# Economic Development and Tourism Strategy 2015 - 2020

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Mayor &amp; General Manager</td>
<td>3</td>
</tr>
<tr>
<td>Plan Development</td>
<td>4</td>
</tr>
<tr>
<td>Economic Indicators</td>
<td>5</td>
</tr>
<tr>
<td>Economic Trends</td>
<td>6</td>
</tr>
<tr>
<td>Social Demographics</td>
<td>7</td>
</tr>
<tr>
<td>Economic Opportunities</td>
<td>8</td>
</tr>
<tr>
<td>Economic Focus</td>
<td>9</td>
</tr>
<tr>
<td>Key Priorities</td>
<td>10</td>
</tr>
<tr>
<td>Resilient Economy</td>
<td>11</td>
</tr>
<tr>
<td>Actions – Resilient Economy</td>
<td>12</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>13</td>
</tr>
<tr>
<td>Tourism</td>
<td>14</td>
</tr>
<tr>
<td>Strategies - Tourism</td>
<td>15</td>
</tr>
<tr>
<td>Actions – Tourism</td>
<td>16</td>
</tr>
<tr>
<td>Town Strategies</td>
<td>17</td>
</tr>
<tr>
<td>Agri Business</td>
<td>20</td>
</tr>
<tr>
<td>Actions - Agriculture</td>
<td>21</td>
</tr>
<tr>
<td>Creative Industries</td>
<td>22</td>
</tr>
<tr>
<td>Land for Development</td>
<td>23</td>
</tr>
<tr>
<td>Economic Development Unit</td>
<td>29</td>
</tr>
</tbody>
</table>

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Bellingen Shire Council
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Or email:
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Message from the Mayor and General Manager

Council’s new Economic Development and Tourism Plan identifies key priorities for the next five years. Through taking a strategic approach, Council will endeavour to influence the establishment of a resilient economy in line with our Community Vision of 2030.

The new plan has a focus on innovation, investment and infrastructure and advocates support and growth of key industries like agriculture, creative industries, health and tourism. Our aging population will pose both challenges and opportunities. Strategies within the plan aim for a symbiotic relationship between our environment, culture and economy. It recognizes the importance of working with our regional partners to advance our commercial prospects.

Bellingen Shire will see some exciting changes over the next five years. The Pacific Highway By Pass at Urunga, Bellingen Main Street redesign, on-going upgrade of Waterfall Way and roll out of the NBN. These will all present some valuable opportunities for economic development. As an organisation, Council will also face some challenging times. Our Fit for the Future obligations will no doubt see a significant change in the way we deliver services and do business.

We are pleased to present Council’s new Economic Development & Tourism Plan. It has been developed with extensive consultation both at a local and regional level. Council looks forward to working with the business community in the delivery of this plan.
This plan is guided by the Bellingen Shire Community Vision 2030. Its’ development is founded on sustainability of economy, community and environment.

Research
• An initial review of the existing Economic Development Plan 2010-2015 was undertaken as a preliminary step in the planning process.
• New economic data for the Shire was commissioned in 2014 to provide a foundation and reference point for the development of the new plan.
• A literary review was conducted of multiple economic development plans from other NSW and interstate local government areas.
• Industry forums were initiated across the Shire to garner qualitative input from key economic sectors.
• Qualitative engagement and consultation has occurred with key stakeholders from across the Shire and Region.
• Council regularly liaises with the three Chambers of Commerce to identify priorities in each town.

Actions
This is a whole of Council plan. The Economic Development Unit has primary responsibility for economic development activities and will work actively with all divisions of Council to maximise economic benefits for the Shire. In identifying actions for this plan, Council recognises that it is restricted by its limited capacity and resources. Therefore, the plan needs to be realistic and achievable. It should be recognised that Council’s economic development unit has competing priorities across services, management, administration, stakeholder engagement and reactive business of Council. In addition, Council recognises the central role of market based economic development in the Shire’s future in line with the Community Vision 2030, Council aims to have an ‘influencing’ role in economic development and a more active role in providing adequate infrastructure, attracting investment and working with regional partners for the benefit of our Shire.

Timeframe
This plan has identified specific actions with set time frames from 2015 - 2020. The majority of actions are focused over the next three years while some are on-going or annual. The plan must be flexible to accommodate changes in the internal and external environment. Its actions are aligned to Council’s Operational Plan. At the end of each financial year, new actions and priorities will be included in the plan to ensure it remains current and relevant. The plan’s success will be measured through Council’s Integrated Planning and Reporting Framework. This will include annual targets within the Operational Plan and Performance Management System.

Budget
Council’s annual budget for economic development for the 2015-16 year is $75,000. Included in this figure is $30,000 for tourism promotion. Funding is not allocated to specific actions in this plan as there needs to be scope for unexpected costs and reactive expenditure. The budget will be supported by grant funding were available. Similarly, a number of actions will be achieved through cooperative partnerships both with other LGAs and private enterprise.
For comprehensive economic data of the shire see: http://economy.id.com.au/bellingen

### Local Economy
- Gross regional product (2013/14): $471.1M
- Average real annual growth (last 5 years): 1.2%

### Local Business
- Number of local businesses (registered for GST) (2014):
  - Bellingen: 1,144 businesses
  - Dorrigo: 536 businesses
  - Urunga: 313 businesses

### Employment by Industry
- Bellingen Shire:
  - Health care & social assistance: 12.5%
  - Retail trade: 11.6%
  - Agriculture, forestry & fishing: 10.8%
  - Accommodation & food services: 10.2%
  - Education & training: 9.8%

- Bellingen:
  - Health care & social assistance: 18.0%
  - Education & training: 12.6%
  - Retail trade: 12.0%
  - Accommodation & food services: 9.5%
  - Manufacturing: 7.8%

- Dorrigo:
  - Agriculture, forestry & fishing: 31.3%
  - Education & training: 8.9%
  - Retail trade: 8.6%
  - Accommodation & food services: 7.9%
  - Health care & social assistance: 7.3%

- Urunga:
  - Manufacturing: 13.6%
  - Accommodation & food services: 12.3%
  - Retail trade: 11.9%
  - Construction: 11.1%
  - Health care & social assistance: 6.3%

### Employment Capacity
- Bellingen Shire: 82.0%
- Dorrigo: 85.6%
- Urunga: 57.5%

Source: Lawrence Consulting, ABS Census 2011
### Economic Trends

#### Population

**Projected population (2031):**
- **Coffs Coast:** 121,550 persons (Up 16,481 persons)
- **Mid North Coast:** 351,000 persons (Up 38,863 persons)

**Age distribution (change in % share, 2013-31):**

- **Coffs Coast** (Bellingen, Coffs Harbour & Nambucca LGAs):
  - **Under 15 years:** (-1.1%)
  - **15 - 24 years:** (-1.9%)
  - **25 - 39 years:** (-0.7%)
  - **40 - 54 years:** (-2.6%)
  - **55 - 64 years:** (-1.9%)
  - **65+ years:** (8.2%)

- **Mid North Coast** (Coffs Coast + Clarence Valley, Kempsey, Port Macquarie Hastings & Greater Taree LGAs):
  - **Under 15 years:** (-1.2%)
  - **15 - 24 years:** (-2.0%)
  - **25 - 39 years:** (-1.0%)
  - **40 - 54 years:** (-2.8%)
  - **55 - 64 years:** (-1.6%)
  - **65+ years:** (8.7%)

**Average age (2031):**
- **Bellingen Shire:** 47.5 years
- **Coffs Coast:** 45.1 years
- **Mid North Coast:** 46.5 years
- **New South Wales:** 40.6 years

**Dependency ratio (2031):**
- **Bellingen Shire:** 95.4%
- **Coffs Coast:** 85.1%
- **Mid North Coast:** 92.9%
- **New South Wales:** 63.1%

Source: NSW Planning & Infrastructure, Lawrence Consulting

#### Employment by Industry

**Mid North Coast (Actual and % change, 2013-18):**
- Agriculture, Forestry and Fishing (1207 persons) (-9.6%)
- Mining (97 persons) (-11.7%)
- Manufacturing (477 persons) (-10.2%)
- Electricity, Gas, Water and Waste Services (105 persons) (+3.6%)
- Construction (871 persons) (+9.8%)
- Wholesale Trade (11 persons) (-0.2%)
- Retail Trade (1013 persons) (+9.3%)
- Accommodation and Food Services (136 persons) (+2.2%)
- Transport, Postal and Warehousing (130 persons) (-6.2%)
- Information Media and Telecommunications (9 persons) (-8.2%)
- Financial and Insurance Services (71 persons) (-6.9%)
- Rental, Hiring and Real Estate Services (25 persons) (+1.7%)
- Professional, Scientific and Technical Services (46 persons) (-1.1%)
- Administrative and Support Services (112 persons) (+5.0%)
- Public Administration and Safety (202 persons) (-3.8%)
- Education and Training (395 persons) (+7.3%)
- Health Care and Social Assistance (670 persons) (+6.6%)
- Arts and Recreation Services (15 persons) (-1.8%)
- Other Services (134 persons) (-5.6%)
- Total (1937 persons) (+2.5%)

Source: Dept of Employment
Social Dynamics

**Population**
- Estimated resident population (2014):
  - Bellingen Shire - 13,032 persons
  - Dorrigo - 2,304 persons
  - Urunga - 4,578 persons
- Average annual growth (last 5 years):
  - Bellingen Shire: 1.3%
  - Dorrigo: 1.5%
  - Urunga: 1.3%
- Average age (2013):
  - Bellingen Shire: 42.7 years
  - Dorrigo: 39.5 years
  - Urunga: 43.1 years
- Age distribution (-15yrs | 15-64yrs | 65+yrs) (2013):
  - Bellingen Shire: 19.4% | 62.0% | 18.6%
  - Bellingen: 22.8% | 61.1% | 16.1%
  - Dorrigo: 17.5% | 61.8% | 20.8%
  - Urunga: 15.7% | 59.4% | 24.8%
- Participation rate (ratio of total labour force to population aged 15+) (2013):
  - Bellingen Shire: 57.0%
  - Bellingen: 60.1%
  - Dorrigo: 39.6%
- Unemployment rate:
  - Bellingen Shire: 6.5%
  - Bellingen: 6.8%
  - Dorrigo: 7.6%
  - Urunga: 5.6%
- Dependency ratio (2013):
  - Bellingen Shire: 66.2%
  - Bellingen: 63.7%
  - Dorrigo: 61.9%
  - Urunga: 68.3%

**Labour Force**
- Number of employed residents (March Quarter 2015):
  - Bellingen Shire: 2,680 persons
  - Dorrigo: 1,049 persons
  - Urunga: 1,991 persons
- Participation rate (ratio of total labour force to population aged 15+) (2013):
  - Bellingen Shire: 57.0%
  - Bellingen: 60.1%
  - Dorrigo: 39.6%
- Unemployment rate:
  - Bellingen Shire: 6.5%
  - Bellingen: 6.8%
  - Dorrigo: 7.6%
  - Urunga: 5.6%
- Dependency ratio (2013):
  - Bellingen Shire: 66.2%
  - Bellingen: 63.7%
  - Dorrigo: 61.9%
  - Urunga: 68.3%

**Household Type**
- Bellingen Shire:
  - Couples without children: 44.9%
  - Same sex couples: 0.9%
  - Couples with children: 34.6%
  - Single parent: 19.7%
  - Blended family: 5.6%
- Bellingen:
  - Couples without children: 37.8%
  - Same sex couples: 1.7%
  - Couples with children: 38.5%
  - Single parent: 23.0%
  - Blended family: 6.1%
- Dorrigo:
  - Couples without children: 47.1%
  - Same sex couples: 0.0%
  - Couples with children: 34.3%
  - Single parent: 17.4%
  - Blended family: 5.3%
- Urunga:
  - Couples without children: 51.5%
  - Same sex couples: 0.5%
  - Couples with children: 30.4%
  - Single parent: 17.6%
  - Blended family: 5.4%

Source: ABS 3218.0, Lawrence Consulting
Source: Dept of Employment, Lawrence Consulting
Source: ABS Census 2011
Source: ABS Census 2011
National Parks and State Forest

Over fifty percent of Bellingen Shire is National Park or State Forest

World Heritage Rainforest
World of opportunity!
National Parks
Indigenous Culture
State Forest
Conservation
Koala Habitat
Renewable Energy
Adventure Tourism
Nature Based Attractions
Organic Farming
Agri Business
Waterfalls
Camping
Kayaking
Forestry
Hiking
Opportunities

Pacific Highway upgrade: bringing the world to our doorstep

Waterfall Way: gateway to New England

Central to dynamic Coffs Coast and its regional hub, with easy access to its airport etc.

Sustainable population growth achieving economies of scale, enhancing land values and human resources.

NBN and telecommunications: bringing the world to our businesses

Strong demand for agribusiness and clean food, in Australia and overseas.

Aging population

Attracting Tree Changers from metropolitan areas

Enablers

Infrastructure
Investment Opportunities
Innovation
Employment
Youth Retention
Industry Development
Economic Diversity
Regional Cooperation
Entrepreneurship
Education & Training
Small Business Friendly
Technology – state of the art
Social & Cultural cohesion
Renewable Energy
Access to Markets
Reduced Regulation
Key Priorities – 5 Years

Infrastructure improvements
Bellingen Main Street Upgrade
Nambucca Service Centre
Gleniffer Master Plan
Dangar Falls enhancement
Updated Signage
Urunga Tidal Pool Development
Innovation for Business
Renewable Energy
New Pacific Highway
Regional Food Forum
Developing social media platforms
Events and Festivals
Mountain bike tracks
Vocational opportunities for youth
Wireless connectivity across the shire
Diversity of agriculture
Small Business Focus
Digital Marketing
Appropriate tourism
Bellingen Shire Art Plan
We are a vibrant, prosperous and inclusive community supported by a strong and sustainable local economy. The plan will take a cooperative approach in building networks and relationships with our neighbouring LGAs, Industry & Community Associations and State and Federal Agencies.

- We have meaningful work and vibrant businesses within our community
- Our community has a diversity of businesses and new industries
- We have innovative and alternative local trading systems
- Businesses within our Shire are ethical and sustainable
- We have the public infrastructure to appropriately support business activity
- We are a disaster resilient community
- Our families are able to support themselves locally
- We have balanced, sustainable tourism
- Our Shire offers a broad range of experiences for visitors
- Our regional tourism assets are enhanced
- Our tourism providers strive for sustainable operations
- We have a sustainable local farming sector that provides us with healthy, fresh food
- Agriculture is a valued part of our economy
- Local food-growing, processing, sharing and education initiatives are supported and developed
- Alternative farming systems are employed with examples including cooperative farming and Landshare
- Farming practices are financially and environmentally sustainable

Council’s Community Vision 2030 outlines the objectives for a resilient economy
Resilient Economy

We have meaningful work and vibrant businesses within our community

Strategic Directions | BSC Role | Partner
--- | --- | ---
Our community has a diversity of businesses and new industries | Influence | State and Federal Government, Business, Community, Regional partners
We have innovative alternative local trading systems | Influence | State and Federal Government, Business, Community, Regional partners
Businesses within our shire are ethical and sustainable | Influence | Business

Actions

- Develop business planning for the Events Hub to support Festivals and Events
  
- Develop an Investment Kit to be available for potential new investors
  
- Investigate opportunities for additional commercially zoned land
  
- Enhance branding for Shire and for individual towns
  
- Develop social media platforms to enhance e-commerce opportunities
  
- Collaborate with industry groups and private companies to promote alternative energy sources
  
- Participate in Chamber meetings to support local business
  
- Collaborate with local business operators to assist in business sustainability
  
- Collaborate with regional partners to promote business investment opportunities
  
- Participate in National, State and Regional trade expos to attract business to the Shire
  
- Work with local markets to drive prosperity
  
- Conduct Industry Development Workshops & Forums
  
- Provide Business Mentoring Services
  
- Facilitate National Broad Band connectivity for Local Business.
  
- Investigate new land development opportunities resulting from the By Pass

Timeframe

- 2015 - 2016
- 2015 - 2016
- 2015-2016
- 2015-2020
- 2015-2020
- Monthly
- Monthly
- On-going
- On-going
- On-going
- Annually
- As Required
- As Required
- 2016-2020

Local Plans
BLEP 2010 and DCP • Social Plan
Bellingen Economic and Tourism Development Plan

Regional Plans
MNC Regional Strategy • Regional Employment Plan Arts
MNC Strategic Plan • MNC Regional Action Plan (2021) • MNC Community Development Plans • MNC RDA Plan

State Plans
NSW 2021

Federal Plans
Building Australia’s Workforce
We recognize that it is essential to have adequate infrastructure to facilitate economic development.

### Infrastructure

**Strategic Directions**

<table>
<thead>
<tr>
<th>BSC Role</th>
<th>Partner</th>
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</thead>
<tbody>
<tr>
<td>Provide, Influence</td>
<td>State and Federal Govt, Regional Partners</td>
</tr>
<tr>
<td>Influence</td>
<td>Business, SES Community, State &amp; Fed Govt</td>
</tr>
<tr>
<td>Influence</td>
<td>Business, Community, Regional Partners</td>
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</table>

#### We have the public infrastructure to appropriately support business activity

- **Actions**: Collaborate with Nambucca Shire and Urunga Mylestom Chamber in renaming old Pacific Highway
  - **Timeframe**: 2015 - 2016
- **Actions**: Collaborate with RMS and Urunga Mylestom Chamber on Pacific Highway Signage
  - **Timeframe**: 2015 - 2016
- **Actions**: Undertake tourism signage audit across the Shire
  - **Timeframe**: 2015 - 2016
- **Actions**: Explore funding opportunities to establish sewage connection for the Raleigh Industrial Estate
  - **Timeframe**: 2015 - 2016
- **Actions**: Collaborate with Urunga Mylestom Chamber on the feasibility of the Urunga Lay By on Pacific Highway
  - **Timeframe**: 2015 - 2017
- **Actions**: Liaise with National Broad Band Inc. to ensure optimum broadband connection across the Shire
  - **Timeframe**: 2015 - 2017
- **Actions**: Explore partnership options for Nambucca Service Centre on new Pacific Highway
  - **Timeframe**: 2015-2017
- **Actions**: Liaise with RMS on the progress and opening of the new Pacific Highway
  - **Timeframe**: 2015 – 2017
- **Actions**: Assist in progressing the Urunga to Hungry Head bike track
  - **Timeframe**: 2015 - 2017
- **Actions**: Develop proposal and investigate funding for new tourism signage
  - **Timeframe**: 2016 – 2017
- **Actions**: Collaborate with Roads and Maritime Services to promote the continual enhancement of Waterfall Way
  - **Timeframe**: Quarterly
- **Actions**: Liaise with Grants Officer on funding opportunities for maintenance and new infrastructure investment
  - **Timeframe**: On-going
- **Actions**: Collaborate with regional partners to enhance airline and rail services to the region
  - **Timeframe**: On-going

### Local Plans
- BLEP 2010 and DCP - Social Plan
- Bellingen Economic and Tourism Development Plan

### Regional Plans
- MNC Regional Strategy - Regional Employment Plan
- Arts
- MNC Strategic Plan - MNC Regional Action Plan (2021)
- MNC Community Development Plans - MNC RDA Plan

### State Plans
- NSW 2021

### Federal Plans
- Building Australia’s Workforce
Strategic Directions

BSC Role

CONNECTIONS

Strategies – Bellingen Shire

Note: a new tourism strategic plan is currently being developed for the Coffs Coast region which will incorporate tourism marketing and management strategies for the Bellingen Shire over the next five years (Sept 2015).

• Actively work to ensure arts and culture are recognised as key primary tourism assets for the Shire
• Collaborate with the tertiary education sector to identify research projects to benefit sustainable tourism development
• Encourage Sports Tourism initiatives that deliver benefits back to the local community
• Develop plans and projects to support town beautification.
• Develop tourism packages to encourage length of stay and greater dispersion of tourists across the Shire.
• Increase industry take up and promotion of the Discovery App
• Promote the Bellingen Shire through a range of social media platforms
• Enhance Visitor Information Services through integrated technology
• Improve road signage and interpretation of tourist attractions
• Create incentives to attract new tour operators to the Shire
• Leverage tourism promotion through regional and state tourism campaigns
• Encourage and attract new accommodation development where appropriate
### Resilient Economy

#### We have balanced sustainable tourism

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<tr>
<th>Strategic Directions</th>
<th>BSC Role</th>
<th>Partner</th>
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<tbody>
<tr>
<td>Our Shire offers a broad range of experience for visitors</td>
<td>Provide, Influence</td>
<td>State and Federal Government, Business, Community</td>
</tr>
<tr>
<td>Our regional tourism assets are enhanced</td>
<td>Provide, Influence</td>
<td>State and Federal Govt. Business, Community, Regional Tourism Bodies</td>
</tr>
<tr>
<td>Our tourism providers strive for sustainable operations</td>
<td>Influence</td>
<td>State and Federal Govt. Business, Community, Local Tourism Groups</td>
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#### Actions

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<tr>
<td>Collaborate with Tourism Coffs Coast and Coffs Coast Marketing in setting up terms of reference for proposed s355 tourism management committee</td>
<td>2015 - 2016</td>
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<td>Conduct three workshops in the Shire to promote business innovation</td>
<td>2015 - 2016</td>
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<td>Improve social media platforms &amp; infrastructure to promote the Bellingen Shire</td>
<td>2015 - 2016</td>
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<tr>
<td>Review and improve signage in the Shire to promote dispersion of tourists throughout the Shire</td>
<td>2015 - 2016</td>
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<tr>
<td>Investigate funding opportunities and strategic partnerships for the potential development of the Urunga Tidal Pool facility</td>
<td>2015 - 2016</td>
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<tr>
<td>Investigate funding opportunities to enhance tourism promotion at the proposed Urunga Lay By</td>
<td>2015 - 2017</td>
</tr>
<tr>
<td>Collaborate with Nambucca Shire Council in developing the new Pacific Highway Service Centre to incorporate visitor information services and regional food showcase opportunities</td>
<td>2015 - 2017</td>
</tr>
<tr>
<td>Collaborate with the North Coast Regional Tourism Organisation to expand its role in tourism management and industry policy</td>
<td>2015 - 2020</td>
</tr>
<tr>
<td>Review the patronage and relevance of the current Bellingen Shire Visitor Information Centre and alternative service delivery models</td>
<td>2016 - 2017</td>
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<td>Work with the three local chambers to promote economic development</td>
<td>on-going</td>
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<td>Ensure that operators and industry are aware of available industry grants</td>
<td>on-going</td>
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<tr>
<td>Provide a mentoring service to assist tourism operators improve their business operations and prepare development applications for new business, events and festivals.</td>
<td>on-going</td>
</tr>
<tr>
<td>Develop the services of the Events Hub to enhance support and sustainability of festivals and events</td>
<td>on-going</td>
</tr>
<tr>
<td>Support the annual Food Forum to promote Food Tourism across the Shire</td>
<td>on-going</td>
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Bellingen

• Improve town entry signage
• Enhance Church St to make it more pedestrian friendly
• Investigate the feasibility of a footpath from town to the Old Butter Factory.
• Work on riverbank beautification and infrastructure at Lavender’s Bridge
• Investigate cultural and tourism options for Telstra Car Park site and old stables complex
• Develop strategies from Gleniffer Master Plan to enhance precinct and reduce impacts from excess visitation
• Identify potential funding to install a gym at Bellingen Swim Centre
• Improve wireless connectivity for public use within CBD
• Enhance the appeal of Bat Island
Dorrigo

- Advocate for the improvement of alternative routes to Coffs Harbour to decrease reliance on Waterfall Way
- Improve signage to Dangar Falls from Waterfall Way
- Improve town entry signage
- Collaborate with the local chamber to create pop up shops in empty retail spaces
- Aim to facilitate the progression of the Dorrigo Railway Museum
- Collaborate with Clarence and Coffs Council on the Glenreagh Railway initiative as appropriate
- Identify potential funding opportunities to achieve tourism related objectives within the Dangar Falls Plan of Management
- Work with the retail sector to increase trading hours over weekends
- Encourage events and festivals to work with the Events Hub
- Work with National Parks and Wildlife on tourism packages across the Shire
Urunga

- Work with NSW Holiday Parks to potentially develop a new Urunga Tidal Pool facility
- Collaborate with Club Cex to encourage riverside deck development of their sports club
- Collaborate with Crown Lands regarding the development of river cabins on Atherton Drive
- Encourage the development of river based tours
- Explore options to enhance Morgo Street Reserve foreshore
- Evaluate the future of existing Tourist Information Centre building and options for service delivery
- Work with Tourist Attractions Signposting Assessment Committee (TASAC) and RMS to establish new tourism signage on the new Pacific Highway
- Explore opportunities to light up Urunga Boardwalk

Mylestom & Repton

- Improve riverbank infrastructure for river based activities
- Improve riverbank beautification
- Identify funding to enhance sports facilities
- Work proactively with sports clubs to stimulate sports activity and sports tourism
- Work with National Parks and Wildlife and Crown Lands to develop visitor infrastructure and promote tourism in their reserves.
- Liaise with existing businesses to identify strategies to promote and sustain these operations
- Work proactively with developer of Bush n Bay Adventures to assist in the delivery of these events
- Investigate options for watercraft hire
We have a sustainable local farming sector that provides us with healthy, fresh food

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<tr>
<th>Strategic Directions</th>
<th>BSC Role</th>
<th>Partner</th>
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<tbody>
<tr>
<td>Local food growing, sharing and education initiatives are supported and developed</td>
<td>Provide, Influence</td>
<td>State and Federal Government, Business, Community</td>
</tr>
<tr>
<td>Alternative farming Systems are employed with examples including Cooperative farming and landcare</td>
<td>Provide, Influence</td>
<td>State and Fed Govt, Business Community</td>
</tr>
<tr>
<td>Farming practices are financially and environmentally sustainable</td>
<td>Provide, Influence</td>
<td>State and Federal Government, Business, Community</td>
</tr>
<tr>
<td>Agriculture is a part of our economy</td>
<td>Influence</td>
<td>Business, valued Community Groups, Regional Partners</td>
</tr>
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### Actions

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Collaborate with other divisions and committees of Council to promote a vibrant agricultural sector</td>
<td>on-going</td>
</tr>
<tr>
<td>Facilitate connections between government agencies and local business to promote export capability</td>
<td>on-going</td>
</tr>
<tr>
<td>Promote agricultural industry involvement in local chambers of commerce</td>
<td>on-going</td>
</tr>
<tr>
<td>Work with regional industry associations to identify opportunities for local producers</td>
<td>on-going</td>
</tr>
<tr>
<td>Develop relationships with local produce markets to enhance opportunities for growers and wholesalers</td>
<td>on-going</td>
</tr>
<tr>
<td>Participate in the Annual Mid North Coast Food Forum in partnership with other LGAs to enhance Industry development and commercial opportunities</td>
<td>annually</td>
</tr>
<tr>
<td>Explore regional food showcase opportunities at the Nambucca Service Centre</td>
<td>2015-2017</td>
</tr>
<tr>
<td>Focus on food tourism promotion to build synergies between tourism and the agriculture sector</td>
<td>on-going</td>
</tr>
<tr>
<td>Work with community organisations to identify innovative social enterprise opportunities</td>
<td>on-going</td>
</tr>
<tr>
<td>Conduct e-commerce workshops specific for the agricultural sector</td>
<td>annually</td>
</tr>
<tr>
<td>Develop a register of farms for sale and lease through local real estate agents and incorporate into the Investment Kit</td>
<td>2016</td>
</tr>
<tr>
<td>Monitor the progression of the local oyster industry to acquire EPA approval for renewed trading</td>
<td>2015-2017</td>
</tr>
<tr>
<td>Work collaboratively with regional partners to attract investment for processing facilities</td>
<td>2015-2017</td>
</tr>
<tr>
<td>Work with Council’s Operations Division and RMS to improve conditions for freight and transport services throughout the Shire’s road network</td>
<td>on-going</td>
</tr>
<tr>
<td>Liaise with relevant stakeholders to support the enhancement of local showgrounds</td>
<td>on-going</td>
</tr>
<tr>
<td>Work with relevant divisions of Council to assist in the reduction impacts on agriculture from noxious weeds and feral animals</td>
<td>on-going</td>
</tr>
</tbody>
</table>

### Local Plans
- BLEP 2010 and DCP Growth Management Strategy Farmland Mapping
- Local Food Futures Framework

### Regional Plans
- MNC Regional Strategy
- MNC Farmland Mapping Project

### State Plans
- NSW 2021
Strategic Directions

<table>
<thead>
<tr>
<th>BSC Role</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide, Influence</td>
<td>Educational institutions, Business, State &amp; Federal government, NGO’s</td>
</tr>
<tr>
<td>Influence</td>
<td>Educational institutions, Business, State &amp; Federal government, NGO’s</td>
</tr>
<tr>
<td>Influence</td>
<td>Community, Festival organisers, State &amp; Federal Government</td>
</tr>
</tbody>
</table>

The benefits and understanding of lifelong learning are promoted
There are opportunities for lifelong learning including regaining and retaining traditional skills
Our community is motivated to participate in lifelong learning activities
A diversity of cultural and artistic activities are available across the Shire

We are a learning and creative community

Creative Industries

Bellingen Shire Art Plan -2014
Arts Mid North Coast Strategic Plan 2014

We are a learning and creative community

Actions

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>on-going</td>
<td>• Develop capability and services of Events Hub to promote sustainability of events</td>
</tr>
<tr>
<td>on-going</td>
<td>• Provide mentoring services for creative businesses to promote business sustainability</td>
</tr>
<tr>
<td>on-going</td>
<td>• Work with regional industry bodies to source and deliver industry development opportunities</td>
</tr>
<tr>
<td>on-going</td>
<td>• Attract and support creative events to the Shire</td>
</tr>
<tr>
<td>on-going</td>
<td>• Work with Council’s Arts and Culture Committee in developing the Shire Art Plan</td>
</tr>
<tr>
<td>on-going</td>
<td>• Develop Visitor Information Centres as a platform to showcase creative industries</td>
</tr>
<tr>
<td>on-going</td>
<td>• Promote design integration as a strategy to build synergies between creative and non creative businesses</td>
</tr>
<tr>
<td>on-going</td>
<td>• Continue to integrate creative industry elements into tourism promotion</td>
</tr>
<tr>
<td>on-going</td>
<td>• Assist creative companies in gaining optimal NBN access for their business</td>
</tr>
<tr>
<td>on-going</td>
<td>• Encourage and support the development of new initiatives and events and aim to work collaboratively with proposers to develop their ideas for further consideration</td>
</tr>
</tbody>
</table>
Land for Development
Through the adoption of the Employment Lands Strategy in 2013, Council has planned for the following amounts of employment lands to accommodate new business opportunities in the Shire. It is also understood that there is a potential shortage of new industrial land opportunities in the regional centre of Coffs Harbour, and that Bellingen Shire may become increasingly attractive as a source of employment lands in the region.

<table>
<thead>
<tr>
<th>Existing / Potential Industrial Lands</th>
<th>Existing Zoned Land</th>
<th>Potential Expansion Area</th>
<th>Initial Recommended Investigation Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raleigh Industrial Precinct</td>
<td>58.4ha</td>
<td>4.8ha</td>
<td>4.8ha</td>
</tr>
<tr>
<td>Raleigh Extension Zone</td>
<td>0ha</td>
<td>4.1ha</td>
<td></td>
</tr>
<tr>
<td>Raleigh New Employment Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Urunga Industrial Precinct</td>
<td>2.3ha</td>
<td>13.4ha</td>
<td>13.4ha</td>
</tr>
<tr>
<td>North Urunga Extension Zone</td>
<td>0ha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bellingen - Tamarind Drive Precinct</td>
<td>1.4ha</td>
<td>0ha</td>
<td></td>
</tr>
<tr>
<td>Bellingen Investigation Area</td>
<td>0ha</td>
<td>5.7ha</td>
<td>5.7ha</td>
</tr>
<tr>
<td>Dorrigo Industrial Area</td>
<td>11.1ha (7.2ha + 3.9ha)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dorrigo Expansion Area 1</td>
<td>0ha</td>
<td>1.0ha</td>
<td></td>
</tr>
<tr>
<td>Dorrigo Expansion Area 2</td>
<td>0ha</td>
<td>1.4ha</td>
<td></td>
</tr>
</tbody>
</table>

The locations of proposed employment precincts are included in Council’s Employment Lands Strategy, which is viewable on the Council website.
The maps included in this section depict the location of the principle areas of land in the urban areas of the Shire that have been zoned R1 Residential and have a minimum lot size of 600m². Council’s preliminary investigations reveal that there is in the order of 1200 potential residential lots capable of being created in these areas.”
Residential Land

Urunga
Release area locations & estimated lot yield

Yellow Rock release Area & estimated lot yield
Residential Land

Dorrigo

Release area locations & estimated lot yield
Rural Residential Land

Rural Residential Zones
There are a wide range of opportunities present for rural residential subdivision throughout the Shire. This includes land that is zoned R5 – Large Lot Residential and has a 1ha minimum lot size for subdivision. The following table summarises the potential lot yields that are available in different localities. As can be seen, there are 516 potential lots that could be created within the rural residential areas of the shire. The locations of rural residential precincts are included in Council’s Growth Management Strategy, which is viewable on the Council website.

<table>
<thead>
<tr>
<th>Investigation Area</th>
<th>Potential Lot Yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hydes Creek Investigation Area (LR1)</td>
<td>120</td>
</tr>
<tr>
<td>Waterfall Way Investigation Area (LR2)</td>
<td>15</td>
</tr>
<tr>
<td>Brierfield Investigation Area (LR3)</td>
<td>60</td>
</tr>
<tr>
<td>Hungry Head Road Investigation Area (LR4)</td>
<td>35</td>
</tr>
<tr>
<td>South Arm Road Investigation Area (LR5)</td>
<td>20–35</td>
</tr>
<tr>
<td>Repton Investigation Area</td>
<td></td>
</tr>
<tr>
<td>- Perrys Road (LR8)</td>
<td>29</td>
</tr>
<tr>
<td>- Treefern Close(LR7)</td>
<td>8</td>
</tr>
<tr>
<td>Existing Rural-Residential Areas</td>
<td></td>
</tr>
<tr>
<td>Bellingen</td>
<td>130</td>
</tr>
<tr>
<td>Urunga</td>
<td>30</td>
</tr>
<tr>
<td>Dorrigo</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL POTENTIAL LOTS</td>
<td>516</td>
</tr>
</tbody>
</table>

Note: Not implemented as yet - further justification required to support re-zoning.
Council’s Economic Development Unit

**Works with:**

| Economic Development Advisory Committee |
| Bellingen Chamber of Commerce |
| Urunga Mylestom Chamber of Commerce |
| Dorrigo Chamber of Commerce |
| Council Volunteers |
| North Coast Destination Network |
| Tourism Coffs Coast |
| National Parks and Wildlife |
| Forestry Corporation NSW |
| Roads and Maritime Services |
| Crown Lands |
| BSC Arts and Cultural Committee |
| Bellingen Shire Events Hub |
| Bellingen Shire Learning Alliance |
| Bellingen Education and Business Alliance |
| Dorrigo Sale Yard Committee |

**Service Management**

| Bellingen Swim Centre |
| Dorrigo Swim Centre |
| Mylestom Pool |
| Waterfall Way Visitor Centre |
| Urunga Visitor Centre |
| Dorrigo Visitor Centre |
| Dorrigo Sale Yards |
| White’s Quarry |
| Grants Management |

Acknowledgement – This plan was a collaborative effort and Council would like to thank all those who contributed.