



# ballina 2035

## Exhibition Draft

ballina major regional  
centre strategy

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### **Acknowledgements**

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Cover Image: Richmond River Waterfront, Fawcett Park Ballina

BSC document reference: 15/58074

## ***The Three Brothers Aboriginal Cultural Belief Story***

**About this story:** *The Three Brothers* is a cultural belief story about the origin of all Bundjalung people. It describes Aboriginal people arriving on the Ballina coastline and how they began. There are versions of this story for different cultural groups (or clans) within the Bundjalung region. This is the earliest written version told to Rev. H. Livingstone who recorded it in 1892. This version of the story, told exactly as recorded, is appropriate to tell here for the Ballina area; however, other versions remain relevant to other Bundjalung cultural groups.

Long ago, Berrug, with his two brothers, Mommom and Yaburog came to this land. They came with their wives and children in a great canoe, from an island across the sea. As they came near the shore, a woman on the land made a song that raised a storm which broke the canoe in pieces, but all the occupants, after battling with the waves, managed to swim ashore. This is how 'the men', the paigal black race [*Aboriginal people*], came to this land. The pieces of the canoe are to be seen to this day. If anyone will throw a stone and strike a piece of the canoe, a storm will arise, and the voices of Berrug and his boys will be heard calling to one another, amidst the roaring elements. The pieces of the canoe are certain rocks in the sea.

At Ballina, Berrug looked around and said, nyug? [*what or something*], and all the paigal about there say nyug to the present day, that is, they speak the Nyug dialect. Going north to the Brunswick, he said, minyug? [*what or something*], and the Brunswick River paigal say minyug to the present day. On the Tweed he said, gando? [*what or something*], and the Tweed paigal say gando to the present day. This is how the blacks [*Aboriginal people*] came to have different dialects.

Berrug and his brothers came back to the Brunswick River, where he made a fire, and showed the paigal how to make fire. He taught them their laws about the kippara [*ceremony*], and about marriage and food.

After a time, a quarrel arose, and the brothers fought and separated, Mommom going south, Yaburog west, and Berrug keeping along the coast. This is how the paigal were separated into tribes.

*This version of the Three Brothers Story has been endorsed as appropriate for inclusion in this document by the Ballina Shire Council Aboriginal Community Committee.*

Reference: Rev. H. Livingstone **A Short Grammar and Vocabulary of the Dialect spoken by the Minyug People, on the North-East coast of New South Wales.** (Wimmera, Victoria), contained in L.E. Threlkeld (1892) **An Australian Language as spoken by the Awabakal the people of Awaba or Lake Macquarie (near Newcastle, New South Wales) being an account of Their Language, Traditions, and Customs** re-arranged, condensed and edited by John Fraser.

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## CONTEXT

The Ballina township is identified in the NSW Government's Far North Coast Regional Strategy as a developing major regional centre. To advance and consolidate Ballina as a regional centre, Ballina Shire Council is preparing a long term strategic planning framework for Ballina known as the Ballina Major Regional Centre Strategy.

The strategy's development is founded in extensive community engagement to underpin the project outcomes and align with the NSW planning reform process. The 2013 NSW planning reform process envisages strong up front strategic planning founded in community involvement to drive and inform planning. Whilst this type of approach is not new, the project is one of the first initiatives in NSW that seeks to achieve sound strategic planning and community engagement outcomes with specific regard for the State Governments 2013 reform process.

The strategy is focussed on the examination and drawing together of key issues including housing density, housing affordability, urban design, an ageing population, economic development, healthy living, infrastructure, recreation opportunities, open space, natural assets and environmental management (including climate change and flooding). Proximity to South East Queensland and the associated changes in the northern rivers region of NSW are also significant factors being considered.

The strategy is supported by various background materials including community engagement outcomes, specialist studies and technical reports. These materials along with this document address the strategy's development, including community engagement techniques employed and planned and alignment with NSW planning reform objectives, as well as key trends, issues, aspirations, ideas and outcomes associated with the delivery of the project.

Ballina will continue to emerge as a major regional centre over the next twenty years. What this will mean for Ballina and what needs to be done to accommodate this change, in a way that benefits our existing and future residents, local businesses and visitors, is the subject of the Ballina Major Regional Centre Strategy (Ballina2035). The strategy identifies key drivers of change, opportunities and key challenges over the next twenty years and proposes a series of actions that may be taken to respond to change in a proactive and positive manner.

The Strategy addresses the following six key themes:

- Open Space and Healthy Living;
- Economic Development;
- Character, Culture and Amenity;
- Community Facilities and Infrastructure;

- Environment; and
- Housing.

The Ballina Major Regional Centre Strategy seeks to identify measures by which the Council can respond to these themes, within its scope and responsibilities, in a manner that fits the character, needs and local culture particular to Ballina.

Ballina is characterised by:

- Being the Shire's core for the provision of a diverse range of retail, hospitality, civic, health, professional and business services in the Ballina CBD; retail in the Kerr Street Retail Precinct; light industry and large format retail in the Southern Cross Industrial Estate (North Ballina) and the West Ballina Enterprise Corridor; and marine industry in the Smith Drive Industrial Estate;
- Having quality urban infrastructure including road and pedestrian/cycle path networks, water and sewerage system and public open space network;
- A mixture of low density and medium density housing, including historic cottages, with higher density development generally located in proximity to the CBD and in sections of East Ballina. Lower density residential development predominates elsewhere;
- Relatively flat topography, wide streets with large areas of green public open space, including sporting facilities, passive open space, urban bushland, linked by an extensive shared pathway network;
- Extensive access to coastline areas, beaches and key waterways of the Richmond River and North Creek; and
- Strong links to Aboriginal and European cultural heritage including historic buildings (cottages and homesteads, main street commercial buildings and civic and religious buildings), prominent street trees and cultural values and stories associated with key landscapes, coastal environments and urban bushlands.
- Having strong education and hospitality sectors supported by diversity of choices in school education and by extensive tourism assets.

Ballina's key strengths and core competencies include the following:

- Accessibility to the coast, waterways & the natural environment – the physical environment is acknowledged as Ballina's key defining feature, due to its position on the Richmond River, North Creek and Pacific Ocean and proximity to natural areas.

- Open space assets and lifestyle – Our extensive open space assets contribute in a significant way to the social, economic and environmental strength of Ballina.
- Safe and friendly community with a “low-key vibe” that is reflected in the character of natural and built environment and the character of our community.
- As a transport hub of growing importance to the region, due to the Ballina-Byron Gateway Airport and Ballina’s position at the intersection of the Pacific and Bruxner Highways.
- Well-serviced, in terms of the standard and broad range of urban infrastructure and services including road and pathway networks, accessible infrastructure (changing places) and sustainable water management infrastructure (including water recycling), as well as with health and education facilities.
- Regional food bowl – due to the Northern Rivers Region having productive soils and relatively high rainfall, which supports a strong (and developing) local food culture that has a reputation for quality, freshness and sustainability.
- Regional arts culture and creativity – due to the reputation of the Northern Rivers as a region that values arts and creativity as a core part of its identity and attractiveness.
- Proximity to commercial and cultural/entertainment opportunities in Brisbane and the Gold Coast.

EXHIBITION DRAFT

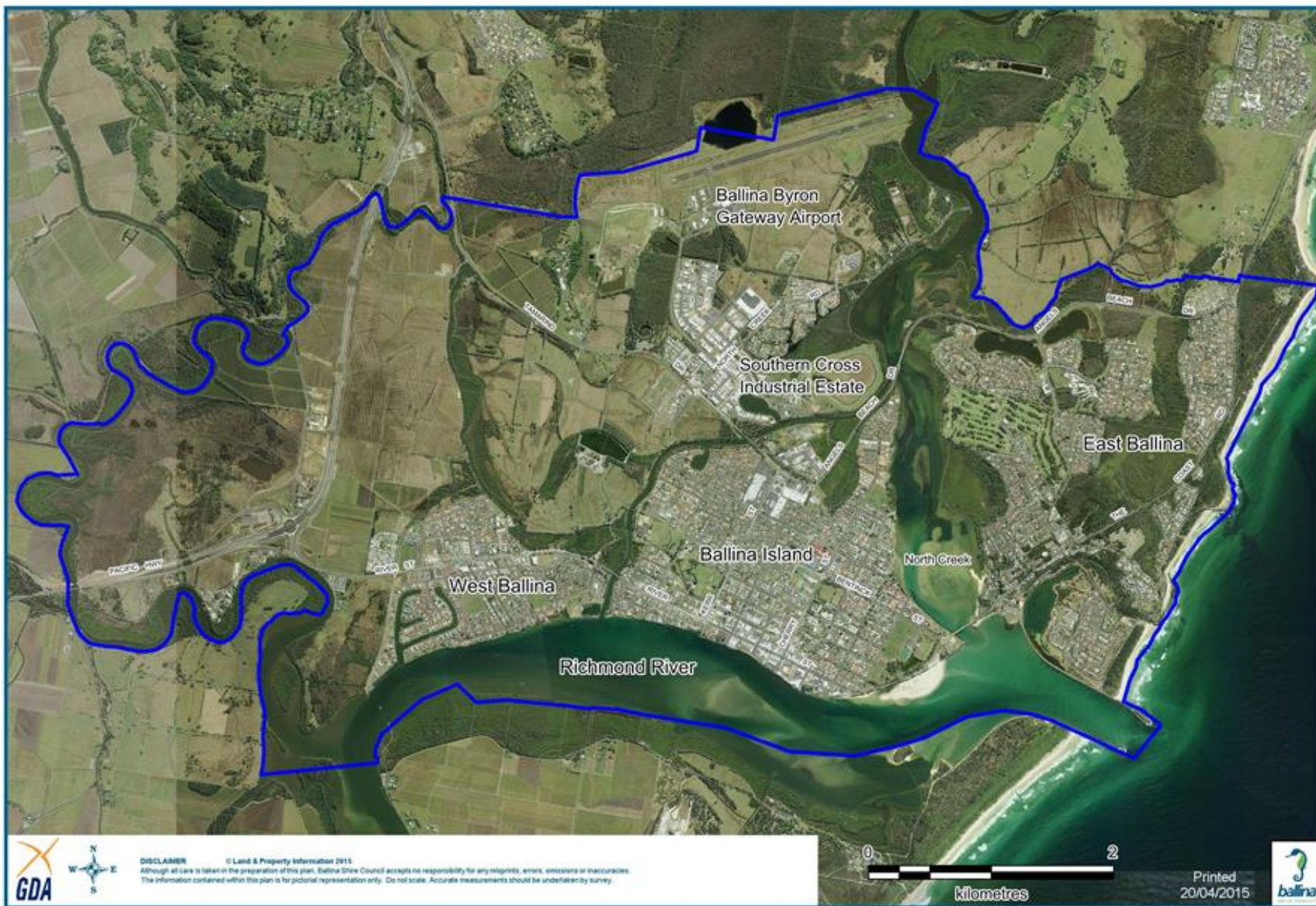


Figure 1. Map of Study Area



## COMMUNITY ENGAGEMENT

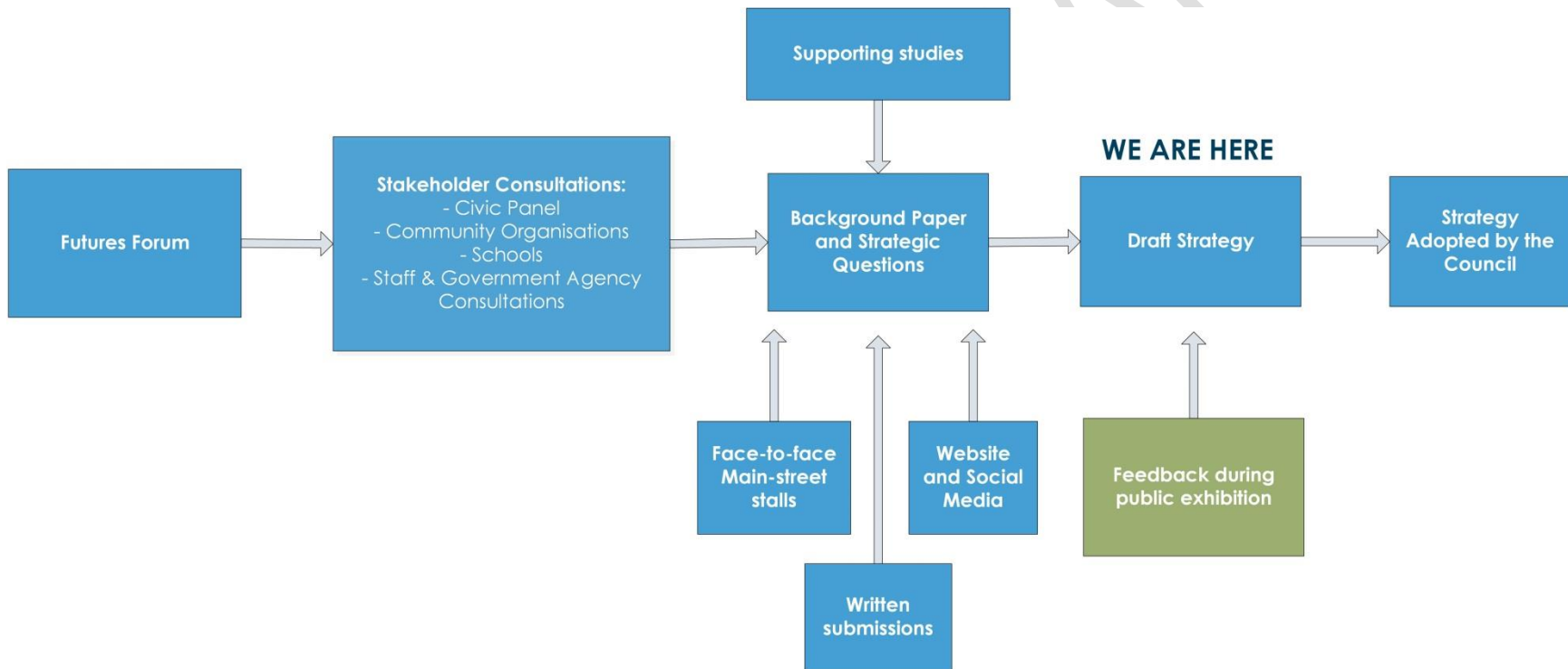
This strategy is founded on comprehensive community engagement involving the following:

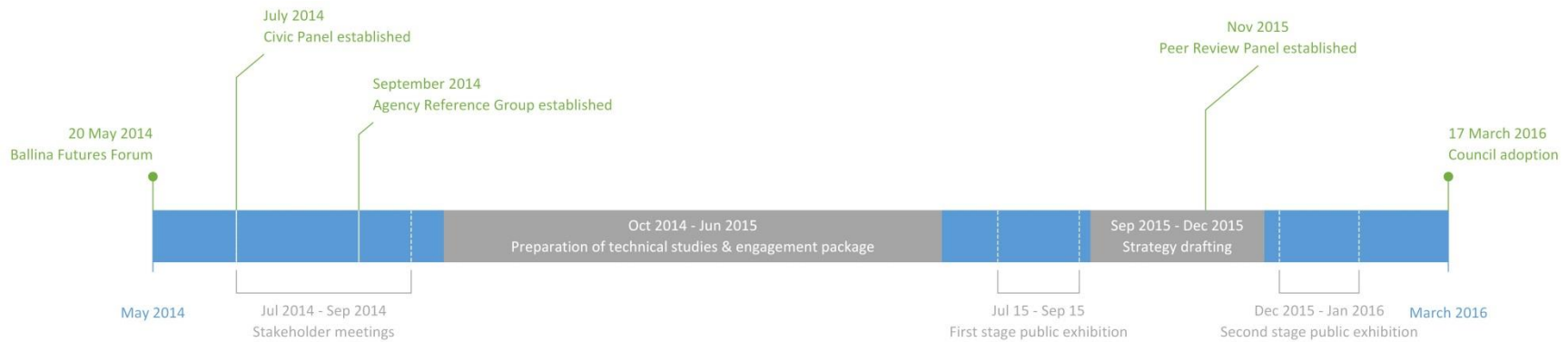
- *Futures Forum* - Council held an evening discussion forum at the commencement of the project, involving 47 randomly selected members of the Ballina community. The forum sought to establish community views in response to the following:
  - What does Ballina becoming a major regional centre mean for our community?
  - What are the opportunities it could create?
  - What are the challenges which need to be considered?
- *Civic Panel* - The Civic Panel, comprising 14 community members from the Futures Forum participants, has met at key stages during the project to provide feedback and act as a community “sounding board” to the project’s progress.
- *Staff Forum* – 18 Council staff members representing all groups within Council were invited to a discussion forum where the same questions from the Futures Forum were considered.
- *Interagency Government Forum* - Council held a Forum for representatives of Government Departments which saw 21 representatives from State Government departments meet at the first gathering to discuss the views of various agencies within the context of a strategic plan for the future of Ballina. Other meetings were held at various stages during the preparation of the strategy.
- *Presentations to Community Groups* – Council invited 24 community groups to engage with members of the project team via various means. Eleven of these groups have participated in the project. Project team members gave a presentation and invited open discussion and mapping of concerns, experiences and aspirations to directly feed into the project.
- *Presentations to schools* - To gain youth input in to the project, local schools were invited to receive a brief presentation from the project team to facilitate student input in terms of their experiences and thoughts for the future of Ballina. Three schools participated, with students from years six and ten engaged in an interactive workshop. A series of maps were made using the sMap social mapping tool through this process. Council’s Youth Council was also consulted and has had input to the project.

- *Newspaper Articles* - Articles (six in total) which gave the community background to the project's progress and invited thought on key issues were written and published over a six week period in the Ballina Advocate. The process instigated further letters and emails to Council, and stimulated the use of the sMap and Instagram tools.
- *Creative Workshops* - There were four workshops of 2.5 hours each held, targeted at grandparents and grandchildren or older residents and their younger friends or relatives, which were designed to bring generations together to share experiences of the Ballina community and what participants like about living in Ballina, through paver-based art. Following the workshops, the pavers were fired and are now being incorporated into the Wigmore Arcade redevelopment, providing a durable record of what is important about our community to different generations. A total of approximately 60 people were involved in these workshops.
- *sMap* – Ballina Shire Council is the first organisation in Australia to use sMap, which is an interactive online mapping tool with which community members are able to map points of interest and post comments and suggestions for Ballina's future. A total of 62 maps were produced with over 500 points of interest plotted using sMap.
- *Instagram* - Council set up Instagram hashtag - #ballinafuture and asked that people tag photos they have of what they like, or dislike about Ballina, or tag photos of what they would like to see in Ballina in the future. In total, 89 photos have been shared on Instagram using the #ballinafuture hashtag.
- *Facebook* – Council utilised the social media platform Facebook to notify and engage with our community. The 'Ballina2035' Facebook page received over 750 page 'likes' and 92 'comments', with over 11,000 people 'reached' through the platform.
- *Stage 1 Public Exhibition* – Council exhibited reporting and information based on the community engagement undertaken to seek further feedback prior to preparing this strategy document. The exhibition information included: Context Information; Strategic Question Sheets; Background Report; and Technical/Specialist Studies.
- *Industry Peer Review Panel* – In association with the finalisation of the draft strategy, Council established an Industry Peer Review Panel to review the proposed strategy approach and actions, with a view to providing critical feedback and additional ideas on the delivery of the strategy objectives from an industry perspective. The purpose of the panel was to provide an industry based testing point for approaches and ideas to support practical and innovative preparation and implementation of the Ballina Major Regional Centre Strategy.
- *Traditional media* – Additional to the above, conventional advertising (through local media), media releases and Council's own community publication ("Community Connect") have been utilised to raise community awareness of the project.

A Community Engagement Package, comprising information distributed for public comment during August-September 2015, provides further details regarding the background and rationale underpinning this strategy. The engagement package is available on Council's website.

## PROCESS & TIMELINE





## COMMUNITY ASPIRATIONS

The following key community aspirations were identified through Council’s community engagement activities during the preparation of the strategy:

- A strong desire to preserve the natural and scenic qualities that contribute to Ballina’s amenity and character.
- A desire for enhanced recreational opportunities associated with our open space areas and the coast and waterways, through improved infrastructure and amenities.
- Recognition that the community’s future wellbeing will be underpinned by economic opportunities and employment growth and that these require us to support creativity, innovation and entrepreneurship.
- A desire to see more life and activity in the Ballina CBD, through the provision of more casual meeting spaces, enhanced ‘street-life’ and the clustering of boutique retail uses and development of a restaurant/nightlife precinct.
- A need to ensure that public places and facilities, beaches and waterways, commercial areas and our pathway network are connected to and accessible by all members of our community and visitors.
- A desire for enhanced cultural expression through more public art, interpretive signage, community events and activities.
- A recognition that the nature of our housing stock will need to change to ensure we have a variety of dwelling types suitable for a wide range of households.

- A desire to ensure that Ballina’s transport infrastructure keeps pace with the needs of our community, in terms of strategic road improvements, affordable public transport options, and convenient and adequate parking opportunities.

## VISION

The following vision has been identified as the community’s preferred outcome for Ballina in the year 2035:

**In 2035...**

**Ballina is a vibrant and prosperous regional centre.**

## PRINCIPLES & KEY THEMES

The vision is supported by four key principles, which have guided the development of the strategy’s actions. These principles are:

- Inclusive – to ensure that everyone has opportunities to participate in community life to the fullest extent possible.
- Resilient – to be always improving the capacity of our community to deal with challenges and can adapt to change.
- Sustainable – to ensure that the decisions made today do not compromise the decision making options of future generations.

- Vibrant – to bring more life and vitality to Ballina’s community, as a basis for community wellbeing and prosperity.

The ways in which these principles are reflected in the development of actions against the six key themes of this strategy is shown in the following table:

Key Themes	Principles			
	Inclusive	Resilient	Sustainable	Vibrant
<b>Open Space and Healthy Living</b>	Comprises connected and diverse infrastructure that supports active and healthy coastal lifestyle in the public domain	Is contemporary and well maintained, providing long term benefits to the community	Complements environmental and social values and supports economic activity	Is embedded in the character and identity of Ballina and personal and community activity
<b>Economic Development</b>	Fosters opportunities for employment for variety of age groups and skill sets	Enables industry and business with longevity, capacity, local support and regional connectivity	Focusses on initiatives that draw on technology, clean energy, local skills and equity	Creates new, innovative and entrepreneurial activity
<b>Character, Culture and Amenity</b>	Supports new things and is respectful of existing and historic elements	Is underpinned by community values and aspirations that are articulated and embedded in policy, planning and infrastructure	Recognises culture, and social character and composition, within the community.	Is living, changing, engaging, interesting and inclusive
<b>Community Facilities and Infrastructure</b>	Meets needs for a healthy, interactive and connected community	Balances need, resources, hazards and risks and up front and long term costs	Is robust and responsive to change need and circumstance	Is supportive of social interaction, community capacity building and local identity
<b>Environment</b>	Is accessible to the community and visitors and connects people to place, flora and fauna, utility and amenity	Has core attributes recognised and protected, and potential impacts are understood and mitigated or avoided	Has intrinsic and instrumental value managed for the benefit of current and future generations and biodiversity	Comprises quality areas that contribute to community identity, economy and activity
<b>Housing</b>	Is within financial reach and able to meet a variety of household circumstances	Is able to adapt to future challenges such as climate change	Minimises the use of resources including energy, water and carbon	Has architectural merit, is interesting and contributes to a sense of place

## PHILOSOPHICAL APPROACH

The following section outlines Council's philosophical approach to the progress of Ballina to a major regional centre:

- *Show leadership where it counts* – A number Ballina's unsung successes have been a product of forward thinking and pro-active Councils of the past (such successes include the airport, Angels Beach Drive & Prospect Bridge and the development of much of the shire's industrial and residential land). These successes reflect the need for Council to play a significant leadership role in key areas, to bring prospective success into reality.
- *Enable things to happen* – Recognise that sometimes Council's role is best served by being a 'catalyst' rather than 'doer', which may involve providing the forum, facility and/or appropriate regulatory arrangements to enable the doers to step-up and take good ideas forward.
- *Make investments count* – Look for opportunities to target investments of infrastructure and 'human capital' into areas that have potential to leverage multiple benefits, in terms of community wellbeing, economic opportunity and environmental enhancement. This may mean 'applying resources in a smarter way', rather than necessarily applying resources as 'more of the same'.
- *Plan from the bottom up* – Recognise that community input is a valuable tool at each stage of planning and delivering new ideas and that a citizenry which is well informed, empowered and 'networked' can bring the energy and information necessary to make good ideas great.
- *Pick low-hanging fruit* - Identify easy first steps to enable early implementation of key aspects of a project that have relatively low cost (both monetary and otherwise), with the overall project delivered in stages over time.
- *Start from where we are* – Know and acknowledge where we are now is the best strategy for getting to where we want to be in the future. This recognises that at each step of the way we need to build on the existing resources, skills and opportunities currently available in our community.
- *Engender entrepreneurial culture* – Acknowledge the fact that sometimes the best approach is to do less rather than more, in the sense that the removal of barriers and bringing parties together, may be all that is required to stimulate others into taking good ideas forward.
- *Facilitate an inclusive community* – Seek to ensure that all members of our community have ongoing and equal opportunities to be involved in civic and community life to the greatest extent possible, regardless of their cultural or socio-economic background, or their physical or mental condition.

- *Engender resilience* – Pursue a path that respects the needs of the present whilst responding to the foreseeable challenges of the future, in a manner which is flexible and adaptable enough for future decision makers to do the same. This approach is the foundation of sustainability.
- *Be disruptive* – Acknowledge that at times it may be necessary for Council to lead the community in a particular direction or at least “shake things up” by challenging or disrupting current ways of thinking and doing things and pursuing change.
- *Prototype, pilot and plan for failure* – Acknowledge the fact that sometimes it is best to test an idea before moving to full implementation. This is the concept behind the ‘tactical urbanism’ approach. Coupled with appropriate feedback opportunities, this approach can ultimately save resources and improve outcomes to better meet the needs of our community. This also recognises that sometimes it’s necessary for good ideas to be allowed to ‘fail’ so that they can be improved upon and turned into longer-term successes.

## RESPONSES TO KEY DRIVERS

Key Drivers of Change	Strategic Response
Climate Change	Pursue adaptable and flexible climate change responses to appropriately manage foreseeable risks and provide options for future decision makers. The aim is to leave future decision makers in a reasonable position and keep options open in relation to climate change.
Small Business Innovation	Recognise the value of small business as the key driver of future economic growth and activity by fostering networking and innovation in the sector.
Ballina Byron Gateway Airport transport hub	Harness opportunities presented by having a key gateway to the region in Ballina, by making strategic investments in infrastructure and encouraging compatible economic opportunities.
Population Change	Recognise and prepare for population ageing, whilst encouraging demographic balance through the attraction of younger cohorts. Attraction of working families is important to the balance and economic prosperity of the community.
Population Growth Potential	Prepare for the population growth that is anticipated to occur with the development of major urban growth areas, in a manner which enhances lifestyle opportunities and access to services and facilities for existing and future residents. This includes an ongoing strategy of greenfield development in the shire supported by targeted infill in Ballina.
Digital Readiness	Support digital readiness in government, business and community sectors to promote civic, economic and social networking opportunities.



Key Drivers of Change	Strategic Response
Industrial Land Supply	Harness opportunities associated with the strategic location of Council's industrial land supplies, adjacent to the Ballina-Byron Gateway Airport and key future road infrastructure upgrades. Encourage long-term innovative business activity on Council's land.
Maritime opportunities	Leverage off Ballina's maritime location through appropriate investment in infrastructure and embellishments to promote community and business opportunities associated with access to the coast and waterways.
Public Domain and Open Space	Build on opportunities associated with Ballina's high quality open space assets through strategic embellishment and improvements to the public domain, to promote active lifestyles and encourage social interaction and community cohesion.
Central Business District Networking Hub	Stimulate life and vitality in the Ballina CBD through enhancement of the public domain, "place activation" and the encouragement of private development that responds to the river setting of the CBD.
Visitor Economy	Harness opportunities for local business associated with the growth of the visitor economy, whilst managing the impacts of tourism on access to facilities and sense of place for the local community.
Proximity to South East Queensland	Acknowledge the increasing influence of south east Queensland on the North Coast region due to ongoing upgrades to the Pacific Highway, in terms of both the opportunities and pressures this presents. Link with South East Queensland in terms of employment, culture and housing.

#### ***A note on climate change***

*Ballina is in a vulnerable position when considering the predicted impacts of climate change, as expressed through the IPCC and various government policy and responses in Australia. In particular, Ballina may be impacted by rising sea levels and more extreme weather events, especially when thinking about inundation, tidal water, stormwater, coastal erosion and flooding.*

*From the perspective of the strategy, the key is not to find it all too hard or assume the worst. Rather, it is about a logical and measured response within the financial, knowledge and practical means of Council and the community over time.*

*The timeline for the Ballina Major Regional Centre Strategy of 20 years is not long enough to solve climate change challenges nor to realise many of the impacts. However, the strategy is founded on a philosophy of managing risk and moving in a positive direction. The strategy is about ensuring Ballina is a vibrant and prosperous regional centre that warrants the public and private financial and technical investment to address the predicted and actual impacts. It is about encouraging the attitude, prosperity and investment necessary to pay for measures that can address the climate change challenges of the future.*

## STRATEGIC ACTIONS

The following actions are proposed to achieve the community's vision for Ballina in 2035.

Reference	Action	The benefits will be...	This will involve...	Action Category
<b>OPEN SPACE AND HEALTHY LIVING</b>				
<b>Objective A1 - Provide improved amenities and facilities in association with key foreshore and open space areas.</b>				
A1.1	Embellish foreshore open space, incorporating improved shade, parking, play equipment, amenities and landscaping at key locations, as shown on the Landscape Plans (refer to Appendix).	Improved facilities and usability of open space areas by locals and visitors.  Improved tourist attraction.  Improved lifestyle attraction.	<ul style="list-style-type: none"> <li>- Implementation of the draft landscape plans, subject to further detailed design and costing, and identifying/obtaining funding.</li> <li>- Sites include: Kingsford Smith Drive &amp; the Spit; The Serpentine Beach, Memorial Park and North Missingham Bridge Beach Precinct; Black Head; and Captain Cook Park.</li> <li>- Focusing embellishments in key high use locations, whilst retaining low-key 'informal' open spaces without major improvement works, in order to maintain a broad range of open space and recreational opportunities.</li> </ul>	Deliver
A1.2	Facilitate the construction of a sea pool at convenient, cost-effective and achievable location.	Improved recreational opportunities, particularly during rough sea conditions.	<ul style="list-style-type: none"> <li>- Identifying the approval pathway for construction.</li> <li>- Assisting with the identification of grant opportunities to fund construction.</li> </ul>	Facilitate
A1.3	Ensure the accessibility of change rooms and toilets at key locations in the open space network (activity nodes), as shown on the Strategy Overview Map.	Improved facilities and usability by locals and visitors.  Facilitating growth in accessible tourism.	<ul style="list-style-type: none"> <li>- Undertaking an accessibility audit of existing facilities.</li> <li>- Preparing cost estimates for improvements.</li> <li>- Improving facilities as funds become available.</li> </ul>	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
A1.4	Extend the shared pathway network as shown on the Strategy Overview Map.	Improved pedestrian accessibility.	<ul style="list-style-type: none"> <li>- Undertaking detailed design and costing for shared pathway extensions proposed in the Strategy Overview Map.</li> <li>- Obtaining funds for the works.</li> <li>- Obtaining approvals for construction.</li> <li>- Construct pathway extensions as funds become available.</li> </ul>	Deliver
A1.5	Progressively embellish the shared pathway network to incorporate improved public amenities, exercise stations, shelter, drinking fountains, public art, play spaces, pop-up activity spaces and bicycle and mobility scooter parking at key activity nodes shown on the Strategy Overview Map.	<p>Improved pedestrian accessibility.</p> <p>Improved attractiveness for maintaining an active lifestyle.</p> <p>Greater interest and usability of the open space network.</p>	<ul style="list-style-type: none"> <li>- Identify opportunities to provide new infrastructure and embellishments at strategic locations within the open space network.</li> <li>- Constructing works, in a staged manner, as funds become available.</li> </ul>	Deliver
A1.6	Provide a major regional park facility at Pop Denison Park, in accordance with the Pop Denison Park Master Plan.	Improved recreational opportunities.	<ul style="list-style-type: none"> <li>- Implementing the Pop Denison Park Master Plan, funded primarily through Council Open Spaces Developer Contributions Plan.</li> </ul>	Deliver
<b>Objective A2 – Facilitate the appropriate use of public land to achieve balanced environmental, social and economic outcomes.</b>				
A2.1	Ensure that appropriate management arrangements are in place for the use of public land, which facilitate the appropriate use of the land for the benefit of our community.	Equity and transparency in the use of public land.	<ul style="list-style-type: none"> <li>- Preparing Plans of Management for public land, on the basis of comprehensive community consultation and in accordance with Council's statutory responsibilities.</li> <li>- Reviewing the arrangements whereby organisations or groups enjoy the exclusive occupation of public land, to ensure that appropriate legal arrangements are in place to legitimise that use, particularly where occupation was established historically.</li> </ul>	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
A2.2	Facilitate pop-up entrepreneurial activities, such as food vending, personal training, and recreation equipment and watercraft hire, at key locations in the open space network, at key activity nodes shown on the Strategy Overview Map.	Improved recreational opportunities.  Increased economic development opportunities	- Facilitating opportunities for the (limited) commercial use of public land, in appropriate locations, through the provision of streamlined licensing arrangements for these uses.	Facilitate
A2.3	Review the demand and supply situation for the recreational needs in the shire and provide for projected future needs.	Better catering for local recreational needs.	- Revising Council's Open Space Strategy to audit the availability of existing facilities and identify future needs, addressing field sports, aquatic sports and indoor sports. - Funding the provision of additional facilities on the basis of developer contributions, rate revenue and grants.	Plan
A2.4	Provide for and facilitate opportunities for adventure-based recreation in appropriate locations.	Improved range of recreational opportunities.	- Revising Council's Open Space Strategy, considering opportunities to include adventure based recreation opportunities, including: - low-impact mountain bike trails in appropriate natural areas in East Ballina; and - water-based adventure play equipment in Shaws Bay and/or North Creek and/or the Richmond River. - Facilitating private commercial adventure-based recreation ventures, such as wave pools, extreme sports venues and sky-diving operations, in appropriate locations, subject to a commercial operator seeking to establish and operate them.	Plan / Facilitate
<b>ECONOMIC DEVELOPMENT</b>				
<b>Objective B1 - Cultivate entrepreneurial culture and innovation, as the underpinning of future economic growth and prosperity.</b>				
B1.1	Establish an ongoing dialogue with local business, face-to-face and through print and online media, as a means for improving the relationship between Council and local business, encouraging networking and stimulating entrepreneurial activity.	Improved relationship between Council and local business.	Engaging with local business through an engaged media strategy including: - Surveys on business relationships with Council; - Meetings with local business chambers and industry clusters; - Regular business focussed newsletter publication; - Utilisation of social media (LinkedIn, Facebook & Instagram).	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
B1.2	Reduce the regulatory burden of Council operations and statutory functions on local business.	Reduced regulatory burden on local businesses.	<ul style="list-style-type: none"> <li>- Surveying local business to identify opportunities to reduce the regulatory burden imposed by Council activities &amp; functions.</li> <li>- Identifying barriers to outside businesses, wishing to locate regionally, from relocating in Ballina.</li> <li>- Amending relevant Council plans and policies to remove barriers to entrepreneurial activity and achieve procedural improvements and cost savings for local business.</li> <li>- Continued involvement in the NSW Small Business Friendly Council's program.</li> </ul>	Facilitate / Advocate  Plan
B1.3	Establish co-working spaces in the proximity of the CBD, to support entrepreneurial sole traders and small business.	<p>Improved business conditions for small business.</p> <p>Improved networking and economic development opportunities.</p>	<ul style="list-style-type: none"> <li>- Surveying local small business to gauge demand and range of facilities/services to include. Typically, co-working spaces provide sole traders and emerging businesses with access to Wi-Fi, meeting rooms, printers/copiers and reception services within a professional office environment. These spaces may also provide social and professional networking and mentoring opportunities for small or start-up businesses.</li> <li>- Assisting the establishment of a co-working space.</li> <li>- Working with an appropriate business or not-for-profit organisation to manage the co-working space over the long-term.</li> </ul>	Deliver  Facilitate / Advocate
B1.4	Support the establishment of clusters of compatible businesses to stimulate street activity, support collective/precinct marketing and encourage the emergence of networking 'hubs'.	<p>Improved vibrancy in the streetscape.</p> <p>Improved networking opportunities for business.</p>	<ul style="list-style-type: none"> <li>- Preparing an Economic Development Strategy identifying measures that would support the physical clustering of compatible businesses, such as restaurants, boutique retail and health services, in specific precincts in the CBD.</li> <li>- Working with local business clusters to support collective marketing and promotion.</li> </ul>	Plan  Facilitate / Advocate
B1.5	Actively seek to attract key businesses to the shire that provide for long-term employment and innovation.	Increased local employment.	<ul style="list-style-type: none"> <li>- Actively marketing the Southern Cross Industrial Estate and Airport Precinct as an innovation and employment hub.</li> </ul>	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
<b>Objective B2 - Leverage Ballina's existing strategic economic assets to support economic development and employment opportunities.</b>				
B2.1	Protect and enhance our environmental assets, as a basis for maintaining Ballina's key lifestyle and economic advantages.	Maintaining key environmental and lifestyle assets.	<ul style="list-style-type: none"> <li>- Continuing to implement coast and hinterland environmental restoration projects, supported by local volunteer organisations and grant funding.</li> </ul>	Facilitate
B2.2	Identify opportunities to leverage Ballina's extensive open space network as a major sport and recreation event hub (such as marathon/triathlons, surfing, water sports, cycling), as a basis for growing recreational tourism.	Stronger visitor economy.	<ul style="list-style-type: none"> <li>- Identifying measures to attract large scale sport and recreation events and/or training facilities.</li> <li>- Identifying grant opportunities to fund works.</li> <li>- Undertaking strategic investments in open space infrastructure to support major recreational events.</li> <li>- Investigate options for facilitating temporary accommodation in association with major events, including the temporary expansion of existing camping grounds.</li> </ul>	Plan Facilitate Deliver
B2.3	Continue to invest in strategic road infrastructure to ensure Ballina's road network continues to function efficiently into the future.	Improved road infrastructure for residents, businesses and visitors.	<ul style="list-style-type: none"> <li>- Implementing Council's Strategic Road Network Plan, including strategic road connections between Lennox Head and Ballina and North Ballina and West Ballina, as well as lane duplications and intersection upgrades.</li> </ul>	Deliver
B2.4	Encourage growth of accessible tourism by building on Ballina's natural accessibility and extensive tourism assets.	Stronger visitor economy.	<ul style="list-style-type: none"> <li>- Undertaking an accessibility audit of Council infrastructure (including pathway networks and coastal access) and encourage the same by local businesses, to identify opportunities to improve disability access in the public and private realms;</li> <li>- Promoting accessible tourist activities, venues and accommodation options through Council's tourist information outlets and promotional media.</li> </ul>	Plan Facilitate
B2.5	Promote opportunities associated with the availability of industrial land in proximity to the Ballina-Byron Gateway Airport and the Pacific and Bruxner Highways.	Growing employment opportunities.	<ul style="list-style-type: none"> <li>- Preparing an Economic Development Strategy which identifies opportunities to promote the clustering of industrial land uses that are compatible with the ongoing growth of the Ballina-Byron Gateway Airport.</li> <li>- Establish a program to identify and encourage new industries that provide employment and harness opportunities around emerging technologies, food production, alternative energy production, advanced/specialist manufacturing (3D printing) and the like.</li> </ul>	Plan

Reference	Action	The benefits will be...	This will involve...	Action Category
B2.6	Support the development of transport logistics infrastructure and facilities, to leverage Ballina's strategic transport advantages (associated with the airport and highways).	Growing business opportunities.	<ul style="list-style-type: none"> <li>- Providing for the private commercial development of transport logistics infrastructure, through appropriate land use zoning.</li> <li>- Ensuring that large scale industrial and commercial development in association with the Pacific and Bruxner Highways do not detract from the visual amenity of the entrance to Ballina.</li> </ul>	Plan
B2.7	Support the development of regional arts events to add value to the tourist offering in Ballina.		<ul style="list-style-type: none"> <li>- Continuing to promote and support the growth of the Northern Rivers Community Gallery.</li> </ul>	Deliver / Facilitate
B2.8	Support the establishment of a quality, dedicated conferencing facilities as a means for supporting conference/training destination tourism in Ballina.	Stronger visitor economy.	<ul style="list-style-type: none"> <li>- Working with appropriate public and private parties to facilitate the establishment of improved capacity for holding major conferences in Ballina, as a means for encouraging conference/training destination tourism.</li> </ul>	Facilitate / Advocate
B2.9	Establish an RV Park to accommodate overnight stays by recreation vehicles, in a low impact manner.	<p>Stronger visitor economy.</p> <p>Reduced impact from unregulated informal overnight visitors.</p>	<ul style="list-style-type: none"> <li>- Identifying, in consultation with the RV industry, a suitable location and facilities for the accommodation of overnight stays by recreational vehicles (campervans and the like), incorporating waste disposal and water access, in a low impact way with minimal facilities.</li> <li>- Facilitating the establishment of an RV Park, including appropriate management arrangements.</li> </ul>	Deliver
B2.10	Establish a major event space in West Ballina, to facilitate major sporting and cultural festivals and events.	Stronger visitor economy.	<ul style="list-style-type: none"> <li>- Identifying an appropriate location for a major event space, in the proximity of West Ballina, having appropriate access and site conditions.</li> <li>- Facilitating the establishment of a major event space, including appropriate management arrangements.</li> <li>- Address of this concept in developer contributions planning for the shire.</li> </ul>	Facilitate / Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
<b>Objective B3 - Encourage activity in the Ballina CBD to stimulate more vibrant street life.</b>				
B3.1	Engage in active place-making and CBD activation by facilitating a range of pop-up infrastructure and activities to bring more life and vitality to the CBD.	<p>More life and activity in the CBD.</p> <p>Improved environment for CBD businesses.</p> <p>Enabling flexible use of public spaces suited to the particular needs of users.</p>	<ul style="list-style-type: none"> <li>- Developing a trial CBD activation program to encourage a range of activities (such as concerts and street performers, outdoor cinema, markets and mobile food vendors) and provide supporting infrastructure (such as mobile seating, bench seats, games, laneway activation, outdoor libraries and permanent and temporary public art).</li> <li>- Working with local businesses to encourage a sense of stewardship over public spaces immediately adjacent to their premises.</li> <li>- Surveying businesses on the success of the trial program.</li> <li>- Identifying funding options for the establishment of a recurrent program budget, if the program is supported.</li> </ul>	<p>Deliver</p> <p>Facilitate</p>
B3.2	Create a civic centre precinct incorporating features such as a town square, Council administration, gallery, library, meeting rooms and performance space in association with the development of cafes and compatible retail uses.	A central hub to focus civic activities and promote networking in the public domain.	<ul style="list-style-type: none"> <li>- Undertaking a site options assessment and design analysis for the establishment of a civic precinct within the Ballina CBD.</li> <li>- Undertaking community engagement to support the identification of desirable inclusions in a civic precinct.</li> <li>- Securing funding.</li> <li>- Constructing the centre in a staged manner as funding becomes available.</li> </ul>	<p>Plan</p> <p>Deliver</p>
B3.3	Encourage new CBD developments to orientate, where possible, to the Richmond River through the introduction of precinct specific development controls and incentives.	A more active and lively river frontage.	<ul style="list-style-type: none"> <li>- Undertaking a detailed design analysis of key properties adjacent to the Richmond River to identify measures to encourage suitable redevelopment that addresses the river front.</li> <li>- Consideration of development incentives, such as car-parking concessions, allowing residential flat buildings, in exchange for a more active and engaged frontage to the Richmond River.</li> <li>- Liaising with key landholders to encourage them to consider opportunities for the redevelopment of their sites.</li> </ul>	<p>Plan</p> <p>Facilitate</p>



Reference	Action	The benefits will be...	This will involve...	Action Category
B3.4	Work with land owners of vacant shops to facilitate their temporary use as “pop-up shops” for emerging innovative and artistic small businesses.	Countering the negative impact of vacant shops.  Assisting new business start-ups.	- Working with a suitable business or not-for-profit organisation to act as a liaison agent between landholders and potential pop-up shop tenants.	Facilitate
B3.5	Encourage footpath dining (and other commercial use of footpaths) in the Ballina CBD, where appropriate, through the introduction of a streamlined approvals process and standardised fee structure.	More activity and life in the CBD.	- Reviewing existing regulatory arrangements for commercial use of footpaths. - Streamlining and simplify the requirements and process involved in obtaining an approval for footpath dining and commercial use of footpaths.	Action
B3.6	Enable flexibility in the use of non-fill measures to address flood mitigation for commercial developments in the CBD, to limit the extent of ramps required and so provide for ease of access into shops and commercial properties.	Improved accessibility to CBD properties.	- Considering the potential use of such measures as limited floor raising and use of flood-compatible materials. - Amending the development control plan to provide flexibility in flood mitigation measures required in association with new commercial developments.	Plan
B3.7	Consolidate existing commercial development opportunities in CBD rather than relying on lateral expansion.	A strong and vibrant CBD.	- Maintaining the status of the CBD as Ballina’s commercial core in Council’s hierarchy of land use plans and policies.	Plan
B3.8	Encourage residential development in the CBD to bring more life and activity to Ballina’s commercial centre, particularly in the evenings.	More life and activity in the CBD, particularly after dark.	- Considering opportunities to provide more flexibility in the design of new CBD developments that incorporate residential components, including the redefinition of “shop-top housing” in the LEP.	Plan
B3.9	Encourage CBD redevelopment through the investigation of a contribution payment deferral program for CBD commercial developments.	Redevelopment of dilapidated CBD buildings.	- Considering allowing deferral of development contributions payments from construction certificate stage until occupation certificate stages, to free up developers cash-flow and so improve the deliverability of development projects.	Plan / Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
<b>Objective B4 - Attract innovative and creative people and businesses that build on and complement Ballina's core competencies and strategic assets (economic, social &amp; environmental).</b>				
B4.1	Promote Ballina's strategic economic assets to a wider audience through the preparation of an economic development strategy and/or prospectus and online.	Increased awareness of Ballina's economic strengths.  Improved business attraction.	- Promoting, through various media and Council publications, Ballina's key strengths and strategic economic assets.	Plan
B4.2	Promote digital readiness for local business, through local information and training events.	Improved business capacity.	- Working with TAFE, RDA and NSW Trade and Investment to develop, support and/or promote programs to support business digital readiness.	Facilitate / Advocate
B4.3	Maintain pressure on NBN Co. and the Federal Government for delivery of high speed broadband to Ballina.	Improved internet connectivity.	- Making representations to NBN Co. and the Federal Government, as necessary, to support the early delivery of high speed broadband to Ballina, noting the importance of internet access to the development of Ballina as a major regional centre.	Facilitate / Advocate
B4.4	Identify and promote business opportunities associated with Ballina's relative 'drought-proof' status, facilitated by Council's recycled water program.	Improved business attraction.	- Incorporating information about the business opportunities that Council's recycled water program provides, into appropriate marketing and promotional material.	Facilitate / Advocate
B4.5	Support food-related events and activities that contribute to the development a strong local food culture.	Stronger local food culture.  Improved business opportunities.	- Identifying and preparing public spaces (through embellishments and infrastructure) that are appropriate for major and minor public events.  - Supporting food-related festivals and public events and activities.	Facilitate / Advocate
B4.6	Encourage face-to-face and online networking of local businesses to promote collaboration and innovation.	Improved networking in local business community.	- Working with local businesses to facilitate networking opportunities for business and industry, through face-to-face interaction and appropriate online platforms.	Facilitate / Advocate

Reference	Action	The benefits will be...	This will involve...	Action Category
B4.7	Pursue opportunities for the development of a food value-adding industry cluster in the Southern Cross Industrial Estate.	Improved business opportunities.	- Liaising with the food value-added industry to identify measures to encourage the establishment of a food cluster in the Southern Cross Industrial Estate.	Deliver
<b>CHARACTER, CULTURE AND AMENITY</b>				
<b>Objective C1 - Foster social cohesion and build our community's capacity to respond to change.</b>				
C1.1	Encourage community and cultural groups and clubs that contribute to community cohesion.	Greater social cohesion.	<ul style="list-style-type: none"> <li>- Providing appropriate and affordable community facilities, incorporating meeting rooms/spaces, to meet the needs of local community and organisations.</li> <li>- Facilitating the appropriate use of public land by community organisations that contribute to, and build the capacity of, Ballina's community and cultural life.</li> <li>- Targeting Council's community donations program to reflect the objectives of this plan and Council's Community Strategic Plan.</li> </ul>	Facilitate / Advocate
C1.2	Encourage local participation in community festivals and events.	<p>Stronger social networks.</p> <p>Vibrant local event culture.</p>	<ul style="list-style-type: none"> <li>- Facilitating community festivals and events, through the necessary approvals processes.</li> <li>- Providing appropriate event space/s suitable for large public events and festivals.</li> <li>- Continuation and periodic review of Council's Festival and Events Support Program.</li> <li>- Promoting local festivals and events through Council media.</li> </ul>	<p>Facilitate / Advocate</p> <p>Deliver</p>
C1.3	Encourage healthy lifestyle culture through the provision and promotion of open space infrastructure that encourages outdoor activity.	<p>Healthier community.</p> <p>Improved quality of life.</p>	<ul style="list-style-type: none"> <li>- Extending and augmenting the shared pathway network to increase the options available for high amenity active recreation.</li> <li>- Providing embellishments and active infrastructure, such as exercise stations, bike storage, boat ramps and small watercraft storage, at key locations in the open space network.</li> <li>- Promoting the use of open space infrastructure through appropriate media.</li> </ul>	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
C1.4	Encourage activity by people with impaired mobility through appropriate accessible infrastructure.	Healthier community.  Improved quality of life.	<ul style="list-style-type: none"> <li>- Undertaking an accessibility audit of public infrastructure including CBD footpaths, shared pathways and amenities, and making improvements where necessary to facilitate access by all members of the community.</li> <li>- Providing dementia-friendly way-finding signage within the shared pathway network.</li> </ul>	Deliver
C1.5	Ensure health facilities keep pace with the needs of our community.	Healthier community.	<ul style="list-style-type: none"> <li>- Liaising with health authorities to ensure healthcare facilities and services keep pace with local needs.</li> <li>- Supporting innovation in the provision of allied and community-based health services.</li> </ul>	Facilitate / Advocate
C1.6	Work with tertiary educators to identify key skills gaps in local industry and to expand training opportunities to cater to this need.	Increased training and employment opportunities for young workers.	<ul style="list-style-type: none"> <li>- Interrogating local economic data to identify skills gaps in the local employment market.</li> <li>- Liaising with local educational establishments to encourage development of courses to respond to identified skills gaps.</li> </ul>	Facilitate / Advocate
C1.7	Deliver relevant, exciting and targeted environmental programs that engage with the values and interests of our community and broaden the understanding of environmental processes and ecosystems, and their value.	Improved environmental awareness.	<ul style="list-style-type: none"> <li>- Identifying gaps in our community's understanding of local ecosystems and environmental processes.</li> <li>- Obtaining grant funds for environmental education and rehabilitation.</li> <li>- Delivering environmental education programs and environmental works that enhance the local environment and our community's understanding of it.</li> </ul>	Deliver
C1.8	Support local schools and educational establishments into becoming community hubs.	Improved social cohesion.	<ul style="list-style-type: none"> <li>- Working with the Department of Education to seek to ensure that school-related infrastructure works (including the Ballina High School redevelopment) have the potential to cater to local needs, and are made accessible to the local community.</li> <li>- Engendering stronger links between local educational establishments and our community.</li> </ul>	Facilitate / Advocate

Reference	Action	The benefits will be...	This will involve...	Action Category
Objective C2 - Provide public spaces and facilities that contribute the cultural identity of Ballina and enhance sense of place.				
C2.1	Incorporate public art and lighting installations into public spaces and infrastructure.	Improved amenity.  More developed arts culture.	<ul style="list-style-type: none"> <li>- Considering opportunities for public art whenever public infrastructure projects are being planned and designed.</li> <li>- Establish and implement a public art plan.</li> <li>- Examination of opportunities for incorporation of indigenous cultural elements into the public domain.</li> </ul>	Deliver
C2.2	Facilitate networking within the public domain, through the provision of infrastructure and activities that encourages people to linger.	Improved street life.	<ul style="list-style-type: none"> <li>- Engaging in place-making focussed around encouraging people to linger in public spaces, through the provision of appropriate infrastructure (such as seating and games), community events and activities (such as busking).</li> <li>- Enabling the flexible use of public spaces through the provision of movable furniture in appropriate locations.</li> <li>- Identify and promote activity centres.</li> </ul>	Deliver
C2.3	Improve the perception of safety of public areas, particularly at night.	Improved sense of safety.	<ul style="list-style-type: none"> <li>- In consultation with Police and the community, identifying areas where people feel unsafe, particularly at night, and making improvements to lighting and casual surveillance.</li> </ul>	Deliver
C2.4	Embellish appropriate public spaces to facilitate their use as venues for large and small public events.	More life and activity in public places.	<ul style="list-style-type: none"> <li>- Providing appropriate infrastructure in key open space areas, to enable them to accommodate public events, including seating, amenities, parking, spaces for mobile vendors and performance spaces.</li> <li>- Facilitating the Kingsford Smith Park / Missingham Park / Commemoration Park / Spit precinct as a major event space.</li> </ul>	Deliver
C2.5	Provide interpretive signage in association with public spaces and pathways that contribute to historic, cultural and environmental understanding.	Improved understanding of culture, history and place.	<ul style="list-style-type: none"> <li>- Providing interpretive signage in association with the shared pathway network and key public areas that provide information about the historic, cultural and environmental context of the place.</li> <li>- Incorporating information regarding the Indigenous and European cultural heritage of place into Council interpretive signage and other media.</li> </ul>	Deliver
C2.6	Provide gateway and locality signage consistent with the vision of this plan and community identity.	Improved amenity and sense of place.	<ul style="list-style-type: none"> <li>- Providing gateway signage at key entry points to Ballina, that is attractive and reflective of Ballina's character.</li> </ul>	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
Objective C3 - Preserve and promote local history and cultural heritage that contributes to our collective sense of place.				
C3.1	Actively protect and promote sites of local environmental and Indigenous and European cultural heritage significance.	Improved awareness of our local cultural heritage.	<ul style="list-style-type: none"> <li>- Researching items/places identified as requiring further research to determine heritage values for heritage listing consideration.</li> <li>- Continuing to respond to community requests to list bona-fide heritage items in the shire in Council's local environmental plan (LEP) as heritage items.</li> </ul>	Plan  Deliver
C3.2	Foster the retention of our historic built environment, through conservation, development incentives and/or adaptive re-use.	Maintaining our local cultural heritage.	<ul style="list-style-type: none"> <li>- Researching items/places identified as requiring further research to determine heritage values for heritage listing consideration.</li> <li>- Managing heritage values of Council-owned buildings through Heritage Advisor services.</li> <li>- Continuing to respond to community requests to list bona-fide heritage items in the shire in Council's local environmental plan (LEP) as heritage items.</li> <li>- Identifying development incentives to encourage retention of historic buildings and facades, and incorporating measures into the planning and regulatory framework.</li> </ul>	Plan  Facilitate / Advocate
C3.3	Encourage community based activities and events that engage with our history and local collections/museums, as well as artists and performers to tell these stories.	Improved awareness of our local cultural heritage.	<ul style="list-style-type: none"> <li>- Encouraging local community groups to use community facilities (such as public stages, amphitheatre etc) to present performances and multi-media events that engage with our local history and cultural heritage.</li> <li>- Assist community groups to source grant funding to hold cultural activity and community events that promote our heritage, stories and unique features.</li> </ul>	Facilitate
C3.4	Recognise and promote heritage values of significant public places through interpretive signage or other interpretive opportunities.	Improved awareness of our local cultural heritage.	<ul style="list-style-type: none"> <li>- Investigate war memorials for potential listing on State War Memorial Register.</li> <li>- Plan for new interpretive signage to showcase Ballina's natural and cultural heritage values, which complies with best practice interpretation guidelines, complements existing interpretation and is innovative and/or creative.</li> <li>- Encouraging the development of local history tours (land &amp; water based).</li> </ul>	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
C3.5	Develop an agreement with Aboriginal community representatives on protocols for promoting Aboriginal culture of the Ballina Shire.	Improved awareness of our local cultural heritage.	<ul style="list-style-type: none"> <li>- Developing a protocol for how Aboriginal Cultural Heritage values are considered and promoted in Council's operations.</li> <li>- Integrating Aboriginal cultural heritage into public spaces and infrastructure through information, stories, artworks and language.</li> </ul>	Deliver
<b>Objective C4 - Protect and enhance the qualities that contribute to the amenity and character of Ballina.</b>				
C4.1	Undertake a strategic tree planting program along key pedestrian movement corridors and linking open space areas, beaches and commercial areas.	<p>Improved amenity.</p> <p>Cooler environment during hot summer months.</p> <p>Encouraging walking and cycling.</p>	<ul style="list-style-type: none"> <li>- Strategic street tree planting in locations shown on the Strategy Overview Map.</li> <li>- Cable bundling of overhead power lines in strategic locations, subject to obtaining grant funding.</li> </ul>	<p>Deliver</p> <p>Facilitate</p>
C4.2	Implement amenity treatments to key gateways and entrances to improve the amenity when entering Ballina.	<p>Improved amenity.</p> <p>Improved tourist attraction.</p>	<ul style="list-style-type: none"> <li>- Implement planned 'gateway treatments' comprising signage and street tree planting at key locations entering Ballina township, in accordance with the Ballina Gateway Project.</li> </ul>	Deliver
C4.3	Preserve the natural assets that contribute to the amenity of Ballina, including natural stands of vegetation, wetlands and waterway features.	Maintaining amenity and character.	<ul style="list-style-type: none"> <li>- Maintaining adequate protections for natural areas and ecosystems through appropriate land use zoning and development controls.</li> </ul>	Deliver
C4.4	Maintain the existing planning framework for controlling the bulk and scale of buildings, whereby taller buildings are limited to CBD areas and in proximity to open space areas away from the water's edge and coastal reserve, with low density development predominating elsewhere.	Maintaining amenity and character.	<ul style="list-style-type: none"> <li>- Consciously maintaining the status quo with respect to the hierarchy of development densities in Ballina.</li> <li>- Supporting the provision of higher density housing (not 'high rise') in the proximity of the CBD, by liaising with key landholders to encourage them to consider opportunities for the redevelopment of their sites.</li> <li>- Investigating opportunities for increased residential densities (not 'high rise') in proximity to open space areas, but that are away from the water's edge and the coastal reserve.</li> </ul>	Plan





Reference	Action	The benefits will be...	This will involve...	Action Category
D1.3	Facilitate the expansion of the Northern Rivers Community Gallery to support the growing artistic interest of our community.	Developing local arts and culture.	<ul style="list-style-type: none"> <li>- Identifying opportunities to expand and improve the gallery facilities to Museum and Gallery industry standards (i.e. dedicated public program space, LED lighting, humidity climate control, artwork storage facilities).</li> <li>- Identifying and sourcing regional, state, national funding to support expanded gallery capacity, operations and activities and accommodate significant regional touring exhibitions.</li> <li>- Extending public programs (short and long term) for the whole of our community.</li> <li>- Establishing a visiting artist-in-residence program.</li> </ul>	Deliver
D1.4	Facilitate the provision of flexible shared workspaces for artists and arts education in association with the Northern Rivers Community Gallery arts programs.	Developing local arts and culture.	<ul style="list-style-type: none"> <li>- Identifying, facilitating and/or establishing shared, affordable artist studio spaces where artists can produce work, engage with other artists and run their own creative workshops or studio open days (Art Space model).</li> <li>- Establishing dedicated project space for the delivery of public programs independent from the existing art gallery exhibition spaces and available for hire on a casual basis by the wider community.</li> <li>- Identify and source funding to establish and promote 'Art Space' artist studios.</li> </ul>	Deliver
D1.5	Foster the development of a regional arts culture.	Developing local arts and culture.	<ul style="list-style-type: none"> <li>- Extending professional development programs associated with the Northern Rivers Community Gallery, such as artist workshops, panel discussions, artist master classes. (i.e. term-based art classes, visiting artist master classes).</li> <li>- Establishing an ephemeral biennial community public art event.</li> <li>- Identifying and develop partnerships with other key arts industry or organisations to support local creative industry.</li> <li>- Promoting 'Studio Artists' workshops through Gallery marketing and PR channels.</li> <li>- Expanding the Gallery Shop (on-site and other satellite venues i.e. Ballina Byron Gateway Airport) to support local artists.</li> <li>- Networking with Ballina Chamber of Commerce and local business to establish a 'creative pop-up program' for disused commercial spaces in the Ballina CBD (i.e. Renew Newcastle).</li> </ul>	Facilitate / Advocate

Reference	Action	The benefits will be...	This will involve...	Action Category
D1.6	Promote our existing cultural assets, including gallery, naval museum, community garden, and memorial pool and water slide.	Developing local arts and culture.	- Continuing to promote the shire's cultural assets through online and print media.	Facilitate / Advocate
D1.7	Ensure that people undergoing personal hardship have access to facilities and services needed to support them out of hardship.	Improved access to social support services.	- In consultation with local service providers and agencies, identifying opportunities to support the needs of people undergoing personal hardship, such as the provision of showers and supporting the delivery of direct services by other agencies.	Facilitate / Advocate / Deliver
D1.8	Facilitate the provision of appropriate neighbourhood centre facilities to assist the community's access to social services and support.	Improved access to social support services.	- Working with appropriate Non-Government Organisations to establish and manage a neighbourhood centre, where residents and visitors can access information, referrals and personal development opportunities in association with accessing a wide range of social services and support.	Facilitate / Advocate
<b>Objective D2 - Ensure that transport infrastructure keeps pace with the needs of our community, tourism and industry.</b>				
D2.1	Deliver strategic road network connections between North Ballina and Lennox Head (North Creek Road) and between North Ballina and West Ballina (Western Arterial).	Improved road connectivity.  Reduced through traffic load in Ballina Island.	- Delivering strategic road connections in accordance with Council's Road Network Strategy, funded predominantly by new development, through Council's Roads Contributions Plan.	Deliver
D2.2	Undertake an audit of car parking demand and supply within the Ballina CBD and ensure sufficient car parking spaces are available to meet growing demands.	Maintaining a high level of accessibility.	- Auditing existing car parking vacancy rates during peak periods; - Identifying projected parking demand. - Planning for additional parking facilities, to be funded through development contributions plans. - Constructing additional car parking facilities as funds become available.	Deliver
D2.3	Facilitate the provision of a freight transport logistics centre in an appropriate location with good accessibility to highway and airport infrastructure.	Improved business opportunities.	- Facilitating appropriate land use zoning on an appropriate site.	Facilitate

Reference	Action	The benefits will be...	This will involve...	Action Category
D2.4	Facilitate improved public transport options.	Improved accessibility.	<ul style="list-style-type: none"> <li>- Working with the NSW Government and local public transport providers to improve the timetabling and routes available that are more amenable to the daily needs of local people.</li> <li>- Provide improved public transport infrastructure (shelters) at key locations in the network, as shown on the Strategy Overview Map.</li> </ul>	Facilitate / Advocate
D2.5	Work with local businesses to promote car-pooling.	Improved access options.	<ul style="list-style-type: none"> <li>- Working with local businesses to promote and raise awareness of the Northern Rivers Car-Pooling Service.</li> </ul>	Facilitate / Advocate
D2.6	Facilitate improvements to infrastructure to facilities cycling for commuting.		<ul style="list-style-type: none"> <li>- Ensuring that new infrastructure works facilitate safety for on road cycling, including adequate lane widths and not having up-right curbs at intersections.</li> <li>- Delivery and maintenance of commuter cycling network between Ballina and Lennox Head and between Ballina and Cumbalum.</li> </ul>	Deliver
D2.7	Identify opportunities to implement 'smart cities' technology to provide cost effective, efficient and responsive solutions for Council service delivery and infrastructure.	Efficient infrastructure.	<ul style="list-style-type: none"> <li>- Utilising 'smart cities' technology, where appropriate, in association with infrastructure delivery projects. Smart cities technologies are <i>'digital technologies or information and communication technologies (ICT) that enhance the quality and performance of urban services, to reduce costs and resource consumption, and to engage more effectively and actively with its citizens'</i>.</li> <li>- Keeping up to date with emerging transport-related smart cities technologies, to facilitate timely and efficient implementation should such technologies become mainstreamed.</li> </ul>	Facilitate / Deliver
D2.8	Expand airport infrastructure to cater to the growing demand for regional air transport.	<p>Improved access.</p> <p>Improved business opportunities.</p>	<ul style="list-style-type: none"> <li>- Expanding the Ballina-Byron Gateway Airport terminal and apron.</li> <li>- Improving road access into the airport precinct.</li> <li>- Facilitating the expansion of airport related industrial opportunities on adjacent land.</li> </ul>	Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
D2.9	Secure the Government's commitment for the construction of south-facing ramps on the Pacific Highway at Cumbalum.	Improved accessibility.	- Lobbying State and Federal Governments for the construction of south-facing ramps on the Pacific Highway at Cumbalum.	Facilitate / Advocate
<b>Objective D3 - Ensure that maritime infrastructure keeps pace with the needs of our community, tourism and maritime industry.</b>				
D3.1	Augment existing marina facilities to improve the availability and standard of boat mooring, storage and servicing facilities.	Improved opportunities for maritime activities.	- Encouraging the NSW Government to implement the Martin Street Boat Harbour Master Plan. - Encouraging the NSW Government to implement the Ballina Trawler Harbour Master Plan.	Facilitate / Advocate  Facilitate / Advocate
D3.2	Identify a preferred site for a large upstream marina facility and/or maritime industry precinct.	Improved opportunities for maritime activities.	- Working with key stakeholders, identify a preferred location for a large scale marina facility and/or maritime industry precinct. - Encouraging delivery of the project by State Government or the private sector.	Facilitate / Advocate
D3.3	Achieve a permanent solution to providing safe boat passage through the mouth of the Richmond River.	Improved opportunities for maritime activities.	- Continuing to work with key local stakeholders and the NSW Government and agencies to achieve a cost-effective solution to maintaining safe navigation through the mouth of the Richmond River.	Facilitate / Advocate
<b>ENVIRONMENT</b>				
<b>Objective E1 - Maintain the natural values associated with Ballina's attractiveness as a lifestyle, tourist and business destination.</b>				
E1.1	Improve the management framework for the protection and enhancement of urban bushland.	Improved environmental quality.	- Identify high priority urban bushland rehabilitation. - Establish a coordinated management framework for delivery of urban bushland regeneration projects.	Deliver
E1.2	Improve and maintain the water quality of Emigrant Creek and North Creek.	Improved water quality.	- Implementing the Urban Stormwater Management Plan. - Supporting the improvement of riparian areas through targeted restoration projects undertaken in consultation with landholders and local landcare groups, funded through grants. - Supporting improved rural land management practices that impact on water quality.	Deliver  Facilitate / Advocate

Reference	Action	The benefits will be...	This will involve...	Action Category
E1.3	Work with up-stream local governments, and other agencies, to improve and maintain water quality in the Richmond River.	Improved water quality.	<ul style="list-style-type: none"> <li>- Liaising with up-stream local governments, and other agencies, to improve the water quality of the Richmond River.</li> <li>- Supporting the improvement of riparian areas through targeted restoration projects undertaken in consultation with landholders and local landcare groups, funded through grants.</li> <li>- Supporting improved rural land management practices that impact on water quality.</li> </ul>	Facilitate / Advocate
E1.4	Map key ecosystem services through the preparation of a Biodiversity Strategy.	Improved environmental management.	<ul style="list-style-type: none"> <li>- Preparing a biodiversity strategy that identifies and quantifies the positive contributions made by the natural environment, with respect to the social and economic wellbeing of Ballina and the shire.</li> <li>- Leveraging the strategy to obtain grant funding for the delivery of environmental projects.</li> </ul>	Plan  Facilitate / Advocate
<b>Objective E2 - Encourage the delivery of environmental sustainability within the community, business and government sectors.</b>				
E2.1	Utilise current best practice in the management of solid and liquid wastes, processed through Council's waste management and water treatment facilities.	Efficient and responsible waste management.	<ul style="list-style-type: none"> <li>- Continuing the manage wastes and recycling in a sustainable manner.</li> </ul>	Deliver
E2.2	Provide leadership in the implementation of clean energy technologies, where appropriate and cost effective to do so.	Improved environmental sustainability.	<ul style="list-style-type: none"> <li>- Considering the business case for solar and other alternative technologies which reduce reliance on energy intensive central supply for basic services and trial them where appropriate and cost effective in relation to Council infrastructure projects.</li> </ul>	Deliver
E2.3	Support cycling and walking as viable modes of transport by providing pathway and cycle-friendly infrastructure.	Improved environmental sustainability.  Healthier lifestyles.	<ul style="list-style-type: none"> <li>- Enhancing upgrades being made to the shared pathway networks through the provision of additional cycle-friendly infrastructure such as cycle parking and community bike repair stations.</li> </ul>	Deliver
E2.4	Support environmental education measures to improve the community's understanding of the local environment.	Improved environmental awareness.	<ul style="list-style-type: none"> <li>- Continuing to deliver community environmental education programs in consultation with local groups and agencies.</li> <li>- Supporting the establishment of an eco/sustainability centre as a venue for environmental education.</li> </ul>	Deliver / Facilitate

Reference	Action	The benefits will be...	This will involve...	Action Category
<b>Objective E3 - Manage and mitigate the potential impacts associated with natural hazards.</b>				
E3.1	Plan and prepare for natural hazards that may adversely impact on our community.	Greater resilience to natural hazards.	<ul style="list-style-type: none"> <li>- Assessing Ballina's vulnerabilities to natural hazards and implementing cost effective engineering responses to improve our community's resilience to those hazards.</li> <li>- Working with emergency response agencies to ensure emergency response and evacuation procedures are appropriate to the needs of Ballina's community, particularly the aged and vulnerable.</li> </ul>	Plan
E3.2	Consider the cost-benefits associated with a range of climate change response scenarios, relating to potential sea level rise and coastal erosion, having regard for practicality, cost and flexibility.	Greater resilience to natural hazards.	<ul style="list-style-type: none"> <li>- Considering a range of long term options for responding to potential climate change impacts including planned retreat, built defences (such as tidal gates and levies), land filling/raising, over the medium and long term scales.</li> <li>- Identifying equitable and viable funding mechanisms for options that involve the construction of public works and infrastructure in response to the potential climate change scenarios.</li> </ul>	Plan
E3.3	Plan for climate change adaptation for residential buildings over the short to medium term.	Greater resilience to natural hazards.	<ul style="list-style-type: none"> <li>- Considering a range of options including allowing raised timber floor construction methods for housing in response to flooding and sea level rise considerations.</li> </ul>	Plan
E3.4	Retrofit stormwater infrastructure to mitigate the adverse impacts associated with high tides and heavy or prolonged rainfall events on vehicle movement and private properties.	Greater resilience to natural hazards.	<ul style="list-style-type: none"> <li>- Investigating options for mitigating coastal processes on Ballina's stormwater drainage system and implement where practical and cost-effective.</li> </ul>	Plan / Deliver

Reference	Action	The benefits will be...	This will involve...	Action Category
<b>HOUSING</b>				
<b>Objective F1 - To ensure that the future housing stock is appropriate, accessible and affordable.</b>				
F1.1	Encourage increased residential development in the Ballina CBD.	More active CBD.  Greater housing choice	<ul style="list-style-type: none"> <li>- Considering policy incentives to encourage more housing in the CBD.</li> <li>- Considering opportunities to provide more flexibility in the design of new CBD developments that incorporate residential components, such as redefining “shop-top housing” in the LEP to allow housing that is not directly or entirely above the commercial part of the development.</li> <li>- Facilitating a range of residential development options to cater to young people and the elderly in the CBD.</li> <li>- Considering ways to manage potential land use conflict with CBD living and night life activities.</li> <li>- Liaising with key CBD landholders to encourage them to consider opportunities for the redevelopment of their sites.</li> </ul>	Plan / Facilitate
F1.2	Ensure suitable and adequate housing opportunities are available to cater to the diverse needs of our community.	More active CBD.  Greater housing choice	<ul style="list-style-type: none"> <li>- Facilitating higher density dwelling opportunities (but not “high rise”), through appropriate land use zoning and/or amended development controls, in targeted locations, adjacent to open space but away from direct water frontage, including: <ul style="list-style-type: none"> <li>o Within the CBD, including redefined ‘shop-top housing’;</li> <li>o Adjacent to Kingsford Smith Park, in the vicinity of Owen Street;</li> <li>o In the vicinity of the Trawler Harbour in West Ballina; and</li> <li>o In the vicinity of Treelands Crescent.</li> </ul> </li> <li>- Identifying appropriate sites for additional seniors living developments, including multi-storey seniors housing in the CBD, and facilitating their development through precinct specific development controls and other measures.</li> <li>- Encouraging the construction of secondary dwellings (“granny flats”) within existing low density residential areas.</li> <li>- Revisiting the viability and capacity for permitting increased opportunities for dual occupancy development in Ballina in five years’ time.</li> </ul>	Plan / Facilitate

Reference	Action	The benefits will be...	This will involve...	Action Category
F1.3	Work with State housing authorities and Non-Government Organisations (NGOs) to deliver demonstration affordable housing projects.	Improved housing affordability.  Improved social equity and diversity.	<ul style="list-style-type: none"> <li>- Pro-actively working with State Government housing agencies and Non-Government Organisations to facilitate the construction of demonstration affordable housing developments.</li> <li>- Identifying opportunities for Council to be directly involved in the development of demonstration affordable housing projects, as a commercial venture with social benefits.</li> </ul>	Facilitate / Advocate
F1.4	Facilitate sustainable residential construction, by removing barriers to innovation.	Improved sustainability for housing.	<ul style="list-style-type: none"> <li>- Amending planning and engineering requirements that inhibit dwellings in urban areas from going "off-grid".</li> <li>- Reinforcing planning provisions that encourage sustainable housing outcomes.</li> </ul>	Plan / Facilitate
F1.5	Allow flexible responses to flood mitigation, rather than relying on filling solutions. Consider permitting non filling solutions for flood-affected lots which encourage the raising of dwellings.	Greater resilience to natural hazards.	<ul style="list-style-type: none"> <li>- Providing for options such as pier and beam construction and use of light-weight materials for smaller residential buildings, and taller buildings with ground level car parking that can withstand flooding.</li> </ul>	Plan



## Action Categories

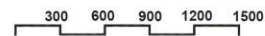
The following section outlines the kinds of actions Council will take to respond and prepare Ballina as it transitions into being a major regional centre.

Action Category	Explanation	Will typically involve	Timeframe/responsibility
<i>Plan</i>	Further work required in relation to options, consultation, location, spatial arrangement, costing and funding sources (where costs are likely to be high) or impact is likely to be significant.	<ul style="list-style-type: none"> <li>- Investigating options and opportunities associated with the issue.</li> <li>- Engaging with key stakeholders to resolve major issues and/or identify the preferred approach.</li> <li>- Incorporation of preferred solution / approach into appropriate Council plans / strategies.</li> </ul>	Longer term initiatives and delivery possibly beyond the timeframe of the strategy unless “special” access to resources becomes available.
<i>Facilitate/Advocate</i>	Purpose is to support an initiative or outcome as opposed to direct delivery of, or planning for, an outcome.	<ul style="list-style-type: none"> <li>- Engaging with key stakeholders to identify the role Council may play to facilitate the preferred outcome, where Council is not the actioning party.</li> <li>- Providing opportunities for other parties to deliver outcomes by removing barriers, providing ‘enabling infrastructure’ and/or providing appropriate licensing arrangements.</li> <li>- May involve lobbying other levels of government where appropriate in terms of land ownership, funding or statutory powers.</li> </ul>	Delivery not the responsibility of Council but Council has identified a facilitation role.
<i>Deliver</i>	Further work required in relation to detailed design, detailed costing and consultation with those directly impacted by the proposal (including immediate neighbours, user groups etc).	<ul style="list-style-type: none"> <li>- Preparing detailed designs in consultation with key stakeholders;</li> <li>- Developing detailed project budgets;</li> <li>- Identifying easy first steps to enable early implementation of key aspects at relatively low cost, with overall project delivered over the timeframe of the strategy in stages;</li> <li>- Identifying/obtaining funds for the works;</li> <li>- Constructing works or delivering outcomes, in a staged manner, as funds become available.</li> </ul>	Delivery within the timeframe of the strategy.



**Ballina Major Regional Centre Strategy**  
 URBAN and LANDSCAPE DESIGN IDEAS

BALLINA OVERVIEW MAP



DATE DEC 2015  
 ISSUE F

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## PRIORITISATION & FUNDING

The actions identified in this strategy will be considered for incorporation into Council's Community Strategic Plan and Delivery Program and Operational Plan by the elected Council as these plans are reviewed.

The prioritisation and funding of actions identified in this strategy will be determined by the Council as part of its regular review of the Delivery Program and Operational Plan. Opportunities for obtaining funding from other sources will also be explored, including:

- Government grants;
- Special rates variations and levies;
- Direct user charges;
- Investment income;
- Developer contributions;
- Asset recycling;
- Commercialising infrastructure projects;
- Voluntary planning agreements;
- Commercial development; and
- Voluntary community funding ("Crowd Funding").



The suitability of the above funding strategies will vary from project to project. The identification of appropriate funding sources will be investigated as the BMRCS actions are considered for incorporation into Council's Operational and Delivery Plan.

A key advantage of having the Ballina Major Regional Centre Strategy in place is that the strategy clearly outlines the community's aspirations for the future of Ballina. This provides a valuable platform for Council seeking grant funding support from other sources.

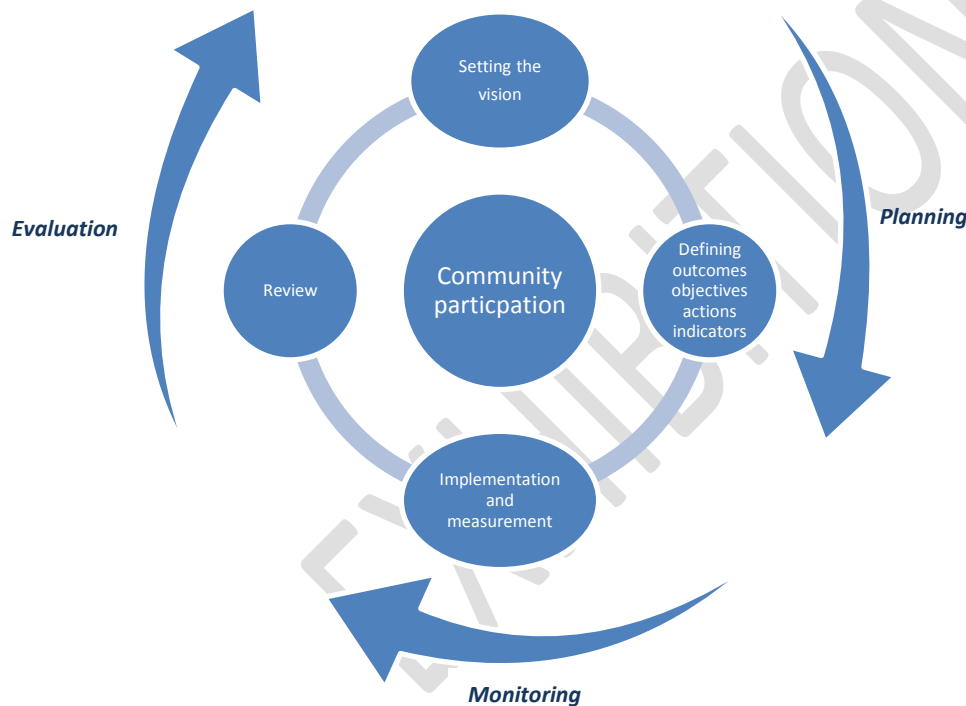
### Monitoring and Evaluation

Ensuring this Strategy remains contemporary and reflective of the community's aspirations will be an important aspect of the 20 year strategy. The periodic review of the strategy's outcomes will help determine if these outcomes continue to reflect the community's

needs and desires in terms of the current issues and concerns of the time. Feedback from the review process can then be used to adjust the actions of the strategy if required to better address these needs. It is suggested that this review process could occur every four years to coincide with Council's broader four year planning cycle.

The ongoing evaluation and monitoring of the strategy could be achieved through means including:

- Branding and active tracking of BMRCS initiatives for community awareness.
- Ongoing use of social media and conventional media to keep the community informed of progress.
- Engagement with the project Civic Panel on an annual basis.
- Annual reporting on progress for at least the first 3 years.



## APPENDIX – LANDSCAPE PLANS

EXHIBITION DRAFT