



Ballina Shire Council

People, Place, Prosperity:

A framework for a more sustainable Ballina Shire 2025

September 2006



NSW GOVERNMENT
Department of Planning

people • place • prosperity

Acknowledgments

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Message from the Mayor

The world in which we live is fast-paced and changing. As individuals and as communities we are faced with challenges that have local, regional, national, and global origins. The community of Ballina Shire in 2006 has experienced over 10 years of rapid population growth and development. This has led to both beneficial and undesirable outcomes. The only way we will find ourselves in a preferable situation in 2025 is by identifying what we want our lived experience and our environment to be like and to make decisions consistent with that vision.

Increasingly all levels of governments are recognizing the need for strategic planning to take into account long-term social, environmental, and economic needs, aspirations, and constraints. In other words, taking a sustainability approach. Sustainability has been defined in many ways. One of the simplest and most widely used is "meeting the needs of present generations without compromising the capacity of future generations to meet their own needs".

In June 2004 Ballina Shire Council secured funding from the then NSW Department of Infrastructure, Planning and Natural Resources (DIPNR – now Department of Planning, DoP) for the development of the Ballina Shire Sustainability Strategic Plan 2025.

The aims of the project are to provide:

- A vision for the future of Ballina Shire;
- A guide to achieve that vision;
- A foundation for how development is planned;
- A mechanism for prioritizing projects and programs;
- A mechanism for the ongoing integration of local planning initiatives; and
- A framework for monitoring progress towards the vision.

This document, **People, Place, Prosperity: A Framework for a more sustainable Ballina Shire 2025** is the result of 18 months work talking with you to find out what you want to see and experience here in the Shire in twenty year's time.

The Framework is more than a collection of "motherhood" statements. It is informing the review of the Ballina Shire Council Corporate Strategic Plan and the Council's Management Plan. What we do as a Council should make sense in terms of where we want to go as a community.

More importantly from the community's point of view, the Framework will also provide input into the review of the Ballina Shire Local Environmental Plan, which is required by the State Government and will be taking place 2006-2009. Our vision for a more sustainable Ballina Shire will be taken down to the level of our urban and village areas, our streetscapes and our rural areas. It will be used to define what will be permissible in land use zones, what the zone objectives should be and how we go about developing and otherwise using our land.

People, Place, Prosperity: A Framework for a more sustainable Ballina Shire 2025 defines the long-term strategic vision for the Shire. It describes what we are aiming to achieve and therefore what will be guiding the decisions we make as a community, or others' make on our behalf. The next step involves action planning, with associated timelines, responsibilities, and indicators. This needs to occur across the range of organizations involved in the Shire, not just Council. All of our decisions

need to be informed by our collective vision for our preferred future as well as the issues we are facing and the resources we have available to us.

It is important, too, that we work effectively with other Councils, organizations and communities throughout the Northern Rivers region. The Framework will assist others in understanding what we are aiming for as a Shire community. It will help us to focus our regional engagement, especially in regard to issues where we have little direct control over decisions but experience the effects of the decisions others make.

The Ballina Shire Council has two primary roles to play:

1. to actively consider how its decisions in its areas of control or influence contribute to creating the preferred future; and
2. to champion the ideals and aspirations of the Shire community, taking a leadership role in harnessing resources from public and private sectors to promote desired outcomes.

Ballina Shire Council's key areas of responsibility reflect the core business of councils under the *Local Government Act 1993*. There are numerous other Acts and Regulations that also articulate responsibilities for councils.

The legislation will change and with that will come changes to the Council's activities. At this time, those elements of the Framework for which Council has the most responsibility lie in the areas of land use planning and built environment planning and regulation.

The Council will be seeking to influence the decisions of other organizations and individuals whose activities affect the Shire and looking for partners, in the public, community and private sectors, to work with to create a more sustainable future.

The decisions we make as a community will contribute in significant ways to what our lives are like in 2025. The benefits of having a strategic vision for 2025 include that it can help us make decisions that will take us closer to the future we would prefer. One of the difficulties we face is that we do not yet know all of the issues we will be having to deal with and what resources we will have available to us in the future. For this reason, our vision for our future focuses on what we want our experience of Ballina Shire to be like in 2025, rather than on specific features or places.



Phillip Silver

Mayor, Ballina Shire Council



User's Guide

This document is in 4 Sections. You can read it from start to finish, or focus on the Sections of most interest to you.

Section 1 – The Framework for a more sustainable Ballina Shire, 2025.

1

In this Section you will find information about:

- What we want to see and experience as a more sustainable Ballina Shire. These are the **Visions**.
- What we are aiming for to try to make these visions a reality. These are the **Aims**.
- How we go about achieving our aims. These are the **Strategies**.

Section 2 - Getting from here to there: implementation of the Framework.

2

In this Section you will find information about:

- Whose areas of business each of the Strategies falls within.
- Who could be partners to implement each Strategy.
- Some of the current challenges we face if we are to implement our Strategies.

Section 3 - Constructing the Framework.

3

In this Section you will find information about:

- Why the Framework was developed.
- How the Framework was developed.
- Who was involved.

Section 4 - The Framework Details

4

In this Section you will find the tables and graphs that provide the detailed information about the Aims and Strategies and who could be involved in their implementation.

A Glossary of useful terms is also included here (Appendix 1).

1 Our Preferred Future : People, Place, Prosperity: A more sustainable Ballina Shire, 2025

Introduction

Ballina Shire is located within the Northern Rivers region of New South Wales, the traditional country of the Bundjalung people. Our main town and commercial centre is Ballina, with villages along the coast and throughout the hinterland. Ballina CBD is situated on the banks of the Richmond River. The River, the escarpment, and the Plateau are three of the standout features of our Shire. These, with their associated coastal lowlands, waterways, natural habitats and farming, and the ocean, help to define our place and what makes it special.

We are in many ways typical of the so-called "Seachange community". For the last 10 to 20 years we have experienced the influx of more people, changing economic opportunities and being a desired destination for people seeking something different from a city lifestyle. However, many come with city-style expectations about what services will be available.

"Living in Ballina is like a ride in the best seat in a first class train travelling in the best parts of the world."

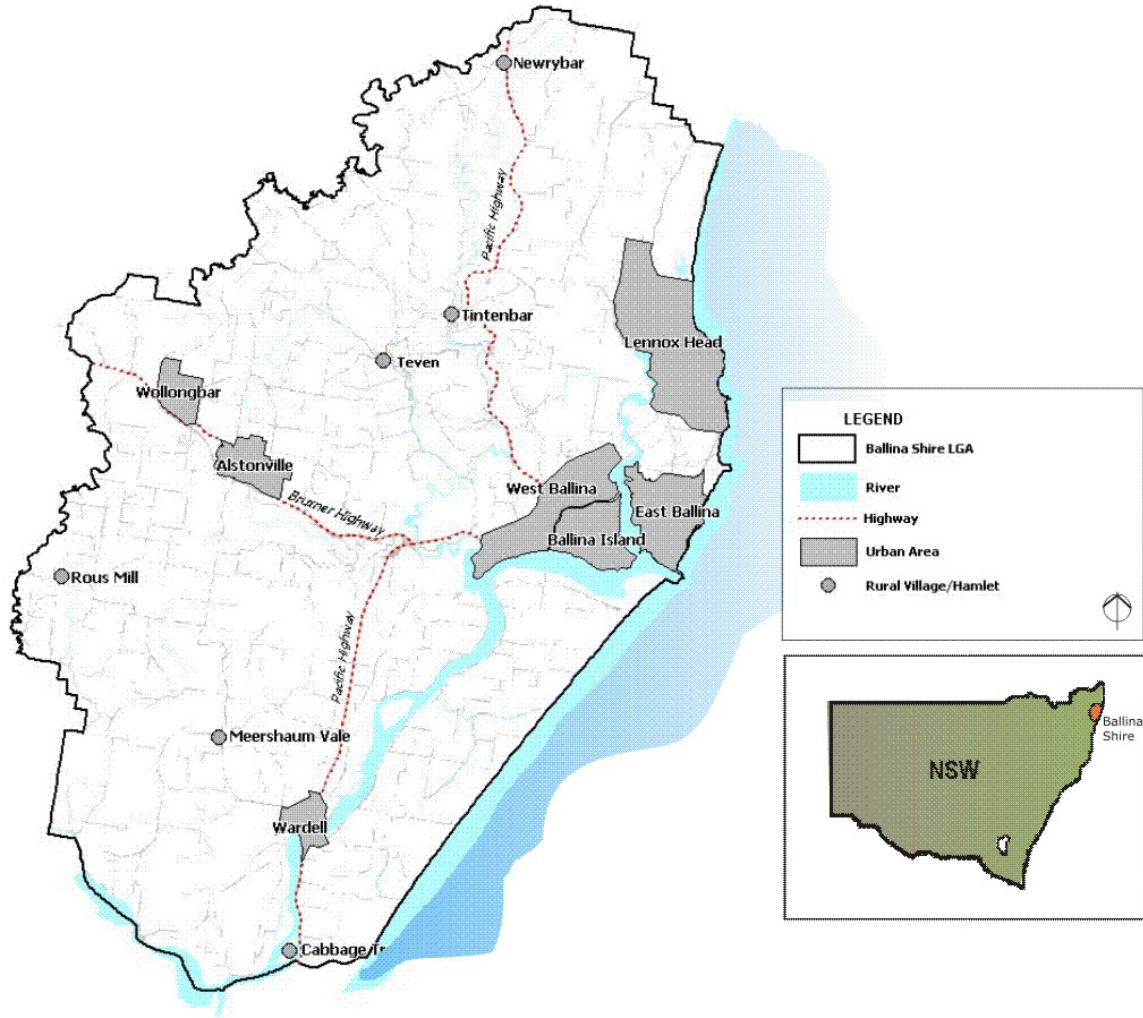
Resident

Our population of approximately 39,500 is expected to rise to 52,000 by 2025. Many more people, about 32% of the population, will be aged over 65 years. Our economy is heavily dependent on the service sector: it is responsible for 85% of both our employment and our Gross Regional Product. We have substantial areas of State Significant farmland, yet the pressures for land development can make the economics of farming difficult. Land development and infrastructure development pressure is also being felt in our areas of natural habitat, especially along the scenic escarpment, the lowland forest, and the heath.

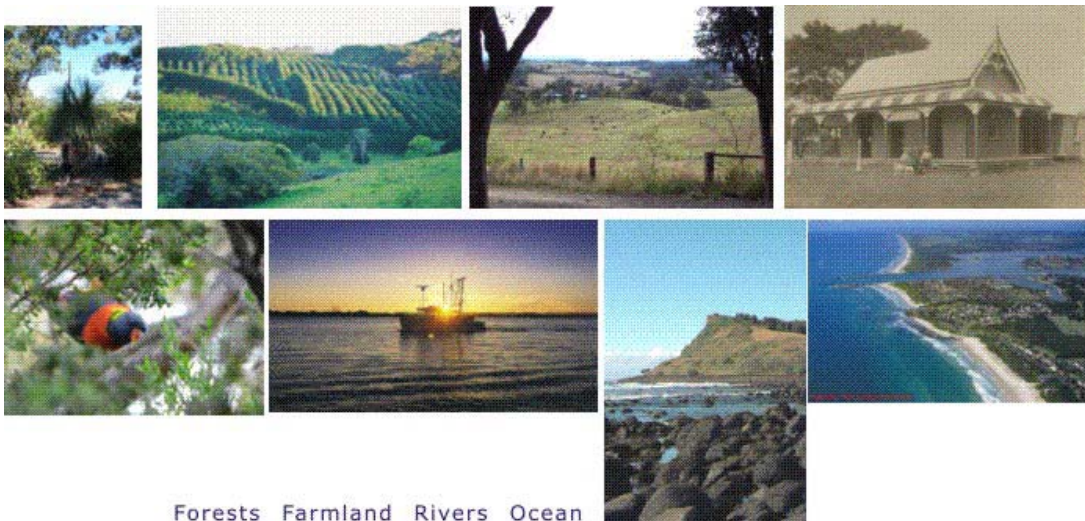
Like other coastal communities around Australia we are facing challenges in how we balance social, economic, and environmental outcomes. We do not want to destroy what we value about ourselves, our communities and our place, but we also want to continue to enjoy our natural environment and lifestyles and provide opportunities for work and wealth creation. Balancing these sometimes conflicting aspirations is a challenge for the whole community.

It is important, too, that we work effectively with other Councils, organizations and communities throughout the Northern Rivers region. People who make decisions in other areas within the region now have the opportunity to understand what we are aiming for as a Shire community. Our visions will help us to focus our regional engagement, especially in regard to issues where we have little direct control over decisions but experience the effects of the decisions others make.

The aim of the sustainability framework is to provide all of the Shire community with a strategic direction for a more sustainable Ballina Shire in 2025 and beyond.



The Ballina Shire Study Area



1.2 Visions for our preferred future

The world in which we live is fast-paced and changing. As individuals and as communities we are faced with challenges that have local, regional, national, and global origins.

The only way we will find ourselves in a situation we prefer in 2025 is by identifying what we want our lived experience and our environment to be like and to make decisions consistent with that vision.

The core of what we want to see and experience as a more sustainable Ballina Shire is about us, our place, and our prosperity. We have eight (8) visions. They are (in alphabetical order):

We want

A built environment contributing to health & wellbeing

A diverse & prosperous economy

A healthy natural environment

Diverse & balanced use of our land

People attaining health and wellbeing

Resilient and adaptable communities

Responsible & efficient use of resources

Transparent and accountable governance

Each of these visions is described in the following sections (1.1.1 to 1.1.8).

We have also identified 26 aims. For each aim, there are things that we can do that will help us move closer to our visions. These are referred to as strategies. The aims and strategies are shown in Table 4.1 (Section 4). There are many links between the visions which will reinforce the benefits coming from those things that we do to create our preferred future.

1.2.1 A built environment contributing to health & wellbeing

What was said

- We want to be able to move around and between public areas safely.
- We want buildings and public areas to be attractive. We think we should be building better buildings, ones that take advantage of our climate, are attractive and easy to use and meet the range of needs of our community. We also think we need a more diverse range of housing types.
- We want a built environment compatible with the things that are important and significant to us.

What we want is a built environment contributing to health and wellbeing



What this means for us

We want a built environment that we can be proud of and enjoy being in. We want it to contribute to our ability do the things we want to do and to our sense of community.

We are part of the “region of villages” and want our villages to continue to grow in character and be identifiable as distinctive places. Defined communities with individual character help create places that we can be proud of and feel part of. Our built environment also needs to reflect both our heritage and our aspirations for the future.

We want our built environment to meet our needs but not at the expense of our environment or the people who live and work here.



What we are aiming for includes:

- A feeling of safety, regardless of where in the Shire.
- Buildings, infrastructure & public spaces that complement our natural environment.
- Continuous improvement in the condition of our environment in all areas of the Shire.
- Effective & responsible power generation & use.
- Effective water collection, use & re-use.
- Efficient & effective transport.
- Excellent water quality in the Richmond River, its tributaries & coastal lakes.
- High level of social capital.
- Holistic understanding of & approaches to health.
- Infrastructure & facilities that meet individual & community needs.
- Maintain our diverse & attractive landscapes.
- Respect for the needs of different land users & land uses.
- Widespread participation in lifelong learning.



What some of the benefits might be:

- Distinctive places & diverse & welcoming communities.
- Enhanced sense of community & sense of place.
- Interesting & diverse housing.
- Good access in public areas & infrastructure that works for people.

What this means for Ballina Shire

Our built environment includes our urban areas, which are a mixture of residential, commercial and industrial, our individual houses and neighbourhoods, and our infrastructure of roads, water, power, lighting and sewerage. It also includes the boat ramps, wharves, parks, playgrounds, and sporting fields that we use.

For us, achieving this vision means dealing with some challenging issues, including housing affordability, transport, and the rise in single-person household (see boxes).

Housing affordability

Status

- 20% increase in house prices 2000-2004.
- Extended period of low-interest rates.
- Additional 12 000 people in the currently identified land release areas.



Trends

- Price trend in keeping with Seachange phenomenon: likely to continue to increase.
- Declining capacity for younger people to buy in.
- Increasing cost and declining local supply of construction materials.

Risks

High prices and rents may mean the younger and working population has to live outside the Shire, impacting on the character and fabric of the community. Higher valuations will also impact on retirees and long-term residents who might own their home but have little other income.

Opportunities

- Innovative housing designs.
- Urban renewal through higher density.
- Increasing local employment.

Transport

Status

- High demand.
- Focus on private vehicles, with limited options for public transport.
- National and State highways bisect the Shire.



Trends

- Increasing car use.
- Increasing costs associated with infrastructure.
- Ongoing viability issues for community or public transport.

Risks

The current narrow focus on the private car as the main means of transport is not sustainable and inhibits investment in other transport and mobility options. Our current transport network and economy is sensitive to changes in fuel prices.

Opportunities

- Diversification of transport options and infrastructure.
- Business development for alternative fuels.
- Increase use of Ballina Shire's waterways.
- Innovative approaches to public transport.



1.2.2 A diverse & prosperous economy

What was said

- We want meaningful work and education opportunities, for all ages. We want there to be opportunities for older people to share their skills and experience.
- We want there to be local businesses meeting our needs for goods and services. We want there to be ways we can support local business and for them to be profitable.
- We think we need a range of business activities, not just retail or services catering to tourists. We want good service and business practices and attitudes that reflect contemporary values about our responsibilities to communities and environment.

What we want is a diverse and prosperous economy



What this means for us

We want our economy to be adaptable, profitable, and made up of many different types of businesses and industries.

We want our young people to be able to find meaningful work here and for our older people to have opportunities for both work and for contributing their knowledge and experience.

We want our businesses to be good at what they do, how they interact with each other and with the community, and how they manage their social and environmental responsibilities as well as their financial bottom line.

As a local economy, and as participants in wider economies, we will face significant risks over the next 20 years. We will have to find local solutions as well as contribute to broader solutions.



- What we are aiming for includes:**
- Continuous improvement in the condition of our environment in all areas of the Shire.
 - Effective engagement with our neighbouring areas & within our region.
 - Effective & responsible power generation & use.
 - Effective water collection, use & re-use.
 - Efficient & effective transport.
 - Efficient production systems that minimise & re-use waste.
 - Employment opportunities for all.
 - High level of social capital.
 - Infrastructure & facilities that meet individual & community needs.
 - Integrated land uses.
 - Maintain & improve our land-based productivity.
 - Preserve the potential for agricultural land & important extractive resources.
 - Recognition & valuing of our natural, cultural & built heritage.
 - Robust structure in the local economy.
 - Socially & environmentally responsible business.



- What some of the benefits might be:**
- More options for employment.
 - Better quality of life.
 - More local business & opportunities for showcasing local products.
 - Confidence in local business & their products & services.

What this means for Ballina Shire

Our economy is very different now to what it has been in the past. In the past, agriculture and timber were very important contributors to both our Gross Regional Product and employment. Now, the retail sector accounts for over 85% of both Gross Regional Product and employment.

We are typical now of the so-called seachange economy. We need to create a more diverse economy and our collective levels of education and training and the average age of the population are critical economic issues. For us, achieving this vision means dealing with some challenging issues, including the structure of the economy, the distribution of wealth (see boxes), and our level of education.

Structure of the local economy

Status

- Service sector provides 85% of employment and Gross Regional Product (GRP).
- The Shire is a net importer.
- \$18 800 GRP per person compared to \$39 600 per person for NSW.

Trends

- Declining contribution to GRP per person.
- Increasing imports.
- Continuing decline of traditional economic sectors.

Risks

A limited economic structure increases exposure to internal and external shocks.

Opportunities

- Economic diversification and utilisation of technology.



Wealth

Status

- 13% of people in the Shire are living in poverty.*
- 29% people are wage/salary earners. In 2001 the average individual annual taxable income was \$32,000. That State average was \$41,600.
- 28% of the population are on income support, nearly half of these receive the aged pension.

Trends

- Ageing population: people with low incomes but who might be asset-rich.
- Increasing number of people dependent on those who are working.

Risks

Sensitivity to external factors such as changes in interest rates. Lack of wealth will also limit Council's capacity to raise funds for local infrastructure and services.

Opportunities

- Increase the proportion of the population participating in the workforce by building a range of economic opportunities.

* See Parliamentary Library of Australia Research Note #49 2004-05

1.2.3 A healthy natural environment

What was said

- We think our natural environment is one of the most important and valuable features of the Shire.
- We want to be able to access and enjoy our natural environment in ways that do not damage it.
- We think we can protect our environment and by doing so develop tourism and other business.

What we want is a healthy natural environment



What this means for us

In 2025 we would like all aspects of our natural environment to be healthy. This includes natural habitat areas, waterways and beaches, as well as natural places within our urban environment. Some of the natural habitat areas are in good condition whilst all are under pressure and it is likely that these pressures will continue.

In our urban areas we also want to have healthy natural places. This will influence where and how we build our houses and place our industry, how we manage and use water, what sorts of plants we put in our gardens, and much more. We want our communities to focus on their natural assets, like the Richmond River, rather than turning their back on them.

This vision is about recognizing that we live in a beautiful place with many natural assets. We wish for the people in 2025 that they have a healthy natural environment: something valuable in itself and for the benefits and enjoyment the community will get from it.

- What we are aiming for includes:**
- Buildings, infrastructure & public spaces that complement our natural environment.
 - Clean beaches & foreshores.
 - Continuous improvement in the condition of our environment in all areas of the Shire.
 - Effective engagement with our neighbouring areas & within our region.
 - Excellent water quality in the Richmond River, its tributaries & coastal lakes.
 - High level of social capital.
 - Holistic understanding of & approaches to health.
 - Individual & collective action to mitigate the risks posed by a changing climate.
 - Integrated land uses.
 - Maintain & improve our land-based productivity.
 - Maintain our diverse & attractive landscapes.
 - Recognition & valuing of our natural, cultural & built heritage.
 - Socially & environmentally responsible business.

- What some of the benefits might be:**
- Cleaner water in the Richmond River, our creeks, & the ocean.
 - Increased visual amenity.
 - Protection of native plants & animals & their habitats.
 - Safer swimming, boating & fishing.

What this means for Ballina Shire

We are proud of our beautiful and diverse landscape but we do not know a lot about the plants and animals we share it with. We need to know more about our natural habitat areas. Our waterways, from the small creeks on the plateau to North Creek and the Richmond River, are especially important to the local ecology and our enjoyment of it. This is true too of the plants, animals and habitats of the escarpment from the Blackwall Range to Newrybar, which links the plateau to the coastal lowlands and the ocean.

We are fortunate in having access to rivers and creeks, the ocean, forests and heathlands. Managing this access so that we can continue to enjoy our natural environment without damaging it is important to us.

For us, achieving this vision means dealing with some challenging issues, including our natural vegetation (see box), development pressures and the potential impacts of climate change.

Natural habitat areas

Status

- Most ecosystem types are fragmented.
- 1 118ha are protected as National Park or Nature Reserve.
- Significant threatening processes affecting most remnant natural habitat areas.
- Mapping of plants and animals as well as of natural habitat areas incomplete.
- Nearly 1000ha of privately owned land is registered as Land for Wildlife.

Trends

- Declining quality overall.
- Increasing pressures. The key pressures that are likely to continue and increase include urban development, weed incursion, and alteration of natural water flows
- Increasing number of plants, animals and habitat communities being listed as threatened or endangered.

(See Ballina Shire Council's regular *State of the Environment* reports for more information).

Risks

Loss of ecosystem functioning will have an economic impact. Currently the value of the services that ecosystems provide (like filtering and slowing stormwater, preventing erosion, and capturing carbon) are not factored into our economic accounting systems. The replacement of these services will be costly.

The loss of natural areas would also diminish our sense of place and have negative impacts on tourism. It is also inconsistent with sustainability and the concern for the needs of future generations.

Opportunities

- Incorporating bio-banking into development.
- Mapping and protecting habitat for future generations.
- Development of sustainable uses of natural areas, including a tourism and business profile built on environmental responsibility.
- Incorporating natural ecosystems into urban design.



1.2.4 Diverse & balanced use of our land

What was said

- We want to keep our sense of what our place is like: a mixture of urban and rural, distinctive views, and a sense of open space.
- We like our villages, each with their own character and attributes. People need to have a greater understanding about what living in a rural areas means, especially if they are close to farms or bushland.
- We think we could do more with our urban areas, with more interesting opportunities for living, working, socializing and playing without having to travel too far.

What we want is diverse and balanced use of our land



What this means for us

Our vision is for a mix of land uses that complement each other, are appropriate to their location, and contribute to community wellbeing over the long-term. We recognize that in 2025 the economic viability of various types of land use will be different from what it is now, and we need to maintain our capacity to adapt, balance the trade-offs and resolve conflict effectively.

It is important to us that we maintain our villages as distinct places. We also want a sense of openness. In other areas we want a vibrant, urban diversity.

In 2025, we want to be able to see and experience those places important to others, be they Aboriginal, European or other heritage, natural or industrial environments, or culturally and spiritually significant. We also want to explore our aspirations for the future in new and creative ways.

- What we are aiming for includes:**
- Buildings, infrastructure & public spaces that complement our natural environment.
 - Continuous improvement in the condition of our environment in all areas of the Shire.
 - Efficient & effective transport.
 - Efficient production systems that minimise & re-use waste.
 - Excellent water quality in the Richmond River, its tributaries & coastal lakes.
 - High level of social capital.
 - Individual & collective action to mitigate the risks posed by a changing climate.
 - Infrastructure & facilities that meet individual & community needs.
 - Integrated land uses.
 - Maintain & improve our land-based productivity.
 - Maintain our diverse & attractive landscapes.
 - Preserve the potential for agricultural land & important extractive resources.
 - Recognition & valuing of our natural, cultural & built heritage.
 - Respect for the needs of different land users & land uses.

- What some of the benefits might be:**
- Distinct villages, each with different things to offer.
 - Visual amenity, with iconic views & landscapes with distinct character, both urban and rural.
 - Opportunities for walking & cycling & for enjoying natural habitat areas.
 - Long term protection of cultural values associated with landscape & land use.

What this means for Ballina Shire

We have a diverse landscape, encompassing the ocean and beaches, the coastal lowlands, the escarpment, and the plateau. We have several urban areas, with Ballina becoming a regional centre.

Agriculture is a major land use and also contributes to a sense of openness in our landscape.

Areas of natural habitat are important elements of our landscape, with the Richmond River, Lennox Head, the Plateau, the Coolgardie Scrub, the Ballina Nature Reserve, Lake Ainsworth, the heathlands and Victoria Park amongst the many areas that contribute to the diversity of our place.

Resource availability and carrying capacity of our land are important constraints to current and potential land uses. We need to avoid irreversible land use decisions that could sterilize land-based resources in areas where these capacities are not known.

For us, achieving this vision means dealing with some challenging issues. Some Facts & Figures are shown below.



Population	<ul style="list-style-type: none"> • A population of approximately 39,250 in 2003. • The population by 2025 is expected to be 52,000 – 55,000. • 80% of the population lives in an urban area and almost 60% live within 5 kilometres of the coast.
Land	<ul style="list-style-type: none"> • An area of approximately 480 square kilometres (47,311 ha). • Approximately 60% of the Shire is less than 20m above sea level. Only 20% of the Shire is above 100m elevation. • The Cumbalum Ridge area is where most of the “greenfield” development will occur. It has the capacity for approximately 4000 dwellings located in two village areas.
Economic	<ul style="list-style-type: none"> • Most of our businesses are “small business” with less than 50 employees. • The service sector (eg restaurants, accommodation) provides 86% of employment and Gross Regional Product. • House prices rose 20% in the period 2000 to 2004.
Employment	<ul style="list-style-type: none"> • Of those who live in the Shire 33% work outside the Shire. • A majority travel to work by car (85.5%).
Education	<ul style="list-style-type: none"> • 1 in 4 residents are attending a formal education institution.
Resources	<ul style="list-style-type: none"> • Demand for water is approximately 23ML per day or 586 litres per person per day (including non-household use). • Household use of water per year is approximately 104 kilolitres.

1.2.5 People attaining health and wellbeing

What was said

- We think healthy people and healthy communities go hand-in-hand.
- We know that “health” includes physical, mental, emotional, and spiritual aspects.
- We need access to health services, including Ballina Hospital.
- We think being active and engaged contributes to a longer, healthier life.

What we want are people attaining health and wellbeing



What this means for us

In 2025 we want people to have opportunities to be healthy. We understand “healthy” to include physical, mental, spiritual and emotional health and recognize that all of these aspects of health are dependent on each other.

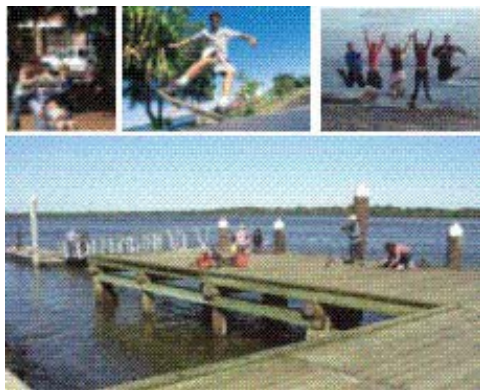
We also want people to have the opportunity to experience wellbeing: that is they feel a sense of belonging, of being valued, of being able to contribute and deal with life’s challenges.

We recognize that health and wellbeing are highly personal states and mean different things for different people. We also recognize that not everyone will want to take advantage of opportunities to improve their health and wellbeing.



- What we are aiming for includes:**
- A feeling of safety, regardless of where in the Shire.
 - Continuous improvement in the condition of our environment in all areas of the Shire.
 - Efficient & effective transport.
 - Employment opportunities for all.
 - High level of social capital.
 - Holistic understanding of & approaches to health.
 - Infrastructure & facilities that meet individual & community needs.
 - Recognition & valuing of our natural, cultural & built heritage.
 - We have a justifiable trust in our organizations, businesses and government.
 - Widespread participation in lifelong learning.

- What some of the benefits might be:**
- Healthier, happier people.
 - Better understanding of the links between physical, mental, emotional, and spiritual health.
 - Wider networks of support for people needing it.
 - More opportunities for social interaction.
 - Greater diversity of skills and culture through mixing age groups and cultures.



What this means for Ballina Shire

We are facing a range of health challenges over the next 20 years. Our ageing population is contributing to some of these.

We have relatively high rates of some infectious diseases and mental illness. We have fewer health care workers (including doctors, dentists, physiotherapists, counsellors, and so on) for our population than other areas do.

We do have an environment that is suitable for doing things that contribute to health and wellbeing. We have access to beaches, rivers and lakes, parks and walkways. We have sporting fields and many different sporting clubs. Our sub-tropical climate means that we can do things outdoors for most of the year.

For us, achieving this vision means dealing with some challenging issues, including our levels of education, the structure of our households (see boxes), our ageing population and our health status.

Households

Status

- 26% of the population in Ballina Shire live alone. This is higher than NSW (23%) & Australia (24%).
- Housing mainly designed for families.

Trends

- Lone person households - 30% by 2026.



Risks

Living alone, in some cases, may not be ideal for either individuals or communities. Increasing social isolation often raises concerns about mental and physical health.

Opportunities

- Innovative housing styles & adaptive re-use of existing buildings.
- Neighbourhood level community care & community activities involving all ages

Education

Status

- Less than average educational attainment.
- Schools recognized for high achievement.
- Limited availability of after-school education and training options.

Trends

- Increasing cost of education and training.
- Increasing need for qualifications to secure good jobs.
- Increasing numbers of temporary and part-time jobs and workers.

Risks

Quality economic development needs an educated workforce. Ongoing education is also linked to higher quality of life.

Opportunities

- Build relationships between primary, secondary, and tertiary education providers to support local training and employment.
- Mentoring and cooperative approaches to providing apprenticeships.
- Building relationships between different age groups to foster understanding and lifelong learning.



1.2.6 Resilient and adaptable communities

What was said

- We think healthy communities and healthy individuals go hand-in-hand.
- We want there to be communities and neighbourhoods that people are attached to, involved in, and proud of.
- We want to be able to adapt to change, to make the most of opportunities that come our way as well as meeting challenges.
- We want to be creative and to have a say in how we go about responding to our changing circumstances – we don't want to just take whatever happens.

What we want is resilient and adaptable communities



What this means for us

We want to see ourselves as a community of communities: people linked to others through place, work, and interests.

We want in 2025 to be able to say that we are resilient and adaptable: we change along with broader social changes, we keep what is good and healthy about our communities and change what is not, we learn about ourselves, and we are involved in making the decisions that affect our lives.

We want to be a healthy community, one that our young people want to stay part of, that our older people feel useful in and that newcomers and people of diverse views feel welcome in.



- What we are aiming for includes:**
- A feeling of safety, regardless of where in the Shire.
 - Continuous improvement in the condition of our environment in all areas of the Shire.
 - Effective engagement with our neighbouring areas and within the region.
 - Efficient & effective transport.
 - High level of social capital.
 - Holistic understanding of & approaches to health.
 - Individual & collective action to mitigate the risks posed by a changing climate.
 - Infrastructure & facilities that meet individual & community needs.
 - Recognition & valuing of our natural, cultural & built heritage.
 - Respect for the needs of different land users & land uses.
 - Socially & environmentally responsible business.
 - Viable local business.
 - We have a justifiable trust in our organizations, businesses and government.
 - Widespread participation in lifelong learning.



- What some of the benefits might be:**
- Making a difference locally, contributing to and participating in communities.
 - Enjoying local areas without destroying them.
 - Sense of community.
 - Building reconciliation.
 - Confidence that we can adapt to change in positive ways.

What this means for Ballina Shire

The communities of Ballina Shire have experienced significant change in the last decade and the look and feel of the Shire is likely to continue to change.

We now have a population of nearly 40 000 people. By 2025 we are likely to have a population closer to 60 000. The population increase, both past and expected, will occur more in some areas than others. The focus of our business and industry has changed, bringing with it benefits and down-sides. The expectations of the newer arrivals, many from the city, can be very different from long-term residents. The distribution of wealth is uneven across the Shire, but in general we don't have high-income levels. That said, we tend to say that we are reasonably happy.

Supporting a larger population will involve challenges. A healthy population needs a healthy environment and population growth may be constrained by resource availability and the need to protect natural and cultural assets.

For us, achieving this vision means dealing with some challenging issues, including population growth, health (see boxes) and education.

Population growth

Status

- Steady rate of growth.
- Growth rate relatively high.

Trends

- Continuing relatively high rate of growth.
- Perception of lifestyle benefit associated with Seachange migration.
- Increasing development pressure for housing, infrastructure and services, especially in the coastal corridor.

Risks

Loss of social and natural amenity through pressure to develop "greenfield" and agricultural land and pressure on community infrastructure. There may also be interruption to supply of energy and water as demand increases and dependence on fossil fuels is maintained.

Opportunities

- Develop housing and infrastructure to build communities.
- Get the most value out of unconstrained land release areas.
- Consolidate and support village lifestyles.
- Driver for economic development and employment.

Health

Status

- Relatively high rate of infectious disease.
- Rising age-related health care demands.
- North Coast has 66.2 general practitioners per 100 000 people compared to 87.3 for NSW.

Trends

- Age-related health issues and acute care needs increasing.
- Mental health issues increasing.
- Ageing health workforce.
- Increasing insurance and technology costs.

Risks

Inadequate and/or inappropriate healthcare will contribute to a decline in quality of life.

Opportunities

- Investment in health promotion and active lifestyles.



1.2.7 Responsible and efficient use of resources

What was said

- You want the productive land in the Shire to be protected, both for what can be produced now and for future production opportunities.
- You want access to resources and for the resources we have available to us to be used as effectively and efficiently as possible.
- You want everyone to have ways in which they can contribute to more efficient use of resources and you want to see government and business leading by example.

What we want is responsible and efficient use of resources



What this means for us

We recognize that many things contributing to the high quality of life we enjoy are sourced from outside the Shire: our electricity, most of our water, our fuel, a lot of our food and consumer goods. We recognize that we are part of both local community and the global community and have responsibilities to the people of the future.

Our vision is that we achieve greater efficiencies in our use of resources, regardless of where we get them from, and be responsible for our use of them. We will look for ways to generate more of the resources we need locally and to lessen the negative environmental and social impacts that can result from resource generation and use.



- What we are aiming for includes:**
- A feeling of safety, regardless of where in the Shire.
 - Buildings, infrastructure & public spaces that complement our natural environment.
 - Continuous improvement in the condition of our environment in all areas of the Shire.
 - Effective engagement with our neighbouring areas and within the region.
 - Effective & responsible power generation & use.
 - Effective water collection, use & re-use.
 - Efficient & effective transport.
 - Efficient production systems that minimise & re-use waste.
 - Excellent water quality in the Richmond River, its tributaries & coastal lakes.
 - Individual & collective action to mitigate the risks posed by a changing climate.
 - Integrated land uses.
 - Preserve the potential for agricultural land & important extractive resources.
 - Socially & environmentally responsible business.



- What some of the benefits might be:**
- Cost savings over medium to long term.
 - Improved corporate & community responsibility.
 - Development of new industries & industry sectors.
 - Diversification of transport options to allow for more effective use of fuel resources.
 - Cleaner business & manufacturing sectors.

What this means for Ballina Shire

We are fortunate to have direct access to important resources within our Shire: significant farmland, good soils, surface and groundwater, and extractive resources, like sand and rock. However, unless we plan carefully and protect the long-term viability of these resources we are likely to experience local shortages and higher costs, especially for extractive resources.

We also have access to resources from other areas because we are connected to the electricity grid and regional water systems, and are situated on major transportation routes.

As we are located in a coastal sub-tropical area, with good rainfall, lots of sunshine and access to the ocean, we are able to explore ways of taking greater responsibility for our water and power generation.

Also, like many areas on the eastern seaboard, we face potentially significant impacts associated with climate change. A small rise in sea level will affect us, as will increased intense rainfall and flooding.



Climate change

Status

- High per person emissions of greenhouse gasses.
- 50% of the Shire under 10m above sea level.

Trends

- Emissions will continue to rise.
- Increasing uncertainty about the affects of climate change on economy, costs of living, and lifestyle.
- Increasing economic impact.

Risks

Impacts are uncertain and may be worse or not be as bad as predicted. The key risk is in assuming that the climate is not changing as the consequences of being wrong are highly undesirable.

Opportunities

- New business in terms of both goods and services.
- Improved and more efficient use of available resources, including so-called waste products.

Population growth

Status

- Steady rate of growth.
- Growth rate relatively high.

Trends

- Continuing relatively high rate of growth.
- Perception of lifestyle benefit associated with Seachange migration.
- Increasing development pressure for housing, infrastructure and services.
- Continued pressure to house people in the coastal corridor

Risks

Continued loss of social and natural amenity through pressure to develop "greenfield" and agricultural land and pressure on community infrastructure.

Opportunities

- Develop housing and infrastructure to build communities.
- Get the most value out of unconstrained land release areas.
- Consolidate and support village lifestyles.
- Driver for economic development and employment.

1.2.8 Transparent and accountable governance

What was said

- We want to feel that our interests and our aspirations are represented.
- We want to participate in decision-making.
- Being involved is important. Our organisations need a wide range of people to get involved in them.
- We want to know what decisions have to be made and we want to understand what might happen.

What we want is transparent and accountable governance



What this means for us

Our vision is for a community that has confidence in its elected representatives, its Council, and its organizations.

We want there to continue to be opportunities to participate in decision-making beyond going to the ballot box. We want there to be opportunities to engage with each other and to be confident that our community organizations are being run fairly and honestly.

We want there to be widespread experience in being part of community and local government governance so that we can support each other when difficult decisions have to be made.



What we are aiming for includes:

- Continuous improvement in the condition of our environment in all areas of the Shire.
- Effective engagement with our neighbouring areas and within the region.
- Excellent water quality in the Richmond River, its tributaries & coastal lakes.
- High level of social capital.
- Individual & collective action to mitigate the risks posed by a changing climate.
- Socially & environmentally responsible business.
- Viable local business.
- A justifiable trust in our organizations, businesses and government.



What some of the benefits might be:

- Higher levels of trust and confidence and improved transparency in our organizations and government.
- Understanding of priorities for investment and resources.
- Better coordination across and within sectors (Commonwealth, State and local governments and community).
- Simplification of the regulatory framework across all levels of government.
- Active local democracies.
- Participatory community.
- Better engagement with other communities, councils, and other organizations.



What this means for Ballina Shire

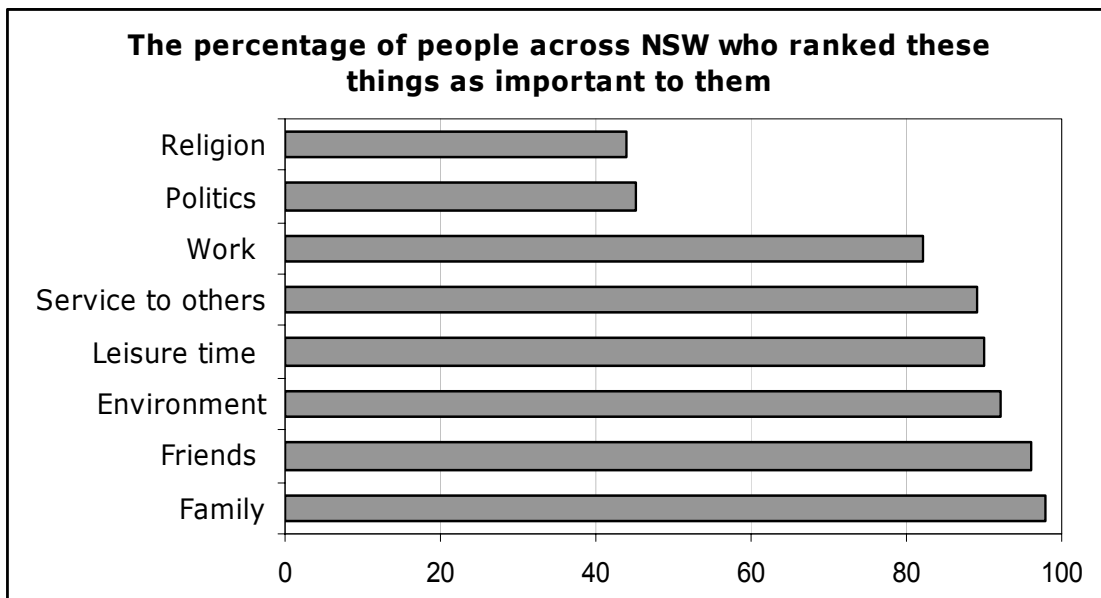
Ballina Shire is our local government area and we are represented by 9 Councillors. We sit within the Ballina and Clarence State Electoral Districts, and the Richmond and Page Commonwealth Electoral Districts.

We have a wide range of community service, sporting and other community organizations. These provide a significant community benefit and most rely on volunteers. There are high expectations for the standards and accountability of these organizations.

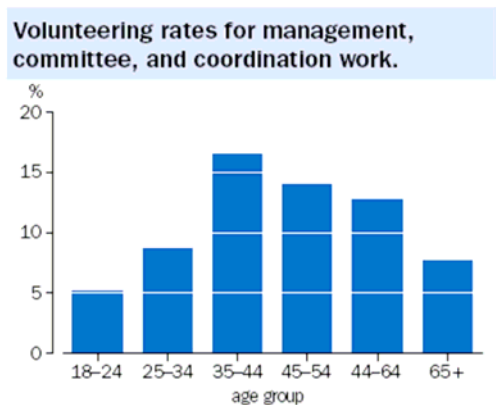
For us, achieving this vision means dealing with some challenging issues, including our differences in what we think is important, the generalized lack of trust in government, the importance of volunteering and the lack of investment in developing the skills of volunteers.

We also need to work on how we engage with the other communities, Councils, and organizations within our region.

Some Facts and Figures are shown below.



Source: NSW Department of Environment and Conservation (2003) *Who Cares about the Environment*, available: <http://www.dec.nsw.gov.au/whocares/index.htm>.



a) People aged 18 or older.
Source: *Voluntary Work, Australia 2000* cat. no. 4441.0.

33% of people in NSW undertook some voluntary work in the last 12 months.

Source: Australian Bureau of Statistics, 2002, General Social Survey, NSW, available <http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/4159.1.55.0012002?OpenDocument>

1.3 Our options for creating our preferred future

If these are our visions for a more sustainable Ballina Shire 2025, then how do we make them happen? We have asked ourselves the questions “If these are our visions, then what are we aiming for?”

From this, 26 aims were identified. These are (in alphabetical order):

1. A feeling of safety, regardless of where in the Shire.
2. Buildings, infrastructure & public spaces that complement our natural environment.
3. Clean beaches & foreshores.
4. Continuous improvement in the condition of our environment in all areas of the Shire.
5. Effective engagement with our neighbouring areas and within the region.
6. Effective & responsible power generation & use.
7. Effective water collection, use & re-use.
8. Efficient & effective transport.
9. Efficient production systems that minimise & re-use waste.
10. Employment opportunities for all.
11. Excellent water quality in the Richmond River, its tributaries & coastal lakes.
12. High level of social capital.
13. Holistic understanding of & approaches to health.
14. Individual & collective action to mitigate the risks posed by a changing climate.
15. Infrastructure & facilities that meet individual & community needs.
16. Integrated land uses.
17. Maintain & improve our land-based productivity.
18. Maintain our diverse & attractive landscapes.
19. Preserve the potential of agricultural land & important extractive resources.
20. Recognition & valuing of our natural, cultural & built heritage.
21. Respect for the needs of different land users & land uses.
22. Robust structure in the local economy.
23. Socially & environmentally responsible business.
24. Viable local business.
25. We have a justifiable trust in our organizations, businesses & government.
26. Widespread participation in lifelong learning.

For each of these there are strategies and these strategies also link to one or more visions. The strategies are shown in Table 4.1, in Section 4.

The strategies provide us with some direction and ideas for how to move forward. In Table 4.2 (Section 4), we identify where the strategies sit in terms of organizations' areas of interest. Understanding where different areas of responsibility and activity lie will help us work together to achieve our aims.

Any one strategy is linked to both an aim and a vision. Table 4.1 illustrates how an aim has multiple strategies linked to it and these strategies can contribute to one or more visions.

In other words, the things we decide to do to fulfill an aim can contribute to more than one vision, and similarly, the things we do to fulfill a vision will contribute to more than one aim.

Diagrams that explain the Tables are provided in Section 4.

The ways in which the Framework could be implemented are discussed in the following Section (Section 2).



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2 The Framework and how it will be used

2.1 Our intention

The Framework is intended to be used in several ways:

- Guide Council priority-setting and decision-making through informing the Ballina Shire Corporate Strategic Plan and Management Plans;
- Be a mechanism for prioritizing projects and programs through informing the Ballina Shire Management Plans;
- Inform the priority-setting and decision-making of other agencies and organizations, including community and State Government;
- Provide a rationale for any organization pursuing grants and other resources for specific projects that can be shown to fit within the strategic direction outlined in the Strategy;
- Inform potential developers and residents of the ways in which the current Shire community wants future people and development to contribute to the Shire's future;
- Be a mechanism for the ongoing integration of local planning initiatives, most immediately the review of the Ballina Shire Local Environmental Plan, commencing in 2006; and
- Provide a framework for monitoring progress towards the creation of a more sustainable Ballina Shire, understanding that the context within which decisions are made and the resources available will be changing continually. This will also involve ongoing integration and review of the monitoring and reporting associated with State of the Environment Reports and Social and Community Reports.

2.1.1 Implementation

People, Place, Prosperity: A Framework for a more sustainable Ballina Shire 2025 defines the long-term strategic vision for the Shire. It describes what we are aiming to achieve and therefore what will be guiding the decisions we make as a community, or others' make on our behalf.

The next step involves action planning, with associated timelines, responsibilities, and indicators. This needs to occur across the range of organizations involved in the Shire, not just Council. All of our decisions need to be informed by our collective vision for our preferred future as well as the issues we are facing and the resources we have available to us.

One major focus for implementation that Ballina Shire Council is responsible for is the development of a new Local Environmental Plan (LEP). The State Government is requiring that all councils prepare a new LEP using a standard template in the next 3-4 years.

The LEP is the primary tool for managing land use throughout the Shire and our Sustainability Framework provides the framework within which permissible land uses are defined at locality level.

Some of the ways in which our Sustainability Framework will probably influence the LEP include:

- Protection of agricultural land (Note that this is also State Government policy);
- Transition areas, some of which might be “Buffer Zones”, between areas where different land uses occur (eg. where there is a residential area next to a farming area);
- Allowing for higher density residential areas in some urban localities. Similarly, a greater mix of residential, commercial, and retail / industrial could be allowed for in some urban localities;
- Maintenance of village boundaries. For some localities there might be the creation of a village boundary to acknowledge an area as a “village”;
- Allowing for the creation of more cycle- and walkways that help build connections between different areas;
- Creation of “Village Zones” in which multiple but compatible land use is encouraged (for example, residential with small retail and professional services facilities); and
- Protection of natural habitat areas. This might also include ways of protecting these areas from impacts that originate elsewhere. For example, protecting a wetland from things that could happen in the catchment but some distance away from the area itself.

The above are just examples of ways in which the Framework might be reflected in the LEP. The development of the LEP will involve extensive consultation with the community. It is then that the specific planning provisions for each area will be developed.

2.2 Getting from here to there

2.2.1 Working together

Creating a more sustainable Ballina Shire will involve the effort, imagination and commitment of all those who live and work here as well as those who influence what happens here.

The Ballina Shire Council has two primary roles to play:

1. to actively consider how its decisions in its areas of control or influence contribute to creating the preferred future; and
2. to champion the ideals and aspirations of the Shire community, taking a leadership role in harnessing resources from public and private sectors to promote desired outcomes.

As a local government authority, our Council accounts for approximately 5% of public sector funds.¹ Much of what is needed, therefore, lies outside Council's areas of control or influence, or capacity to fund. The Shire community as a whole has to find ways of working together and coordinating activities. The specific strategies that sit within Council's core or allied business or where Council could be a partner are identified in Table 4.2.

The Council will be seeking to influence the decisions of other organizations and individuals whose activities affect the Shire and looking for partners, in the public, community and private sectors, to work with to create a more sustainable future.

2.2.2 Who could be involved?

Many of the things that affect our capacity to create a more sustainable Ballina Shire are outside our control. This means that it is important to identify, as far as possible, who does have responsibilities and interests in those areas we wish to change. It must be recognized, however, that outside factors will both contribute to and mitigate against our best efforts.

Table 4.2 (see Section 4) lists the strategies linked to our aims and identifies areas of interest, including the potential for partnership.

2.2.3 Our Council's core business

Ballina Shire Council's key areas of responsibility reflect the core business of councils under the *Local Government Act 1993*. There are numerous other Acts and Regulations that also articulate responsibilities for councils, most significantly the *Environmental Planning and Assessment Act*.

The legislation will change and with that will come changes to the Council's activities. At this time, those elements of the Sustainability Framework for which Council has the most responsibility lie in the areas of land use planning and built environment planning and regulation.

The strategies we have provided and the identification of who might be involved are not meant to be exhaustive. Over time there will be many opportunities and challenges that make other strategies more likely to contribute to our vision. Similarly, the organizations involved will change as responsibilities, resourcing, and community expectations change.

What we can see from the detail about who could be involved (see Section 4.2) is that the activities of Council are potentially more important for achieving our visions of a built environment contributing to health and wellbeing and diverse and balanced land use than for other visions. Similarly, the community and private sector are potentially very important players if we are to achieve our visions of a diverse and prosperous economy and resilient and adaptable communities. The State Government is involved widely and contributes to all of the visions but not necessarily through bring involved directly. This is illustrated below.

¹ Local Government Inquiry 2006 *Are Councils Sustainable*, Independent Inquiry into the Financial Sustainability of NSW Local Government - Interim Report: Findings and Options, March 2006.

2.3 How will we know we are creating a more sustainable Ballina Shire?

The framework for the more sustainable Ballina Shire refers to 8 visions. Each vision is linked to aims. The framework also identifies strategies that could be implemented in order to achieve those aims. The visions, aims, and strategies are useful because they can guide our decision-making as circumstances change over the next 20 years.

Given that the visions and aims represent what we want for a more sustainable Ballina Shire, how will we know we are actually creating this future for ourselves? We will need evidence.

We need evidence so that we can:

- monitor progress towards our strategic vision in a systematic way;
- inform policy and decision-makers in a sound and credible way;
- focus attention on trends of concern;
- modify efforts where actions are not leading to the anticipated results;
- show linkages between different activities; and,
- promote adaptive management and continuous learning.

Timely, credible and targeted information is especially useful when trying to understand success in creating a more sustainable Shire. The nature of sustainability means that Ballina Shire Council or any other organization or individual cannot directly make it happen. However, Council can promote and build strategic links with organizations and individuals to enable wider community involvement in activities that will contribute to creating a more sustainable Ballina Shire.

It is intended that as implementation proceeds indicators will be developed and used on both a project-specific basis and through mechanisms such as our State of the Environment Reporting. This will help ensure that they are relevant, adaptable and meaningful over the time period of the Sustainability Framework.

We can develop an early picture of our transition to a more sustainable Ballina Shire by using some readily available statistics and comparing these to both where we would like to be and to the State or national averages. The 2006 Ballina Shire Sustainability Report is shown below.

2.3.1 Our sustainability report

Statistic	Ballina 2006 Benchmark	NSW	Australia	Comment
<p>Lone person households (% h'holds (2001 data)). Projected to be 30% in Ballina Shire by 2026. This is important because it has implications for the sorts of housing we have available, our care facilities, and potentially for how healthy we are as individuals. While there is little wrong with living alone by choice, we also do not want people living alone because they have no choice.</p>	26.4	23.4	23.9	To be completed in reporting years
<p>Number of threatened species (plants and animals) found within the Shire** This is important because it is an indication of how healthy our areas of natural habitat are and how they are responding to threats and management. We want the number of threatened species to stabilize and preferably to decrease.</p>	104	845		
<p>Dependency rate* (2001 data). This is expected to be .85 by 2026. One of the reasons this is so high is because a relatively high proportion of our population is not of working age. In 2001, 19% of our population was aged over 65 years and this is expected to rise to 24% by 2026. We need to have more reasons for younger people to stay and to create more employment for all age groups, including for people aged over 65 years.</p>	0.62	0.49	0.48	
<p>Proportion of the population aged over 15 years with a post secondary qualification (Certificate or higher) This is important because education level generally equates to better quality of life for individuals. We want this to increase.</p>	34.9	36.2	34.3	
<p>Non-recycled water use per capita (household use) (kilolitres per year) Water is a useful measure of resource use. We want this to stabilize if not decrease. By only measuring non-recycled water use we understand more about our use of raw resources. Manufacturing and industry are encouraged to use recycled water.</p>	104		109	
<p>Participation in civic events and engagement activities This is important because it relates to our levels of trust in government and to social capital. We want more people engaged over a wider range of events and processes.</p>	na			
<p>Greenhouse emissions per capita (eCO₂) This measures our total energy consumption (including industry, residential and agriculture) and is indicative of our contribution to the changing climate. We want this to decrease.</p>	7.2	23	27.5 (2003)	

* The proportion of the population not of working age (taken to be under 15 and over 65 years old) who are therefore dependent, either directly or indirectly, on proportion of people who are of working age (16-64 years). A rate of 1 means that for every one person of working age there is one person not of working age. A rate of 0.6 means that for every 100 people of working age there are 60 people not of working age.

** This data is not well known. Data based on listing in the NSW *National Parks and Wildlife Service Wildlife Atlas*. These figures are indicative only and form a benchmark for 2006 against which changes in the numbers of species listed can be monitored.

2.4 Priorities

Where we want to be in 2025 – our *preferred future* – involves balancing known issues and trends, likely outcomes and unforeseen events. The foundation from which we work is the understanding we have of today’s known issues, but we must also have regard for things that are unknown and our capacity to address them.

As a community we will be facing ongoing changes in legislation and resourcing as well as critical short and medium term issues. In meeting these challenges we can be guided by the Strategy, and each organization and the community will prioritise differently according to its own goals, purpose and available resources.

For Ballina Shire Council, formal priorities are matters for each Council to set for its term. This will be incorporated into the Corporate Strategic Plan, and will therefore be reflected in the Management Plan and various operational and project plans. All of these are reviewed and inform one another.

It is hoped that the Sustainability Framework will inform the strategic, management, and project planning for other organizations so as to enhance our collective capacity to make the transition to a more sustainable Ballina Shire 2025.

3 Background to the project

3.1 Introduction

Increasingly governments at all levels are recognizing the need for strategic planning to take into account long-term social, environmental, and economic needs, aspirations, and constraints.

In June 2004 Ballina Shire Council secured funding from the then NSW Department of Infrastructure, Planning and Natural Resources (DIPNR – now Department of Planning, DoP) for the development of the Ballina Shire Sustainability Strategic Plan 2025. This is what is now called: People, Place, Prosperity: A framework for a more sustainable Ballina Shire, 2025.

3.1.1 The aims of the project

The aims of the project are to provide:

- A vision for the future of Ballina Shire;
- A guide to achieve that vision;
- A foundation for how development is planned;
- A mechanism for prioritizing projects and programs;
- A mechanism for the ongoing integration of local planning initiatives; and
- A framework for monitoring progress towards the vision.

In addition, the project aims to inform the review of the Ballina Shire Council Corporate Strategic Plan and annual Management Plans. The Sustainability Framework will also provide input into the review of the Ballina Shire Local Environmental Plan, which is required by the State Government and will be taking place 2006-2009. The Framework itself has to be consistent with the Far North Coast Regional Strategy (see Section 3.3).

3.2 Why plan for a more sustainable future?

The world in which we live is fast-paced and changing. As individuals and as communities we are faced with challenges that have local, regional, national, and global origins. The community of Ballina Shire in 2006 has experienced over 10 years of rapid population growth and development. This has led to both beneficial and undesirable outcomes. The only way we will find ourselves in a preferable situation in 2025 is by identifying what we want our lived experience and our environment to be like and to make decisions consistent with that vision over the intervening period.

“The future is not some place we are going to but one we create. The paths to it are not found but made and the activity of making them changes both the destination and the maker”

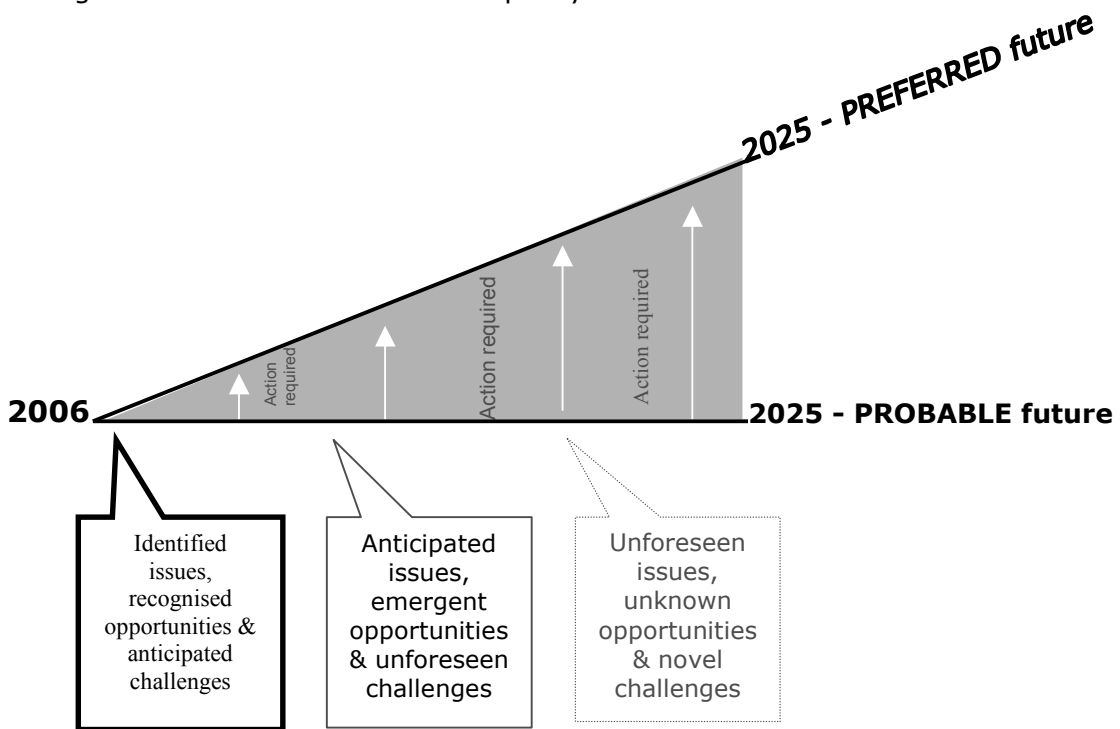
(Paulo Friere, 1973 *Pedagogy of the Oppressed*.)

The decisions we make as a community, including the organisations that represent us, such as the Ballina Shire Council and the State Government, will contribute in significant ways to what our lives are like in 2025. The benefits of having a strategic vision for 2025 include that it can help us make decisions that will take us closer to the future we would prefer. One of the difficulties we face is that we do not yet know all of the issues we will be having to deal with and what resources we will have available to us in the future. For this reason, our vision for our future focuses on what we want our experience of Ballina Shire in 2025 to be like, rather than on specific features or places.

Some of the things we do know about our current situation and the critical issues relating to sustainability were discussed in Section 1.

Our Preferred Future

Where we want to be in 2025 – our *preferred future* – involves balancing known issues and trends, likely outcomes and unforeseen events. The foundation from which we work is the understanding we have of today’s known issues, but we must also have regard for things that are unknown and our capacity to address them.



3.2.1 What does “sustainability” mean?

Sustainability has been defined in many ways. One of the simplest and most widely used is “meeting the needs of present generations without compromising the capacity of future generations to meet their own needs”. In Australia, sustainability is talked about in terms of “ecologically sustainable development” or “ESD” for short.

The three core objectives for ESD in Australia are:

“to enhance individual and community well-being and welfare by following a path of economic development that safeguards the welfare of future generations;

to provide for equity within and between generations; and

to protect biological diversity and maintain essential ecological processes and life-support systems”.

There are several pieces of legislation that direct public agencies, such as Ballina Shire Council, to work towards being more sustainable (see Section 3.4). The legislation is guided by the objectives of Ecologically Sustainable Development that were signed off by the Australian Heads of Government in 1992.

These core objectives are supported by guiding principles, namely:

- Decision making processes should effectively integrate both long and short-term economic, environmental, social and equity considerations.
- Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.
- The global dimension of environmental impacts of actions and policies should be recognised and considered.
- The need to develop a strong, growing and diversified economy which can enhance the capacity for environmental protection should be recognised.
- The need to maintain and enhance international competitiveness in an environmentally sound manner should be recognised.
- Cost effective and flexible policy instruments should be adopted, such as improved valuation, pricing and incentive mechanisms.
- Decisions and actions should provide for broad community involvement on issues which affect them.

Note: you can find information about ESD in the Commonwealth of Australia (1992), *National Strategy for Ecologically Sustainable Development*, available: <http://www.deh.gov.au/esd/national/nsesd/index.html>.

3.3 Far North Coast Regional Strategy

The Far North Coast Regional Strategy (FNCRS - Draft currently on public consultation) requires an approach to planning and land use that takes into account short- and long-term social, economic, and environmental outcomes. Its purpose is to manage the expected growth in population while at the same time “protecting the unique environmental assets, cultural values and natural resources of the Region”. The FNCRS, once finalized, will be the State

Government position on the future of the region as a whole and will be the pre-eminent document guiding planning from 2006 to 2031.

The **Vision for the Future** contained in the FNCRS is:

“A healthy, prosperous and sustainable future for the diverse communities of the Far North Coast Region.

Healthy and Prosperous

People and the natural environment are physically healthy, and there is a high level of mutual trust, cooperation and support within communities.

Sustainable Future

Recognising the links between our economy, environment and quality of life – now and in the future. Ecologically sustainable development and economically and socially sustainable development are synonymous. For a sustainable future, this Strategy strives for a balance between economic, environmental and social goals.

Diverse Communities

The people of the Region are not a homogenous group. Communities may be defined by physical boundaries (such as river valleys) or by characteristics (such as lifestyle).”

3.4 Legislative framework

The justification for developing the Ballina Shire Sustainability Strategy lies in several pieces of New South Wales State Government legislation, most importantly the *Local Government Act* and the *Environmental Planning and Assessment Act*, and, increasingly, in community expectations. There are many other pieces of legislation that will impact on the activities needed to bring about the Shire’s vision for sustainability.

See Table (Table 3.1) on the following page for more detail.

Table 3.1: Legislative framework

Note: All New South Wales legislation can be accessed at <http://www.legislation.nsw.gov.au/>. Go to the "Legislation In Force" link. Specific pieces of legislation can be found by using the A-Z listing or the search capacity.

*Local
Government Act
1993*

The purposes of this Act include:

- "to provide the legal framework for an effective, efficient, environmentally responsible open system of local government in NSW".
- "to require Councils, Councillors and Council employees to have regard to the principles of Ecologically Sustainable Development in carrying out their responsibilities".

*The
Environmental
Planning and
Assessment Act
1979*

The EP&A Act directly incorporates the concept of sustainability by stating that an objective of the Act is to:

- "to encourage ecologically sustainable development".

The Act also addresses the key aspects of sustainability through other objectives that promote:

- Management of resources for the promotion of social and economic welfare and a better environment;
- Orderly and economic use of land;
- Provision of community services and facilities;
- Protection of the environment;
- Provision of affordable housing;
- Shared responsibility and governance;
- Consideration of inter-generational equity; and
- Public involvement and participation.

*Protection of the
Environment
Administration
Act 1991*

Section 6 (2) of this Act states:

"ecologically sustainable development requires the effective integration of economic and environmental considerations in decision-making processes. Ecologically sustainable development can be achieved through the implementation of the following principles and programs:

- (a) the precautionary principle—namely, that if there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.

Continued on the next page

In the application of the precautionary principle, public and private decisions should be guided by:

- (i) careful evaluation to avoid, wherever practicable, serious or irreversible damage to the environment, and
 - (ii) an assessment of the risk-weighted consequences of various options,
- (b) inter-generational equity—namely, that the present generation should ensure that the health, diversity and productivity of the environment are maintained or enhanced for the benefit of future generations,
- (c) conservation of biological diversity and ecological integrity—namely, that conservation of biological diversity and ecological integrity should be a fundamental consideration,
- (d) improved valuation, pricing and incentive mechanisms—namely, that environmental factors should be included in the valuation of assets and services, such as:
- (i) polluter pays—that is, those who generate pollution and waste should bear the cost of containment, avoidance or abatement,
 - (ii) the users of goods and services should pay prices based on the full life cycle of costs of providing goods and services, including the use of natural resources and assets and the ultimate disposal of any waste,
 - (iii) environmental goals, having been established, should be pursued in the most cost effective way, by establishing incentive structures, including market mechanisms, that enable those best placed to maximise benefits or minimise costs to develop their own solutions and responses to environmental problems.”

See Section 6 (2) of the Act for more details.

Protection of the Environment Operations Act 1997

This Act addresses aspects of sustainability through providing direction for how we operate within the environment. Its objectives include to:

- protect, restore and enhance the quality of the environment, having regard to the need to maintain ecologically sustainable development;
- provide increased opportunities for public involvement and participation in environment protection;
- ensure that the community has access to relevant and meaningful information about pollution;
- reduce risks to human health and prevent the degradation of the environment by promoting cleaner production, waste reduction, and re-use and recycling of materials.

3.5 How the Sustainability Framework was developed

The Sustainability Framework was developed by asking the Shire community “If you were in Ballina Shire in 2025 what you want to see and experience?”. The Framework is therefore aspirational in nature. It is based on what we want our place and our communities to be like and what we want to be able to do and have. In this way it may seem familiar to people outside Ballina Shire. The community was also asked “What makes Ballina Shire special as a place and community?”. It was the discussion around these questions and the consideration of the objectives of sustainability that resulted in the development of the core visions for a more sustainable Ballina Shire.

3.5.1 Talking with the community

Two formal documents were used to prompt discussion with the Shire community: Discussion Paper 1 and Discussion Paper 2.

Discussion Paper 1 outlined the current state of the Shire using standard indicators of social, economic and environmental conditions. It also discussed briefly some of the current key trends and issues.

Discussion Paper 2 contained the first interpretation of what the community had told us it wanted for a more sustainable Ballina Shire. This discussion paper was exhibited for comment as a way of checking that the interpretation was satisfactory and for people to reflect further on what sustainability might mean for this Shire.

Information about the project and invitation to provide comment or organize a presentation were also included in media releases and in Council advertorials in the Advocate newspaper.

There were two formal groups that had significant input into the development of the Framework: the Peer Review Panel and the Civic Panel.

The Peer Review Panel was a small group of prominent and experienced people, chaired by the Mayor of Ballina Shire Council. Its role was to critique the project and its progress and activities, and to provide support and assistance in resolving issues of concern.

The Civic Panel was a group of 30 Shire residents who, through their interests and activities, have varied and multiple connections in the community. This group met ten times over the course of the project. These people had a wide variety of backgrounds and professional and personal interests and expertise. The group acted as a “sounding board” throughout the project and assisted through actively engaging in targeted discussions and exercises aimed at teasing out issues, perspectives, and values.

In addition, a large number of local and regional organizations were contacted about the project, with some also requesting and receiving presentations or workshops. A list of organizations that were contacted about the project, indicating also those organizations who requested and received a presentation, is shown in the following table.

Table 3.2: Organizations contacted about the project
(in alphabetical order, by sector)

Note: An asterix (*) indicates those organizations who requested and received a presentation or who were represented officially at a presentation.

Community sector		
	Alcheringa Landcare Group	
	Alstonville and District Ratepayers Association	*
	Alstonville Creek Carers Landcare Group	
	Alstonville CWA Club	
	Alstonville Lions Club	
	Alstonville Plateau Historical Society	
	Alstonville Rotary Club	
	Angels Beach Dunecare Reafforestation Group	
	Arts Northern Rivers Inc	
	Ballina CWA Club	
	Ballina District Community Services Association	
	Ballina Employment and Training Centre	
	Ballina Environment Society	
	Ballina Ladies Probus Club	
	Ballina Lighthouse Beach Dunecare Group	
	Ballina Lions Club	
	Ballina on Richmond Rotary Club	
	Ballina Probus Club	*
	Beach Front Parade Dunecare Group	
	Big Scrub Rainforest Landcare Group	
	Buckombil Landcare Group	
	Bunjum Aboriginal Coop Ltd	
	Catholic Church - Alstonville Parish	*
	Catholic Church - Ballina Parish	*
	Catholic Church - Parish Finance Council	*
	Duck Creek Landcare	
	East Ballina Landcare Group	
	East Ballina Lions Club	
	Eden Valley Landcare (Chilcotts Creek)	
	Emigrant Creek Environment Protection Assoc & Landcare Group	
	Far North Coast Regional Aboriginal Land Council	
	Jali Local Aboriginal Land Council	
	Lennox Head Combined Sports Association	
	Lennox Head Landcare Group	
	Lennox Head Lions Club	
	Lennox Head Residents Association	
	Little Fisheries Creek Landcare Group	
	Llewellyn Families Landcare Group	
	Maquires Willowbank Landcare Group	
	Marom Creek Landcare Group	
	North Coast Environment Council	
	Patch's Beach Dunecare Group	

	Pimlico Ladies Charitable Organisation Inc	
	Probus Club of Ballina Waters	
	Probus Club of Lennox Head	
	Rainforest Way Landcare Group	
	Rotary Club of Alstonville	
	Rotary Club of Ballina	
	Rotary Club of Ballina on Richmond	
	Rous Mill and District Ratepayers Association	*
	Skennars Head Coastcare Group	
	Skidders Creek Landcare Group	
	South Ballina Coastcare	
	Tara Downs Landcare Group	
	Tintenbar Hall Committee and community	*
	Total Environment Centre – Far North Coast	
	Tuckean Swamp Landcare Group	
	Tuckombil Heights Landcare Group	
	Tuckombil Landcare Group	*
	University of the Third Age (Ballina/Byron)	
	Upper Emigrant Creek Catchment Landcare Group	
	Wardell and District Progress Association	*
	Welfare: Lifeline	
	Wesley Uniting Employment	
	Western Chilcotts Creek Environmental Restorers Group	
	Wollongbar – Alstonville QUOTA Club	*
	Wollongbar Community Landcare Group	
	Wollongbar Gardening Club	*
	Wollongbar Progress Association	*
	Wollongbar TAFE Landcare Group	
Education	Alstonville High School	*
	Ballina High School	*
	Emmanuel Anglican College	*
	Southern Cross School K-12	*
	Southern Cross University	*
	Xavier Catholic College	*
Local Government	Ballina Shire Council	*
	Northern Rivers Area Consultative Committee	
	Northern Rivers Regional Organisation of Councils	
	Rous Water	
Non-government org	Northern Rivers Community Legal Centre	
	Northern Rivers Regional Development Board	
	Northern Rivers Social Development Council	*
Private sector	Alstonville / Wollongbar Chamber of Commerce	*
	Australian Macadamia Society	
	Ballina Chamber of Commerce	*
	Ballina Economic Development Unit Management Board	*
	Ballina RSL Club Limited	
	Ballina Tourism Inc	*
	Century 21 Real Estate	*
	House with No Steps - Summerland	

	Lennox Head Chamber of Commerce	*
	Northern Rivers Division of General Practice	
	Northern Rivers Tourism Inc	
	Real Estate Professional Networking Group	*
	TURSA Employment and Training Agency	
State Government	Attorney General's Department	
	Bullinah Aboriginal Interagency Coordination Group	*
	Department of Aboriginal Affairs	
	Department of Ageing, Disability, and Home Care	
	Department of Commerce	
	Department of Community Services	
	Department of Corrective Services	
	Department of Education and Training	
	Department of Energy, Utilities & Sustainability	
	Department of Environment and Conservation - Conservation Planning Unit	
	Department of Environment and Conservation - Environment Protection and Regulation Division	
	Department of Environment and Conservation - Marine Parks Authority	
	Department of Environment and Conservation - Parks and Wildlife	
	Department of Health - North Coast Area Health Service	*
	Department of Housing	
	Department of Infrastructure, Planning and Natural Resources	*
	Department of Juvenile Justice	
	Department of Lands	
	Department of Local Government	
	Department of Natural Resources	*
	Department of Planning	*
	Department of Primary Industries - Agriculture	*
	Department of Primary Industries - Fisheries	*
	Department of State and Regional Development - Business Development	
	Department of State and Regional Development - Regional Office	*
	Department of Tourism, Sport and Recreation	
	Forests NSW	
	Ministry of Transport	
	Mr Don Page, Member for Ballina	*
	New South Wales Greenhouse Office	
	Northern Rivers Catchment Management Authority	*
	NSW Maritime Authority	
	NSW Premier's Department - North Coast Regional Coordination	*
	NSW Rural Fire Service	
	Office of Indigenous Coordination	
	Office of Rural Affairs	
	Police Service	
	Roads and Traffic Authority	
	State Emergency Services	
	TAFE NSW - North Coast Institute	
	Workcover NSW	

4 The Framework Details

In this Section you will find the tables and graphs that provide the detailed information about the Aims and Strategies and who could be involved in their implementation.

Section 4.1 contains Table 4.1. This table illustrates where each of the Strategies sits in relation to an aim and a vision.

Section 4.2 links the Strategies with organizations that could be involved in implementation.

4.2 Strategies

Instructions for how to read Table 4.1 are provided below.

How to read Table 4.1

The Aims

These are numbered 1 to 25 in alphabetical order. If you are interested in the strategies to meet an aim, read **across** the row.

The Visions

These are in alphabetical order and colour coded. If you are interested in the strategies contributing to a vision, read **down** the column.

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
A feeling of safety, regardless of where in the Shire	Promote the design of buildings & public spaces for the safety of users (1.A.i)				Incorporate accessibility & mobility in building, public spaces & infrastructure (1.E.i)	Create opportunities for informal social interactions for all age groups (1.F.i) Encourage multiple use of public spaces (1.F.ii)	Increase energy efficient lighting to enable access & use (1.G.i)	

The Strategies

These are numbered using a code that identifies which aim and which vision each one is associated with. For example,

Promote the design of buildings & public spaces for the safety of users ← The strategy

(1.A.i) ← The code

1
= linked to Aim #1

A
= linked to the vision A (visions are coded A to H)

i
= identifies it as the first strategy in the **1.A** cell

Table 4.1: Strategies

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
1. A feeling of safety, regardless of where in the Shire	<ul style="list-style-type: none"> Promote the design of buildings & public spaces for the safety of users (1.A.i) 				<ul style="list-style-type: none"> Incorporate accessibility & mobility in building, public spaces & infrastructure (1.E.i) 	<ul style="list-style-type: none"> Create opportunities for informal social interactions for all age groups (1.F.i) Encourage multiple use of public spaces (i.F.ii) Make public spaces attractive & user-friendly (1.F.iii) 	<ul style="list-style-type: none"> Increase energy efficient lighting to enable access & use (1.G.i) 	
2. Buildings, infrastructure & public spaces that complement our natural environment	<ul style="list-style-type: none"> Promote built spaces & infrastructure that minimize intrusion on natural areas & beaches (2.A.i) Encourage redesign of existing buildings (2.A.ii) 	<ul style="list-style-type: none"> Develop tourism options that preserve our social & environmental assets (2.B.i) 	<ul style="list-style-type: none"> Utilise local & other native species for landscaping (2.C.i) 	<ul style="list-style-type: none"> Develop planning guidelines & instruments to direct good environmental design (2.D.i) 		<ul style="list-style-type: none"> Restrict the development of environmentally inappropriate buildings & infrastructure (2.F.i) Raise awareness about climate-friendly design options (2.F.ii) 	<ul style="list-style-type: none"> Promote designs minimizing resource consumption in construction, use, maintenance or demolition (2.G.i) 	

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
3. Clean beaches & foreshores	<ul style="list-style-type: none"> Develop understanding of primary pollution sources & threats (3.A.i) 		<ul style="list-style-type: none"> Improve foreshore & riparian vegetation (3.C.i) Prevent marine & foreshore pollution (3.C.ii) Remediate foreshore vegetation (3.C.iii) 			<ul style="list-style-type: none"> Ongoing education about catchments & stormwater (3.F.i) 	<ul style="list-style-type: none"> Increase individual responsibility for appropriate disposal of used resources (3.G.i) 	

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
<p>4. Continuous improvement in the condition of our environment in all areas of the Shire</p>	<ul style="list-style-type: none"> Promote principles for infrastructure & urban development that minimize impact on natural habitat areas (4.A.i) Promote a commitment to native species from nurseries & gardening-related media (4.A.ii) 	<ul style="list-style-type: none"> Improve the ways in which we take into account the value of ecosystem services (4.B.i) Explore innovative incentives to support private landholders' efforts to retain & enhance remnants & corridors (4.B.ii) Foster industries that help to maintain & propagate native remnant species & repopulate endangered ones (4.B.iii) 	<ul style="list-style-type: none"> Maintain, protect & manage natural habitat areas (4.C.i) Develop & resource management plans for species & for areas (4.C.ii) Identify natural habitat areas & their primary threatening processes & agents (4.C.iii) Encourage landowners to retain & enhance connecting natural habitat areas (4.C.iv) 	<ul style="list-style-type: none"> Develop strong planning & regulatory mechanisms to protect areas designated as high or medium conservation value (4.D.i) Improve connections between areas of natural habitat on both public & private land (4.D.ii) 	<ul style="list-style-type: none"> Involve people of all ages in their local environments (4.E.i) 	<ul style="list-style-type: none"> Develop environmental programs & activities appropriate for all sectors of the community (4.F.i) Promote the acknowledgement & reward of good practices (4.F.ii) Increase our understanding of our natural habitat areas (4.F.iii) 	<ul style="list-style-type: none"> Improve the ways in which we take into account the value of ecosystem services (4.G.i) Replant with appropriate vegetation on private land (4.G.ii) 	<ul style="list-style-type: none"> Develop policy guidelines & regulatory conditions supporting businesses & industries that do not degrade the environment (4.H.i)

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
5. Effective engagement with our neighbouring areas and within the region		<ul style="list-style-type: none"> Promote a regional approach to economic initiatives and development (5.b.i) 	<ul style="list-style-type: none"> Contribute to regional approaches to addressing natural environmental issues (5.C.i) 	<ul style="list-style-type: none"> Encourage consideration of regional implications of land use decisions (5.D.i) 		<ul style="list-style-type: none"> Encourage regional links between communities (5.F.i) 	<ul style="list-style-type: none"> Promote cooperation for the fair and responsible demand for and use of resources (5.G.i) 	<ul style="list-style-type: none"> Develop regional approaches to best practice governance and accountability (5.H.i)
6. Effective & responsible power generation & use	<ul style="list-style-type: none"> Promote design principles for energy efficiency (6.A.i) Investigate local power generation options (6.A.ii) 	<ul style="list-style-type: none"> Explore pricing policies that support decentralization (6.B.i) 					<ul style="list-style-type: none"> Encourage decentralised multi-source power generation (6.G.i) Support exploration of more efficient & new fuels (6.G.ii) 	
7. Effective water collection, use & re-use	<ul style="list-style-type: none"> Encourage design that incorporates water collection (eg rainwater tanks) & re-use (7.A.i) 						<ul style="list-style-type: none"> Promote water re-use (7.G.i) Improve information about water & power options (7.G.ii) 	

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
8. Efficient & effective transport	<ul style="list-style-type: none"> Development multiple options for getting around within & between built areas (8.A.i) 	<ul style="list-style-type: none"> Promote innovation in transport (8.B.i) Investigate local options for public transport (8.B.ii) 		<ul style="list-style-type: none"> Integrate diverse & integrated transport options into planning (8.D.i) 	<ul style="list-style-type: none"> Promote walking & cycling as transport options (8.E.i) 	<ul style="list-style-type: none"> Develop incentives for improving availability & use of public transport (8.F.i) 	<ul style="list-style-type: none"> Encourage less reliance on individual car use (8.G.i) 	
9. Efficient production systems that minimise & re-use waste		<ul style="list-style-type: none"> Promote re-use & recycling of so-called waste products (9.B.i) Develop purchasing policies & partnerships (9.B.ii) 		<ul style="list-style-type: none"> Locate land uses to maximize transport & resource efficiency (9.D.i) 		<ul style="list-style-type: none"> Increase each individuals' opportunities for waste minimization (9.F.i) 	<ul style="list-style-type: none"> Minimise generation of non-recyclable waste (9.G.i) Develop incentives & regulatory avenues for the use of recycled waste (9.G.ii) 	

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
10. Employment opportunities for all		<ul style="list-style-type: none"> • Develop a multi-skilled workforce (10.B.i) • Encourage flexible workplace practices (10.B.ii) • Encourage apprenticeships & traineeships (10.B.iii) 		<ul style="list-style-type: none"> • Promote vibrant, accessible & functional commercial, industrial & agricultural areas (10.D.i) • Establish planning guidelines & instruments that support diverse employment options (10.D.ii) 	<ul style="list-style-type: none"> • Support participation in lifelong learning (10.E.i) • Encourage engagement around issues of youth employment (10.E.ii) 	<ul style="list-style-type: none"> • Promote volunteering & mentoring programs (10.F.i) • Provide opportunities for ongoing education & professional development (10.F.ii) 		

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
11. Excellent water quality in the Richmond River, its tributaries & coastal lakes	<ul style="list-style-type: none"> Develop & enforce principles for infrastructure & urban development that minimizes negative impacts on water quality (11.A.i) Encourage urban design that increases infiltration rather than run-off (11.A.ii) 		<ul style="list-style-type: none"> Support efforts to adopt best practice in all forms of land use (11.C.i) Improve riverbank vegetation (11.C.ii) Encourage the removal of stock access to rivers & creeks (11.C.iii) Build awareness about the impacts of waste on water quality (11.C.iv) 	<ul style="list-style-type: none"> Promote management practices in all types of land use that lead to good water quality outcomes (11.D.i) Utilise land use controls to locate appropriately land uses that might impact negatively on water quality (11.D.ii) 			<ul style="list-style-type: none"> Provide water for healthy ecosystem functioning (11.G.i) Establish environmental flow requirements for the Richmond River & its tributaries (11.G.ii) Increase understanding & management of groundwater resources (11.G.iii) 	<ul style="list-style-type: none"> Establish a coordinated approach to monitoring & works activities within the Richmond River catchment across all areas & levels of government (11.H.i)

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
12. High level of social capital	<ul style="list-style-type: none"> • Create built environments & infrastructure that promote social interaction & an active community (12.A.i) 	<ul style="list-style-type: none"> • Reduce disadvantage related to types of employment (12.B.i) • Encourage local investment into local community & business (12.B.ii) 	<ul style="list-style-type: none"> • Ensure people have access to low impact & passive recreation in natural areas (12.C.i) 	<ul style="list-style-type: none"> • Promote the "sense of place" for different localities (12.D.i) 	<ul style="list-style-type: none"> • Improve the overall health status of individuals (12.E.i) • Encourage participation in civic events & formal engagement processes (12.E.ii) • Support participation in programs enabling people to use their time in meaningful ways, paid employment or unpaid (12.E.iii) • Continuously monitor the impact of population growth (12.F.iv) 	<ul style="list-style-type: none"> • Build sense of community & belonging (12.F.i) • Develop stronger acceptance of diversity (12.F.ii) • Improve the quality of communication within communities & between the broader community & the media (12.F.iii) 	<ul style="list-style-type: none"> • Ensure access to basic resources is maintained (12.G.i) 	<ul style="list-style-type: none"> • Develop people's capacities to participate in civic activities (12.H.i) • Improve people's understanding of responsibilities of different types of organizations & of the roles within them (12.H.ii)

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
13. Holistic understanding of & approaches to health	<ul style="list-style-type: none"> Employ design principles that support holistic health outcomes (13.A.i) 	<ul style="list-style-type: none"> Promote business practices that support healthy lifestyles (13.B.i) 	<ul style="list-style-type: none"> Develop understanding of contribution of healthy environment to healthy people (13.C.i) Provide environmentally sound access to the river, creeks, beaches, & natural areas for low impact recreation (13.C.ii) 		<ul style="list-style-type: none"> Promote holistic & integrated understanding of health (13.E.i) Develop opportunities for artistic, cultural & spiritual expression (13.E.ii) Develop initiatives to improve mental health (13.E.iii) Promote volunteering (13.E.iv) Facilitate access to health promoting programs, activities & facilities (13.E.v) 	<ul style="list-style-type: none"> Community-based approaches to health support (13.F.i) Facilitate access to health services, regardless of age, socio-economic circumstances or location (13.F.ii) Support Ballina Hospital as the focal point for all the Shire's acute health care needs (13.F.iii) 		

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
14. Individual & collective action to mitigate the risks posed by a changing climate	<ul style="list-style-type: none"> Recognise & integrate climate change concepts into built environment & infrastructure design (14.A.i) 	<ul style="list-style-type: none"> Improve emission reduction technologies & activities in public, business, & community sectors (14.B.i) Encourage research & innovation in energy sources, uses, & efficiency (14.B.ii) Take advantage of support & incentive programs (14.B.iii) 	<ul style="list-style-type: none"> Take a precautionary approach when planning for & managing natural areas (14.C.i) 	<ul style="list-style-type: none"> Recognise & integrate climate change concepts into land use policy & planning (14.D.i) 		<ul style="list-style-type: none"> Increase understanding of factors contributing to global climate change (14.F.i) Participate in education & awareness raising opportunities (14.F.ii) Encourage uptake of best practice in all sectors of the community (14.F.iii) 	<ul style="list-style-type: none"> Reduce emissions of greenhouse gasses per person (14.G.i) Be daring in our exploration of alternative energy sources & fuels (14.G.ii) Support involvement in national & international cooperative programs (14.G.iii) 	<ul style="list-style-type: none"> Address issues of inter-generational responsibility in organizational reporting (14.H.i)

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
15. Infrastructure & facilities that meet individual & community needs	<ul style="list-style-type: none"> • Develop diverse types of housing to meet community needs (15.A.i) • Encourage adaptive reuse (15.A.ii) • Promote diversity & innovation in housing design (15.A.iii) 	<ul style="list-style-type: none"> • Attract & retain business, services, & facilities in neighbourhoods (15.B.i) 		<ul style="list-style-type: none"> • Encourage more passive movement within & between localities (15.D.i) 	<ul style="list-style-type: none"> • Develop an appropriate mix of services & facilities at local level (15.E.i) • Promote equity of access in built environment design (15.E.ii) • Employ design principles that promote walking & cycling (15.E.iii) 	<ul style="list-style-type: none"> • Build transport infrastructure that is equitable & meets needs (15.F.i) • Develop diverse housing stock within localities to cater for different age groups & economic status (15.F.ii) 	<ul style="list-style-type: none"> • Maximise the efficiency and effectiveness of the use of common resources within the region (15.G.i) 	

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
16. Integrated land uses	<ul style="list-style-type: none"> Promote distinctive villages & towns (16.A.i) Establish criteria for 'mixed use' in urban areas (16.A.ii) 	<ul style="list-style-type: none"> Build links between sectors to better coordinate land use efficiency (16.B.i) 	<ul style="list-style-type: none"> Integrate natural ecosystems into urban areas (16.C.i) 	<ul style="list-style-type: none"> Maintain or develop transition areas between urban settlement areas (16.D.i) Define appropriate & compatible uses for different areas in the Shire (16.D.ii) Identify areas where land uses can be mixed & integrated (16.D.iii) Establish planning controls that enable integrated land use (16.D.iv) 		<ul style="list-style-type: none"> Identify the features of villages & towns that make them different from one another & that contribute to the sense of place associated with them (16.F.i) Develop planning controls to reflect each locality's 'sense-of-place' characteristics (16.F.ii) 	<ul style="list-style-type: none"> Locate land uses to maximize efficiency & effectiveness of resource use (16.G.i) 	

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
17. Maintain & improve our land-based productivity	<ul style="list-style-type: none"> Design built environment & infrastructure to minimize fragmentation of land areas (17.A.i) 		<ul style="list-style-type: none"> Promote production systems that enhance soil fertility & health (17.C.i) 	<ul style="list-style-type: none"> Maintain opportunity for agricultural activity in fertile areas (17.D.i) 			<ul style="list-style-type: none"> Develop better understanding of our soils & groundwater resources (17.G.i) Develop incentives for best practice agricultural management (17.G.ii) Research farming options that extend soil health (17.G.iii) 	

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
18. Maintain our diverse & attractive landscapes	<ul style="list-style-type: none"> • Develop visual impact criteria for urban development in different areas of the Shire (18.A.i) • Minimise visual impact of urban development (18.A.ii) 		<ul style="list-style-type: none"> • Protect prominent areas of vegetation, waterways, & geological landforms (18.C.i) 	<ul style="list-style-type: none"> • Protect visual distinctions between shoreline, coastal lowlands, escarpment, & the Plateau (18.D.i) • Maintain the visual integrity of the escarpment from the Blackwall Range to the Newrybar Ridge (18.D.ii) • Identify significant & iconic views throughout the Shire (18.D.iii) 				

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
19. Preserve the potential of agricultural land & important extractive resources		<ul style="list-style-type: none"> • Develop incentives for best practice agricultural management (19.B.i) • Investigate farming & appropriate allied business opportunities (19.B.ii) 		<ul style="list-style-type: none"> • Utilise planning controls to encourage non-fragmentation of agricultural land (19.D.i) • Ensure buffers exist to enable agricultural & extractive activities (19.D.ii) 			<ul style="list-style-type: none"> • Develop regulatory mechanisms for the use of substitute materials to prolong the life of extractive sites (19.G.i) 	
20. Recognition & valuing of our natural, cultural & built heritage	<ul style="list-style-type: none"> • Find ways to integrate heritage & contemporary aspirations in the design of built environments (20.A.i) • Identify significant & iconic heritage items & places throughout the Shire (20.A.ii) 	<ul style="list-style-type: none"> • Promote enterprise that promotes respect for, understanding of & use of our heritage (20.B.i) 	<ul style="list-style-type: none"> • Increase community knowledge of our local environments (20.C.i) • Reward good environmental outcomes (20.C.ii) 	<ul style="list-style-type: none"> • Develop planning instruments to support heritage goals (20.D.i) 	<ul style="list-style-type: none"> • Foster & support diverse & inclusive opportunities for cultural expression (20.E.i) 	<ul style="list-style-type: none"> • Encourage recognition & value of locality-specific heritage (20.F.i) • Recognition of & respect for contemporary & historical Aboriginal heritage (20.F.ii) • Raise understanding of heritage values throughout the Shire (20.F.iii) 		

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
21. Respect for the needs of different land users & land uses	<ul style="list-style-type: none"> Encourage building & site design that provides transition between urban uses (21.A.i) 			<ul style="list-style-type: none"> Develop transition areas between different land uses (21.D.i) Develop criteria for circumstances when buffer areas are desirable (21.D.ii) 		<ul style="list-style-type: none"> Promote better understanding of the needs of different land users (21.F.i) Improve communication channels in areas where conflict might arise (21.F.ii) Develop information about the needs & activities of various land uses & where they occur in the Shire (21.F.iii) Find ways for conflict to be resolved at a neighbourhood level (21.F.iv) 		

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
22. Robust structure in the local economy	<ul style="list-style-type: none"> Establish business incubation programs & facilities (22.A.i) 	<ul style="list-style-type: none"> Encourage new business sectors to the Shire (22.B.i) Encourage entrepreneurship (22.B.ii) Promote diversity of & within sectors (22.B.iii) Explore incentives for individual & collaborative research & development (22.B.iv) Build capacity to value-add & engage in international markets (22.B.v) Support small & medium enterprise (22.B.vi) 				<ul style="list-style-type: none"> Develop cross-sectoral links & support (22.F.i) Build links between different sectors & within sectors within the Shire, regionally & in other areas (22.F.ii) 		

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
23. Socially & environmentally responsible business		<ul style="list-style-type: none"> • Attract & retain industries that reduce or reverse damage to the natural environment (23.B.i) • Encourage management systems that support continual improvement in business practice (23.B.ii) • Develop a tourism industry built on social & environmental responsibility (23.B.iii) • Promote succession planning (23.B.iv) 	<ul style="list-style-type: none"> • Encourage new technology & clean & green businesses & practices (23.C.i) 		<ul style="list-style-type: none"> • Monitor the impact of social change on business owners in all sectors (23.E.i) 	<ul style="list-style-type: none"> • Raise awareness of the benefits of being socially & environmentally responsible (23.F.i) • Explore ways to acknowledge & reward social & environmental responsibility (23.F.ii) 	<ul style="list-style-type: none"> • Promote whole-of-life-cycle approach to manufacturing & business (23.G.i) • Encourage life-cycle costing in both purchasing & manufacturing (23.G.ii) 	<ul style="list-style-type: none"> • Promote reporting systems for social & environmental responsibility (23.H.i)

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
24. Viable local business	<ul style="list-style-type: none"> • Build communication & information technology capacity & infrastructure (24.A.i) 	<ul style="list-style-type: none"> • Develop business management & IR skills (24.B.i) • Engage in business development programs (24.B.ii) • Identify key viability issues & map changes in these over time (24.B.iii) • Develop business development strategies (24.B.iv) 				<ul style="list-style-type: none"> • Develop strong links between local business & communities (24.F.i) • Utilise skills & experience within the community (24.F.ii) • Promote buying locally (24.F.iii) • Develop business mentoring schemes (24.F.iv) • Build a culture of business ethics (24.F.v) 		<ul style="list-style-type: none"> • Develop clear & meaningful reporting mechanisms to the community for Council (24.H.i)

Aim	A built environment contributing to health & wellbeing	A diverse & prosperous economy	A healthy natural environment	Diverse & balanced use of our land	People attaining health & wellbeing	Resilient & adaptable communities	Responsible & efficient use of resources	Transparent & accountable governance
25. We have a justifiable trust in our organizations, businesses, & government.					<ul style="list-style-type: none"> • Develop multiple mechanisms for individual participation in civic activity & decision making (25.E.i) 	<ul style="list-style-type: none"> • Raise understanding of the roles & responsibilities of organizations, business, & government (25.F.i) 		<ul style="list-style-type: none"> • Maintain open, accountable, & meaningful reporting (25.H.i) • Build capacity throughout the community for taking management roles in organizations (25.H.ii)
26. Widespread participation in lifelong learning	<ul style="list-style-type: none"> • Provide infrastructure to support learning (26.A.i) 	<ul style="list-style-type: none"> • Promote research & innovation (26.B.i) 			<ul style="list-style-type: none"> • Promote positive social interactions at neighbourhood level (26.E.i) 	<ul style="list-style-type: none"> • Promote a culture of lifelong learning (26.F.i) 		

4.3 Who could be involved

In Table 4.2, information is provided on whose core and allied areas of business each Strategy falls within. A guide to reading Table 4.2 is provided below.

How to read Table 4.2

The aim the strategies relate to

The code for each strategy (as in Table 1)

The strategy (colour coded to the vision it is linked to)

The organizations whose core or allied activities relate to the strategy or who could be partners. A list of the abbreviations used is provided at the end of Table 2.

Aim		Strategy	Within core business & activities of:	Within allied business & activities of:	Potential partners
1. A feeling of safety, regardless of where in the Shire	1.A.i	Promote the design of buildings & public spaces for the safety of users	Local Govt (Ballina SC) Other Govt (ABCB)	Community (PIA) State (DoP) State (Police) State (DADHC)	State (NCAHS)
	1.E.i	Incorporate accessibility & mobility in building, public spaces & infrastructure	Local Govt (Ballina SC)	State (DHOUS) State (DADHC) State (DoP)	

Core business area is generally taken to mean that either the organization has a responsibility under legislative for being involved in the sort of work described by the Strategy, or that such work is defined by the organization as being its core business. Similarly, allied business area is taken to mean either that legislation says the organization works should have consideration for the sort of work described by the Strategy, or that engaging in such work is defined by the organization as being at its discretion.

Where there is a potential for an organization to be a partner with another organization, this is also noted. Partnership is used in a general way to indicate that organizations could be involved in a way that links them to other such that they are working together in some capacity. Such partnerships may be formal, binding legal arrangements or informal.

These designations are not meant to be all-encompassing or to exclude any organization from being involved in any way it can or wishes to be. Changes to legislation also mean that the organizations identified will change as entities (particularly in relation to State Government agencies) and in their responsibilities.

The information contained in Table 4.2 should be used as a starting point for finding out who might be interested in being involved in progressing a particular strategy. It should not be read to mean that a particular organization has agreed that they (a) have an interest in or (b) have an intent to implement a specific strategy.

It is hoped that organizations will find the information useful in developing their own 2-10 year strategic and operational plans.

The summary graphs provided below illustrate the spread of interest across the different sectors and different visions.

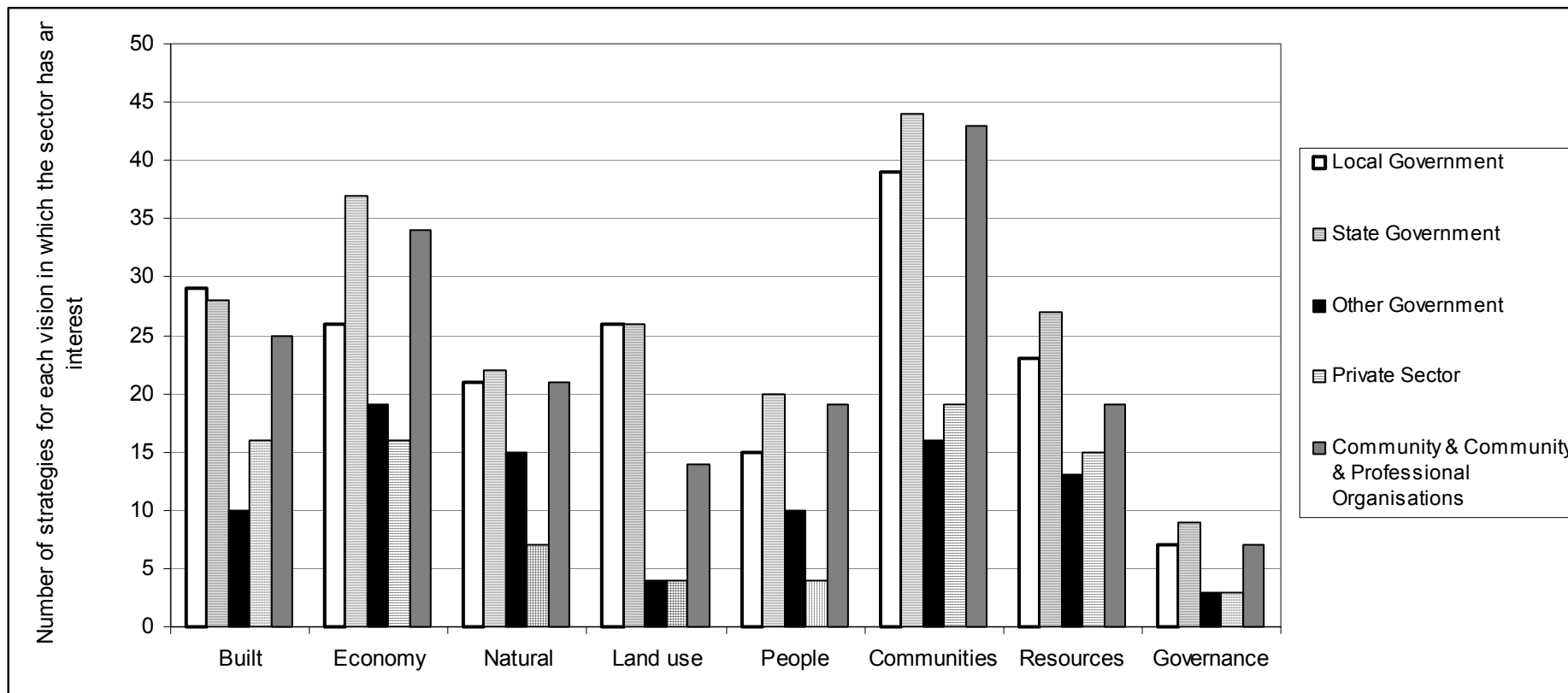


Table 4.2: Areas of interest – who might be involved

Note: “Interest” includes the statutory and non-statutory responsibilities of government agencies at all levels and/or organizational or policy objectives identified in Policies, Charters, Terms of Reference or Corporate Plans. This is not an indication that work is being done in these strategic areas or is planned to be done or that the organization or community is responsible for implementation.

* Includes not-for-profit organizations and associations

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
1. A feeling of safety, regardless of where in the Shire	1.A.i	Promote the design of buildings & public spaces for the safety of users	Ballina Shire Council	DoP Police DADHC NCAHS	ABCB		PIA RAIA
	1.E.i	Incorporate accessibility & mobility in building, public spaces & infrastructure	Ballina Shire Council	DHOUS DADHC DoP			
	1.F.i	Create opportunities for informal social interactions for all age groups	Ballina Shire Council	TAFENSW			Community Community organisations
	1.F.ii	Encourage multiple use of public spaces	Ballina Shire Council	DoP DoL TAFENSW		Private sector - general	PIA Community organisations
	1.F.iii	Make public spaces attractive & user-friendly	Ballina Shire Council	DoP Arts NSW			Community organisations Arts NR PIA RAIA BDANSW
	1.G.i	Increase energy efficient lighting to enable access & use	Ballina Shire Council	DEUS		Energy Service Providers	

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Professional Organisations*
2. Buildings, infrastructure & public spaces that complement our natural environment	2.A.i	Promote built spaces & infrastructure that minimize intrusion on natural areas & beaches	Ballina Shire Council	DoP DNR DEC DoL DPI		Private sector - general	RAIA
	2.A.ii	Encourage redesign of existing buildings	Ballina Shire Council	NSWHO DoP		Private sector - general	RAIA BDANSW
	2.B.i	Develop tourism options that preserve our social & environmental assets	Ballina Shire Council	DASR TNSW DEC DPI DoL		Private sector - general Industry	CoCs
	2.C.i	Utilise local & other native species for landscaping	Ballina Shire Council			Private sector - general	Landholders
	2.D.i	Develop planning guidelines & instruments to direct good environmental design	Ballina Shire Council	DoP DPI			PIA
	2.F.i	Restrict the development of environmentally inappropriate buildings & infrastructure	Ballina Shire Council	DoP DPI DEC			
	2.F.ii	Raise awareness about climate-friendly design options	Ballina Shire Council	NSWGO DHOUS	AGO		RAIA
	2.G.i	Promote designs minimizing resource consumption in construction, use, maintenance or demolition	Ballina Shire Council	DoP DNR	STDS AUST		

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
3. Clean beaches & foreshores	3.A.i	Develop understanding of primary pollution sources & threats	Ballina Shire Council RRCC RW Other LGAs	DEC DPI DNR			
	3.C.i	Improve foreshore & riparian vegetation	Ballina Shire Council	DPI DEC DoL	NRCMA		Landholders Landcare/Coastcare/ Dunecare
	3.C.ii	Prevent marine & foreshore pollution	Ballina Shire Council	MPA DPI Maritime Authority		Private sector - general	Landholders (foreshores) Recreational Fishing Associations Landholders
	3.C.iii	Remediate foreshore vegetation	Ballina Shire Council	DPI DoL	NRCMA		Landholders Landcare/Coastcare/ Dunecare
	3.F.i	Ongoing education about catchments & stormwater	Ballina Shire Council RRCC RW	DEC DPI			
	3.G.i	Increase individual responsibility for appropriate disposal of used resources	Ballina Shire Council			Private sector - general	Community

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
4. Continuous improvement in the condition of our environment in all areas of the Shire	4.A.i	Promote principles for infrastructure & urban development that minimize impact on natural habitat areas	Ballina Shire Council	DoP DEC DPI		Private sector - general	
	4.A.ii	Promote a commitment to native species from nurseries & gardening-related media	Ballina Shire Council	DEC TAFENSW		Private sector - general	Media
	4.B.i	Improve the ways in which we take into account the value of ecosystem services		DEC DNR			Universities
	4.B.ii	Explore innovative incentives to support private landholders' efforts to retain & enhance remnants & corridors	Ballina Shire Council	DEC DNR DoP DPI	NRCMA		
	4.B.iii	Foster industries that help to maintain & propagate native remnant species & repopulate endangered ones	Ballina Shire Council	DSARD			Community CoCs
	4.C.i	Maintain, protect & manage natural habitat areas	Ballina Shire Council	DEC DoL DPI	NRCMA		Landholders Landcare organisations
	4.C.ii	Develop & resource management plans for species & for areas	Ballina Shire Council	DEC DoL	NRCMA		
	4.C.iii	Identify natural habitat areas & their primary threatening processes & agents	Ballina Shire Council	DEC DNR DoP	FNCW		

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
4. Continuous improvement in the condition of our environment in all areas of the Shire	4.C.iv	Encourage landholders to retain & enhance connecting natural habitat areas	Ballina Shire Council	DNR DEC	NRCMA		Landcare organisations
	4.D.i	Develop strong planning & regulatory mechanisms to protect areas designated as high or medium conservation value	Ballina Shire Council	DoP DEC			
	4.D.ii	Improve connections between areas of natural habitat on both public & private land	Ballina Shire Council	DEC DoP DPI DoL			Landholders Landcare organisations
	4.E.i	Involve people of all ages in their local environments	Ballina Shire Council	DEC			Community organisations
	4.F.i	Develop environmental programs & activities appropriate for all sectors of the community	Ballina Shire Council RRCC	DEC DPI	NRCMA	Private sector - general	NEWF Professional associations
	4.F.ii	Promote the acknowledgement & reward of good practices	Ballina Shire Council	DPI DEC	NRCMA	Private sector - general	CoCs
	4.F.iii	Increase our understanding of our natural habitat areas	Ballina Shire Council	DEC DET (Schools) DAA DPI			Community organizations Universities Community - Schools
	4.G.i	Improve the ways in which we take into account the value of ecosystem services		DEC DNR			Universities

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
	4.G.ii	Rehabilitate both private and public land using appropriate vegetation	Ballina Shire Council RW	DPI DEC (public land)			Landholders Landcare organisations
	4.H.i	Develop policy guidelines & regulatory conditions supporting businesses & industries that do not degrade the environment	Ballina Shire Council	DEC DoP DSARD			Industry organizations Professional associations
5. Effective engagement with our neighbouring areas and within the region	5.B.i	Promote a regional approach to economic initiatives & development	Ballina Shire Council Other LGAs	DSARD TNSW	NRACC	Private sector - generally Industry	CoCs NRRDB Industry associations
	5.C.i	Contribute to regional approaches to addressing natural environment issues	Ballina Shire Council Other LGAs	DEC	DEH NRCMA		Landholders Landcare organizations NRRDB
	5.D.i	Encourage consideration of regional implications of land use decisions	Ballina Shire Council Other LGAs	DPI DoP	NRCMA		Community Landholders NRRDB
	5.F.i	Encourage regional links between communities	Ballina Shire Council Other LGAs	DoP DSARD	DOTARS		Community NRRDB NRSDC
	5.G.i	Promote cooperation for the fair & responsible demand for & use of resources	Ballina Shire Council RW Other LGAs	DPI DNR NSWGO	DEH AGO	Energy Service Providers Private sector - generally	Community NEWF
	5.H.i	Develop regional approaches to best practice governance & accountability	Ballina Shire Council Other LGAs	DLG OFT			NRRDB

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
6. Effective & responsible power generation & use	6.A.i	Promote design principles for energy efficiency	Ballina Shire Council	DEUS NSWGO DoP	ABCB		RAIA PIA
	6.A.ii	Investigate local power generation options	Ballina Shire Council	DEUS NSWGO		Energy Service Providers Private sector - general	Universities
	6.B.i	Explore pricing policies that support decentralization		DSARD DEUS			
	6.G.i	Encourage decentralised multi-source power generation	Ballina Shire Council	DEUS NSWGO		Energy Service Providers Private sector - general	Universities
	6.G.ii	Support exploration of more efficient & new fuels	Ballina Shire Council	DEUS DSARD NSWGO	CSIRO	Private sector - general Industry	Universities
7. Effective water collection, use & re-use	7.A.i	Encourage design that incorporates water collection & re-use	Ballina Shire Council Rous Water	DoP DHEALTH DEUS		Private sector - general	PIA RAIA SIA Universities
	7.G.i	Promote water re-use	RW	DEC DHEALTH DEUS DPI		Industry	

Aim	Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
	7.G.ii Improve information about water & power options	Ballina Shire Council Rous Water	DEC DEUS		Energy Service Providers	
8. Efficient & effective transport	8.A.i Develop multiple options for getting around within & between built areas	Ballina Shire Council	RTA MTRANS DoP			Community organisations
	8.B.i Promote innovation in transport		MTRANS		Private sector - general	PIA Universities
	8.B.ii Investigate local options for public transport	Ballina Shire Council	MTRANS RTA		Private sector - general	Community organisations
	8.D.i Integrate diverse & integrated transport options into planning	Ballina Shire Council	RTA DoP			
	8.E.i Promote walking & cycling as transport options	Ballina Shire Council	DoP DHEALTH DOL		Private sector - general	PIA Community organisations
	8.F.i Develop incentives for improving availability & use of public transport		MTRANS		Private sector - general	Community organisations
	8.G.i Encourage less reliance on individual car use	Ballina Shire Council	MTRANS DoP DEC			
9. Efficient production systems that minimise & re-	9.B.i Promote re-use & recycling of so-called waste products	Ballina Shire Council	DNR DoP DPI DEC	STDS AUST	Industry Private sector - general	RAIA IEAUST MBA
	9.B.ii Develop purchasing policies & partnerships	Ballina Shire Council	DEC			

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
	9.D.i	Locate land uses to maximize transport & resource efficiency	Ballina Shire Council	DoP RTA DPI			
	9.F.i	Increase each individuals' opportunities for waste minimization	Ballina Shire Council	DEC TAFENSW			Community NEWF
	9.G.i	Minimise generation of non-recyclable waste	Ballina Shire Council	DEC DET		Industry	Community Industry associations NEWF
	9.G.ii	Develop incentives & regulatory avenues for the use of recycled waste	Ballina Shire Council	DEC DHEALTH	STDS AUST		NEWF
10. Employment opportunities for all	10.B.i	Develop a multi-skilled workforce		DET TAFENSW DET -Schools		Industry	Universities CoCs
	10.B.ii	Encourage flexible workplace practices	Ballina Shire Council	OIR DET	AIRC		BCA CoCs
	10.B.iii	Encourage apprenticeships & traineeships		DET DSARD	NRACC		Industry associations CoCs
	10.D.i	Promote vibrant, accessible & functional commercial, industrial & agricultural areas	Ballina Shire Council	DoP DPI	NRACC		CoCs
	10.D.ii	Establish planning guidelines & instruments that support diverse employment options	Ballina Shire Council	DoP DPI			

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
10. Employment opportunities for all	10.E.i	Support participation in lifelong learning	Ballina Shire Council	ACE DET DET (Schools) TAFENSW DAA DADHC	DEST		Universities Professional organisations Community organisations Industry organisations Community - Schools
	10.E.ii	Encourage engagement around issues of youth employment		DET TAFENSW DAA	DFCSIA DEST	Private sector - general	Community BDCSA Universities CoCs Community organisations
	10.F.i	Promote volunteering & mentoring programs	Ballina Shire Council	VNSW DET DoL			BDCSA Community organisations Professional organisations
	10.F.ii	Provide opportunities for ongoing education & professional development	Ballina Shire Council	DET TAFENSW DPI			Universities Professional associations Community organisations CoCs
11. Excellent water quality in the Richmond River...	11.A.i	Develop & enforce principles for infrastructure & urban development that minimizes negative impacts on water quality	Ballina Shire Council RRCC	DoP DEC	ABCB	Private sector - general	PIA RAIA
	11.A.ii	Encourage urban design that increases infiltration rather than run-off	Ballina Shire Council RRCC	DoP DEC		Private sector - general	PIA RAIA

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
11. Excellent water quality in the Richmond River, its tributaries & coastal lakes	11.C.i	Support efforts to attain best practice in all forms of land use	Ballina Shire Council	DoP DEC DPI	AFFA		Community organisations Agricultural associations Industry associations Landholders
	11.C.ii	Improve riverbank vegetation	Ballina Shire Council RRCC	DoL DPI DNR DEC (DEC estate)	NRCMA		Landholders Landcare organisations
	11.C.iii	Encourage the removal of stock access to rivers & creeks	RW	DoL DPI DEC RLPB			Landholders Landcare organisations Agricultural associations
	11.C.iv	Build awareness about the impacts of waste on water quality	Ballina Shire Council RW	DPI DEC TAFENSW		Private sector - general	NEWF
	11.D.i	Promote management practices in all types of land use that lead to good water quality outcomes	Ballina Shire Council RRCC RW	DNR DEC DPI TAFENSW	NRCMA	Private sector - general	
	11.D.ii	Utilise land use controls to locate appropriately land uses that might impact negatively on water quality	Ballina Shire Council	DoP DPI			
	11.G.i	Manage water for healthy ecosystem functioning	Ballina Shire Council RW	DNR DPI DEC		Industry	Landholders

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
11. Excellent water quality in the Richmond River, its tributaries & coastal lakes	11.G.ii	Establish environmental flow requirements for the Richmond River & its tributaries	RRCC RW	DNR DEC DPI	NRCMA		
	11.G.iii	Increase understanding & management of groundwater resources		DNR DPI DEC			
	11.H.i	Establish a coordinated approach to monitoring & works activities within the Richmond River catchment across all areas & levels of government	Ballina Shire Council RW RRCC	DNR DEC DPI	NRCMA		
12. High level of social capital	12.A.i	Create built environments & infrastructure that promote social interaction & an active community	Ballina Shire Council	DoP DHEALTH	ABCB		
	12.B.i	Reduce disadvantage related to types of employment		DET DADHC DAA			Community organisations
	12.B.ii	Encourage local investment into local community & business	Ballina Shire Council	DSARD	NRACC		Professional associations CoCs
	12.C.i	Ensure low impact & passive recreation are available in appropriate natural areas	Ballina Shire Council	DEC DoL DASR			Community organisations
	12.D.i	Promote the "sense of place" for different localities	Ballina Shire Council	DoP DSARD			NRRDB

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
12. High level of social capital	12.E.i	Improve the overall health status of individuals		DHEALTH DADHC DAA	DHA AC-A		Community Community organisations
	12.E.ii	Encourage participation in civic events & formal engagement processes	Ballina Shire Council	All agencies Premier's			Community Community organisations
	12.E.iii	Support participation in programs enabling people to use their time in meaningful ways, paid employment or unpaid		DET DADHC DAA DoCS	DHA		Community organisations
	12.F.i	Build sense of community & belonging	Ballina Shire Council	DAA DoCS	AC-A		Community Community organisations Media
	12.F.ii	Develop stronger acceptance of diversity		DAA CRC	DIMA		
	12.F.iii	Improve the quality of communication within communities & between the broader community & the media	Ballina Shire Council	DAA			Media Community
	12.F.iv	Continuously monitor the impact of population growth	Ballina Shire Council	DHEALTH DADHC DET DHOUS	DHA ABS	Human service providers	Community organizations Welfare organisations
	12.G.i	Ensure access to basic resources is maintained	Ballina Shire Council	DHEALTH DHOUS DADHC	DHA DFCSIA		

Aim	Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*	
	12.H.i	Develop people’s capacities to participate in civic activities	Ballina Shire Council	All agencies		NRACC	Community Community organisations
	12.H.ii	Improve people’s understanding of responsibilities of different types of organisations & of the roles within them	Ballina Shire Council	Premiers VNSW DASR DoCS			Community Community organisations CoCs
13. Holistic understanding of & approaches to health	13.A.i	Employ design principles that support holistic health outcomes	Ballina Shire Council	DoP DHEALTH	ABCB		Community Professional associations RAIA PIA Universities
	13.B.i	Promote business practices that support healthy lifestyles		DSARD OIR	NRACC		Professional associations CoCs
	13.C.i	Develop understanding of contribution of healthy environment to healthy people		DHEALTH DEC	DEH		Community organisations
	13.C.ii	Provide environmentally sound access to the river, creeks, beaches, & natural areas for low impact recreation where appropriate	Ballina Shire Council	DEC DNR DoP DoL DPI	NRCMA		Landcare organisations
	13.E.i	Promote holistic & integrated understanding of health	Ballina Shire Council	NCAHS	DHA		Community organisations BDCSA Universities

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
13. Holistic understanding of & approaches to health	13.E.ii	Develop opportunities for artistic, cultural & spiritual expression	Ballina Shire Council	DASR DAA	AC-A		Arts NR Community organisations
	13.E.iii	Develop initiatives to improve mental health		DHEALTH	DHA		BDCSA Community organisations
	13.E.iv	Promote volunteering	Ballina Shire Council	VNSW NCAHS			BDCSA Professional associations
	13.E.v	Facilitate access to health promoting programs, activities & facilities	Ballina Shire Council	NCAHS DAA DET - Schools	DHA		BDCSA U3A Community Schools Community organisations
	13.F.i	Community-based approaches to health support	Ballina Shire Council	DHEALTH DADHC DAA			BDCSA Community organisations
	13.F.ii	Facilitate access to health services, regardless of age, socio-economic circumstances or location		NCAHS DADHC DAA	DHA		Professional assoc - AMA Community organisations
	13.F.iii	Support Ballina Hospital and Community Health Service as key services to the Shire's acute health care needs		NCAHS			Community

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
14. Individual & collective action to mitigate the risks posed by a changing climate	14.A.i	Recognise & integrate climate change concepts into built environment & infrastructure design	Ballina Shire Council	DoP DEC	ABCB	Private sector - general	RAIA PIA
	14.B.i	Improve emission reduction technologies & activities in public, business, & community sectors	Ballina Shire Council	NSWGO DEUS DPI	AGO CSIRO	Private sector - general	Universities ICLEI
	14.B.ii	Encourage research & innovation in energy sources, uses, & efficiency		NSWGO DSARD DEUS DEC	AGO CSIRO	Energy Service Providers Private sector - general	Universities ICLEI
	14.B.iii	Take advantage of support & incentive programs	Ballina Shire Council			Private sector - general	Community organisations
	14.C.i	Take a precautionary approach when planning for & managing natural areas	Ballina Shire Council	DEC	DEH	Private sector - general	Community organisations
	14.D.i	Recognise & integrate climate change concepts into land use policy & planning	Ballina Shire Council Other LGAs	DoP DNR DPI	DEH NRCMA		
	14.F.i	Increase understanding of factors contributing to global climate change		NSWGO DET (Schools) TAFENSW DEC DPI	AGO		Universities ICLEI Community Schools Professional associations Community organisations

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
14. Individual & collective action to mitigate the risks posed by a changing climate	14.F.ii	Participate in education & awareness raising opportunities		DET (Schools) DEUS DEC DNR DET DPI TAFENSW	DEH NRCMA	Energy Service Providers	Community Community Schools NEWF Community organisations
	14.F.iii	Encourage uptake of best practice in all sectors of the community	Ballina Shire Council RW	DSARD OFT OIR TAFENSW DPI	NRCMA	Industry	Community NEWF Community organisations
	14.G.i	Reduce emissions of greenhouse gasses per person		DEUS	AGO DEH	Private sector - general	Community
	14.G.ii	Be daring in our exploration of alternative energy sources & fuels	Ballina Shire Council	DEUS		Private sector - general	Universities IEAUST
	14.G.iii	Support involvement in national & international cooperative programs	Ballina Shire Council	NSWGO Premier's	AGO	Private sector - general	ICLEI
	14.H.i	Address issues of inter-generational responsibility in organizational reporting		NSWAO	DEH		

Aim	Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*	
15. Infrastructure & facilities that meet individual & community needs	15.A.i	Develop diverse types of housing to meet community needs	Ballina Shire Council	DHOUS DoP		Private sector - general	RAIA
	15.A.ii	Encourage adaptive reuse	Ballina Shire Council	NSWHO DoP DHOUS		Private sector - general	Community organisations
	15.A.iii	Promote diversity & innovation in housing design	Ballina Shire Council	DHOUS DoP		Private sector - general	RAIA PIA
	15.B.i	Attract & retain business, services, & facilities in neighbourhoods	Ballina Shire Council	DoP			Community CoCs
	15.D.i	Encourage more passive movement within & between localities	Ballina Shire Council	DoP DASR			Community
	15.E.i	Develop an appropriate mix of services & facilities at local level	Ballina Shire Council	DoP			CoCs
	15.E.ii	Promote equity of access in built environment design	Ballina Shire Council	DoP DADHC	ABCB		RAIA PIA BDANSW
	15.E.iii	Employ design principles that promote walking & cycling	Ballina Shire Council	DoP DHEALTH		Private sector - general	PIA Community organisations
	15.F.i	Build transport infrastructure that is equitable & meets needs	Ballina Shire Council Local Govt (NOROC)	MTRANS RTA		Private sector - general	PIA NRRDB
	15.F.ii	Develop diverse housing stock within localities to cater for different age groups & economic status	Ballina Shire Council Other LGAs	DoP DHOUS DoCS		Private sector - general	Community organisations

Aim	Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
	15.G.i Maximise the efficiency & effectiveness of the use of common resources within the region	Ballina Shire Council Local Govt (NOROC) RW Other LGAs	DPI DNR Maritime Authority	NRCMA	Energy Service Providers Private Sector - general	Community
16. Integrated land uses	16.A.i Promote distinctive villages & towns	Ballina Shire Council	DoP DSARD			NRRDB Community organisations
	16.A.ii Establish criteria for 'mixed use' in urban areas	Ballina Shire Council	DoP			PIA NRRDB
	16.B.i Build links between sectors to better coordinate land use efficiency	Ballina Shire Council	DSARD	NRACC		CoCs
	16.C.i Integrate natural ecosystems into urban areas	Ballina Shire Council	DEC DPI			Landholders Community organisations
	16.D.i Maintain or develop transition areas between urban settlement areas	Ballina Shire Council	DoP DPI			
	16.D.ii Define appropriate & compatible uses for different areas in the Shire	Ballina Shire Council	DoP DPI			Community
	16.D.iii Identify areas where land uses can be mixed & integrated	Ballina Shire Council	DoP DPI		Industry	Community
	16.D.iv Establish planning controls that enable integrated land use	Ballina Shire Council	DoP			

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
16. Integrated land uses	16.F.i	Identify the features of villages & towns that make them different from one another & that contribute to the sense of place associated with them	Ballina Shire Council	DoP DSARD			NRRDB Community Community organisations
	16.F.ii	Develop planning controls to reflect each locality's 'sense-of-place' characteristics	Ballina Shire Council	DoP			Community
	16.G.i	Locate land uses to maximize efficiency & effectiveness of resource use	Ballina Shire Council	DoP DNR DPI			
17. Maintain & improve our land-based productivity	17.A.i	Design built environment & infrastructure to minimize fragmentation of land areas	Ballina Shire Council	DoP RTA	DOTARS	Private sector - general Energy Service Providers	
	17.C.i	Promote production systems that enhance soil health		DPI DNR DEC	AFFA CSIRO	Industry	Industry organisations Universities
	17.D.i	Maintain opportunity for agricultural activity in rural production areas	Ballina Shire Council	DPI DoP			
	17.G.i	Develop better understanding of our soils & groundwater resources		DNR DPI	CSIRO		Universities
	17.G.ii	Develop incentives for best practice resource management	Ballina Shire Council	DPI DNR	AFFA NRCMA		Agricultural associations

Aim	Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
	17.G.iii Research farming options that extend soil health		DPI DNR TAFENSW	AFFA NRCMA	Private sector - general	Universities
18 Maintain our diverse & attractive landscapes	18.A.i Develop visual impact criteria for urban development in different areas of the Shire	Ballina Shire Council	DoP			PIA Community RAIA PIA
	18.A.ii Minimise visual impact of urban development	Ballina Shire Council	DoP		Private sector - general	PIA
	18.C.i Protect prominent areas of vegetation, waterways, & geological landforms	Ballina Shire Council	DoP DEC DoL DNR			Community Community organisations
	18.D.i Protect visual distinctions between shoreline, coastal lowlands, escarpment, & the Plateau	Ballina Shire Council	DoP			Community
	18.D.ii Maintain the visual integrity of the escarpment from the Blackwall Range to the Newrybar Ridge	Ballina Shire Council	DoP		Industry	Community Landholders
	18.D.iii Identify significant & iconic views throughout the Shire	Ballina Shire Council	DoP NSWHO			Community Community organisations
	19.B.i Develop incentives for best practice agricultural management	Ballina Shire Council	DPI DNR	AFFA		Agricultural associations
	19.B.ii Investigate farming & appropriate allied business opportunities		DPI DSARD	AFFA NRACC		Agricultural associations CoCs

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
18 Preserve the potential of agricultural land & important extractive resources	19.D.i	Utilise planning controls to encourage non-fragmentation of rural land	Ballina Shire Council	DoP DPI			Community
	19.D.ii	Ensure buffers exist to enable agricultural & extractive activities	Ballina Shire Council	DoP DPI DNR			Community
	19.G.i	Develop regulatory mechanisms for the use of appropriate substitute materials to prolong the life of extractive sites	Ballina Shire Council	DNR DPI	STDS AUST ABCB		MBA
20 Recognition & valuing of our natural, cultural & built heritage	20.A.i	Find ways to integrate heritage & contemporary aspirations in the design of built environments	Ballina Shire Council	DoP			PIA RAIA Community organisations
	20.A.ii	Identify significant & iconic heritage items & places throughout the Shire	Ballina Shire Council	NSWHO DEC	DEH		Community JALI Community organisations
	20.B.i	Promote enterprise that promotes respect for, understanding of & use of our heritage	Ballina Shire Council	NSWHO			Community organisations
	20.C.i	Increase community knowledge of our local environments	Ballina Shire Council Other LGAs	DEC DET - Schools	NRCMA		Community organisations Community Schools Universities
	20.C.ii	Reward good environmental outcomes	Ballina Shire Council	DEC DSARD DPI	DEH	Private sector - general	Community CoCs

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
20 Recognition & valuing of our natural, cultural & built heritage	20.D.i	Develop planning instruments to support heritage goals	Ballina Shire Council	DoP DEC NSWHO			
	20.E.i	Foster & support diverse & inclusive opportunities for cultural expression	Ballina Shire Council	DASR DAA	AC-A		Arts NR Community organisations
	20.F.i	Encourage recognition & value of locality-specific heritage	Ballina Shire Council Other LGAs	NSWHO DASR TNSW DEC		Private sector - general	RAIA Community organisations BDANSW
	20.F.ii	Recognition of & respect for contemporary & historical Aboriginal heritage	Ballina Shire Council Other LGAs	DEC DAA NSWHO	DEH		JALI Community organisations Community
	20.F.iii	Raise understanding of heritage values throughout the Shire	Ballina Shire Council Other LGAs	NSWHO DEC			Community organisations
21 Respect for the needs of different land users & land uses	21.A.i	Encourage building & site design that provides transition between urban uses	Ballina Shire Council	DoP			PIA RAIA
	21.D.i	Develop transition areas between different land uses	Ballina Shire Council	DoP DPI			
	21.D.ii	Develop criteria for circumstances when buffer areas are desirable	Ballina Shire Council	DPI DoP DNR DEC		Private sector - general	Community

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
21 Respect for the needs of different land users & land uses	21.F.i	Promote better understanding of the needs of different land users	Ballina Shire Council	DoP DPI DEC		Private sector - general	Community organisations JALI
	21.F.ii	Improve communication channels in areas where conflict might arise	Ballina Shire Council	DPI CRC		Private sector - general	Community organisations JALI
	21.F.iii	Develop information about the needs & activities of various land uses & where they occur in the Shire	Ballina Shire Council RW	DNR DoP DPI	NRCMA	Private sector - general	JALI
	21.F.iv	Find ways for conflict to be resolved at a neighbourhood level	Ballina Shire Council	CRC Police DSARD DoCS DPI			Community organizations Churches BDCSA
22 Robust structure in the local economy	22.A.i	Establish business incubation programs & facilities	Ballina Shire Council	DSARD	NRACC	Private sector - general	NRRDB Universities CoCs
	22.B.i	Encourage new business sectors to the Shire	Ballina Shire Council	DSARD TAFENSW	NRACC		NRRDB CoCs
	22.B.ii	Encourage entrepreneurship	Ballina Shire Council	DSARD	NRACC		Industry associations CoCs
	22.B.iii	Promote diversity of & within sectors	Ballina Shire Council	DSARD	NRACC		
	22.B.iv	Explore incentives for individual & collaborative research & development		DSARD	NRACC		Industry associations Universities

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
22 Robust structure in the local economy	22.B.v	Build capacity to value-add & engage in international markets		DSARD		Private sector - general	
	22.B.vi	Support small & medium enterprise	Ballina Shire Council	DSARD	NRACC		Community CoCs
	22.F.i	Develop cross-sectoral links & support	Ballina Shire Council	DSARD			Industry associations CoCs
	22.F.ii	Build links between different sectors & within sectors within the Shire, regionally & in other areas	Ballina Shire Council		NRACC		NRRDB CoCs
23 Socially & environmentally responsible business	23.B.i	Attract & retain industries that reduce or reverse damage to the natural environment	Ballina Shire Council				CoCs
	23.B.ii	Encourage management systems that support continual improvement in business practice	Ballina Shire Council	DSARD DCOMM TAFENSW DPI			Industry associations CoCs
	23.B.iii	Develop a tourism industry built on social & environmental responsibility	Ballina Shire Council	TNSW DSARD			Industry associations CoCs
	23.B.iv	Promote succession planning		DSARD DPI DCOMM		Financial services	Community organisations Industry associations CoCs
	23.C.i	Encourage new technology & clean & green businesses & practices	Ballina Shire Council	DEC DEUS DSARD DPI		Private sector - general	ICLEI BCA

Aim		Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
23 Socially & environmentally responsible business	23.E.i	Monitor the impact of social change on business owners		DSARD		Private sector - general	Industry associations CoCs
	23.F.i	Raise awareness of the benefits of being socially & environmentally responsible	Ballina Shire Council	DSARD DEC DPI	DEH		Industry associations CoCs
	23.F.ii	Explore ways to acknowledge & reward social & environmental responsibility	Ballina Shire Council	DSARD DEC DPI	DEH	Private sector - general	CoCs
	23.G.i	Promote whole-of-life-cycle approach to manufacturing & business	Ballina Shire Council	DEC DSARD		Private sector - general	CoCs
	23.G.ii	Encourage life-cycle costing in both purchasing & manufacturing	Ballina Shire Council	DEC			Industry associations CoCs
	23.H.i	Promote reporting systems for social & environmental responsibility		DEC DPI	DEH		
24 Viable local business	24.A.i	Build communication & information technology capacity & infrastructure	Ballina Shire Council	DSARD DEUS	NRACC	TELCOs Private sector - general	Community organisations
	24.B.i	Develop business management & IR skills	Ballina Shire Council	DSARD OIR		Private sector - general	BCA Industry associations CoCs
	24.B.ii	Engage in business development programs	Ballina Shire Council	DSARD		Private sector - general	Industry associations BCA CoCs

Aim	Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*	
24 Viable local business	24.B.iii	Identify key viability issues & map changes in these over time	Ballina Shire Council	DSARD	ABS NRACC	Industry	NRRDB CoCs
	24.B.iv	Develop business development strategies	Ballina Shire Council	DSARD		Private sector - general	NRRDB CoCs
	24.F.i	Develop strong links between local business & communities	Ballina Shire Council	DSARD		Private sector - general	Community Community organisations CoCs
	24.F.ii	Utilise skills & experience within the community	Ballina Shire Council			Private sector - general Industry	Community organisations BDCSA Churches CoCs
	24.F.iii	Promote buying locally	Ballina Shire Council	DSARD		Private sector - general	Industry associations CoCs
	24.F.iv	Develop business mentoring schemes	Ballina Shire Council	DSARD			Industry associations CoCs
	24.F.v	Build a culture of business ethics	Ballina Shire Council	OFT		Private sector - general)	Community Industry associations BCA CoCs
	24.H.i	Develop clear & meaningful reporting mechanisms to the community for Council	Ballina Shire Council				Community

Aim	Strategy	Local Government	State Government	Other Government	Private Sector	Community and Community and Professional Organisations*
25. We have a justifiable trust in our organizations, businesses and government	25.E.i	Develop multiple mechanisms for individual participation in civic activity & decision making	Ballina Shire Council	All agencies		Community Community organisations
	25.F.i	Raise understanding of the roles & responsibilities of organisations, business, & government		OIR OFT Premiers - CB DPI	Private sector - general	CoCs
	25.H.i	Maintain open, accountable, & meaningful reporting	Ballina Shire Council	OFT NSWAO	Private sector - general	Community organisations
	25.H.ii	Build capacity throughout the community for taking management roles in organisations		VNSW Premiers - CB	Private sector - general	Community organisations
26. Widespread participation in lifelong learning	26.A.i	Provide infrastructure to support learning	Ballina Shire Council	ACE DET DET (Schools) TAFENSW		Universities Community - Schools Professional organisations Community organisations
	26.B.i	Promote research & innovation		DCOMM DET DSARD DPI	NRACC	Private sector - general Universities
	26.E.i	Promote positive social interactions at neighbourhood level	Ballina Shire Council	Police		Community Community organisations
	26.F.i	Promote a culture of lifelong learning	Ballina Shire Council	TAFENSW DET ACE DET (Schools)		Community Community organisations Community - Schools Universities

CODE	REFERENCE	Type
ABCB	Australian Building Codes Board	Commonwealth Government
ABS	Australian Bureau of Statistics	Commonwealth Government
AC-A	Australian Council for the Arts	Commonwealth Government
ACE	Adult and Community Education	State Government
AFFA	Agriculture, Forestry and Fisheries Australia	Commonwealth Government
AG	Office of the Attorney General	State Government
AGO	Australian Greenhouse Office	Commonwealth Government
AIRC	Australian Industrial Relations Commission	Commonwealth Government
Arts NR	Arts Northern Rivers	Community sector
Ballina SC	Ballina Shire Council	Local Government
BCA	Business Council of Australia	Private sector
BDANSW	Building Designers' Association of New South Wales	Professional
BDCSA	Ballina and District Community Services Association	Community sector
CoCs	Chambers of Commerce	Private sector
CRC	Community Relations Commission	State Government
CSIRO	Commonwealth Scientific and Industrial Research Organisation	Non Government (Commonwealth)
DAA	Dept of Aboriginal Affairs	State Government
DADHC	Dept of Ageing, Disability and Home Care	State Government
DASR	Dept of Arts, Sport and Recreation	State Government
DCOMM	Dept of Commerce	State Government
DEC	Dept of Environment and Conservation (includes National parks and Wildlife Service)	State Government
DEH	Department of Environment and Heritage	Commonwealth Government
DEST	Dept of Education, Science and Training	Commonwealth Government
DET	Dept of Education and Training	State Government
DEUS	Dept of Energy, Utilities and Sustainability	State Government
DFCSIA	Dept of Families, Community Services and Indigenous Affairs	Commonwealth Government
DHA	Dept of Health and Ageing	Commonwealth Government
DHealth	Dept of Health	State Government
DHOUS	Dept of Housing	State Government
DIMA	Dept of Immigration and Multicultural Affairs	Commonwealth Government

DLANDS	Dept of Lands	State Government
DNR	Dept of Natural Resources	State Government
DoCS	Dept of Community Services	State Government
DoP	Dept of Planning	State Government
DOTARS	Department of Transport and Regional Services	Commonwealth Government
DPI	Dept of Primary Industries	State Government
DPI(Fi)	Dept of Primary Industries (Fisheries Division)	State Government
DSARD	Dept of State and Regional Development	State Government
ESPs	Energy Service Providers (eg Country Energy)	Private sector
FNCW	Far North Coast Weeds	Community
ICLEI	International Local Environment Initiatives	Non-Government
IEAUST	Institute of Engineers, Australia	Professional
IPWEA	Institute for Public Works Engineers Australia	Professional
JALI	Jali Aboriginal Land Council	Community sector
LGA	Local Government Authority	Local Government
MBA	Master Builders Association	Professional
MPA	Marine Parks Authority (the southern end of the Byron Bay Marine Park is near Lennox Head)	State Government
MTRANS	Ministry of Transport	State Government
NCAHS	North Coast Area Health Service	State Government
NEWF	North East Waste Forum	Non-Government
NOROC	Northern Rivers Regional Organisation of Councils	Local Government
NRACC	Northern Rivers Area Consultative Committee (within DOTARS)	Commonwealth Government
NRCMA	Northern Rivers Catchment Management Authority	State Government
NRDGP	Northern Rivers Division of General Practice	Private sector
NRRDB	Northern Rivers Regional Development Board	Non-Government
NRSDC	Northern Rivers Social Development Council	Non-Government
NSWAO	New South Wales Audit Office	State Government
NSWGO	New South Wales Greenhouse Office	State Government
NSWHO	New South Wales Heritage Office	State Government
OFT	Office of Fair Trading (within the Department of Commerce)	State Government
OIR	Office of Industrial Relations (within the Department of Commerce)	State Government
Other LGA	Other local Councils (eg, Lismore City Council)	Local Government
PIA	Planning Institute of Australia	Professional
PREMIERS	Premier's Department	State Government
PREMIERS -CB	Community Builders Program - Premier's Department	State Government
RAIA	Royal Australian Institute of Architects	Professional
RLPB	Rural Lands Protection Board	State Government
RRCC	Richmond River County Council	Local Government

RTA	Roads and Traffic Authority	State Government
RW	Rous Water	Local Government
STD AUST	Standards Australia	Commonwealth Government
TAFENSW	NSW Technical and Further Education Institutes	State Government
TELCOs	Telecommunication Service Providers (eg Telstra)	Private sector
TNSW	Tourism New South Wales (within the Dept of State and Regional Development)	State Government
VNSW	Volunteering New South Wales	State Government

Appendix 1 Glossary and other useful terms

A	
Appropriate technology	A flexible and participatory approach to developing economically viable, regionally applicable and sustainable technology
Arable land	Land that can be cultivated to grow crops.
Area sensitive species	Plants or animals with very specific habitat requirements that are susceptible to population decline when their habitat is altered.
B	
Biodiversity	The variety of species, their genetic make up and the natural communities in which they occur.
Bio-imperialism	Also "bio-colonialism": external domination over biological resources.
Biome	A major ecological community in a particular terrestrial region comprising certain types of life, especially vegetation. For example, types of desert, grasslands, or forests.
Bio-prospecting	Ecological mining activity
Bio-region	An area defined by its unique ecological characteristics.
C	
Capital	The money or wealth needed to produce goods and services.
Carbon dioxide	CO ₂ : a minor component of the planet's atmosphere (about 0.4%) and a product of and resource for living systems. Abnormal concentrations associated with global warming.
Carbon tax	Tax by government on the carbon-containing fuels and/or carbon generating activities.
Civil society	Voluntary organizations, organizations, movement and networks that live and work in the social space outside the state and the private sector.
Cleaner production	Manufacturing processes which conserves materials, eliminates toxic substances and reduces waste and pollution.
Climate change	Human induced changes in global climatic conditions.
Code of conduct	Set of rules to guide behaviour and decisions.
Co-management	Broad term for shared management of natural resources between government agencies and local communities.
Community	A collection of living organisms in a defined area that function together in an organised system through which energy, nutrients and water cycle.
Community forestry	Forestry management that includes local people in planning and implementing forestry activities.
Corporate governance	The rules and principles of an organisation, behaviour and transparency by which an enterprise is managed and controlled. The focus is generally on the relationship between the executive board and the shareholders (external relationships) as well as on the control and management of the enterprise (internal relationship).
Cradle-to-cradle	Manufacturing process in which the wastes of one system become the raw materials of another.
Culture	The symbolic and learned, non-biological aspects of human society, including language, customs and convention.

Appendix

D	
Death rate	The number of deaths in a year per 1000 population.
Dependency ratio	The proportion of people who are not of working age, either because they are under 15 years (youth) or because they are over 65 years (aged), and compared to the proportion of people of working age (15 to 65 years).
Dow Jones Sustainability Index	A Index tracking the financial performance of around 300 companies leading in the field of sustainability.
E	
Earth ethics	Values which extend beyond people to the planet as a whole.
Eco-imperialism	When rich countries use trade sanctions to force poor exporters to manufacture products according to importer preferences.
Ecological footprint	The total ecosystem area that is essential to the maintenance of a given human, settlement, or organization.
Ecological renewal rate	The amount of time required to regenerate a renewable resource or restore and stabilise biological, chemical, or physical conditions.
Eco-rating	Also "Sustainability Rating". Evaluation of a company's social, environmental and economic performance.
Eco-romanticism	Stereotyping historical groups, such as "Aboriginals", "Indians" or "forest-dwellers" with overly rosy and often unchanging behaviour towards the environment.
Ecosystem services	Processes and functions of natural ecosystems that sustain life and are critical to human welfare, for example, water.
Edge effect	The increased intrusion of threatening processes (feral animals, weeds, noise) into a habitat when the total area is made up of smaller patches or the ratio of edge to area is low. See also "Fragmentation".
EMS	Environmental Management System: management systems that identify, manage, and improve environmental performance. See also ISO14001
Endangered species	A species in danger of extinction throughout all or a significant part of its range.
Endemic species	A species that is native to a particular area.
Environmental audit	Review by an independent auditor of compliance with directives and internal procedures.
Environmental efficiency	Systematic focus on a method of production that conserves resources and keeps environmental damage to a minimum. The aim of environmentally efficient business practices is to achieve the highest possible economic added value with the smallest possible impact on the environment.
F	
Fragmentation	The segmentation of large tracts or contiguous tracts of habitat into smaller patches, often isolated from each other. Gives rise to the "Edge effect".
FTSE4Good	An index for socially responsible investment designed by FTSE, on a world's global index providers. The selection criteria cover three areas: working towards environmental sustainability, developing positive relationships with stakeholders, and upholding and supporting universal human rights.
G	
GIS	Geographical information system
Global warming	The idea that temperature of the Earth's atmosphere is rising at a rate not reasonably explained by natural cycles due to the release of greenhouse gases.
Globalisation	The ongoing, multidimensional process of world-wide change and the idea that

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	the planet is considered as a whole, rather than individual cultures, continents or landscapes.
Greenfield site	Undeveloped land which has not previously been built on (at least in recent history).
Greenhouse gases	Gases, such as carbon dioxide, methane, water vapour, nitrous oxide, ozone, and halocarbons, in the atmosphere that trap heat from the sun and warm the earth.
H	
Human capital	People and their ability to be economically and socially productive. Education, training, and health care can help increase human capital.
Human carrying capacity	The maximum number of people, living at a specific level of natural resource consumption, that an area of land can support indefinitely.
I	
Indicator	A measure used to illustrate progress towards meeting a social, economic, or environmental goal. A good indicator is one that is sensitive to change, can be measured in a timely, accurate, and repeatable way, and where data are or can be available or collected.
Indicator species	Species with such specialised ecological needs that they can be used to assess the quality, condition or extent of an ecosystem on the basis of their presence or the accumulation and effect of materials in their tissues.
Integrated catchment management	The planning and management of water resources, run-off, land-use, and vegetation within the catchment area for a surface or underground water storage.
Integrated Pest Management (IPM)	Control of pests, usually insect pests, using a combination of biological, chemical, and farming practice methods.
Invasive species	A species that is not native to an ecosystem that either has or has the capacity to become established and/or dominant over a short time period.
ISO 14001	The International Organisation for Standardisation (ISO) develops globally recognised standards used for voluntary self-regulation. The ISO14000 series of standards shows companies how to implement an environmental management system.
J	
Jubilee 2000	Campaign to cancel unpayable debts owed by the world's poorest people.
K	
L	
Lean technology	Efficient production processes in terms of both production and consumption.
Life cycle analysis	The assessment of the costs over the long term of the sourcing, construction / manufacture, and decommissioning / disposal of something (a building, a car, a road), taking into account the extraction, processing, use, maintenance and disposal of all materials involved.
M	
N	
Natural Resource Accounting	The process of adjusting national accounts, such as the Gross Domestic Product, to reflect the environmental costs of economic production. Methods to do this are still being developed. The aim is to determine the costs of depleting natural resources and damaging the environment.
NGO	Non-government organisation
Non-renewable resource	Substances such as oil, gas, coal, and gold which, once used, cannot be replaced in this geological age.

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O	
Organic	Describes matter that is living or that was once living
Organic product	Agricultural products grown or raised within the use of pesticides or other synthetic chemicals.
Over-consumption	The consumption of resources at a rate that exceeds the ability of natural processes to replace them.
P	
Passive design	Design that seeks to reduce the reliance on mechanical systems to achieve desired liveability outcomes by using the location, siting, design, and materials of the infrastructure or building.
Pesticides	Chemicals that kill or inhibit the growth of organisms that people consider undesirable and are harmful to cultivated plants or human health.
Physical capital	Things, such as machinery, tools, equipment, buildings and so on that are needed to produce goods and services.
Q	
Quality of life	A description of an individual's or a community's life experience, including access to material goods, environmental health, satisfaction with relationships, dignifying work, sense of community and so on.
R	
Renewable	Able to be replaced or replenished wither by Earth's natural processes or human action. Air, water and forests are considered to be examples of renewable resources. Minerals and fossil fuels are considered to be non-renewable resources.
Revenge effect	The unforeseen and time-consuming demands of new, ostensible time-saving technology.
Risk culture	The description of how a specific people or culture perceive and manage risk.
Risk management	The identification, assessment and reduction of risks associated with activities with which we are involved.
S	
SA8000 (Social Accountability)	A Standard for social accountability in the workplace. Focus is managing business activities in a manner that respects and primates the basic human rights of all workers.
Shareholder activism	Influencing corporate policy through shareholder pressure.
Sin stocks	Holdings in companies engaged in irresponsible business practices or the production of harmful products.
Social capital	<p>The three core dimensions of social capital are:</p> <ul style="list-style-type: none"> • "Social cohesion and generalised reciprocity" – includes the importance of neighbourhood relationships, friendships, and support. • 'Generalised trust' – includes preparedness to trust neighbours and the general community. • 'Community identity' – includes sense of belonging and satisfaction with local community. <p>Ref: Department of Local Governmental and Regional Planning (2002) <i>Indicators of Regional Development in WA</i>, www.dlgrd.wa.gov.au/indicators.html</p>
Species	A group of organisms that have a unique set of characteristics that distinguish them from other organisms.
Stakeholders	<ol style="list-style-type: none"> 1. People or groups who can influence the achievement of corporate goals or who are themselves affected by a company's efforts to achieve its goals. 2. Social groups or individuals that formulate their interests in the form of

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	concrete demands on companies and that can exert significant influence on the definition or achievement of corporate goals, and on the company's activities and conduct; and/or that are influenced by the company's goals, their prioritisation and achievement, as well as by the company's activities and conduct.
Sustainable design	Design that enhances ecological, social, and economic well-being.
Sustainable development (SD)	Development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.
Sustainable livelihoods	Lifestyles and workstyles that do not deplete the social and environmental capital of economies.
Sustained yield	The rate of which a resource may be used without reducing its long-term availability or limiting its ability to renew itself.
T	
Triple Bottom Line (TBL)	Expanded baseline for measuring performance, adding social and environmental dimensions to the traditional financial accounting.
TRIPs	Trade related intellectual property rights: part of the debate around traditional biological knowledge.
U	
UN Climate Convention	United Nation's 1992 framework agreement on climate change. The aim was to stabilise "greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic (human induced) interference with the climate system".
UN Global Compact	A UN initiative that obliges companies to comply with nine principles drawn from internationally recognised statements on human rights, working conditions, and environmental protection.
Urban tsunami	The effects of the extra 2.5 billion people expected over the next 30 years in Third World cities, mainly in Asia.
Usufruct rights	Right to enjoy and take advantage of local property that belongs to someone else. For example, the right of communities to use the local forest that is owned by the State.
V	
Voluntary simplicity	Movement to simplify lifestyles and devote more time and energy to non-material aspects of life. Practitioners sometimes known as "downshiffters".
W	
Waste management	The processes of determining where and how to dispose of industrial and/or household waste.
Wetlands	Areas that, at least periodically, have waterlogged soils or are covered with a relatively shallow layer of water such as marshes, swamps, and bogs.
X	
Y	
Z	