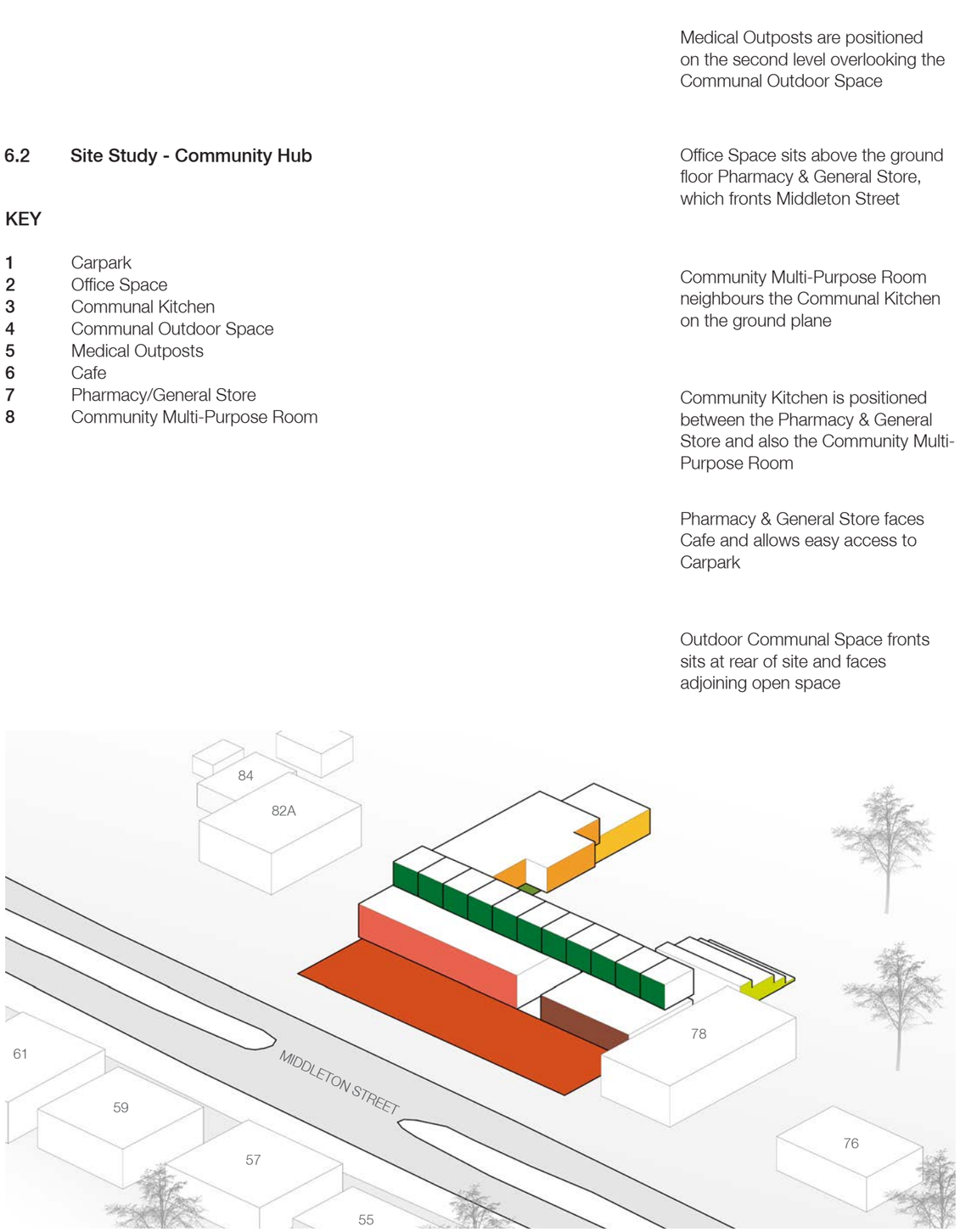
- Total area of 112m²
- Facilitates a stage, adequate floor/working space, storage area

Recommendations

6.2 Site Study - Community Hub

KEY

1 Carpark
2 Office Space
3 Communal Kitchen
4 Communal Outdoor Space
5 Medical Outposts
6 Cafe
7 Pharmacy/General Store
8 Community Multi-Purpose Room



01 View Along Middleton Street

Medical Outposts are positioned on the second level overlooking the Communal Outdoor Space

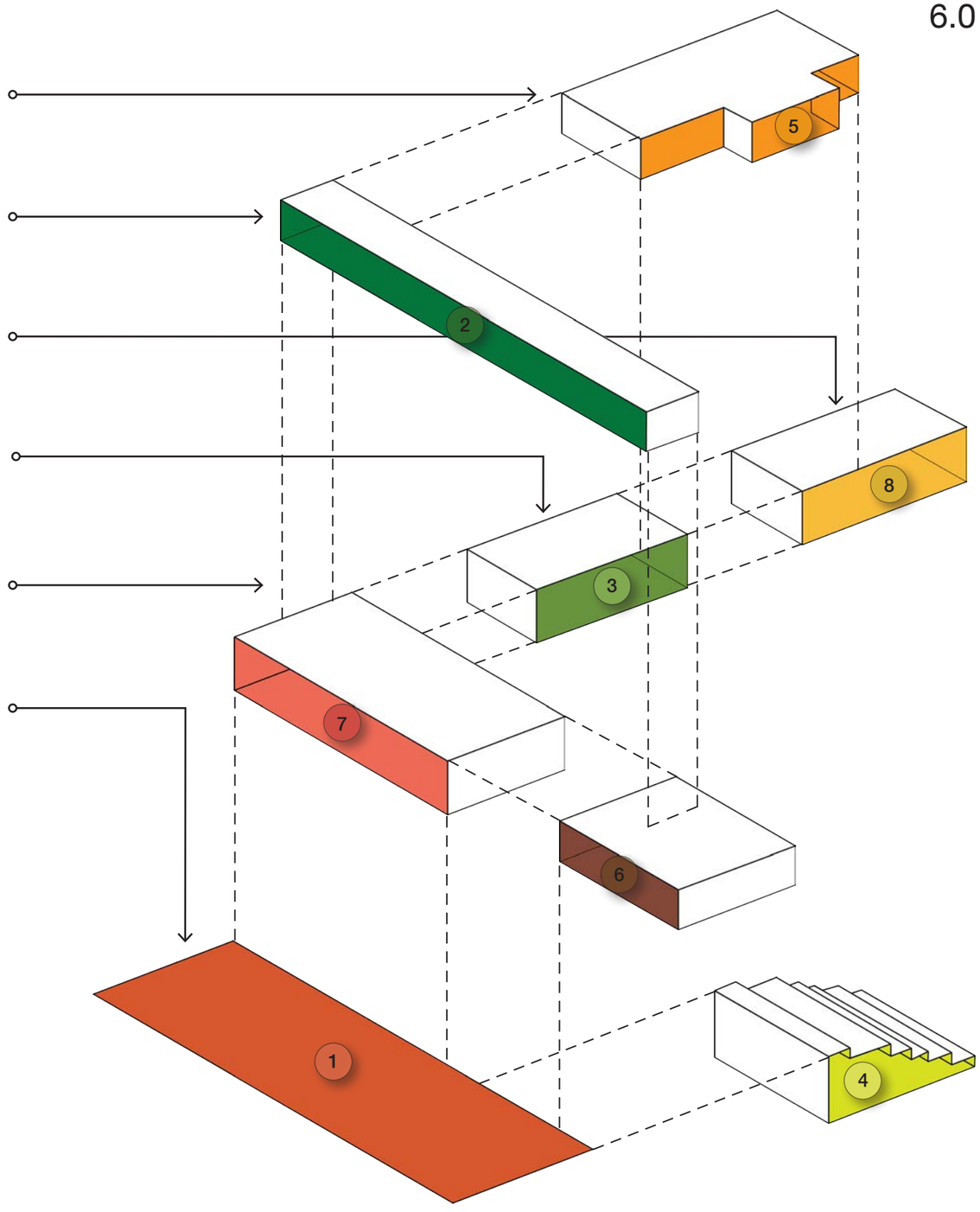
Office Space sits above the ground floor Pharmacy & General Store, which fronts Middleton Street

Community Multi-Purpose Room neighbours the Communal Kitchen on the ground plane

Community Kitchen is positioned between the Pharmacy & General Store and also the Community Multi-Purpose Room

Pharmacy & General Store faces Cafe and allows easy access to Carpark

Outdoor Communal Space fronts sits at rear of site and faces adjoining open space



02 Expanded View of Components

6.3 Site Study - Keeping Place

Site Features

- Close proximity to other major community facilities and spaces, including, Val Melville Information Centre (and adjoining WC facilities), South Kempsey Oval, South Kempsey industrial district and South Kempsey tennis courts positioned in close proximity to proposed site
- Located in prominent position as both the Pacific Highway and main gateway to South Kempsey (Middleton Street) bind the site
- Study boundary encompasses area of 1.38ha
- Site has potential for development (Keeping Place, car park, landscaped areas, etc.)
- Generous curtilage to allow for footpaths and cyclepaths
- Has the ability to 'announce' and establish a new gateway for South Kempsey



The Site in Context - 18.05.12 (Google Earth)



01 Val Melville Visitor Information Centre



02 View from Angus McNeil Crescent



03 Corner of Pacific Highway & Middleton Street



04 Sign announcing South Kempsey



05 Existing South Kempsey Oval conditions



06 View along Middleton Street adjacent to South Kempsey Oval



07 Tennis courts located adjacent to South Kempsey Oval



08 Continuous change of traffic/pedestrian conditions

6.3 Site Study - Keeping Place

Introduction

- The South Kempsey Keeping Place would be a community-based centre where the Dunghutti people are able to display and store a variety of historical and cultural artefacts/art pieces
- The local Indigenous community must lead the process of delivering the Keeping Place, from the governance, to design, and operation
- The proposed South Kempsey Keeping Place will aim to facilitate a range of spaces, including; gallery (both indoor and outdoor), retail, administrative, educational and also areas of general public activity (car parking, WCs etc.).
-

Outdoor Gallery Space / Public Amenities

- Outdoor furniture and litter bins of a public use should be organised and designed for easier negotiation for those with visual impairments (tactile warning pavings or bollards may be used to differentiate outdoor gallery space from clear walking space.
- A public telephone, ATM and drinking fountain should also be included within the design of this public space.
- Separate toilets for male, female and disabled persons should be provided for; as well as a uni-sex family facility that inlcudes smaller toilets for younger children and a baby-change table.
- A comfortable sized WC cubicle is of 0.9m breadth and of 1.64m length; where as a WC designed for that of disabled person should be of 1.5m breadth and 2m length (according to the Metric Handbook of Design and Planning).
- Landscape design should include a variety of native species of ‘bush tucker’ recognised by that of the local indigenous people.

Administrative Space

- Office space should facilitate an adequate area set aside for business operations, as well as communal female/male/disabled toilet amenities.
- 9.3m^2 per person ratio for an office space
- Elements of the proposed offices include; desk space, a reception area, small kitchenette and adequate storage/administration area.
- Security against theft and vandalism needs to be considered taking into consideration that the structure must be welcoming with adequate amounts of natural light/ventilation, and should also be easy to maintain and clean.
- It is recommended that such office space should be located on an upper level or the rear of the building if a single storey structure

Storage Facility

- Chamber of Commerce and small business owners should be encouraged to donate goods/equipment/funding to ensure the longevity of the various programs and workshops that will be held in these spaces.
- Storage of some cultural artefacts need to be underground and a regulated temperature needs to be established/monitored.
- Space must be provided for all seating, allowing the Keeping Place to be cleared for special events

Gallery Space

- There is no such data for determining the areas to be devoted to different functions within a museum or gallery within this context, however the client’s intentions in respect of public access to collections, information and staff, and commitment to research and conservation will aid the design of the space
- A variety of indoor, outdoor, tactile and intangible verbally presented exhibitions should be established, as well as permanent and semi-permanent installations. All artwork should be produced by local Indigenous artists or be of cultural significance to the area

Retail

- The proposed retail component of the cultural centre can be anything up to 280m^2 in size.
- Retail frontages should be visible from the Pacific Highway, and at the very least, the surface car park in the forecourt of the Keeping Place
- Servicing should be made from the rear, with all waste collection made from the seconday frontage, which in this case refers to Middleton Streer - if too far, collect from the surface car park

Multi-Purpose Educational Facility

- The community multi-purpose room should be able to facilitate educational programs, men’s and women’s programs, community workshops etc.
- The size of the multi-purpose room should approximately be 40m^2.
- The format and structure of the rooms should remain flexible and adjustable - responding to the needs of the operators and intended audience. Sliding screens and concertina doors can be used to divide and define spaces

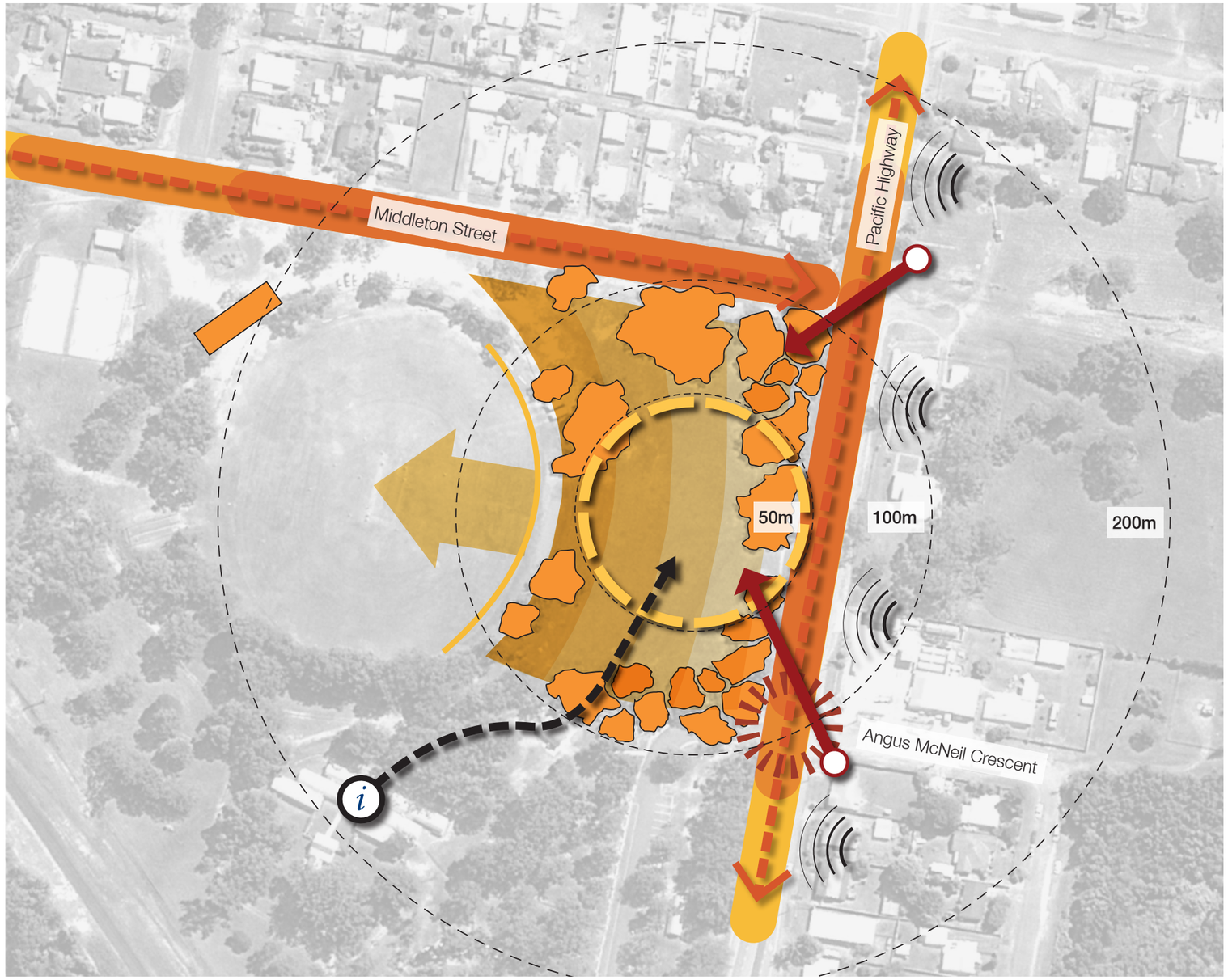
Car Park

- Additional surface parking will be provided between the Keeping Place and the Pacific Highway, with direct access via footpaths to the entrance
- Sufficient lighting must be provided in the car park to deter vandalism
- The location and scale of the car park should not detract from the views towards the Keeping Place - occupying the foreground of views from the Pacific Highway
- Existing car parking facilities positioned adjacent to the Val Melville Information Centre should also be utilised

6.3 Site Study - Keeping Place

Constraint Analysis

- Strong connection between the proposed Keeping Place and South Kempsey Oval, some security issues may result
- The sloping topography of the site acts as a design barrier, resulting in accessability issues
- Existing trees situated on site prohibit views from that of the Pacific Highway and Middleton Street, and may also result in the detriment of exessive shadowing
- Due to high visibility and proximity to areas of high traffic flow, security issues may arise
- Accessability to site is poor, and some sort of traffic regulating device needs to be implemented in order to rectify this
- Noise pollution from Pacific Highway is extensive
- Pedestrian access is limited along Middleton Street, due to inconsistencies in the quality/existance of such footpaths
- Connections and comparisons may be made between the Val Melville Information Centre and the proposed Keeping Place



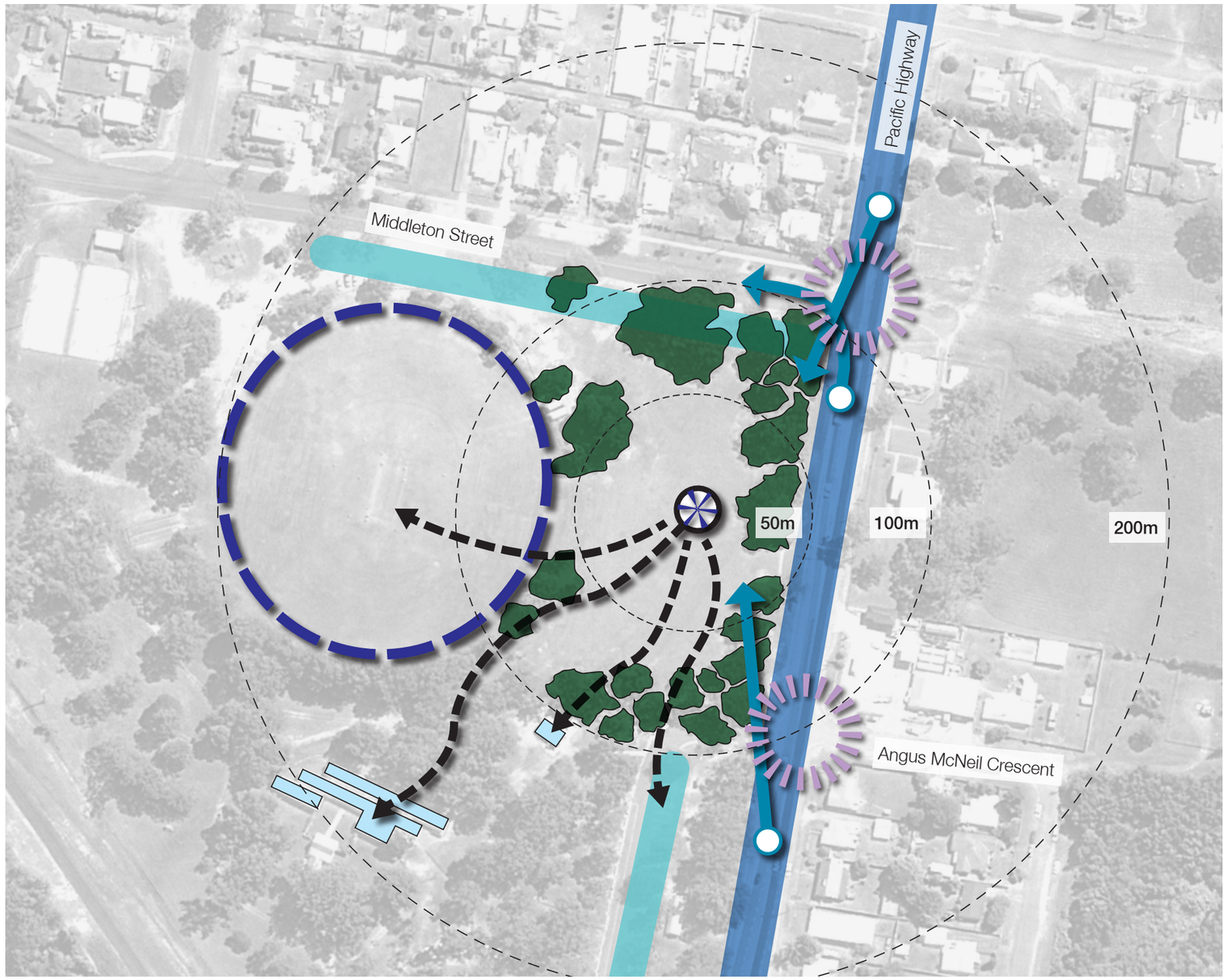
KEY

- Proposed Sports Facility
- Views to SK Oval
- Sloping Topography
- Existing Trees
- Security Issues
- Access Point to Pacific Highway
- Noise from Traffic
- Key Views to Site
- Pedestrian Access
- Links to Val Melville Centre
- Catchment Boundaries

6.3 Site Study - Keeping Place

Opportunities Analysis

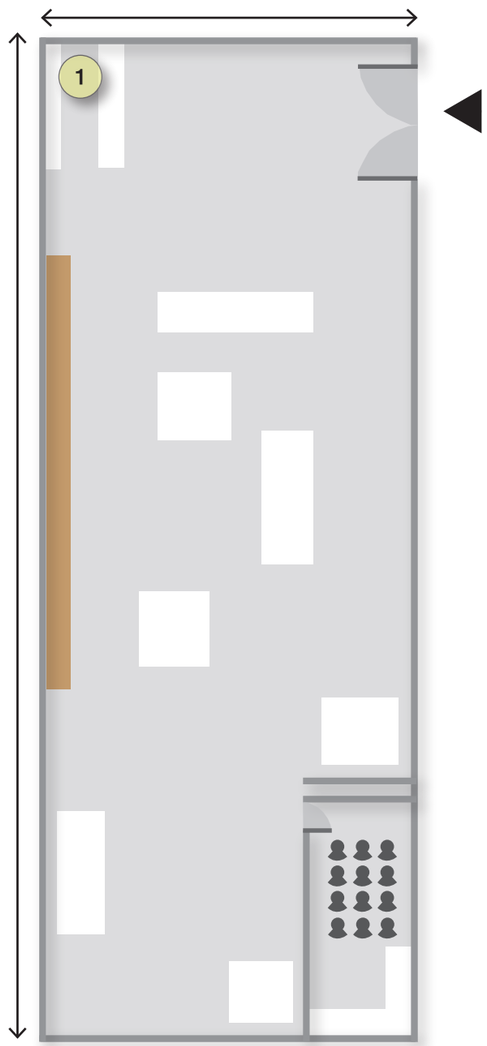
- People visiting the Val Melville Information Centre may also be inclined to visit the Keeping Place due to its close proximity
- Exisiting trees situated on the site act as a natural security mechanism
- The proposed Keeping Place has a variety of amenitites positioned just beyond the site boundary (Val Melville Information Centre, WC, car park, retail and the South Kempsey Oval)
- Opportunity for improvement in terms of junctions that allow traffic in/out of site
- The site can be viewed from Middleton Street, Angus McNeil Crescent and also from both ends of the Pacific Highway
- There is an adequate amount of space on and near the site that will allow for a sufficiently sized car park



KEY

- Val Melville Centre
- Existing Trees
- SK Oval Boundary
- Links to Facilities
- Proposed Position of Cultural Centre
- Access Point to Pacific Highway
- Key Views to Site
- Proposed Parking
- Street Beautification
- Catchment Boundaries

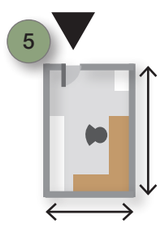
6.3 Site Study - Keeping Place



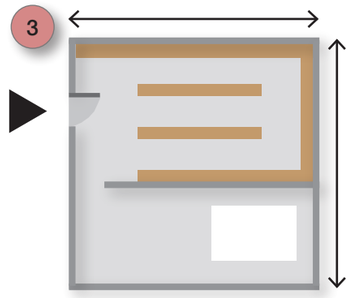
Gallery Space
- Total area of 600m² (40m² for storage, 127.5m² for reception area, 397.25m² in gallery space)
- Facilitates a multi-use gallery space, storage room/ kitchenette, reception area



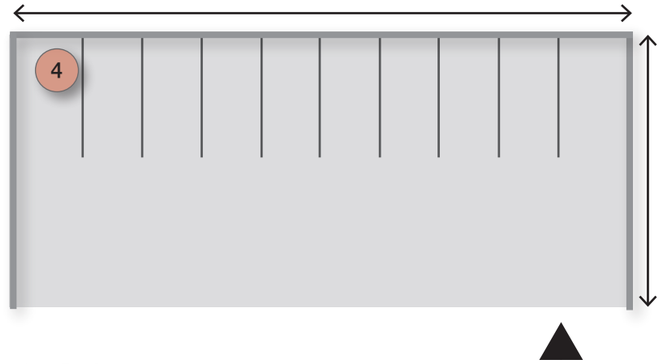
Communal Outdoor Space
- Total area of 300m²
- A informal space able to facilitate outdoor performances, educational talks and gatherings
- Features barbeque facilities, informal seating, raised platform stage space



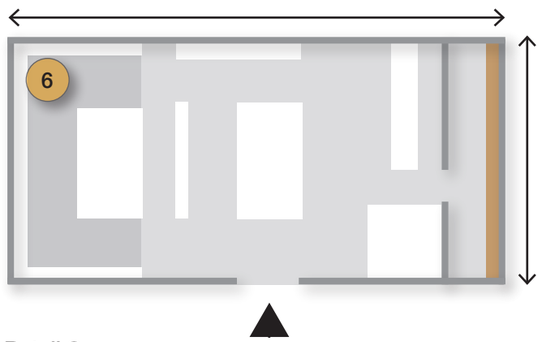
Office Space
- Total area of 15.75m²
- Facilitates for desk space, storage



Storage
- Total area of 100m² (52.25m² for room temperature store, 33.25m² for below room temperature store)
- Facilitates a room temperature store and also a below room temperature store



Car Park
- Total area of 275m² (11.52m² for each car space)
- Facilitates general parking space

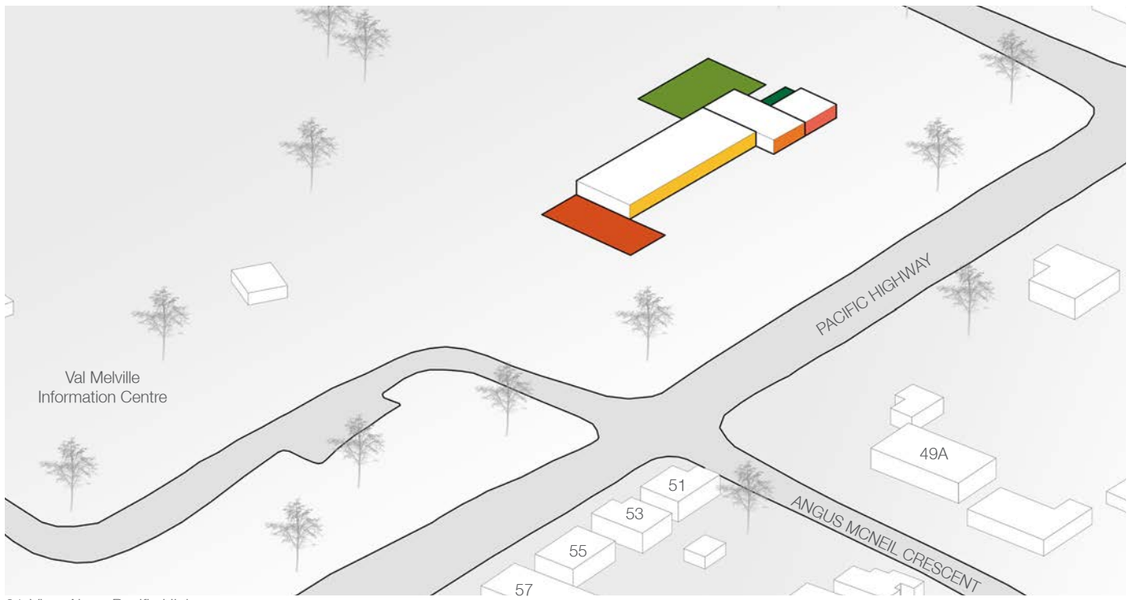


Retail Space
- Total area of 200m² (19.5m² for P.O.S. area, 149m² in display space, 20m² for storage)
- Facilitates for display space, storage area

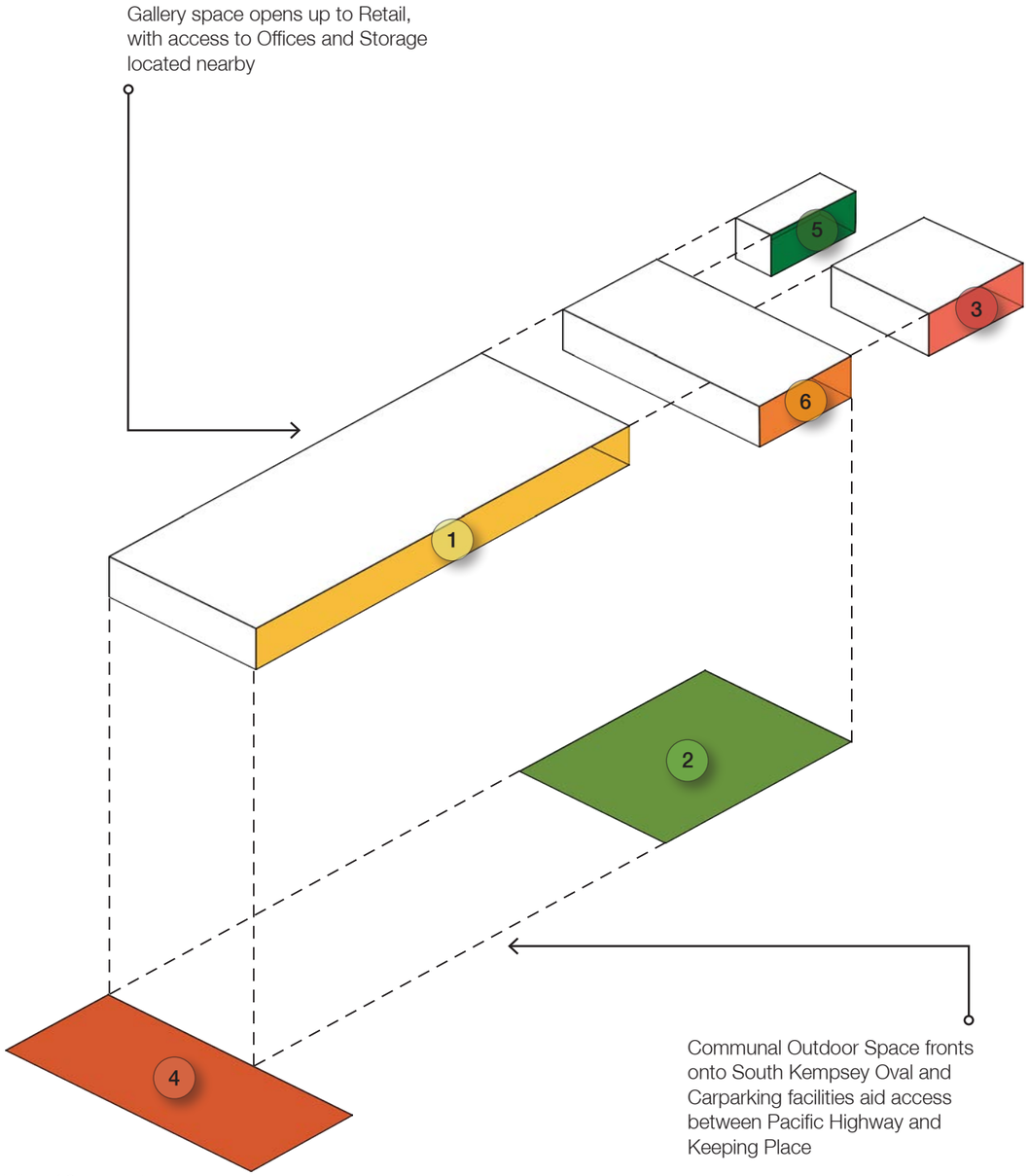
6.3 Site Study - Keeping Place

KEY

1 Gallery Space
2 Communal Outdoor Space
3 Storage
4 Carpark
5 Office Space
6 Retail Space



01 View Along Pacific Highway



02 Expanded View of Components

6.4 Governance

A major feature of the South Kempsey Masterplan and Social Plan, and 34 projects identified through consultation with the Council and community, is their deliverability. Each project has been considered in terms of its capacity to bring positive change to the community, and how it can be delivered as part of a comprehensive regeneration program.

However, what hasn't been determined are the methods and structures through which these projects can be delivered, and the assurance that they will respect the original vision and strategic objectives of the masterplan.

So, who is responsible for the delivery of the masterplan?

A unique feature of this project has been the client team, which represent three levels of Government, and their willingness to form a partnership and undertake this process for South Kempsey.

The same organisations continue to be responsible for the delivery of the masterplan, as they are best placed to attract funding, deliver the correct projects and ensure the underlying objectives of the project are reflected. There are key individuals and stakeholders who should be assigned greater responsibility and while some may form part of the core team, most will be engaged on a needs basis.

For a relatively small and contained community, this project represents a considerable investment and a fantastic opportunity to make a difference to a population that is isolated, both physically and socially, and is facing considerable challenges.

In fact, it is this isolation that made South Kempsey the perfect candidate, as the issues and potential within this community are similar to those in other regional areas. The containment and separation of this community allows the ideas and investigations outlined in this report to be focused, defined and measurable.

The client team have already identified other communities where a similar project could be undertaken. The growing demand and opportunity for community change and regeneration is the reason that Kempsey Shire Council, NSW Land & Housing Corporation, Indigenous Coordination Centre (FaHCSIA), and the Local Aboriginal Land Council, should remain the driving force behind this project.

Whether it's West Kempsey, Moree, Lismore or Dubbo, these regional areas all share a common set of challenges that can be embraced and overcome through any number of projects, programs and initiatives. Through the South Kempsey Masterplan 65 potential projects where initially identified, from which 34 were developed and outlined in this report. This is an outstanding response from a population of less than 2,500 people.

Having successfully undertaken this project, established a process and methodology for other communities, and gained community and stakeholder support, the final and most important step is the implementation of the masterplan and social plan (i.e. the 34 projects). For this to occur in a coherent, comprehensive and equitable manner there needs to be an organisation or independent agency established whose primary focus is the delivery of these projects.

Roles & Responsibilities

Sitting at the centre of this organisation will be the four members of the client team, with other key stakeholders and agencies engaged either from the outset, or on a project basis (see Procuring Partners). For the structure to be effective there should be a clear agreement about the roles and responsibilities of each member. Consideration needs to be given to the length of each member's involvement in the project and how the outcomes will be managed in the long term.

Quality outcomes are more likely to be maintained on projects where their is a clear leadership in achieving the objectives and coordination of the stakeholders. This role is often undertaken by the 'public sector', however in this instance the key member is Kempsey Shire Council with support from the State and Federal Government members who have access to scale of political and administrative infrastructure required for this project.

The continued involvement of the Local Aboriginal Land Council will enable the dialogue with the entire community to continue in a positive and constructive manner. While extra steps should be taken to bring other members of the community into the process, both Indigenous and non-Indigenous.

An 'Independent Chair' will enable the partner organisations to focus on the business of implementation, without being distracted by the administrative and management concerns. A independent perspective can provide valuable assurance that the vision and objectives are being properly reflected.

Securing Funding

The Government is already providing services in South Kempsey, funded by a number of sources, secured by various Government and non-Government agencies, as a result of individual initiative and little coordination. Whilst valuable, this approach fails to deliver the type and scale of service improvement needed for South Kempsey.

What this project hopes to achieve, through the Governance structure outlined in this section, is to implement the masterplan in a coordinated and coherent manner. This includes the applications for funding, which should be prepared by a single representative, who will be responsible for using the funding in an equitable and appropriate way so that the objectives of the masterplan are achieved. Individual partners and stakeholders will continue to have a voice, but the ultimate responsibility remains with the partnership.

A number of substantial funding opportunities have been identified and are being pursued by the client team. Before its secured there must be an agreement in place and the initial structures of the partnership.

Procuring Partners

The key members have the opportunity to bring other agencies and organisations into the partnership, however, for this to occur they must determine how to share the risk and returns. This can be particularly challenging when dealing with social initiatives and programs where there is limited scope for financial returns. Some agencies will be focused on deliverable outcomes, improvements in social indicators, or other measurable components. Whatever the target, these must be determined from the outset of the partnership.

There may be opportunities to work with the private sector, particularly to explore issues relating to risk, innovation, efficiencies and management. One aspect that will influence the structure of these partnership is the requirement for long-term control and maintenance.

There must also be a clear understanding of the skills, expertise, resources and commitment made available from each of the members, so that the expectations are realistic and outcomes are deliverable.

Sharing a Vision & Objectives

It's essential that all members share the objectives and vision for the project, whether they were involved from the outset or joined the project at a later date.

The objectives were established during the preparation of the brief and guided the projects evolution during the past 12 months. The vision is based on feedback from the community and stakeholders, and gained their support over the course of the project. For this reason the objectives and vision must continue to underpin the delivery of the masterplan.

6.4 Governance

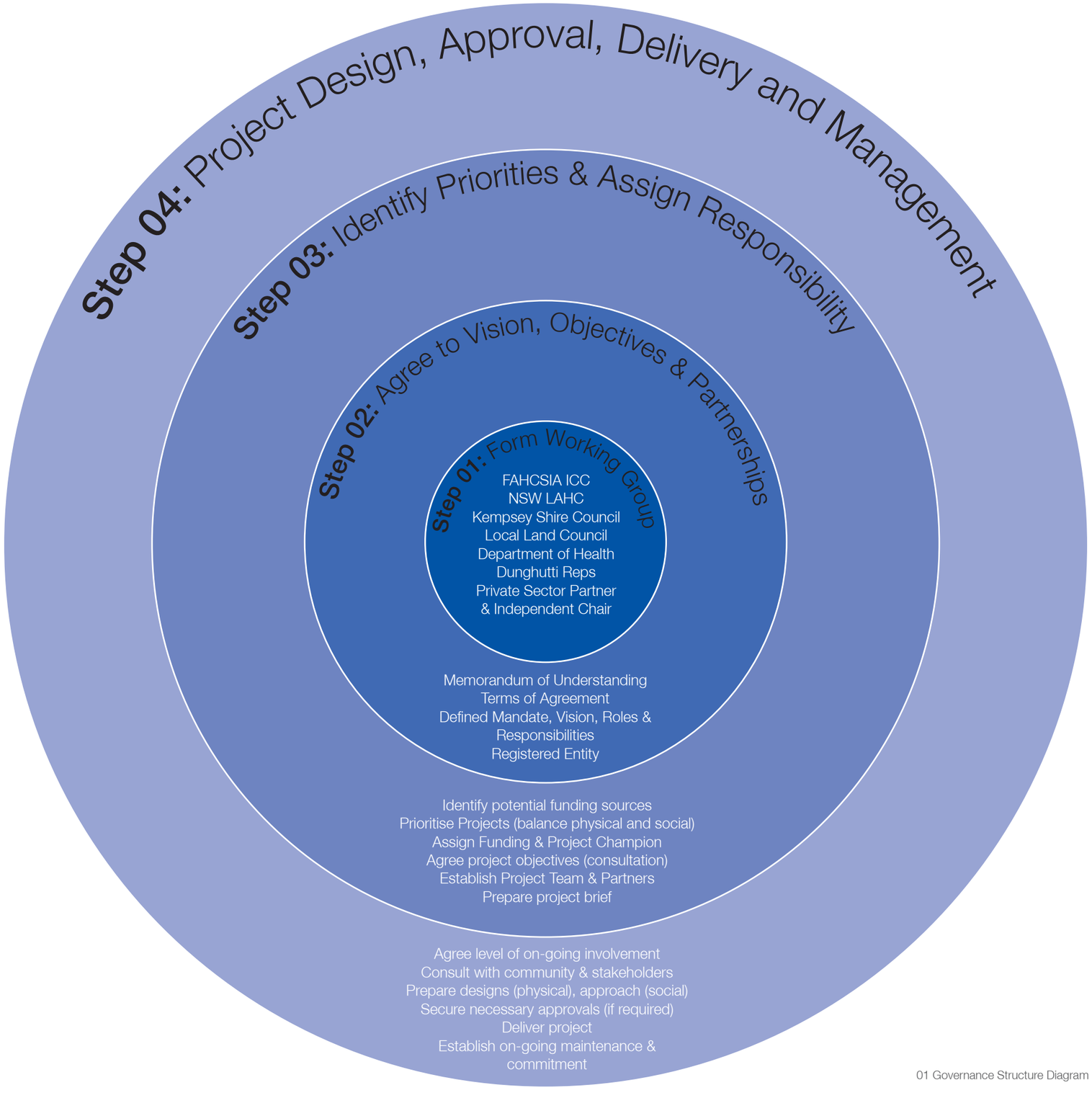
On-Going Management

Management requirements and potential structures should be considered from the outset to ensure the longevity of the project and the positive change is maintained. For each project identified in this project the following questions should be asked (however, there may be other questions that need to be asked):

- *Is this a priority project?*
- *Does it require specialist skills to deliver and maintain?*
- *What are these skills and who should be responsible for their delivery and on-going provision?*
- *Should the risk and liability be assigned to an individual partner or the partnership (joint organisation)?*
- *What are the on-going maintenance costs?*
- *How can these costs be covered?*
- *Can the project generate an income, and if so, where should this be used?*
- *How long will the involvement last?*
- *Can the project become self-sufficient?*
- *What other measurable outcomes must be considered (to satisfy funding or agency requirements)?*

Legal Structure

There are a number of legals structures that could be adopted to implement the South Kempsey Masterplan. Selecting the correct structure will have an influence on the level of commitment and on-going management of the projects.



01 Governance Structure Diagram

6.5 Implementation

Following the completion of the South Kempsey Masterplan and Social Plan there are a number of key components that must be considered to ensure the process can be successfully undertaken in other regional communities.

Commitment & Leadership

Successful outcomes require commitment and leadership to overcome complex problems. In South Kempsey these problems were clearly visible and readily identifiable, thought it was the partnership between three levels of Government to address these problems that established the framework for this project's success.

Issues are easier to resolve where there is a clear commitment to quality and strong leadership. It is essential that someone takes responsibility for ensuring the original vision and objectives of the project are properly reflected in the outcomes.

Integrated Approach

A successful and sustainable outcome is based on the complex interlocking of principles and solutions. No single individual or profession has all the answers. The challenges facing South Kempsey are multifaceted and vast, which requires the solutions to be equally vast and bespoke.

Specialist input must be collated and considered as part of an integrated process of analysis, appraisal and delivery. The project team should offer the skills and experience required to address the unique needs of the community. In South Kempsey the urban design and social planning input provided the necessary breadth, and when it was required, precision.

Collaborative Engagement

Engagement must be comprehensive and meaningful. Anything less that a committed consultation methodology will fail to identify the full extent of the challenges that need to be addressed, the potential projects and assets within the community, and secure the support of the stakeholders and community that is essential to the delivery of the projects.

In South Kempsey the consultation program remained dynamic throughout the project as it needed to respond to the availability of stakeholders, the communities expectations, and ability of the team to spend extended time in the community. Three trips for a total of 6 days in Kempsey were planned during the formulation of the project methodology, however, by the conclusion of the first trip this commitment had expanded. By the conclusion of the project 4 trips were made and over 10 days were spent in Kempsey meeting with the Council, stakeholders and the community. The project team also spent weeks undertaking phone interviews with stakeholders unable to make the various consultation events.

Crucially, the client understood the need for the brief to expand, which in turn extended the project program by 3 months. By the conclusion of the project a considerable amount of support for the project had been established, which must be respect through the commitment to deliver the projects outlined above.

Long Term Involvement

These projects take time. Designing, delivering and maximising the benefits associated with projects of this nature require long term involvement to ensure the original vision is maintained. Ideally, the project team shouldn't disappear after the conclusion of their commission. The intellectual property, knowledge and good will with the community can be easily lost and difficult to either re-establish or recreate.

In South Kempsey, the client team are preparing the framework for their long term involvement, with potential mechanisms outlined above. For the project team at SJB, we are continuing our involvement through on-going work with the Land Council and fostering partnerships between our clients and the South Kempsey stakeholders and community in order to assist the delivery of these projects.

Long term involvement also enables potential funders to see the level of commitment to South Kempsey, which brings confidence that their funding will generate the greatest potential in the short and long-term.

Creating and Maintaining a Legacy

Design and delivery is only the start. Places that people value, communities embrace, and help bring about positive change must be maintained. This will ensure that they function in the long term and provide a good quality of life to existing and future communities.

One method of ensuring projects are sustained and maintained is to pass ownership over the community, while larger infrastructure projects will require a formalised management structure to ensure they remain in use. Council's are usually responsible for adopted physical infrastructure, however, with funding a constant issue with regional council's other mechanisms could be adopted (i.e. Trusts, Community Corporations, NGOs).

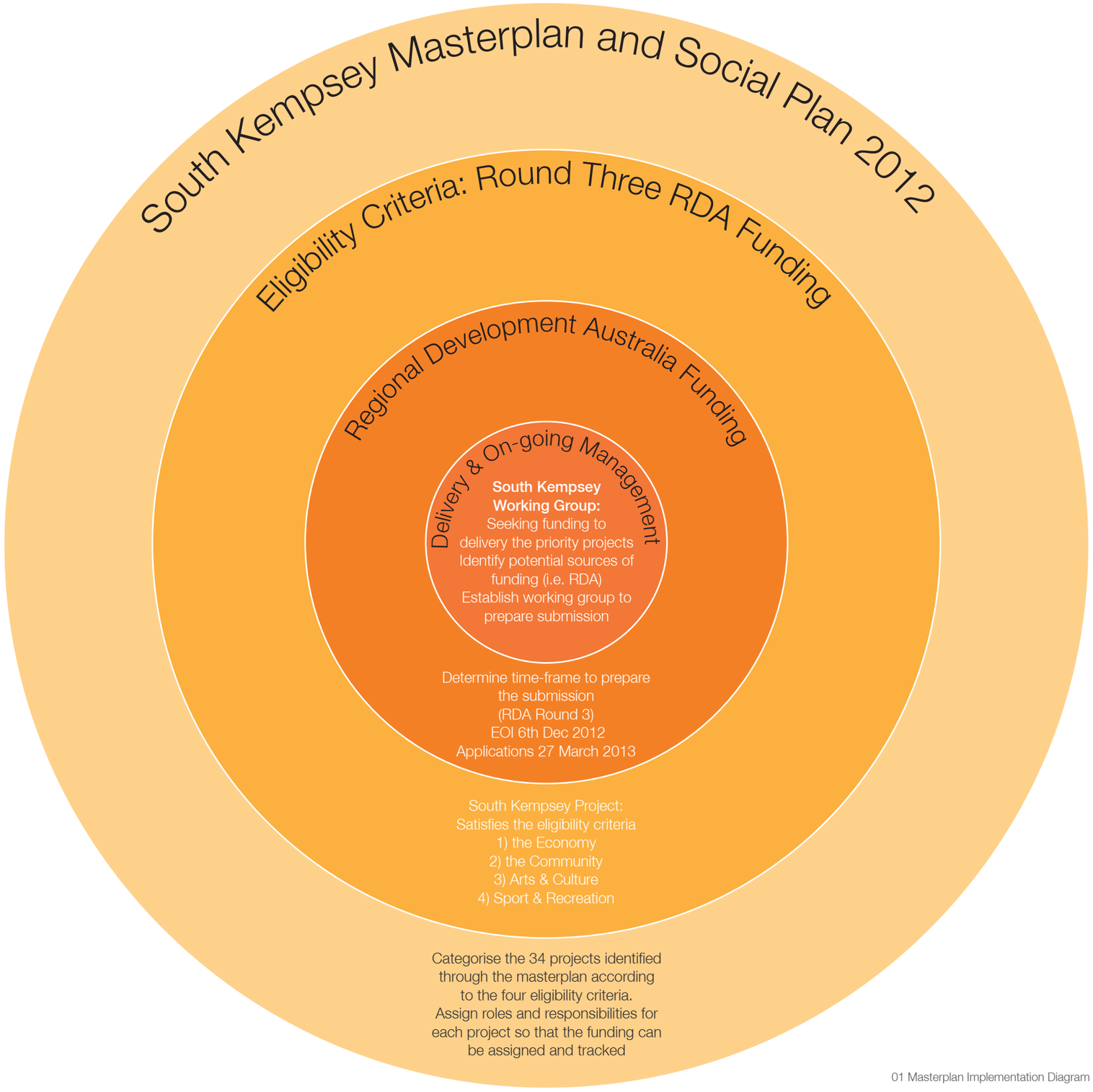
What is important that the work started through this project is continued and the momentum created over the past 12 months is maintained and increased. Everyone involves wants to leave a positive impact on South Kempsey and in the process, establish a legacy that everyone can be proud of.

6.5 Implementation

Work has already begun on securing funding through Regional Development Australia (RDA), who have recently asked for Expressions of Interest for their Round 03 funding. The focus for this round of funding is the 'support for small towns', with $50 million to be delivered through grants between $50,000 and $500,000. The fourth round of RDA funding is in 'support for regional infrastructure', and the $175 million made available will be awarded in grants between $500,000 and $15 million. The South Kempsey masterplan is eligible for both rounds of funding.

A crucial eligibility criteria is that the projects must be 'investment ready', which the masterplan can satisfy following the comprehensive program of consultation, existing planning designations support the physical projects, and the existing infrastructure (social and urban) available in South Kempsey.

Crucially, the 34 projects outlined in this document are part of a coherent and comprehensive vision for South Kempsey, which is underpinned by the objectives of the project, local planning policies and strategies, state and federal government policy initiatives.



01 Masterplan Implementation Diagram

appendices | A1 - A3

A1 Social Indicators

Kempsey Shire Council

- 31,600 people in Kempsey Shire Local Government Area in 2031 (from 29,300 in 2011)
- Growth is less than 1% per annum
- 2,300 additional people over 20 years

(Source: New South Wales Statistical Local Area Population Projections, 2006-2036. (2010))

South Kempsey
Population Profile

- 2,466 people in South Kempsey (residents)
- 47.5% Males (1,171) and 52.5% Females (1,295)
- 23.5% of the South Kempsey population are Aboriginal and Torres Strait Islander people (576)
- 39% of the South Kempsey Aboriginal and Torres Strait Islander population are aged 14 years and under (220 people)
- 37 years is the median age
- 26.0% of the population are children aged 0 - 14 years
- 14.0% of the population are people aged 65 years and over
- 234 people are aged 70 and over
- 637 families, with an average of 2 children per family

Education

- 250 children from South Kempsey were attending primary school (297 primary school age)
- 192 young people from South Kempsey were attending high school
- 33.3% of people were attending an educational institution in 2011. Of these:
- 30.3% were in primary school,
- 23.3% in secondary school and
- 10.4% in a tertiary or technical institution.
- 36% of South Kempsey residents have not reach year 10 or equivalent or did not state the level of school completion

Housing

- 1,008 private dwellings
- 65 dwellings rented from Housing NSW
- 14 dwellings rented from community housing or other providers
- 169 private rental dwellings
- 222 dwellings with mortgage
- 287 dwellings owned outright
- Of occupied private dwellings in South Kempsey:
  - 34.0% owned outright,
  - 25.4% were owned with a mortgage and
  - 37.4% were rented.
- Average 2.6 people per household
- Median Household weekly income $726
- Median monthly mortgage repayments $1,122
- Median weekly rent $180

Source 2011 Census of Population and Housing for South Kempsey (Code SSC12106 SSC)
(Employment data released on 30 October.)

A1 Social Indicators

Age Profile: Comparison of South Kempsey against NSW (2011)

Age	South Kempsey	%	New South Wales	%
0-4 years	199	8.1	458,736	6.6
5-9 years	215	8.7	434,608	6.3
10-14 years	224	9.1	439,168	6.3
15-19 years	191	7.7	443,416	6.4
20-24 years	131	5.3	449,685	6.5
25-29 years	114	4.6	473,160	6.8
30-34 years	123	5.0	468,336	6.8
35-39 years	138	5.6	488,124	7.1
40-44 years	152	6.2	483,502	7.0
45-49 years	184	7.5	481,428	7.0
50-54 years	176	7.1	469,024	6.8
55-59 years	155	6.3	419,612	6.1
60-64 years	117	4.7	390,678	5.6
65-69 years	116	4.7	304,327	4.4
70-74 years	96	3.9	237,362	3.4
75-79 years	65	2.6	186,032	2.7
80-84 years	37	1.5	150,724	2.2
85 years and over	36	1.5	139,735	2.0

Education Profile: Comparison of South Kempsey against NSW (2011)

Education	South Kempsey	%	New South Wales	%
Pre-school	59	7.2	126,605	5.9
Primary - Government	187	22.7	372,075	17.4
Primary - Catholic	37	4.5	115,727	5.4
Primary - Other Non Government	26	3.2	61,544	2.9
Secondary - Government	148	18.0	271,181	12.7
Secondary - Catholic	16	1.9	109,409	5.1
Secondary - Other Non Government	28	3.4	71,341	3.3
Technical or further education institution	60	7.3	168,004	7.9
University or tertiary institution	24	2.9	303,070	14.2
Other	12	1.5	50,619	2.4
Not Stated	225	27.4	486,539	22.8
Total	822	--	2,136,114	--

Source 2011 Census of Population and Housing for South Kempsey (Code SSC12106 SSC)

A2 Consultation Feedback

Outlined below is the summary of all the comments received from the community at the event held on the 23rd March at the Family & Community Centre on Queen Street, and from our discussions with various community members and stakeholders over our 3-day stay in Kempsey.

The team followed-up many of these discussions with phone interviews and email correspondence. In total, we have contacted over 150 people to discuss their thoughts and ideas for the future of South Kempsey.

Vision

- One community one mob.
- Healthy homes and families
- Everyone loves South Kempsey
- Well-kept neighbourhood where residents take pride in their environment.
- Prosperous, liveable, sustainable community
- A thriving community hub
- An integral part of the broader Kempsey community
- Inviting. Rural Lifestyle. Community share
- A place for young families
- Peace and harmony
- Continuity of feel and place
- A local identity that celebrates Aboriginal culture and history
- Educational precinct
- A place for young families

The team selected 8 themes, which were adapted from the 'Closing the Gap' ideas for action. These helped organise the amazing feedback we received from those that attended the event and we spoke to during our three-day stay in Kempsey.

Those comments highlighted in **'bold'** were recorded more than once during out consultations and conversations.

Early Childhood

- **Programs to support children through school (K-12), into tertiary education and employment**
- **Mothers Groups and Fathers Groups**
- **Childcare centre**
- **Transport (bus)for South Kempsey preschool**
- **Mother Room at South Kempsey Preschool**
- **Playgroup at South Kempsey NIP**
- Young Mothers program at the high school
- **Family Wellbeing Officer to assist young parents and families finding support services**
- Smile program
- Cultural program for early childhood
- Handouts made by South Kempsey community regarding children healthy eating
- **A program of what's happening in community – free sporting events, activities, child minding etc.**
- **Temporary support for children in danger**
- **Family intervention programs to help families to get back on right track**
- Older parental help – intervention before DOCS
- **Support for dysfunctional families**
- Parenting program to stop custody issues
- Community farm – children get the opportunity to look after animals – don't have pets @ home
- Take care of pets program
- Buses to Kempsey for young children to learn how to swim for free
- **Funding for playgroup + parent groups more than once a week.**
- **Young children and young mothers – coming together as one to help each other in the community.**
- **Child protection programs and raise awareness in the community**
- **Koori facilitators for parenting programs**
- **South Kempsey family workers based in the area**
- **More playgroups & Swimming Pool**

Health

- Development of sporting facilities
- **Improvement to tennis courts – unlock courts**
- **Hub for children**
- **Park**
- **BMX cycle track**
- Children need a legitimate place to hang out
- Health Centre
- **Target local drug problem**
- **Programs targeting excessive alcohol consumption**
- **Fix basketball courts**
- **Hearing problems and speech impediments are a major issue**
- **Free dental /eye health check ups**
- **Shed for bikes**
- A better South Kempsey basketball court
- **PCYCs too expensive**
- **Bike riding**
- **Walking tracks / BMX tracks**
- Review schools
- Better South Kempsey basketball court
- Play group
- Bike tracks
- How to be happy with simple things
- **Mental health help**
- **More things to do (family bonding spaces)**
- Soccer field
- A flying fox
- A football field
- **Dance class**
- Ramp
- Fishing
- **Sports fields – netball/ BMX track /footie**
- **South Kempsey Park**
- Playgroup slide
- **Gymnasium (free) outdoor in the park with instruction signage**
- South Kempsey skate Park
- **A play area in a park in South Kempsey**
- Netball courts
- A touch field
- **Cooking classes**
- **Art**
- Dance class
- Outdoor gym equipment
- Dog park (fenced) bins & bags for poo
- **More camping grounds**
- **Womens Groups**
- **Mens Groups**
- Clean streets and public spaces
- **Friendship between all the people in the community**









A2 Consultation Feedback

Youth

- **PCYC strict rules, age limits and membership fees are a barrier to participation for some**
- **Need more free after-school and holiday programs**
- **Cultural programs**
- Youth centre
- Cooking at the new youth centre
- **Youth groups to encourage integration & interracial positive relations – with wrap dance, music, art, graffiti**
- **High-action programs for youth**
- **Dunghutti Sport and Rec mountain bike program is great**

Schooling

- Education opportunities for young and old
- Educate parents about the value of education
- **More TAFE pathways courses & outreach programs**
- Girls School
- Neighbourhood shop to link up with TAFE training
- More tutors and more school support staff
- Community Centre – cultural and training programs
- Academic achievement needs to be promoted within community
- **Mentoring program for children**
- **School holiday programs**
- **More after school activities – eg sport, art for young children not teenagers**
- Wrong from right taught in school
- Better teachers
- **More indigenous parents getting involved in school**
- Class room access for parents on a rotating roster
- **More cultural activities @ school, including camping**
- South Kempsey public school better schooling and more teachers
- More computers and electricity
- **Fast track, child safety education in schools and community education re child protection issues**
- Drawing after school
- If children get in trouble @ school, don't send them home. Implement a program
- Afternoon tea / early dinner programs after school
- Before school programs with free breakfast
- More funding for indigenous teachers
- Scholarships – assisted education to build up South Kempsey skills base for indigenous youth
- **Dunghutti language program in all Kempsey school**
- **Footpaths from school to community centre & preschool to PCYC major services**
- **Big security fence for our local primary school 'STOP THE VANDALISM'**
- Cooking at school
- Acting/singing/modelling talent classes after school
- **More indigenous teachers**
- Community Centre – cultural and training programs

Economic Participation

- **Businesses returning to industrial area in South Kempsey**
- **Utilisation of vacant land**
- **Development of open spaces**
- **Creation of a shopping hub**
- **More employment opportunities – employment is the way forward**
- Businesses want to employ locals
- CDEP programs train people well
- **CCEP programs were great for this community**
- More Aboriginal identified positions on council
- **Begin to roll out Employment Strategy**
- **After year 12 traineeship/career opportunity (publicised and encouraged)**
- More industry for employment
- Job opportunity for young children so they're not bored.
- Another bike shop (workshop/supplies/fixing shed)
- Supermarket – retail training employment
- **More shops, as a service and employer**
- **More businesses for girls**
- **Youth coffee shop**
- **A better shops – cheap!**
- Lollie shop
- More supermarkets – IGA/ Cheap
- **Bike shop**
- **Bus for community - better connections to the CBD**
- **Technological advancements - wireless service and internet cafes (access points)**

Healthy Homes

- Housing NSW needs to have the community live together (Aborignal and non-Aboriginal)
- **More responsibility from housing providers (including landlords) to maintain rental properties**
- **More high-income households moving into community**
- "Slumdog" landlords are a major issue
- Damaged NSW Housing stock from fire and vandalism
- Greater enforcement on tenancy agreements
- **Racism of some real estate agencies**
- **Programs targeting domestic violence**
- **Child protection is a major issue in South Kempsey – this is often due to a lack of parenting skills among young mothers and fathers**
- **Better street signs**
- **Positive encouragement from authorities**
- Potential tenants of new homes have access to support
- **Streets beautified and maintained by locals**
- **Fix up the boarded up houses – don't just leave them for months & months**
- **More authorities other than DOCS to help not destroy**
- Seats in the cricket ground
- **More regular council clean up**
- Better solutions other than social housing reduce the enclose status opportunity to buy
- Monthly council clean-up day
- Regular clean up in South Kempsey
- Utilise vacant blocks eg. Physical recreation, South Kempsey skate park
- All public housing (existing) demolished (gradually) and replaced
- Street gardens and green spaces
- Tidy, clean streets

A2 Consultation Feedback

Safe Communities

- **Better street lighting**
- Traffic calming devices
- **Parents need to take greater responsibility for children's behaviour**
- Improve safety in South Kempsey
- **Social problems have negatively impacted on industrial area**
- **Stronger police presence and action on crime**
- **Courts need to back up and support police**
- **Police are under-resourced, regular patrols**
- **Youth / Police programs**
- Build stronger relations between community and local police
- **Boredom leads to crime**
- Police don't enforce laws (ie no alcohol on street)
- **Police need to speak up about what they expect from the community**
- **Better street lighting on corner of Middleton Street**
- **More police patrolling (indigenous)**
- Keep children safe
- Alcohol & drug free areas
- Put a police station near Middleton street shop
- **Police mobile unit on weekends, based at South Kempsey**
- Bus for rainy days
- **Community workers working out of preschool**
- **Surveillance cameras in danger areas**
- Better street lighting
- Lighting at cnr of Middleton Street & Growing Hill Road
- Keep children off the streets @ night – after 5
- **Alcohol & drug support**

Good Governance and Leadership

- New blood on committees
- **Community needs strong and wise leadership**
- **Increase respect for self and one another**
- **Aboriginal and non-Aboriginal community working together**
- **Lack of culture**
- **Need to instil pride in youth and young people**
- Build stronger relationships between community and council
- **Council needs to lead the way forward**
- **Community groups / services need to work together**
- Greater engagement with children in the development of projects, programs within the community
- Community needs a shared and clear vision for the future of South Kempsey
- **Celebration of local success stories**
- **Nepotism within community groups/organisations – need to lead without bias**
- Dominance of a few families mean resources & opportunities are concentrated in a small section of community

-Connections

- **Watuma Keeping Place**
- **Pathways / cycleways**
- **Linkages between open spaces**
- **Built connection to Kempsey**
- **More town bus services**
- **More buses**
- More bus stops
- Bike Bridge for South Kempsey
- A better bridge

Beautification

- Aboriginal stories on interpretative signs
- Bronze sculptures of local Aboriginal identities and heritage
- **Public art with Aboriginal focus**









A2 Consultation Feedback (Event 02)

Date:	3.5.2012
Location:	Council Chambers
Time:	2pm
Attendees:	8 (Councillors & GM)

Comments from Presentation:
- Why are we here? To analyse findings, prepare ideas for the future and create a positive change for South Kempsey
- Create an optimal social mix, housing options, sense of community and pride
- Connecting services and infrastructure
- Key themes: communication, accessibility, knowledge and pride

Opportunities and Threats of South Kempsey:

Opportunities	Threats
· Schools (facilities & relationships) · Surrounding hinterland · Modal Shift · Bypass · S.K. Oval and new sporting clubs · Middleton St Shop (multi-purpose hub) · Keeping Space (tourism & heritage) · Open space provision	· Housing · Middleton St corridor (identification, safety, beautification) · Attack social/physical challenges · East & west divide (connections, pride) · Flooding · Middleton St shop (underutilised)

Comments from Councillors:
Q1: How many Aboriginal Housing houses?
- Department of Housing: 69
- Aboriginal Housing: 7 to 8 - social and community issues associated with this housing stock

Q2: Pride associated with housing?
- Street frontage needs to be maintained
- Rob Oakshott in support of this project – JK to follow-up a meeting
- Respect for others, respect for themselves, respect for their community

Q3: Flooding zones/Environmental Health of S.K.:
- Gill's Bridge Creek: Flooding events and bush regeneration

Short Term Projects:

1. New Park:
- Potential location for new park on Queen Street, opposite the Family & Community Centre, next to the half-court basketball court
- Existing Needs to be fixed: backboard, post straightened
- Jobs associated with the design and maintenance of the park
- Create a sense of ownership
- Involve youth in the design process – work with local schools
- Possibility of a park being located at end of Horatio Brahms Place? Current spaces not safe, no pride and not visible. Needs to be positioned in an area of high visibility.
- Need to fully utilise already established structures, instead of funding/wasting money on new projects
- Department of Sport & Recreation needs to get involved
- Melville High sporting facilities: remove constraints to access and higher use
- Rationalise funds for parks and deliver fewer more usable spaces
- Vacant blocks already identified that are available

2. Community Events Program:
- Festival, celebrating local achievements and unique characteristics
- Touches on social issues, and provide workshops/forums to discuss solutions
- Celebrates pride, importance, spirit, role models, acknowledgement of strengths
- Example: 'Neighbourhood Day'. Addresses domestic violence. Educate people on how to report incidents. Support from Police is needed to create respect between civilians and police

3. Early Childhood:
- Education for young girls, including family planning, sexual health, and support services, etc.
- Suggestions: Teenage Mums program run at Hospital. Accessibility to this service must be improved
- Bus Service, pick-up/drop-off service for early childhood services. Current service is inadequate
- Initiate education at a young age, including classes for your school-age boys and girls

4. Resources:
- Essential Energy: mobile cooking unit, demonstration van using produce from community gardens
- Healthy Communities: Swapped idea from additional community garden to street frontage projects – to increase pride and number of people involved in the process, also serving as a street beautification program. Speak to Kathy about current programs

5. Leadership Training:
- Change in leadership within the Indigenous community
- Opportunity for new leaders to grow and serve their community
- Build on the leadership training programs at the FCC

6. Local Media Coverage:
- Always focusing on negatives, creates a stigma and effects 'sense of pride' within the community
- Difficult process to influence – negative stories sell papers and attract interest
- Lobby The Argus to get positive stories in the front of the paper, instead of after page 5

7. South Kempsey Oval:
- Macleay Valley Eagles, potential relocation to the South Kempsey from Gladstone
- Positive impact on health and mind-set with the young people, directly accessing the player pool within South Kempsey's young Indigenous population
- Winter/summer seasons, shared use of all facilities and associated costs
- Attract additional funding from Cricket Australia and the AFL through their Regional and Indigenous community programs

8. Local Bus Service:
- Limited accessibility to service information, particularly using the internet (no maps)
- Bus stops need to be clearly marked, including shelters
- Residents feel isolated no sense of connectivity with the Kempsey CBD and outlying areas
- Fear by the service providers of vandalism and damage to vehicles, i.e. reports of rock throwing
- Low population density makes it difficult to provide a more frequent service. Smaller buses might be more appropriate, supplemented by a local loop service part funded by the community, Council and Government

9. Cultural Awareness Training:
- Learning about the local Indigenous communities and their contribution to the settlement of Kempsey
- Fred & Jo Kelly have developed a training program catered to the local community – ideal for community members, schools and Council staff
- Training should be made available to the broader community

Medium Term Projects:

1. New Housing:
- A partnership between Local Area Aboriginal Land Council, Community Housing Providers, Housing NSW & the private housing developers
- Utilising available land, which is zoned residential, to drive development through partnership
- Housing needs are focused on a small proportion of the community
- New housing must meet the range of needs within the community, from single mothers, to lone persons, to large families with members across several generations.
- Potential funding through Housing Affordability Funding (Federal), National Affordability Rental Scheme (NRAS)

2. Long Day Care Centre:
- Support for working mothers, and enable them to return to the workforce and continue their studies
- Linked to an existing educational institution (?)

3. Employment Programs:
- Indigenous Employment Strategy, July 2011 (TAFE), provides interesting insight into the issues and potential solutions with Indigenous Employment
- Education is the key – build on the work already undertaken by the Vocational College
- Encouraging trained Aboriginal workers into the Bypass project, a good start but not a long-term solution
- Need to link with a number of infrastructure projects up and down the coast. Leighton Contractors and similar companies provide a regular source of large-scale projects to sustain employment
- Development of skills aligned with available work

A2 Consultation Feedback - Event 02

4. Action Against Alcohol & Drug Abuse:
- Parties and street drinking leads to abuse and the majority of violence in SK
- Implement safe, positive program delivered directly to the community, starting with the young people
- Alcohol retailer on Pacific Highway and the links between the proximity to alcohol service and related crime
- Impacts school attendance, as a result of adults drinking or young people consuming
- Kempsey currently operates as a 'truck stop', which often brings drugs into the community i.e. lessons learnt from Goulburn in the 1990's, prior to the bypass being delivered

5. Anti-Social Behaviour:
- Linked to Drugs and Alcohol Abuse
- Linked to Community Pride
- Linked to after-school programs
- Reflect on the success of the Midnight Basketball (PCYC)

6. Men's Shed:
- Need to improve connections to and awareness of this facility - accessibility an issue for some people
- Need to provide good facilities, in an appropriate location
- The work being undertaken at the Men's Shed should be shared and recognised
- 'Indigenous Shed' – only. Most don't agree with idea, further compounds the 'us' and 'them' mentality

7. Cycle Paths, Mountain Bike & BMX Track:
- Cycle path provision used as a way to improve use of community facilities and, FCC, parks and schools
- Engage with the South Kempsey Mountain Bike Club, and the work being undertaken by Dunghutti Sport & Rec
- Education with regards to wearing helmets - safety

8. Pedestrian Bridge:
- Poorly maintained, poor accessibility at the northern bank (particularly during flood events), no lighting, unsafe and no surveillance
- Responsibility of Roads & Maritime Authorities
- Improvements must wait until the under-river bore takes services from the bridge – currently located under the pedestrian walkway
- Second Crossing from Queen Street needs to be reflected in the list of 'long term projects'

9. Access to Sports Facilities:
- Tennis Courts on Middleton Road locked – no signage or indication of how to access courts 'booking details'
- Swimming Pool and Skate Park located in W.K. – fantastic facilities, problems with access, bus service and costs associated with family passes during the summer
- River, general fear within the school children of with bull sharks in water), requires further investigation, including an enclosed netted swimming area
- Community boating and kayaking run out of the FCC – after school program similar to the Kayaking in London's canals for children living in nearby estates
- Investigate Macleay River Coastal Management Plan (projects and costings)

10. Movement Strategy:
- Further studies to be undertaken by Council to gain a better understanding of the movement patterns throughout Kempsey and the impact of the Bypass (a 20% reduction of traffic flows through Kempsey resulting from the bypass sounds very low – check relevant examples, including Goulburn)
- Strategy to include; pedestrian mapping networks (main destinations, routes, walking time – inform where to put street lights, footpaths, bike tracks)

11. Community Plan:
- Role and responsibilities of the various service providers operating in South Kempsey and throughout the LGA – e.g. What happens to the Family Community Centre if Mavis leaves?
- How to capture the unique characteristics of South Kempsey – public art, programs, education, tourism, etc.

Long Term Projects:

1. Multi-Purpose Facility (Middleton Street):
- Moved to a Medium term projects
- Potential site, underutilised Middleton Street shop (also identified by Jo Kelly and Robyn McCarter)
- Move retail to the Pacific Highway corridor? Residents in the western end of South Kempsey will be further isolated
- Range of services offered at the new facility may include; employment/training, café, internet/printing, health services, community bakery, local dialysis machine

2. Keeping Place:
- Site identified at the corner of the Pacific Highway and Middleton Street - adjacent to South Kempsey Oval
- Needs to be recognised and supported by the community
- Services include education, training, centre for cultural and ecological tourism throughout the region

3. Employment Programs:
- Moved to Medium term projects
- Placing skilled Indigenous people within bypass, mining, retail jobs
- Two employment Indigenous agencies running within Kempsey CBD - Pathways to the Pilburra

4. Sports Academy:
- Dunghutti Sport & Recreation needs to coordinate facilities and programs that already exist
- Need to consult with Macleay Valley Sports

5. Second Crossing:
- Identified in the Council's 'Unfunded Projects'
- To form an extension of Queen Street – extending over 200m to the northern bank
- Councillors wished to see this project reflected in the South Kempsey Plan
- Need further information on the costs associated and plans (speak to Kathy Oliver)

Additional Comments:
- Talk to Bruce Potts about zonings, roundabouts etc
- Dialysis Machine (supposedly only two registered Indigenous persons who require this service within the Kempsey region – sounds unlikely)
- Mental health is a major issue and should be reflected somewhere in the project short-list (depression, schizophrenia, drug induced)
- There are two Indigenous health workers already at Kempsey Hospital – both assigned temporarily
- Consider the Theresa Street connection to the north-west of the settlement
- How will these projects 'Create Wealth' (general manager)? Wealth and well-being is a byproduct
- Need to develop vacant land to the west of the Vocational College
- Breaking the 'cycle': alcohol, abuse, truancy, welfare, confidence, pride, and so on . . .
- Emphasise and celebrate the success within S.K.
- Look at new industries to be involved in the community – recommendations from the Chamber of Commerce, hi-tech industries and sustainable technologies
- Connections with ICC, Regional Development Authority, to secure funding

A2 Consultation Feedback - Event 02

Date: 3.5.2012
Location: Melville High
Time: 6 PM
Attendees: 10

- Housing NSW
- Melville High Principal
- Melville High P&C member
- Councillor
- Councillor
- Residents (x4)
- Fred Kelly

Comments:

- Melville High has a considerable % of students that don't reside within S.K.
- Ownership and involvement are key aspects of a successful process
- Council needs to improve maintenance of streets and spaces (appreciate that funding is limited)
- Area opposite Kempsey Family & Community Centre is ideal for a new space, as the community respects the FCC and those involved – positive association with the work already being undertaken
- Put speeding humps on main streets to slow traffic (SJB, alternative approach may involve narrowing streets with tree planting, parking bays, etc.)
- Introduce pedestrian crossings on Middleton Street, linked to pedestrian footpaths and cyclepaths
- Have two new and maintained playgrounds – Queen Street (opp FCC) & Horatio Brahms Street
- Rationalise the number and coverage of the play areas, currently too many, not used, poorly serviced
- Play Spaces will keep kids from playing on streets – currently a problem at the western end of Middleton Street
- Seek advice from Youth Advisory Council on the design of new spaces - involve local schools
- Free wi-fi area to promote education, bring young people together and give them a place to access the internet outside their homes.
- Involve companies with the regeneration of S.K. (e.g, Akubra maintains the War Memorial Gardens in W.K.)
- All medical help is located in W.K., not S.K.
- 'Saints Comets Netball Club' run by the Melville High P&C member, ratio of 3 Indigenous children to a team – up to 11 teams training every week and playing on Saturdays
- Kempsey Local Aboriginal Land Council won't give out houses for the next 10 years
- After school care and holiday care needed – keep the young people occupied and out of trouble
- 'No Drinking' signs – residents show no respect towards the regulations. Remove or Enforce.
- Perception that Housing NSW need to move just one family out, and the some problems will be solved – process to remove tenants is difficult and time-consuming. AVOs suggested, though not ideal (too many AVOs in the community already)
- No one's prepared to put in a complaint to get the 'problem' families removed as complaints need to come from immediate neighbour
- Intergenerational hate and aggression– AVOs coming into playground, causes tribulation at school and on Facebook. Bullying a big problem with young Indigenous people
- Citizens have to walk to get access to NSW Health Services (since the population is quite small, better access is the answer)
- Possibility of old service station on Pacific Highway becoming a health service venue (provides parking, however there is still isolation as it is across the train tracks and Pacific highway)
- Men's Shed funding available to improve current facilities or alternative location
- The second bridge crossing is important to the community

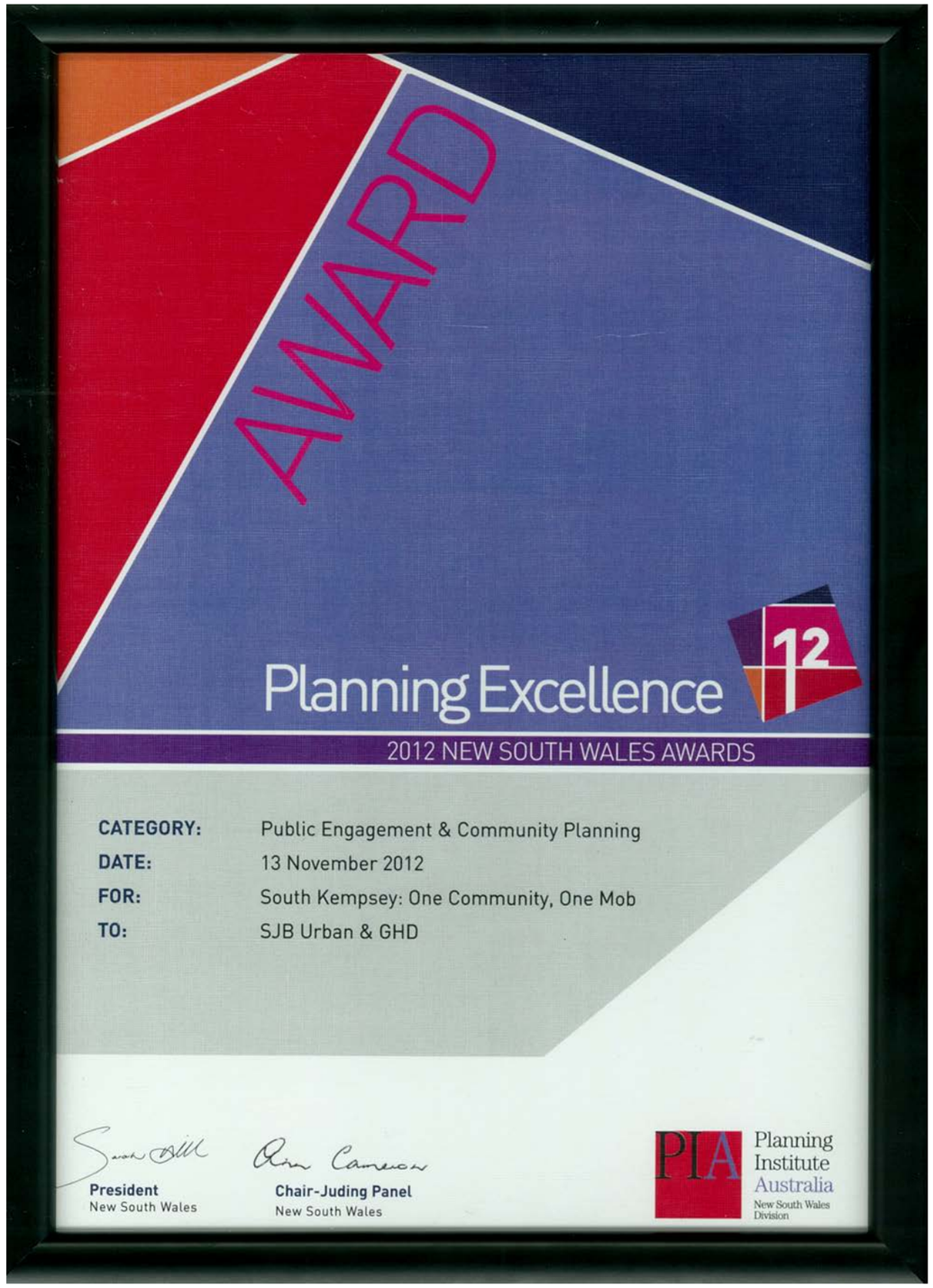
Date: 4.5.2012
Location: Kempsey Family & Community Centre (KFCC)
Time: 2 PM
Attendees: 6 (Council Staff & Chamber of Commerce - only)

- Kathy Oliver
- Bruce Potts
- Ray Farrawell (Chamber of Commerce)
- Georgia Rayner
- Trevor Dickson
- Kate Alberry

Comments:

- Women's Group, held at KFCC, discuss issues such as sexual health, family planning etc. – organised by Mavis S
- Potential workforce generated by the 'work for the dole' program – 7 hours per day , 5 days a week
- Leaf Street, West Kempsey: example of a successful HNSW project. Very popular . . . delivered via the Economic Stimulus Package
- Infrastructure funding available through the State Government, identified by GHD
- Lack of integration/communication between communities (South & West) and within settlements (west and east of the railway tracks in SK)
- Surprising that issues still arise when so many services are located nearby – How do we connect services with those in need? Need to think outside the square to find the solution
- Numerous physical and social problems leading to racism, breaking down of racism through all levels within the community is needed
- HNSW: no money to be made, so they don't want to spend it – informal discussions about 'gifting' the HNSW properties and land to the Council. New housing is the responsibility of KSC
- $450,000 worth of Magnolia trees planted in W.K., majority pulled out, positioned under power lines
- Introduce bush tucker/fruit trees/seed propagation initiative – Adam Haddow to speak with Murru Mittiga, model of Indigenous Corporation and propagating native species
- People of Kempsey need feel that they 'deserve' good services and facilities, so that self-confidence can be improved
- Mini mart is being upgraded to an IGA, Butcher shop has been turned into a Hotondo Homes office, regeneration of the Pacific Hwy corridor underway
- Bottle shop is currently for sale – is this the right place for this retailer?
- Slim Dusty venue has limited employment opportunities – may be utilised as a pub or venue for live music
- Kempsey wants greater population growth in order to increase spending/employment opportunities (Chamber of Commerce)
- There is an understanding that action needs to be taken as soon as possible
- Civic base is breaking down in Kempsey CBD – ideas of redevelopment and relocation of the Civic Centre

Date: 4.5.2012
Location: Kempsey Family & Community Centre (KFCC)
Time: 4 PM
Attendees: General Public (30+)



Planning Excellence 12
2012 NEW SOUTH WALES AWARDS

CITATION FOR AN AWARD IN THE CATEGORY OF PUBLIC ENGAGEMENT AND COMMUNITY PLANNING

*The category of **Public Engagement and Community Planning** recognises initiatives in best practice public engagement which achieve an outstanding and innovative contribution to social planning practice and outcomes.*

In a regional social and master plan project where positive engagement and collaboration efforts with the community saw actions implemented from early on in the process, resulting in the project engendering acceptance, confidence and associated social benefits from the outset. The intense level of participation resulting in some early wins and community confidence was important as the project was undertaken in a community with significant social division and a lack of cohesion.

SJB and GHD partnered with the South Kempsey community to develop the One Community, One Mob Integrated Social and Master Plan.

Using traditional methods of standing on a street corner, to workshops, drop-in and then e-web based consultation and social media, SJB and GHD together with a local **"shadow** project team**", worked with the community to identify social and community projects** that can shape the city, and developed an associated implementation plan with actions, roles and funding options.

The judges found that the initiative of a **"shadow project team" was considered to be an** interesting use of capacity building, especially where youth were engaged in the process. In particular the shadow team facilitated implementation of smaller projects while the larger consultation and project was being undertaken which helped build community support.

The winner of the **Award** in the category of Public Engagement and Community Planning is SJB and GHD for

South Kempsey - One Community, One Mob Integrated Social and Master Plan.

November 2012

References

A1 References

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+ GHD