



BAY & BASIN

COMMUNITY-LED
STRATEGIC PLAN

September 2021



Proudly facilitated by the Sanctuary Point & Districts Bendigo Bank

The Bay & Basin Community-Led Strategic Plan Project Reference Group acknowledges the Traditional owners and Custodians of this country and their continuing connection to the land through culture and community.

We pay our respects to all Elders past, present and emerging.

Images used in this document are sourced from Shoalhaven Tourism's Flickr site.

Document Control

Version	Date	Author	Reviewer	Approved
1	06.05.2021	Locale Consulting	Project Reference Group	Project Reference Group
2	09.06.2021	Locale Consulting	Project Reference Group	Project Reference Group
3	03.09.2021	Locale Consulting	Project Reference Group	Project Reference Group



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Executive Summary

The “Bay & Basin Community-Led Strategic Plan” has been developed by the Bay & Basin community.

The Plan is based on the collective knowledge of the community and the direct input of all those who have participated in two surveys (the engagement method of choice during the COVID-19 pandemic)

The Plan is a high-level dynamic, flexible and action-orientated document that provides the opportunity for the community to be directly involved in the future of the Bay & Basin area.

The Plan represents the communities’ expectations and is a “call to action” which provides for ongoing engagement with the community, Shoalhaven City Council and others as required on the Bay & Basin’s priority actions for the future.

The Plan is presented in two parts:

1. Strategic Context – Existing situation & emerging themes from community input
2. Strategic Directions – Actions to achieve community expectations

Part 1: Strategic Context – What Our Community Wants



1. Introduction

1.1 Purpose

The Bay & Basin Community-Led Strategic Plan (the Plan) has been developed by the community to provide a foundation for future efforts to implement overarching community aspirations and expectations in a co-ordinated and collaborative way.

The purpose of the Plan is to be a high-level dynamic, flexible and action-orientated document that provides the opportunity for the community to be directly involved in the future of the Bay & Basin area.

The area to which the Plan applies is as follows:

- Huskisson / Woollamia
- Vincentia / Bayswood
- Hyams Beach
- Erowal Bay / Old Erowal Bay / Wrights Beach/ Bream Beach
- Sanctuary Point/ Worrowing Heights
- St Georges Basin / Basin View
- Tomerong
- Jervis Bay Village / Wreck Bay Village

1.2 Plan Preparation Process

At the commencement of the project, a Project Reference Group (PRG) was established via an Expression of Interest (EOI) process in July 2020. The aim of the PRG was to establish representation from each of the localities to which the Bay & Basin Community Strategic Plan applies. The PRG also included representatives from Bendigo Bank – the project sponsor and the Economic Development team at Shoalhaven City Council.

The PRG held 8 formal meetings between August 2020 – June 2021 where they collaborated with Locale Consulting and representatives from the Bendigo Bank to design and implement the COVID safe consultation methods to inform the Plan, and thereafter developed the Plan.

The Plan process (as formulated by the PRG) is outlined in Figure 1 below and the Plan is the outcome of this process.



Figure 1: Bay & Basin Community-Led Strategic Plan Process

In reviewing the information gained from the community, a close link has been sought between the core themes presented in this document, and the structure of Shoalhaven City Council and its Local Strategic Planning Statement 2040 (and Community Strategic Plan), and the State Government (Department of Planning Industry and Environment) and its Draft Illawarra Shoalhaven Regional Plan from which government priorities are set. This should assist with and facilitate smoother implementation.

The strategic themes that have been established are:

- Environment protection and appreciation
- Mobility and connectivity
- Infrastructure provision and maintenance
- Community services
- Commercial activity
- Good governance
- New development and the public interest
- Village character
- Quality of life

Each of these themes are further detailed later in this document.

1.3 Acknowledgements

The Bay & Basin Project Reference Group acknowledges the assistance of Sanctuary Point & Districts Bendigo Bank – the project sponsor, the Economic Development team at Shoalhaven City Council, the Shoalhaven City Councillors who have all enabled the project to proceed in a timely and comprehensive way and all members of the community who completed a survey or provided input to this Community-Led Strategic Plan. The Sanctuary Point & Districts Bendigo Bank will remain the stewards of the Plan and will facilitate future reviews of the Plan.

2. What Our Community Wants

A statement of what the Bay & Basin community wants has been developed based on the strategic themes and principles identified by the community through the consultation phases. The statement sets out how the community aspire the Bay & Basin area “to be” in the future, at this time. The purpose of the statement is to:

- act as an overarching direction for the community as they move forward with implementing this Plan
- influence future decision making
- set clear intentions for all future planning within the Bay & Basin area

What Our Community Wants

The Bay & Basin area is highly valued for its natural environment and village structure. Idyllically situated on the foreshores of Jervis Bay and St Georges Basin, surrounded by a vegetated backdrop, the Bay & Basin has a calm and peaceful character, to offer permanent residents and visitors alike.

An engaged Bay & Basin community plan to protect and enhance the natural environment and village character, whilst ensuring adequate community and business services along with key infrastructure are provided to continue to support the balanced human settlement of the area.

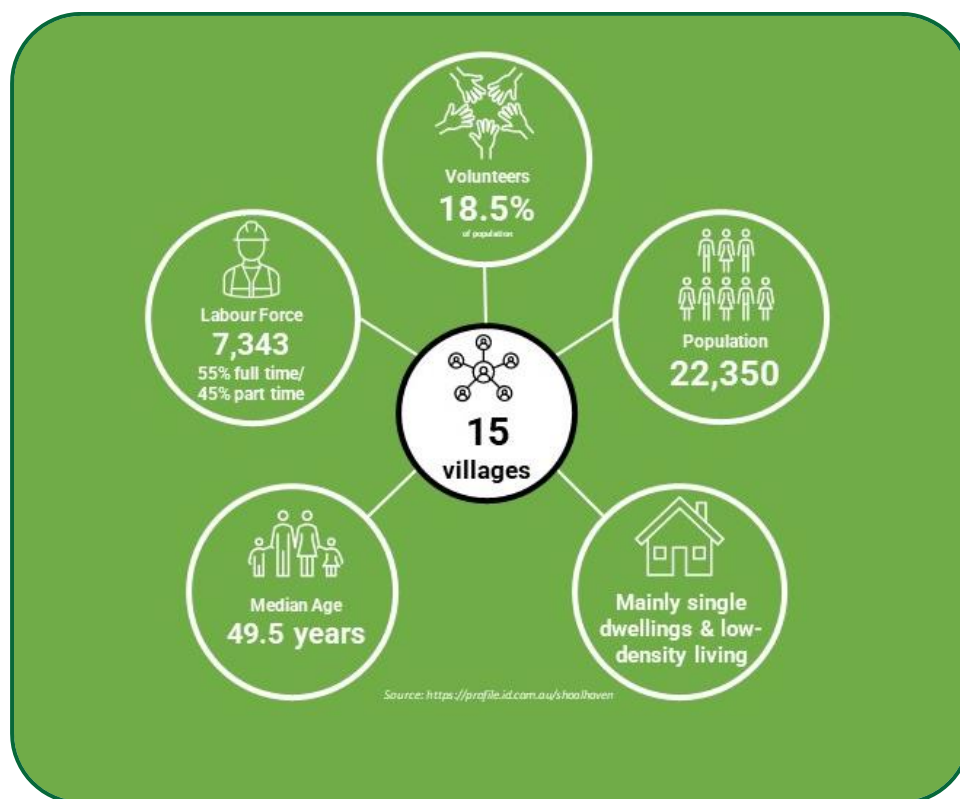
The ongoing strategic planning for the Bay & Basin area must continue to evolve and adapt to meet changing circumstances and needs of this highly valued place.



3. Existing Situation

3.1 Snapshot of the local area

The Bay & Basin's natural and coastal setting is the backdrop to a mix of village and rural lifestyles. This is a natural setting to be valued, respected and carefully managed. The area has interlinked communities and public spaces, with people having strong ties to their local environments. Moreover, non-permanent residents and visitors also value the Bay & Basin area, as shown through ongoing and increasing visitation to the area. Below is a snapshot of the key characteristics of the area to which this Plan applies.



3.2 Capturing ideas and views on the existing situation

The existing situation and issues outlined above formed the basis for the consultation strategy developed by the PRG, which commenced with an initial community survey. The initial survey was predominately qualitative in nature and aimed to understand how the community values the area and what their expectations for the Bay & Basin area are in the future.

The initial survey was followed by a second survey which was somewhat more quantitative in nature and expanded on the themes and findings captured from the initial survey. The second survey included a series of theme specific questions that were directly based on the results gathered from the initial consultation process.

These themes are further explained and explored in Section 4. It is noted that some of the villages or localities have their own plans for the future that they will continue to progress at the village or locality level, with the aim of this Bay & Basin Community-Led Strategic Plan to be a higher-level document to progress area wide aspirations and priorities.

4. Looking to The Future

To enable the Plan to provide a foundation for future efforts to implement the overall community aspirations in a co-ordinated and collaborative way, the aspirations were clearly derived from the initial and second survey. These are presented in Table 1 as themes on which to base the community's future directions and actions.

Table 1: Community Strategic Plan Themes

Theme	Explanation
 Environment Protection & Appreciation	This Strategic Theme captures the resounding significance of the natural environment to the community – being the main reason people live in or visit the area. This then links strongly to the 'Village Character' and 'Quality of Life' Strategic Themes. The impact of appreciating / using the natural environment needs to be carefully managed and balanced with its protection and care, including climate change adaptation. This Strategic Theme responds to the importance of identifying and conserving biodiversity and Aboriginal and European cultural values in the context of new development, including the urban tree canopy, waterways and foreshore lands. Further, this theme captures the strong community desire to manage the cumulative impacts of marine and land-based tourism.
 Mobility & Connectivity	Roads, provision of public transport, footpaths and public car parking and digital connections and communications are priorities for the community. This Strategic Theme focusses on key areas of community connectivity, including the quality of the regional and local road network, public transport and digital connectivity. This is especially of interest during peak tourism periods. This also links closely to the 'Infrastructure Provision and Maintenance' and 'Commercial Activity' Strategic Themes.
 Infrastructure Provision & Maintenance	Establishing and maintaining an appropriate level of infrastructure is important to the community, especially during peak tourism periods. In particular, cycle paths, walking paths, waste management and public amenities are priorities. This seems to capture the desire of the community for an environmentally responsible area with well-connected villages, and also links strongly to the 'Environment Protection & Appreciation' Strategic Theme.
 Community Services	The importance of recreation, community and cultural facilities is expressed by the community's support for a large range of health and well-being, as well as sport and arts activities captured in this Strategic Theme.

Theme	Explanation
	The ongoing implementation of community services and facilities to meet the needs of the elderly and youth demographic is one of the very high priorities for the community. This ties closely to the importance of services and facilities that improve security and safety, such as police services. This theme also captures the desire to address accessibility to all community services.
 Commercial Activity	Creating successful low impact businesses and targeted local employment, in line with the emerging demographic needs, is an important Strategic Theme - including work from home opportunities. This Strategic Theme also captures the community desire to encourage more diverse commercial offerings, to meet local and tourist needs.
 Good Governance	This Strategic Theme captures the community desire for consent authorities and other government agencies to respect the importance of the other Strategic Themes of this Plan in the decision-making process, including improving communication with communities.
 New Development & the Public Interest	Underpinning the 'Good Governance' Strategic Theme, the 'New Development and the Public Interest' Theme is integral to the community. This is particularly apparent in the context of the cumulative impact on, and preservation of, the natural environment and village character. The high priority attached to the natural environment and village character is also echoed in other strategic themes.
 Village Character	Each discrete village is a core aspect that contributes to the area as a whole. This Strategic Theme captures the community desire for villages to continue as individual population centres with attractive and safe public spaces, whilst still being physically connected to each other. The community desire to ensure village character is defined, recognised and enhanced is also captured in this Strategic Theme.
 Quality of Life	The lifestyle experiences associated with what indicates 'quality of life' for the community is an emergent theme which is closely linked to the 'Village Character' Strategic Theme, but is also inherent in all themes for different aspects of the Bay & Basin community. This Strategic Theme captures the community desire to establish lifestyle indicators that can continue to inform future planning for the area.

Part 2: Strategic Directions & Actions



5. Strategic Directions

Table 2 provides an outline of the key directions for developing this Community-Led Strategic Plan. Each direction also includes a series of points (in no particular order), referred to as ‘success factors’, which provide the overarching desired outcomes from each Direction. Dynamic, emergent actions have been developed to respond to these desired success factors and to enable the implementation of this Plan. Actions are described in further detail in Section 6.

It is noted that each Direction generally relates back to the themes identifies in Table 1, noting that the overarching ‘Quality of Life’ Strategic Theme is inherent to all Strategic Directions.

Table 2: Key Directions for Community Strategic Plan

Direction	Success Factors
1. Preserve and improve the highly valued natural and cultural environment 	○ Identification and conservation of biodiversity values in the context of new development, including the urban tree canopy, waterways and foreshore lands ○ Conservation and enrichment of Aboriginal and European Heritage ○ Management of marine and land-based tourism impacts ○ Regional adaptation to climate-based impacts, including cumulative impacts
2. Retain and enhance village character through valuing its people and setting 	○ Development of lifestyle indicators for the region ○ Development of local character statements for all villages that respond to the changing needs of communities ○ Ongoing enhancement of village centres and open spaces within villages
3. Increase mobility and connectivity to and within the Bay & Basin area 	○ Improvement and maintenance of the local and regional road network ○ Creation, improvement and maintenance of the foot / cycle path network ○ Improvement of public / community transport ○ Improvement of digital connections and communications

Direction	Success Factors
4. Provide appropriate services and facilities to meet the needs of residents 	○ Provision of increased Police and other safety/ security services ○ Enhancement and provision of services for youth and the elderly ○ Enhancement and provision of health services ○ Implementation of a circular economy approach to waste management ○ Promotion of zero-carbon initiatives
5. Provide fit for purpose infrastructure appropriate to the needs of both the local community and visitors to the Bay & Basin area 	○ Increased community input to infrastructure planning, delivery and maintenance ○ Creation and implementation of a plan for infrastructure provision and maintenance during peak demand periods ○ Enhancement and implementation of green infrastructure ○ Establishment of emergency evacuation corridors for natural hazard events
6. Build a strong and engaged community that is involved in decision-making 	○ Increased collaboration between communities and local government to apply best practice community engagement principles to ensure representation in decision making (both short term and long term), and including cumulative impact decision making ○ Advocacy for community-led planning to be embodied in local and state government policy and plans ○ Improvement to communication between communities and government agencies
7. Strengthen and support the local economy by encouraging innovation in the business sector 	○ Enable work from home and other low impact employment opportunities ○ Respond to the changing needs of retail and other businesses in the Bay & Basin area ○ Ensure tourism-based businesses protect and enhance the natural environment
8. Influence development that maintains a balanced settlement pattern 	○ Improved planning controls that reduce ad-hoc development outcomes whilst supporting balanced growth ○ Cumulative impact criteria for assessing all new development applications ○ Provision of infrastructure prior to new developments

6. Key Strategic Actions

Table 3 outlines the Key Strategic Actions stemming from the Strategic Themes established in Section 4 to achieve the Vision and Directions outlined in Section 5.

These Actions represent the communities' expectations and should drive the future of the Bay & Basin area.

It is noted that each Action could relate to more than one Direction, due to the obvious links and connections between the Directions. As such, each Action has been aligned with the predominant Direction.

The Priority column includes "Ongoing", 'Short-term' (1 year) and 'Medium-term' (2-3 years) categories. It is noted there is no use of the 'Long-term' category as this Plan has been prepared as a high-level dynamic, flexible and action-orientated document, that will be reviewed and updated on a regular basis.



Table 3: Key Actions for Community Strategic Plan

Direction	Success Factors	Actions	Priority
1. Preserve and improve the highly valued natural and cultural environment 	- Identification and conservation of biodiversity values in the context of new development, including the urban tree canopy, waterways and foreshore lands - Conservation and enrichment of Aboriginal and European Heritage - Management of marine and land-based tourism impacts - Regional adaptation to climate-based impacts, including cumulative impacts	A. The community expects to continue to work in partnership with Council, as part of their strategic planning processes, to ensure all areas of biodiversity value are included in land use planning controls.	Ongoing
		B. The community expects to continue to be directly involved/ represented in Council's Coastal Management Program which feeds into Council's land use planning controls.	Ongoing
		C. The community expects Council to develop an updated Sustainability Action Plan, consistent with Action 12.1 in <i>Shoalhaven Local Strategic Planning Statement 2040</i> .	Short-term
		D. The community expects Council to develop a Strategic Conservation Plan, including biodiversity mapping, to confirm known areas of high environmental value and identify appropriate planning controls if needed, consistent with Action 11.1 in <i>Shoalhaven Local Strategic Planning Statement 2040</i> .	Short-term
		E. The community expects Council to progress Planning Priority 7 – Promoting a Responsible Visitor Economy in the <i>Shoalhaven Local Strategic Planning Statement 2040</i> which aims to 'strike a balance between supporting and promoting tourism to increase visitor spending and managing impacts on communities and sensitive locations'.	Short-term
		F. Consistent with Action 6 in the <i>Draft Illawarra Shoalhaven Regional Plan 2041</i> the community expects to be involved in the creation of the Illawarra Shoalhaven Sustainability Roadmap which 'will set a framework for collaboration to drive energy efficiency, reduce emissions, encourage the use of renewable energy and position the region as a leader in innovation and sustainability'.	Medium-term
		G. Consistent with Action 7 in the <i>Draft Illawarra Shoalhaven Regional Plan 2041</i> , collaborate with Council to promote the Bay & Basin as an area of carbon neutral sustainable growth and development.	Medium-term
		H. The community expects for Council to prepare a program of heritage interpretation plans for the Bay & Basin area, consistent with Action 14.3 in <i>Shoalhaven Local Strategic Planning Statement 2040</i> .	Medium-term
		I. The community expects Council to identify scenic, cultural and landscape values and develop appropriate controls to protect and enhance identified values, consistent with Action 15.1 in <i>Shoalhaven Local Strategic Planning Statement 2040</i> .	Short-term

Direction	Success Factors	Actions	Priority
2. Retain and enhance village character through valuing its people and setting 	- Development of lifestyle indicators for the area - Development of local character statements for all villages that respond to the changing needs of communities - Ongoing enhancement of village centres and open spaces within villages	A. Develop lifestyle indicators for the area, noting the <i>Draft Shoalhaven Community Wellbeing Plan</i> (in preparation) Snapshot #1 noted: 'The natural environment of the Shoalhaven, and the ability to access the beautiful landscapes, was seen as a fundamental and unique aspect of living in the Shoalhaven and critical to coping'.	Short-term
		B. Building on the <i>Shoalhaven Character Assessment Report 2020</i> , create more localised and detailed character statements and actions to achieve the 'enhance', 'maintain' or 'conserve' status of each village (or a combination of these as the case may be). These community centred statements need to be both robust and flexible to adapt to change and inform infrastructure provision.	Short-term
		C. Work with the Council and relevant state agencies to identify opportunities for proposed special character planning controls to help guide in-fill development. This is consistent with CA13.1 in <i>Shoalhaven Local Strategic Planning Statement 2040</i> .	Medium-term
3. Increase mobility and connectivity to and within the Bay & Basin area 	- Improvement and maintenance of the local and regional road network - Creation, improvement and maintenance of the foot / cycle path network - Improvement of public / community transport - Improvement of digital connections and communications	A. Continue to prompt, advocate and work with Council and relevant state agencies to advance a works program and a timetable for implementation of regional and local road upgrades, including safe interchange upgrades to the Princes Highway.	Ongoing
		B. Continue to prompt, advocate and work with Council and other state agencies to advance a plan and a works program for implementation of the foot/ cycle path network.	Ongoing
		C. Continue to prompt, advocate and work with Council and relevant state agencies (Transport for NSW) and public transport service providers to enhance and expand bus services and other new forms of regionally based public transport options, such as green transport, community transport, taxi services and carpooling, to suit the Bay & Basin area.	Ongoing
		D. Whilst progressing Actions A, B & C above the community expect Council to prepare an updated Integrated Transport Strategy and Pedestrian and Mobility Action Plan to identify and fill gaps and expansion opportunities to deliver an efficient and safe road and active transport network. This is consistent with A2.2 in <i>Shoalhaven Local Strategic Planning Statement 2040</i> .	Short-term
		E. Identify 'black spots' where digital connectivity improvements are required in line with the Federal Regional Connectivity Program, as part of the community-led resilience planning program.	Short-term
		F. Consistent with CA2.9 in the <i>Shoalhaven Local Strategic Planning Statement 2040</i> the community expect Council to work with the community, NBN Co. and other service providers to deliver	Medium-term

Direction	Success Factors	Actions	Priority
		improvements to digital infrastructure, including as part of the community-led resilience planning program.	
4. Provide appropriate services and facilities to meet the needs of residents 	- Provision of increased Police and other safety/ security services - Enhancement and provision of services for youth and the elderly - Enhancement and provision of health services - Implementation of a circular economy approach to waste management	A. Building on Council's <i>Community Infrastructure Strategic Plan</i> collaborate with Council, relevant state agencies and community groups to establish a Bay & Basin Community Facilities & Services Grid to provide a spatial understanding of the network of facilities in the area and how to improve and better connect them. This will allow Council and relevant state agencies to identify long-term community facility priorities.	Short-term
		B. The community expect Council to implement waste management practices on public and private land, in line with the state government's <i>Too Good to Waste</i> guide.	Short-term
		C. The community expect Council to progress Planning Priority 7 – Promoting a Responsible Visitor Economy in the <i>Shoalhaven Local Strategic Planning Statement 2040</i> which specifically addresses the 'need to support tourist destinations with adequate infrastructure, including toilet facilities, car parking and waste management'.	Short-term
5. Provide fit for purpose infrastructure appropriate to the needs of both the local community and visitors to the Bay & Basin area 	- Increased community input to infrastructure planning, delivery and maintenance - Creation and implementation of a plan for infrastructure provision and maintenance during peak demand periods - Enhancement and implementation of green infrastructure	A. The community expect Council to prepare an Urban Greening Strategy to address the management of, and increase green infrastructure in, villages consistent with Action 11.2 in <i>Shoalhaven Local Strategic Planning Statement 2040</i> .	Medium-term
		B. Building on Council's <i>Community Infrastructure Strategic Plan</i> collaborate with Council to establish a Bay & Basin Green Grid to provide a spatial understanding of the network of open spaces in the area and how to improve and better connect them. This will allow Council and relevant state agencies to identify long-term open space priorities.	Short-term
		C. The community expect Council to progress Planning Priority 2 – Delivering Infrastructure in the <i>Shoalhaven Local Strategic Planning Statement 2040</i> which aims to 'identify and meet infrastructure needs by preparing a range of studies and strategies to guide the funding, delivery and maintenance of the items Council is responsible for and ensure that the NSW Government agencies and other organisations deliver the transport, health, and education facilities required by our communities and businesses'.	Medium term

Direction	Success Factors	Actions	Priority
6. Build a strong and engaged community that is involved in decision-making 	- Increased collaboration between communities and local government to apply best practice community engagement principles to ensure representation in decision making (both short term and long term), and including cumulative impact decision making - Advocacy for community-led planning to be embodied in local and state government policy and plans - Improvements to communication between communities and government agencies	A. Present this Community Strategic Plan to Council for acceptance/ endorsement so collaboration actions in this Plan can progress. This is consistent with Planning Priority 13 - Protecting and enhancing neighbourhoods in <i>Shoalhaven Local Strategic Planning Statement 2040</i> stating Council supports the implementation of Community Strategic Plans that are prepared by community groups and accepted by Council.	Short-term
		B. Meet with Council to review and build on the current communication strategy associated with the existing network of Community Consultative Bodies. Update the Community Engagement Policy and/ or the Community Participation Plan with the aim being to: i. recognise that adopting the community-led governance principles helps move Council towards supporting local communities to be empowered to deliver outcomes for their community ii. achieve the actions in Community Strategic Plans iii. realise the shared Local Strategic Planning Statement (LSPS) Vision and to inform future updates of the LSPS iv. inform updates to other planning and development controls	Short-term
		C. Continue to seek grant funding opportunities to support the implementation of this Plan, and establish a group to review this Plan at regular intervals.	Ongoing

Direction	Success Factors	Actions	Priority
7. Strengthen and support the local economy by encouraging innovation in the business sector 	- o Ensure work from home and other low impact employment opportunities can be realised - o Respond to the changing needs of retail and other businesses in the Bay & Basin area - o Ensure tourism-based businesses protect and enhance the natural environment	A. The community expect Council to progress Planning Priority 3 – Providing Jobs Close to Home in <i>Shoalhaven Local Strategic Planning Statement 2040</i> , and specifically Action 3.1 which will see Council ‘prepare a comprehensive independent study of the Shoalhaven’s economy to clearly assess our current economic position and what is required to potentially rebalance the local economy and the outcomes inform an adjustment of the LSPS and strategic land use planning efforts’.	Short-term
		B. The community expect Council to progress Planning Priority 7 – Promoting a Responsible Visitor Economy in the <i>Shoalhaven Local Strategic Planning Statement 2040</i> and implement <i>Council’s Destination Management Plan 2018-2023</i> which sets out the work required to ‘monitor and manage tourism activity and businesses to promote a strong contribution to the economy, an excellent visitor experience, and a healthy environment’.	Short-term
8. Influence development that maintains a balanced human settlement pattern 	o Improvements to planning controls that reduce ad-hoc development outcomes whilst supporting balanced growth.	A. Continue to work with Council as part of their strategic planning processes to ensure community input to land use planning controls, including amendments to the Local Environmental Plan and Development Control Plan, along with a review of the Local Strategic Planning Statement which is likely to occur in 2022.	Ongoing

7. Implementation

The Bay & Basin Community-Led Strategic Plan Project Reference Group was established via an Expression of Interest process and includes various members of Community Consultative Bodies (CCBs) that have been nominated by Shoalhaven City Council as its community liaison groups.

The Project Reference Group, in conjunction with the community arm of the Bendigo Bank, will establish working groups to implement this Plan and its outcomes. If you would like to be involved, there are many ways that you can help to implement the Plan, so please contact Sanctuary Point Bendigo Bank or your Community Consultative Body to get involved.

It is noted that several of the actions contained in Table 3 can be commenced immediately, with some requiring minimal or no input from third parties to initially progress.

Reference material

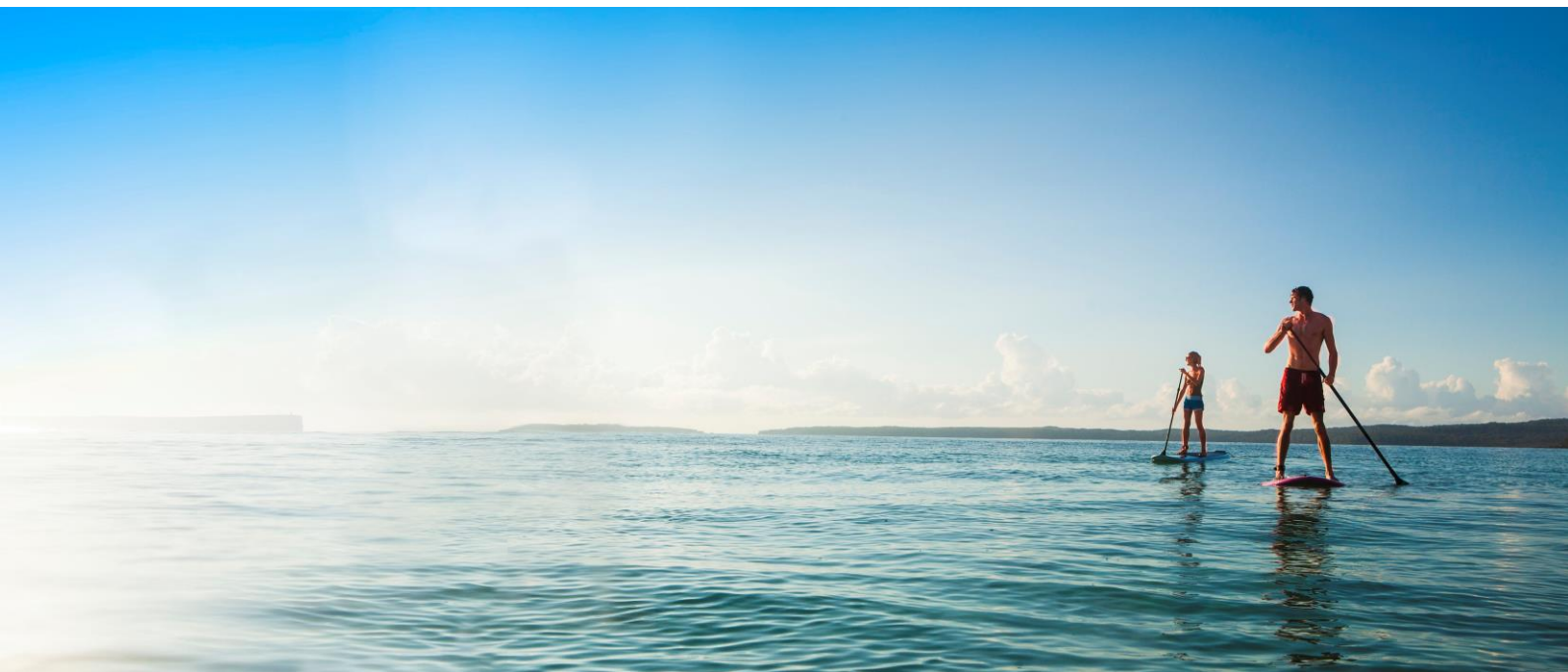
The Consultation Summary & Key Principles Report forms reference material that informed this Plan, and should be considered in any review of this Plan.



Post Exhibition Addendum

The draft Bay & Basin Community-Led Strategic Plan was exhibited from 12 June – 25 July 2021. It is acknowledged the submissions received generally provided support to move forward with the implementation of the Bay & Basin Community-Led Strategic Plan as exhibited.

As noted in the body of the document, this Plan has been prepared as a high-level strategic plan, and several submissions did include more detailed local level content, consistent with issues that had been raised during the consultation phase. A review of the Plan concluded these matters have been addressed sufficiently in the Plan to enable them to be addressed as the Key Actions are implemented.





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