

4.0 VALUES, MANAGEMENT OBJECTIVES AND POLICY GUIDELINES

4.1 VALUES OF THE RESERVE AREA

Following the analysis and evaluation of Horseshoe Bay Reserve the following values have been determined as the most important elements of the site. These values must be protected and taken into consideration when determining future management objectives, strategies and actions

PHYSICAL QUALITIES

- The frontline coastal position of the Reserve with two dominating headlands, two creek mouths and accessible sand beaches form a unique coastal setting of local, regional and potentially of state importance
- The eastern portion of the site bordering Front Beach and Saltwater Creek has a diverse range of native flora and fauna communities and habitats with high to moderate conservation values
- Both creek systems bordering the Reserve provide two very different natural environments offering a diverse range of natural and recreational values and opportunities

VISUAL QUALITIES

- The whole of the Reserve has great visual appeal from both a natural and heritage perspective. The Reserve has a strong physical and visual link both to and from the ocean, creeks, coastline, mountains and hinterland
- The vegetative backdrop within the Reserve visually separates and softens the Town Centre from the recreation areas

CULTURAL QUALITIES

- The Reserve retains a high level of maritime historical significance relating to the important past use of the area. This is reinforced by some of the adjacent heritage buildings and structures
- The Reserve has been used for a multitude of recreational uses for more than a century by locals and tourists and remains a focal point for passive recreation today

SOCIAL AND RECREATIONAL QUALITIES

- The Reserve is an important and accessible tourist destination for day tourists and holiday makers
- The Reserve provides an important recreational and relaxation resource for the town. It has highly valued recreational uses including surfing, swimming, walking, scenic viewing, picnicking, fishing, caravanning, community and special events

- The Reserve is important to the economy of the Town Centre by attracting visitors and tourists.

4.2 MANAGEMENT OBJECTIVES

Based upon the values of the Reserve, and the communities and stakeholders preferred outcomes, broad management objectives can be determined. These objectives must also take into account legislation requirements and policy guidelines that have been previously outlined.

The management objectives of the Horseshoe Bay Reserve Plan of Management are: -

- to preserve and enhance the physical, visual, cultural, social and recreational values of the Reserve
- to conserve, enhance, interpret and promote the heritage items and matters relating to the Reserve which will assist with the preservation and development of the maritime heritage precinct while creating additional attractions for tourist recreation
- to preserve and enhance the visual qualities of the Reserve by removing, screening or modifying the detractors and retaining a significant tree canopy
- to retain and maintain the Reserve as a high quality, multi purpose, public recreation space
- to provide opportunities for further development of the Reserve which will benefit the communities recreational and tourist use while not imposing on the physical, visual and cultural values of the Reserve
- maximise, improve and encourage public use and access to and throughout the Reserve particularly to foreshore areas
- improve facilities and access within the Reserve to ensure safety of visitors, to reduce ongoing maintenance and further attract visitors to the Reserve
- ensure that the ongoing use and management of the Reserve is environmentally, economically and socially sustainable
- investigate additional funding sources and opportunities that will allow ongoing and further improvements and facilities to the Reserve
- investigate additional or alternative income generating options within the Reserve that will generate a sustainable income to enable current and future projects within the Reserve to be financed

4.3 SPECIFIC POLICY GUIDELINES

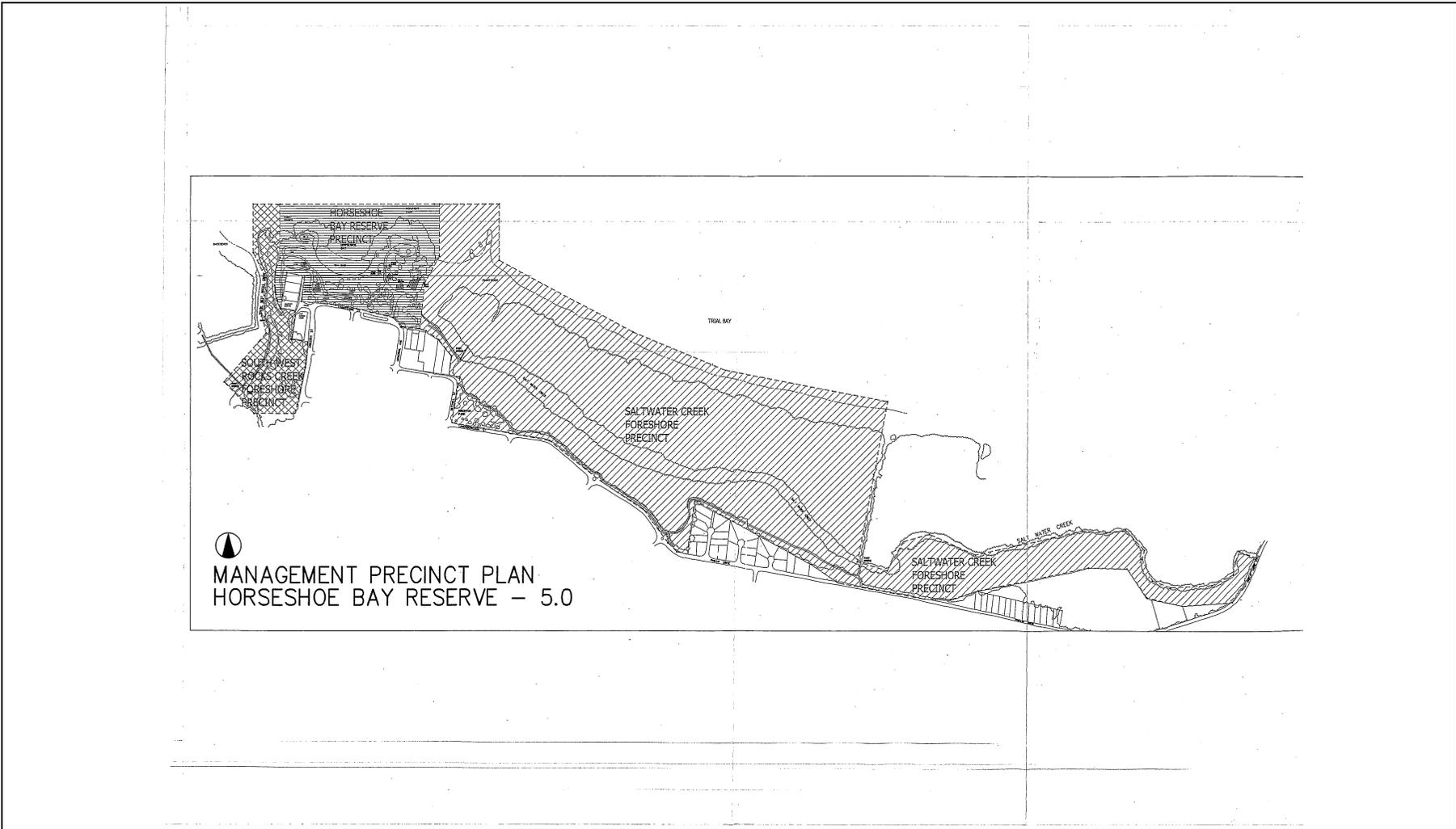
1. Any infrastructure or development works to be carried out within the vicinity of Saltwater Creek and its surrounding environs is to be done in accordance with the requirements and recommendations that will form part of the proposed "Saltwater Creek Plan of Management". Until such a plan is put in place, consultation must be carried out with the Saltwater Creek Working Group and the Coastal and Estuary Management Committee
2. Any development within the Reserve must be done in accordance with Council's planning requirements and the proposal to formulate a specific Development Control Plan for Horseshoe Bay Reserve. This will take into consideration the minimising of adverse visual impact upon the Reserve and its surrounds, recognising the heritage and seaside character of the precinct, ensuring its use is of recreational relevance and importance to the community, and considering the recommendations made in the Town Centre Masterplan
3. Consider and make provisions for disabled access where appropriate in accordance with the Australian Standard 1428
4. All heritage conservation work should be undertaken in accordance with the Australia 'Charter for the Conservation of Places of Cultural Significance (Burra Charter)'

5.0 MANAGEMENT OUTCOMES, STRATEGIES AND ACTIONS

Following the determination of the broad management objectives for the overall Reserve as set out in the previous section it is necessary to further identify particular management strategies and actions that will help to achieve these objectives. To assist with this process it was evident following the analysis of the broad physical and functional characteristics that the Reserve can be divided into three distinct management precincts. These areas are identified as follows

- South West Rocks Creek Foreshore Precinct
- Horseshoe Bay Reserve Precinct (including Caravan Park)
- Saltwater Creek Precinct

(Refer to Management Precinct Plan – 5.0)



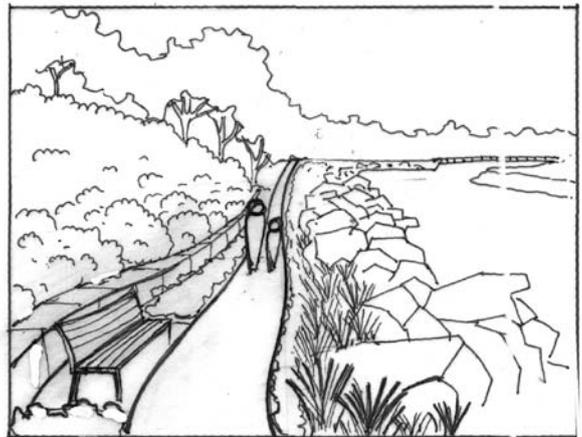
5.1 SOUTH WEST ROCKS CREEK FORESHORE PRECINCT

This precinct is distinctly separate from the rest of the Reserve in both a physical and recreational sense. It is physically very confined, bounded by a creek, steep vegetated embankment and dominating headland making it virtually unseen from the nearby town centre, residential areas and the main Horseshoe Bay Reserve precinct. For this reason it does not receive such high visitation by tourists and day users and therefore has not developed the same recreational usages as other parts of the Reserve. Traditionally however it is an important fishing base for amateur fishermen. It also provides the main pedestrian link to Back Beach by way of the timber footbridge as well as retaining a number of Aboriginal heritage items and historical items relating to the Reserve's maritime past.

This precinct is an important commuter and recreational link to other areas of the town and adjoining open space systems and should be encouraged to develop as such. Greater pedestrian accessibility, improved and additional infrastructure, enhancement and improvement of the visual amenity of the area are all important management objectives that will together greatly improve the usage and recreational opportunities within this precinct.



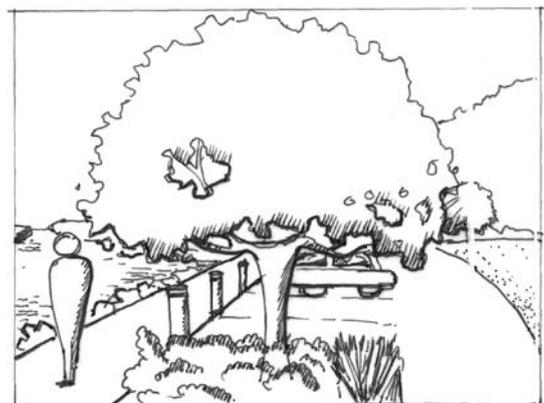
Existing breakwall and track along creek



Proposed foreshore promenade, seating, planting



Existing road along SWR Creek



Proposed foreshore promenade, formalised carparking, shade trees

STRATEGY AND ACTION PLAN – SOUTH WEST ROCKS CREEK FORESHORE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|-----------------|
| | PEDESTRIAN LINKAGES | | | |
| <ul style="list-style-type: none"> Continue the foreshore pedestrian promenade creating a direct link between all precincts of the Reserve and adjoining open space systems KSC to consider as part of their strategic plan for South West Rocks continuing and linking foreshore pedestrian/cycleway with Gordon Young Drive cycleway | <ul style="list-style-type: none"> Continue with the pedestrian/cycleway promenade along the foreshores of the Reserve providing intersections or nodes at points of interest | Low | \$60,000 | KSC, Lions Club |
| | <ul style="list-style-type: none"> Remove the existing slipway and improve the edge of the break wall to allow for the pedestrian/cycleway along the creek edge | Low | \$15,000 | KSC |
| | <ul style="list-style-type: none"> Provide a stepped pedestrian link down the vegetated embankment from Gregory Street (opposite Paragon Ave) to South West Rocks Creek foreshore. This will provide a visual and physical link to the creek from the town centre | Medium | \$15,000 | KSC |
| | <ul style="list-style-type: none"> Upgrade the existing timber footbridge | High | \$100,000 | KSC |
| | VEHICLE MOVEMENT AND PARKING | | | |
| <ul style="list-style-type: none"> Rationalise and soften the impact of the roads and parking areas adjacent to South West Rocks Creek Remove underutilised public access roads to provide greater public recreation areas | <ul style="list-style-type: none"> Consider the option to remove the public access road from behind the Boatman’s Cottages to Point Briner break wall. Service vehicle access only to be retained. | Low | \$5,000 | KSC, DNR |
| | <ul style="list-style-type: none"> Consider the option to remove the ‘no through’ road from the rear of the Pilot Station down to the open parkland adjacent to the creek. Replace the road with a pedestrian link to the foreshore | Low | \$5,000 | KSC |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – SOUTH WEST ROCKS CREEK FORESHORE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------|-----------------------------------------------|
| | <p>pedestrian promenade and increase the recreational area of the Public Reserve</p> <ul style="list-style-type: none"> Rationalise the roadway and parking facilities adjacent to SWR Creek near to the footbridge and wharf. Provide formalised car/trailer parking, turning area, reduced road width, pedestrian/cycleway. Use the concept plan that was incorporated in the Town Centre Masterplan as a basis for the overall road design | Low | \$20,000 | DNR, KSC |
| | PUBLIC RECREATION FACILITIES | | | |
| <ul style="list-style-type: none"> Improve the recreational facilities within this precinct Improve security throughout the Reserve | <ul style="list-style-type: none"> Provide integrated day use picnic facilities including amenities, picnic shelters, amenities, furniture, lighting, taps etc. within the open grass reserve and along the foreshore pedestrian/cycleway Consider extending the 'Alcohol Free Zone' into this Reserve precinct to reduce vandalism and night noise Investigate options for a restaurant establishment | <p>Medium staged</p> <p>High</p> <p>Low</p> | <p>\$96,000</p> <p>\$2,400</p> <p>\$1,200</p> | <p>KSC</p> <p>KSC, Police Dept</p> <p>KSC</p> |
| | LANDSCAPE TREATMENT | | | |
| <ul style="list-style-type: none"> Protect, enhance and promote natural bushland areas within the Reserve | <ul style="list-style-type: none"> Establish a weed removal and bush regeneration program for the existing bushland area between SWR Creek and | Medium | \$10,000 | KSC, Bush Care |

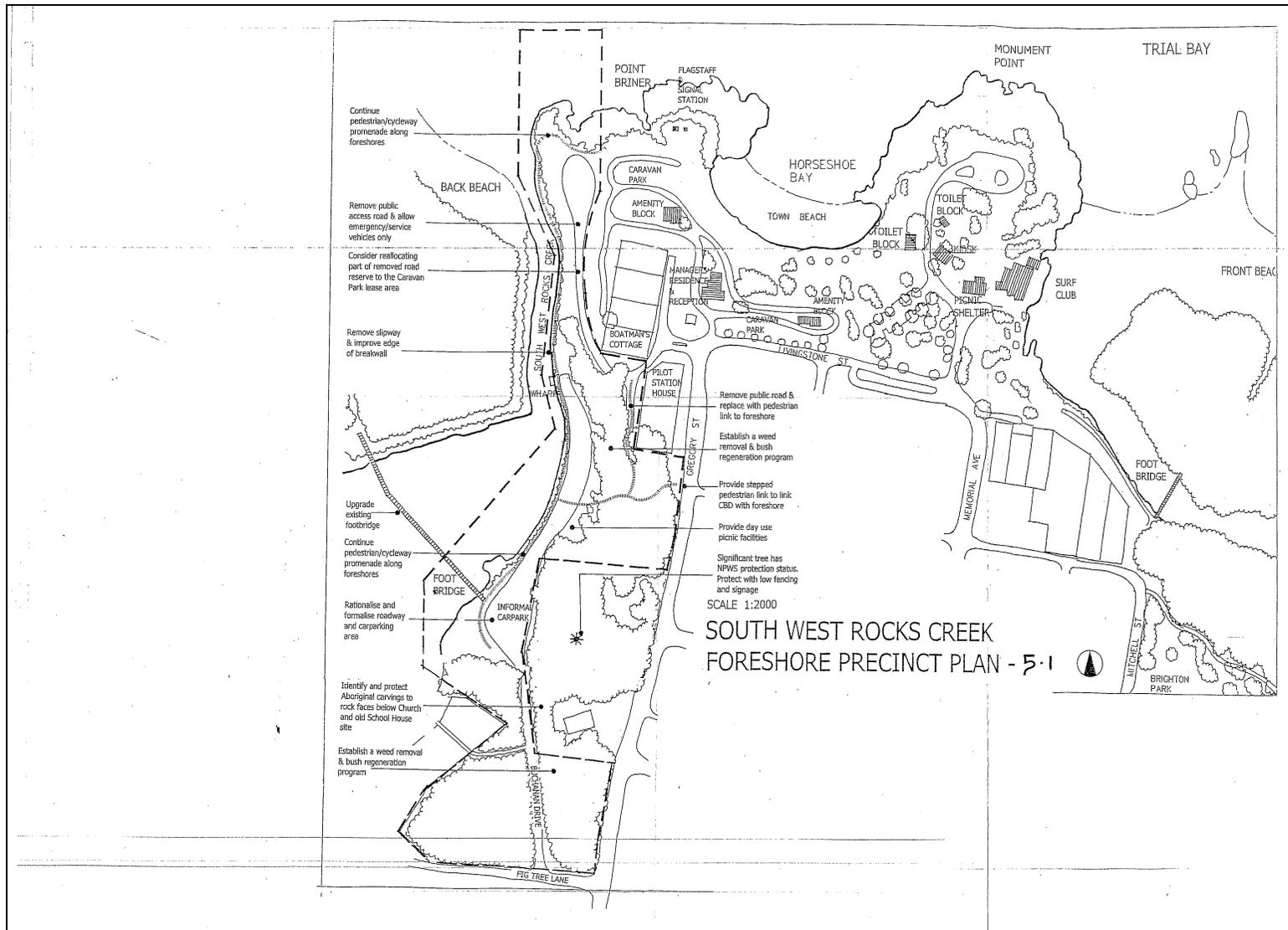
Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – SOUTH WEST ROCKS CREEK FORESHORE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|----------------|
| <ul style="list-style-type: none"> Establish landscape themes for this precinct that link this precinct with the remainder of the Reserve | Gregory St. Include this area as part of the 'History and Nature' walk | | | |
| | HERITAGE ITEMS | | | |
| <ul style="list-style-type: none"> Protect items with heritage significance | <ul style="list-style-type: none"> Identify the old boat house and access steps and develop plans to restore and retain | Medium | \$1,200 | KSC |

(Refer to South West Rocks Creek Foreshore Precinct Map - 5.1)

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years



5.2 HORSESHOE BAY RESERVE PRECINCT (including Caravan Park)

This precinct is arguably the focal point of the Reserve. It is the most readily visible of the precincts, receives the most visitors, is the most accessible by foot and vehicle, has the greatest diversity of recreational activities and supports the majority of infrastructure.

As a result of this popularity and high usage the precinct is under the greatest amount of pressure from a management perspective. It is understandable therefore that the proposed management strategies and actions are very much focused on this area of the Reserve.

There is an increasing economic pressure from the business community and social pressure from the general community to continually upgrade, improve and maintain the natural environs and infrastructure within this precinct of the Reserve. By carrying out improvements it will ensure that the tourist dollar will continue to frequent the Reserve and surrounding township and the high recreational value of the Reserve will be maintained for the general use of the growing local community.

CARAVAN PARK

A major factor influencing this precinct is the frequented question regarding the future of the Caravan Park. The current lease expires at the end of January 2009, with the options under the Local Government Act 1993 to either

- extend the lease;
- put out to tender a new lease which may include changes to the lease area and lease conditions;
- put the caravan park under contract or Council management; or
- allow the current lease to expire and remove the caravan park, reallocating the land back to open public reserve.

Public opinion on the matter is strong and diverse and an attempt to address the issue will not favour all community members.

Removal of the caravan park will provide a number of benefits including allowing greater public access to the foreshore, allows greater area for day users, reduces the visual impact upon the Reserve and improves the heritage setting of the precinct. In addition it follows the Department of Lands policy which clearly outlines that "general public access and use of coastal Crown Land should be optimised"

Retention of the caravan park on the other hand caters for the needs of tourism marketing and accommodation, brings additional tourist dollars into the CBD and provides the main funding source for the upgrading and maintenance of the whole reserve.

Since the public submission of the first Draft Plan of Management in 2004, a number of events and directives have taken place and have needed to be considered.

A directive received from the Department of Lands on 20th May 2004 clearly indicated that as the owner of the land the "Department considers it would be opportune at this time to expand the draft plan to include specific recommendations concerning the

staged removal of the Caravan Park and the opening of the reserve for general public use”

As a result of this directive, subsequent amendments to the Draft Plan of Management were made with an attempt to compromise with this directive. This compromise came in the form of a proposal to remove the eastern half of the Caravan Park and re-establish the land to Open Public Reserve, with the western half converted from a Caravan Park to self contained cabins. This proposal was put on exhibition for public comment and was firmly rejected by the community. The community expressed their objections at a public meeting held on 18th January 2006 at which 346 people signed the attendance sheet with over 1000 written submissions being received, 99% of which opposed any removal of the Caravan Park and its tent and caravan sites.

Following this public outcry an Ordinary Meeting of Kempsey Shire Council held on 14th February 2006, resolved the following: -

‘ When reporting on submissions received as a result of the exhibition of the draft Horseshoe Bay Plan of Management the Director Shire Services provide recommendations for improvements to the caravan park that DO NOT substantially alter the spirit of the current design.

That the Department of Lands be advised that it would not be economically viable to remove caravan sites from Horseshoe Bay Reserve and that Council does not wish to add additional cabins or to return camping/caravan areas to public use.

That the Department of Lands be requested to review the proposal of a ‘possible timetable for the removal of the caravan park at Horseshoe Bay Reserve’ as indicated by letter dated 20th May 2004’

That it be recommended to the Department of Lands that the function of Horseshoe Bay Reserve subject of a lease as a Caravan Park, be continued for a further ten years from 31 January 2009 with an option of an additional ten years at the discretion of Council, and be the subject of a new lease arrangement.

Council also resolved that the proceeds received by Council from the lease agreement be allocated to the implementation of the program of works identified within the Plan of Management for overall foreshore precincts.’

Discussions were subsequently held in March 2006 with the Department of Lands and a number of Councillors and Council staff members to consider Council’s position. Council’s resolutions were then forwarded to the Department of Lands in a letter dated 8th June 2006.

A public announcement by the Minister of Lands and a letter received from the Department of Lands dated 19th June 2006 states that it ‘is more or less reconciled with the points raised and the reasons behind Council’s decisions’ but it stipulates that ‘recommendations concerning the possible extension of the lease require further discussion prior to any possible negotiation with prospective tenderers/lessees, to ensure that returns to Council and the department are appropriate’.

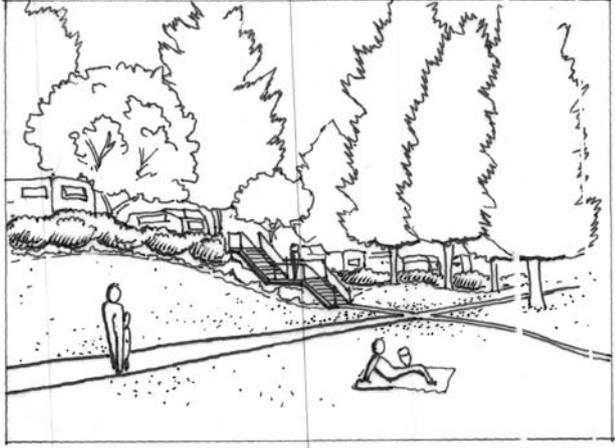
It is for economic factors and strong community pressure therefore that this Plan of Management recommends that the Caravan Park be retained for another lease period of ten years with an option of an additional ten years at Council’s discretion. It is recommended however that some changes be made to the boundaries, layout and

composition of the existing Caravan Park in order that the visual amenity and public access to the foreshore be significantly enhanced.

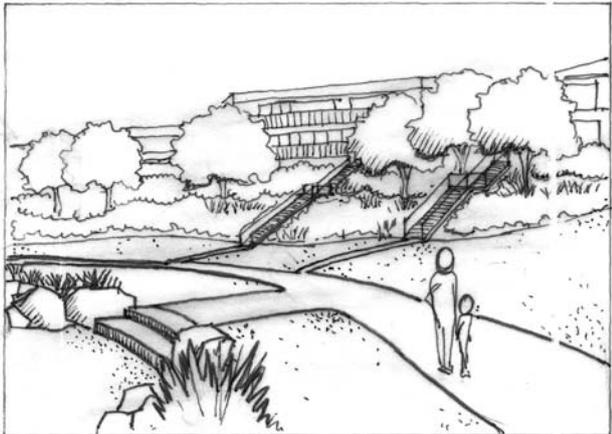
The Caravan Park adjoins the open grass reserve



Proposed low planting & formalized access



Adjoining holiday units behind Saltwater Creek



Proposed cycleway, formalised access & planted bank will improve access and reduce visual impact

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------|--------------------------|
| <ul style="list-style-type: none"> • Improve the visual impact and amenity of the Caravan Park to enhance the overall visual qualities of the Reserve and provide a more attractive environment for Caravan Park users • Rearrange and possibly remove some caravan sites to make provision for greater public access through and around the site particularly along the foreshore • Formalise pedestrian access between and through the site making provisions for disabled access | CARAVAN PARK (Short Term prior to 2009) | | | |
| | <ul style="list-style-type: none"> • Develop a landscape masterplan for the Caravan Park that incorporates all of the items below | High | \$10,000 | Caravan Park lessee, KSC |
| | <ul style="list-style-type: none"> • Screen the holiday cabins from behind the war memorial to eliminate the visual impact from the Heritage precinct and Point Briner ridgeline. | High | \$1,000 | Caravan Park lessee |
| | <ul style="list-style-type: none"> • Address the exterior design and colour of the holiday cabins to enhance their visual quality and to blend in more subtly with the surrounding natural environment | Medium | \$18,000 | Caravan Park lessee |
| | <ul style="list-style-type: none"> • Remove or relocate the existing caravan sites that are nearest to the Flagstaff and Signal Station at Point Briner to allow for continuation of a pedestrian/cycleway around the Reserve foreshore as well as reducing the visual impact upon a prominent heritage item | Medium | \$4,000 | Caravan Park lessee, KSC |
| <ul style="list-style-type: none"> • In the short term improve and upgrade the main vehicular entry into the Caravan Park to better identify it's location, separate it visually from the public road system and soften its impact from the main access road into the town centre -signage | Medium | \$1,000 | Caravan Park lessee | |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
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| | <ul style="list-style-type: none"> In the long term consider relocating the Caravan Park vehicular entry to Ocean Drive as per recommendations in the Town Centre Masterplan Provide formalised pedestrian pathways, stairs and disabled access ramps adjacent to the Caravan Park between the Reserve and town centre. Provide shade tree and feature shrub planting throughout the site to soften the visual impact of the caravan park from the surrounding Reserve and town centre, to provide a more sheltered and attractive amenity for caravan park users. Improve the external appearance of the amenity buildings by rendering and painting | Low | | Caravan Park lessee, KSC |
| | | High | \$24,000 | Caravan Park lessee, KSC |
| | | High staged over five years | \$50,000 | Caravan Park lessee, KSC |
| | | Medium | \$60,000 | Caravan Park lessee |
| | CARAVAN PARK (long term post 2009) | | | |
| <ul style="list-style-type: none"> Determine the long term status of the Caravan Park (3 years onwards) | <ul style="list-style-type: none"> It is recommended that the Caravan Park be retained for another lease period of a further ten years from 31st January 2009 with an option for an additional 10 years at the discretion of Council The continuation of the lease is to be subject to a new lease arrangement upon expiry of the current | Medium | | Dept. of Lands, KSC |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
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| | <p>lease.</p> <ul style="list-style-type: none"> • Prior to the new lease taking place, a detailed plan and design review of the Caravan Park, must be established and agreed to as part of the new lease arrangement. This plan is to include confirmation on the Caravan Parks lease boundaries; site layout of all tent, caravan and car parking sites; proposals for improvements to all buildings including amenity buildings, office, managers residence; implementation of disable access; final design on agreed vehicular entry area; general upgrading of landscaping; screening and external painting of existing cabins. These improvements are not to substantially alter the 'spirit of the current design' but to provide better planning, access, maintenance and visual improvements to the park as it moves into the future. • Continuation and linking of the cycleway/pedestrian path along the foreshore with access to the Signal Station is highly recommended which will mean the rearrangement and loss | Medium Building on Landscape Master Plan | \$12,000 | Incoming lessee, Dept. of Lands, KSC |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
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| | of some sites along the foreshore. This needs to be included in the Caravan Park layout plan | Medium | \$20,000 | Dept. of Lands, KSC |
| | HERITAGE ITEMS | | | |
| <ul style="list-style-type: none"> Promote the maritime heritage aspects associated with the Reserve and precinct as a draw card for tourists Link the heritage items within the Reserve with the heritage precinct consisting of the Pilot Station Group of Buildings Improve the immediate settings surrounding the various historic and heritage items scattered throughout the Reserve | <ul style="list-style-type: none"> Formalise an historic walk within the precinct of the Reserve which may include interpretive elements along a designated pedestrian route. This walk may include natural features as well e.g. headlands, creeks, wetlands, pockets of natural bushland etc | Low | \$15,000 | KSC, Historic Society |
| | <ul style="list-style-type: none"> Provide a pedestrian link between the Pilot Station Group of Buildings and the Flagstaff and Signal Station on Point Briner. This will provide a physical link between the most prominent maritime heritage items within the precinct | Low | \$20,000 | Historic Society KSC |
| | <ul style="list-style-type: none"> Establish appropriate landscape surrounds to the various heritage items to further accentuate their presence | Medium | \$5,000 | Historic Society KSC |
| | <ul style="list-style-type: none"> Protect the heritage status of the Norfolk Island Pines along Memorial Drive and Livingstone Street by including them as “items of environmental heritage”. | Medium | \$2,000 | KSC |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
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| | PEDESTRIAN LINKAGES & ACCESS | | | |
| <ul style="list-style-type: none"> Link the Reserve with a continuous pedestrian pathway system with offshoots linking the Town Centre and residential areas to the Reserve | <ul style="list-style-type: none"> Develop a continuous pedestrian/cycleway promenade along the foreshores of the Reserve providing intersections or nodes at points of interest along the route. The location of the pathway system is to be done in liaison with the local Aboriginal community to ensure that no midden sites are within the proposed route | Medium | \$50,400 | DNR, KSC, Lions Club, Aboriginal Elders of South West Rocks |
| | <ul style="list-style-type: none"> Establish a network of pathways linking up with the main foreshore pathway to allow easy access to the Reserve from surrounding areas | Medium | \$30,000 | KSC |
| | <ul style="list-style-type: none"> Make provisions for disabled access within the Reserve providing ramp access in appropriate locations | Medium | \$20,000 | DNR, KSC |
| | <ul style="list-style-type: none"> Provide additional stair access points to the middle and western end of Horseshoe Bay Beach that links directly with the Caravan Park. Upgrade existing access points to the beach | Medium | \$15,000 | DNR, KSC |
| | <ul style="list-style-type: none"> Formalise and improve the pedestrian and service vehicle access to the Surf Club and creek mouth/beach | High | \$20,000 | DNR, KSC SWRSLSC |
| | VEHICLE MOVEMENT AND PARKING | | | |
| <ul style="list-style-type: none"> Improve the overall traffic | <ul style="list-style-type: none"> Better identify the main vehicular entry | Medium | \$10,000 | KSC |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

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| movements and carparking facilities within the main part of the Reserve | location into the park with signage and more distinctive landscape features | Medium | \$10,000 | KSC |
| | <ul style="list-style-type: none"> Consolidate and rationalise parking to the two main existing carpark areas and in front of the children’s play ground. Remove carparking spaces in front of the picnic shelter and elsewhere along the access road | Medium | \$20,000 | KSC |
| | <ul style="list-style-type: none"> Consider enlarging the carpark closest to Livingstone St using a one way system and ensuring existing trees are retained. Make provision for adequate lighting, landscaping and formalised parking spaces to carparks | Medium | \$22,000 | KSC |
| | LANDSCAPE THEMES AND TREATMENTS | | | |
| <ul style="list-style-type: none"> Continue and further establish landscape themes throughout the Reserve as determined in the Town Centre Masterplan Further improve the natural visual amenity of the Reserve with the installation of additional planting | <ul style="list-style-type: none"> Plant trees and shrubs to help soften the impact and screen dominating buildings and structures within and adjacent to the Reserve | High Staged over five years | \$40,000 | DNR, KSC |
| | <ul style="list-style-type: none"> Establish a weed removal program for the entire Reserve concentrating on natural bushland areas and adjacent to watercourses | High Staged over five years | \$10,000 | DNR, KSC, Bushcare, Coast care |
| | <ul style="list-style-type: none"> Retain with structures or plant steep grass embankments throughout the Reserve to assist with long term maintenance, rectify | Medium | \$92,000 | DNR, KSC |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------|---------------------------------|
| | erosion and stabilisation problems and reduce the safety hazard components | | | |
| | STORMWATER MANAGEMENT | | | |
| <ul style="list-style-type: none"> Prepare a Stormwater Management Plan for the overall Reserve with particular emphasis upon the Caravan Park Improve the stormwater collection and dispersion in and from the Reserve | <ul style="list-style-type: none"> Redirect the stormwater dispersion point that currently exits into the middle of Horseshoe Bay Beach | High | \$40,000 | KSC |
| | <ul style="list-style-type: none"> Rectify stormwater collection and disposal from the Caravan Park ensuring it does not spill randomly into the Reserve | High | \$40,000 | Caravan Park lease, KSC |
| | <ul style="list-style-type: none"> Provide formal stormwater collection points along the entry road adjacent to the children’s playground | Medium | \$20,000 | KSC |
| | <ul style="list-style-type: none"> Provide a gross pollutant trap to stormwater trunk system discharging into Saltwater Creek | High | \$60,000 | KSC completed |
| | BUILDINGS | | | |
| <ul style="list-style-type: none"> Formalise a building precinct within the Reserve which limits proposed built structures to this area ensuring that the impact of buildings in the Reserve is concentrated and therefore minimised throughout the rest of the Reserve | <ul style="list-style-type: none"> Establish a limited area within the Reserve which is to be rezoned as a building precinct to allow for new uses and associated buildings which have obvious benefits to the recreational and social needs of the wider community. | Low Part of Master Plan | \$0 | KSC, DNR |
| | <ul style="list-style-type: none"> This building precinct should be located around the existing buildings within the | High Part of | | KSC, Aboriginal Elders of South |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
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| <ul style="list-style-type: none"> Make improvements to existing buildings within the Reserve to improve their visual quality and ongoing function | <p>Reserve that are concentrated to the south of Monument Point. No building or structure is to be located north of the ridgeline at Monument Point as this area has spiritual significance to the local Aboriginal people (i.e. north of a line drawn to the north of the existing small toilet block and to the northern edge of the Surf Club).</p> <ul style="list-style-type: none"> As an interim measure upgrade the external appearance of the main eastern amenity block, kiosk and picnic shelter As a long term solution relocate and redevelop the current Kiosk to a location that has less conflict with the access road and upgrade its present function to include a restaurant and café with emphasis on outdoor seating and dining. There may be an opportunity to redevelop the kiosk precinct in conjunction with the main eastern amenity block Recommend and assist the Surf Club to improve their building to reduce its visual impact upon the adjoining Reserve and Arakoon State Recreation Area e.g. roof line and colour, advertising signs | <p>Master Plan</p> <p>Medium</p> <p>Low</p> <p>Low</p> | <p></p> <p>\$20,000</p> <p>\$180,000</p> <p>\$0</p> | <p>West Rocks Community</p> <p>KSC, Kiosk lessee,</p> <p>KSC, DNR</p> <p>SWRSLSC</p> |
| MARKETS | | | | |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------|------------------------------|
| <ul style="list-style-type: none"> Improve pedestrian safety and access to market precinct Ensure that markets have a minimal effect on adjoining CBD shop owners | <ul style="list-style-type: none"> Consider relocating markets to Brighton Park where a larger, more level and open area is available with greater access to parking facilities. Permanent toilet facilities will need to be provided | Low | \$0 | KSC |
| | <ul style="list-style-type: none"> Liaise with the Chamber of Commerce in regard to the most appropriate market days to be scheduled for the year. | Low | \$0 | KSC, SWR Chamber of Commerce |
| INTERPRETIVE SIGNAGE | | | | |
| <ul style="list-style-type: none"> Better identify and interpret the attractions and features of the Reserve to cater for the tourist | <ul style="list-style-type: none"> Provide interpretive signage that will assist tourists find the Reserve and identify the major landmarks within the Reserve Provide interpretive signage that will promote and link the heritage and natural items within the Reserve | High | \$8,000 | KSC |
| | | Medium | Costed in other items | KSC, SWR Historical Society |
| PUBLIC RECREATION FACILITIES | | | | |
| <ul style="list-style-type: none"> Improve and consolidate the general day use facilities within this precinct Improve security throughout the Reserve | <ul style="list-style-type: none"> Upgrade, replace and consolidate the general facilities within the Reserve e.g. picnic shelters, furniture, outdoor showers, garbage disposal etc. Create a theme for these components that is carried through to all precincts within the Reserve Improve lighting along the roadway, carparks and pedestrian/cycleway to help improve security | High Staged over five years | \$200,000 | KSC |
| | | High Staged over five years | \$200,000 | KSC |

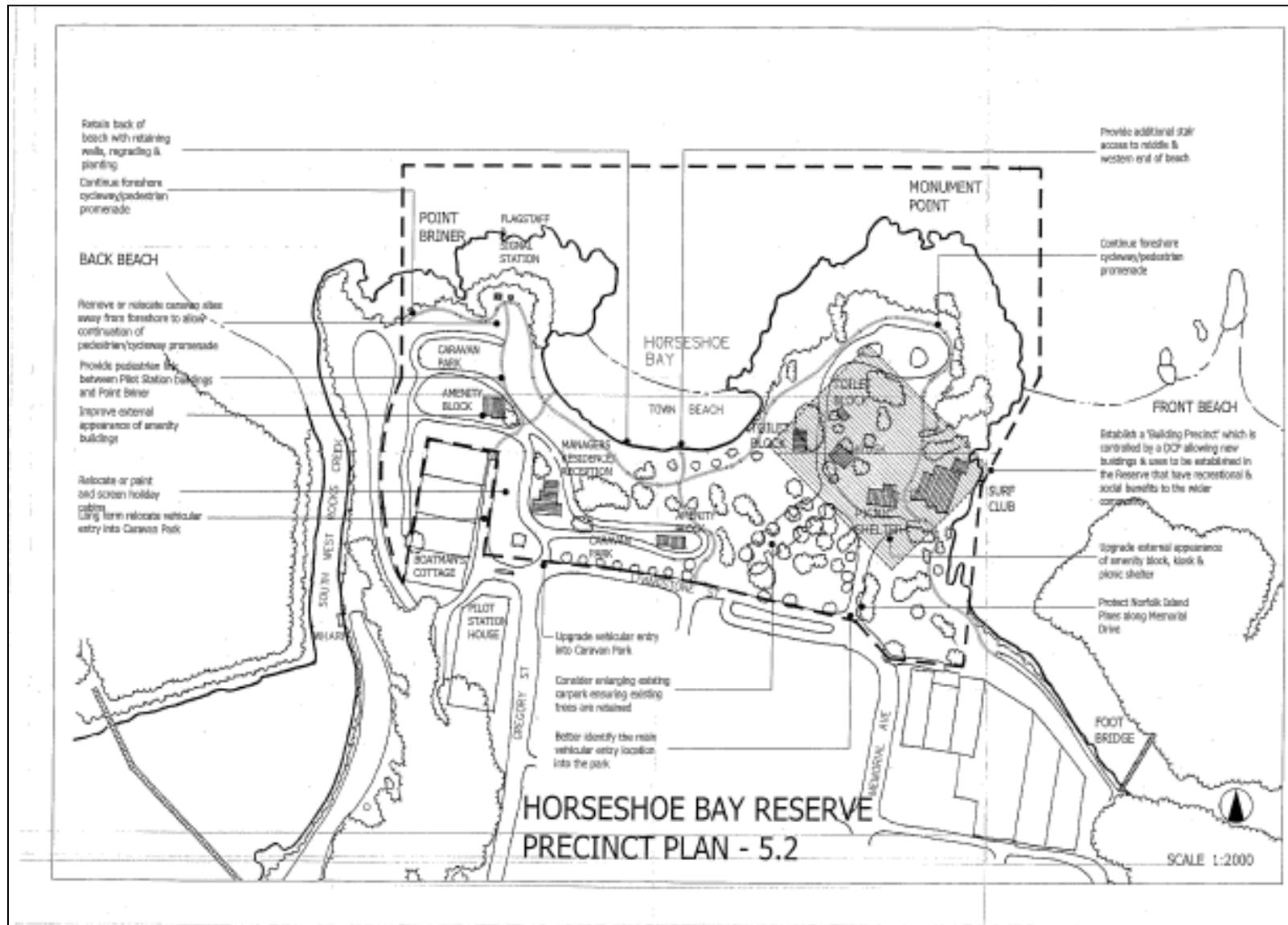
Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – HORSESHOE BAY RESERVE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|-------------------|
| | <ul style="list-style-type: none"> Consider further extension of the 'Alcohol Free Zone' into the Reserve to reduce vandalism and night noise | High | \$2,400 | KSC, Police Dept. |

(Refer to Horseshoe Bay Reserve Precinct Plan – 5.2)

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years



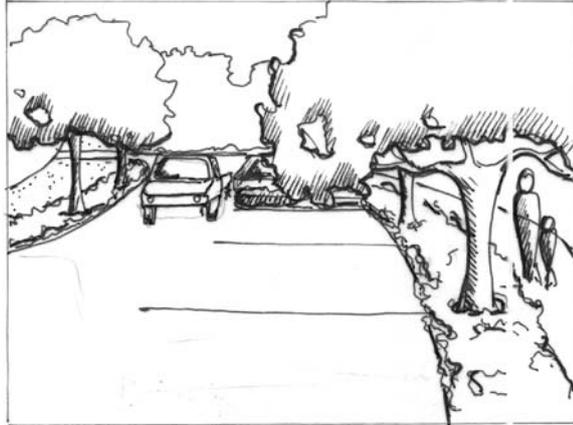
5.3 SALTWATER CREEK PRECINCT

Saltwater Creek precinct covers the largest area of the Reserve and is dominated by heathland, bushland, Saltwater Creek and associated wetlands. It is probably the area having the highest conservation value in terms of its natural environment and should therefore be managed with the intention of protecting and conserving this valuable asset.

Formalised recreation use of the precinct is limited to the partially complete pedestrian/cycleway link, beach access tracks and the open grassland at Brighton Park. These uses should be continued, promoted and upgraded with every caution taken to reduce their impact upon the surrounding natural environment. In addition education programs should be encouraged to heighten the general community and adjoining residents' awareness of this natural asset.



Phillip Drive beach access and pedestrian path



Proposed formalised carpark, shade tree and low planting to enhance pedestrian path & carpark

STRATEGY AND ACTION PLAN – SALTWATER CREEK FORESHORE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|----------------------------|
| | PEDESTRIAN LINKAGES | | | |
| <ul style="list-style-type: none"> Continue the pedestrian/cycleway system creating a direct link between all precincts of the Reserve KSC to discuss with National Parks and Wildlife Service the linkage of the pedestrian/cycleway network with and through Arakoon State Recreation Area | <ul style="list-style-type: none"> Continue with the pedestrian/cycleway through the Reserve to the south of Saltwater Creek and linking up with Arakoon State Recreation Area at the vehicular bridge crossing at Phillip Drive. | Medium | \$8,400 | DNR, KSC, Lions Club, NPWS |
| | <ul style="list-style-type: none"> Link the pedestrian/cycleway with Phillip Drive at various locations along its route to provide direct access with adjoining residential areas | Medium | \$10,000 | DNR, KSC, Lions Club |
| | <ul style="list-style-type: none"> Create more prominent pedestrian entry points to beach access paths and bridges by way of signage, landscape features and upgrading | Medium | \$3,000 | KSC |
| | PARKING | | | |
| <ul style="list-style-type: none"> Improve parking facilities for beach users | <ul style="list-style-type: none"> Improve and increase parking arrangements along Mitchell St adjacent to Brighton Park and the beach access path | Medium | \$25,000 | KSC |
| | <ul style="list-style-type: none"> Provide a small, formalised carpark near to the beach access bridge along Phillip Drive | Medium | \$10,000 | KSC |
| | BRIGHTON PARK | | | |
| <ul style="list-style-type: none"> Improve the recreational facilities within Brighton Park Encourage greater use of the | <ul style="list-style-type: none"> Provide toilet and shower facilities at Brighton Park catering for beach and park users | High | \$120,000 | KSC |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – SALTWATER CREEK FORESHORE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------|--------------------------------|
| park area | <ul style="list-style-type: none"> Provide day use picnic facilities including picnic shelters, furniture, lighting, taps etc. within the open grass reserve and along the pedestrian/cycleway | Medium | \$25,000 | KSC |
| | <ul style="list-style-type: none"> Provide an entertainment stage/gazebo for community functions | Low | \$45,000 | Rotary Club, KSC |
| | <ul style="list-style-type: none"> Relocate the markets to Brighton Park once toilet facilities have been provided | Medium | \$0 | KSC, Market stallholders |
| | <ul style="list-style-type: none"> Upgrade planting and general landscaping within the park | High Staged over five years | \$10,000 | KSC |
| | LANDSCAPE TREATMENT | | | |
| <ul style="list-style-type: none"> Protect, enhance and promote natural bushland areas within the Reserve and protect the SEPP 14 Wetland areas Establish landscape themes for this precinct that link this precinct with the remainder of the Reserve Provide buffer zones where the Reserve adjoins public roads and residential areas | <ul style="list-style-type: none"> Establish a weed removal and bush regeneration program for the native bushland area between Saltwater Creek and residential lots | Medium Staged over five years | \$50,000 | DNR, KSC, Coastcare, Dune care |
| | <ul style="list-style-type: none"> In order to conserve the wetland areas, establish a vertical vegetation buffer (1-1.5m high) above the upper reaches of the wetland communities | Low | \$5,000 | DNR, KSC, Coastcare, Dunecare |
| | <ul style="list-style-type: none"> Provide education programs for residents adjoining bushland areas to encourage planting of endemic plant species and removal of exotic weed species | Low | \$0 | DNR, Coastcare, Dune care |
| | <ul style="list-style-type: none"> Encourage residents adjoining the Reserve | Medium | \$0 | DNR, KSC, |

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – SALTWATER CREEK FORESHORE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------|------------------------------------|
| | <p>to install fencing along property lines to assist with control of pets and plant species that are not endemic to the natural bushland area</p> <ul style="list-style-type: none"> Provide street trees and planting buffers where pedestrian/cycleway adjoins the public road reserve along Phillip Drive to screen and separate pedestrians from vehicles | Medium Staged over five years | \$10,000 | Coastcare, Dune care KSC |
| | COAST AND ESTUARINE PROTECTION | | | |
| <ul style="list-style-type: none"> Encourage better management practices of the natural coastal and estuarine areas within the Reserve | <ul style="list-style-type: none"> Discuss with National Parks and Wildlife Service the option of NPWS acquiring the parcel of Reserve between Saltwater Creek and Front Beach and therefore providing an extension to Arakoon State Recreation Area. This will provide a uniform management policy and strategy for this important natural parcel of coastal land Carry out recommendations as per the proposed Saltwater Creek Estuary Management Plan to further conserve the natural estuary processes and environment | High High | \$0 \$0 | DNR, KSC, NPWS DNR, KSC |
| | HERITAGE ITEMS | | | |
| <ul style="list-style-type: none"> Protect items of Aboriginal | <ul style="list-style-type: none"> Locate and seek formal protection status | High | \$5,000 | DNR, KSC, |

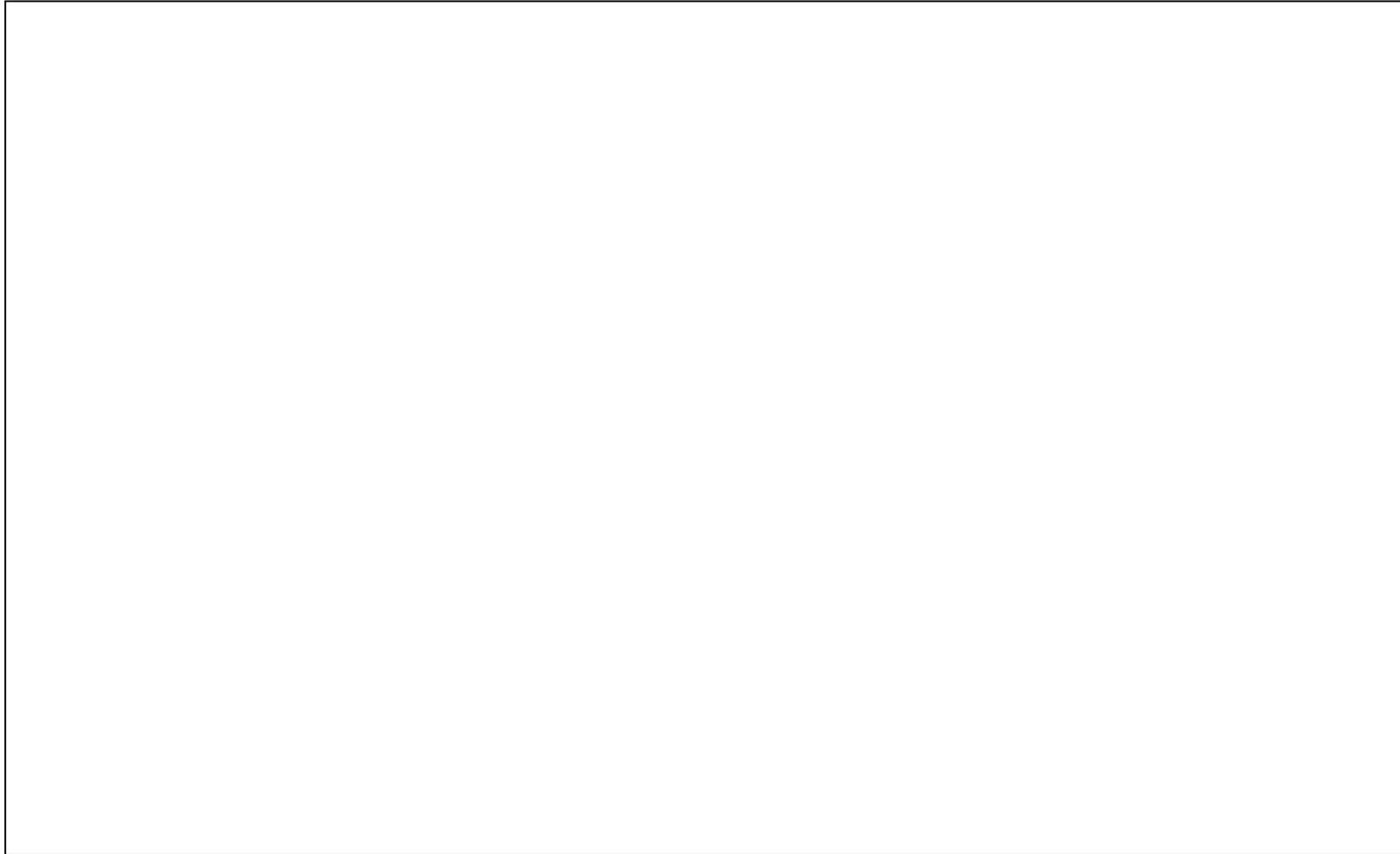
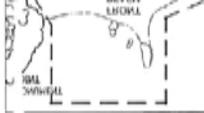
Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years

STRATEGY AND ACTION PLAN – SALTWATER CREEK FORESHORE PRECINCT

| STRATEGY | ACTION | Priority | Cost Estimate | Responsibility |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------|
| significance within the Reserve | <p>over a known Aboriginal sacred burial site within the parcel of Reserve between Saltwater Creek and Front Beach. This site is represented by a stone cairn which is to have no form of infrastructure placed over it. It is to be protected with signage and low fencing.</p> <ul style="list-style-type: none"> Carry out further investigations regarding the existence, location and protection of other Aboriginal midden sites within the Reserve | <p>Project</p> <p>High Project</p> | <p>\$5,000</p> | <p>NPWS Aboriginal Elders of South West Rocks community</p> <p>DNR, KSC, NPWS, Aboriginal Elders of South West Rocks community</p> |

(Refer to Saltwater Creek Foreshore Precinct Plan – 5.3)

Priority – High = 1-2 years; Medium = 2-5 years; Low = 5-10 years



6.0 PLAN IMPLEMENTATION

6.1 FUNDING ARRANGEMENTS AND OPTIONS

Funding arrangements to carry out existing management practices within the Reserve are currently obtained from various sources which include: -

- Council's general funds
- Income generated from the leasing of the Caravan Park and Kiosk which Council as the Reserve Trustee is required to reallocate for use to maintain and upgrade the Reserve.
- Section 94 contributions collected by Council for open space management. These monies are for capital works only

Additional funding options that may be available upon application which will assist with the finance for ongoing and proposed management strategies and actions within the Reserve may include: -

Public Reserve Management Fund (DNR)

Coastal Management Fund (DNR)

Grants Programs from both State and Federal Governments

- Regional Tourism grants program – helps regional tourism growth by providing funding for the development of tourist attractions, facilities, special interest markets, cultural and heritage attractions - Department of Industry, Tourism and Resources
- Regional Solutions Program – provides help to regional, rural and remote communities by providing assistance to implement community initiatives - Department of Transport and Regional Services
- Coastcare – encourages community involvement in the protection, management and rehabilitation of our coastal and marine environments – Department of Environment and Heritage
- Coasts and Clean Seas Program – supports sustainable wastewater management in coastal areas - Department of Environment and Heritage
- Grants to Voluntary Environment and Heritage Organisations – help eligible community based environment and heritage organisations to value, conserve and protect the natural environment and cultural heritage
- Green Reserve – a conservation program that utilises skills and experience of volunteers for work in local conservation projects – Department of Employment and Workplace Relations
- Green Corps – a youth initiative that provides labour assistance to land managers and community groups with priority environmental projects – Department of Family and Community Services
- Conservation Volunteers – provides a managed team of volunteers to assist in practical conservation projects that are designed to preserve, protect and restore Australia's natural, indigenous or historical cultural heritage – Department of Environment and Heritage

Additional funds may be obtained in the future from possible commercial operations that are approved to be carried out on the site. Such operations may include a Restaurant/Café facility; Boat Hire etc.

Possible 'one off' funding may be obtained from the prospective sale of Council lands e.g. road reserves

6.2 IMPLEMENTATION OF WORKS

This Plan of Management establishes the direction for strategies and actions for the Reserve. These actions have been prioritised and shall be undertaken by the designated and responsible parties as funding and staffing become available and to any special requirements of the Director-General or Minister.

Under the NSW Crown Lands Act 1989, this Plan of Management shall be carried out and given effect to. No operations within the Reserve shall be undertaken unless they are in accordance with the plan.

This Plan of Management does not have a specific term and will stay in force until amended or replaced. Where management strategies or works are proposed that are not consistent with the plan, an amendment to the plan or a new plan will be required.

It is recommended that an annual review of progress in implementing the Plan of Management be undertaken by the Reserve Trustee. After five years an overall assessment should be undertaken to determine the effectiveness of managing the Reserve in accordance with this Plan of Management and the degree of success in achieving the plan's objectives and outcomes.

REFERENCES

Deed of Lease – Horseshoe Bay Beach Caravan Park

Deed of Sub-Lease – Horseshoe Bay Kiosk

DLWC & Manidis Roberts Consultants – Succeeding with Plans of Management: A Guide to the Local Government Act and Crown Lands Act – 1995

DPWS & Manly Hydraulics Laboratory – Saltwater Creek Estuary Processes Study – March 2002

Draft Mid North Coast Catchment Blueprint – February 2002

Draft Discussion Paper: Managing and Conserving the Maritime Heritage of South West Rocks and District – T. Dwyer Kempsey Shire Council (1996)

Independent Public Inquiry into Coastal Lakes: Final Report – Healthy Rivers Commission of NSW - 2002

Kendall and Kendall Pty Ltd – Saltwater Creek Catchment Flora and Fauna Study, South West Rocks – February 2003

Kiama Municipal Council and Department of Land and Water Conservation, Kiama Headland and Harbour – Draft Plan of Management - 2000

Mitchell McCotter – Technical Report for Kempsey Council – 1994

Rupert G.H. Milne Home Landscape Consulting – South West Rocks Urban Design Study and Town Centre Master Plan – July 1998