



# Regional Development *Australia*

ILLAWARRA INC NSW

Submission to the NSW  
Department of Planning and  
Environment's  
Draft Illawarra Regional Growth  
and Infrastructure Plan

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## Executive Summary

Regional Development Australia (RDA) Illawarra welcomes the NSW Government's Department of Planning and Environment's (DPE) work on the Draft Illawarra Regional Growth and Infrastructure Plan (the Plan), and acknowledges the extensive consultation that has already been undertaken throughout the community.

RDA Illawarra's response to the Plan has been informed by, amongst other things, a workshop for over 100 delegates on the Plan at the annual Regional Leadership Summit held on 14 November 2014. We will be providing a copy of this response to all delegates who attended the Summit as well as publishing a copy on our website. It should also be noted that RDA Illawarra's geographic boundary includes Wollongong, Shellharbour and Kiama only. Although due to the nature of our consultation and the feedback provided we have included elements pertaining to the Shoalhaven.

RDA Illawarra supports the Plan's focus on economic development and regional approach to a range of issues such as economic growth, infrastructure, transport, housing and tourism. This Plan will play an important role in driving coordinated approaches across Local, State and Federal Government, the community and the private sector and for this reason it is critical that the Plan more clearly highlights links between other plans/strategies at the Local, State and Federal level that impact on the region.

Overall the Plan provides a broad context for growth in the region over the next 17 years, however, there appears to be more of a focus on the short to medium term rather than the longer term. While we recognise the limitations of planning into the longer term, without committing particular organisations/departments to anything in the long term the Plan is more aspirational and therefore could include more robust hypotheses regarding what the region might look like in 17 years. This would provide people with a better sense of what the region might look like in 2031, given changes in certain enablers (eg. ICT developments such as the NBN, improvements in transport) and hence what the landscape for growth, jobs, housing and infrastructure might look like in such contexts.

RDA supports the six focus areas for growth outlined in the Plan, however, believes there is potential to expand these areas to include three additional areas:

- (i) small business;
- (ii) agriculture/agribusiness; and
- (iii) the creative arts industry.

In addition more attention should be given to:

- (i) ICT infrastructure and digital connectivity as an enabler for economic growth;
- (ii) the role of SMEs in our regional economy and links to our education training facilities;
- (iii) public transport infrastructure in terms of supporting access to jobs, housing, services and recreation;
- (iv) aspects of tourism, particularly tourism infrastructure; and
- (v) the Illawarra regional airport as an asset, as detailed in our response.

In relation to those activities that support areas of growth, it would be useful to include a wider range of strategies such as better usage of existing facilities eg. office space, as well as a wider range of targeted new activities beyond those proposed (eg. wider range of housing, better targeted tourism campaigns).

We support the Plan's inclusion of RDA Illawarra on the Advisory Group for the Plan's implementation, however, would like to see Housing NSW also considered as a member. It would also be beneficial if the Plan had a more detailed implementation plan rather than a limited Summary of Actions at Appendix C.

With regard to the private sector, we do not believe the Plan sufficiently highlights the role of this critical group in relation to jobs growth, infrastructure and housing investment and does not outline how the private sector may be involved in planning discussions given they are not specifically identified as being represented on the Advisory Group.

Thank you for providing the opportunity to comment on the Plan. Our submission has been separated into categories based on discussion on the Plan from both the workshop at the Regional Leadership Summit, RDA Illawarra-led regional collaboration meetings and our day to day work with representatives from a wide range of government and non-government organisations. These categories align with the key themes of the Plan and pick up on aspects of DPE's online

survey regarding the Plan. In some cases, the subject matter falls across more than one category however they have been included for completeness. In other cases the comments relate to the actual document and how it reads to others, whereas other comments are more strategic in nature. We have taken the liberty to include all comments as a commitment to our consultation process with the wider community.

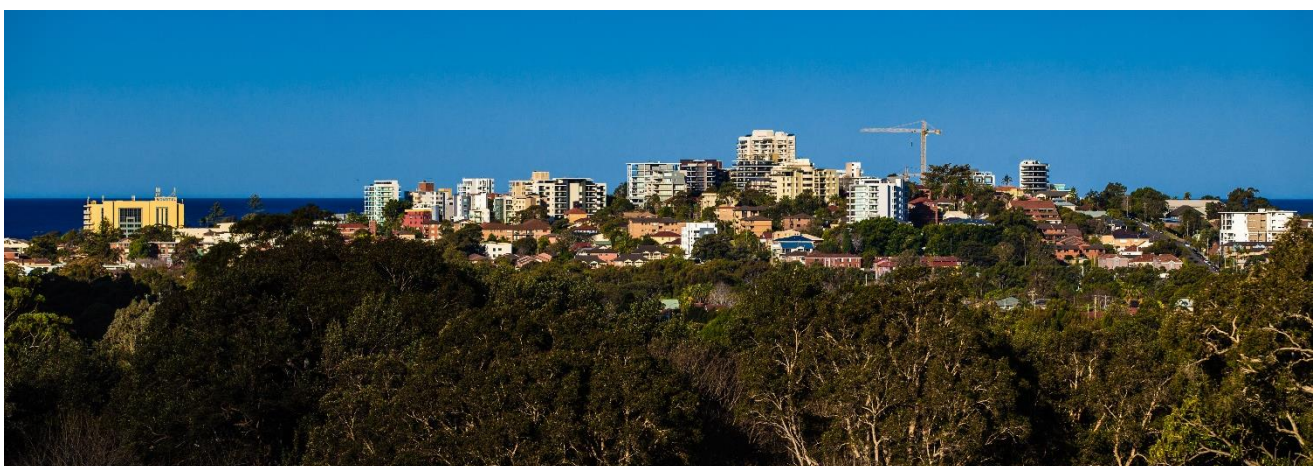


## Summary of Recommendations

1. Outline the purpose and boundaries of the Plan more clearly to give it context as a regional planning document;
2. Clearly highlight the links and shared goals between the Plan and other existing plans at both Local, State and Federal levels;
3. Better integrate the Shoalhaven area into the entire document, particularly in relation to how the Plan supports transport and housing needs in the Shoalhaven LGA as well as more detail on the Albatross Aviation Technology Park project;
4. Break down targets for residents and jobs into each LGA as is done for housing, in order to better show the impending pressures in each LGA;
5. Outline the expected proportion of new residents that will be from within the region or coming from outside the region;
6. Outline the expected sectors (as a percentage of total jobs now compared to in 2031) in which the new jobs will be occurring;
7. More clearly outline where Government plans to invest and where there are opportunities for private sector investment with clearer details regarding budgets, timeframes and measurable outcomes for planned projects;
8. Provide greater clarity in relation to how the Plan supports specific business sectors such as marine business and agribusiness in relation to land zonings, transport connectivity and access to Port Kembla;
9. Provide more guidance with regard to work being done to ensure the region is able to withstand natural hazards/disasters;
10. Consider including other transformative places in the Plan such as the Illawarra Regional Airport and the Kembla Grange area, particularly with regard to their relationship with the West Dapto development areas;
11. More clearly outline the role of the Airport at this point in time, its future potential and how this may be linked with/impacted upon by the planned Badgerys Creek airport;
12. Consider including support for other city centres in proposed growth areas not only from a retail perspective but also from a community perspective more broadly;
13. Expand the current focus areas of growth to include (i) small/medium enterprises (SMEs); (ii) agriculture/agribusiness; and (iii) the creative arts industry;
14. Explain the reasons for choosing the focus areas of growth in more detail;
15. Give more attention to (i) ICT infrastructure and digital connectivity as an enabler for economic growth; (ii) role of SMEs in regional economy; (iii) public transport infrastructure in terms of supporting access to jobs, housing, services, recreation; (iv) aspects of tourism, particularly tourism assets and infrastructure to support these; and (v) the Illawarra Regional Airport as an asset;
16. Outline the links between the focus areas of growth;
17. Include a column linking each action item in Appendix C to its related focus area of growth and include additional action items to give further substance to support for these areas;
18. Better explain the three last sections of Chapter 2 (Strengthen the Region's retail centres, Providing well-located and serviced supplies of industrial land, and Investigating the economic potential of land owned by Local Aboriginal Land Councils) and how these relate to the rest of the Chapter;
19. Provide a map highlighting the location of the 604 hectares of vacant industrial lands mentioned in Chapter 2 so that it is clear to businesses wishing to invest in the region and consider making this available on DPE's website;
20. Highlight not just where more support might be being given to supporting the focus areas of growth, but also where there might be better use/more targeted use or more targeted new activities;
21. Consider including further details on activities to support the focus areas of growth as outlined in (a) to (f) of section (iv);
22. Consider including further details in regards to how the Plan supports aspects (a) to (h) of section (iv);
23. More clearly outline possible housing options within each planned housing growth area;
24. More clearly outline how the Plan supports affordable housing, social housing, aged care housing and student housing;
25. More clearly outline any required changes to zonings in existing urban areas to ensure housing growth can be met;
26. Include the graph from page 13 of the Discussion Paper which outlines projected composition of household groups in the Illawarra;



27. Include the dwelling projections across LGAs table from page 13 of the Discussion Paper so that people are clear on projections for medium and high density dwellings in each LGA;
28. Give more attention to the planned growth in housing and how this will be supported by public spaces as the population grows including links between housing, transport connectivity and support for an ageing population;
29. Provide more detail on how the Plan supports higher density housing closer to transport lines to cater for commuters and an ageing population;
30. Outline how the Plan will support public domain infrastructure (eg. playgrounds, public toilets, parks, shops, childcare facilities) in planned growth areas.
31. Provide more detail around future infrastructure needs beyond that which is currently outlined in the document which is only that either under construction, under design or already committed to by Government;
32. Group infrastructure for both existing and greenfield areas to give a clear picture of all infrastructure proposed under each sector (ie. health, education, transport and utilities);
33. Highlight in more detail the role of transport connectivity as an enabler for economic growth, and clearly outline planned public transport infrastructure and how this will support access to jobs, housing, services and recreation facilities.
34. Provide more detail around how the Plan supports the transport needs of the Shoalhaven;
35. Provide more detail around the role of the Illawarra Regional Airport and proximity to the planned Badgerys Creek Airport as being critical factors for transport connectivity in the region;
36. Provide more detail on planned improvements to walkways and cycleways to facilitate transport connectivity and links to recreational activities/tourism;
37. Mention the infrastructure works (electricity and drainage) at Albatross Aviation Technology Park (AATP) on page 59;
38. Provide more detail on the role of ICT infrastructure in the region including the NBN rollout.
39. Consider including Housing NSW on the Advisory Group, given the its role in terms of housing growth, should perhaps be considered as a member;
40. Provide a more detailed implementation plan rather than simply a Summary of Actions at Appendix C including more specific implementation timeframes and performance indicators;
41. Consider having more than two annual meetings of the Advisory Committee;
42. Provide greater detail regarding the role of the private sector in relation to jobs growth, infrastructure investment and housing investment and how the private sector may be involved in planning discussions given they are not specifically identified as being represented on the Advisory Group; and
43. Provide definitive targets for the performance indicators outlined in Appendix B.



## Introduction

To ensure that all stakeholders understand the purpose and boundaries of the Plan these should be clearly stated upfront. It would be useful to emphasise that the Plan is a living document and explain the degree of flexibility in the document to amend it depending on Advisory Group recommendations or other recommendations. It would be beneficial to perhaps include the section “The principles that guide our planning” (or equivalent) from page 8 of the Discussion Paper as this sets the scene well and provides background to the role of DPE. It would also be useful to clearly highlight the links and shared goals between the Plan and other existing plans at both Local, State and Federal level, (similar to that on page 6 of the Discussion Paper) such as:

- Illawarra/South Coast Regional Action Plan 2012-2014 (NSW Government, 2012)
- Illawarra Regional Transport Plan (NSW Transport, 2014)
- Illawarra Regional Education Skills and Jobs Plan 2012-2014 (DEWR)
- Illawarra Shoalhaven Local Health District Health Care Services Plan 2012-2022 (NSW Health, 2012)
- Illawarra Regional Homelessness Action Plan 2010-2014 (Housing NSW, 2010)
- Wollongong Economic Development Strategy (Wollongong City Council, 2014)
- Wollongong Community Strategic Plan Wollongong 2022 (Wollongong City Council)
- Shellharbour Economic Development Strategy 2014-2018 (Shellharbour City Council,
- Kiama Draft Economic Development Strategy (Kiama Municipal Council, 2014)
- Shoalhaven Economic Development Strategies (Defence, Agribusiness, Digital) (Shoalhaven City Council, 2010-2012).

The inclusion of the Shoalhaven has not been well integrated into the entire document, particularly in relation to how the Plan supports transport and housing needs in the Shoalhaven LGA. Our feedback on this was particularly strong. The Albatross Aviation Technology Park (AATP) \$1.8 million project which Shoalhaven City Council is managing is expected to create more than 320 new private sector jobs and support an extra 500 Defence personnel, however, the Plan does not explain this project and supporting infrastructure in detail.

The Plan makes clear a range of targets including 65,050 new residents, 45,000 new homes and 32,150 new jobs by 2031. The housing targets are broken down into LGA’s and also by dwelling type on page 43. It would be useful if the targets for residents and jobs could be broken down by LGA also to better show the impending pressures in each LGA. It would be useful to show how many of the new residents will be from within the region or coming from outside the region as well as the forecast sectors in which these new jobs will be occurring.

In order to attract private sector investment the Plan needs to more clearly outline where Government plans to invest and where there are opportunities for private sector investment with clearer details regarding budgets, timeframes and measurable outcomes for planned projects. The Plan could also be clearer in how it supports specific business sectors such as marine business and agribusiness in relation to land zonings, transport connectivity and access to Port Kembla.

### Recommendations:

1. Outline the purpose and boundaries of the Plan more clearly to give it context as a regional planning document;
2. Clearly highlight the links and shared goals between the Plan and other existing plans at both Local, State and Federal level;
3. Better integrate the Shoalhaven area into the entire document, particularly in relation to how the Plan supports transport and housing needs in the Shoalhaven LGA as well as more detail on the Albatross Aviation Technology Park project;
4. Break down targets for residents and jobs into each LGA as is done for housing, in order to better show the impending pressures in each LGA;
5. Outline the expected proportion of new residents that will be from within the region or coming from outside the region;

6. Outline the expected sectors (as a percentage of total jobs now compared to in 2031) in which the new jobs will be occurring;
7. More clearly outline where Government plans to invest and where there are opportunities for private sector investment with clearer details regarding budgets, timeframes and measureable outcomes for planned projects;
8. Provide greater clarity in relation to how the Plan supports specific business sectors such as marine business and agribusiness in relation to land zonings, transport connectivity and access to Port Kembla; and
9. Provide more guidance with regard to work being done to ensure the region is able to withstand natural hazards/disasters.

## Six big initiatives/transformational places to transform the Illawarra

The six big initiatives/transformational places identified in the Plan all have value, however, there are other places which could be considered including Illawarra Regional Airport and the Kembla Grange area, particularly with regard to their relationship with the West Dapto development areas.

Our stakeholder consultation indicated that many view the Illawarra Regional Airport as an asset which is not being used to its full potential both in terms of providing air services for the community, tourism opportunities and a location for jobs in the freight/courier businesses, avionics technology and other related air/defence industries. The Plan does not clearly outline the role of the Airport at this point in time, its future potential and how this may be linked with/impacted upon by the planned Badgerys Creek airport. While we recognise that Shellharbour City Council is largely responsible for this asset, it would nevertheless be useful to have such discussions in lieu of the Plan being finalised to ensure all matters are considered.

Whilst Wollongong Centre and Nowra Centre are both mentioned as transformational places there is an argument that with the planned growth of the Northern Growth Corridor and release areas at West Dapto, Tallawarra and Calderwood that city centres in these areas (eg. Corrimal, Thirroul, Dapto) should also be included. This inclusion, however, should not only be from the retail perspective (as per the section on page 37) but also from a community perspective more broadly (eg. development of better public spaces, green spaces, market squares, community gardens, community halls, playgrounds, sports fields, better signage, childcare facilities etc). It would also be good to highlight how the Plan intends to ensure these centres are disable/age friendly and how community hubs might be developed in order to make it easier for people to access community services in the one spot that is linked to public transport.

The links to the National Urban Policy (2011) endorsed by NSW Government and its mention of Wollongong as one of 18 major cities in Australia was mentioned in the Discussion Paper but is absent in the Plan and is perhaps worth including.

### Recommendations:

10. Consider including other transformational places in the Plan such as Illawarra Regional Airport and the Kembla Grange area, particularly with regard to their relationship with the West Dapto development areas;
11. More clearly outline the role of the Airport at this point in time, its future potential and how this may be linked with/impacted upon by the planned Badgerys Creek airport; and
12. Consider including support for other city centres in proposed growth areas not only from a retail perspective but also from a community perspective more broadly.

## Focus areas for growth

RDA supports the six focus areas for growth outlined in the Plan, however, believes there is potential to expand these areas to include three additional areas:

- (i) small/medium enterprises (SMEs);
- (ii) agriculture/agribusiness; and
- (iii) creative arts industry.



The reason for this are the growing importance of SMEs in the economy, links with the Federal Government's Agricultural Competitiveness Green Paper and the growth of the creative arts industry in the region.

The reasons for choosing the focus areas of growth should be explained in more detail. To support this, the graph from page 19 of the Discussion Paper "Illawarra employment by industry sector 2011" could be included.

In addition more attention should be given to:

- (i) ICT infrastructure and digital connectivity as an enabler for economic growth;
- (ii) role of SMEs in regional economy;
- (iii) public transport infrastructure in terms of supporting access to jobs, housing, services, recreation;
- (iv) aspects of tourism, particularly tourism infrastructure; and
- (v) the Illawarra Regional Airport as an asset.

Stakeholder consultation revealed views that the Plan did not give sufficient focus to tourism both in terms of depth or breadth. The Plan needs to more clearly outline our key tourism assets and how these link with economic development in the region as well as planned infrastructure development (eg. upgrades to the Wollongong Entertainment Centre, upgrade to Mt Keira facilities, improved walkways/cycleways, Illawarra Regional Airport, air/water linkages, parking for big events).

The links between the focus areas of growth should also be highlighted and presented diagrammatically in the diagram on page 32 of the Plan, for example links between:

- University/education and ICT/Knowledge Services and the creative arts industry (eg. film industry);
- University/education and SMEs;
- SMEs and tourism (eg. large events to promote SMEs); and
- Tourism and agriculture.

The Plan outlines a number of actions to support these focus areas of growth on page 36, however, it would be good to include a column linking each action to the focus area of growth it relates to in this table and also in the combined table in Appendix C. There is benefit in having additional action items to give further substance to support for these areas. Some ideas are outlined in section (vi) below.

At the end of Chapter 2 there are three additional aspects: (i) Strengthen the Region's retail centres, (ii) Providing well-located and serviced supplies of industrial land, and (iii) Investigating the economic potential of land owned by Local Aboriginal Land Councils. The links between these three areas and the focus areas of growth which are the bulk of the chapter should be explained as the links are not clear. It would also be useful to provide a map highlighting the location of the 604 hectares of vacant industrial lands mentioned in this section so that it is clear to businesses wishing to invest in the region. Perhaps once the Plan is finalised such a map and the zonings for each land could be made available on DPE's website.

Recommendations:

13. Expand the current focus areas of growth to include (i) small/medium enterprises (SMEs); (ii) agriculture/agribusiness; and (iii) the creative arts industry;
14. Explain the reasons for choosing the focus areas of growth in more detail;
15. Give more attention to (i) ICT infrastructure and digital connectivity as an enabler for economic growth; (ii) role of SMEs in regional economy; (iii) public transport infrastructure in terms of supporting access to jobs, housing, services, recreation; (iv) aspects of tourism, particularly tourism assets and infrastructure to support these; and (v) the Illawarra Regional Airport as an asset;
16. Outline the links between the focus areas of growth;
17. Include a column linking each action item in Appendix C to its related focus area of growth and include additional action items to give further substance to support for these areas;

18. Better explain the three last sections of Chapter 2 (Strengthen the Region's retail centres, Providing well-located and serviced supplies of industrial land, and Investigating the economic potential of land owned by Local Aboriginal Land Councils) and how these relate to the rest of the Chapter; and
19. Provide a map highlighting the location of the 604 hectares of vacant industrial lands mentioned in Chapter 2 so that it is clear to businesses wishing to invest in the region and consider making this available on DPE's website.

## Activities to support the focus areas of growth

In relation to activities to support the focus areas of growth it would be good to highlight not just where more support might be being given, but also where there might be better use/more targeted use or more targeted new activities (eg., wider range of housing, better use of existing office space, better targeted tourism campaigns).

Whilst activities required to support the growth areas vary depending on the growth area public transport / infrastructure improvements are critical to the success of all the growth areas as well as the six transformative places. Some additional activities that could be included in the Plan to support these are:

- (a) Tourism – better walking/cycling links, better collective marketing of the region as well as more targeted tourism campaigns (eg. food trails, art trails, ecotourism, disability friendly tourism), better tourism infrastructure (eg. potential for Cruise Ships to use Port Kembla, air links via the Illawarra Regional Airport). Need more emphasis on marine-based tourism (eg. role of Port Kembla, Lake Illawarra, Shell Cove marina, Shoalhaven Heads/River).
- (b) Health, Disability and Aged Care – better road connections, better walking/cycling links.
- (c) ICT/Knowledge Services – better use of existing office space as well as supply of additional office space.
- (d) University and Education – transport connectivity, wider range of housing options, better walking/cycling links.
- (e) Transforming Manufacturing – greater support for emerging SMEs which may be branching off larger organisations who have downsized.
- (f) Logistics and Port related – potential for underutilised land around the Port area, links with Maldon to Dombarton rail link.

Overall, there is a greater need for the Plan to outline in more detail how it supports:

- a) the growth of SMEs across all the growth areas;
- b) plans for underutilised heavy industrial land as well as potential for business/industry development at Kembla Grange;
- c) the growth of agribusiness in the region (eg. links with Agriculture Green Paper);
- d) emerging industries (eg. biotechnology) to support traditional industries such as manufacturing;
- e) better utilisation of existing office spaces through co-location of like organisations to share resources (eg. smart hubs/3<sup>rd</sup> space concept);
- f) Centres of Excellence in particular areas (eg Centre for Aged Care Excellence in Kiama and Bulli);
- g) potential for special economic/free trade zones especially at Port Kembla; and
- h) potential for employment lands at Tallawarra.

### Recommendations:

20. Highlight not just where more support might be being given to supporting the focus areas of growth, but also where there might be better use/more targeted use or more targeted new activities;
21. Consider including further details on activities to support the focus areas of growth as outlined in (a) to (f) above; and
22. Consider including further details in regards to how the Plan supports aspects (a) to (h) above.

## Housing

In relation to housing, the Plan could more clearly outline possible housing options within each planned housing growth area and how the Plan supports affordable housing, social housing, aged care housing and student housing. It is not clear if there will be required changes to zonings in existing urban areas to ensure housing growth can be met.

It would be helpful to include the graph from page 13 of the Discussion Paper which outlines projected composition of household groups in the Illawarra. It would also be good to include the dwelling projections across LGAs table from this same page so that people are clear on projections for medium and high density dwellings in each LGA.

More attention needs to be given to the planned growth in housing and how this will be supported by public spaces as the population grows. The links between housing, transport connectivity and support for an ageing population could be highlighted.

There could be a greater emphasis on how the Plan supports higher density housing closer to transport lines to cater for commuters and an ageing population.

The Plan should outline how it will support public domain infrastructure (eg. playgrounds, public toilets, parks, shops, childcare facilities) in planned growth areas.

### *Recommendations:*

23. More clearly outline possible housing options within each planned housing growth area;
24. More clearly outline how the Plan supports affordable housing, social housing, aged care housing and student housing;
25. More clearly outline any required changes to zonings in existing urban areas to ensure housing growth can be met;
26. Include the graph from page 13 of the Discussion Paper which outlines projected composition of household groups in the Illawarra;
27. Include the dwelling projections across LGAs table from page 13 of the Discussion Paper so that people are clear on projections for medium and high density dwellings in each LGA;
28. Give more attention to the planned growth in housing and how this will be supported by public spaces as the population grows including links between housing, transport connectivity and support for an ageing population;
29. Provide more detail on how the Plan supports higher density housing closer to transport lines to cater for commuters and an ageing population; and
30. Outline how the Plan will support public domain infrastructure (eg. playgrounds, public toilets, parks, shops, childcare facilities) in planned growth areas.

## Infrastructure

RDA supports the increased focus on infrastructure delivery, however would like to see more detail around future infrastructure needs beyond that which is currently outlined in the document which is only that either under construction, under design or already committed to by Government. Grouping infrastructure for both existing and greenfield areas would also be useful to give a clear picture of all infrastructure proposed under each sector (ie. health, education, transport and utilities).

It is agreed that new infrastructure will bring the most benefit to the Illawarra and that better transport connections, ICT connectivity and utilities underpin all areas of growth. For this reason ICT could be added as an infrastructure sector in its own right within Chapter 4.

The planned infrastructure for both existing and greenfield sites could be consolidated under each sub-heading (ie. health, education, transport, utilities) to make it easier to see all infrastructure by sector. It would be useful to include the recently announced planned Rebuilding NSW infrastructure investments under each of these categories.

## Transport

In relation to transport, the Plan could highlight in more detail the role of transport connectivity as an enabler for economic growth, and clearly outline planned public transport infrastructure and how this will support access to jobs, housing, services and recreation facilities. The transport needs of the Shoalhaven are particularly not well detailed in the Plan and should be given more attention.

The role of the Illawarra Regional Airport and proximity to the planned Badgerys Creek Airport was not mentioned as being critical factors for transport connectivity in the region.

Improvements to walkways and cycleways to facilitate transport connectivity and links to recreational activities/tourism could also be highlighted in more detail.

## Utilities

The infrastructure works (electricity and drainage) at Albatross Aviation Technology Park (AATP) are not mentioned in the utilities infrastructure section on page 59.

## ICT

The role of ICT infrastructure in the region is under-emphasised, for example there is no mention of the NBN rollout in the Plan. The areas where it is being rolled out (eg. Kiama, Dapto, Wollongong) and other areas where it is not being rolled out (eg. Shellharbour) will drive business investment and even housing demand if people specifically want the NBN at their house rather than fibre to node.

### Recommendations:

31. Provide more detail around future infrastructure needs beyond that which is currently outlined in the document which is only that either under construction, under design or already committed to by Government;
32. Group infrastructure for both existing and greenfield areas to give a clear picture of all infrastructure proposed under each sector (ie. health, education, transport and utilities);
33. Highlight in more detail the role of transport connectivity as an enabler for economic growth, and clearly outline planned public transport infrastructure and how this will support access to jobs, housing, services and recreation facilities.
34. Provide more detail around how the Plan supports the transport needs of the Shoalhaven;
35. Provide more detail around the role of the Illawarra Regional Airport and proximity to the planned Badgerys Creek Airport as being critical factors for transport connectivity in the region;
36. Provide more detail on planned improvements to walkways and cycleways to facilitate transport connectivity and links to recreational activities/tourism;
37. Mention the infrastructure works (electricity and drainage) at Albatross Aviation Technology Park (AATP) on page 59; and
38. Provide more detail on the role of ICT infrastructure in the region including the NBN rollout.

## Implementation Arrangements

RDA Illawarra supports the Plan's inclusion of RDA Illawarra on the Advisory Group for the Plan's implementation. The Advisory Group does not include Housing NSW which, given the Plan's role in terms of housing growth, should perhaps be considered as a member.

It would be beneficial if the Plan had a more detailed implementation plan rather than simply a Summary of Actions at Appendix C. Such an implementation plan should outline more specific timeframes and performance indicators. It is not clear how many of the action items in the plan will be coordinated and the two meetings per year of the Advisory Committee may not be sufficient to assist with coordinated approaches to key issues, particularly in the early stages.

The Plan does not sufficiently highlight the role of the private sector in relation to jobs growth, infrastructure investment and housing investment and does not outline how the private sector may be involved in planning discussions given they are not specifically identified as being represented on the Advisory Group.

Stakeholder consultation has indicated support for the Independent Chair to have experience in/be sensitive to:

- Industry
- Private sector and regulatory demands and operating environments
- Social environmental heritage
- Knows the Illawarra
- Strength of character
- Champion of the Illawarra

The performance indicators outlined in Appendix B should include definitive targets (eg. to decrease housing stress by x% by 2016).

Recommendations:

39. Consider including Housing NSW on the Advisory Group, given the its role in terms of housing growth, should perhaps be considered as a member;
40. Provide a more detailed implementation plan rather than simply a Summary of Actions at Appendix C including more specific implementation timeframes and performance indicators;
41. Consider having more than two annual meetings of the Advisory Committee;
42. Provide greater detail regarding the role of the private sector in relation to jobs growth, infrastructure investment and housing investment and how the private sector may be involved in planning discussions given they are not specifically identified as being represented on the Advisory Group; and
43. Provide definitive targets for the performance indicators outlined in Appendix B.

## Conclusion

Thank you for providing the opportunity to comment on the Plan. Taking into consideration these comments and others from key stakeholders, RDA Illawarra believes the Plan will provide the framework and direction for growth and infrastructure in the region over the next 17 years. RDA Illawarra's response to the Plan has been informed by, amongst other things, a workshop on the Plan at the Regional Leadership Summit on 14 November 2014. We will be providing a copy of this response to all delegates who attended the Summit as well as publishing a copy on our website.

RDA Illawarra's submission highlights key aspects of the Plan where further consideration and/or improvements could be incorporated and is happy to be contacted further about it. We look forward to working with DPE during the finalisation of the Plan and its implementation including our role on the Advisory Group.

Should you wish to discuss the contents of this submission in greater detail, please contact myself on (02) 4227 4500.



Natalie Burroughs  
CEO