

Advancing Eurobodalla

A Draft Integrated Economic Growth and Development Strategy

ACTION PLAN

13 JUNE 2017



A. Major Initiatives

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
A1	<p>Redevelop the Moruya Airport to facilitate additional economic development</p> <p>Additional information:</p> <ul style="list-style-type: none"> Moruya Airport Master Plan, 2015 <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 7.4.1.2 – Commence implementation of stage 1 and 3 of the Moruya Airport Master Plan. 	<p>In 2015, Council adopted a Master Plan for redevelopment of the Moruya Airport. The Master Plan identified strategic direction for the airport and potential redevelopment opportunities. The potential redevelopment opportunities include:</p> <ul style="list-style-type: none"> Provision for new commercial aviation businesses Storage for private aircrafts Aviation-related tourism development Development of a residential airpark Synergies with the proposed Regional Equine Centre Eco-tourist accommodation and/or facilities Tourism support businesses. <p>A business case based on the Master Plan which confirms the financial viability of each potential development phase was also endorsed by Council in 2015. The business case identified that if all phases of the master plan are implemented, there would be a positive net present value to Council of \$9.3m and approximately 256 full time jobs would be created generating \$42m to the regional economy.</p> <p>In 2016, Council was successful in attracting funding from the NSW and Australian Governments of \$7.1m to which Council will add \$2.5m to commence redevelopment by building the infrastructure needed for future passenger growth at the airport. This includes runway upgrades, terminal improvements, improved passenger and aircraft parking facilities and general aviation hangars. The development will also increase the availability of commercial space for airport related activities and provide the necessary power, water and sewer infrastructure to open up a tourism accommodation precinct.</p> <p>Environmental studies related to the development area have been completed and heritage studies are currently underway. Work will begin on the necessary infrastructure improvements soon after the completion of these studies. Terminal improvement works have begun and should be completed soon.</p> <p>The recent deregulation of the Sydney-Moruya air route provides the opportunity for competition that could expand passenger services, lower fares and facilitate the introduction of new routes and services.</p> <p>Related Action – Action B3.3.1 relates to the opportunities to assist local businesses to take advantage of the recent commencement of international flights to Canberra, including the potential for freight to be transported directly from the Moruya Airport to national and international markets via Canberra.</p>	Council (BD)	<p>NSW Government (DI) – fund and support</p> <p>Australian Government (DIRD) – fund and support</p> <p>Regional Airlines – operate and advocate</p> <p>Canberra Airport – collaborate</p>	High to medium	<p>Airport traffic</p> <p>Amount of funding secured</p> <p>Number of businesses</p> <p>Number of jobs</p>

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
A2	Develop a regional community and entertainment facility at the Mackay Park precinct in Batemans Bay.	<p>In 2016, Council purchased the site of the former Batemans Bay Bowling Club. This strategic purchase has resulted in a large site of prime real estate adjoining the Batemans Bay town centre being in public ownership. Council resolved to call for preliminary expressions of interest from parties interested in partnering with Council to redevelop the land for community and entertainment purposes. The expression of interest document identified some of Council's preferred development outcomes for the land, including:</p> <ul style="list-style-type: none"> • a new aquatic and recreation centre, • an arts and cultural facility, • conference and event space, • tourism accommodation, • residential accommodation, • restaurant and cafes, • gateway visitor centre, and • the integration of existing sporting fields into the development of the precinct. <p>Council has appointed a sunset committee of key local stakeholders to assist Council with the investigation of opportunities for the precinct and oversee the community engagement process.</p> <p>Council has resolved to investigate a Public Private Partnership (PPP) approach to development of the land in accordance with NSW Government guidelines. The first stage, being the development of a concept plan and business case is currently underway.</p> <p>In progressing the redevelopment of this strategically important land, Council should ensure the following principles are followed:</p> <ul style="list-style-type: none"> • Deliver a financially sustainable development • Stimulate broader economic growth within the Batemans Bay Central Business District (CBD) • Enhance the recreational, social, and cultural life of the Batemans Bay CBD • Achieve high quality design outcomes • Deliver an environmentally sustainable development • Ensure community confidence in the process through engagement and transparency. <p>A successful development of the precinct would also achieve the following:</p> <ul style="list-style-type: none"> • Physical and visual connections to the Batemans Bay town CBD • Avoid conflicts between residential and other uses on the land • Capacity to ensure year-round activities in the new facilities developed • Avoid detrimental impacts on existing businesses in the Batemans Bay CBD • Provides a gateway facility/attraction that represents the whole of Eurobodalla. 	Council (SP, BD) and Private Sector (through a PPP)	<p>NSW Government (DI) – fund and support</p> <p>Australian Government (DIRD) – fund and support</p> <p>Batemans Bay Mackay Park Sunset Committee – collaborate</p> <p>Community – contribute</p>	High to medium	<p>Financing options identified</p> <p>Concept plan and business case adopted by Council</p> <p>Funding secured</p> <p>Precinct developed</p>
	<p>Additional information:</p> <ul style="list-style-type: none"> • Mackay Park Precinct Planning <p>DP/OP Links:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.1.3.1 – Finalise the master plan for Batemans Bay Mackay Park Precinct • Operational Plan 2017-18 Action 5.1.3.2 – Identify financing options for Batemans Bay Mackay Park Precinct. 					

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
A3	<p>Develop town visions for Batemans Bay, Moruya and Narooma.</p> <p>Additional information:</p> <ul style="list-style-type: none"> Batemans Bay Town Centre Vision Project 	<p>Each of Eurobodalla's main commercial centres are unique in their location, form, character and history. These unique qualities need to be recognised and celebrated in the way the centres continue to grow and develop.</p> <p>The uniqueness of each centre should be captured in local town visions supported by statements that identify character elements that should be reflected in new development and in any future public domain improvements. The character statements should reflect a range of matters, including building form, land use precincts, environmental qualities, historic elements and cultural expression.</p> <p>For example, in Batemans Bay, the bridge is an iconic and historic element that adds to the character of the town. In any future redevelopment of the bridge, consideration needs to be given to how a new bridge is designed and how the materials of the existing bridge may be able to be interpreted in the town centre (eg, in public art or in the design of new buildings or structures).</p> <p>A Batemans Bay Town Centre Vision and Growth Project is currently underway with significant community involvement in the development of a vision for the town. Similar vision development processes will be undertaken for the Moruya and Narooma Town Centres following the completion of process for Batemans Bay.</p> <p>Following the development of visions for the town centres, Council will review planning controls to ensure they facilitate development that meets the community's vision. Council will also work with business and industry associations to develop prospectuses for the town centres to promote development and investment opportunities. The vision will also inform ongoing and new improvements to the public domain in the town centres.</p> <p>Related Actions – Action B2.1.1 relates to facilitating town centre redevelopments, Action B3.1.2 relates to local infrastructure investment that incentivises business development and Action B4.2.3 addresses the continuation and possible expansion of the Renew Eurobodalla program.</p>	Council (SP)	<p>Business and Industry Associations – collaborate</p> <p>Community – participate</p> <p>NSW Government (DPE) – support</p> <p>NSW Government (RMS) – bridge design</p>	Medium	<p>Town visions endorsed by Council</p> <p>Town investment prospectuses developed</p>

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
A4	Provide B-double access to the Eurobodalla.	<p>In 2016, Council developed a very detailed inventory of the infrastructure required to grow the Eurobodalla economy. The document, called 'Infrastructure – Driving the NSW Economy' addresses a wide range of infrastructure needs, including transport, marine, water and sewer, waste, recreation, arts and cultural, emergency services and tourism infrastructure. It provides estimates of costs for providing the infrastructure and is used to lobby governments for funding to deliver the infrastructure.</p> <p>A key issue identified in the report is the fact that there is currently no 26m B-double access to Eurobodalla either via the Princes or Kings Highways. The report identifies that Eurobodalla remains one of the few local government areas in the State without any access for 26m B-double transport vehicles. This places Eurobodalla in a 'black hole' when potential business investors look to establish business ventures. It also results in higher than average prices for commodities such as food, fuel and the like, believed to be some of the highest in coastal NSW. This situation combined with our high aged population means the cost of these weekly basics are causing unnecessary strain on local families.</p> <p>The report argues that this should be addressed as a priority to overcome the current adverse impacts on our economy, business investment, employment, existing business enterprise and the basic cost of living, and urges the Australian Government to assist the NSW Government to fund the necessary works to:</p> <ul style="list-style-type: none"> Extend the currently gazetted Class 2B-double route south from BTU Road in South Nowra to Batemans Bay, Moruya, Bodalla, Dalmeny and Narooma commercial and industrial precincts; Undertake necessary works from Nowra to Narooma on select bridges, road alignments and overtaking lanes to accommodate Class 2B-doubles; Provide suitable combined truck rest stops and coupling/uncoupling areas at Batemans Bay, Moruya and Narooma; Fund the assessment of existing industrial and commercial precincts within Eurobodalla for suitability of Class 2B-doubles. <p>The NSW Government's Princes Highway Corridor Strategy 2016 is proposing that, over the next 20 years, improvements to the Princes Highway will allow Class 2(A) vehicles (up to 26 metres long including B-double access) at higher mass limits from South Nowra to the Victorian border.</p> <p>Council should continue to pursue the NSW and Australian Governments to deliver B-double access to Eurobodalla and seek on-going support from local stakeholders, including business and industry associations and individual businesses. In advocating for infrastructure improvements, Council will identify efficient and effective solutions to facilitate a staged rollout of works with minimal traffic and service disruptions.</p>	<p>NSW Government (RMS)</p> <p>Australian Government (DIRD)</p>	<p>Council (BD, TR) – advocate</p> <p>Business and Industry Associations – advocate</p> <p>CBJRO – advocate</p> <p>SEATS – advocate</p> <p>RDAFSC – advocate</p> <p>Logistics industry – advocate</p>	High	<p>Funds allocated for specific projects</p> <p>Works completed</p>
<p>Additional information:</p> <ul style="list-style-type: none"> Infrastructure – Driving the NSW Economy 2016 NSW Government's Princes Highway Corridor Strategy 2016 <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 7.4.2.1 – Work with key partners to advocate for the progressive upgrade of the Princes and Kings Highways. 						

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
A5	Prepare to take advantage of the social and economic benefits of the National Broadband Network.	<p>At every community meeting held in Eurobodalla about business development issues, concerns relating to existing telecommunications and internet services are raised with Council. The existing state of communications is one the key barriers to economic growth in Eurobodalla.</p> <p>There are high expectations that things will improve considerably when the National Broadband Network is rolled out across the Eurobodalla, particularly to business and residential areas. Many rural residential areas already have access to the satellite form of the NBN, and this is improving the opportunity for home-businesses and other work from home opportunities.</p>	<p>NSW Government (DPC, DE, H)</p> <p>Australian Government (DCA, DH, DET, DIIS)</p> <p>NBN Co.</p> <p>Health and education service providers</p>	<p>Council (BD) – facilitate</p> <p>Council (BD) – advocate</p> <p>Business and Industry Associations – advocate</p> <p>Businesses – participate</p>	High	<p>People with broadband internet access at home</p> <p>Number of businesses reporting good broadband services</p>
<p>Additional information:</p> <ul style="list-style-type: none"> • ESC Business Development Strategic Plan 2014-18 • Draft ESC Digital Economy Strategy, 2017. <p>DP/OP Link:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.4.1.2 – Advocate for improved technology and digital services 		<p>Council developed a Digital Economy Strategy in 2012 in anticipation of the roll-out of the National Broadband Network and is currently revising that strategy. With the roll-out of the NBN, Eurobodalla will become a more informed, connected, digitally active community with thriving on-line businesses and digitally improved medical and education sectors. The revised digital economy strategy will provide guidelines for Eurobodalla residents and businesses to maximise use of high speed broadband and to enable the community to embrace the future digital economy with confidence. The strategy looks at the needs of the following user groups: community, businesses, health and aged care, education, local government, tourism industry and how best to keep them informed to maximum the use of fast broadband. Council will continue to facilitate workshops with local businesses focusing on NBN readiness.</p> <p>The health and education sectors are particular areas where innovative solutions for the better use of existing resources can to be found. With the delivery of new technologies, the use of e-health and education services can have a transformative impact on local communities, through improving the timeliness of health service delivery, broadening access to university courses and potentially minimising the need for new physical health or education facilities. In addition to the opportunities presented by new technologies, other innovative solutions to funding and delivering services need to be found. Given our ageing population, Council should advocate for Eurobodalla to be at the forefront of the roll-out of e-health service trials and other new ways of delivering health and aged care services delivered by NSW and Australian Government and other health service providers. For education, greater access to TAFE and university education opportunities locally would help with the retention of young people locally and increasing the local workforce. This is also important given our ageing population. Delivering e-health and education services will require improved telecommunications and strong local networks that bring together key stakeholders including Council, government agencies and health and education providers.</p>				

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
A6	Construct the Southern Water Supply Storage facility.	<p>Eurobodalla's water supply system currently services about 20,000 properties, including the main population centres of Batemans Bay, Moruya and Narooma. The system consists of two service areas; North and South. The southern system draws water from the Tuross River/Tuross Alluvial Aquifer which feeds directly to the southern water treatment plant. The southern system has no water storage and therefore relies on the northern system water storage facility, Deep Creek Dam for supply when flows in the Tuross River system cannot meet demand.</p> <p>In 2016, Council reviewed its Integrated Water Cycle Management Strategy, taking into account revised forecasts in water demand and the recently introduced NSW Government Water Sharing Plans for the Eurobodalla's rivers. These Water Sharing Plans reduce the amount of water allowed to be extracted from rivers during low flows. This review confirmed the need for the construction of a Southern Storage to ensure security of water supply during times of drought, whilst maintaining environmental flows in our rivers.</p> <p>Investigations to identify a feasible site for an off-stream storage were carried out in 2005. Four potential sites were identified near the Tuross River. Following a preliminary environmental assessment of the four sites a preferred site was selected. The preferred site is a gully to the west of Stony Creek, with water to be pumped to the new storage from the Tuross River during high flows. Council is currently undertaking environmental investigations and design for a new water supply storage facility in the southern part of Eurobodalla to ensure ongoing water supply security.</p>	Council (WS)	<p>NSW (DI, DPI, DPE, OEH) – fund, regulate and support</p> <p>Australian Government (DIRD) – fund and support</p>	Medium	Construction on time and within budget
	<p>Additional information:</p> <ul style="list-style-type: none"> Integrated Water Cycle Management Strategy, 2016 <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 4.1.3.1 – Undertake phase 2 pre-construction activity for the proposed Southern Water Supply Storage 					
A7	Complete the Batemans Bay Link Road	<p>The South Batemans Bay Link Road, now known as Glenella Road, is a significant piece of road infrastructure for the Batemans Bay area. When the link road is completed it will reduce congestion on Beach Road, improve pedestrian safety within the Batemans Bay CBD, reduce heavy vehicle and traffic noise on Beach Road and reduce travel times for commuters, freight and emergency vehicles.</p> <p>The link road is currently being constructed by Council and the intersection of the new road with the Princes Highway, which is the responsibility of the NSW Government to fund and construct, is at the design stage.</p> <p>Completion of the link road will facilitate approximately \$800m of planned growth south of Batehaven, including the development of Council's employment lands at Surf Beach. This will provide a significant boost to the local economy.</p> <p>Council will complete its section of the works by the end of 2018 and will continue to advocate to the NSW Government to fund and deliver the required intersection with the Princes Highway and the associated highway realignment works.</p>	<p>Council (TR)</p> <p>NSW Government (RMS)</p>	<p>Council (TR) – advocate</p> <p>Batemans Bay Chamber of Commerce and Industry – advocate</p> <p>CBJRO – advocate</p> <p>SEATS – advocate</p> <p>RDAFSC – advocate</p>	High	Road link completed
	<p>Additional information:</p> <ul style="list-style-type: none"> Infrastructure – Driving the NSW Economy 2016 					

B. Addressing the key determinants of long-term regional economic growth

B1. Human Capital

“Improvements in human capital can enhance the innovative and productive capacity of a workforce.” (Regional Australia Standing Council, p3) Human capital refers to the value to a business or a region of the skills, knowledge and experience in the local community. The following strategies and actions are aimed at better utilising and sharing the human capital that already exists in our community and helping to grow our human capital. These actions are supported by specific actions relating to the education sector in Section C2.

Strategy B1.1 – Promote leaders and support young entrepreneurs						
Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B1.1.1	Identify and connect local leaders and entrepreneurs.	<p>Bringing together local leaders and entrepreneurs, including retirees with a professional background, could facilitate the development of innovative solutions to complex economic problems, such as:</p> <ul style="list-style-type: none"> retention and/or attraction of more young people to Eurobodalla skills development overcoming economic seasonality. 	Council (BD) Business and Industry Associations	<p>Community – participate</p> <p>Business Advisory Committee – participate</p> <p>UoW (iAccelerate Centre) – advice</p> <p>SPBA - advice</p>	High	Number of meetings held
<p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report 2016 and Council's response. 		<p>The establishment of a local “think tank” could provide business and industry associations and all levels of government with input into policy development to address the broader complex economic issues. As an example, the Shoalhaven Professional Business Association (SPBA) formed in 2009 with the goal of promoting the Shoalhaven as the number one choice for a professional career. Advice on the establishment and operation of a ‘think tank’ could be sought from the SPBA and/or from the business incubator at the University of Wollongong (UoW), the iAccelerate Centre.</p> <p>The Eurobodalla Citizens Jury Report made two recommendations that support this action, being:</p> <ul style="list-style-type: none"> create a “think tank” for innovative ideas drawn from local residents eg retired researchers, academics, business people, etc; and seek to access the knowledge and skills held within the local community to implement innovative approaches to local challenges. <p>In Council’s response to the Jury’s recommendations, it is proposed that Council will introduce a ‘think tank’ during Local Government week in 2017 inviting residents to participate. Council will also continue to provide opportunity for the community to participate and provide input into projects and proposals through various mediums, with innovation remaining a key focus for Council’s future community engagement activities.</p>				

Strategy B1.1 – Promote leaders and support young entrepreneurs

Actions	Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
<p>B1.1.2 Connect young entrepreneurs to business owners and business associations through sponsoring, scholarships, apprenticeships and work placements.</p> <p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council's response. <p>DP/OP link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 2.2.3.2 – Provide information and experience to assist young people to develop skills 	<p>Partnerships between existing business owners and young entrepreneurs supports innovation that could have significant benefits to both parties. Existing businesses could benefit from exposure to new and innovative ideas for business development, for example through improving technological capacity in tourism and retail businesses. Young entrepreneurs could be engaged to help develop locally needed procedural software and an IT cluster, while benefiting from the practical experience and advice that a business owner could offer. A partnership with IntolT Sapphire Coast could be considered.</p> <p>Specific ways to achieve this action could include:</p> <ul style="list-style-type: none"> Sponsoring young entrepreneurs to participate in chamber meetings and activities (including through participation in the Young Entrepreneur category of the Eurobodalla Business Awards program). Scholarships or mentoring programs to help young entrepreneurs develop business ideas and activities (refer to the Young Professionals Mentor Program run by the Shoalhaven Professional Business Association (SPBA) as an example). Connecting interested young people to available apprenticeship opportunities. One option that could be further explored would involve the Government funding the first two years of an apprenticeship with business then providing a guaranteed job placement for two further years. Temporary work placements for young entrepreneurs in existing businesses to help drive innovation. <p>Temporary work placement in particular can have significant benefits to young people in terms of developing a work ethic, job experience and readiness and can lead to more permanent employment or self-employment. Any barriers to offering temporary work placement opportunities, such as insurances, time-constraints, capacity and access issues need to be considered.</p> <p>The Eurobodalla Citizens Jury Report recommended that Council should provide support and opportunities for creation of local jobs for local youth. Council's response to the Jury's recommendations notes that Council will continue to focus on increasing youth employment options and skills development both within Council as an organisation and in the broader community.</p> <p>Council currently provides employment opportunities and experience to nearly 60 young people, through traineeships, apprenticeships, cadetships and 30 work experience placements each year. Council also works in partnership with business, industry and education providers to investigate options and implement programs that further employment opportunities for local youth. In 2017-18, Council will work with registered training organisations and local businesses to develop projects around vocational and soft skills development.</p> <p>Related Action - Action B5.1.4 relates to the facilitation of forums to connect employers, employment agencies and education providers to collaborate on projects to assist in improving employment opportunities in Eurobodalla.</p>	<p>Business and Industry Associations</p> <p>NSW Government (DE, DI)</p> <p>Australian Government (DET, DIIS)</p>	<p>Council (BD) – facilitate</p>	<p>Ongoing</p>	<p>Number of young persons participating in Chamber activities.</p> <p>Number of apprenticeships and traineeships approved and completed.</p>

Strategy B1.1 – Promote leaders and support young entrepreneurs

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B1.1.3	Assemble a network of retirees to provide a range of services to entrepreneurs and small business owners.	<p>In addition to the opportunity for retirees to contribute to addressing the broader economic issues through the “think tank” referred to in Action B1.1.1, many retirees may welcome the opportunity to provide advice or assistance to individual businesses to address any specific issues they may have.</p> <p>A network of interested retirees, developed by local business and industry associations, will provide business owners with access to the wealth of knowledge and experience that our retirees collectively hold. The University of the Third Age (U3A), which has been operating in Batemans Bay for 20 years, aims to encourage active retirement and may wish to collaborate with local business and industry associations in developing the network.</p> <p>Developing the network would commence with an expression of interest process, from which an audit of interested persons and their background, skills and availability would be developed, along with a program to match them with participating business owners and entrepreneurs. Any barriers to operating the program, such as insurances, time-constraints, capacity and access issues need to be considered.</p>	Business and Industry Associations	<p>Council (BD) – facilitate</p> <p>Businesses and community members – participate</p> <p>U3A - collaborate</p>	Medium	Number of participants
B1.1.4	Establish new and support existing business innovation hubs and other incubator opportunities.	<p>Innovation hubs and business incubators provide space and support for start-up business opportunities and for the development of entrepreneurial ideas. They can come in many shapes and forms, from the provision of business services to the use of shared office, factory or studio spaces. Rural land can also be used for incubator farming programs. Innovation hubs and business incubators can help to develop creative skills and thinking in young people in particular, that may lead to innovative and entrepreneurial business ideas.</p>	Private sector	<p>Council (BD) – facilitate</p> <p>Business and Industry Associations – facilitate</p> <p>UoW (iAccelerate Centre) – advice</p> <p>Education providers – support</p> <p>NSW Government (DI) – support</p> <p>Australian Government (DIIS) - support</p>	Medium	Number of participants
<p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council’s response 		<p>The development and operation of business incubators is usually undertaken by the private sector, however governments and business and industry associations can provide support in a range of ways. If grant funding is required, Council can assist in preparing funding applications. Council can also assist by identifying potential suitable facilities or land for development of an innovation hub or business incubator. This may include the identification of public land that is classified for operational purposes or there may be opportunities within existing public buildings.</p> <p>The Eurobodalla Citizens Jury Report recommended that Council identify partners to establish a ‘start-up’ hub similar to the Lighthouse Innovation Hub in Canberra. Council’s response to the Jury’s recommendations notes that Council will continue to assist and encourage innovation hubs and programs within Eurobodalla, such as South Tribe in Batemans Bay and a similar facility in Narooma. Advice on the establishment, operation and promotion of innovation hubs could be sought from the business incubator at the University of Wollongong (UoW), the iAccelerate Centre.</p> <p>Related Action – Action A5 relates to taking advantage of the social and economic benefits of the National Broadband Network.</p>				
<p>South Tribe is Batemans Bay’s first co-working space, offering dedicated and part time desks, a variety of work and chill spaces, a meeting room and a film & photography studio. It’s a place geared specifically for creative professionals and those working in the digital space. It’s a hub, it’s an incubator, and it’s a place to work, meet, create and be inspired.</p>						

Strategy B1.2 – Build confidence, positivity and great customer service

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B1.2.1	Celebrate our economic success stories and highlight positive steps towards success.	<p>Community confidence in the future economic prosperity of a place is an essential pre-cursor to achieving that prosperity. Confidence builds positivity which in turn can encourage investment decisions. The economic fundamentals still need to be there for business investment, but confidence in the future can push an otherwise marginal project over the line.</p> <p>Building confidence is best achieved by regularly celebrating good news stories through various forms of media. Some specific ways to celebrate success stories could include:</p> <ul style="list-style-type: none"> • media interviews with business owners, employees or industry representatives • including highlight stories on Council's website or in local papers • use of social media to tell positive stories • including special categories in local business and employee awards to recognise and reward great achievements • promoting success stories at business and industry expos. <p>Eurobodalla's five Business Chambers together host the Eurobodalla Business Awards, with support from Council and the NSW Business Chamber. The 2017 program will celebrate excellence in the Eurobodalla and in particular will recognise success in the areas of business leadership, start-ups, young entrepreneurs, innovation, sustainability, customer service, accessibility, export and all round business.</p> <p>Telling the stories of success helps to raise community awareness of the economic opportunities that exist and how they can be capitalised on. It is particularly important that young local people are made aware and are able to participate in functions like the business awards so they can see what is possible for them to achieve. One way to involve young people is to provide local schools with tickets to the awards night for interested students.</p>	Media Business and Industry Associations	Council (SP) – collect and provide data Council (BD) – facilitate	Ongoing	Number of positive news stories
<p>Good news stories could include:</p> <ul style="list-style-type: none"> • the opening of a new business or expansion of an existing business, • the awarding of a grant to a business, a community group or Council, • improving economic statistics, • businesses achieving specific certifications, • excellence in customer service • employee and business recognition awards, • the opening of new or expanded education facilities, • examples of businesses and communities working together. 						

Strategy B1.2 – Build confidence, positivity and great customer service

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B1.2.2	Improve standards of customer service through customer service training and support for development of customer service charters.	<p>Customer satisfaction is key to the success of any business operation. Satisfied customers are returning customers and stories of good customer service generate new customers. Council has held a number of customer service workshops with local businesses and will continue to roll out this training. Council should investigate ways to make customer service training accessible to as many businesses as possible, particularly those who are unable to attend training events. Consideration could be given to the potential for providing incentives or rewards to businesses who participate in training activities and demonstrate customer service improvements as a result.</p> <p>A customer service charter is a positive step towards setting customer service standards and letting customers know what level of service they should expect to receive. The setting of a benchmark for good customer service provides the platform for continuous improvement in customer service standards. Council should encourage and support all local businesses to establish a customer service charter.</p> <p>Businesses who demonstrate good customer service and who take actions to contribute to more positive customer experiences, both within their business and in their local centre (such as through participation in town centre improvement programs) should be recognised and supported. Business and industry associations can encourage and reward good customer service through a specific excellence in customer service category in the annual business awards program.</p> <p>Related Action – Action B1.2.1 relates to celebrating our economic success stories, including excellence in customer service.</p>	Businesses	Council (BD) – facilitate Business and Industry Associations	Ongoing	Number of businesses participating
<p>Eurobodalla Shire Council’s Customer Service Charter commits to customers being treated fairly and with respect. It states that we will:</p> <ul style="list-style-type: none"> • Be helpful; • Assist you with your enquiry courteously and professionally; • Clearly explain our answers and actions, and your options. 						

B2. Sustainable communities and population change

“Population is one of the most important resources of a region. Population change affects demand for regional infrastructure and services and can influence the amenity or liveability of regions.” (RASC, p3)
Sustainable communities achieve a locally appropriate balance between economic, social and environmental objectives. Strategies and actions in this category relate to land use planning, addressing social and environmental trends and the appropriate economic use of public land.

Strategy B2.1 – Planning for a vibrant and diverse economy						
Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.1.1	Facilitate town centre redevelopments.	<p>Town centres are key engines of local economies. They provide for countless business transactions and services, but perhaps more importantly they set the scene for public confidence and positivity about the local business environment. A vibrant and attractive town centre is a place where people want to spend time and the more time people spend in town centres, the more money they spend in local businesses.</p> <p>Successful town centres have attractive buildings, welcoming and functional public spaces, relatively few vacant shops and an identity that is based on the local environment, with elements that recognise its history and celebrate its culture. Most importantly, successful town centres have people and activity.</p> <p>Improving town centres starts with a clear vision that is supported by the local community (see Action A3). The vision will be implemented through appropriate planning controls and Council policies, and through ongoing improvements to streetscapes and other public spaces. Existing planning controls and policies should be reviewed and rewritten in a positive manner that facilitates, rather than controls, development. However, despite the most flexible of planning controls, the right economic conditions need to exist in order to make redevelopments viable. The market will drive the need for and scale of new developments and redevelopments.</p> <p>Related Action – Action B4.2.3 relates to the Renew Eurobodalla program which seeks to fill vacant shops with start-up businesses and the potential to expand the program to assist building owners undertake façade improvements.</p>	Council (SP)	<p>Business and Industry Associations – advocate</p> <p>Businesses and property owners – participate</p>	Medium	Number and value of commercial development applications
<p>Additional information:</p> <ul style="list-style-type: none"> ESC Business Development Strategic Plan 2014-18 						

Strategy B2.1 – Planning for a vibrant and diverse economy

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.1.2	Plan to increase town centre vitality through a mix of permanent and temporary accommodation options.	As noted above, a vibrant town centre is one that people spend time and money in. Most people will travel into town centres from surrounding areas and therefore many people have limited time to spend in the town centre. Increasing the tourist and resident population within and immediately adjoining town centres provides for more people spending more time and money in town centres. . It also builds the social capital of the town which can lead to a greater sense of ownership of public and private spaces and an improved sense of community, belonging and identity. Vibrant town centres are not just active during the day but have an active night-life too. More night-time activity can make town centres safer and more attractive to visit.	Council (SP) Land owners and developers	Business and Industry Associations - advocate Community - participate	Medium	Number of persons living in town centres.
DP/OP Link: <ul style="list-style-type: none"> Operational Plan 2017-18 Action 6.3.1.1 – Plan for a range of housing types 		<p>Key principles in facilitating additional permanent and temporary accommodation options include:</p> <ul style="list-style-type: none"> maintaining the priority of commercial floorspace at ground and first floor levels; minimising the potential conflicts that may arise between residential units and commercial developments; ensuring parking for any permanent accommodation is provided on site; ensuring an appropriate balance between tourist and permanent accommodation; ensuring developments are adaptable to change of use between temporary and permanent accommodation, and between accommodation and commercial uses; and ensuring any additional building height proposed for tourist or residential accommodation is consistent with the vision for the town centre, provides excellent design outcomes and does not have negative amenity impacts on adjoining public spaces. <p>Council's planning for town centres should take into account the above key principles and planning controls should be reviewed and rewritten in a positive manner that facilitates good development outcomes. Building community and business support for additional residential development in town centres will be important.</p>				
B2.1.3	Undertake investigations into potential employment lands to facilitate their development.	Council's Employment Lands Strategy highlights the need to find additional employment lands to cater for future job growth, particularly in terms of industrial land. The Strategy identifies a number of potential employment lands that require further investigation. A number of the strategy recommendations have been implemented, some are in progress and others are medium to long term actions. In particular, an environmental study has been completed to determine the potential development footprint for an expansion of the Moruya North Industrial Estate.	Council (SP, BD) Land owners and developers	Business and Industry Associations – advocate Community – participate	High	Feasibility studies completed
Additional information: <ul style="list-style-type: none"> Eurobodalla Employment Lands Strategy, 2011 ESC Business Development Strategic Plan 2014-18. 		<p>An Employment Lands Feasibility Study is currently being undertaken to determine if development of the land at North Moruya is economically feasible. This study will also investigate the feasibility of other potential employment lands. Where development of identified employment lands is found to be feasible, Council will work with land owners to pro-actively promote development opportunities to potential developers.</p> <p>Council will also be actively investigating employment-related development opportunities at the Surf Beach Employment Lands.</p> <p>Related Actions - Actions B3.1.1 and B3.1.2 relate to the funding and delivery of infrastructure to facilitate new business development.</p>				

Strategy B2.1 – Planning for a vibrant and diverse economy

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.1.4	Implement the land use planning recommendations of the Rural Lands Strategy	<p>Council's Rural Lands Strategy outlines a range of land use planning recommendations to facilitate a vibrant and diverse rural economy. These include:</p> <ul style="list-style-type: none"> • reducing the minimum lot size in appropriate locations to facilitate additional small-scale agriculture • facilitating some additional rural lifestyle opportunities • providing for additional land uses to be permitted with consent in rural zones, particularly tourism-related uses • development of guides to assist rural land owners interested in additional rural development, such as roadside stalls, rural tourism and other permissible non-agricultural developments • consideration of buffer distances between agriculture and rural residential development to implement 'right to farm' objectives. <p>Recommendations relating to the Eurobodalla Local Environmental Plan 2012 (LEP) are currently being progressed through a planning proposal. When the planning proposal process is completed, Council will make rural land owners aware of the new or changed provisions of the LEP and the new opportunities that these afford.</p> <p>Council has established a Rural Producers Advisory Group to assist Council in implementing the recommendations of the Rural Lands Strategy and to raise other issues of concern to the rural community.</p> <p>Related Action – Action B4.2.9 relates to the social and economic recommendations of the Rural Lands Strategy.</p>	<p>Council (SP)</p> <p>NSW Government (DPE)</p>	<p>Council (SP) – advocate</p> <p>NSW Government (DPE) – planning and support</p> <p>Rural Producers Advisory Group – collaborate</p> <p>Community – participate</p>	High	Planning proposal process completed
<p>Additional information:</p> <ul style="list-style-type: none"> • Eurobodalla Rural Lands Strategy, 2016 <p>DP/OP Link:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.1.2.2 – Undertake planning proposal for rural lands 						

Strategy B2.1 – Planning for a vibrant and diverse economy

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.1.5	Facilitate residential subdivision in land release areas in a timely manner.	<p>Planning processes to bring residential land to the market can be costly and take a long time. Where possible, Council should continue to work to improve planning proposal and development application processes to ensure subdivision in land release areas can occur in a timely and cost effective manner.</p> <p>A steady rate of residential land subdivision and the construction of dwellings ensures the retention and growth of local construction industry jobs. It also enables appropriate interventions to be made in the housing market to ensure supply meets population growth projections. For example, should the supply of new lots fall below demand, Council can:</p> <ul style="list-style-type: none"> • work with land owners / developers to progress master planning of undeveloped land zoned residential to facilitate the development • investigate the need for additional land rezoning or infrastructure upgrades to stimulate supply. <p>Council will also:</p> <ul style="list-style-type: none"> • continue its annual review of land releases and dwelling approval and publish land supply reports each financial year • continue to hold regular forums with local builders and developers to discuss a range of issues and updates to planning systems and processes • encourage more diverse and affordable housing choices in appropriate locations, particularly to reflect the ageing population. 	Council (SP, DABC)	<p>NSW Government (DPE) – planning and support</p> <p>Local builders and developers - participate</p>	Ongoing	<p>Annual land supply reports published</p> <p>Increased housing diversity</p> <p>Number and value of residential development applications</p>
<p>DP/OP Links:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 6.1.1.1 – Review housing and land supply • Operational Plan 2017-18 Action 6.3.1.1 – Plan for a range of housing types 						

Strategy B2.1 – Planning for a vibrant and diverse economy

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.1.6	Continue to facilitate and support home businesses and mobile businesses.	<p>Approximately 60% of all businesses in Eurobodalla are located outside of a commercial or industrial zone. These include home businesses, rural businesses, tourism businesses, tradespeople and mobile businesses.</p> <p>As commercial and industrial centres cater for specific kinds of businesses, such as retail, office, manufacturing and warehousing, the objective of diversifying the economy is most likely to be achieved through growth in home businesses and a greater variety of home businesses. In particular, the potential growth in technology and knowledge industries can be accommodated via home businesses, providing the telecommunications services are available to support them.</p> <p>Council already facilitates a range of home businesses and home industries through the Eurobodalla Local Environmental Plan 2012 and some small-scale, low-impact businesses are exempt development under the State Environmental Planning Policy (Exempt and Complying Development) 2008. In addition, Council has facilitated a range of businesses to operate in dwellings on certain land adjoining the Batemans Bay, Moruya and Narooma commercial centres. These businesses can operate within existing dwellings without the need for the business owner to reside in the dwelling, as is the case for home businesses. This facilitates start-up business opportunities in well serviced locations. Council also facilitates mobile food businesses such as coffee vendors that temporarily use public land through its Street Activities Policy.</p> <p>To ensure the planning system is as flexible as possible to reflect new trends and business ideas, Council will continue to review provisions relating to home businesses, mobile businesses and other small business opportunities.</p> <p>Related Action – Action B2.3.1 relates to the appropriate use of public lands for suitable economic development activities, including for small businesses such as surf schools, coffee vans, personal trainers and tourism operators.</p>	Council (SP)	NSW Government (DPE) - support	Ongoing	Increased economic diversity

Strategy B2.2 –Planning to address social and environmental trends

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.2.1	<p>Improve the accessibility of public spaces and business premises for older people and people with a disability.</p> <p>Additional information:</p> <ul style="list-style-type: none"> Caring for Older Australians, Productivity Commission Inquiry Report, 2011 	<p>The Productivity Commission estimated that 3.5 million Australians will access aged care services each year by 2050. It also predicts that 80% of aged care services will be delivered in the community due to the growing trend of older persons staying longer in their own homes before moving into aged care facilities much later in life. Eurobodalla's population is significantly older than the national average and is predicted to continue ageing at a relatively fast rate. The proportion of Eurobodalla's population needing assistance due to a severe or profound disability is also significantly higher than the Australian average. Therefore, notwithstanding the growing rate of ageing in place and the introduction of the National Disability Insurance Scheme (NDIS), additional aged care facilities and disability services will be required in Eurobodalla and our public and private spaces need to be designed to suit the needs of older persons and people with a disability. Council will continue to advocate for improved aged-care and disability support facilities and services in Eurobodalla.</p> <p>The construction and renovation of dwellings, the provision of aged care services and the design of commercial and community buildings and spaces also need to be adaptable and inclusive. In particular, if we are to achieve vibrant town centres as referred to in B2.1.1, buildings and places need to be accessible, comfortable and safe for all people, including our older residents and community members with a disability. Existing planning controls should be reviewed and rewritten to ensure they support development that meets the needs of older people and people with a disability.</p> <p>In 2016, Council developed the Good Access is Good Business guide to outline the benefits to small businesses and the broader economy of being accessible and welcoming to older persons and people with a disability. Council will continue to raise awareness of what it means to be an inclusive business, encourage and support businesses to be more inclusive, and prepare an inclusive tourism campaign to promote Eurobodalla as an inclusive tourist destination.</p> <p>The University of Wollongong's Living Well Longer program, in conjunction with Alzheimer's Australia and Kiama Municipal Council, have undertaken research into dementia-friendly communities. Advice on the issues and challenges for people using town centres and other places could be obtained from these organisations to assist Eurobodalla in becoming more accessible for older people and people with a disability.</p>	<p>Council (SP, CC, TS)</p> <p>NSW Government (FCS)</p> <p>Australian Government (DH)</p> <p>Aged-care and disability support service providers</p> <p>Business owners</p>	<p>Council (CC) – advocate</p> <p>Community – advocate</p> <p>UoW (Living Well Longer) – advice</p>	Ongoing	Number of inclusive businesses

Strategy B2.2 –Planning to address social and environmental trends

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.2.2	<p>Implement plans to ensure key commercial centres can adapt to the potential impacts associated with climate change.</p> <p>Additional information:</p> <ul style="list-style-type: none"> South Coast Regional Sea Level Rise Policy and Planning Framework, 2014 Interim Coastal Hazards Adaptation Code, 2014 <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 3.1.1.1 – Prepare the Eurobodalla Coastal Management Program 	<p>The Batemans Bay Town Centre and the Narooma Flat are two commercial centres currently at risk from storm and flood inundation. These risks will increase over time with projections for sea level rise indicating Batemans Bay in particular will be among the most at risk regional commercial centres on the east coast. The land along Beach Road from Batemans Bay to Batehaven, including Hanging Rock, is similarly affected.</p> <p>Council is responding to the risk from sea level rise through implementing a gradual raise and fill strategy for these areas. This strategy is aligned to existing maintenance and renewal practices by taking opportunities to renew, upgrade or design new infrastructure to cope with projected sea levels over the design life of the asset.</p> <p>A recent example of this approach can be seen in the design and construction of the new roundabout on Beach Road at the entrance to the Hanging Rock sporting complex. The round-about is constructed to meet expected inundation levels over the design life of the asset. The road approaches will be raised with each gravel re-sheet to eventually align with the new round about. This approach is cost effective and does not require a significant departure from our existing work practices.</p> <p>A Coastal Management Program is currently under preparation to provide more detailed information on the scale of coastal hazards and scope of risk the community will need to manage in response to progressive impacts of climate change. This program will result in a prioritisation of actions and a broader range of adaptive actions to manage coastal hazards and the impacts of climate change on the coast.</p>	Council (SP, TS)	Business and Industry Associations – advocate	Ongoing	Coastal Management Program completed and implemented

Strategy B2.2 –Planning to address social and environmental trends

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.2.3	Facilitate and support businesses that are, or strive to become, environmentally sustainable.	<p>Eurobodalla Shire Council's draft Emissions Reduction Plan sets out Council's strategy to minimise the greenhouse gas emissions from Council operations and outlines steps to support the community, including the business community, in responding to the issues of climate change.</p> <p>As a water supply authority, Council has a role in encouraging a reduction in water consumption, through the continuation of water conservation programs including:</p> <ul style="list-style-type: none"> • water rebates or other incentives schemes • water conservation program for large business water users • water conservation education programs. <p>Council can also assist in providing climate change education and engagement programs in partnership with community and government organisations. Where community groups or state or federal government programs provide such programs Council may assist in promoting and facilitating uptake of the program.</p> <p>The Eurobodalla Citizens Jury Report includes a number of recommendations relating to renewable energy, power savings and waste reduction. In addition, the Citizens Jury Report recommends that Council should support eco-tourism enterprises and sustainable agricultural practices. Council could also assist existing tourism operators to make their businesses more eco-focussed.</p> <p>Council's response to the Jury's recommendations notes that Council will:</p> <ul style="list-style-type: none"> • continue to explore opportunities to invest in renewable energy and waste reuse where supported by a business case • continue to utilise passive design and renewable energy to minimise energy costs where supported by a business case • investigate the possibility of banning single-use plastic bags throughout Eurobodalla • continue to support eco-tourism products in Eurobodalla and will assist operators to obtain global certification and listing • continue to support community organisations and groups such as SAGE and Landcare as well as collaborate with the Local Lands Services to encourage sustainability practises. 	Council (EM) Businesses	<p>Business and Industry Associations – advocate</p> <p>NSW Government (DPE) – support</p> <p>Australian Government (DEE) – support</p>	Ongoing	<p>Amount of energy used:</p> <p>1) Total MWh</p> <p>2) MWh per customer</p>
<p>Additional information:</p> <ul style="list-style-type: none"> • Draft Emissions Reduction Plan 2017-21 • Eurobodalla Citizens Jury Report, 2016 and Council's response <p>DP/OP Links:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 4.4.1.1 – Implement the Emissions Reduction Plan • Operational Plan 2017-18 Action 4.4.2.1 – Explore clean energy options 						
<p>Eurobodalla Shire Council's draft Emissions Reduction Plan 2017-21 includes a range of actions aimed to facilitate the community response to climate change, including in relation to:</p> <ul style="list-style-type: none"> • Facilitating the development of emerging sustainable businesses and sectors in Eurobodalla • Supporting the development of local community renewable energy generation initiatives 		<ul style="list-style-type: none"> • Supporting efforts to preserve and increase local carbon farming activities • Encouraging the adoption of sustainable technologies • Advocating for improved public transport and work with stakeholders to facilitate electric car charging infrastructure • Promoting waste avoidance and increase recycling 				

Strategy B2.3 – Facilitate economic opportunities from the appropriate use of public land

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.3.1	Investigate the potential for increased use of public lands for suitable economic development purposes.	<p>There are a wide range of lands in public ownership, including:</p> <ul style="list-style-type: none"> • public parks and sports facilities; • National Parks, nature reserves and State Forests; • beaches and waterways; • roads, car parks and footpaths; • infrastructure (eg. electricity, water, sewer, waste); • travelling stock routes; • buildings (offices, community centres, depots, surf clubs, etc). <p>Some lands are set aside for community use (eg. parks), some for preservation of natural assets (eg. National Parks) and others are designated for operational purposes (eg. depots).</p> <p>Some public land may be able to suit a variety of uses, including uses that support economic development. Council and relevant Government agencies should identify where there may be potential for economic development on public lands. Where public lands are already used in part for economic development purposes (eg. tourism activities and experiences, markets, etc), Council or the relevant agency should review how well the activities are promoted and marketed to maximise awareness and use. For any identified future opportunities, consideration should be given to the best location of activities to maximise economic and community benefits.</p> <p>Council will consider preparing a Destination Development Plan which will assess the need and viability of destination development actions (by the public or private sector) to boost the Eurobodalla economy. Destination development actions may range from the construction of a 5 star hotel and conference facility to the development of a water park. Such a plan could identify potential precincts or sites that could accommodate potential future tourism developments, including private and public lands. A Destination Development Plan would be used by Council and the private sector to bring any opportunities identified to reality.</p> <p>Should such a plan be developed and any public land be identified for potential tourist development, a key principle should be no diminishing of the value of the public land to the community. Community consultation will be an essential element in any proposal that may arise.</p> <p>Council has recently improved access for appropriate small businesses to public lands through making certain low-impact commercial uses of public lands and waterways exempt development. This applies to businesses such as surf schools, coffee vans, personal trainers and tourism operators. Council is currently developing a policy to facilitate the commercial use of public lands where appropriate.</p>	Council(P, BD) NSW Government (DPC, NPWS)	Community – participate	Ongoing	Number of opportunities identified
<p>Examples of public land used for economic purposes:</p> <ul style="list-style-type: none"> • Craft and Farmers Markets on public reserves; • Surf Schools on beaches; • Coffee vans at various public places; • Kayak hire and tours • Personal trainers 		<p>Potential economic opportunities on public land may include:</p> <ul style="list-style-type: none"> • Tourist accommodation in National Parks; • Café at or adjoining a Surf Club; • Farming incubator on a travelling stock reserve; • Environmental tourist attractions at the Eurobodalla Botanic Gardens. 				

Strategy B2.3 – Facilitate economic opportunities from the appropriate use of public land

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B2.3.2	Consider the opportunities for offering discounted market rents for new small businesses using Council owned properties.	<p>As identified in B2.3.1, public land includes land on which a range of Council and community buildings are located. Specific examples include the Moruya Administration Centre, the Dr Mackay Centre on Page Street Moruya and the visitor centres in Batemans Bay and Narooma.</p> <p>While the opportunities are limited as Council buildings are well used for public purposes, there may occasionally be periods where a Council building is underutilised and available for alternative short-term uses, including potentially for start-up businesses. Council will investigate the potential opportunities to lease spaces as they become available at discounted rents to start-up businesses who may otherwise be unable to afford commercial rents in our business centres. These would generally be for a limited time to help the business establish before they are able to move into more permanent commercial premises.</p>	Council (P, BD)	Community – participate	Low	Investigation completed
DP/OP Link: <ul style="list-style-type: none"> Operational Plan 2017-18 Action 5.1.1.4 – Assist small-business start-ups 		<p>As in B2.3.1, a key principle should be no diminishing of the value of the public asset to the community and community consultation will be an essential element in any proposed lease offer. It is also important that any use of public space not compete with private commercial space in terms of leasing arrangements. The purpose is to grow the number of businesses that could lease private commercial space by giving new businesses a chance to establish in a cost-reduced environment for a limited period of time.</p> <p>Related Action – Action B4.2.3 relates to the Renew Eurobodalla program which seeks to fill vacant shops with start-up businesses.</p>				

B3. Access to markets

“Access to markets includes access to trading partners, clients and labour. Improving access to markets broadens trade, allows competitive industries to grow, and can increase the availability of goods and services.” (RASC, p3). Improving access to markets, at a local, regional, national and international level, relates to the capacity of infrastructure and the availability of networks and supply chains.

Strategy B3.1 – Improve infrastructure that facilitates market access and new business opportunities						
Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B3.1.1	Identify funding opportunities for infrastructure investment.	<p>New development requires new or upgraded infrastructure to be provided. Water, sewer, roads, car parking, open space and community facilities all need to have the capacity to service new development. Where Council does not have the resources to fund new infrastructure or where the cost of providing infrastructure as a part of development proposals makes the development unviable, alternative funding sources need to be found.</p> <p>For example, in the planning for additional development at the Moruya Airport, it was identified that significant up-front infrastructure would be required to facilitate development. The cost of these infrastructure improvements was not able to be met within Council’s budget, so applications were made to the NSW and Australian Governments for grant funding (see Action A1).</p> <p>Council was also recently successful in obtaining grant funding from the Australian and NSW Governments for stage 1 of the Moruya Library expansion to include an arts and cultural facility. Council will seek additional funding for the remaining stages of the Moruya Library expansion project.</p> <p>To maximise the chances of success in securing alternative funding sources, Council should ensure processes to identify infrastructure funding opportunities are clear and that procedures for seeking external sources of funding are streamlined. It is also important to ensure that sound business cases with cost/benefit analysis are conducted for major projects. Major public projects, be they infrastructure or large community developments, have significant potential to stimulate economic growth. They also require significant investment of public funds. Before decisions are made about the investment of public funds, it is essential to consider the financial viability of the project and the broader economic benefits to the community such as employment, contribution to gross regional product (GRP) and the potential for private investment to be generated as a result of the public investment. Robust cost/benefit analysis of projects will consider all relevant factors and help to develop community support for the investment of public funds.</p> <p>Where alternative funding sources can be secured on the condition that Council makes a contribution to the overall costs, this action will help to increase the appetite within Council for taking appropriate risks that may generate or stimulate economic growth.</p>	Council (CCD, CF, R, SS, T, TR, WS)	<p>Council (CCD, CF, R, SS, T, TR, WS) – advocate</p> <p>NSW Government (DPC, RMS, T) – fund and support</p> <p>Australian Government (DIRD) – fund and support</p> <p>Private sector (PPP) – fund and construct</p> <p>Business and Industry Associations – advocate</p> <p>Community – participate</p>	High	Number of projects funded
<p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council’s response <p>DP/OP links:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 2.1.2.1 – Seek additional funding to implement remaining stages of the Moruya Arts Facility Operational Plan 2017-18 Action 7.1.1.2 – Seek grant and other funding to sustain and improve the local and regional transport network Operational Plan 2017-18 Action 7.4.2.1 – Work with key partners to advocate for the progressive upgrade of the Princes and Kings Highway Operational Plan 2017-18 Action 7.4.3.1 – Advocate for NSW Government boating and marine infrastructure and ongoing dredging of navigation channels 		<p>Funding options can include:</p> <ul style="list-style-type: none"> grant funding, with or without a Council contribution; advocating for NSW or Australian Government infrastructure funding; public private partnerships; community bank / local investment fund use of planning agreements; a mix of the above. 				

Strategy B3.1 – Improve infrastructure that facilitates market access and new business opportunities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B3.1.2	Prioritise local infrastructure investment that incentivises new business development and tourism.	<p>Council invests in a wide range of infrastructure that benefits the community and supports tourism. While most local infrastructure is provided to support local communities (eg. footpaths, cycleways, picnic areas, playgrounds, boat ramps, public art, etc), where this 'community infrastructure' is of a high standard and well maintained it is also used by visitors and ensures they have a positive and memorable experience.</p> <p>Some types of infrastructure are more specifically designed with tourism in mind, such as visitor information centres / displays, tourism signage, long vehicle parking bays, boardwalks and viewing platforms, some marine infrastructure and public art. Such infrastructure should be designed and located to entice and make it easy for travellers to stop and stay in Eurobodalla's towns and other tourist places, and to ensure an enjoyable visit. The planning and design of infrastructure should also ensure that it contributes to the character of the place. This can be achieved through embedding public art and local character considerations as an essential part of the planning and design process.</p> <p>In making decisions about infrastructure investment, Council should give consideration to how each project can incentivise new business development and tourism opportunities and prioritise those that will have the greatest impact. In prioritising infrastructure investment, Council should also ensure that the needs of the community as a whole are taken into account. While most individual items of infrastructure will serve the needs of specific local communities, the overall infrastructure budget should ensure a fair distribution of funding across the community as much as is practical and over time.</p> <p>For example, the streetscaping improvements in the Batemans Bay Town Centre are aimed at improving the physical environment of the centre to make it more attractive for people to use and stay longer. The improvements also facilitate additional outdoor dining opportunities, increasing business activity in the centre and incorporate public art elements.</p> <p>Further, the provision of new sewer infrastructure in Bodalla will open up opportunities for additional residential and business development in the town, and in particular may be the catalyst for planning and development of the identified potential employment land on Potato Point Road.</p> <p>Priority three in the draft Destination Action Plan is to encourage and facilitate private and public sector investment for infrastructure and facilities development to position Eurobodalla as a great place to live, visit and do business. Actions in the draft Plan include the following:</p> <ul style="list-style-type: none"> • Implement upgrades to the Moruya Regional Airport and leisure passenger services (see also Action A1) • Improve the visual appearance of towns and villages through ongoing beautification works (see also Action B2.1.1) • Develop strategic partnerships and lobby relevant NSW and Australian government departments to support and fund the development of appropriate public infrastructure and facilities to enhance the visitor experience, community amenity and local economy; and • Prepare an annual Destination Eurobodalla Investment Report that evaluates public and private sector investment in tourism related land-based and marine infrastructure and facility development and refurbishment projects. <p>Related Actions - Action B.3.1.1 relates to the use of robust cost/benefit analysis of infrastructure projects and Action B2.3.1 and B4.2.1 relating to the development of a Destination Development Plan.</p>	Council (CCD, CF, R, SS, T, TR, WS)	<p>Council (CCD, CF, R, SS, T, TR, WS) – advocate</p> <p>NSW Government (DPC, RMS, T)</p> <p>Australian Government (DIRD) – fund and support</p> <p>Business and Industry Associations – advocate</p> <p>Community – participate</p>	Ongoing	Number of local projects completed
<p>Additional information:</p> <ul style="list-style-type: none"> • Eurobodalla Citizens Jury Report, 2016 and Council's response • Draft Destination Action Plan 2017-2020 • Draft Creative Arts Action Plan 2017 <p>DP/OP links:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 1.3.2.3 – Build, renew, operate and maintain recreation and community facilities • Operational Plan 2017-18 Action 7.1.1.1 – Partner with peak bodies for improved and on-going funding programs for local transport infrastructure • Operational Plan 2017-18 Action 7.1.2.1 – Build, renew and maintain the road network • Operational Plan 2017-18 Action 7.2.1.1 – Build, renew and maintain pathway network • Operational Plan 2017-18 Action 7.4.3.2 – Seek additional funding for local boating and marine infrastructure • Operational Plan 2017-18 Action 7.4.3.3 – Maintain, renew and upgrade boating and marine infrastructure 						

Strategy B3.1 – Improve infrastructure that facilitates market access and new business opportunities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B3.1.3	Support the establishment of a Eurobodalla Community Bank.	<p>Community banks, such as Bendigo Bank provide an alternative banking option for local communities. Community banks provide direct investment back into local communities through grants for community development projects, through sponsoring community events and through scholarships to assist first year university students. Eighty percent of profits from community banks under the Bendigo Bank model must go to community development projects, with the remaining 20% to shareholders.</p> <p>Over the last 18 months a committee of residents from across Eurobodalla has been working on meeting the requirements for the establishment of a Eurobodalla Community Bank, with plans for branches to be established in Batemans Bay, Moruya, Narooma and Tuross Head. The committee have almost achieved the required number of pledges for shareholder investment but have had difficulty in securing sufficient commitment from local businesses to transfer their banking business. An alternative option currently being explored by the committee is the setting up of a branch of the Braidwood Community Bank in Moruya as a stepping stone to the establishment of a Eurobodalla Community Bank.</p> <p>Council has been supporting the committee as required and will continue to support the committee in a number of ways, including through assistance with identifying appropriate sites for the establishment of bank branches. As part of Council's investment strategy, we use a range of financial institutions, including the Bendigo Bank.</p>	<p>Community members</p> <p>Local businesses</p>	Council (BD, CCL, FCT) – advocate	Medium	Community bank branches opened.

Strategy B3.2 – Develop local and regional markets

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B3.2.1	Encourage local businesses to focus marketing on local and regional customers.	<p>While supporting local businesses to grow through access to national and international markets is important, the development of local markets has the potential to have a bigger impact on the local economy. Developing local markets will also ensure local communities benefit more from economic growth. This is particularly relevant in the tourism and agricultural sectors where there is significant potential for business growth through greater access to local and regional customers.</p>	<p>Business and Industry Associations</p> <p>Local businesses</p> <p>Local Produce Groups (eg. SAGE)</p>	Council (BD) – facilitate	Ongoing	<p>Number of local people attending events</p> <p>Number of residents who buy local products</p>
<p>Additional information:</p> <ul style="list-style-type: none"> ESC Business Development Strategic Plan 2014-18 Draft Destination Action Plan 2017-2020 		<p>Buy local campaigns are a relatively common approach used by local business and industry associations to the development of local markets, however there is so much more potential in this area. Opportunities exist for local businesses to engage local people in their industry, through education and awareness and even through direct involvement in production – particularly in the agricultural sector.</p> <p>In the agricultural sector, it will be important to undertake further quantitative and qualitative research into local residents' food needs and expectations in order to capitalise on local market development.</p> <p>Council can also contribute through its procurement policies, using local businesses where possible and appropriate to provide services to Council and the community.</p> <p>For the tourism sector, given a large proportion of visitors to Eurobodalla are friends and family of local residents, tourism operators could consider more focused marketing to and incentives for local people to visit local attractions and participate in local tourist activities, such as offering discounted prices to residents and/or vouchers for return visits. Local residents are the most accessible market for tourism operators and they can also provide free advertising to their friends and relatives. .</p> <p>This action is supported by a number of specific actions in the draft Destination Action Plan, including the following:</p> <ul style="list-style-type: none"> encourage 'whole of community' support for Eurobodalla's events and festivals develop and train a pool of volunteers. 				
<p>Example – Moruya Matters</p> <p>The Moruya Chamber of Commerce recently trialed the Moruya Matters program which combines a buy local initiative with community development funding.</p>		<p>In addition, Council develops an annual Holiday Guide that is distributed locally to ensure residents are aware of the tourism attractions and events in their own backyard and to share with their visiting friends and relatives.</p> <p>These actions can help to further develop a sense of pride in the local community for the quality products our businesses offer and in our collective actions to support local businesses through our purchasing decisions. There are significant benefits to community well-being from these actions.</p>				

Strategy B3.2 – Develop local and regional markets

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B3.2.2	Encourage and support the relocation of supply chain partners to Eurobodalla.	<p>Many local businesses face extra costs due to the lack of local supply chain partners. The need to access services and business inputs that may be many hours away, in Canberra or Sydney for example, has transport and time costs for local businesses.</p> <p>Attracting supply chain partners to Eurobodalla requires first identifying the businesses that are required and the local businesses that would use their services. Local business and industry associations and businesses themselves are best placed to understand their business needs and gaps in local services. Where supply chain partners cannot be viably relocated to Eurobodalla, existing businesses may consider value-adding or new business opportunities may arise for local entrepreneurs working with local businesses.</p> <p>Council can assist through marketing the benefits of locating in Eurobodalla to identified businesses and industries (see Action B4.2.1).</p>	<p>Business and Industry Associations</p> <p>Businesses</p>	Council (BD) – facilitate	Medium	Reduction in local supply chain gaps.
<p>Supply chain partner opportunities</p> <ul style="list-style-type: none"> • Laundry services for tourist accommodation businesses • Food services for health and aged care facilities • Construction materials for building companies • Technology and knowledge businesses. 						

Strategy B3.3 – Improve access to national and international markets

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B3.3.1	Increase the number of local businesses who are export ready.	<p>Business owners who are interested in exporting their product or service are themselves responsible for achieving this goal. However, there is a significant amount of information, regulation, funding opportunities and support from NSW and Australian Governments for export development. Council has no direct role in this area, but can assist businesses by referring them to the relevant agency, providing access to information about government programs and help with promotion, marketing and branding.</p> <p>Council's Business Development Strategic Plan includes an action for Council to be an assistance broker for industry, including for information, events, grants and state and federal government business assistance services. This role is particularly important in assisting local businesses to become export ready. Council can assist by liaising between local businesses and NSW and Australian Government Agencies and programs, in particular through raising awareness of, and assistance in accessing, the Export Development Market Growth Scheme which provides tax incentives for business in their early years of exporting. Local business and industry associations also have a supporting role in disseminating information to businesses and can help to better target available resources to appropriate types of businesses. It is important to ensure that information is provided in a timely manner, is accurate and relevant to the business.</p> <p>Council can also assist local businesses to take advantage of the recent commencement of international flights to Canberra, including the potential for freight to be transported directly from the Moruya Airport to national and international markets via Canberra.</p>	<p>Businesses</p> <p>NSW Government (DI)</p> <p>Australian Government (DIIS)</p>	<p>Council (BD) – refer and provide information</p> <p>Business and Industry Associations – inform and support</p> <p>Canberra Airport – collaborate</p> <p>Regional Airlines – operate and advocate</p>	Medium	Number of businesses exporting
<p>Additional information:</p> <ul style="list-style-type: none"> ESC Business Development Strategic Plan 2014-18 <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 5.1.1.5 – Capitalise on visitor and freight opportunities resulting from Canberra International Airport 						
B3.3.2	Improve infrastructure required to increase production and facilitate access to national and international markets.	<p>Key infrastructure improvements that would facilitate increased production and access to national and international markets include the redevelopment of the Moruya Airport (see Action A1), and upgrades to the Kings and Princes Highways to facilitate B-double access to Eurobodalla (see Action A4). The roll out of the National Broadband Network (NBN) throughout Eurobodalla will also have a significant impact (see Action A5).</p> <p>While these three key infrastructure items will have benefits across industry sectors, individual industries will have specific infrastructure needs. For example, Council is working to assist in securing the future of aquaculture on the South Coast by supporting the development of a Shellfish Hatchery to safeguard production of Oysters and other shellfish. The setting up of a Hatchery is important to support the 40 plus oyster farms in the many south coast estuaries and oyster growers throughout NSW to meet demand both nationally and internationally.</p> <p>Whilst funding for infrastructure improvements is most likely to be sourced from the NSW or Australian Governments, or by the private sector, Council can assist in this action by advocating on behalf of business and industry for specific infrastructure improvements. Business and industry associations can also play a supporting role in advocating on behalf of their members and the broader business community for infrastructure improvements.</p>	<p>NSW Government (DPC, DI)</p> <p>Australian Government (DIIS, DIRD)</p> <p>Private sector</p>	<p>Council (BD) – advocate</p> <p>Business and Industry Associations – advocate</p>	High to medium	<p>Funds allocated for specific projects</p> <p>Works completed</p>
<p>Additional information:</p> <ul style="list-style-type: none"> ESC Business Development Strategic Plan 2014-18 						

Strategy B3.3 – Improve access to national and international markets

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B3.3.3	Undertake further quantitative and qualitative research into key tourist markets and their expectations.	<p>Priority seven in the draft Destination Action Plan relates to destination research to regularly track visitation, visitor expenditure, satisfaction and perceptions. Actions in the draft Destination Action Plan in relation to this matter include:</p> <ul style="list-style-type: none"> • Trial a system to evaluate visitation data from key tourist attractions and businesses in Eurobodalla. • Develop a Destination Eurobodalla Visitor Survey. • Develop and train a pool of volunteers as part of a Destination Eurobodalla Ambassador Program to help administer the survey. • Prepare an annual Destination Eurobodalla Research Report. <p>One specific research project worth considering is a study into the role of visitation in supporting population and economic growth. The study would examine whether the amenity that visitors look for in a destination has parallels with the factors that drive population and economic growth. In particular, the study would test the assumption that the businesses that support tourism also attract highly skilled people and high-tech jobs. Council could consider partnering with Shoalhaven and Bega Councils on this research project.</p>	Council (T)	<p>Tourism Advisory Committee – participate</p> <p>NSW Government (D, DI)– collect and provide data</p> <p>Australian Government (T) – collect and provide data</p>	Ongoing	Research undertaken
<p>Additional information:</p> <ul style="list-style-type: none"> • Draft Destination Action Plan 2017-2020 						

B4. Comparative advantage and business competitiveness

“Comparative advantage is an area of relative strength or specialisation. Efforts to develop regional economies are most successful when they focus on building on such strengths”. (RASC, p4)

Strategy B4.1 – Develop and promote Eurobodalla’s unique qualities					
Actions	Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
<p>B4.1.1 Undertake a review of the Eurobodalla brand that focuses on our unique qualities and supports marketing to potential new residents and businesses in addition to visitors.</p> <p>Additional information:</p> <ul style="list-style-type: none"> • Draft Destination Action Plan 2017-20 • ESC Business Development Strategic Plan 2014-18 	<p>Eurobodalla has a number of specific brands, a Council brand, a tourism brand and a business attraction brand. In addition, there are specific campaigns run from time to time that can add to or confuse the branding messages.</p> <p>A brand is a set of stories or messages, actions, language, perceptions and images that represent a company, product or service. While many people refer to a brand as a logo or a tag line, a brand is much broader – it is the essence or promise of what will be delivered or experienced.</p> <p>The visual and some written representation of Eurobodalla Shire Council’s brand is guided by a communications service that oversees communications to ensure consistent messaging and a strong corporate visual identity supported by a corporate Style Guide and Logo Guide, and a Corporate Writing Style Guide.</p> <p>Council also manages an aligned Eurobodalla tourism destination brand to communicate its destination marketing. The destination brand defines who we are through its key attributes, personality, core values, consumer benefits and its essence which is ‘nature’. A Eurobodalla tourism Style and Logo Guide directs the development of visual promotion.</p> <p>In addition, Council delivers tourism marketing campaigns in partnership with other LGA areas, regional, state and Australian tourism organisations. These partnership campaigns and some local town campaigns are promoted with various campaign messages and tag lines such as ‘Unspoilt South Coast’, ‘Canberra’s Coast’, ‘Australia’s Coastal wilderness’ and this has led to some brand confusion.</p> <p>Over time, it is good practice to review a destination’s brand to ensure it is current and well-understood. The draft Destination Action Plan identifies a need to overcome brand confusion amongst tourism stakeholders and the community. Council will undertake an audit and review of the Eurobodalla brand and develop a new Brand Book and Style and Logo Guide and work with industry to communicate the brand and its key messages to support the brand being embraced by tourism businesses.</p> <p>Council has also recently developed an additional aligned business attraction brand – ‘Eurobodalla Invest’ which is in its early stages of implementation and it is expected that there will be campaigns developed that focus on Eurobodalla’s unique natural qualities, under the ‘Invest in Natural Capital’ tag line.</p> <p>The tourism and business attraction brands should each be unique and targeted to their specific audiences, but should also be aligned in terms of consistent messaging about Eurobodalla and its strategic advantages. This is consistent with the action in Council’s Business Development Strategic Plan to develop new and existing compelling advantages that differentiate Eurobodalla from other coastal destinations.</p> <p><i>Related Actions – Action B4.1.2 provides more discussion on the Eurobodalla Invest business attraction strategy and Action B4.1.3 relates to protecting and enhancing Eurobodalla’s unique qualities that are valued by residents and visitors.</i></p>	Council (T, BD)	<p>Tourism Advisory Committee – participate</p> <p>Business Advisory Committee – participate</p>	High	Brand review undertaken

Strategy B4.1 – Develop and promote Eurobodalla’s unique qualities

Actions	Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
<p>B4.1.2 Promote Eurobodalla as a desirable place to invest, live and work.</p> <p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council’s response ESC Business Development Strategic Plan 2014-18 <p>DP/OP Links:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 5.1.1.1 – Develop the Invest Eurobodalla website Operational Plan 2017-18 Action 5.1.1.2 – Promote Eurobodalla at business and industry expos 	<p>The promotion of Eurobodalla to the tourist market is well established and very successful. However, promoting Eurobodalla to potential new residents and businesses is not as well developed or resourced. Council has been active in attending regional living events to promote Eurobodalla, but more could be done. The successes of, and lessons learnt from, tourism promotion can be applied to promoting Eurobodalla as a place to live and work.</p> <p>Attracting new residents and businesses is extremely important for economic growth in Eurobodalla given the ageing of the population. Campaigns focused on attracting more people of working age will help to overcome potential future workforce and skills shortages. Promotion campaigns should not be limited to attracting new residents, but should also target existing young persons to encourage them to stay in, or return to, Eurobodalla.</p> <p>Council has recently developed the ‘Eurobodalla Invest’ brand that focuses on investment in our natural capital and aims to ‘make Eurobodalla the leading location in Australia for sustainable investments which unlocks new value from our natural capital in ways that benefit the community, visitors, business and the environment’.</p> <p>Council will implement the Invest Eurobodalla website, incorporating the Eurobodalla Invest brand and business attraction strategy which will make it easier and more attractive for people to choose to invest in Eurobodalla. The new Invest Eurobodalla website will provide a one-stop shop of information for people looking to invest in Eurobodalla, through the purchase of an existing business, the relocation of a business to Eurobodalla or through the development of land. Council will use the new branding materials at regional business and industry expos and in other forums to increase Eurobodalla’s investment profile. A recommendation from the Eurobodalla Citizens Jury Report that supports this action is to advocate for Eurobodalla as a venue for activities like conferences and conventions. Council’s response to the Jury’s recommendations notes that Council will continue to work in partnership to encourage the hosting of events and conferences in Eurobodalla as well as actively seek to host Local Government related conventions as opportunities arise.</p>	Council (BD)	Business Advisory Committee – participate	Ongoing	Number of visits to Invest Eurobodalla website
<p>The Eurobodalla Invest Brand messages:</p> <ul style="list-style-type: none"> Eurobodalla is pristine, progressive and connected; We are open, honest, collaborative and optimistic; We embrace growth that is sustainable (natural growth) We derive success from working with the natural environment (natural success) We identify investment opportunities in a natural context (natural opportunity) We are ready to do businesses (natural partners) 					

Strategy B4.1 – Develop and promote Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.1.3	Protect and enhance the unique qualities of Eurobodalla that are valued by residents and attract visitors.	<p>In promoting and facilitating the right kind economic growth, we need to protect the reasons why residents value their place and the reasons why visitors enjoy coming to Eurobodalla, in particular, our unique natural surroundings.</p> <p>In 2016, Council commissioned research into community well-being as part of the review of the Eurobodalla Community Strategic Plan. The results of a random survey of Eurobodalla residents found that 85% feel that maintaining and protecting the natural environment is important. In addition, 64% consider the environment and beaches to be the most valuable aspect of Eurobodalla. Council will continue to engage with the community to ensure that our strategic planning continues to reflect community values.</p> <p>The Unspoilt tourism marketing campaign that Council is participating in and the newly developed Eurobodalla Invest brand both reflect the natural values that residents and visitors enjoy. To support this, Council’s planning and development services will continue to review development controls to facilitate sustainable development that achieves a good balance between economic, social and environmental outcomes.</p>	Council (SP)	<p>Business and Industry Associations – advocate</p> <p>Community – participate</p>	Ongoing	Area of actively managed environmental land
<p>Additional information:</p> <ul style="list-style-type: none"> Our Story: A snapshot of Eurobodalla in 2016 						
B4.1.4	Develop and implement a Tourism Signage Strategy	<p>Council is currently preparing a Tourism Signage Strategy. A key aim of the strategy is to improve how visitors travelling through the Eurobodalla are made aware of and are guided to the diverse experiences, attractions and services in the Eurobodalla, particularly the villages identified in Council’s holiday guide.</p> <p>Implementation of the strategy is expected to enhance the visitor experience, amenity of the community and improve access to Eurobodalla and its destinations, particularly those with tours, products and experiences that visitors can purchase. The signage strategy is part of a suite of initiatives to encourage visitors to choose to stop, extend length of stay and increase expenditure in the Eurobodalla.</p> <p>A Tourism Signage Strategy will provide the framework for Council to make decisions on the location and style of all future tourism signage in Eurobodalla.</p> <p>The signage strategy also aims to enhance the image and branding of the Eurobodalla as a tourism destination by encouraging consistent themes and distinctive signage across the Shire. The signage strategy should establish distinctive and innovative signage and visitor information displays including opportunities for public art.</p> <p>The signage strategy will include or be accompanied by an implementation and cost plan that prioritises the recommendations and estimates the costs of delivery and maintenance.</p> <p>This action is also included in Council’s draft Destination Action Plan. The Eurobodalla Citizens Jury Report recommended that signage recognise the aboriginal community and land and identify local sites of significance. The Batemans Bay Chamber of Commerce and Industry Strategic Plan recommends that the possibility of a tourism sign on the Kings Highway approach to the Princes Highway be examined, to highlight the tourism attractions in Eurobodalla.</p>	Council (SP, T)	<p>Tourism Advisory Committee – participate</p> <p>Business Advisory Committee – participate</p>	High	Tourism Signage Strategy adopted
<p>Additional information:</p> <ul style="list-style-type: none"> Draft Destination Action Plan 2011-2020 Eurobodalla Citizens Jury Report, 2016 and Council’s response <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 5.3.1.2 – Develop the Eurobodalla Tourism signage strategy 						

Strategy B4.1 – Develop and promote Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.1.5	Maintain and improve visitor information services	<p>Priority eight in the draft Destination Action Plan relates to visitor information services. The aim is to continue to review the operation and delivery of visitor information services for the Eurobodalla destination region to ensure economic viability of Visitor Information Centres, exceptional service, and delivery of visitor information that aligns with changing visitor information search behaviours and visitor information technologies.</p> <p>Actions in the draft Destination Action Plan to achieve this include the following:</p> <ul style="list-style-type: none"> • As part of the visioning projects for Batemans Bay, Moruya and Narooma, determine the best model for the delivery of visitor information services in each town • Review the Eurobodalla Tourism website • Prepare a visitor signage strategy (see Action B4.1.4) • Prepare an annual Destination Eurobodalla Visitor Information Services Report. 	Council (T)	Tourism Advisory Committee – participate	Ongoing	Satisfaction with visitor information services.
<p>Additional information:</p> <ul style="list-style-type: none"> • Draft Destination Action Plan 2017-2020 <p>DP/OP Link:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.3.1.4 – Manage visitor information services 						

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.1	Attract and support appropriate businesses and development.	<p>The vision for economic growth in Eurobodalla is not that economic growth of any type or at any cost is acceptable. The vision seeks economic growth that sustainably builds upon our valued natural assets and other strategic advantages. This requires a targeting of specific business opportunities that best fit our natural assets and strategic advantages. Whilst all stakeholders are able and should be encouraged to identify appropriate business and development opportunities, Council will take a proactive role in facilitating and participating in discussions between land owners, developers, businesses and industry bodies, as required, to promote Eurobodalla’s strategic advantages and establish the benefits of establishing and operating a business in Eurobodalla. For example, Council is currently working on a draft Creative Arts Action Plan which seeks to promote Eurobodalla as a premier arts destination in NSW, building upon the strong local arts base that currently exists in Eurobodalla.</p> <p>Council will consider preparing a Destination Development Plan (see Action B2.3.1) which will assess the need and viability of destination development actions (i.e. tourism accommodation and attractions) to boost the Eurobodalla economy. In identifying destination development actions, it will be essential to consider those that best fit in with the character of Eurobodalla and those that will benefit from locating in Eurobodalla.</p> <p>Through the use of the Eurobodalla Invest campaign (see Action B4.1.2), specific business types can be identified as consistent with the invest in natural capital messaging, and these business types can be proactively marketed to.</p> <p>Beyond marketing to attract interest from businesses moving to Eurobodalla, Council can support the establishment and growth of businesses in a range of ways, from the provision of information to the streamlining of approval processes and the provision of infrastructure.</p> <p>Types of businesses that could be further encouraged include:</p> <ul style="list-style-type: none"> • clean and green businesses • small to medium-scale agriculture and other food related businesses • aquaculture • health and aged care services • arts, culture and music • tourism businesses • nature-related businesses. <p>Related Actions – Actions B4.2.5 and B4.2.6 further elaborate on the potential for providing incentives for new business development through offering discounted water and sewer headworks charges and the investigation of establishing enterprise zones.</p>	Council (BD)	<p>Business and Industry Associations – advocate</p> <p>Business Advisory Committee – participate</p> <p>Tourism Advisory Committee – participate</p>	Ongoing	Number of new businesses
<p>Additional information:</p> <ul style="list-style-type: none"> • Eurobodalla Citizens Jury Report, 2016 and Council’s response • Draft Creative Arts Action Plan 2017. <p>DP/OP Link:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.1.1.3 – Investigate the feasibility of providing new businesses with incentives to establish in Eurobodalla 						
<p>Specific ways to attract and support businesses may include:</p> <ul style="list-style-type: none"> • provision of a range of population and economic information; • assistance in locating suitable land for business operations; • streamlining approval processes; • assistance in developing local business connections; • providing discounts to water and sewer headworks charges (see Action B2.2.2); • assistance in raising community awareness and support for the business or development; • assistance in seeking grant funding; • provision of infrastructure to support the business. 						

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.2	Pursue the relocation of suitable government departmental offices to Eurobodalla.	<p>In 2013, Council made a submission to the NSW Government’s Decentralisation Taskforce. In more recent times, Council has written to local State and Federal members to continue to advocate for the relocation of appropriate Government agencies to Eurobodalla. In the 2013 submission and the more recent letters, Council highlighted Eurobodalla’s strengths and outlined what Eurobodalla can offer to support Government agencies, including the following:</p> <ul style="list-style-type: none"> • a quality lifestyle • workforce potential • ample, diverse and affordable housing stock • available commercial building stock and prime commercial real estate for redevelopment in the Batemans Bay regional centre • a growing customer base • potential for collocation and collaboration with existing government services. <p>The following options for decentralisation of NSW Government agencies were identified:</p> <ul style="list-style-type: none"> • A regional emergency operations centre • A Southern Region Planning and Policy Services Hub • A Southern Region Trade and Investment Hub • An expanded Community Services Hub. <p>While decisions relating to the relocation of government offices are for the NSW and Australian Governments, Council should continue to advocate for these and other decentralisation opportunities as they arise. For example, the establishment of a hot desk in Eurobodalla for NSW or Australian Government employees who live, or spend periods of time, in Eurobodalla, would enable greater work from home opportunities for existing government employees and open up greater opportunities for Eurobodalla residents to consider applying for Government jobs.</p> <p>In addition to advocating for the relocation of government offices to Eurobodalla, Council should continue to advocate for expansion of existing government services to meet local needs.</p>	<p>NSW Government (DPC)</p> <p>Australian Governments (PMC)</p>	<p>Council (BD) – advocate</p> <p>Business and Industry Associations – advocate</p>	Medium	Number of government services/ functions provided locally

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.3	Focus on small and medium enterprise.	<p>Small and medium enterprises are driving job growth in Australia. Between 2006 and 2011, business start-ups added 1.44 million jobs to the Australian economy. During the same period, companies 5 years and older lost 400,000 jobs. These statistics highlight the importance of continuing to foster new business start-ups in Eurobodalla.</p> <p>To facilitate growth in small and medium enterprise, Council provides for a range of home businesses across Eurobodalla and opportunities for start-up businesses in locations close to commercial centres (see Action B2.1.6). In addition, Council will investigate the potential to facilitate new small business start-ups through offering reduced rents for use of Council premises, in the event that opportunities arise for temporary alternative uses. (See Action B2.3.2).</p> <p>The Renew Eurobodalla program is also focused on finding opportunities for start-up business, with a focus on the use of vacant premises in our commercial centres. Council will continue to facilitate and promote opportunities for small and medium enterprises, through continuation of the Renew Eurobodalla program and more streamlined approval processes for home businesses that require development consent.</p> <p>The Renew program needs to be well-targeted to start-up businesses that have good prospects of growing and moving into permanent premises in town centres. Participating businesses should be supported with training and support in how to grow their business. Participating businesses could be obligated to participate in local business associations as part of this training and support. The benefits of the Renew program should also be promoted to existing businesses in town centres.</p> <p>Council could also consider expanding the Renew Eurobodalla program, potentially through the investigation of potential grant funds to assist small and medium businesses to undertake building façade improvements. In some parts of Eurobodalla’s town centres, the existing building stock is relatively old and in need of refurbishment or redevelopment. However, where it is not currently economically viable to redevelop the land, some relatively minor improvements could be made to re-enliven these areas. Funds could be distributed to land owners or business operators to reimburse a proportion of the cost of works undertaken, similar to the way the local heritage fund operates. The proportion of funds reimbursed would depend on the overall size of the fund and the nature of works undertaken. The reimbursement amount could be capped at an upper limit to ensure the funds are spread as widely as possible. Opportunities to establish the fund through grant programs should be explored.</p>	Council (BD, SP)	<p>Business and Industry Associations – advocate</p> <p>Land and business owners – participate</p>	Ongoing	<p>Number of new businesses</p> <p>Number of participants in the Renew program</p>
<p>Additional information:</p> <ul style="list-style-type: none"> • ‘The employment dynamics of Australian entrepreneurship’, Department of Industry and Science, 2015 • ESC Business Development Strategic Plan 2014-18. <p>DP/OP Link:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.1.1.4 – Assist small-business start-ups 						

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.4	Support indigenous business, development and employment opportunities.	<p>Eurobodalla has a relatively high proportion of indigenous residents and a very strong Aboriginal heritage culture. This strong culture provides a number of specific business and economic development opportunities for local indigenous people, including in primary industries, such as fishing and aquaculture. Cultural tourism opportunities are particularly strong and are already being developed, particularly in the south of Eurobodalla with an Aboriginal art gallery in Central Tilba and cultural awareness activities such as the Gulaga Creation Tour.</p> <p>In terms of employment, Council provides four Aboriginal designated positions within the organisation as well as designated traineeships for indigenous youth. Council also engages various Local Aboriginal Land Council Environmental Rangers and work crews to undertake paid bush regeneration works for some invasive species, Landcare or natural resource management projects.</p> <p>Council will continue to improve engagement with local Indigenous communities in its economic development activities to identify and support further Indigenous business, development and employment opportunities.</p> <p>The NSW Governments Draft South East and Tablelands Regional Plan includes a direction to strengthen the economic self-determination of Aboriginal communities. The Government will work with Local Aboriginal Land Councils to identify their landholdings and map the level of constraints for each site. This work will help to develop options for the potential use of their land for housing and employment purposes. Council should seek to participate in and support this work.</p> <p>The Eurobodalla Citizens Jury Report recommended that Council develop business cases and dedicate resources to working with the Aboriginal community to define specific local needs, for example develop cultural facilities that showcase Aboriginal heritage. Council’s response to the Jury’s recommendations notes that Council is committed to pro-actively seeking input from and information on the specific needs of the Aboriginal community and will continue its current activities into the future.</p>	<p>Council (BD, CCD, CCE, SP)</p> <p>NSW Government (DE)</p> <p>Australian Government (PMC)</p>	<p>Local Area Land Councils – advocate</p> <p>Indigenous residents – participate</p>	Ongoing	Number of indigenous businesses.
<p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council’s response. 						
B4.2.5	Council to consider developing a policy providing for discounted water and sewer contribution fees for strategic, priority investments that generate economic growth.	<p>New development generates increased demand on public infrastructure and can lead to the need to upgrade or provide new infrastructure. As a result, contributions to public infrastructure are required. In particular, contributions to water and sewer infrastructure is required under Section 68 of the Local Government Act, 1993.</p> <p>Council has the ability to determine that contributions for certain types of development can be discounted. Council will consider development of a policy that provides for discounted water and sewer headworks charges for strategic priority investments that generate economic growth or meet a particular community need. The policy could establish a sliding scale of contribution discount based on certain criteria. For example, a proposal to develop a 5 star hotel development may be offered a higher discount than a more basic motel development. Such a policy will encourage higher quality development proposals.</p> <p>In considering the development of such a policy, the potential impact on Council’s ability to fund ongoing investment in water and sewer infrastructure needs to be understood. In this regard, it is noted that over the last five years, only 2% of total Section 64 income has been derived from tourism-related developments, 3% from medical facilities and 8% from aged-care facilities.</p>	Council (SS, WS)	Business and Industry Associations – advocate	High	Policy drafted for consideration
<p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council’s response. <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 5.1.1.3 – Investigate the feasibility of providing new businesses with incentives to establish in Eurobodalla 						

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.6	Investigate the potential establishment of, and advocate for, an enterprise zone in Eurobodalla.	Enterprise zones are designated areas where incentives are provided for business investment and development. They may be designated for specific industrial or business estates (existing or proposed) or they may cover broader regions. There is currently a proposal by the Pilbara Regional Council and the Pilbara Development Commission to establish an enterprise zone for the Pilbara region.	NSW Government (DI)	Council (BD, SP) – advocate and support	Low	Investigation completed.
<p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council's response <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 5.1.1.3 – Investigate the feasibility of providing new businesses with incentives to establish in Eurobodalla 		<p>Incentives commonly provided in these areas may include tax offsets or credits, discounts on development contributions, simpler or fewer development controls, faster planning approvals and/or enhanced infrastructure provision. Where monetary incentives are able to be offered, they are usually provided for a prescribed time frame.</p> <p>The NSW Government considered introducing Enterprise Zones in its planning reforms White Paper in 2013, however this proposal has not been progressed through the recent proposed amendments to the <i>Environmental Planning and Assessment Act 1979</i>.</p> <p>The establishment, and success, of enterprise zones is dependent on the development and business incentives that are available and the most important incentives are those that relate to taxation and other significant business costs. Therefore, the process of establishing an enterprise zone needs to be led by either the NSW or Australian Governments. Council’s role is to assist in investigating the potential, advocate for implementation where it is feasible and provide support throughout the process.</p> <p>Council can also consider whether there are any incentives it can add to the broader incentives package based on the levers that Council has control over (such as rates, development contributions, development controls and development application processes, etc).</p>	Australian Government (DIIS)	RDA Far South Coast – facilitate		

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.7	Attract and facilitate more quality tourism products and experiences.	<p>Tourism products and experiences together form the ‘tourism infrastructure’ of a place. They include the range of accommodation options and the various attractions that visitors enjoy. Tourism infrastructure does not refer to local community infrastructure (such as footpaths, cycleways, picnic shelters), even though they may be used by visitors, as this infrastructure in the main is provided to benefit the local community. (See Action B3.1.2)</p> <p>Priority four in the Draft Destination Action Plan is for Council to develop a strategic and coordinated approach to tourism product and experience development to position Eurobodalla as an iconic nature based tourism and regional food destination on the South Coast.</p> <p>The following matters should be considered in determining Council’s approach to attracting and facilitating new tourism products and experiences:</p> <p>Suitability of product – how it will fit with Eurobodalla’s natural and cultural qualities. For example, new marine-based experiences such as the creation of an artificial reef for diving.</p> <p>Economic benefit of product – how it will help to grow the Eurobodalla economy. For example, products that may fill market gaps, such as high-end tourist accommodation.</p> <p>Compatibility with existing products – how it will build upon existing products and extend visitor experiences. For example, products that help to develop food, nature, heritage, culture and arts trails or tours throughout Eurobodalla and the broader region.</p>	Council (T)	Tourism Advisory Committee – participate	Ongoing	Number of new tourism products and experiences
<p>Additional information:</p> <ul style="list-style-type: none"> • Draft Destination Action Plan 2017-2020 • Eurobodalla Citizens Jury Report, 2016 and Council’s response 						

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.8	Attract and support events and activities throughout the year.	<p>Tourism in Eurobodalla is largely seasonal and this has a significant impact on the local economy, particularly in relation to employment. While tourism is likely to continue to be seasonal, for the economy to be more sustainable we need to attract visitors throughout the year. One key way to do this is to attract a range of events throughout the year. Council’s draft Events Strategy includes the following actions:</p> <ul style="list-style-type: none"> • developing new and supporting existing events (both small and large events) • assisting event organisers in a range of ways including with grant applications, guidance with operational and approval processes, helping develop partnerships, marketing advice and advocating to ensure any required infrastructure is in place • publishing an annual events calendar and updating the ‘Whats On’ section of Council’s website • providing seed funding for new events • working with existing businesses to support events. <p>Council has also been working on developing on-line event application processes and this is currently planned to go live in July 2017.</p> <p>Priority five in the draft Destination Action Plan is to adopt a pro-active and strategic approach to event procurement and development to increase visitation expenditure across the year for Eurobodalla and its towns and villages. Actions in the draft Plan include the following:</p> <ul style="list-style-type: none"> • Support new events that complement Eurobodalla’s unique aspects (nature-based, regional food, recreation, sports, heritage, arts and culture) • Develop annual Destination Eurobodalla Events Marketing Plans and evaluation reports • Develop and train a pool of event volunteers. 	Council (BD, T)	<p>Business and Industry Associations – collaborate</p> <p>Event Organisers – participate</p>	Ongoing	<p>Number of event applications processed</p> <p>Number of visitors to Eurobodalla</p>
<p>Additional information:</p> <ul style="list-style-type: none"> • ESC draft Events Strategy 2016 to 2022 • ESC draft Destination Action Plan 2017-2020 • ESC Business Development Strategic Plan 2014-18 <p>DP/OP Links:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.3.2.1 – Implement online event application process • Operational Plan 2017-18 Action 5.3.2.2 – Support event organisers in delivery of a range of new and established events 						

Strategy B4.2 – Encourage business and development that aligns with Eurobodalla’s unique qualities

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Measure
B4.2.9	Implement the social and economic recommendations of the Rural Lands Strategy.	<p>Council’s Rural Lands Strategy outlines a range of recommendations to facilitate a vibrant and diverse rural economy. These include:</p> <ul style="list-style-type: none"> • identification of small-scale food production as a business opportunity in Council’s business development website • promote Eurobodalla as a place where small-scale agriculture is a viable lifestyle and business opportunity • integrate local food and fibre production materials into Council community and tourist information websites and promote more food related tours • develop programs to raise awareness and consumption of locally produced food and the promotion of co-operatives or group marketing initiatives to achieve sufficient scale of production and critical mass • assist with producer education and training • development of a Local Food Production Policy and a Local Rural Tourism Promotion Policy. <p>In relation to the development of a Local Food Production Policy, the Rural Lands Strategy provides the following rationale: “Production of local food shows considerable potential. A formal Council policy with economic development emphasis might be a vehicle to assist this growing business activity. An opportunity has been identified to expand access and product volumes to the Canberra market including possible improvements to shared transport and marketing opportunities.” This policy will recognise the potential contribution to the economy that growth in agriculture, particularly small to medium-scale agriculture can make in terms of jobs, incomes and the value of the local economy.</p> <p>In relation to the Local Rural Tourism Promotion Policy, the Rural Lands Strategy provides the following rationale: “Rural tourism expansion, shows considerable potential. A formal Council policy with economic development emphasis might be a vehicle to assist this growing business activity and help supplement rural incomes.” The policy will build upon a number of actions in the Draft Destination Action Plan to develop, support and promote new events and festivals that align with Eurobodalla’s unique qualities, including regional food tourism experiences. The policy will also support new rural tourism accommodation and activities, such as farm stays, farm gate sales, picking and tasting events, rural education programs and the like. It will also provide guidance and support for networks of rural tourism activities that may support tour itineraries that offer a wide range of rural experiences.</p> <p>Council has established a Rural Producers Advisory Committee to assist Council in implementing these recommendations of the Rural Lands Strategy and to raise other issues of concern to the rural community. Council’s Tourism Advisory Committee will also assist in developing and implementing a Local Rural Tourism Promotion Policy.</p> <p>Related Actions – Action B2.1.4 relates to the land use planning recommendations of the Rural Lands Strategy and Action B5.1.3 relates to the review of regulations that may be barriers to business growth, such as water access regulations.</p>	Council (BD, SP)	<p>Rural Producers Advisory Committee – collaborate</p> <p>Tourism Advisory Committee – collaborate</p> <p>Rural producers – participate</p>	High to medium	<p>Local Food Production Policy adopted</p> <p>Local Rural Tourism Policy adopted</p>
<p>Additional information:</p> <ul style="list-style-type: none"> • Eurobodalla Rural Lands Strategy 2016 • Draft Destination Action Plan 2017-2020 • SAGE Farmers Market Economic Impact Study 2014-2015 • Report into the Economic and Jobs Growth Potential of the Agriculture, Viticulture & Aquaculture Industries on the NSW Far South Coast, RDAFSC, 2016 • Social and Economic Evaluation of NSW Coastal Aquaculture, University of Technology Sydney, 2016 <p>DP/OP Link:</p> <ul style="list-style-type: none"> • Operational Plan 2017-18 Action 5.1.2.1 – Develop a local food production policy and webpage 						

B5. Effective cross-sectoral and intergovernmental partnerships and integrated regional planning

“Coordinating cross-sectoral actions and government policies reduces the likelihood that policies are implemented in a fragmented manner and minimises duplication at different levels of government.” (RASC, p4)

Strategy B5.1 – Build relationships to improve services and imbed an “open for business” culture						
Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Criteria
B5.1.1	Encourage greater collaboration between existing businesses and across business sectors.	<p>There are a wide range of benefits that can arise from collaboration between businesses and across business sectors. Business communities that work together can increase customer referrals (through cross-promotion), more quickly identify and address employment and skills shortages and share knowledge and experience in local business issues.</p> <p>While competition is important for innovation-led economic growth, collaboration between businesses can help each business identify specific niches and customer groups to focus on. Business networks can foster innovation and competition through the identification of market gaps and the development of new shared ways of doing business.</p> <p>Encouraging greater collaboration requires ongoing and improved working relationships between Council and business and industry associations and through the continuation of various advisory committees, including the Business, Tourism and Rural Producer Advisory Committees.</p> <p>The Moruya Chamber of Commerce Strategic Plan seeks to encourage a culture of business to business support, through a business ambassadors program. Both the Moruya Chamber of Commerce Strategic Plan and the Batemans Bay Chamber of Commerce and Industry Strategic Plan include actions relating to regular inter-chamber meetings to work on agreed regional initiatives.</p> <p>Greater collaboration between rural producers through co-operatives and other forms of partnerships can have significant benefits to the rural economy, through the opportunities it provides for existing producers to increase their output, and through establishing the networks and infrastructure that facilitates new producers entering the market. Proactive and targeted support for such initiatives recognises the potential for job growth in agriculture through employment and self-employment opportunities. Council can assist in this regard through increasing awareness of and supporting applications for funding under the Australian Government’s Farm Co-operatives and Collaboration Pilot Project.</p> <p>Council can also offer support for agriculture initiatives such as incubator farming programs. Specifically, Council could assist in identifying under-used land for a hub/incubator to attract new food producers and assist local producers. Such a hub has potential to also be a tourist attraction and a place for community gatherings.</p>	<p>Business and Industry Associations</p> <p>Local producer groups (eg. SAGE)</p>	<p>Council (BD) – facilitate and support</p> <p>Advisory Committees – collaborate</p> <p>Businesses – participate</p> <p>Industry bodies – support</p>	Ongoing	Number of collaborations/ meetings
<p>Additional information:</p> <ul style="list-style-type: none"> Eurobodalla Citizens Jury Report, 2016 and Council’s response ESC Business Development Strategic Plan 2014-18 <p>DP/OP Link:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 9.1.3.3 – Develop and maintain strategic partnerships 						

Strategy B5.1 – Build relationships to improve services and imbed an “open for business” culture

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Criteria
B5.1.2	Continue to streamline processes and remove red tape at all levels of government to facilitate good business and development outcomes and reduce business costs.	<p>One of the key barriers to establishing or expanding business is the myriad of regulations that may apply. Regulations can often result in cumbersome paperwork and/or the need to develop management systems and these can add significant additional costs to business. Regulations can also act to prevent certain activities from being able to be undertaken (particularly in relation to food handling and access to water). Taxes at a State and Federal level can also be a burden for businesses, particularly small businesses, who need to manage tax collection (eg. GST), tax payments (eg. payroll tax) and keep records of investments made in the business for tax offset purposes. Issues relating to access to finance can also be a barrier to business establishment or growth, or to the commencement of development projects.</p> <p>Governments at all levels have made efforts to reduce red tape over a number of years. This work should be ongoing, with the priority placed on those reforms that can best facilitate growth in small businesses. To assist in this work, Council will:</p> <ul style="list-style-type: none"> continue to work with local business and industry associations to understand the key barriers to small business development and together advocate to Government to remove or reduce these barriers advocate to Government agencies to adopt a risk management approach that facilitates good development outcomes, rather than a risk minimisation approach that can put barriers in the way of good development advocate to the Australian Government and the private sector to work collaboratively to review legislation and policy settings that act as barriers to accessing finance in regional areas. <p>The majority of Council's core functions facilitate economic growth that can lead to job creation. As outlined in this strategy, Council's planning, infrastructure, business support, promotion and marketing, advocacy and information provision functions all facilitate an environment conducive to economic growth and job creation.</p> <p>Council has recently been working on ensuring these various functions are coordinated to achieving the right economic outcomes and developing an 'open for business' culture within Council. This, in part, is about adopting a risk management approach to Council's policies, processes and activities to facilitate good development outcomes, rather than a risk minimisation approach that may discourage good development. Council's Business Development Strategic Plan identifies a number of ways in which Council can roll out the red carpet, not the red tape for business, including through:</p> <ul style="list-style-type: none"> developing factsheets highlighting the ease of developing in Eurobodalla acting on feedback from the owners of developable land about barriers to development proactively promoting these messages through multiple channels. <p>The Eurobodalla Citizens Jury Report identified the need for Council to develop a 'Red Tape Guide' in plain English to make negotiating Council regulations and setting up business easier, in either electronic or paper format. Council's response to the Jury's recommendations notes that Council is committed to reducing red tape and simplifying processes across all levels of government and will be proactive in its efforts to simplify and streamline government processes.</p>	<p>Council (BD, DABC, SP)</p> <p>NSW Government (DPC)</p> <p>Australian Government (PMC)</p> <p>Private sector</p>	<p>Council (BD, DABC, SP) – advocate</p> <p>Business and Industry Associations – advocate</p> <p>Advisory Committees – collaborate</p>	Ongoing	<p>Number of processes reviewed.</p> <p>Number of submissions made to Government</p>
<p>Additional information:</p> <ul style="list-style-type: none"> Business Development Strategic Plan 2014-18 Eurobodalla Citizens Jury Report, 2016 and Council's response <p>DP/OP Links:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 6.2.1.1 – Share information through builder and developer forums Operational Plan 2017-18 Action 6.2.1.2 – Provide pre-lodgement advice and assistance to applicants Operational Plan 2017-18 Action 6.2.1.3 – Report on activity and performance Operational Plan 2017-18 Action 9.1.3.4 – Advocate to streamline government processes 						

Strategy B5.1 – Build relationships to improve services and imbed an “open for business” culture

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Criteria
B5.1.3	Improve sector-wide strategic planning for health, aged care and education services and facilities that considers the potential economic growth and development outcomes.	<p>A healthy and educated community is a prosperous community. In a report prepared for the facilitated workshop on 18 May 2016 by Joanne Walker Consulting, the linkages between health and economy are outlined and confirm that people with higher incomes, job security and a sense of control over their life and work conditions are healthier, with longer life expectancy, less disability and better quality lives.</p> <p>There is also a very clear and strong linkage between education and economic growth, with average higher incomes being found in areas with higher rates of university education. Higher skilled jobs are usually higher paying jobs.</p>	<p>NSW Government (DE, H, FCS)</p> <p>Australian Government (DET, DH)</p> <p>Health, wellness, aged care, education and employment service providers.</p>	Council (CCD, CC) – advocate and facilitate	High	<p>Number of GPs per 1,000 people</p> <p>Number of jobs in health and education sectors</p>
<p>Additional information:</p> <ul style="list-style-type: none"> RDA Far South Coast Skills Audit 2016. <p>DP/OP Links:</p> <ul style="list-style-type: none"> Operational Plan 2017-18 Action 1.2.1.1 – Advocate for improved health services Operational Plan 2017-18 Action 2.2.3.1 – Advocate for improved education services Operational Plan 2017-18 Action 5.1.1.7 – Facilitate a forum to connect partners in business, education and employment Operational Plan 2017-18 Action 9.1.3.3 – Develop and maintain strategic partnerships 		<p>Given these strong linkages, it is vital that planning for health and education facilities and services is undertaken strategically and with consideration to the economic growth and development outcomes benefits that will flow from a healthier and more educated community. The funding of health and education services and facilities should not solely be based on the demographics and specific needs of a community, but should also take into consideration the potential economic benefits to the community. The private health and wellness business sector is an important contributor in this regard.</p> <p>Improving sector-wide strategic planning requires the involvement and commitment of all stakeholders in the sectors, including Council and industry. It needs to be based on the best available evidence so that solutions can be found to address specific local issues. It also needs to ensure co-ordination of the many public and private service providers to ensure the right focus for services and training and to best capitalise on limited available resources. In relation to both health and education, the RDA Far South Coast Skills Audit is one key piece of evidence that will inform good strategic planning.</p> <p>Council can assist the education and health sectors and industry representatives in a number of ways, including through facilitating meetings, liaising with community and advocating to Government. For example, Council has committed to facilitating biannual forums to connect employers, employment agencies and education providers to collaborate on projects to assist in improving employment opportunities in Eurobodalla. A key focus of the forums will be to ensure coordinated planning for skills development to meet the needs of industry and to ensure local people have access to quality education and pathways to employment.</p> <p>Council can also assist with the promotion of health and education services to the community and the coordination of information or education workshops.</p> <p>Where the strategic planning process identifies the need for specific new or expanded health, aged care or education facilities, Council can facilitate the development process by:</p> <ul style="list-style-type: none"> assisting in locating suitable land for such developments; working with existing providers to enable appropriate expansion of facilities; and streamlining development assessment processes. <p>One opportunity that should be explored is the potential for pooling of resources within each sector to better service the community. For example, where several health organisations may have small amounts of funding for part-time services, can these be coordinated into one full-time position? In relation to education, further opportunities may be facilitated through more complimentary scheduling between training courses.</p>				

Strategy B5.1 – Build relationships to improve services and imbed an “open for business” culture

Actions		Rationale / Examples	Deliverers	Supporters	Priority	Performance Criteria
B5.1.4	Improve funding and support for Business and Industry Associations	<p>Building the capacity of our business chambers and other industry associations, through funding and support, will help them improve services to their members and deliver initiatives for their towns. The Moruya Chamber of Commerce Strategic Plan identified the need for the Chamber to secure funding to deliver the plan, including seeking grant funding for specific projects, training and infrastructure. However, it also identified the need to support a sustainable funding model to ensure funding continues to meet the Chamber’s needs over time.</p> <p>Council currently provides a significant amount of support to Eurobodalla’s five local business chambers. Approximately 40 capacity building workshops are organised each year by Council in partnership with the business chambers. Through the Event Support Program, Council provides funding and other in-kind support for events that have an economic benefit to Eurobodalla. The chambers have utilised this funding to deliver events such as Moruya’s Granite Town music festival, the Narooma Oyster Festival, the Batemans Bay Paddle Challenge and the River of Art festival. Council also assists the chambers with preparing funding applications and liaising between the chambers and funding bodies.</p> <p>Council recently assisted with the co-ordination of the five local business chambers to run a shire-wide business awards program and connecting this program to the NSW Business Chamber awards (see Action B1.2.1). In doing this, we arranged for the NSW Business Chamber to come to Eurobodalla to help with building the organisational capacity of our local chambers to grow.</p> <p>Council will continue to support and provide assistance to local business and industry associations, and advocate to other levels of government and the NSW Business Chamber, to improve their capacity to support local businesses and contribute to overall economic growth outcomes in Eurobodalla.</p>	<p>NSW Government (DI)</p> <p>Australian Government (DIIS)</p> <p>NSW Business Chamber</p> <p>Council (BD)</p>	<p>Council (BD) – advocate</p> <p>Business and industry associations – advocate</p>	Medium	Level of funding to local business and industry associations

Key for Council Services referred to in this Action Plan

Code	Service
BD	Business Development
CCD	Community and Cultural Development
CCE	Communication and Community Development
CC	Community Care
CF	Community Facilities
CCL	Corporate and Community Leadership
DABC	Development Assessment and Building Certification
EM	Environmental Management
FCT	Finance and Central Treasury
P	Property
R	Recreation
SP	Strategic Planning
SS	Sewer Services
TS	Technical Services
T	Tourism
TR	Transport
WS	Water Services

Key for NSW Government Agencies referred to in this Action Plan

Code	Agency
D	Destination NSW
DE	Department of Education
DPC	Department of Premier and Cabinet
DPE	Department of Planning and Environment
DI	Department of Industry
FCS	NSW Family and Community Services
H	NSW Health
NPWS	National Parks and Wildlife Service
RMS	Roads and Maritime Services
T	Transport for New South Wales

Key for other organisations referred to in this Action Plan

Code	Organisation
CBJRO	Canberra Region Joint Organisation of Councils
SEATS	South East Australian Transport Strategy
SPBA	Shoalhaven Professional Business Association
UoW	University of Wollongong

Key for Australian Government Agencies referred to in this Action Plan

Code	Agency
DCA	Department of Communication and the Arts
DEE	Department of Environment and Energy
DET	Department of Education and Training
DH	Department of Health
DIIS	Department of Industry, Innovation and Science
DIRD	Department of Infrastructure and Regional Development
PMC	Department of Prime Minister and Cabinet
RDAFSC	Regional Development Australia Far South Coast
T	Tourism Australia