

Strategies	Council Actions proposed 2008-2018	Division	2017 review Staff comments	Progress Notes - Green = complete, Yellow = in progress, White = not commenced, Orange = cancelled
Objective 1	Establish an effective and collaborative tourism management structure to guide tourism in Byron Shire			
S 1.1 Establish a skills-based Tourism Advisory Committee of BSC that represents government, industry, community and environmental stakeholders	S1.1 Employ a Tourism Officer to work on the implementation of strategic initiatives of this plan.	SEE	Complete - Hired December 2009	
	S1.1.2 Investigate statutory requirements for establishing an Advisory committee of BSC	SEE	Complete - TAC in effect 2010-2014	
	S1.1.2.A. Appointment of Tourism Advisory Committee (TAC) membership	SEE	Complete 2015- Sustainable Economy Panel initiated	
	S1.1.3 Develop a communications plan to inform community and stakeholders of the proposed TAC, its role and responsibilities	SEE	Complete	
	S1.1.4 Develop a set of performance measures to determine impact of implementation of the Plan's actions	SEE	Instigated by the TAC and did not proceed	
S 1.2 Foster on-going collaboration amongst government, industry and community stakeholders with an interest in tourism across state, regional and local levels	S1.2.1 Establish an effective and regular communication and information sharing system amongst stakeholder organisations	SEE	Complete	
	S1.2.1.A. Establish an area on Council's website for the disclosure of TAC meetings and decisions and for the receipt of submissions from the community.	SEE	Complete	
	S1.2.2 Prepare an annual report to communicate to Council, stakeholders, Citizen Jury and the community the progress undertaken in achieving strategies and actions and visitation and employment trends	SEE	Complete	
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Objective 2	Identify, pursue and implement appropriate funding for the management, development and marketing of tourism and for the environmental enhancement of tourist areas			
S2.1 Implement a tourism special levy based on a thorough investigation of experiences in other local government areas	S2.1.1 Investigate the statutory and implementation process to initiate a local tourism and business economic levy	SEE	TAC investigated and completed a report GM directive to hold off on tourism levy (paid parking & rates)	
	S2.1.2 Determine the governance, management and distribution system for a levy scheme	SEE	N/A	
	S2.1.3 Develop an education and consultation program to introduce the levy to businesses and the community	SEE	N/A	
S2.2 Identify other appropriate funding sources	S2.2.1 Investigate opportunities and the process to apply for state and federal grant programs and investment opportunities	SEE	Complete - funding approved for Railway Square and Conferencing Byron, Visitor trails map.	
	S2.2.2 Develop and maintain a data base of relevant state and federal grant programs and opportunities	SEE	Authority Register used until 2012 Complete	
	S2.2.3 Make funding submissions on a regular basis	SEE	Complete - subscription services received	
	S2.2.4 Explore commercial booking options as part of the VIC review	SEE	Managed by Byron Visitor Centre	
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Objective 3	Integrate the Byron shire Tourism Management Plan into local and state Government policy and review existing development controls			
S3.1 Integrate the Byron Shire Tourism Management Plan into the BSC Management Plan and other strategic plans and policies. e.g. Biodiversity Conservation Strategy, Cultural Plan, Rural Settlement Strategy and Social Plan	S3.1.1 Ensure the new LEP has provisions to encourage sustainable tourism development and considers recommendations contained in the BSTMP Situational Analysis	SEE	BSC LEP 2014 includes provisions for small scale tourism development	
	S3.1.2 Review development control and land use policies to guide the location and design of future development within the Shire	SEE	DCP 2014 includes tourism provisions and development permitted under LEP 2014	
	S3.1.3 Consider how recommendations contained in the 2002 Tourism Management Options Paper can be implemented in consultation with BSC	SEE	Planning controls limit tourism to small scale in residential and regional areas as recommended in Options paper.	
	S3.1.4 Review findings of accommodation audit to consider and plan for appropriate levels of visitor accommodation in residential areas	SEE	Byron LEP's 1988 and 2014 included amendments to permit holiday letting, NSW Department of Planning have refused amendments. In 2016 the LEP was amended, not requiring approval from the Dept. This included provisions for properties with 3 bedrooms or less, able to be leased for 90 days without development consent.	
S3.2 Provide the industry and potential tourism investors with clearly articulated development guidelines	S3.2.1 Develop a BSC dedicated website page that clearly articulates Council guidelines regarding appropriate development for the shire	SEE	Complete - Council guidelines and controls are available on the BSC website	
	S3.2.2 Ensure Council Compliance Officers monitor tourism operations	SEE	Compliance Officers respond to community issues and complaints as required	
	S3.2.3 Investigate developing a 'badging system' for Council approved accommodation	SEE	Not commenced	
	S3.2.4 LEP and DCP processes should ensure environmental and ecosystems are protected and enhanced	SEE	Environmental impacts are considered as a part of all development applications	
	S3.2.5 LEP and DCP processes should ensure the retention of low-cost tourist accommodation (e.g. caravan parks and holiday cabins)	SEE	Council's planning controls continue to permit caravan and camping grounds in specifically zoned areas.	
	S3.2.6 Ensure LEP and DCP processes encourage rural tourism developments in rural zones that support Farm and Nature Tourism Business Development Program recommendations and consider recommendations regarding rural tourism development outlined in the 2002 Tourism Management Options Paper	SEE	Planning controls have been adopted that facilitate farm stay accommodation and ecotourism	
	S3.2.7 Ensure future plans for rural tourism development are undertaken in consultation with rural communities and assess infrastructure needs to support such development	SEE	Development applications are advertised and surrounding properties notified as required	
S3.3 Resolve the holiday-letting issue	S3.3.1 Ensure the new LEP has provisions to resolve this issue	SEE	See above comment S3.1.4	
	S3.3.2 Proactively work with the holiday letting sector to improve management practices and performance	SEE	See above comment S3.1.4	

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S3.5 Ensure objectives, strategies and actions of the Tourism Management Plan are integrated with BSC planning instruments.	S3.5.1 Incorporate suitable provisions into Byron Development Control Plans and the new Byron Local Environmental Plan to achieve the various objectives, strategies and actions of the plan	SEE	Complete - DCP controls include Clause 6.8 for tourism	
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Objective 4	Undertake research to improve understanding of the value of tourism, visitor needs and satisfaction, and the economic, sociocultural and environmental impacts of tourism			
S4.1 Develop a comprehensive research program for tourism in the Shire to monitor visitation and community and visitor attitudes	S4.1.1 Investigate existing models and methods for collecting tourism related data, e.g. Tourism Research Australia Visitor Profile and Satisfaction Program	SEE	Byron Shire Visitor Profile and Satisfaction Survey was completed by Tourism Research Australia in 2011. National Visitor Survey and International Visitor Survey data continues to be released annually by TRA.	
	S4.1.2 Establish an on-going and consistent method for collection of data related to visitation, economic, social, environmental impacts and service quality	SEE	2017/18: as part of the community consultation for the new Community Strategic Plan, a number of 'wellbeing' indicators to assess the community's overall 'wellbeing'. The plan is to use this as a baseline for improvement over time.	
	S4.1.3 Review and update the Tourism Product Audit Annually	SEE	Was completed once due to budget and time constraints	
	S4.1.4 Continue measuring and monitoring of the natural environment as part of BSC's annual <i>State of Environment Report</i> process	SEE	Complete	
	S4.1.5 Investigate opportunities for research collaborations with Southern Cross University	SEE	Complete	
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Objective 5	Provide on-going local education and communication to ensure visitors, local businesses, local government and the community understand tourism and community values			
S5.1 Develop an Tourism Education and Communications Program to educate visitors about the environment, community values, appropriate visitor behaviour and safety and security (for e.g., road rules, surf conditions, insect protection, and emergency procedures)	S5.1.1 Identify what aspects need to be communicated to visitors using best practice from other destinations/regions	SEE	Marketing plan completed in 2014	
	S5.1.2 Develop a communications campaign and appropriate publications in cooperation with accommodation providers, accommodation booking agencies, VICs, HLO and retail outlets that serve tourists.	SEE	Marketing plan completed in 2015	
	S5.1.3 Develop a communications campaign and appropriate publications in cooperation with accommodation providers, accommodation booking agencies, VICs, HLO and retail outlets specifically targeted to Schoolies to encourage appropriate behaviour.	SEE	Communications have occurred over the years with both accommodation providers, accommodation booking agencies, VICs, HLO and schoolies visitors each year. No budget at this stage to take it further.	
	S5.1.4 Establish distribution methods with the support of accommodation providers, accommodation booking agencies, VICs, HLO and retail outlets that serve tourists.	SEE	Byron Bay and Brunswick Heads Visitor Centres carry out this function.	
	S5.1.5 Establish an educational program for tour guides to improve their awareness of features and issues to contribute to the protection of the natural environment	SEE	This function is carried out by NSW National Parks and Wildlife Service.	
S5.2 Develop an Education Program to educate the community and local businesses about tourism	S5.2.1 Identify what aspects need to be communicated to community and local businesses using best practice from other destinations/regions	SEE	Marketing plan completed. Tourism Officers sit on the following tourism related boards and communicate the TMP objectives - Byron Visitors Centre, Destination Byron, Australia's Green Cauldron, Conferencing Byron and Northern Rivers Tourism Managers Group	
	S5.2.2 Investigate implementing existing tourism education programs, e.g., 'Taking Up Tourism Resource Kit' developed by DNSW and ARTRC	SEE	Not commenced - this is however an objective set out in the Byron Shire Destination Management Plan, initiated in 2014, so may be completed in the future	
	S5.2.3 Develop and distribute appropriate publications	SEE	N/A	
	S5.2.4 Establish an on-going education program about tourism for local communities including information about the benefits of tourism to the local area	SEE	Not commenced - this is however an objective set out in the Byron Shire Destination Management Plan, initiated in 2014, so may be completed in the future	
	S5.2.5 Develop a famil program for local businesses and the community	SEE	Complete	

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	S5.2.6 Develop an Education Program for businesses about tourism that includes the role of local and state government and other organisations e.g. NOROC, NRT	SEE	Not commenced - this is however an objective set out in the Byron Shire Destination Management Plan, initiated in 2014, so may be completed in the future	
	S5.2.7 Encourage accommodation providers and tourist operators to provide appropriate publications on sensitive wildlife sites and appropriate activities in natural areas for guests and patrons	SEE	Function carried out by NSW National Parks and Wildlife Service	
S5.3 Develop an Education Program to educate BSC employees and Councillors about tourism and the role of Council in supporting and managing the tourism industry	S5.3.1 Establish an on-going education program for BSC staff and councillors about tourism and the role of local government in tourism, e.g., ST CRC Local Government toolkit	SEE	Provided by TAC reports	
S5.4 Improve access to employment in the tourism industry by local residents.	S5.4.1 To investigate and promote training and internship opportunities for residents and their employment in the tourism industry	SEE	Not commenced	
	S5.4.2 Develop a program to encourage local tourism businesses to provide meaningful employment opportunities for local people (including young people)	SEE	Not commenced	
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Objective 6	Plan for crisis and risk associated with tourism to ensure the safety and security of residents and visitors			
S6.1 Develop a crisis and risk management strategy for tourism with specific actions for council, businesses, visitors and residents	S6.1.1 Investigate utilising existing crisis and risk management programs to develop a strategy for tourism in Byron Shire, for e.g., ST CRC and APEC kits	IS	Council develops a Safer Community Compact as per the NSW Department of Justice/ Attorney General's guidelines. The current Compact is 2016 – 2019 and we are in the first year of implementing a grant to improve community safety by improving lighting in Byron Bay. The previous compact (2012 – 2016) had some good outcomes reported.	
	S6.1.2 Incorporate tourism into BSC <i>Risk Management Plan</i>	IS	Risk Management factors for tourism related infrastructure and natural disasters have been acknowledged in the <i>Tweed/Byron Local Emergency Management Plan</i>	
	S6.1.3 Develop emergency management plans for key infrastructure targets and town centres	IS	As above - combat and responsible agencies have been outlined in the Hazards and Risk Summary in the <i>Tweed/Byron Local Emergency Management Plan</i>	
	S6.1.4 Encourage businesses to develop crisis and risk management strategies for their own operations and to provide adequate provision for tourism	IS	Not commenced	
	S6.1.5 Work with relevant agencies and stakeholders to develop crisis and risk management strategies for tourism and to integrate these with Council and business plans (e.g., Police, Fire, Ambulance, NPWS)	IS	Relevant guidelines, legislation and policies have been outlined in Annexure C - Local Sub Plans, Supporting Plans and Policies with agencies responsible identified in the <i>Tweed/Byron Local Emergency Management Plan</i> .	
	S6.1.6 Communicate key outcomes of strategy to the community, businesses, visitors, and interested stakeholders to ensure that visitors are informed of risk and emergency management arrangements	IS	Community Development will be involved in preparing a 'Community Continuity Plan' which is an action that arose from the March 2017 flood. This is in the early stages of preparation.	
	S6.1.7 Refer to BSC <i>Community Safety Plan</i> to ensure safety and security for residents and visitors	CCS	BSC Community Safety Plan has been replaced by the Safer Community Compact. The safety of tourists and residents is addressed in the Safe Summer in the Bay approach, new Taxi rank security measures including CCTV and lighting. Throught the Safer Streets program funding additional CCTV cameras were installed in Byron Bay CCTV. Furthermore Council communicates with the Schoolies Safety Response Working Group	
	S6.1.8 Establish the Byron Bay Community Centre as a onestop for information about health, safety and wellbeing within Byron Bay	CCS	Byron Bay Community Centre has independently successfully applied for funding to establish themselves in this manner.	
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Objective 7	Seek support and funding for the development of infrastructure and facilities			
S7.1 Develop an Investment and Infrastructure Strategy to identify and encourage public and private sector investment for priority infrastructure and facilities	S7.1.1 Develop an investment strategy to attract private and public sector investment that includes a needs analysis of infrastructure and facilities within the Shire	IS	<p>This issue has been raised during the consultation process of Community Strategic Plan, and the supporting Resourcing Strategy (including the Long Term Financial Plan, Asset Management Plan and Workforce Plan). This discussion was based on the estimated funding gap for the renewal of existing infrastructure of \$7million per annum and funding both new infrastructure and the aspirations of the Community. The Long Term Financial Plan 2012-2022 predicted a continuing deterioration of the Council's medium to long term financial position, borrowing capacity and did not address the funding gap for asset renewals. Byron Shire Council has been working with both authorities and its external auditors to gain a clear picture of its long term financial sustainability. The release by TCorp in March 2013 of Byron Shire Council's "Financial Assessment, Sustainability and Benchmarking Report" has confirmed that Council's financial outlook is described as "weak and deteriorating" with this assessment being based upon successive operating deficits, high debt, and a deteriorating capacity to fund infrastructure maintenance and renewal. The financial assessment provided by TCORP to Council confirms this position but states "the asset management plans forecast a maintenance and renewal funding gap of \$9.9M p.a."</p> <p>Council prior to the receipt of the TCORP report has been working on strategies to address the issues impacting on the financial sustainability of Council in reviewing its Long Term Financial Plan for the 2013- 2023 period.</p>	
	S7.1.2 Develop a BSC Tourism Works Plan to ensure the maintenance of facilities for tourism particularly during peak visitation periods	IS	The timing of works in towns and villages often affects festivals and events. In the past, beautification and maintenance of tourism infrastructure has occurred during (or after) an event has finished in the same area. By managing the timing of servicing in conjunction with the timing of known events, the positive visual impact of Byron Shire for visitors and the community may be enhanced. A tourism infrastructure works plan has been developed including the timing and cost of providing the works.	
	S7.1.3 Identify and develop amenities and facilities such as public toilets, safe playgrounds, picnic areas, youth facilities such as skate-parks as part of proposed <i>BSC Recreation Strategy</i>	IS	<p>A Youth Strategy and Action plan 2011-2015 identified that Byron Shire Council employs a staff member to coordinate the delivery of a range of cultural and recreational youth activities including annual skate competitions (RUKKUS), Pocket Rocket, Girls' Group, regular art and performance workshops, activities with young people with a disability and Indigenous young people.</p> <p>Council is also responsible for the provision of services and facilities such as swimming pools, three skate parks, libraries, community halls, bikeways and sports fields used by young people.</p>	BSC has recently conducted an open space and recreation needs assessment in June 2017. The Byron Shire 'Open Space and Recreation Needs Assessment' will guide Council's planning for present and future recreational needs through the provision of appropriate grounds and associated facilities and services.

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	S7.1.4 Improve town beatification and maintenance to create a welcoming atmosphere for visitors as part of BSC resolution to develop town and village landscape plans	IS	In 2016, Placemaking seed funding saw Council award \$60,000 in funding for the Byron Bay Town Centre streets and foreshore be revitalised with theatre, entertainment and beautification. Other programs that have contributed include the Byron Bay Urban Recycled Water Scheme and the Byron Greeters Volunteer program. The Better Byron Crew are employed on a daily basis with maintaining and keeping clean, the Byron Bay Town Centre. This ensures clear sight lines and a clean and tidy environment assisting with passive surveillance and therefore reduced opportunity for crime.	
	S7.1.5 Investigate additional transport options between the towns and villages	IS	Has not continued following Green Frog service. More pedestrian access is planned through Rail Corridor and Main Road 545 bypass.	There are future plans for an integrated transport study for the whole shire
	S7.1.6 Progress the bikeways plan as a short-term strategy and to allocate funds in the 09/10 budget and secure grant sponsorship to ensure its implementation in the short to medium term	IS	In this current year (2017/18) there is \$60,000 allocated for the Shirewide Bike Plan (44281.1). This was originally funded \$15,000 revenue and a \$45,000 grant. Advice received from Infrastructure Services at the September budget review (currently happening) was that this grant was not available for this project so the \$45,000 grant funding component of this was now replaced with funding from the Infrastructure Renewal reserve.	
S7.2 Review Council's Section 94 Plan to identify tourism infrastructure	S7.2.1 Undertake a review of Council's Section 94 Plan to identify tourism infrastructure	SEE	Tourist infrastructure was removed from the S94 plan in 2012 and incorporated into the S94A plan. This plan levies a contribution of 1% of the cost of works on all non residential development. The work that the section 94A levy is set to fund includes public toilet upgrades, additional beach showers and access points, public art in town centres and civic improvements. See table below	
S7.3 Ensure that BSC work currently being undertaken to develop an Integrated Transport Strategy considers the demands placed on the transport network within the Shire by tourism and seeks to better manage the transport network as a means to connect the Shire's destinations.	S7.3.1 Work with the RTA and relevant agencies and the community to investigate ways to improve traffic and parking management within the Shire as part of BSC current work on an <i>Integrated Transport Plan</i> for the Shire that includes alternative transport modes such as rail, cycleways and walkways	SEE	The current traffic studies factor in tourist growth into the traffic predictions for the next 20 years. Parking strategies have been completed for 4 major urban centres - with paid parking introduced at Main Beach, Wategos and Bangalow. Brunswick Heads and Mullumbimby to be advised	
	S7.3.2 Refer to recommendations that result from work currently being undertaken on the Ewingsdale and Suffolk Park Strategic Traffic Study	IS	This study is currently underway.	
	S7.3.3 Investigate the opportunity to develop and promote Byron Shire as a destination that embraces alternative transport systems.	SEE	Complete - Solar bikes, Green Frog service and rickshaws	
S7.4 Continue to engage with the state government regarding their plans to develop Brunswick Heads foreshore	S.7.4.1 Ensure on-going communication with the State Government	CCS	NSW State Government is now managing the foreshore under NSW Crown Holiday Parks Trust. Negotiations are continuing between Council and NSW Government over its plans for the land	
S7.5 Continue to negotiate with the State government regarding the development of plans of management for crown lands and for infrastructure development and maintenance	S.7.5.1 Ensure on-going communication with the State Government	CCS	as above	

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S7.6 Improve destination signage	S7.6.1 BSC has resolved to undertake an audit of signage in the Shire. Prepare a whole of destination integrated signage strategy that supports visitors and promotes diversity of experiences within the destination. Develop an information package for businesses outlining signage compliance policy. Regulate business compliance.	IS	Signage audit conducted in 20015 with a few signs in 2011 as well. We have developed a data base on Reflect that can be used for the next audit of Pay Parking Signs then non pay parking signs. Traffic Engineer position being recruited at present for this project. Potential project for new signage to complete tourist drive from Cape Byron to St Helena lookout. Currently we have white on brown signs (TASC), White on blue Signs (IS Director), Street Signs (TBA), No Camping Signs (enforcement) then all the regulatory signs (LTC).	

Facility	Cost of Works 2012	Cost of Works indexed to 24 April 2014	Priority
Improvements to Tourist Information centre Station masters	200,000	206,654	1
Redevelop public toilets in Byron Bay (Including Public Art	40,000	41,331	2
Redevelop public toilets in Ocean Shores (Including Public	40,000	41,331	11
Redevelop public toilets in Suffolk Park (Including Public Art	40,000	41,331	12
Redevelop public toilets in Brunswick Heads (Including	40,000	41,331	3
Redevelop public toilets in Bangalow (Including Public Art	40,000	41,331	4
Additional Beach showers throughout the shire (Including	50,000	51,663	13
Improved Beach accesses shire wide.	100,000	103,327	15
Public Art in town centres \$30,000 PA for 10 Years	300,000	309,980	5
Civic Improvements in Brunswick Heads town centre.	50,000	51,663	6
Civic Improvements in Ocean Shores town centre.	50,000	51,663	7
Civic Improvements in Byron town centre. Benches,	100,000	103,327	8
Civic Improvements in Mullumbimby town centre. Benches,	500,000	516,634	9
Civic Improvements in Bangalow town centre. Benches,	50,000	51,663	10
Footpath improvements shire wide. Including disabled	500,000	516,634	14
Administration	150,000	154,990	10% of annual income to be allocated to admin
Total	2,250,000	2,324,853	

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Objective 8	Investigate opportunities to enhance, develop and promote appropriate tourism products that will improve the visitor experience and length of stay			
S8.1 Investigate the development and promotion of additional tourism product and visitor experiences to complement the brand and image of the Shire	S8.1.1 As part of visitor research (see Objective 4) survey visitors to determine views about current product and activities and to identify new opportunities	SEE	Visitor survey conducted by TRA in 2011	
	S8.1.2 Work with relevant agencies to develop new and enhance existing nature-based and cultural tourism experiences and develop new experiences	SEE	Nature and cultural/art trails developed as a part of the Visitor Trails Map.	
	S8.1.3 Integrate new and enhanced products into marketing strategy and collateral	SEE	Co-working with towns and villages, along with companies in Byron industrial estate on projects such as Conferencing Byron and Visitor Trails Map. Also the Placemaking seed fund was established in 2016.	
	S8.1.4 Improve linkage of new and enhanced products to iconic attractions and experiences	SEE	Visitor Trails Map delivered in 2012, encouraging dispersal of visitors across the shire.	Version 2 of Visitor Trails Map currently awaiting outcome of funding application.
	S8.1.5 Continue to utilise existing programs such as the ST CRC Farm and Nature Tourism program delivered by ARTRC as a means to provide assistance in product development and consider new programs to support other product areas for e.g. health & wellbeing	SEE	BSC involved in proposing new agri-tourism workshops for operators	
	S8.1.6 Investigate the opportunity to develop and promote Byron Shire as a destination that embraces alternative transport systems.	SEE	Complete - Solar bikes, Green Frog service and rickshaws initiated	
S8.2 Extend length of stay and improve yield and visitor dispersal across the Shire in accordance with each town's interest, development/ activities not be undertaken on high conservation value land and subject to the terms of the Rural Settlement Strategy and local rural consultation.	S 8.2.1 Investigate the feasibility to develop and promote a series of village touring, nature-based and cultural itineraries connected throughout the region by rail, cycleway, walkway, horse-riding and road	SEE	Byron Visitor Trails Map completed in 2012 - this is largely designed to be a self-drive itinerary, more eco friendly options are not available at present.	
	S8.2.2 Continue to develop and promote exceptional food and wine as part of the visitor experience	SEE	Food & beverage options promoted through trade famils, Conferencing Byron and Visitor Trails Map.	
	S8.2.3 Use the Tourism Product Audit to identify opportunities for new product, development and investment opportunities.	SEE	Conferencing Byron program and consultation emerged as a result.	
	S8.2.4 Consider ways to encourage visitor dispersal to northern parts of the Shire in consultation with the community	SEE	Byron Visitor Trails Map and green frog shuttle initiated. Consultation with Brunswick Valley and participation in Community Booklet	
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Objective 9	Develop Byron Shire as a world leading, best practice, environmentally responsible destination			
S9.1 Continue to require effective environmental management practices for sustainable development for new developments through the BSC Development Application process and encourage existing operators to do the same through participation in appropriate environmental accreditation programs	S9.1.1 Work with natural resource management agencies to investigate the feasibility of utilising an existing sustainable environmental programs, for e.g., becoming a Green Globe Community	SEE	Not commenced	It is anticipated online Eco Check Certification will be proposed as part of the new tourism plan following a best practice example from Tourism Noosa.
	S9.1.2 Work with natural resource management agencies to assess and plan for visitor impacts	SEE	BSC Biodiversity Conservation Strategy was implemented in 2004. This was developed in conjunction with the northern directorate of NSW National Parks and Wildlife Service (Dept Environment Conservation) and staff from Dept of Infrastructure, Planning and Natural Resources, Northern Rivers.	
	S9.1.3 Work with local Environmental groups to investigate accreditation models to encourage improved environmental performance and efficiency of tourism businesses (e.g. water and power)	SEE	Not commenced	
	S9.1.4 Work with local Environmental groups to establish an environmental management program for tourism operators to safe-guard nesting, resting and aggregation sites of native species	SEE	Not commenced	
	S9.1.5 Develop a Memorandum of Understanding with government agencies and other land managers in the Shire in relation to asses and consistent land management and regulation	SEE	Outlined in BSC Development Control Plan 2014	
	S9.1.6 Require effective management practices for sustainable development and develop web-based information that outline guidelines for sustainable tourism development by developers, Council and other authorities	SEE	Complete, guidelines are available on the BSC website	
	S9.1.7 Develop an information sheet for prospective developers, real estate agents, that outline the actions that need to be taken to protect conservation and heritage assets and sustain biodiversity	SEE	Newsletter has been developed for the development industry. Council has also developed <i>Guidelines for Ecological Assessment</i> in Byron Shire for applicants, planning consultants and planning assessors.	
S9.2 Provide clear design guidelines in BSC Development Control Plan for tourism developments and which guidelines shall include the restriction of tourist operations from high conservation land with suitable buffers for such activities when in proximity to such land.	S9.2.1 Ensure clear design guidelines are articulated in the BSC Development Control Plan for tourism developments	SEE	Chapter D3 in the BSC Development Control Plan 2014 has been developed to provide clear development guidelines and controls for various forms of sustainable tourist accommodation development across the Shire.	
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Objective 10	Establish a consistent brand and image for Byron Shire that promotes and protects its uniqueness and diversity and commitment to ecologically sustainable communities			
S10.1 Coordinate the development of an agreed brand and marketing activities and assist the Shire's destinations to further develop their brands and marketing strategies in cooperation with local business and tourism organisations.	S10.1.1A Refer brand development project for Byron Shire to the Markets and Creative Industries Committee	SEE	<p>The brand for Byron Shire was developed over several years with extensive community and industry consultation. Council's Tourism Advisory Committee began the process of developing an identity by identifying what the Community Core Values were. The Committee worked with a brand developer to develop an overarching parent brand/ identity with a consistent and inspirational message, to provide a strong identity for the entire Byron Shire.</p> <p>The brand uses carefully selected images and text and the tagline 'Don't Spoil Us, We'll Spoil You' and was adopted by Council in March 2012.</p>	
	S10.1.2 Assist the Shire's destinations to further develop their brand and marketing strategies in cooperation with local business and tourism organisations	SEE	Projects have been completed to assist smaller destinations with their brand identities e.g. Ocean Shores (Where the locals live), Brunswick Heads (Simple Pleasures), Mullumbimby (Magical Mullum) and Bangalow	
	S10.1.3 Work collaboratively with NRT, TNSW and TA to better position Byron Shire and its destinations related to their uniqueness, natural environment, relaxed atmosphere, spiritual and cultural diversity, health and well-being experiences and innovative enterprises	SEE	Complete. BSC has a collaborative relationship with the Northern Rivers Tourism Management Group, Destination North Coast and Destination NSW. Tourism Officers have recently participated in the DNC Destination Management Plan workshop where all of these themes were emphasised in importance for inclusion in the forthcoming plan.	
	S10.1.4 Ensure link to strategies identified in the BSC Cultural Plan	CCS	This plan has been superseded by the 2027 Community Strategic Plan which has clear guidelines for linking community preferences with tourism economic development.	
	S10.1.5 Work collaboratively with DNSW and TA to better position Byron Shire and its destinations in high yield international markets	SEE	Complete Conference Byron and Famil program	
	S10.1.6 Develop a training program for tourism operators to ensure they understand international visitor markets needs and expectations	SEE	Destination NSW and Australia's Green Cauldron perform this function	
	S10.1.7 Develop a communications and PR strategy to improve and provide coordinated promotion of the experiences within the Shire and its destinations as a way to gain national and international media exposure.	SEE	Complete - media kit and marketing plan developed	
	S10.1.8 Develop a coordinated and considered response to avoid and deal with negative media	SEE	Complete - handled by Media and Communications Officer	

Strategies	Council Actions proposed 2008-2018	Division	2017 review Staff comments	Progress Notes - Green = complete, Yellow = in progress, White = not commenced, Orange = cancelled
	S10.1.9 Develop a communications kit for media requests, PR activities (travel industry and media).	SEE	Complete - media kit available	
	S10.1.10 Develop a consistent approach to tourism literature within the destination region to ensure brand consistency, e.g., develop a website that is dedicated to experiences within the Shire, literature for accommodation compendiums and VIC Fact Sheets	SEE	Complete - Byron Visitor Centre's website is currently undergoing a re-design. Not a council function. Council webpage does have information regarding this	
	S10.1.11 Improve local operator participation in collaborative marketing opportunities	SEE	Several campaigns have been completed included My Byron Bay, Food and Art, and Conferencing Byron	
	S10.1.12 Work collaboratively with adjoining regions to better promote the Northern Rivers region to national and international markets	SEE	Tourism Officers are involved with Northern Rivers Tourism Management Group, North Coast Destination Network and International Campaign	
	S10.1.13 Develop Councils website to link to tourism product in the Shire, including Council owned or managed facilities	SEE	Complete - links to Council owned caravan parks are on the website	
S10.1A Provide a mechanism for Council to control the number and range of activities that are inconsistent with the Shire's values for inclusion in Council's new LEP and/or DCP's.	S10.1A.1 Formulate development controls that will include providing Council with the basis to refuse development applications that increase the number and/or proportion of backpacker type hostel accommodation in Byron Bay	SEE	Council is proposing to rezone backpacker accommodation from B2 permitted use to B3 Commercial Core to differentiate Byron Bay from the smaller town centres and the B3 zone will be more effective in limiting the pressure that tourist and visitor accommodation has on commercial and mixed use residential development options within Byron Bay town Centre. This proposal will go before Council in Nov 2017.	
S10.2 Investigate ways to attract high yield/low impact visitor markets to the Shire's destinations	S10.2.1 Use destination-level visitation data collection systems to determine current visitor market profiles, visitation levels, and experience data	SEE	Complete - TRA has provided the data	
	S10.2.2 Develop appropriate marketing campaigns to attract appropriate visitor markets	SEE	Complete - food and art campaigns, Conferencing Byron	
	S10.2.3 Consider the appropriateness of the 'Schoolies' market to Byron Bay	SEE	Complete - collaborative effort with Safe Summer in the Bay Committee	
S10.3 Develop a Brand Policy to protect the 'Byron' brand	S10.3.1 Investigate best practice for destination brand protection, e.g., 'Genuine Noosa', Kangaroo Island	SEE	Undertaken as a part of "Don't Spoil Us - We'll Spoil You" campaign	
	S10.3.2 Develop a program to communicate to tourism and business operators how best to align their product with the 'Byron' brand	SEE	Complete - Visual Identity document	
S10.4 Ensure that visitor experiences offered in Byron Shire are world's best practice	S10.4.1 Develop a benchmarking process for Byron Shire and its destinations to compare visitor experience against other leading coastal regional destinations both nationally and internationally	SEE	Benchmarking was completed as part of the 2011 primary research conducted by Tourism Research Australia. This was completed against key destinations and to the NSW state average. This has only been completed once.	
S10.5 Investigate the potential to develop an annual festival or event to celebrate the uniqueness and cultural diversity of the Shire	S10.5.1 As part of work to be undertaken on developing an events strategy for the Shire, investigate the feasibility of developing this event (refer Objective 13)	SEE	Complete - Soul Street and First Sun NYE Event Sponsorship funds	

Strategies	Council Actions proposed 2008-2018	Division	2017 review Staff comments	Progress Notes - Green = complete, Yellow = in progress, White = not commenced, Orange = cancelled
S10.6 Investigate the opportunity to develop and promote Byron Shire as a destination that embraces alternative transport systems.		SEE	Complete - Solar bikes, Green Frog service and rickshaws	
CCS SEE WR IS	CORPORATE AND COMMUNITY SERVICES SUSTAINABLE ENVIRONMENT ECONOMY WATER AND RECYCLING INFRASTRUCTURE SERVICES			

Strategies	Council Actions proposed 2008-2018	Division	2017 review Staff comments	Progress Notes - Green = complete, Yellow = in progress, White = not commenced, Orange = cancelled
Objective 11	Maximise the effectiveness of visitor information services for visitors			
S11.1 Develop a Visitor Information Strategy to ensure quality and integrated visitor information services across the Shire.	S11.1.1 Review the role, responsibilities, operations and funding of the Shire's VICs	SEE	Complete	
	S11.1.2 Purchase and utilise the ST CRC VIC kit to improve VIC performance	SEE	Complete	
	S11.1.3 Undertake an on-going education program of VIC staff and volunteers about attractions and activities across the Shire to improve yield and length of stay	SEE	Famil programs initiated through the NR Tourism Management Group	
	S11.1.4 Develop an on-going familiarisation program of attractions and activities across the Shire for all VIC staff and volunteers within the Shire	SEE	As above - complete	
	S11.1.5 Develop a communications strategy for visitor information for all destinations within the Shire to ensure consistent and appropriate visitor information is provided across the Shire	SEE	Complete - two plans have been implemented	
	S11.1.6 Develop a comprehensive, official visitor and community information web portal as part of BSC's website that provides links to other online and social networking sites including VICs	SEE	Complete - links provided on BSC website to both VIC's and Destination Byron	
	S11.1.7 Maximise use of VICs to display product strengths, e.g., nature-based, cultural, Indigenous, health & wellness	SEE	Complete - both VIC's have an extensive product offering and Byron Bay VIC is soon to undergo extensive refurbishment.	
	S11.1.8 Utilise the ST CRC Interpretation toolkit to assist with the development of an interpretation program for key visitor attractions across the Shire	SEE	STCRC is no longer is operation. Interpretation function is performed by NPWS	
	S11.1.9 Investigate providing visitor information at gateways to the Shire's destinations	SEE	Investigated and recommended in BSC Visitor Services Strategy	
CCS SEE WR IS	CORPORATE AND COMMUNITY SERVICES SUSTAINABLE ENVIRONMENT ECONOMY WATER AND RECYCLING INFRASTRUCTURE SERVICES			

Strategies	Council Actions proposed 2008-2018	Division	2017 review Staff comments	Progress Notes - Green = complete, Yellow = in progress, White = not commenced, Orange = cancelled
Objective 12	Improve the coordination, management and promotion of festivals and events across the shire with the emphasis on minimising impacts on the community			
S12.1 Improve coordination, management and promotion of suitable festivals and events across the region that comply with the adopted events policy.	S12.1.1 Identify and assess all the festivals and events within the Shire including: timing, scale, characteristics, visitor markets, promotion activities, management structure and develop a database of events that is regularly updated (identify gaps and timing clashes). NB: this work is currently being developed as part of the BSC Cultural Plan.	SEE	Information has been collected about all festivals and events which have any type of Council approvals in place. The Events team will be looking at options for collecting and evaluating this information in the coming year - see also S12.1.4	
	S12.1.2 Consider impacts of re-location of major festivals and events to northern parts of the Shire (Bluesfest and Spendour)	SEE	Monitoring in line with NSW Department of Planning & Environment requirements and planning approvals	
	S12.1.3 Develop a festival and event strategy that links with work underway on the <i>BSC Events Policy</i> to guide community and business opportunities consistent with the Shire's values.	SEE	Research currently being conducted into events strategy, further outcomes expected to be advised in 2018.	
	S12.1.4 Utilise the ST CRC Encore Festival and Event Evaluation kit as a means to improve event performance and determine impacts	SEE	Currently looking at alternative options for festival evaluation options for improving event performance and impacts. Specifically we are looking to expand on this with the inclusion of event sustainability and emissions reduction targets also.	
	S12.1.5 An events calendar is currently being developed as part of the <i>BSC Cultural Plan</i> . From this, develop a web-based calendar that can be used to provide information to visitors and residents about the range of festivals and events	SEE	This is underway as part of the Byron Events Bureau online events calender	
	S12.1.6 Facilitate a regular forum of festival and event managers to foster cooperation with Council in cooperation with Arts Northern Rivers and Events NSW.	SEE	This has occurred previously, currently on hold temporarily while Events Liaison role was filled part time. Now that this is a full time position, forums will be scheduled again in the coming months.	
	S12.1.7 Ensure BSC Event Policy is communicated to all festival and event managers	SEE	This will be completed as the policy is drafted and adopted.	
	S12.1.8 Develop a marketing strategy for the Shire's festivals and events	SEE	In the interests of sustainability, Council will not be actively marketing special events, it will however feature on the website events calendar.	
	S12.1.9 Investigate resource sharing for festivals and events (e.g., how can larger events assist small scale local events that are managed voluntarily	SEE	As a result of festival managers forums (S12.1.6), this has happened on an informal basis e.g. The organisers of the Byron Writers Festival have lent infrastructure to smaller festivals	
	S12.1.10 Consider the inclusion of relevant development controls for events in council's new LEP and/or Development Control Plans.	SEE	A planning proposal seeking to amend clause 2.8 Temporary use of land is being put before Council in November extending the period a temporary development is allowed. It is also proposed that events can be classified as exempt development in Schedule 2 of LEP 2014.	
S12.2 Investigate opportunities for funding to support small community festivals and events	S12.2.1 Investigate grant opportunities	SEE	Funding opportunitites are advertised bi-annually through the BSC website and press releases	

Strategies	Council Actions proposed 2008-2018	Division	2017 review Staff comments	Progress Notes - Green = complete, Yellow = in progress, White = not commenced, Orange = cancelled
S12.3 Develop comprehensive Events Guidelines to assist event organisers through the processes of obtaining BSC approval and hosting safe and successful events	S12.3.1 Develop a BSC dedicated website page that clearly articulates Council Event Guidelines and approval processes	SEE	Complete	
CCS SEE WR IS	CORPORATE AND COMMUNITY SERVICES SUSTAINABLE ENVIRONMENT ECONOMY WATER AND RECYCLING INFRASTRUCTURE SERVICES			