



BALLINA
MAJOR REGIONAL CENTRE
STRATEGY
2015 – 2035

Community Engagement & Evaluation Report



Ballina 2035
Ballina Major Regional Centre Strategy

May 2016

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Background

This report summarises the community engagement activities undertaken in the preparation of Ballina Shire Council's 'Ballina Major Regional Centre Strategy' (Ballina2035), between May 2014 and March 2016. The report also includes evaluation of the engagement program.

The purpose of the Ballina2035 Strategy is to identify a range of actions that Council can pursue to facilitate the community's vision for Ballina as a major regional centre to the year 2035.

The strategy is focussed on the examination and drawing together of key issues including housing density, housing affordability, urban design, an ageing population, economic development, healthy living, infrastructure, recreation opportunities, open space, natural assets and environmental management (including climate change and flooding). The strategy also takes into account the influence of South East Queensland and other key influencing factors relevant to Ballina and the wider North Coast region.

The preparation of the project involved several stages as indicated in the diagram right.



Community Engagement Initiatives

Ballina Futures Forum

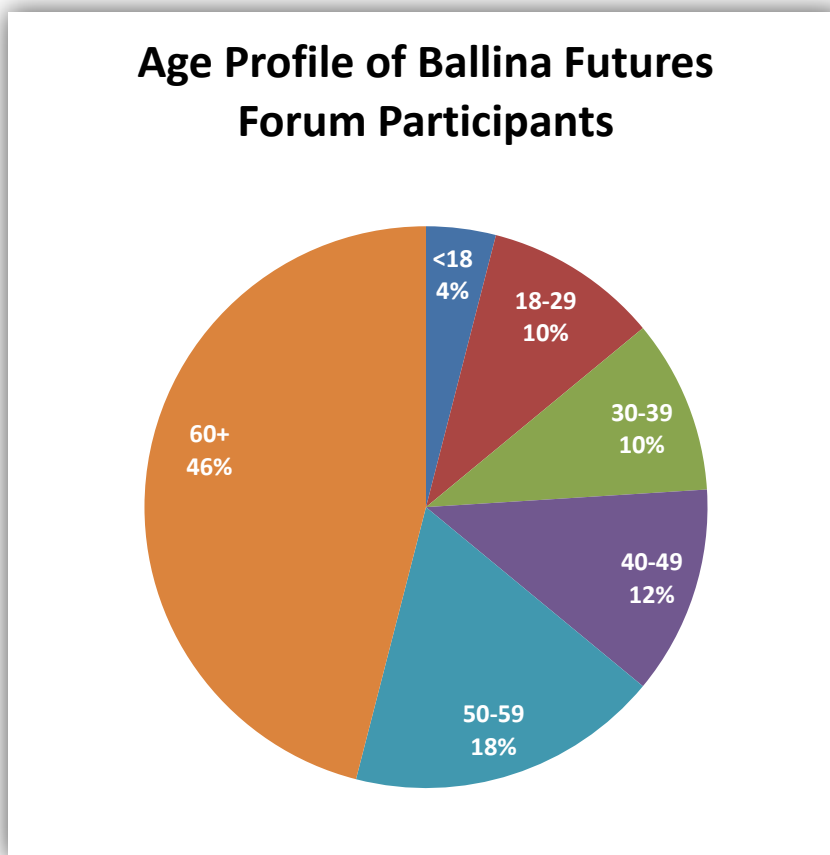
The Ballina Major Regional Centre Strategy (BMRCS) Futures Forum was held on 20 May 2014 at the Ballina RSL Club, as the commencement event for the project. The forum sought the community's views regarding Ballina becoming a major regional centre over the next 20 years.

The (47) participants were selected to be representative of the Ballina community based on a randomly selected larger pool of residents (of 117 people) compiled by Council as a part of a previous project (development of Council's Climate Action Strategy). All members of the pool were invited to participate in the forum.



In an attempt to encourage greater participation by younger people, the invited participants were encouraged to bring along a young person (a friend or family member) who were residents of Ballina Shire under 45 years of age (this was known as the 'plus one' initiative). This was done to improve the spread of representation across demographic groups. Overall, although persons aged over 60 years were over represented and those aged under 18 years were under represented, relative to the population as a whole, a reasonable age spread of participants was achieved.

The group was also well balanced by gender with 24 women and 26 men participating, and had a higher rate of indigenous participation (8% of participants) relative to the population as a whole (3% of Ballina Shire residents having Aboriginal or Torres Strait Islander heritage).



Prior to the forum, all participants were sent a package of background information regarding the purpose of the project, as well as a 'homework' exercise involving a 'Gain-Sustain-Change' name tag. With the name tag, participants were asked to nominate something they would like to see Ballina 'gain' in the future, something about Ballina that should stay the same ('sustain') and something they would like to see 'change'. Participants were asked to bring completed name tags to the forum to be worn as an ice-breaking exercise (and as a record of their views for later analysis).

Participants were also invited to bring photos representative of their key issues or vision for the future. Further, Council set up displays of historic and current photos (before and after

images) and statistical information relating to other areas that might be seen as regional centres.

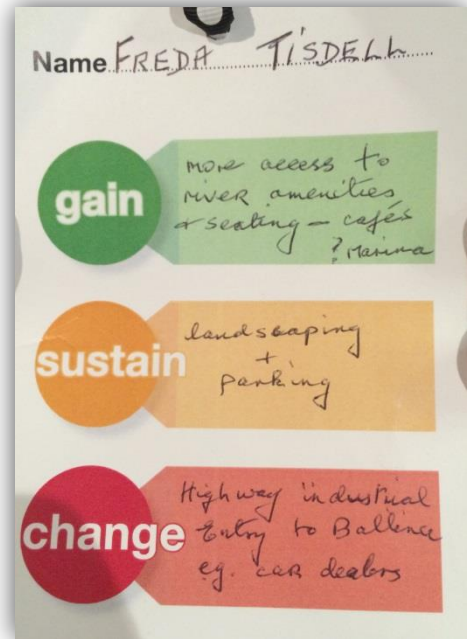
The main part of the forum involved 'themed' table discussions (i.e. housing, economic development, recreation, open space, environmental management, healthy living and infrastructure, urban design and two open topic tables), with opportunities to switch to other discussion tables. The workshop was facilitated by an independent facilitator engaged by Council (Starfish Enterprises). A member of Council's strategic planning staff was placed as a facilitator and scribe on each of the tables.

The first two rounds of discussion focussed on the following core questions:

- *What does Ballina becoming a major regional centre mean for this theme?*
- *What are the opportunities it could create?*
- *What are the challenges that need to be considered?*

The final round sought to refine and focus the discussions on the following key questions:

- *What can be added to the earlier discussions (meaning, opportunities, challenges)?*
- *What is the preferred future for Ballina which is emerging from this discussion?*
- *What are the most significant priorities that should be explored for the Strategy?*



Materials used to stimulate discussion and record input as part of the forum included post-it-notes, butcher's paper, a stylised map of the study area, icons representing a range of values, concepts and activities, and diagrams of the key themes of the project with spaces for issues/ideas to be recorded.

The discussions resulted in 122 distinct issues/ideas/challenges being recorded. These distinct ideas/issues/challenges raised (and recorded) during the forum discussion were analysed to identify a set of sixteen consistent core values, namely:

- The **amenity** of Ballina is important;
- Providing opportunities for maintaining **active lifestyles** is important;
- Providing opportunities for **training, employment and business** is important;

- **Awareness and education** are important to the wellbeing of our community;
- **Tourism** opportunities around **natural beauty and environmental qualities** of Ballina is important;
- Maintaining a **sense of community** is important;
- A **vibrant and lively Central Business District** is important;
- **River and foreshore open space and water based activities** are important to Ballina's identity;
- Being **able to get around** in many different ways is important;
- The **quality and amenity of our open space** areas is important;
- It is important that we ensure that the **provision of infrastructure** keeps pace with the growing needs of our community;
- The production and enjoyment of **local food** is an important part of Ballina's culture;
- The **natural environment, including the Richmond River**, is important to Ballina's identity;
- Providing **sport & recreation opportunities** is important;
- Providing for **affordable and appropriate housing** is important;
- Planning for and **managing environmental hazards** is important; and
- Encouraging and supporting **creativity and innovation** in our Shire is important.

The (122) distinct ideas/issues/challenges raised (and recorded) during the forum discussion were also analysed to identify a set of (39) strategic questions that the Ballina Major Regional Centre Strategy should, in the view of the Futures Forum participants, seek to address. These key questions were (in no particular order):

1. *How do we make Ballina attractive for younger working people to stay?*
2. *How will Ballina be made to attract 'major regional activities' such as big events, festivals, competitions?*
3. *How will the development of Ballina be supported by the natural resource base?*
4. *How will access to the waterfront and water based activities be balanced with care for the environment?*
5. *How will public infrastructure keep pace with growth?*
6. *How will we be able to maintain healthy lifestyle options?*
7. *How will we maintain our attractiveness to tourists?*
8. *How can the CBD be made to develop a better relationship with the river?*
9. *How can we soften the built environment by appropriate vegetation?*
10. *How can we provide employment opportunities for existing and new residents?*
11. *Can we maintain our region's agricultural advantages through developing a local food culture?*
12. *How can we encourage new and innovative local businesses and attract businesses to relocate?*
13. *How can we maintain our natural environment?*
14. *How can we provide affordable housing?*
15. *How can we improve the entrance into Ballina township to be more attractive for residents and visitors?*

16. *How can we best cater for our community's changing needs through appropriate facilities?*
17. *How can we take advantage of opportunities to establish more sustainable ways of living?*
18. *How can we maintain the existing lifestyle character of Ballina as it grows?*
19. *How can we maintain a distinct sense of place for Ballina as it continues to grow?*
20. *How can development pressure be balanced with amenity and character?*
21. *How can we ensure that we can continue to get around, by many means, with increased population?*
22. *How can we encourage new and existing residents to get involved in community organisations?*
23. *How can we manage change so as to not have too much change too quickly?*
24. *How do we manage the potentially negative consequences of having more people (such as crime and anti-social behaviour)?*
25. *How do we support our local agricultural industry?*
26. *How do we support local niche businesses?*
27. *How do we take advantage of our strategic location (confluence of highways and within 2 hrs of Brisbane)?*
28. *How do we recognise and protect our history and local heritage as growth and development occur?*
29. *How do we maintain the quality of our waterways and beaches?*
30. *How do we balance the protection of natural areas with allowing appropriate levels of public access?*
31. *How do we plan for climate change?*
32. *How do we better recognise our local Aboriginal cultural heritage?*
33. *How do we cater for different household types including an increase in smaller households (and more elderly people)?*
34. *How do we best manage our energy needs and waste generation with the least impact on the environment?*
35. *How do we ensure that health and education services meet local needs?*
36. *How do we let others know what a great place Ballina is, without getting overrun?*
37. *How can we ensure our community is accessible especially for mobility impaired and elderly people?*
38. *How can we reinvigorate our CBD as a vibrant space?*
39. *How do we support and develop creativity and innovation in our Shire?*

These questions were later further refined to form the basis of the strategic question sheets utilised during the first stage public exhibition process.

Feedback received through a participant survey at the end of the forum indicated a high level of satisfaction with the event and demonstrated participants understood the purpose of the forum and how their input would be used by Council.

Futures Forum Survey:	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
<i>I have a clear understanding of how community input from the Futures Forum will be used by Council</i>	14.0%	65.1%	18.6%	0.0%	2.3%
<i>I had adequate information and resources to support my participation</i>	25.0%	72.7%	2.3%	0.0%	0.0%
<i>The background information helped me to understand the purpose of the forum</i>	14.0%	76.7%	4.7%	4.7%	0.0%
<i>There was enough time for discussion and for everyone to have their say</i>	30.2%	58.1%	4.7%	7.0%	0.0%
<i>I felt comfortable sharing my ideas, opinions and experiences</i>	53.5%	39.5%	7.0%	0.0%	0.0%
<i>I believe the diversity of the Ballina Shire community was well represented at the forum</i>	23.3%	65.1%	9.3%	2.3%	0.0%
<i>Facilitation of the event was unbiased and independent</i>	36.8%	60.5%	2.6%	0.0%	0.0%
<i>The venue was comfortable and appropriate for an event like this</i>	61.5%	38.5%	0.0%	0.0%	0.0%

Civic Panel

Council formed a community-based 'Civic Panel', comprising 14 community members from the Futures Forum participants, to provide feedback and act as a community "sounding board" to the project's progress. Meeting on five occasions during the development of the strategy, the Civic Panel was an important component of the project, providing valuable feedback at key stages.



The Civic Panel's role involved the following:

- Meeting 1 (July 2014) – Overview of the project. Confirmed the role of the Civic Panel and the terms of reference. Review of material summarising the outcomes of the Futures Forum, including key ideas and core values distilled from feedback provided at the forum.
- Meeting 2 (Sept 2014) – Overview of the roles of local government and scope of Council activities. Update on community engagement activities. Feedback on proposed technical studies to be prepared to inform the strategy.
- Meeting 3 (March 2015) – Update on progress of technical studies. Feedback on proposed structure of first stage public exhibition material. Feedback on proposed community engagement ideas.
- Meeting 4 (May 2015) – Feedback on draft community engagement package. Update on progress of technical studies. Confirmation of proposed community engagement strategy.
- Meeting 5 (Sept 2015) – Overview of community feedback from public exhibition. Review of and feedback on structure and content of working draft strategy.

A copy of the meeting notes from these meetings is provided as an attachment to the Council report provided in Appendix One.

A final gathering of the Civic Panel has held in May 2016 to mark the completion of the strategy preparation and publishing of the final strategy document. Councillors also attended this event.

Meetings with Community Groups

Council invited 21 community groups to engage with members of the project team via various means. Eleven of these groups participated in the project. Meetings with participating groups were held between July and September 2014. In each case, project team members gave a presentation and invited open discussion and mapping of concerns, experiences and aspirations to directly feed into the project.

The following community groups were invited to participate:

- Ballina Chamber of Commerce.
- Ballina District Community Services Association / FSG.
- Northern Rivers Social Development Council.
- North Coast Community Housing.
- Ballina Environment Society.
- Ballina Coast Care.
- Tweed Byron and Ballina Community Transport.
- North Coast Destination Network.
- Jali Local Aboriginal Land Council.
- University of the Third Age (U3A).
- Ballina Naval and Maritime Museum.
- Arts Northern Rivers
- Community Services Clubs (Ballina Rotary, Ballina Rotary-on-Richmond, Ballina Waters Probus Club Inc, Ballina Lions Inc, Ballina East Lions Club, Scope Club of Ballina, Country Women's Association Ballina branch, Day View Club).

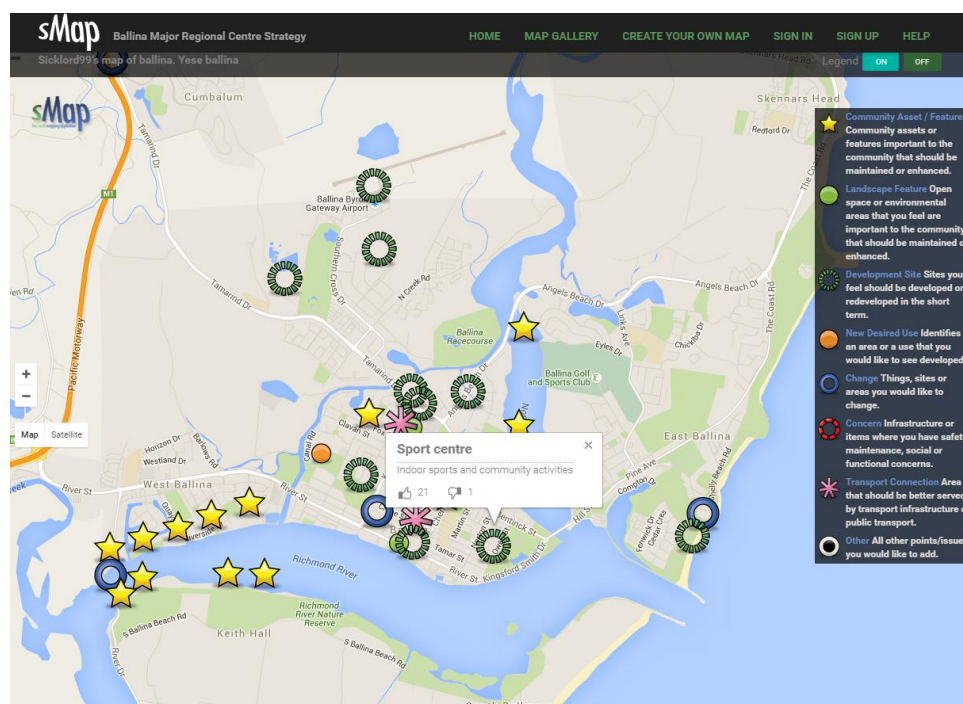
Council Committees

The following Council committees were engaged during the preparation of the strategy:

- Aboriginal Committee.
- Access Committee.
- A Ward Committee.
- Youth Council.

Workshops with School Students

To gain youth input into the project, local schools were offered a workshop with the project team to facilitate student input in terms of their experiences and thoughts for the future of Ballina. Three schools (Xavier Catholic College, Holy Family Catholic School and Southern Cross K-12 School) participated, with students from years six and ten engaged in an interactive workshop. A series of maps were made using the sMap social mapping tool through this process. An example of a map created by a Ballina Shire student is shown below.



Newspaper Articles

Articles (six in total) which gave the community background to the project's progress and invited thought on key issues were written and published over a six week period in the Ballina Advocate in 2014. The process instigated further letters and emails to Council, and stimulated the use of the sMap and Instagram tools.



Creative Workshops

There were four workshops of 2.5 hours each held, targeted at grandparents and grandchildren or older residents and their younger friends or relatives, which were designed to bring generations together to share experiences of the Ballina community and what participants like about living in Ballina, through paver-based art.

Consistent with the feedback received throughout the Major Regional Centre Strategy project, many of the pavers made reflected the importance placed on the value of the natural environment, the coast and open spaces to the community. Following the workshops, the pavers were fired and have been incorporated into the Wigmore Arcade redevelopment. Approximately 60 people were involved in these workshops. A video series was (professionally) produced in association with this project, involving participants sharing their views of and aspirations for Ballina.



Website

A dedicated web page was set up for the duration of the project (www.ballina.nsw.gov.au/bmracs). The website, which housed key project information, received over 2100 page hits during the project.



Online Survey

Fifteen people responded to the first stage public exhibition process via an online survey.

The results of the online survey indicated a high level of support for the vision of the strategy with 86% of respondents either agreeing or strongly agreeing that it accurately reflects the community's aspiration for Ballina's future.

The survey also indicated a high level of support in relation to the strategic questions asked, as shown in the table below. The table shows the proportion of respondents that either agreed or strongly agreed that the strategic questions reflected the community's aspirations for Ballina's future.

<i>How can we ...</i>	Participants that Agree or Strongly Agree (%)
"Support our sense of community?"	94
"Keep Ballina beautiful?"	93
"Be more sustainable?"	93
"Enjoy and care for the coast?"	93
"Get the infrastructure we need?"	93
"Bring more life to the CBD?"	93
"Live active healthy lives?"	87
"Cater for Youth and Families?"	87
"Grow local jobs?"	80
"Respect our history and heritage?"	80
"Encourage creativity and innovation?"	80
"Deal with climate change?"	78
"Support older residents?"	74
"Have suitable housing?"	64

Specific feedback made through the online survey included: Encouraging creative and entrepreneurial small businesses in the CBD; Improve our identity and character; Planting more street trees; Improve pedestrian connectivity and ease of movement; Facilitating more water-based activities in the Richmond River; Not wanting to focus on being either a retirement haven or a family oriented place, but rather both; Improving internet speeds and access needs improvement as it inhibits business viability at present; and Resistance to allowing tall buildings adjacent to the waterways that impact on public access and detract from the amenity of those areas.

Further information regarding the feedback received through the website and online survey is contained in the reports presented to the Council on 2 December 2015 and 24 March 2016. A copy of these reports is provided in Appendix One.

Facebook

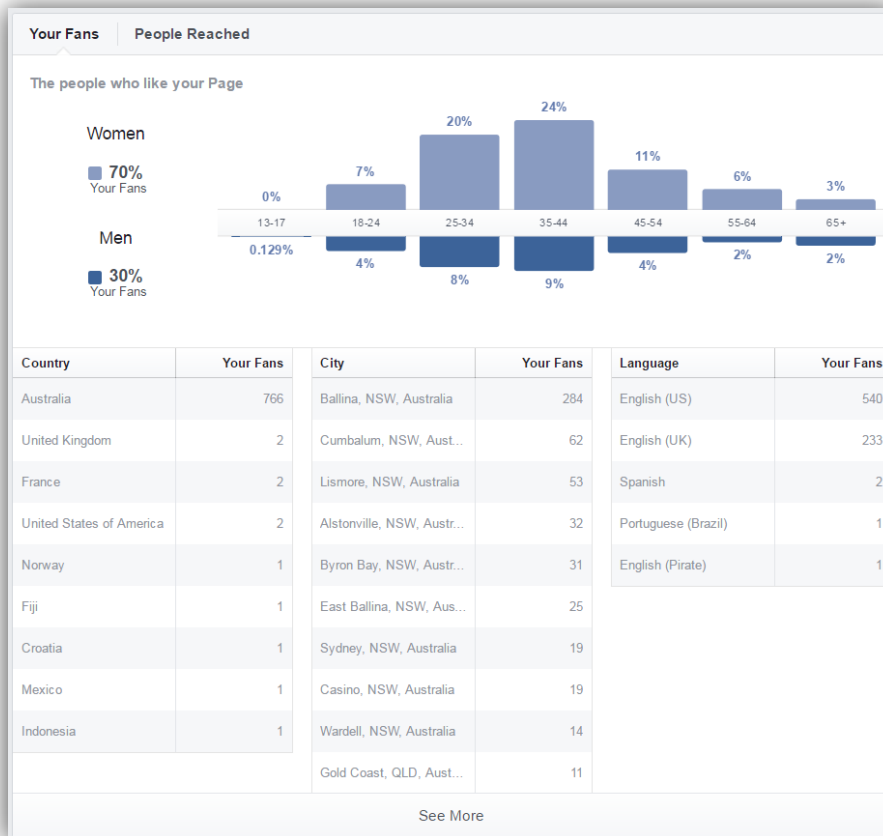
The social networking platform Facebook was utilised by Council as a community engagement tool for the first time as a part of this project. At the time of writing, 789 Facebook users have 'liked' the Ballina2035 Facebook page, since the page was established in June 2015.



Content was posted to the page ("Ballina2035") which highlighted key ideas identified through earlier consultation, with links to the website and online survey for users to obtain further information or provide feedback. Users could also post 'comments' on Council's posts to express their views.

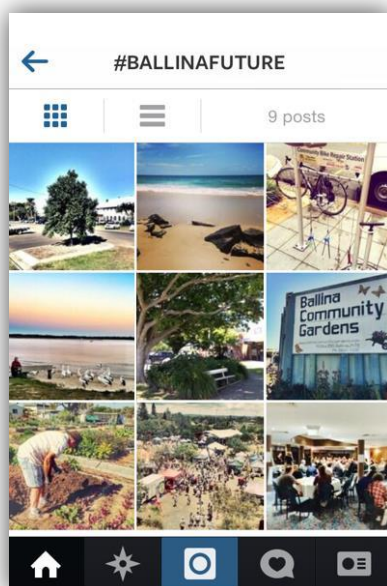
To further promote the project's Facebook posts, Council paid to "boost" the posts, meaning that posts are made to appear in the Facebook 'feeds' of users (located in the proximity of Ballina) without the user (or their friends) having previously 'liked' the Ballina2035 Facebook page. This boosting process provided a cost effective means of increasing the exposure of Facebook users to the Council's project Facebook page.

The Facebook analytics functionality also provided information regarding the demographic profile of Facebook users who have liked the project Facebook page, as shown below. Notably, these data demonstrate the value of Facebook with respect to the project, by facilitating the engagement of women aged between 25 and 44 years of age.



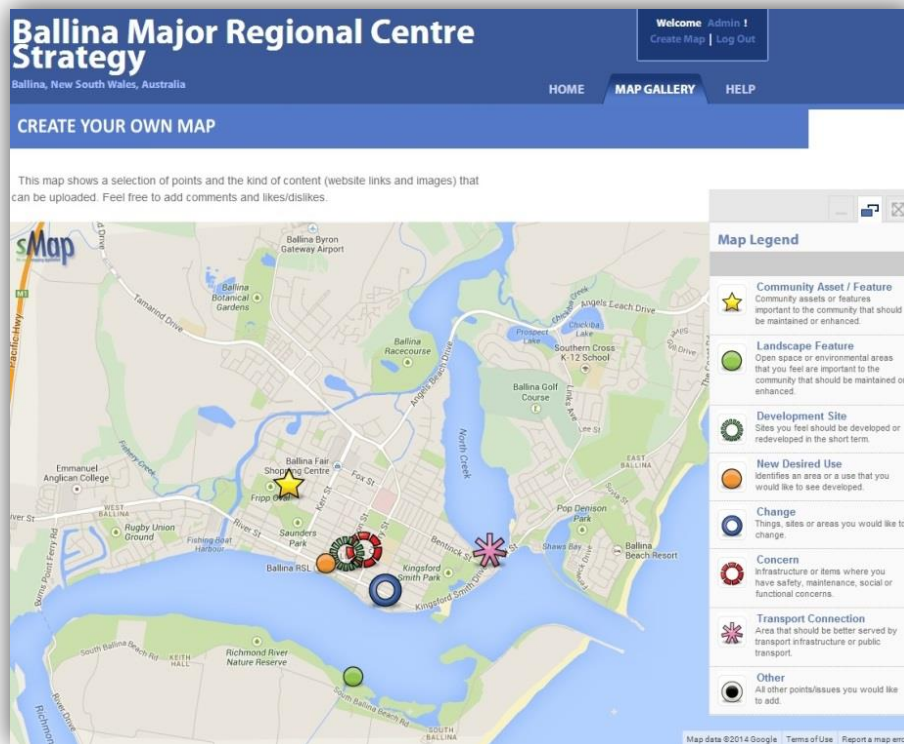
Instagram

Council set up Instagram hashtag - #ballinafuture and asked that people tag photos they have of what they like, or dislike about Ballina, or tag photos of what they would like to see in Ballina in the future. In total, 96 photos were shared on the Instagram using the #ballinafuture hashtag during the project.



Interactive Mapping Tool - sMap

Ballina Shire Council was the first organisation to use sMap in Australia, an interactive online mapping tool which enabled users to comment and post ideas on a google map interface (API). The sMap interface also enabled anyone to view, comment and 'like' other peoples' maps and map features, essentially functioning as a specialist social media platform for the sharing of planning related ideas. The sMap tool was particularly useful for engaging with school students. Sixty three maps were created during the project with 512 points of interest mapped.



Face-To-Face Engagement

A street stall in the Ballina CBD was attended by Council staff during the first stage exhibition period on 3 days, for up to 4 hours each day during August 2015. Approximately 107 people were engaged via the stall to discuss the project and inspect the strategic question sheets, landscape plans and other exhibition material on display.

Key feedback received through these face-to-face engagements included:

- Generally a very strong level of support for the community generated 'ideas', particularly the proposed open space embellishments, extensions to the pathway network and other infrastructure works, providing affordable housing and for measures to bring more life to the CBD;
- Concern that rates not be raised to pay for public works; and

- Some concern that public works should not increase the attractiveness of the area to the extent that the 'low-key' character or environmental qualities of Ballina become eroded.

Written Submissions

Council received twenty written submissions during the early stages of the project in response to Council's call for input. These submissions fed into the development of the first stage public exhibition package.

Seven written submissions were received during the first stage public exhibition period. A summary of this feedback and Council staff response are provided in the report presented to the elected Council, through the Environmental & Sustainability Committee held on 2 December 2015 (Appendix One).

Council received nine written submissions during the final public exhibition period (exhibition of the draft strategy). Of these, five submissions were received from NSW Government Departments, including the Department of Planning & Environment (the Department overseeing the project grant from the NSW Government). A summary of this feedback and the Council staff response is provided in the report presented to the elected Council at its Ordinary Meeting held on 24 March 2016 (Appendix One).

Industry Peer Review Panel

In association with the finalisation of the draft strategy, Council established an Industry Peer Review Panel to review the proposed strategy approach and actions, with a view to providing critical feedback and additional ideas on the delivery of the strategy objectives from an industry perspective.

The purpose of the panel was to provide an industry based testing point for approaches and ideas to support practical and innovative preparation and implementation of the Ballina Major Regional Centre Strategy. Membership of the panel was determined on the basis of local knowledge and relevant industry experience in the fields of planning, property appraisal, environmental management and urban design.

The panel reviewed the draft strategy in November 2015 and provided direct feedback to Council, facilitated through an independent facilitator (Dr Elizabeth Baker). The panel also met (in February 2016) following the public exhibition of the draft strategy, prior to reporting the matter to the elected Council for final adoption to provide final feedback on the strategy and provide an industry perspective on the prioritisation of actions. Dr Baker's meeting notes from the Industry Peer Review Panel's meetings are provided in Appendix Two.

Interagency Government Forum

Council held three meetings with Government Agencies, in the form of an Interagency Government Forum, to share information about the project and receive feedback.

The following Government agencies participated in one or more of the interagency forums:

- NSW Department of Primary Industries.
- NSW Department of Education and Communities.
- Housing NSW.
- NSW Roads and Maritime Services.
- NSW Department of Premier and Cabinet.
- NSW National Parks & Wildlife Service.
- NSW Office of Environment and Heritage.
- NSW State Emergency Service.
- NSW Department of Planning.
- NSW Department of Family and Community Services.
- North Coast Area Health Service.
- Local Land Services, NSW Department of Trade and Investment.
- Crown Lands, NSW Department of Trade & Investment.
- NSW Police.
- Regional Development Australia (Federal).
- Medicare Local (Federal).
- Centrelink Customer Service Centre (Federal).

The Interagency Government Forum met on the following dates:

- Meeting 1 – 3 September 2014 (preliminary stage).
- Meeting 2 – 2 March 2015 (prior to first stage public exhibition).
- Meeting 3 – 13 October 2015 (prior to second stage public exhibition).

Staff Forum

Eighteen Council staff members representing all divisions within Council participated in a discussion forum where the same questions from the Futures Forum were considered, during the preliminary stage of the project.

Council Reporting and Resolutions

This first stage of community engagement occurred between May 2014 and September 2015 and culminated in the preparation of a public exhibition package. Council endorsed exhibition of the package at its Ordinary Meeting held on 25 June 2015.

The final stage of the project has involved the formulation of ideas, values and aspirations into an action-oriented strategic plan to form the basis for incorporation of deliverables into Council's future operational plans and delivery programs. The draft strategy was prepared based on the input, ideas, values and aspirations shared by the community during the project. The draft strategy was reported to the Environmental & Sustainability Committee of Council on 2 December 2015, along with an outline of responses received during the first stage of community engagement. Council placed the draft strategy on public exhibition as an outcome of this reporting.

The strategy was adopted by the Council at its Ordinary Meeting held on 24 March 2016. A copy of each of the above Council reports is provided in Appendix One.

First Stage Public Exhibition

Community input obtained from the initial community engagement activities was analysed and incorporated into a community engagement/exhibition package. Overall, the community engagement undertaken before the first stage public exhibition resulted in many hundreds of ideas for the future of Ballina. Core messages coming out of the engagement centred on:

- High value placed on open space and public domain and the environment as key attributes of Ballina and fundamental to Ballina's identity.
- People and lifestyle are key contributors to the reasons why many seek to live in Ballina.
- Economic and employment opportunities and making the most of these are important to people.
- Activity and vibrancy in the Ballina CBD is seen as an important area for improvement.

The primary elements of the community engagement package were:

- Strategic Question Sheets.
- Context, Ideas and Possible Futures Report (Background Report).
- Technical/Specialist Studies.

Through the community engagement processes and input outlined above, Council staff identified a series of 'strategic questions' which reflected the recorded priorities and concerns of the community, relating to Ballina's emergence as a major regional centre. These questions were:

How can we... "Grow local jobs?"; "Keep Ballina beautiful?"; "Be more sustainable?"; "Have suitable housing?"; "Deal with climate change?"; "Respect our history and heritage?"; "Enjoy and care for the coast?"; "Support our sense of community?"; "Get the infrastructure we need?"; "Live active healthy lives?"; "Support older residents?"; "Bring more life to the CBD?"; "Encourage creativity and innovation?"; and "Cater for Youth and Families?"



Each of the above strategic questions was set out in the following format:

- **Introduction** – An outline of the question and why it is considered important.
- **Community Viewpoint** – An expression of the community's views on the question, identified through community engagement undertaken to date.
- **Drivers & Influences** – A list of key drivers and influences of change that are relevant to the question.
- **Ideas** – Initial ideas for responding to the question that lie within the scope of Council's influence, identified through the community engagement processes undertaken to date.

In addition, Council prepared a background report to provide detailed information on the strategy's development, including planning context, community engagement techniques employed and planned, alignment with NSW planning reform objectives, and information regarding key trends, issues, aspirations, ideas and outcomes associated with the delivery of the project.

To support and inform the preparation of the strategy, Council also prepared, or engaged consultants to prepare a suite of technical studies relating to a number of key topic areas.

These studies include:

- Housing resilience investigation and options study.
- Housing needs and opportunities analysis
- Development feasibility analysis.
- Urban & landscape design ideas.
- Industrial & commercial land audit update.
- Historic influences & elements.
- Multi-purpose sports facility investigation.

Relevant aspects of these technical and specialist studies were incorporated into the strategic question sheets and background paper that form the core of the first phase engagement package. The urban and landscape design plans, which express a variety of ideas for the future, formed part of the exhibition package as a means of encouraging public interest in the project and feedback from the community. Importantly, these plans did not represent an endorsed view of Council, but rather illustrated ideas derived from the community engagement initiatives.

The public exhibition package was authorised by the Council at its Ordinary Meeting held on 25 June 2015. The authorised material was publicly exhibited for a period of six weeks from 29 July 2015 until 11 September 2015.

During this first stage public exhibition, Council sought feedback with respect to the following:

- Do the strategic questions accurately reflect the community's priorities for addressing change over the next twenty years?
- Do the ideas proposed in the strategic question sheets reflect the community's values, aspirations and priorities?
- Is there anything in the exhibition material that has been understated, overstated or is missing?

Additional to the traditional exhibition practice (material made available in hard copy and online, and promotion through conventional media), staff undertook a number of community engagement activities, including:

- Face-to-face street engagements;
- Online survey; and
- Use of social media.

Second Stage Public Exhibition

The feedback received during the preliminary stages of the project (and subsequently) was consistent with respect to the principal values and aspirations of responses. This feedback formed the basis for the final public exhibition phase of the project.

The final exhibition stage involved the formulation of ideas, values and aspirations into an action-oriented strategic plan to form the basis for incorporation of deliverables into Council's future operational plans and delivery programs. The draft strategy was prepared based on the input, ideas, values and aspirations shared by the community with Council throughout the project.

The vision for Ballina in 2035 was developed on the basis of the input received during the earlier stages of engagement and was refined by the project Civic Panel to be a simple exposition of the community's desired future, namely:



The actions in the strategy were arranged into objectives falling within the key themes of the project, as outlined below:

- ***Open Space and Healthy Living:***
 - Provide improved amenities and facilities in association with key foreshore and open space areas.
 - Facilitate the appropriate use of public land to achieve balanced environmental, social and economic outcomes.
- ***Economic Development:***
 - Cultivate entrepreneurial culture and innovation, as the underpinning of future economic growth and prosperity.
 - Leverage Ballina's existing strategic economic assets to support economic development and employment opportunities.
 - Encourage activity in the Ballina CBD to stimulate more vibrant street life.

- Attract innovative and creative people and businesses that build on and complement Ballina's core competencies and strategic assets (economic, social & environmental).
- ***Character, Culture and Amenity:***
 - Foster social cohesion and build our community's capacity to respond to change
 - Provide public spaces and facilities that contribute to the cultural identity of Ballina and enhance sense of place.
 - Preserve and promote local history and cultural heritage that contributes to our collective sense of place.
 - Protect and enhance the qualities that contribute to the amenity and character of Ballina.
- ***Community Facilities and Infrastructure:***
 - Ensure that community facilities are available and adequate to meet the social, cultural and recreational needs of Ballina's community.
 - Ensure that transport infrastructure keeps pace with the needs of our community, tourism and industry.
 - Ensure that maritime infrastructure keeps pace with the needs of our community, tourism and maritime industry.
- ***Environment:***
 - Maintain the natural values associated with Ballina's attractiveness as a lifestyle, tourist and business destination.
 - Encourage the delivery of environmental sustainability within the community, business and government sectors.
 - Manage and mitigate the potential impacts associated with natural hazards.
- ***Housing:***
 - Ensure that the future housing stock is appropriate, accessible and affordable.

The strategy's action matrix outlines the purpose of each action, along with the benefits and details of what each action will involve, as shown in the example below. The matrix also includes an action category to guide Council's role in relation to the action (being to plan, deliver or facilitate).

Reference	Action	The benefits will be...	This will involve...	Action Category
A. OPEN SPACE AND HEALTHY LIVING				
Objective A1 - Provide improved amenities and facilities in association with key foreshore and open space areas.				
A1.1	Embellish foreshore open space, incorporating improved shade, parking, play equipment, amenities and landscaping at key locations, as shown on the Landscape Plans.	Improved facilities and usability of open space areas by locals and visitors. Improved tourist attraction. Improved lifestyle attraction.	<ul style="list-style-type: none"> - Implementation of the draft landscape plans, subject to further detailed design and costing, and identifying/obtaining funding. - Sites include: Kingsford Smith Drive & the Spit; The Serpentine Beach, Memorial Park and North Missingham Bridge Beach Precinct; Black Head; and Captain Cook Park. - Focusing embellishments in key high use locations, whilst retaining low-key 'informal' open spaces without major improvement works, in order to maintain a broad range of open space and recreational opportunities. 	<i>Deliver</i>

The draft Ballina2035 Strategy (Ballina Major Regional Centre Strategy) was publicly exhibited for a period of approximately six weeks from 19 December 2015 until 1 February 2016.

A copy of the submissions received during the exhibition of the draft strategy and Council staff analysis of the submission was included in the report presented to the Ordinary Council Meeting held on 24 March 2016, which is provided in Appendix One.

Appendix One – Council Reports and Resolutions

**MINUTES OF THE ORDINARY MEETING OF BALLINA SHIRE COUNCIL
HELD IN THE BALLINA SHIRE COUNCIL CHAMBERS
40 CHERRY STREET BALLINA,
ON 24/03/16 AT 9.00 AM**

8.4 Development Applications - Works in Progress - March 2016

240316/14 RESOLVED

(Cr Paul Worth/Cr Sharon Cadwallader)

1. That Council notes the contents of the report on the status of outstanding development applications for March.
2. That DA 2015/599 be called in and considered by Council.

FOR VOTE - All Councillors voted unanimously.

9. Strategic and Community Facilities Group Reports

9.1 Ballina Major Regional Centre Strategy - Adoption and Implementation

240316/15 RESOLVED

(Cr Sharon Cadwallader/Cr Susan Meehan)

1. That Council adopts the Ballina Major Regional Centre Strategy (Ballina2035) as publicly exhibited, with the following inclusions and changes:
 - Reformatting into a professional publishing format, including use of photographs and other graphics.
 - Inclusion of a Mayoral introduction.
 - Inclusion of regional context information.
 - Adjustment to the monitoring and review section as outlined in this report.
 - Minor (non-significant) text edits as required for ease of publication and correction of minor errors.
2. That Council receive a further report on potential funding streams for 2017/18 financial year onwards for the implementation of BMRCS program works, including open space and public domain embellishments, with options to be considered including a special rate variation and/or implementation of an asset recycling program involving the sale of surplus property assets to fund public works nominated as desirable by the community.
3. That Council allocates \$20,000 in recurrent funding to the delivery of the Ballina Major Regional Centre Strategy (Ballina 2035) commencing in the 2016/17 financial year. This funding is to be reviewed at the first four yearly review of the strategy.

**MINUTES OF THE ORDINARY MEETING OF BALLINA SHIRE COUNCIL
HELD IN THE BALLINA SHIRE COUNCIL CHAMBERS
40 CHERRY STREET BALLINA,
ON 24/03/16 AT 9.00 AM**

-
4. That Council invites the members of the project's Civic Panel to remain together for a further period of three years to undertake an annual review of the progress of the strategy outcomes. Further, that the Council considers opportunities for the involvement of the panel as a "sounding board" for other key Council projects.
 5. That Council writes to the Department of Planning and Environment to advise of the outcomes of the project and thank the Department for the funding support provided.

FOR VOTE - All Councillors voted unanimously.

9.3 Developer Contributions Policy - Secondary Dwellings

240316/16 RESOLVED

(Cr Ben Smith/Cr Robyn Hordern)

1. That Council waive developer contributions for secondary dwellings for an additional two years until 31 March 2018 where:
 - The total floor area of the secondary dwelling (excluding any area used for car parking) is restricted to a maximum of 60m².
 - The floor space ratio of the principal and secondary dwelling does not exceed 0.5:1.
 - A maximum of two bedrooms are contained within the secondary dwelling and five bedrooms, three water closets and two laundries on the total site.
 - Compliance is achieved with all other requirements relating to secondary dwellings contained within the Affordable Rental Housing SEPP.
2. That the waiving of developer contributions and charges for secondary dwellings apply in relation to contributions and charges contained within applicable Ballina Shire Council contribution plans (s94) and development servicing plans (s64).
3. The assessment criteria agreed with Rous Water for the calculation of equivalent tenements applicable to secondary dwellings be implemented for charges applicable under the Rous Water Development Servicing Plan – Bulk Supply Services.
4. That public notice be given of this policy extension.
5. That Council receive a report on secondary dwellings in rural zones.

FOR VOTE - All Councillors voted unanimously.

9. Strategic and Community Facilities Group Reports

9.1 Ballina Major Regional Centre Strategy - Adoption and Implementation

Delivery Program Strategic Planning

Objective To outline the outcomes of the public exhibition of the final draft Ballina Major Regional Centre Strategy and seek Council's direction on the adoption and implementation of the strategy.

Background

Ballina has been identified as a 'Developing Major Regional Centre' in the NSW Government's Far North Coast Regional Strategy. This reflects the increasing status of Ballina within the region, due to a range of factors including: the rapid growth of the Ballina-Byron Gateway Airport; enhanced road connections to south-east Queensland; ongoing development of employment lands; and the shire's capacity (including infrastructure availability) to accommodate projected increases in population through significant greenfield development areas in Cumbalum, Lennox Head, Skennars Head and Wollongbar.

In February 2014, Council was successful in receiving a NSW Planning Reform Fund Grant of \$200,000 towards the development of a strategic plan for Ballina, to guide the development of Ballina as a 'Major Regional Centre' over the next 20 years. Council has contributed a further \$50,000 towards the project. Council endorsed the preparation of the new strategic plan at its Ordinary Meeting held on 27 February 2014 (Minute No. 270214/16).

The project aligns with several actions in the State and regional planning framework that applies to Ballina as set out in the Far North Coast Regional Strategy, the Ballina Shire Growth Management Strategy, and the Council adopted Operational Plans and Delivery Programs for the shire.

In context, if and when adopted, the new strategy differs from Council's other principal planning documents, being the Ballina Local Environmental Plans 1987 and 2012 respectively. These planning instruments are, in a sense, the "rules" for the spatial allocation of a range of urban and rural land uses, and which also recognise areas which have been identified as having important environmental values. The new strategy will operate at a different, strategic level, providing guidance toward achieving broad social, economic and environmental outcomes.

A key aspect of the project, and one which aligns it with the State Government's recent planning reform agenda, is an emphasis on up-front community engagement as the basis for the formulation of the strategic plan.

Reflecting this, Council has undertaken a considerable amount of community engagement in the preparation of the draft strategy that is the subject of this report. The final plan is an example of up front community driven strategic planning.

The first phase of the project involved the sharing of community ideas and identification of core community values and aspirations for Ballina's future, as determined through community consultation.

This first stage of community engagement occurred between May 2014 and September 2015 and culminated in the preparation of a public exhibition package. Council endorsed exhibition of the package at its Ordinary Meeting held on 25 June 2015. The first stage public exhibition material was exhibited for community feedback for a period of six weeks from 29 July 2015 to 11 September 2015. An outline of the engagement activities and responses received during this period is contained in the report to the Environmental & Sustainability Committee of Council presented on 2 December 2015.

The final stage of the project has involved the formulation of ideas, values and aspirations into an action-oriented strategic plan to form the basis for incorporation of deliverables into Council's future operational plans and delivery programs. The draft strategy was prepared based on the input, ideas, values and aspirations shared by the community with Council since May 2014. The draft strategy was reported to the Environmental & Sustainability Committee of Council on 2 December 2015.

The Committee recommended as follows:

- 1. That the Council notes the progress of the Ballina Major Regional Centre Strategy project, the community engagement undertaken and the content of this report.*
- 2. That the Council authorizes the draft Ballina Major Regional Centre Strategy for public exhibition for a period of six weeks.*
- 3. That the Council receive a report on funding options for the Ballina Major Regional Centre Strategy in conjunction with the reporting on the outcomes of the public exhibition undertaken in accordance with item 1.*

The Minutes of the Environmental and Sustainability Committee were adopted by Council at its Ordinary Meeting held on 17 December 2015 [Minute No 171215/22].

The purpose of this report is threefold:

1. To present feedback received regarding the final stage of public exhibition, relating to the draft Ballina2035 Strategy.
2. To present information regarding prioritisation and funding strategy for actions identified in the Ballina2035 Strategy.
3. To seek Council's direction on the finalisation of the Ballina2035 Strategy as a basis for future planning for Ballina as a developing major regional centre.

Key Issues

- Strategic planning
- Community engagement and consultation
- Long term direction and outcomes for Ballina

Information

The draft Ballina2035 Strategy (Ballina Major Regional Centre Strategy) was publicly exhibited for a period of approximately six weeks from 19 December 2015 until 1 February 2016. A copy of the draft strategy, as publicly exhibited, has been provided to Councillors under separate cover.

A summary of the outcomes from the key exhibition feedback mechanisms is provided below.

Facebook

As with earlier stages of this project, Council made a series of 'posts' on a project page set up on the social media platform Facebook during the public exhibition period (<https://www.facebook.com/Ballina2035>). At the time of preparing this report, the project Facebook page had 764 page "likes" meaning Council's posts would appear in those Facebook users' "News Feeds".

Council's posts received 67 'likes' and 41 comments, with the majority of these relating to the following:

- Support for facilitating the use of public areas for exercise and recreation, in particular the provision of exercise stations at key activity nodes
- Support for the provision of indoor sporting facilities
- In relation to the CBD, there was support for encouraging more vibrancy and activity, particularly at night, re-orienting the CBD to the river, and facilitating more housing opportunities and
- Need to respond to potential implications of climate change for the future of Ballina.

Due to the success of the use of Facebook in association with this project, it is recommended that ongoing use of the Ballina2035 Facebook page forms part of the implementation of the project. In particular, the page can be used to communicate strategy related programs and projects to those who have engaged with the project to date.

Written Submissions

Council received nine submissions during the public exhibition of the draft Ballina2035 Strategy. Of these, five submissions were received from NSW Government Departments, including the Department of Planning & Environment (the Department overseeing the project grant from the NSW Government). A copy of the submission from the Department of Planning and Environment is contained in Attachment 1. Other submissions received are contained in Attachment 2. A Council staff summary and response table regarding all submissions received in response to the most recent public exhibition is provided in Attachment 3.

Although a number of comments made in the submissions are appropriate to be further considered in the context of the implementation stage of the strategy, amendments to the strategy document are not proposed in response to the submissions received.

Industry Peer Review Panel

As outlined in the December 2015 report to the Environmental & Sustainability Committee, Council established an Industry Peer Review Panel to review the proposed strategy approach and actions, with a view to providing critical feedback and additional ideas on the delivery of the strategy objectives from an industry perspective.

The purpose of the panel has been to provide an industry-based testing point for approaches and ideas to support practical and innovative preparation and implementation of the Ballina Major Regional Centre Strategy. Membership of the panel was determined on the basis of local knowledge and relevant industry experience in the fields of planning, property appraisal, environmental management and urban design.

The Industry Peer Review Panel met on the following occasions to provide input into the project, facilitated through an independent facilitator (Dr Elizabeth Baker):

- November 2015 - Prior to reporting the draft strategy to Council, the panel reviewed the draft strategy and provided feedback on its content
- February 2016 - Following the public exhibition of the draft strategy, the panel met to consider the submissions received during the exhibition period and make any final recommendations to Council, prior to reporting the matter to the elected Council for adoption.

The independent reports relating to these two meetings, prepared by Dr Baker, are provided as Attachment 4 to this report. Issues arising from the first meeting of the Panel were considered and incorporated into the draft strategy prior to its public exhibition.

Feedback received from the Industry Peer Review Panel, at the second of the two meetings, is summarised below:

- The panel was satisfied with the content of the strategy as publicly exhibited.
- The panel recommended that the recognition of Aboriginal Cultural Heritage should form a more prominent role in Council projects and elsewhere (Action 3.5), citing the public art erected on the façade of the CBD Woolworths store as a positive contribution in this regard. The panel recognised, however, that the incorporation of Aboriginal cultural heritage elements needs to be done on the basis of meaningful collaboration
- The panel recommended that Actions E1.1, E1.2 and E1.3, which relate to planning for climate change mitigation strategies, should be considered a 'critical priority' for the advancement of Ballina as a major regional centre and
- A number of shorter-term priorities were identified, representing relatively 'low-hanging fruit'. These are summarised in a staff prepared addition to the Industry Peer Review Panel reporting in Attachment 5.

Funding

Given the aspirational and strategic nature of the Ballina Major Regional Centre Strategy, it is difficult to accurately nominate a cost for implementation of the identified actions. In considering this, it is helpful to view the actions with a 20 year time horizon in mind and on the basis that the strategy aims to direct and prioritise Council's initiatives to aid decision making and resource allocation. Further, many of the initiatives relate to programs already being carried out by Council.

When thinking about the strategy in this light, the majority of actions can be addressed within existing operating budgets provided that tasks are prioritised and coordinated through Council's delivery programs and operational plans over time.

Although existing funding streams are capable of addressing large portions of the strategy outcomes, there are items identified that require substantial investment in planning and construction phases (either because they are large one-off projects or because the scale or timing associated with an action would be supported by additional funds).

Such actions include embellishments to the public domain, provision of co-working spaces for small business, provision of a major events space in Ballina, establishment of a civic precinct or town square, entry treatments and signage, expansion of the community gallery, provision of additional meeting spaces, augmentation of maritime facilities, examining options to address predicted sea level rise and flooding risks and enhancements to natural areas and water quality in the Richmond River.

To advance BMRCs programs based on existing operating budgets and provision of additional one-off project funds, it is recommended that Council specifically considers outcomes under the BMRCs annually during each budget and operational plan cycle to identify suitable projects for progression.

This would be in addition to the embedding of the strategy and its outcomes as part of the broader work program for Council.

The idea under this approach is for actions to be progressed through prioritisation of strategy outcomes as part of operational activities as well as through Council-directed project identification on an annual basis.

To assist in the consideration of funding outside existing operating budgets, it is recommended that Council receive a further report from the General Manager on potential funding streams for consideration in relation to the 2017/18 financial year and beyond. This reporting could include consideration of a special rate variation and/or implementation of an asset recycling program involving the sale of surplus property assets to fund public works nominated as desirable by the community.

These approaches to funding are potentially very sensitive and ultimately may not be pursued by Council. However, further reporting that examines these options and considers how revenue can be applied to deliver outcomes the community has asked for may assist Council in its decision-making.

Separate to the larger project and capital expenses identified, there is a number of smaller scale projects that could be advanced more promptly with a relatively modest amount of recurrent funding. Such projects include place-making activities, community engagement, investigations into the use of technology, information, education and promotion initiatives. In this regard, it is recommended that the BMRCS project be advanced and promoted through 2016 with some modest place-making initiatives. Such initiatives could also support the launch and progression of the economic development strategy for the shire that is currently in the early stages of preparation.

To achieve this, it is recommended that Council considers the allocation of a \$20,000 recurrent budget to the BMRCS program in the 2016/17 budget cycle. This funding would support ongoing activity in relation to the strategy and seed funding of larger initiatives where opportunities present.

This allocation could be accommodated in the first year within the existing resources of the Strategic and Community Facilities Group. However, beyond the first year, specific funding would need to be identified to provide for recurrent funding of the BMRCS program.

Finally, some actions may be resourced through grant funding or may be better suited to opportunistic funding. These types of actions are typically very aspirational in their nature. The completion of the strategy, however, provides a strong community engagement based platform to support initiatives that seek external funding for project delivery.

Finalisation of the Strategy

With respect to the publishing of the strategy, if adopted, it is proposed that a number of minor amendments be made, prior to finalisation, including:

- Reformatting into a professional publishing format, including use of photographs and other graphics
- Inclusion of a Mayoral introduction
- Inclusion of regional context information
- Inclusion of a statement reinforcing the aspirational nature of the strategy
- Adjustment to the monitoring and review section as outlined below
- Minor (non-significant) text edits as may be required for ease of publication and correction of minor errors.

In order to meet the requirements of the funding agreement between Council and the NSW Department of Planning & Environment (as amended) the strategy must be published by the end of May 2016.

In addition to the publication of the strategy, a final meeting of the project Civic Panel is proposed as well as a strategy launch event (before 31 May 2016). More information will be made available about this in due course.

Monitoring, Review and Communication

It is proposed that the strategy be reviewed at regular intervals based on an annual report on progress and outcomes for the first three years and then one review and outcomes report during each elected Council term thereafter.

It is also recommended that Council routinely promotes the outcomes of the strategy and projects associated with the identified actions to demonstrate to the community that the plan is being implemented. This could include ongoing use of social media through the Ballina2035 Facebook page and linking of projects with the strategy through branding (e.g. signage and information) as well as traditional media, use of Council's website and community connect. It is suggested that the key communication initiatives be identified in a renamed monitoring, review and evaluation section in the strategy.

Further to the above, Council could engage the Civic Panel in ongoing project participation by including the Panel in the annual reporting process for the first three years. This could, for example, be by way of an annual workshop with panel members to outline and explain the projects undertaken.

Further involvement of the Civic Panel would assist with accountability for progressing the actions in the strategy and provide a mechanism for feedback to Council to add to the annual reporting process. The Panel having knowledge of Council's activities may also be beneficial in disseminating information into the wider community. This type of liaison also achieves elements of Council's adopted Community Strategic Plan in terms of leadership and improved governance priorities.

The above approach would also assist in keeping the panel together. This may be advantageous in terms of involving the panel in other Council projects. It is recommended that Council seeks to retain the panel for annual Ballina2035 strategy reporting for the next three years and looks for opportunities to involve the Panel in other programs (such as the Ballina Trawler Harbour Master Plan, for example).

Sustainability Considerations

- **Environment**
Actions of the Ballina Major Regional Centre Strategy (Ballina2035) include measures to protect and enhance the natural and scenic qualities of Ballina.
- **Social**
Actions in the Ballina Major Regional Centre Strategy (Ballina2035) include measures to support and encourage the social wellbeing of Ballina's community.
- **Economic**
Actions in the Ballina Major Regional Centre Strategy (Ballina2035) include measures to support employment growth and stimulate economic development.

Legal / Resource / Financial Implications

Costs associated with the finalisation of the strategy, including publishing, can be met within the existing project budget. It is expected that the project will be completed within the originally set budget.

Funding suggestions associated with the implementation of the strategy are canvassed in the body of this report.

Consultation

A very significant amount of consultation with our community, Council staff, Government agencies and industry has been undertaken in association with the preparation of the strategy, the subject of this report.

Outcomes associated with the recent public exhibition of the final draft Strategy are discussed in the Information section of this report.

Details regarding the overall consultation program leading up to the exhibition of the final draft document are contained in the report presented to the Environmental & Sustainability Committee of Council on 2 December 2015.

Options

The following options are available to Council in relation to this matter.

1. Council could receive and note the contents of this report. This option would involve Council noting the contents of this report but not adopting the strategy. This option is not recommended on several grounds. Firstly, a significant amount of resources have been applied to the preparation of the strategy. Secondly, discontinuing the project at this stage would be contrary to the funding agreement with the NSW Government. And finally, the extensive community, staff and Government agency consultations undertaken in association with the project should give Council confidence that the strategy fairly and accurately reflects the aspirations and priorities of Ballina's community.
2. Council could defer the consideration of this matter to a workshop with Councillors. This option would involve deferring further consideration of this matter until a workshop is held. This option is not recommended as Council received a briefing regarding this matter through its December 2015 Environmental & Sustainability Committee.
3. Council could adopt the Ballina Major Regional Centre Strategy (Ballina2035) as publicly exhibited, subject to formatting and minor amendments.

Under this approach, the following amendments are recommended:

- Reformatting into a professional publishing format, including use of photographs and other graphics.
- Inclusion of a Mayoral introduction.
- Inclusion of regional context information.
- Adjustment to the monitoring and review section as outlined in this report.
- Minor (non-significant) text edits as required for ease of publication and correction of minor errors.

Also, as outlined in the body of this report, should Council pursue this option, it is further recommended that Council receive a further report on potential funding streams for consideration in relation to the 2017/18 financial year and beyond.

Further, it is recommended that Council provide for allocation of a \$20,000 recurrent budget to the BMRCS program in the 2016/17 budget cycle to be reviewed at the first four yearly review cycle for the plan.

This option is recommended as the strategy has been developed on the basis of extensive community, staff and Government agency consultations. This suggests that Council can have confidence that the strategy fairly and accurately reflects the community's aspirations and priorities for Ballina as it transitions into a major regional centre over the forthcoming 20 year period.

RECOMMENDATIONS

1. That Council adopts the Ballina Major Regional Centre Strategy (Ballina2035) as publicly exhibited, with the following inclusions and changes:
 - Reformatting into a professional publishing format, including use of photographs and other graphics.
 - Inclusion of a Mayoral introduction.
 - Inclusion of regional context information.
 - Adjustment to the monitoring and review section as outlined in this report.
 - Minor (non-significant) text edits as required for ease of publication and correction of minor errors.
2. That Council receive a further report on potential funding streams for 2017/18 financial year onwards for the implementation of BMRCS program works, including open space and public domain embellishments, with options to be considered including a special rate variation and/or implementation of an asset recycling program involving the sale of surplus property assets to fund public works nominated as desirable by the community.
3. That Council allocates \$20,000 in recurrent funding to the delivery of the Ballina Major Regional Centre Strategy (Ballina 2035) commencing in the 2016/17 financial year. This funding is to be reviewed at the first four yearly review of the strategy.
4. That Council invites the members of the project's Civic Panel to remain together for a further period of three years to undertake an annual review of the progress of the strategy outcomes. Further, that the Council considers opportunities for the involvement of the panel as a "sounding board" for other key Council projects.

5. That Council writes to the Department of Planning and Environment to advise of the outcomes of the project and thank the Department for the funding support provided.

Attachment(s)

1. Letter from Department of Planning and Environment
2. Submissions Received in Response to Public Exhibition of Final Draft Ballina Major Regional Centre Strategy
3. Submissions Summary and Evaluation
4. Industry Peer Review Panel Meeting Reports
5. Industry Peer Review Panel - Summary of Suggested Priorities
6. Draft Ballina Major Regional Centre Strategy as Exhibited (Under separate cover)



Mr P Hickey
General Manager
Ballina Shire Council
PO Box 450
BALLINA NSW 2478

Our ref: 16/01026

Dear Mr Hickey

Ballina Major Regional Centre Strategy "Ballina2035"

Thank you for referring the draft 'Ballina2035' Strategy to us for review and comment. I apologise for the delay in responding.

Council's strategic responses to the identified key drivers of change are appropriate and demonstrate a proactive approach to responding to the changes expected across the region. The identified strategic responses to the importance of the Ballina Byron Gateway Airport transport hub and the influence of South East Queensland align with the regional planning approach supported by the Department.

The strategic actions are comprehensive and cover a wide range of issues. It is expected that the cultural, recreational, amenity and natural environment related actions will contribute to the balanced and sensitive growth of Ballina and, in conjunction with the traditional planning considerations of infrastructure provision and land use, will have a positive impact on the amenity and character of Ballina in the future.

Strategic actions related to supporting economic development and employment opportunities, and encouraging activity in the Ballina CBD align with the broader regional actions of the Department and the regional planning framework. The Strategy's emphasis on the provision of transport and maritime infrastructure, and public transport will contribute to a robust urban fabric for Ballina's future growth.

Council is commended on the work it has undertaken in relation to housing resilience in its investigations into flexible responses to construction on flood affected lots. The actions related to innovative housing delivery are positive and reflect recognition of the changing housing needs and resources on the Far North Coast.

The preservation of local history and cultural heritage and the maintenance of Ballina's natural values is consistent with the sentiment in the regional planning framework.

As the draft strategy does not propose any significant urban land releases, the formal approval of the Department for the Ballina2035 strategy is not required. However it is noted that some actions, such as those related to housing diversity and supply, a proposed freight transport logistics centre, preparation of a Biodiversity Strategy, and development in the vicinity of the Ballina Byron Gateway Airport may require changes to the regulatory planning framework and the Department is willing to work with Council, where necessary, to progress these matters.


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Similarly the investigations into housing needs, commercial and industrial land demand, and feasibility site testing which were undertaken to inform the Strategy will be valuable references for future land release strategies and Council's strategic planning. The work involved in these assessments demonstrates a strong evidence based approach to planning for Ballina.

Council is also commended on the community engagement it has undertaken in preparing this strategy. It is evident that the engagement process has been successful by virtue of the range of responses received. Council's use of innovative applications such as sMap and social media applications reflects a desire to engage with all members of the community, a factor that should contribute to a strong degree of community support and ownership for the strategy in the future.

The Ballina2035 Strategy is a comprehensive document that will provide solid guidance on a wide range of issues for the future development of Ballina. We appreciate the opportunity to review and comment on this Strategy.

Yours sincerely

 17/2/2016
Paul Garnett
Acting Team Leader, Local Planning
Northern Region

27 November 2015

The Manager
Ballina Shire Council
PO Box 450
BALLINA NSW 2478



PO Box 444, Ballina NSW 2478
T: 02 6681 5049 F: 02 6686 5810
info@ballinachamber.com.au
www.ballinachamber.com.au

Dear Sir,

Ballina Major Regional Centre Strategy – Ballina 2035

BCCI takes this opportunity to congratulate Council on the development of the Ballina 2035 Strategy.

BCCI is of the view that for a range of reasons, the town of Ballina is now at a critical time in its history. While its existing excellent urban infrastructure, geographical location and surroundings offer a foundation to build an outstanding regional centre, there is a sense that Ballina is presently a somewhat ordinary town. Indeed it appears that there is some consensus within the community that the town needs to be significantly enhanced to create a more lively CBD while protecting and capitalising on its existing natural assets. And in that regard, BCCI is particularly supportive of the proposal to improve the appeal of the Ballina CBD by establishing a town green on the Tamar Street car parking area.

We note that one of the issues identified in the Regional Centre background papers is our aging demographic - *the proportion of the shire's population aged over 65 years is expected to increase from 20% in the year 2011 to 29% by the year 2031*. While the strategic approach may be to accept that outcome as inevitable, BCCI believes it is extremely important that we all take actions to reverse that trend.

BCCI therefore strongly supports those initiatives contained in the draft strategy that are aimed at attracting and retaining young people and young families to our shire. BCCI believes if Ballina is to truly become a thriving, prosperous and resilient regional centre, we must have a more diverse and sophisticated economy and business environment providing the full range of employment opportunities.

Given the good transportation links Ballina already has to major cities on the eastern seaboard (and given the future roll out of the NBN) all kinds of industries can be attracted to the area if there is a diverse range of modern facilities and sophisticated infrastructure on offer, including especially facilities that are attractive to young people and young families.

It appears that most of the initiatives identified in the draft plan relate more to lifestyle facilities. (For the reasons outlined above BCCI fully supports that approach, since we note that Ballina already enjoys high standards of essential infrastructure provision - such as roads, water, sewer, airport and electricity services - thanks largely to Council's sound management over the years). We now encourage Council to develop a long term financial plan to implement those initiatives - and if necessary to reduce the levels of expenditure on essential infrastructure in order to roll-out those projects as quickly as possible.



However, in order to ensure the successful implementation of the plan, we encourage Council to:

- As noted above, ensure that Council's budgets are developed with a strong focus on the projects identified;
- Ensure that the projects are developed to a high standard; and
- Implement a sophisticated and thorough community engagement program with the objective of ensuring that vocal minority groups do not derail any element of the plan.

We look forward to seeing further progress on these initiatives.

Yours sincerely,

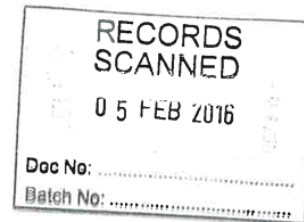
A handwritten signature in black ink, appearing to read 'C. Zerk', written in a cursive style.

Craig Zerk
Secretary
Ballina Chamber of Commerce and Industry



Frapp Oval, Canal Road, Ballina
(Next to the RSL Bowling Club)
Postal address: PO Box 55, Ballina 2478
Telephone: 02 6681 4450
Email: u3abalbyr@gmail.com
ABN 31278281345

Paul Hickey
General Manager
Ballina Shire Council
PO Box 4501
Ballina 2478



3 February 2016

Dear Mr Hickey

I refer to the "Ballina Major Regional Centre Strategy - Exhibition Draft". I note that on page 26 under the "Character, Culture and Amenity section" point C1.1, refers to Council Providing "appropriate and affordable community facilities, incorporating meeting rooms/spaces, to meet the needs of local community and organisations".

Is it Council's intention to provide any access to such facilities to community groups free of charge? As you would appreciate, non-profit organisations, such as ourselves, have limited financial resources, a good proportion of which are used for normal operating expenses, leaving little for the hire of additional space when required.

Any assistance regarding access to Council premises would be greatly appreciated by organisations such as ours.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Warren Hastings Harris'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Warren Hastings Harris
President

Classes held in
Ballina, Brunswick Heads and Lennox Heads
Website: www.ballinabyron.u3anet.org.au

Simon Scott

From: Dr James Cowley <crick@ozemail.com.au>
Sent: Thursday, 7 January 2016 10:15 AM
Subject: ballina draft strategy
Attachments: Ballina strategyjc.docx

Dear Strategy Team,

Congratulations on an excellent strategy (and process to get there)

None of my suggestions specifically require changes, they are just extra observations which may help,

Very happy to assist in parts of the strategy as they are implemented if it helps-my interest is mainly around how do we ensure the infrastructure changes are optimally utilised

for economic, community etc benefit and how we help the community adjust to this period of immense multifaceted change.

Kind regards

James

Dr James Cowley B.A. M.Ed. PhD. FAIM. CPM. QPMR. MASMRS.

*www.30yearbonus.com www.balanceandconnect.com.au
behind the scenes: www.instinctandreason.com.au and www.annetteolofsondesign.com and
other companies.*

I turn knowledge into businesses.

Long term serial successful entrepreneur creating companies that have lasted. (35, 30 and 21 years) Business Owner; Business Strategist for top 200 companies and Government

Consumer/Social Trends Researcher and Commentator, Strategist/researcher on "building sustainable profitable businesses" "the commercial impact of the transition of the post 55 age group"; "connect/disconnect in business"; "cities and regions".

\$100M of commercial research conducted. 300 jobs created.

Also in spare time:

13 Doctorates Examined. 8 Doctorates supervised.

Enameller; Mountain walker; Grower; Writer, Terrible saxophonist !

Ballina strategy.

I have read both the strategy document and the plans in detail.

Overall reaction: This looks very good for the future of Ballina as a regional centre. I won't therefore comment on the MANY very good concepts however if you found there was opposition to some aspects and needed support in why we have to go this way, I am happy to comment further.

So my comments are only on things I think may be helpful.

1. The fact you are doing a strategy AND an economic development plan is to be congratulated. We face a period of change which in intensity and speed we have not seen since the aftermath of WW2. As such even the most switched on/digital/global people in cities are struggling to comprehend the changes, let alone good communities like our own whose focus tends to be on local stability (correctly) but could now be swept along by many factors outside of our control. The fact that Council are looking ahead to ensure our local community copes is both essential and excellent. In reality there are few other bodies who could do this, even though it is a less traditional role for Councils.

2. Overall plans showing linked shared paths/tree lined boulevards/rejuvenated paths and beach areas should be implemented as an entire concept as it allows Ballina to compete both in segments of tourism/visitors and in attracting those moving from cities.

In relation to new people coming to live in/come back to the community we face a situation where we need to attract people who will fit well with long term residents and values about lifestyle, but also have an increasing global view of how to handle external changes in the world. This cannot be underestimated- towns that don't achieve integration tend to have conflict (the sea change research constantly identifies this); towns that just grow old and insular die. So the balance is a challenge.

To attract people who want what we are, are unpretentious (a wonderful aspect of Ballina) yet are able to help build the economy and community requires this strategy. Numerous towns throughout Australia are targeting the same people. A few will win out.

There are a growing number of locations in sea/tree change council areas where such innovations as you suggest have taken place and made a massive contribution to business, local enjoyment, healthy lifestyles and visitor attraction. (eg the 25km shared path at Hervey Bay). These are essentials for such coastal regional centres- they contribute to the "magnet" needed to get people to visit or live here. They will accelerate the impact of the overall good job you have done on the town centre. I have observed over 8 years what you have done there and at the start I thought you faced an uphill battle to prevent shop occupancy dropping; migration to the supermarket centres and the feeling it was a ghost town at certain times. Your planners and implementers have been

exceptionally clever in the way they have rejuvenated the town. Tastefully but creating vibrancy.

3. With climate change and awareness of sun damage anything you can do to add good shade trees to parks and waterfront is beneficial. I noticed Fawcett Park still has few shade trees yet is such a wonderful access point to the river. Perhaps this could be looked at. Also some walkways might be able to be partially covered to give shade at low cost (eg see the bougainvillea covered walkways at south bank, Brisbane)

4. The Town Square and Art Gallery precinct and beachscapes etc. all look good and would add considerably to the town.

5. The above comments assume a few things:

a) We will face a population that is lonelier in the future. So our structures need to "attract them **out**" so that we do not see a corresponding rise in loneliness related health issues (a major problem ahead). Part of this is having physical structures where people like to "*be*"-these plans cover this well. Part is having gentle walking space *between areas* (to stay out longer); and part is to have the ability to stay out longer impacted by shade and regular cafes and seating areas. You seem to have done most of this.

The removal of parking space to allow developments may get a negative reaction at first as Ballinese seem to have an exceptionally low tolerance for parking "away from" where they want to go. Hearing people complain they have to park in Tamar street to get to River street illustrates just how localized this is. In parallel to changing physical parking infrastructure you may well consider partnering with organisations to try to create a (much larger) culture of walking here. It is already on its way in some segments as one sees daily on the rock wall etc.

b) (Low cost) Through your own Council newsletter and the Northern star and stakeholders you may consider a low key communication programme over the next few years giving people suggestions of how to spend 2 hrs; 4 hrs; a day. It could be argued people do this already, but I suspect its just a segment of our population who do, and many others could benefit greatly from it but lack either the ideas or the initial motivation. I mention this because these plans and strategy are so good that you should consider a parallel communication program as you roll out the changes to ensure maximum usage by locals and visitors. I am happy to give a few hours input to this if it helps at all.

I suppose an overall suggestion is that for each major change you do-try to both communicate and "nudge" the community (or to visitors through marketing) to change behavior to utilize and value the changes. So often it is the aspect that is missing from infrastructure projects.

c) That we have grasped the key changes that will be forced on society in the next 10-20 years. The ones that come to mind are the potential for:

- robotics, automation and Artificial Intelligence taking jobs
- global web taking jobs

- the hugely different impact on what age/demographic groups predominantly move into this area and the way they will shape just about everything (VERY big issue for our future)
- whether we can create a simple targeted program to bring some key demographics to live here from Sydney and Brisbane
- a range of necessary economic successes needed
- our response to India and China

As part of the economic/social planning perhaps Council could get a small (informed) working party from both its own team and outsiders to look at the trends likely to impact us in the next 10-15 years and the things we would need to do as a community, the choices we can make and the implications. My companies have been across emerging trends for the last 25 years (a major reason we have global clients) and I would be happy to participate if it helped. *(I point out here I (and my companies) do **no** paid work in this region so as to avoid any suggestion of personal gain from any philanthropic or volunteer work-its just simply trying to make the experience I have been lucky enough to gain available locally)*

So in terms of physical infrastructure- looks good – very good. But make sure that the benefits of it are fully capitalized socially and economically.

6. People forget. Because they forget they do not recognize progress and they often oppose progress. I am very aware of the complex issues Council and its planners have to deal with. I suspect there is scope to help local communities understand better the benefits that good planning provide by being able to *remember* how things were and how good now. As a simple example- if Council had not expanded the width of the pavements, pedestrian flow would be down; shops would not have as many customers; motorized scooters would be a nightmare for riders and pedestrians, the “feel” of the street would be less pleasurable etc. But people forget. Occasional clever communications about progress could really help the community adapt to change. Photos of streets and areas now could be great for the future.

7. Generally the main streetscape looks good- signage has improved, shops are tenanted, the large verandahs give character, the trees and vegetation chosen really well. There are other streets within your plans where it may be harder to create “beauty “ yet progressively this may be something you want to consider proactively trying to influence.

A general comment I hear from visitors considering living here is the lack of what they see as aesthetically pleasing house/street frontages. (Affecting choice then of where to buy) To solve this one either has to knock down-rebuild or change the frontage.

It could be useful to try a (minimal cost) pilot program of taking say 10 of the major house designs that exist which could be improved to help overall streetscaping and produce examples of what can be done within relatively limited cost budgets. As an example- rendering some house fronts (or all

exterior), changing fences and adding some vegetation and a few street trees could create remarkably different streetscapes.
 With examples, Real Estate Agents could show what can be done (helping them to sell), owners could improve properties; the hit or miss of "try this" could be reduced; and overall streetscapes could slowly improve over time.
 It would be possible to predict turnover of houses by street and pinpoint those with most potential and show residents what minor changes could do (and to improve house values for them)
 This does not go so far as some towns/countries which only allow certain designs/colours; but it also starts to say-if a few of you do this then the street looks better and your houses will rise in value. And in doing so it adds to the overall aesthetic appeal of Ballina long term.

8. Specifics:

Page 8-10- Congratulations on such good engagement in the creation of this.
 Page 12- Vision statement: Looks good. We need to remind the community every so often of what is happening in many other towns where the curve is downwards economically and socially and how important this is that we plan for the future. We need to try to get more people to realize how fortunate we are.
 Page 12- 4 principles- very sound
 Page 13ff- Values related to themes- excellent
 Page 14-Philosophical approach- excellent (note typo slipped through in heading p 14)
 The last 2- be disruptive and Prototype, pilot, plan for failure- both are these are **crucial**. Must be **part of the culture** to survive in the next decade. A very hard challenge though as we need to be able to communicate to people that the stability they want comes actually from coping with change not rejecting it.
 The Council has many excellent officers and staff but in public bodies it is difficult often to adopt cultures resilient to change at the same time as keeping stability and using their well developed skills. To be resilient in the future an openness to change has to be very much part of the culture of Councils.

Page 15 Key drivers – excellent
 The only four I can see that are missing are:
"response to China and India" (tourism/export/import/acquisitions/culture etc)
"political literacy of community". Whilst we have many excellent things about our community, I have a feeling that not all the community understand how politics, resource management, future life etc operates and some tend to look at single issues in their decisions. Also "cause and effect" not really understood enough. (eg if there are no jobs- kids and grandkids cannot return to region- therefore jobs do matter even to those who are retired !)

"ability to engage with and influence CBD based Corporate/Political/global decision makers"
 So many decisions at both macro level (which Council do we give money to? should we base 30 people in our new innovation there?) right down to micro level (eg do we need to have a bank branch any longer in Ballina? Does Ballina

need xyz product line in its supermarket” are impacted by a) the huge lack of understanding of regional communities that exists in the Cap City CBD; the ability to influence decisions there; the ability to proactively seek project based money from there.

Digital disruption, robotics, job disappearance, etc.

Huge implications

Strategic actions. –Look very good.

B1.3 This is a very important issue...co-share-lean start up-web based-entrepreneur support.

Your idea of a not for profit/ social enterprise to run it is good-

You may find it hard to get meaningful stuff back from local business-generally local business is only in early stages of web involvement –ie what you don’t know you need-you can’t suggest. I have attended quite a few workshops etc over the last 8 years and the overriding impression is that many businesses do (1) not grasp the degree (or speed) of change that is going to impact them (2) how to innovate. (3) how to think wider than the local area. Of course there are many great examples who do, but the level of discussion on innovation and resilience is at a lot lower level in terms of feasible solutions than one experiences in places that are gearing up for the changes. So whilst a business survey will engage and get some information, it won’t give the breakthrough in either solutions or innovation that are needed.

Happy to give a few hours to help on planning this project if it helps you as it’s so important this one is got right.

B1.4 Very important. Also there is a need to help local businesses innovate...in both ideas of how they can adjust to the new economy and also how do they connect with other resources nationally or globally.

Clusters are essential for regional cities. We also need to generate new clusters because many of the industries of the next 10-15 years hardly exist now. Maybe Council could do a small low cost project to bring together a small group who understand innovation and some key business people to generate ideas on what could be developed here what are the potential clusters? Where are their markets? Who could champion them? Who could fund pilots? etc.

B1.5 We have people in the Sourdough group who know how to do this. (attract people to move their small web enabled businesses from the Cities. Happy to contribute.

(In relation to economic activity section B and the economic plan is crucial. Ballina has an advantage in the number of successful business people living here who have worked in national/global economies –i.e. where the economy is going) The Sourdough group has had good support from Councils but also recognizes that using experienced people gratis is something Councils don’t quite know what to do about! They are used to consultants, who charge, and they are used to voluntary committee members, but the idea of utilizing specific *specialist knowledge* from residents is not well utilized. These (often sea

changers) have lots of (out of the region) connections to enable local initiatives. They also are not looking for money-they generally want to “put back” and keep their brains active. My feeling is that in the economic area this is a resource that is very valuable that we have here yet very underutilised.)

B4.1 Agree but make sure it's a “sales” strategy not just a prospectus/online etc although both essential. I can explain the concept of “selling” an area to prospective targeted families, businesses etc. if needed. Government relocation schemes have generally forgotten this aspect of strategy

D2.7-very important. Keeping across new technologies as they roll out in other places can help us “leapfrog” cap cities. For instance the talk about regional transport often concentrates on old technology. The changes happening with driverless cars, cycling and walking, share cars, UBER, solar buses, delivery systems, smartphone apps, etc. etc. lends itself to potential new regional transport solutions.

We should also try to develop at least a small network who are into creating innovations based on the real problems a regional centre faces...ie innovating FROM the problems. And then commercializing the innovation and basing its HQ here. Again Council could lead the way with a series of small working groups identifying the problems and working with innovators on potential solutions.

In putting forward a strategy Council are genuinely leading the community into the future. I would encourage Council to develop this leadership role in the economic/innovation/resilience areas by low key working groups tackling specific issues (some mentioned above). Councils role could be to bring the groups together and disseminate outputs. Many discussions in the region are too general...perhaps we could get further taking very specific issues/problems and combining Council staff, specialists (volunteers) and relevant stakeholders to put forward solutions to problems. The region needs leaders who facilitate adaptation.

SUBMISSION 4

J.R. and M.J.BROADLEY
103 Silver Gull Drive, EAST BALLINA NSW 2478
Ph. (02) 6686 3702

22 January 2016

The Project Team BMRCs
Ballina Shire Council
40 Cherry Street
Ballina NSW 2478

Dear Team,

Enclosed is a Submission in response to the Public Exhibition Version of the Draft Ballina Major Regional Centre Strategy. It is accompanied by a letter of endorsement from Rev. Matthew Jones, Rector of the Anglican Parish of Ballina.

The team is to be congratulated on what has been achieved in the strategy development process so far. However, from my background in Engineering Management in both operations and planning and development, I found it surprising that there was so little focus on the people for whom these strategies are needed. A look at Ballina today, highlighted an aspect missing from the draft BMRCs.

This submission is provided as result, and I trust that it will be helpful in the formulation of the final version of the BMRCs.

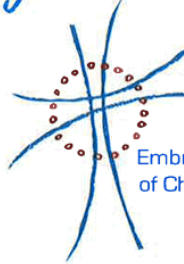
Yours faithfully,



John Broadley

Enc-2

The Anglican Parish of Ballina



Embracing the Spirit
of Christ in our time

21 January 2016

The Project Team
Ballina Major Regional Centre Strategy
40 Cherry Street,
BALLINA NSW 2478

Dear Project Team,

As a relative newcomer to Ballina, I am delighted to hear that the Ballina Shire Council is preparing a long term strategic planning framework for Ballina known as the Ballina Major Regional Centre Strategy.

I would like to endorse the submission before you from Mr John Raymond Broadley and I support his view that Pastoral Care is a fundamental element in the character of Ballina today and into the future.

If I can be of assistance in this strategic planning, I would be pleased to offer my help. Thank you for taking the time to read and consider Mr Broadley's submission and I pray that the whole community may benefit from this strategic process.

Yours faithfully,

The Reverend Matthew Jones
Rector
Anglican Parish of Ballina



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BALLINA MAJOR REGIONAL CENTRE STRATEGY

1. Introduction

One of the Key Themes of the strategy is *Character, Culture and Amenity*. However, the Draft Strategy Document is superficial when dealing with the character of the town. It will take more than nice facilities and a 'pat on the head' from Council to maintain and enhance the character of Ballina, through to 2035.

The first reason for this submission, is the omission of relevant reference to the Churches of Ballina and their role in the town. This is symptomatic of the major omission, namely, the **Pastoral Care** of the residents and visitors of Ballina.

The strategic question is –

Do we want Ballina in 2035 to be a town that cares for its people?

If the answer is **Yes**, then what strategic response will involve the community and, in particular, the Council as it leads in Ballina's evolution? This the main reason for this submission.

2. The Present

Today Pastoral Care is a major facet of the town's character. It is provided in a number of ways and has variety of emphases.

2.1 Community and cultural groups and clubs. The reach of these organisations is generally confined to their own membership, this being dictated by membership numbers and specifics of their constitution. When clubs and associations do act in a wider way it is normally accompanied by publicity, for recognition and recruitment. We should not confuse fund-raising with pastoral care.

2.2 The Churches. A far bigger range and spread of Pastoral Care is driven by the Churches of Ballina. Some this is readily recognisable

- Aged care and retirement facilities, such as Crowley and St Andrews.
- Op shops, where needy folk are assisted and any profits are recycled into care activities in the community.
- Women's refuge.

But much more is done quietly and is largely invisible. It is not surprising that contributors to Council's BCRCS draft have missed it. Some examples are

- Chaplains for hospitals and schools
- Informal hospital visiting
- Court support for relatives of accused persons
- Home visits especially to housebound men and women
- Contact with homeless, particularly young people
- Meals for destitute and disadvantaged
- Prayer support for sick or injured and their carers.
- Regular teaching on attitude and actions toward others.

Pastoral Care is essential to maintaining and developing the personal capacity of individual members of the community, so that each one can participate meaningfully in the life of the community. It focusses on individuals and their real life circumstances - and positive changes in the community start with positive changes in individual members of that community.

In essence, Pastoral Care is a "face to face" activity (rather than technology based). It is mostly done by unpaid men and women, and today in Ballina, relies heavily on the 60 to 80 years age group!

3. The Outlook for 2035

In the Draft BMRCs, under *Character, Culture and Amenity*, Objective C1 seeks "social cohesion" and the "capacity to respond to change". It is unclear what is meant by "social cohesion", as it does not appear to have been mentioned before in the *Draft* or in the *Background Information*. In strategic terms, C1 describes a compliant conformal community. How can such a community be **Vibrant**? Yet the fourth principle calls for just that. Therefore, bringing *more life and vitality to Ballina's community, as a basis for community wellbeing and prosperity*, will be a significant challenge through to 2035.

The Churches of Ballina are part of that community. They are contributors to the spiritual wellbeing of people in the community, and are the major providers of Pastoral Care to the community. So what of the future?

3.1 Need. More people will need help. Firstly there will be increased population numbers, secondly economic disadvantage will have affected more people (unless there are major changes in the Australian economy and welfare system).

3.2 Provision. The Churches can be expected to continue as major providers of Pastoral Care, having the same basic motivation as at present. But there are issues to be faced, especially the aging demographic in Ballina.

3.3 Resources. Will the 40 to 60 year olds of today be available to take up the care role required then? Will later retirement cut numbers? Will child minding of pre-schoolers subsume the daytime hours of such people? Clearly specific action has to be taken by the Churches - with the appropriate support of Council.

3.4 Outcomes. We want a town that cares for its people – but that will not happen automatically. A pastorally poor town will never be, in its fullest sense, a prosperous town.

4. Key Actions Required

For the required level of Pastoral Care to be available to the community of Ballina in future years, the providers will have to take a variety of actions at different times: Pastoral Care is a dynamic process. There are three things required of Council in this process and in the years ahead, they are **Recognition, Relationship and Response**.

4.1 Recognition. That Council formally recognises the importance of Pastoral Care as a fundamental element in the character of Ballina today. That Council recognises the role

of the Churches in Ballina in providing Pastoral Care. That Council recognises that the same is the case in 2035.

4.2 Relationship. That Council develops a clear and on-going relationship with the Churches in Ballina, which focusses on the well-being of this community and the Pastoral Care for it.

4.3 Response. That Council responds appropriately to action, agreed in 4.2, by use of available policies, procedures or resources, or other suitable means.

5. Conclusion

Much can happen to our community in the course of the next twenty years. But with good Pastoral Care of the members of the community underpinning its well-being during those years, it will be **a town that cares for its people in 2035**. However, Council needs to be partner with the Churches of Ballina to help this occur.



Submitted by John Raymond Broadley

103 Silver Gull Drive
EAST BALLINA
NSW 2478

Ph: (02) 6686 3702

Simon Scott

From: Meredith Baylis <redmez2@bigpond.com>
Sent: Thursday, 31 December 2015 9:23 AM
To: Strategic BMRCs
Subject: TRIM: BMRCs
Attachments: Screenshot_2015-12-31-08-40-52_resized.png; FB_IMG_1451511296591_resized.jpg

HP TRIM Record Number: 16/8550

Hello,

I would like to offer some suggestions for the Ballina Regional Centre Strategy.

I love the idea of beach shacks at the Serpentine but they need to be accessible -from the road and also down to the beach. A shower with high and low access would also be useful as would enough accessible parking. Angels beach has an 'accessible' path, however i think you will discover that once at the end of the track one cannot get into the beach and it becomes very dangerous at the end.

Avoca beach and Batemans Bay has recently installed accessible paths to their beaches so perhaps you could view the photos I've attached and have something installed at the end of the access ramp at Angels beach so that my son, his friends, those with a physical impairment and the elderly can actually get down onto the sand and see the beautiful Angels beach.

Improvements to the Angels Beach carpark including sealing, parking for the disabled, shower and improved access to the paths surrounding the carpark and signage for visitors with mobility issues are essential.

In fact it would wonderful to see all of Ballina Shires beautiful beaches accessible for all people to access.

It would be great to have council clean up twice a year for those who are unable to get to and or transport items to the tip.

I have been trying to access the online survey but unfortunately there is no direct link to it on your website.

We have lived here for 3 years and just love this beautiful region!

Thank you
Meredith Baylis

Sent from my Samsung GALAXY S5 on the Telstra Mobile network

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>



× Avoca.jpg (1280x847)
<http://havewheelchairwilltravel.net>

SHARE :





**Department of
Primary Industries**

OUT16/3505

1 February 2016

General Manager
Ballina Shire Council
PO Box 450
BALLINA NSW 2478

Attention: Simon Scott

Dear Sir/Madam

Ballina Major Regional Centre Strategy Exhibition Draft

Thank you for the opportunity to provide comments on the Exhibition Draft of the Ballina Major Regional Centre Strategy, as per your letter dated 21 December 2015. NSW Department of Primary Industries (Agriculture) has reviewed the draft strategy and provides the following comments.

The preparation of a strategic planning document that identifies actions to respond to the key drivers of change, opportunities and key challenges for the Ballina area is supported including the principles that have guided the development of the strategy's actions.

It is acknowledged that the study area and strategy are generally urban focused however your recognition of the natural resources supporting local food production and the strong and developing local food culture are important inclusions within the document and will assist in providing linkages with the wider community. The below comments provide some suggestions for strengthening these linkages further.

Specific comments related to the actions within the strategy are:

B4.2 – Action provides reference to NSW Trade and Investment. This has changed to NSW Department of Industry, Skills and Regional Development.

B4.5 – Action could include promotion of local food producers and products within Ballina promotional documents to further develop a strong local food culture. This could also link to any strategies the council has in place, or is likely to develop, that identify the local agricultural industries within the wider shire, including actions/mechanisms for the protection of agricultural resources and reduction of land use conflict.

C1.7 – Action could be broadened to include agriculture also with linkage to action B4.5

C4.3 – The amenity value of rural lands could also be included within this action with a key desire to minimise the fragmentation of rural lands within the shire.

NSW Department of Primary Industries
Wollongbar Primary Industries Institute, 1243 Bruxner Highway, Wollongbar NSW 2477
Tel: 02 66261215 Fax: 02 66281744 www.dpi.nsw.gov.au ABN: 72 189 919 072

Should you wish to discuss further, please contact me on (02) 66261215 or Alex Wells on (02) 66503125.

Yours Sincerely



Selina Stillman
Agricultural Resource Management Officer – North Coast



Department of
Primary Industries

SUBMISSION 7

Our Ref: IDA#15-514

The General Manager
Ballina Shire Council
PO Box 450
BALLINA NSW 2478

8 February 2016

Attention: Mr Simon Scott

Dear Mr Scott

Re: Ballina Major Regional Centre Strategy: Ballina 2035

Thank you for your letter of 21 December 2015 requesting that DPI Fisheries, a division within the Department of Primary Industries provide comment on the documentation and strategy that has been prepared. I apologise for the delay in my response.

DPI Fisheries is responsible for ensuring that fish stocks are conserved and that there is "no net loss" of key fish habitats upon which they depend. To achieve this, the Aquatic Ecosystems Unit assesses activities under Part 5 of the *Environmental Planning and Assessment Act 1979* in accordance with the objectives of the *Fisheries Management Act 1994*, the aquatic habitat protection and threatened species conservation provisions in Parts 7 and 7A of the Act, and the *Policy and Guidelines for Fish Habitat Conservation and Management (2013 Update)*. In addition DPI Fisheries is responsible for ensuring the sustainable management of commercial, quality recreational fishing and viable aquaculture within NSW.

DPI Fisheries review of the strategy material noted several concepts that align with the Department's charter. For instance:

- *providing improved amenities and facilities in association with key foreshore and open space areas; and*
- *maintaining the natural values.*

DPI Fisheries highlight that the Richmond River was recently assessed as having poor health. To achieve Action C4.3 and maintain amenity and character of the estuary and waterway generally it will be necessary to undertake actions beyond simply 'preserving the natural assets that contribute to the amenity of Ballina'. Rather a coordinated and active effort is required to re-establish ecological processes. It is appreciated that coordination across the Richmond River

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1243 Bruxner HWY WOLLONGBAR NSW 2477
Tel: 0407 264 391 ABN 72 189 919 072 www.dpi.nsw.gov.au

1 of 2

The original copy of this letter has been printed on both sides of the page to reduce waste of valuable natural resources

catchment is a challenging task. There are steps Council can continue to adopt such as adherence to the principles in the document *Environmentally Friendly Seawalls* in undertaking or approving foreshore protection and working with landholders to re-establish riparian vegetation and initiate managed tidal flushing of farm drains to prevent the accumulation of monosulphic black ooze (MBOs). MBOs were a major factor in fish kills that affect the Richmond River at Ballina in 2001 and 2008. Modifying Action C4.3 to incorporate fostering rehabilitation works will better align that action to Actions E1.1, E1.2 and E1.3.

As actions within the strategy are implemented it will be important to ensure that the concepts, when brought into sharper focus, form proposals that adhere to the Department's requirements outlined in the *Policy and Guidelines*. For instance the proposed locations for infrastructure such as 'changing sheds' appear to be located within, or very close to, the intertidal zone. It is expected that the specific proposal for this concept would set infrastructure above the Highest Astronomic Tide or relevant recession lines and avoid riparian and dune vegetation.

Likewise the suggested pathway connection through the Northumberland Drive to the Prospect Bridge traverses extensive areas of TYPE 1 Highly Sensitive Key Fish Habitat including SEPP 14 Coastal Wetland and adjacent to the oyster bank in North Creek. While these sites may be suitable for a small scale sensitively designed interpretative boardwalk they are unlikely to be suitable for a bike / pedestrian pathway connection which will have constraints associated with design layout twists and turns and requirements for sightlines, width and additional entry and exit points for public safety and to discourage crime. These necessary requirements would increase the overall footprint and impact of the proposal.

It is noted that the strategy identifies the sea pool proposal. This proposal will require assessment by DPI Fisheries.

Finally, DPI Fisheries supports Council's strategic endeavour in this planning process. If you have any further enquiries please contact me on 0407 264 391 or via email: patrick.dwyer@dpi.nsw.gov.au

Yours sincerely



Patrick Dwyer
A/Regional Manager, Aquatic Ecosystems (North)

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2 of 2

The original copy of this letter has been printed on both sides of the page to reduce waste of valuable natural resources



28th January 2016

Simon Scott
Strategic Planner
Ballina Shire Council
PO Box 450
Ballina NSW 2478

Emailed: simons@ballina.nsw.gov.au

Your Reference:
Our Reference (TRIM): OUT16/2167

Dear Mr Scott

Re: Ballina Major Regional Centre Strategy – “Ballina2035”

Thank you for the opportunity to provide advice on the above matter. This is a response from NSW Department of Industry – Geological Survey of New South Wales (GSNSW). The Department of Primary Industries (incorporating advice from Agriculture and Fisheries) and the Forestry Corporation of NSW may respond separately.

GSNSW is a branch within the NSW Department of Industry - Division of Resources and Energy (DRE). DRE is responsible for the sustainable development and management of the mineral and energy resources of NSW on behalf of the community. Some mineral resources such as construction materials (eg sand, gravel, aggregate) are not minerals prescribed under the *Mining Act 1992* or *Petroleum (Onshore) Act 1991* however DRE has an accepted role of assessing and providing advice in regard to the development of these resources.

Mineral Resources and the Ballina Major Regional Centre Strategy

Quarries producing construction materials from the wider Ballina Shire underpin objectives of the Strategy. The key issues of housing, economic development and infrastructure require significant inputs of construction materials. Specific key drivers such as population growth, industrial land supply, community, business and tourism facilities, flood mitigation works as well as transport infrastructure including the Ballina - Byron Gateway Airport transport hub, Council's strategic road network plan, Pacific Highway upgrade and maritime infrastructure opportunities are all reliant on locally available sources of a diverse range of construction material products.

Planning for Mineral Resources

It is essential that Council ensures that adequate supplies of construction materials are available locally and regionally to meet foreseeable future needs. Construction materials are low unit cost materials and as such are sensitive to transport costs and therefore are ideally sourced close to their intended point of use. In this regard Ballina is well serviced by a number of quarries supplying a range of construction materials including sand, gravel, hard rock and coarse aggregate.

NSW Department of Industry, Skills and Regional Development
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The Mineral Resource Audit – Ballina Shire (delivered updated to Council July 2015), conducted in accordance with *Section 117(2) Direction 1.3 – Mining, Petroleum and Extractive Industries* under the *Environmental Planning and Assessment Act 1979*, should be referred to when considering planning proposals and development applications around existing operations and significant mineral resources.

Additionally under the *State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007*, a land use compatibility test must be undertaken by consent authorities when assessing any proposed development in the vicinity of existing mines, quarries and petroleum production facilities or resources identified as being of state or regional significance.

GSNSW have no issues to raise with the draft strategy, however Council should consider the broader planning actions necessary to protect and develop those resources critical to the implementation of the objectives of Ballina2035.

Geoscience Information Services

The GSNSW has a range of online data available on line through the following website address:
<http://www.resources.nsw.gov.au/geological/online-services>

This site hosts a range of data to enable research into exploration, land use and general geoscience topics. Additionally, the location of exploration and mining titles in NSW may be accessed by the general public using the following online utilities:

1. **MinView** allows on-line interactive display and query of exploration tenement information and geoscience data. It allows spatial selection, display and download of geological coverages, mineral deposits and mine locations, geophysical survey boundaries, drillhole locations, historical and current exploration title boundaries and other spatial datasets of New South Wales. This online service is available at:
<http://www.resources.nsw.gov.au/geological/online-services/minview>
2. **NSW Titles** enables the public to access and view frequently updated titles mapping information across NSW. This online service is available at:
<http://nswtitles.minerals.nsw.gov.au/nswtitles/>

Queries regarding the above information, and future requests for advice in relation to this matter, should be directed to the GSNSW Land Use team at
landuse.minerals@industry.nsw.gov.au.

Yours sincerely



Cressida Gilmore
Team Leader - Land Use



Department of
Primary Industries
Water

Contact Christie Jackson

Phone 02 6763 1426

Email christie.jackson@dpi.nsw.gov.au

Ballina Shire Council
PO Box 450
BALLINA NSW 2478

Email: council@ballina.nsw.gov.au

Attention: Simon Scott

Dear Mr Scott,

Draft Ballina Major Regional Centre Strategy

I refer to your email dated the 21 December 2015 seeking the Department of Primary Industries – Water's (DPI Water) comments on the draft Ballina Major Regional Centre Strategy (BMRCS). It is understood the strategy proposes a series of key actions that Ballina Shire Council proposes to try to achieve the community's vision for Ballina as it develops into a major regional centre over the next twenty years.

DPI Water has reviewed the BMRCS and our comments relate to the Key Theme: Environment as outlined in the strategy.

- Reference E1.2: Action: Improve and maintain the water quality of Emigrant Creek and North Creek. The strategy outlines a number of ways to achieve this action including implementing the Urban Stormwater Management Plan, supporting the improvement of riparian areas through restoration projects and supporting improved land management practices that impact on water quality.

DPI Water considers another way to achieve this is through appropriate zoning in the Local Environmental Plan such as E2 Environmental Conservation or E3 Environmental Management. This could also be achieved by maintaining appropriate buffers along watercourses in the Ballina Shire. DPI Water's *Guidelines for Controlled Activities on Waterfront Land*, available at http://www.water.nsw.gov.au/data/assets/pdf_file/0004/547222/licensing_approvals_controlled_activities_riparian_corridors.pdf, outline appropriate buffer widths depending on stream order, which Council could incorporate into the strategy or planning provisions.

- Reference E1.3: Action: Work with up-stream local governments, and other agencies, to improve and maintain water quality in the Richmond River. The strategy outlines a number of ways to achieve this action including liaising with up-stream local governments to improve the water quality of the Richmond River, supporting the

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improvement of riparian areas through restoration projects and supporting improved land management practices that impact on water quality.

DPI Water considers another way to achieve this is through appropriate zoning in the Local Environmental Plan. As the Richmond River is also located in other local government areas, a recommendation would be to have a coordinated approach between all relevant councils to zone the Richmond River consistently within all local government areas, such as with an E2 Environmental Conservation or E3 Environmental Management zone. The zoning would limit certain activities, which may have the potential to impact on the water quality of the watercourse.

This could also be achieved by maintaining appropriate buffers and consistent buffers along the Richmond River in the Ballina Shire and adjoining shires. The *Guidelines for Controlled Activities on Waterfront Land* outline appropriate buffer widths depending on stream order, which the relevant Councils could incorporate into the strategy or planning provisions.

DPI Water has no further comments on the strategy.

If you require clarification on any of the above please contact Christie Jackson on (02) 6763 1426 at the Tamworth office.

Yours sincerely,



Brendan Fletcher
A/ Manager Assessments
29 January 2016

Ballina Major Regional Centre Strategy – Submissions Summary and Evaluation

Submissions to Exhibition of Final Draft Strategy - 19 December 2015 – 1 February 2016

Submission / Comment	Council Staff Response
Submission 1 – Mr Craig Zerk, Ballina Chamber of Commerce	
Supports actions in the strategy relating to attracting young people and families and actions focussing on the lifestyle advantages as a defining factor in Ballina's future prosperity.	Noted.
Encourages proactive funding and implementation of actions contained in the strategy.	The funding strategy for actions not already funded elsewhere in Council's budgets is primarily proposed to occur through Council's annual budget process, with reference to the strategy. Further information on funding matters is provided in the Council report.
Submission 2 - Mr Warren Hastings Harris, University of the Third Age (U3A)	
Supports the actions in the strategy relating to the provision of 'appropriate and affordable community facilities', and seeks Council's assurance that such facilities will be available to community organisations free of charge.	Council needs to balance the costs associated with the construction of community facilities, their running costs and maintenance, with the charging for use of those facilities by commercial operators and community groups. Council presently provides many organisations with access to facilities. The strategy and other relevant policy does not universally provide for provision of facilities to community groups at no charge.
Submission 3 - Dr James Cowley, The Sourdough Group	
The submission makes a number of comments and observations regarding the draft strategy and economic development more generally, with an overall comment that no particular changes are advocated.	The submission contains a number of valuable observations and comments, which are supported by Staff. Whilst no major changes are required in response to the submission, many of the comments will be considered further in association with the preparation of an economic development strategy (as a separate project) and the implementation of the Ballina Major Regional Centre Strategy.
Submission 4 - Mr John Broadley, supported by Rev. Matthew Jones, Anglican Parish of Ballina	
Encourages the inclusion of actions that give recognition to the 'pastoral character of Ballina' and the role of the churches in the wellbeing of the community.	The submission does not propose specific actions other than to call for recognition of the role of churches in our community. It is noted that currently the strategy includes actions relating to the provision of appropriate community facilities to facilitate access to social services and support (D1.8) and actions relating to supporting those

	undergoing personal hardship (action D1.7). The strategy also includes a number of actions responding to Objective C1 to <i>'foster social cohesion and build our community's capacity to respond to change'</i> . These actions focus on specific programs and activities that Council can engage in or support, including supporting other organisations in the achievement of the strategy's objectives. Churches and church organisations may have a role, within the context of these existing actions, depending on the nature of their activities. Notwithstanding, the role of religious organisations (of whatever religious persuasion) in the social and spiritual wellbeing of our community is acknowledged.
Submission 5 - Ms Meredith Baylis	
Encourages the provision of accessible beach paths to facilitate improved wheelchair access.	The strategy currently includes action C1.4 to <i>'encourage activity by people with impaired mobility through appropriate accessible infrastructure'</i> . It is noted that the pathway technology recommended in the submission may assist in the delivery of this action. Consequently, further consideration of this technology will be given in relation to the implementation of the strategy.
Submission 6 - Ms Cressida Gilmore, NSW Department of Industry – Resources and Energy	
Raises no particular issues with the draft strategy, however encourages Council to consider the broader planning actions necessary to protect and develop mineral resources that will be required to support implementation of the strategy.	Noted. This action is adequately addressed in the Ballina Shire Growth Management Strategy (2012), which includes an action to <i>"investigate the long-term demand for, and supply of, extractive resources required to support future development within existing urban areas and new growth areas in Ballina Shire"</i> .
Submission 7 - Mr Brendan Fletcher, NSW Department of Primary Industries - Water	
Recommends the application of environmental protection zoning (E2 and/or E3) to riparian buffer areas as further measures to improve and maintain water quality of Emigrant Creek and North Creek (to support Action E1.2) and the Richmond River (to support Action E1.3).	It is noted that the deferral of the environmental protection zoning from the Ballina LEP 2012 was a decision of the then Minister for Planning and Environment. Notwithstanding, this matter can be considered further in the context of the review of the Ballina LEP 2012 and the incorporation of environmental protection zoning, in due course. It is recommended that a specific action addressing this matter is not required for the strategy.
Submission 8 - Mr Patrick Dwyer, NSW Department of Primary Industries – Fisheries	
Notes the poor health of the Richmond River and encourages the strengthening of	The focus of action C4.3 relates to amenity and character considerations. Actions E1.1-E1.3

action C4.3 to include actions around restoration of riparian vegetation and initiating managed tidal flushing of farm drains, to better align that action with Actions E1.1, E1.2 and E1.3.	relate to environmental actions to improve environmental outcomes, and address the matters raised in the Department's submission. Whilst the strong interrelationship of many actions in the strategy is noted, the emphasis of particular aspects through different actions has been done intentionally. Consequently, change to action 4.3 to include more detailed environmental considerations is not recommended.
Advises that actions within the strategy that propose works within the intertidal zone and/or in proximity to riparian vegetation, will need to occur with conformance to the relevant Policies and Guidelines of the Department of Primary Industries (Fisheries).	Noted.
Submission 9 - Ms Selina Stillman, NSW Department of Primary Industries (Agriculture)	
Advises of change in Department name, referred to in Action B4.2.	Noted. Strategy to be updated to reflect name change.
Recommends that the promotion of local food producers could be included in Council promotional documents, to further support Action B4.5.	This matter can be further considered in the context of the preparation of an economic development strategy and associated promotional material and media.
Recommends that community environmental education activities (referred to in Action B4.5) could be expanded to include agriculture.	Council's environmental resource management roles do not extend to agriculture extension activities. Notwithstanding, NSW Primary Industries could be invited to provide information to support any such environmental education activities as they occur. Such involvement would be within the scope of the existing action.
Recommends that Action 4.3, relating to the preservation of natural assets that contribute to the amenity of Ballina Shire, be expanded to include the amenity values associated with agricultural land, with a desire to minimise the fragmentation of rural lands.	It is noted that the Ballina Shire Growth Management Strategy (2012) includes an action to 'Maintain appropriate protections for agriculturally productive land through the Local Environmental Plan'. In light of the predominantly urban focus of the Ballina2035 strategy, it is recommended that the growth management strategy provides the preferred mechanism in addressing the matter raised.

Ballina Major Regional Centre Strategy Industry Peer Review Panel

Meeting 1 Report

Synopsis

The Industry Peer Review Panel (IPRP) met on Friday, 13 November to review the draft Ballina Major Regional Centre Strategy ("the Strategy"). The IPRP did not have significant fundamental concerns that would require significant revision of the Draft prior to public consultation. However, there were several key issues raised that were discussed at length, and which are detailed further in the body of this report:

- The Strategy is aspirational in nature and intent. There are elements of the action planning that are clearly "stretch goals" and on the face of it unlikely to be achievable within the 20 year timeframe.
- The Strategy is at odds with current Council policy in regards to addressing the effects of the changing climate as they relate to flooding, stormwater and sea-level rise. Some actions outlined in the Strategy are nonsensical if actions proposed under the Council's current Climate Change policy are enacted. The core issues were around Council's policy approach of using filling in relation to floodplain management. The Panel noted that the effects of the changing climate will have impacts on Ballina and its potential to achieve the benefits associated with being a major regional centre. As discussed further below, the Panel made specific suggestions relating to addressing this issue.
- Ballina Shire Council (BSC) has "been brave enough" in the past to actively pursue developments and initiatives that have resulted in significant economic and community benefit. The Panel recommends that the Strategy reflects this leadership role and indicates BSC's ability and intent to be proactive in undertaking the actions outlined, including those that pilot new approaches that might be considered risky from a purely financial perspective.

Detail and specific points are included in the Discussion. Recommendations are noted where they relate to actions that the IPRP felt should be added or strengthened.

The Panel congratulates the Strategy team for the depth of engagement with the community and the strength of the Draft Strategy. The next meeting of the IPRP will be in February 2016 prior to the finalisation of the Strategy. This report was prepared for the BMRCs team by the IPRP Chair, Dr Elizabeth Baker.

Discussion

The Objectives

Overall the IPRP were happy with the Objectives. The only significant issue at the Objective level was that of how the Strategy addressed the changing climate and its probable conflict with BSC's current climate change policy. The IPRP was concerned about how the Strategy and the current policy would be at odds, with enactment of elements of the policy likely to either be contraindicated or prevent entirely achievement of the economic and social benefits associated with becoming a major regional centre.

Recommendation 1: The Strategy would be stronger by being clearer about how it will assist the community and Council to address climate change effects.

Actions: General

As noted above, the IPRP felt that Council could make its position stronger in terms of delivering on the Strategy.

Recommendation 2: The Strategy reflect Council's experience and leadership in delivering strategic outcomes with social and economic benefit for the Shire.

Actions: Open Space and Recreation

'Open Space and Recreation' contained actions relating to 'Open space and healthy living', 'Community facilities and infrastructure' and 'Character, culture and amenity themes. There were no major issues. The IPRP commented that there was a need to ensure that informal recreational areas and opportunities were taken into consideration. The licencing process for pop-up recreational events also needed to be included in the review of red-tape. As these tended to be one-off or unique opportunities, generic templates would enable such activities to occur.

Recommendation 3: Informal recreation be specifically noted and addressed within the Strategy.

Actions: Economic Development

The IPRP commented that given BSC's past activity, there were more opportunities for being proactive and delivering outcomes than were identified currently against the actions. Specific points included:

B1:

- The IPRP thought that ways to support and encourage local developers who would like to pursue relatively small scale development should be taken into consideration.
- Any survey of existing or potential businesses needs to include people outside the CBD, the Shire and the region. The Council's reputation in regard to facilitating business activities spreads beyond the local and it is important to try and attract business from elsewhere.
- Council staff need to be able to make judgements rather than be tied to layers of red tape or checklists.
- Pop-ups in existing shops should be considered exempt development.
- Land prices are an issue, especially in relation to some potential industry that does not need to be flood-proof or located on fill. Removal of flood-proofing, particularly through filling, on a case-by-case basis would lower prices for the development of some industries.

B2:

- The focus on major event tourism begs the question about the range and availability of accommodation. It was suggested, for example, that temporary camping zones could be considered in conjunction with pop-up events.
- Visual amenity and overarching design intention needs to be more adequately acted upon. Guidelines relating to transport infrastructure can prevent the realisation of plans and approved design that take into consideration visual amenity.

B3:

- The development of a civic or 'Town Centre' precinct was strongly supported.
- The enactment of B3.6 would appear to be at odds with the current climate change policy. The flexibility outlined in this action is preferable to the blanket application of the current policy.
- A 'Placemaker' position on staff would build relationships with the CBD businesses, tourists and residents and finesse positive outcomes in the CBD.
- Re-orientation towards the river is highly regarded. It was noted, however, that any building of a levee to mitigate effects of climate change is likely to hamper or negate this action.

Recommendation 4: Actions that facilitate the reduction in red-tape, overly detailed checklists and waiting times on licences and approvals need to be prioritised.

Recommendation 5: Consideration be given as to how to ensure the intent of the Strategy's Actions are not overwritten by Guidelines covering specific areas of activity, development or approvals.

Actions: Culture and Community

'Culture and community' contained actions relating to 'Open space and healthy living', 'Community facilities and infrastructure' and 'Character, culture and amenity' themes. The IPRP noted the opportunity to leverage off arts events and investment in the wider region, without necessarily investing in attracting artists per se. It was noted also that there are opportunities not yet realised to acknowledge Aboriginal culture and heritage, both historical and current.

Actions: Infrastructure

'Infrastructure' contained actions relating to 'Open space and healthy living', 'Community facilities and infrastructure' and 'Economic development' themes. The issue of access and linkage between the Pacific Highway and Ballina CBD and other areas, such as the industrial estates, was raised as being important, although it was recognised as being outside of Council's direct control. It was also noted that the Regional Gross Domestic Product figure show the importance of the Health and Social Services Sector to the local economy. Investment in infrastructure should relate to those sectors as well as transport and tourism. A specific point that was raised that relates to several Objectives was the provision of appropriate routes for commuter cycling.

Actions: Environment

'Environment' contained actions relating to the 'Environment', 'Open space and healthy living', 'Community facilities and infrastructure' and 'Economic development' themes. The IPRP noted that these Objectives should be first as they underpin many of the others in the Strategy. As noted earlier, the IPRP also expressed concern in relation to how the effects of the changing climate are not adequately addressed or difficult to address given current policy. The importance of working with other regional councils, specifically those in the Richmond River catchment was noted. It was suggested that water quality improvement efforts could be targeted on those catchment wholly within the Shire, such as Emigrant and North Creeks.

Actions: Housing

The IPRP noted that rental accommodation is sufficiently expensive that younger people find it difficult to live in Ballina. It was generally felt that enabling more younger people to be resident in and around Ballina Island is desirable from social, community and economic perspectives. Specific points included:

- Enabling the development of the "21st Century boarding house", in forms suitable for (a) younger people needing relatively short-term rentals (for example, nurses, teachers, hospitality workers); (b) people of any age on fixed incomes (for example, the Brisbane Housing Company model); and (c) older people not yet needing care facilities but not wishing to remain in the family home. It was suggested that a model of complying development be drawn up to enable such facilities to be built. It was also suggested that BSC should show leadership on this issue and construct one in the CBD to demonstrate their utility and the benefits to the local community.
- Use of shop-top housing in the CBD could be further explored, although related issues, such as late night noise from venues needs to be taken into consideration.
- The potential for off-grid and off-sewer options is one that could be explored.

Recommendation 6: The Strategy include an action around pursuing housing opportunities in line with the "21st Century Boarding House" concept.

Ballina Major Regional Centre Strategy

Industry Peer Review Panel

Meeting 2 Report

Synopsis

The Industry Peer Review Panel ("the Panel") met on Tuesday, 16 February 2016 to consider the submissions received on the exhibited Ballina Major Regional Centre Strategy ("the Strategy") and to identify actions that were, from an industry perspective, readily implemented and / or high priority. The Panel also considered the various funding models that are available to pay for the implementation of the Strategy.

The Panel did not have concerns arising from the public submissions that would require significant revision of the exhibited document prior to submission to Council. The Panel agreed that there are several actions which are of immediate and high priority and which inform much of the remainder of the Strategy: specifically, the actions E2.2, E2.3 and E2.4. However, the prioritisation of these actions can and should be concurrent with other actions that are easily implemented ('low hanging fruit').

Detail and specific points are included in the Discussion. The Panel reiterated that core issues for the success of the Strategy related to implementing the actions that will deliver diversity in housing, employment and industry.

The Panel congratulated the Strategy team for the depth of engagement with the community and noted that the positive nature of the submissions to the exhibition document reflect the value of this investment. This was the final meeting of the Panel. This report was prepared for the BMRCS team by the IPRP Chair, Dr Elizabeth Baker.

Discussion

The submissions

The Panel noted the positive nature of the submissions. The relationships with non-government organisations (NGOs), was recognised as a theme in the submissions and the Panel discussed ways in which this might be acknowledged. The Panel noted that there are actions already within the Strategy that relate to building and supporting the relationship between Council, the community and the NGO sector. While several examples of interaction with NGOs were discussed, no specific recommendations were made. The Panel did feel, however, that the 'flavour' of the activities relating to NGOs should not be tailored to specific sub-communities within the sector, eg church-affiliated or child-centric and so on.

Priorities

Priorities were discussed in three broad categories: 'core'; 'mission-critical'; and 'low hanging fruit'.

An element that was identified as 'core' but which relates to several activities rather than a single one was the development of more diversity within housing, employment and industry. The Panel noted that diversity in these areas will provide options for people of all ages to stay / come to the area, and contribute to a more vibrant community and a more resilient economy. The two core activities that were seen to be fundamental to achieving and the underlying objectives of the Strategy were B4.3, which relates to continual improvement in the internal connectivity available to individuals and industry; and C3.5, which relates to building solid and meaningful relationships with the Aboriginal community and acknowledging Aboriginal culture in the contemporary mainstream.

‘Mission critical’ activities are those that will inform the scope and implementation of many other activities within the Strategy. Specifically, E3.2, E3.3 and E3.4 were identified as critical. These activities relate to achieving some clarity in regard to impacts and options associated with the likely impact of climate change, specifically associated with sea-level changes and Ballina Island. The Panel noted that E3.4 was the easiest activity to start with.

Within each of the Objectives, actions were identified as being priorities, low hanging fruit or both. These are presented in the Table below.

Note: Where neither priority nor LHF is indicated, it refers to an action that was the focus of some discussion. Where the indication is bracketed, ie (*), it means that the discussion was equivocal or that there were only elements within the action that applied.

Activity	Priority	LHF	Comments
Objective A: OPEN SPACE AND HEALTHY LIVING			
A1.1		*	Some elements are LHF and some are harder
A1.4	*		Key connections linking existing paths are critical
A1.5		*	Potentially cost minimal options available but provide visual demonstration of the Strategy being implemented
A2.1		*	Plans of Management
A2.2		*	
A2.3		*	Nature-based recreation elements could be easily implemented
Objective B: ECONOMIC DEVELOPMENT			
B1.1	*	*	Will be ongoing and continue to evolve. Will contribute to the development of Economic Strategy
B1.3	*		Particularly with respect to attractiveness for younger people
B2.3			Not necessarily a priority but noted the issue of the amenity of road development, and specifically how amenity is treated within the construction manual / guidelines, needs to be a focus of attention.
B2.5	*		A priority to get started on as it will flow-on to other activities
B2.9	*	*	
B2.10			Flagged in relation to its potential to be provide significant financial return if held on Council-owner land.
B3			Noted that all elements within B3 contain activities that can be ‘got on with’ in normal course of Council business
B3.1	(*)	(*)	Some elements are priorities (eg place activation) and some are LHF
B3.2	(*)		Needs to reflect findings from E3.2 and E3.4. Scoping for this activity (identifying what people think should be included / what it looks like in general / etc) should be a priority.
B3.8	*		
B3.9		*	
B4.3	*		As noted above, this is seen as ‘core’ activity
Objective C: CHARACTER, CULTURE AND AMENITY			
C1.1		*	
C1.3		*	In part and specifically relating to facilities to support people who cycle to work
C1.8		*	
C2			The Panel noted that activities within C2 can be got on with as normal part of Council business
C2.2		*	Small, simple and easy
C3.5	*		As noted above, this is considered a ‘core’ activity
C4.			Noted that these are high priority for the community

Activity	Priority	LHF	Comments
C4.1		*	
C4.2		*	Noted that an audit of existing signage at gateways should be included
Objective D: COMMUNITY FACILITIES AND INFRASTRUCTURE			
D1			Noted that these activities are dependent on activities E3.2, E3.3 and E3.4
D1.2			It was noted that existing facilities located at schools are under-utilised and this is an option that should be explored before investing in new infrastructure
D2			Noted that elements within these activities will be able to acted upon as funding opportunities arise
D3			Not immediate priorities and dependent on E3.2 and E3.3
Objective E: ENVIRONMENT			
E1.1		*	
E1.2	*		As whole of catchment is within Shire boundary
E3	*		As noted above, these are considered 'Mission critical'
Objective F: HOUSING			
F1	*		All elements are important
F1.2		*	In relation to facilitating development of secondary dwellings (eg granny flats)
F1.1		(*)	
F1.4		(*)	

Funding

The Panel noted that the funding environment is extremely difficult. The following comments were made in relation to funding options:

- A major event space is potentially a good source of funds as long as it is provided by council-owned land.
- A 1% levy through Developer Contributions is an option but would probably be unpalatable for the community.
- Commercial development remains an option.
- Grant opportunities need to be watched for carefully.
- Commercialising infrastructure projects not recommended.

Ballina Major Regional Centre Strategy - Industry Peer Review Panel

Summary of recommended priority actions made at meeting held 16 February 2016.

Priorities for Open Space and Recreation

In relation to open spaces and recreation the panel recommended that Council prioritise those actions relating to the embellishment of foreshore areas (A1.1), the extension of the shared path network (A1.4) and the provision of amenities (such as exercise stations) at key activity nodes (A1.5). The panel also recommended that Council prioritise the review of future open space needs including the provision of more nature based recreational opportunities (A2.3), and facilitating low-impact commercial recreation-based commercial activities in public open space areas (A2.1 & A2.2).

Priorities for Economic Development

With respect to economic development, the panel recommended that Council prioritise actions relating to having an open dialogue with local business (B1.1), "place-making" actions including those relating to CBD activation (B3.1), undertaking preliminary planning for a town square/civic precinct (B3.2), facilitating co-working spaces for small business (B1.3) and encouraging the early provision of improved internet connectivity by NBN Co. (A4.3).

Additional economic development actions, considered priorities by the Industry Peer Review Panel, include strategic road network improvements (also having regard for amenity and street trees) (B2.3), facilitating a major out of town events precinct (B2.10), provision of an RV facility (B2.9), encouraging residential development in the CBD (B3.8), allowing deferred payment of contributions for CBD redevelopments (B3.9) and promoting opportunities associated with the development of the Southern Cross Industrial Estate (B2.5). In relation to this last point, the panel recommended that Council consider alternatives to filling parts of the Southern Cross Industrial Estate to improve the affordability of industrial land purchases for local businesses.

Priorities for Character, Culture and Amenity

With regard to actions relating to character, culture and amenity, the Industry Peer Review Panel recommended that Council prioritise actions associated with recognizing Aboriginal cultural heritage in Council projects (C3.5). Further, the panel recommended prioritising actions relating encouraging community and cultural groups (C1.1), undertaking "place-making" activities (C2.2), providing facilities to encourage outdoor activity including showers and secure bike storage (C1.3), facilitating schools as key 'community hubs', (C1.8), and the provision of street tree planting (C4.1) and gateway treatments including signage to better define Ballina Island (C4.2).

Priorities for Community Facilities and Infrastructure

With regard to actions relating to community facilities and infrastructure the Industry Peer Review Panel recommended that Council prioritise actions associated with the provision of an indoor sports facility (D1.2), noting however that this should occur following the resolution of climate change issues and negotiations associated with the "Ballina Super School", fostering regional arts culture (D1.5), and supporting NGOs through the provision

of appropriate community facilities (D1.8). Actions associated with the improvement of public transport (D2.4) and the provision of maritime infrastructure (D3.1, D3.2 & D3.3) were acknowledged as challenging, but nonetheless important.

Priorities for Environment

With regard to actions relating to the environment, the Industry Peer Review Panel recommended that Council prioritise actions associated with the rehabilitation of urban bushland (E1.1) and the improvement of water quality in Emigrant Creek (E1.2), noting that action in this regard would provide Council with moral authority to press for the cooperation of upstream local governments for water quality improvement in the Richmond River (E1.3). Showing leadership in the implementation of clean energy technologies (E2.2) was also seen as an important role for Council. Most notably, as outlined above, action associated with the climate change planning and mitigation (E3.1, E3.2 & E3.3) was considered by the Industry Peer Review Panel as being of critical importance to securing the future of Ballina as a major regional centre.

Priorities for Housing

With regard to actions relating to housing the Industry Peer Review Panel recommended that Council prioritise actions associated with allowing flexibility for urban residences to go 'off-grid' in terms of water and sewerage (F1.4), advancing urban sustainability (F1.4), and continuing to encourage the development of 'granny flats' within existing urban areas (F1.2).

Appendix Two – Industry Peer Review Panel Meeting Notes

Ballina Major Regional Centre Strategy

Industry Peer Review Panel

Meeting 1 Report

Synopsis

The Industry Peer Review Panel (IPRP) met on Friday, 13 November to review the draft Ballina Major Regional Centre Strategy (“the Strategy”). The IPRP did not have significant fundamental concerns that would require significant revision of the Draft prior to public consultation. However, there were several key issues raised that were discussed at length, and which are detailed further in the body of this report:

- The Strategy is aspirational in nature and intent. There are elements of the action planning that are clearly “stretch goals” and on the face of it unlikely to be achievable within the 20 year timeframe.
- The Strategy is at odds with current Council policy in regards to addressing the effects of the changing climate as they relate to flooding, stormwater and sea-level rise. Some actions outlined in the Strategy are nonsensical if actions proposed under the Council’s current Climate Change policy are enacted. The core issues were around Council’s policy approach of using filling in relation to floodplain management. The Panel noted that the effects of the changing climate will have impacts on Ballina and its potential to achieve the benefits associated with being a major regional centre. As discussed further below, the Panel made specific suggestions relating to addressing this issue.
- Ballina Shire Council (BSC) has “been brave enough” in the past to actively pursue developments and initiatives that have resulted in significant economic and community benefit. The Panel recommends that the Strategy reflects this leadership role and indicates BSC’s ability and intent to be proactive in undertaking the actions outlined, including those that pilot new approaches that might be considered risky from a purely financial perspective.

Detail and specific points are included in the Discussion. Recommendations are noted where they relate to actions that the IPRP felt should be added or strengthened.

The Panel congratulates the Strategy team for the depth of engagement with the community and the strength of the Draft Strategy. The next meeting of the IPRP will be in February 2016 prior to the finalisation of the Strategy. This report was prepared for the BMRCS team by the IPRP Chair, Dr Elizabeth Baker.

Discussion

The Objectives

Overall the IPRP were happy with the Objectives. The only significant issue at the Objective level was that of how the Strategy addressed the changing climate and its probable conflict with BSC’s current climate change policy. The IPRP was concerned about how the Strategy and the current policy would be at odds, with enactment of elements of the policy likely to either be contraindicated or prevent entirely achievement of the economic and social benefits associated with becoming a major regional centre.

Recommendation 1: The Strategy would be stronger by being clearer about how it will assist the community and Council to address climate change effects.

Actions: General

As noted above, the IPRP felt that Council could make its position stronger in terms of delivering on the Strategy.

Recommendation 2: The Strategy reflect Council's experience and leadership in delivering strategic outcomes with social and economic benefit for the Shire.

Actions: Open Space and Recreation

'Open Space and Recreation' contained actions relating to 'Open space and healthy living', 'Community facilities and infrastructure' and 'Character, culture and amenity themes. There were no major issues. The IPRP commented that there was a need to ensure that informal recreational areas and opportunities were taken into consideration. The licencing process for pop-up recreational events also needed to be included in the review of red-tape. As these tended to be one-off or unique opportunities, generic templates would enable such activities to occur.

Recommendation 3: Informal recreation be specifically noted and addressed within the Strategy.

Actions: Economic Development

The IPRP commented that given BSC's past activity, there were more opportunities for being proactive and delivering outcomes than were identified currently against the actions. Specific points included:

B1:

- The IPRP thought that ways to support and encourage local developers who would like to pursue relatively small scale development should be taken into consideration.
- Any survey of existing or potential businesses needs to include people outside the CBD, the Shire and the region. The Council's reputation in regard to facilitating business activities spreads beyond the local and it is important to try and attract business from elsewhere.
- Council staff need to be able to make judgements rather than be tied to layers of red tape or checklists.
- Pop-ups in existing shops should be considered exempt development.
- Land prices are an issue, especially in relation to some potential industry that does not need to be flood-proof or located on fill. Removal of flood-proofing, particularly through filling, on a case-by-case basis would lower prices for the development of some industries.

B2:

- The focus on major event tourism begs the question about the range and availability of accommodation. It was suggested, for example, that temporary camping zones could be considered in conjunction with pop-up events.
- Visual amenity and overarching design intention needs to be more adequately acted upon. Guidelines relating to transport infrastructure can prevent the realisation of plans and approved design that take into consideration visual amenity.

B3:

- The development of a civic or 'Town Centre' precinct was strongly supported.
- The enactment of B3.6 would appear to be at odds with the current climate change policy. The flexibility outlined in this action is preferable to the blanket application of the current policy.
- A 'Placemaker' position on staff would build relationships with the CBD businesses, tourists and residents and finesse positive outcomes in the CBD.
- Re-orientation towards the river is highly regarded. It was noted, however, that any building of a levee to mitigate effects of climate change is likely to hamper or negate this action.

Recommendation 4: Actions that facilitate the reduction in red-tape, overly detailed checklists and waiting times on licences and approvals need to be prioritised.

Recommendation 5: Consideration be given as to how to ensure the intent of the Strategy's Actions are not overwritten by Guidelines covering specific areas of activity, development or approvals.

Actions: Culture and Community

'Culture and community' contained actions relating to 'Open space and healthy living', 'Community facilities and infrastructure' and 'Character, culture and amenity' themes. The IPRP noted the opportunity to leverage off arts events and investment in the wider region, without necessarily investing in attracting artists per se. It was noted also that there are opportunities not yet realised to acknowledge Aboriginal culture and heritage, both historical and current.

Actions: Infrastructure

'Infrastructure' contained actions relating to 'Open space and healthy living', 'Community facilities and infrastructure' and 'Economic development' themes. The issue of access and linkage between the Pacific Highway and Ballina CBD and other areas, such as the industrial estates, was raised as being important, although it was recognised as being outside of Council's direct control. It was also noted that the Regional Gross Domestic Product figure show the importance of the Health and Social Services Sector to the local economy. Investment in infrastructure should relate to those sectors as well as transport and tourism. A specific point that was raised that relates to several Objectives was the provision of appropriate routes for commuter cycling.

Actions: Environment

'Environment' contained actions relating to the 'Environment', 'Open space and healthy living', 'Community facilities and infrastructure' and 'Economic development' themes. The IPRP noted that these Objectives should be first as they underpin many of the others in the Strategy. As noted earlier, the IPRP also expressed concern in relation to how the effects of the changing climate are not adequately addressed or difficult to address given current policy. The importance of working with other regional councils, specifically those in the Richmond River catchment was noted. It was suggested that water quality improvement efforts could be targeted on those catchment wholly within the Shire, such as Emigrant and North Creeks.

Actions: Housing

The IPRP noted that rental accommodation is sufficiently expensive that younger people find it difficult to live in Ballina. It was generally felt that enabling more younger people to be resident in and around Ballina Island is desirable from social, community and economic perspectives. Specific points included:

- Enabling the development of the "21st Century boarding house", in forms suitable for (a) younger people needing relatively short-term rentals (for example, nurses, teachers, hospitality workers); (b) people of any age on fixed incomes (for example, the Brisbane Housing Company model); and (c) older people not yet needing care facilities but not wishing to remain in the family home. It was suggested that a model of complying development be drawn up to enable such facilities to be built. It was also suggested that BSC should show leadership on this issue and construct one in the CBD to demonstrate their utility and the benefits to the local community.
- Use of shop-top housing in the CBD could be further explored, although related issues, such as late night noise from venues needs to be taken into consideration.
- The potential for off-grid and off-sewer options is one that could be explored.

Recommendation 6: The Strategy include an action around pursuing housing opportunities in line with the "21st Century Boarding House" concept.

Ballina Major Regional Centre Strategy

Industry Peer Review Panel

Meeting 2 Report

Synopsis

The Industry Peer Review Panel (“the Panel”) met on Tuesday, 16 February 2016 to consider the submissions received on the exhibited Ballina Major Regional Centre Strategy (“the Strategy”) and to identify actions that were, from an industry perspective, readily implemented and / or high priority. The Panel also considered the various funding models that are available to pay for the implementation of the Strategy.

The Panel did not have concerns arising from the public submissions that would require significant revision of the exhibited document prior to submission to Council. The Panel agreed that there are several actions which are of immediate and high priority and which inform much of the remainder of the Strategy: specifically, the actions E2.2, E2.3 and E2.4. However, the prioritisation of these actions can and should be concurrent with other actions that are easily implemented (‘low hanging fruit’).

Detail and specific points are included in the Discussion. The Panel reiterated that core issues for the success of the Strategy related to implementing the actions that will deliver diversity in housing, employment and industry.

The Panel congratulated the Strategy team for the depth of engagement with the community and noted that the positive nature of the submissions to the exhibition document reflect the value of this investment. This was the final meeting of the Panel. This report was prepared for the BMRCS team by the IPRP Chair, Dr Elizabeth Baker.

Discussion

The submissions

The Panel noted the positive nature of the submissions. The relationships with non-government organisations (NGOs), was recognised as a theme in the submissions and the Panel discussed ways in which this might be acknowledged. The Panel noted that there are actions already within the Strategy that relate to building and supporting the relationship between Council, the community and the NGO sector. While several examples of interaction with NGOs were discussed, no specific recommendations were made. The Panel did feel, however, that the ‘flavour’ of the activities relating to NGOs should not be tailored to specific sub-communities within the sector, eg church-affiliated or child-centric and so on.

Priorities

Priorities were discussed in three broad categories: ‘core’; ‘mission-critical’; and ‘low hanging fruit’.

An element that was identified as ‘core’ but which relates to several activities rather than a single one was the development of more diversity within housing, employment and industry. The Panel noted that diversity in these areas will provide options for people of all ages to stay / come to the area, and contribute to a more vibrant community and a more resilient economy. The two core activities that were seen to be fundamental to achieving and the underlying objectives of the Strategy were B4.3, which relates to continual improvement in the internal connectivity available to individuals and industry; and C3.5, which relates to building solid and meaningful relationships with the Aboriginal community and acknowledging Aboriginal culture in the contemporary mainstream.

‘Mission critical’ activities are those that will inform the scope and implementation of many other activities within the Strategy. Specifically, E3.2, E3.3 and E3.4 were identified as critical. These activities relate to achieving some clarity in regard to impacts and options associated with the likely impact of climate change, specifically associated with sea-level changes and Ballina Island. The Panel noted that E3.4 was the easiest activity to start with.

Within each of the Objectives, actions were identified as being priorities, low hanging fruit or both. These are presented in the Table below.

Note: Where neither priority nor LHF is indicated, it refers to an action that was the focus of some discussion. Where the indication is bracketed, ie (*), it means that the discussion was equivocal or that there were only elements within the action that applied.

Activity	Priority	LHF	Comments
Objective A: OPEN SPACE AND HEALTHY LIVING			
A1.1		*	Some elements are LHF and some are harder
A1.4	*		Key connections linking existing paths are critical
A1.5		*	Potentially cost minimal options available but provide visual demonstration of the Strategy being implemented
A2.1		*	Plans of Management
A2.2		*	
A2.3		*	Nature-based recreation elements could be easily implemented
Objective B: ECONOMIC DEVELOPMENT			
B1.1	*	*	Will be ongoing and continue to evolve. Will contribute to the development of Economic Strategy
B1.3	*		Particularly with respect to attractiveness for younger people
B2.3			Not necessarily a priority but noted the issue of the amenity of road development, and specifically how amenity is treated within the construction manual / guidelines, needs to be a focus of attention.
B2.5	*		A priority to get started on as it will flow-on to other activities
B2.9	*	*	
B2.10			Flagged in relation to its potential to be provide significant financial return if held on Council-owner land.
B3			Noted that all elements within B3 contain activities that can be ‘got on with’ in normal course of Council business
B3.1	(*)	(*)	Some elements are priorities (eg place activation) and some are LHF
B3.2	(*)		Needs to reflect findings from E3.2 and E3.4. Scoping for this activity (identifying what people think should be included / what it looks like in general / etc) should be a priority.
B3.8	*		
B3.9		*	
B4.3	*		As noted above, this is seen as ‘core’ activity
Objective C: CHARACTER, CULTURE AND AMENITY			
C1.1		*	
C1.3		*	In part and specifically relating to facilities to support people who cycle to work
C1.8		*	
C2			The Panel noted that activities within C2 can be got on with as normal part of Council business
C2.2		*	Small, simple and easy
C3.5	*		As noted above, this is considered a ‘core’ activity
C4.			Noted that these are high priority for the community

Activity	Priority	LHF	Comments
C4.1		*	
C4.2		*	Noted that an audit of existing signage at gateways should be included
Objective D: COMMUNITY FACILITIES AND INFRASTRUCTURE			
D1			Noted that these activities are dependent on activities E3.2, E3.3 and E3.4
D1.2			It was noted that existing facilities located at schools are under-utilised and this is an option that should be explored before investing in new infrastructure
D2			Noted that elements within these activities will be able to acted upon as funding opportunities arise
D3			Not immediate priorities and dependent on E3.2 and E3.3
Objective E: ENVIRONMENT			
E1.1		*	
E1.2	*		As whole of catchment is within Shire boundary
E3	*		As noted above, these are considered 'Mission critical'
Objective F: HOUSING			
F1	*		All elements are important
F1.2		*	In relation to facilitating development of secondary dwellings (eg granny flats)
F1.1		(*)	
F1.4		(*)	

Funding

The Panel noted that the funding environment is extremely difficult. The following comments were made in relation to funding options:

- A major event space is potentially a good source of funds as long as it is provided by council-owned land.
- A 1% levy through Developer Contributions is an option but would probably be unpalatable for the community.
- Commercial development remains an option.
- Grant opportunities need to be watched for carefully.
- Commercialising infrastructure projects not recommended.