



Byron Shire Council



# Byron Shire Council

## Draft Community Strategic Plan **20222027**



*Linking together our people, our place, our purpose*  
– Byron Shire **20222027**

(E2017/24451)

Endorsed by Council on: <date> (<Resolution Number>)



*In preparation of this document, Council acknowledges the Bundjalung of Byron Bay - Arakwal People are the Traditional Custodians of the land in Byron Shire, and form part of the wider Aboriginal nation known as the Bundjalung.*

*The Byron Shire Council and the Traditional Custodians acknowledges the Tweed Byron Local Aboriginal Land Council and the Jali Local Aboriginal Land Council under the Aboriginal Land Rights Act 1983.*

*Council also acknowledges all Aboriginal and Torres Strait Islander people who now reside within the Shire.*

Phone: 02 6626 7000  
Fax: 02 6684 3018  
Email: council@byron.nsw.gov.au  
Emergency After Hours: 02 6622 7022  
Street Address: 70-90 Station Street, Mullumbimby NSW 2482  
Postal Address: PO Box 219 Mullumbimby NSW 2482  
Office Hours: 8.30am to 4.30pm Mon-Fri  
Switchboard: 8.30am to 4.30pm Mon-Fri  
Website: www.byron.nsw.gov.au

## Contents

INTRODUCTION FROM THE MAYOR SIMON RICHARDSON .....	4
About this Plan.....	5
Reviewing the Plan .....	5
Linking together our people, our place, our purpose – Byron Shire 2027 .....	6
Social justice principles underpinning the Community Strategic Plan .....	6
Framework.....	7
Links to other plans.....	10
Community consultation.....	12
About Byron Shire.....	14
Map of Byron Shire .....	17
Partners in the delivery of the Community Strategic Plan.....	18
Disability Inclusion Action Planning and our CSP.....	19
Key community outcomes and strategies.....	20
<b>Corporate Management</b> .....	22
What the community told us – concerns and priorities .....	23
What the community can do.....	26
<b>Economy</b> .....	28
What the community told us – concerns and priorities .....	29
What the community can do.....	31
<b>Society and Culture</b> .....	33
What the community told us – concerns and priorities .....	34
What the community can do.....	36
<b>Environment</b> .....	38
What the community told us – concerns and priorities .....	39
What the community can do.....	43
<b>Community Infrastructure</b> .....	45
What the community told us – concerns and priorities .....	47
What the community can do.....	50
Appendix 1 – CSP objectives linked to state and regional plans .....	51
Appendix 2 - Key Byron Shire Council documents .....	52

**INTRODUCTION FROM  
THE MAYOR ~~JAN BARHAM~~ SIMON RICHARDSON**

TO BE PROVIDED PRIOR TO ADOPTION

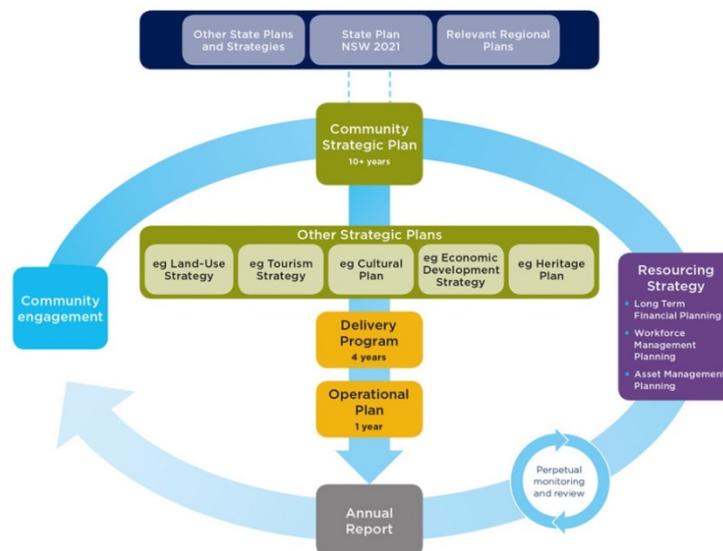


## About this Plan

All councils are required to prepare a Community Strategic Plan under the NSW Integrated Planning and Reporting Framework. The Community Strategic Plan is the highest level of strategic planning undertaken by a council and its community. Its purpose is to identify the community’s main priorities and aspirations for the future, and to plan a clear set of strategies for achieving these goals.

The Community Strategic Plan considers the issues and pressures that may affect the community over the next 10 years. In order to consider the level of resources that will realistically be available to achieve its aspirations, the Plan is supported by a number of other plans: a Resourcing Strategy that includes a 10 year Asset Management Strategy, A 10 year Long Term Financial Plan and a four year Workforce Management Plan.

Also included in the Integrated Planning and Reporting Framework is the four year Delivery Program and one year Operational Plan which outline the activities that are the responsibility of our Council in achieving our community vision.



## Reviewing the Plan

This Community Strategic Plan 2027 is a minor update of our original Community Strategic Plan 2022 which was first adopted by Council in 2012.

In September 2016, local government elections were held and in accordance with Integrated Planning and Reporting legislation, a review of the previous Plan was required. The review built upon the community input to date and ensured that the Plan would remain current and representative. A major review and consultation process will be held in 2017-2018 to prepare a new Community Strategic Plan 2028.



## Framework

Linking together our people, our place, our purpose - Byron Shire [2027](#) is built around five key themes. These themes and each of their aims are:

### Corporate Management...

Effective leadership and ethical and accountable decision making.

### Economy...

A sustainable and diverse economy which provides innovative employment and investment opportunities in harmony with our ecological and social aims.

### Society and Culture...

Resilient, creative and active communities with a strong sense of local identity and place.

### Environment...

Our natural and built environment is improved for each generation.

### Community Infrastructure...

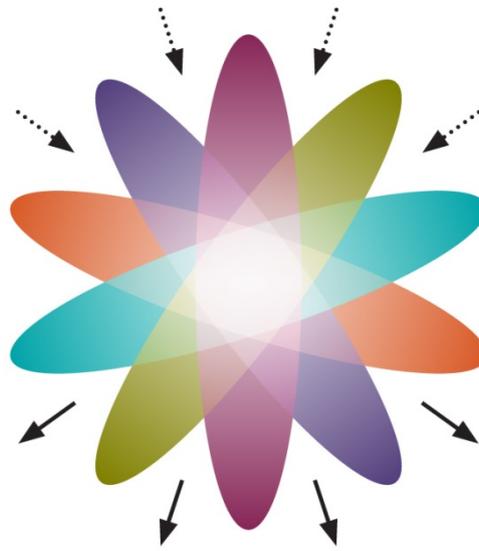
Services and infrastructure that sustains, connects and integrates our communities and environment.

These themes are each supported by community outcomes that will guide our Shire for the next 10 years (see [Partners in the delivery of the Community Strategic Plan Section 8](#)).

The five themes, and their key goals, are closely connected and are interdependent – they should not be viewed in isolation.

The interconnectedness, and each theme's reliance on each other to achieve outcomes, is represented diagrammatically below:

## Goals and Strategies



## Outcomes



Making compost at the Mullumbimby Community Garden

#### 4. The BIG picture

linking together our people, our place, our purpose – Byron Shire 2022 aligns with the NSW Division of Local Government (DLG), Department of Premier and Cabinet's new planning and reporting framework for local government.

This framework was introduced in July 2012. In addition to this long term Community Strategic Plan, Council has developed:

- A four year Delivery Program – detailing the strategies and resultant activities to be undertaken by the Council to achieve the goals established by the Community Strategic Plan.
- An Annual Operational Plan – the individual projects and activities to be undertaken for the year in order to achieve the commitments made in the Delivery Program.

The above plans must be underpinned by a resourcing strategy which consists of a long term Financial Plan, a Workforce Management Strategy and an Asset Management Plan.

## Links to other plans

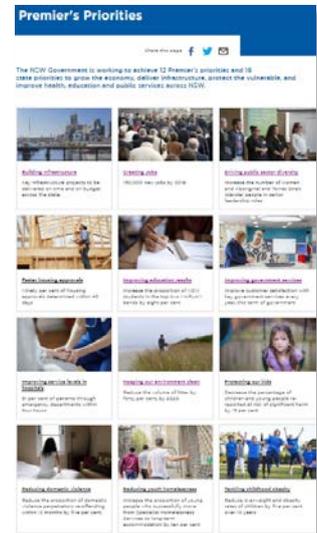
In planning for the future of Byron Shire, we must confirm and be mindful of regional and state plans and the impacts they have on our Shire. In recent years the NSW Government and regional bodies have developed a number of key plans that shape and guide our region.

### THE NSW STATE PLAN (2010) THE PREMIER'S PRIORITIES

The NSW State Plan is a long term plan that sets 12 priorities to guide State Government decision making and resource allocation for the services they deliver.

The priorities address the following key areas:~~The NSW State Plan addresses eight key areas, namely:~~

- ~~— Better transport and liveable cities~~
- ~~— Supporting Business and Jobs~~
- ~~— Clever State~~
- ~~— Healthy Communities~~
- ~~— Green State~~
- ~~— Stronger Communities~~
- ~~— Keeping People Safe~~
- ~~— Better Government~~
- Building infrastructure
- Creating jobs
- Driving public sector diversity
- Faster housing approvals
- Improving education results
- Improving Government Services
- Improving service levels in hospitals
- Keeping our environment clean
- Protecting our kids
- Reducing domestic violence
- Reducing youth homelessness
- Tackling childhood obesity



### NORTH COAST REGIONAL STRATEGY PLAN (2006/2036)

Developed by the NSW Department of Planning, the North Coast Regional Plan is focussed on unlocking the potential of one of Australia's most beautiful places. The North Coast will become the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities. The North Coast Regional Plan 2036 is a 20-year blueprint for the future of the North Coast.

The NSW Government's vision for the North Coast is to create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities. To achieve this vision the Government has set four goals for the region:

- The most stunning environment in NSW
- A thriving, interconnected economy
- Vibrant and engaged communities
- Great housing choice and lifestyle options.

~~the Far North Coast~~



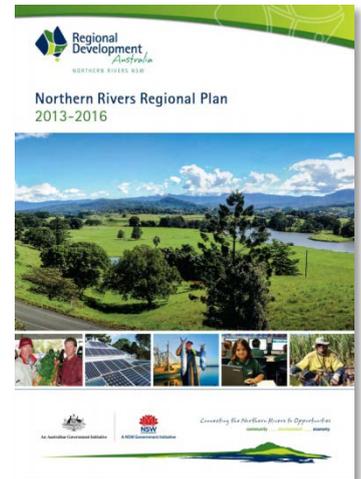
~~Regional Strategy represents the agreed NSW government position on the future of the Far North Coast. The purpose of the strategy is to manage the region's expected high growth rate in a sustainable manner. It aims to protect the unique environmental assets, cultural values and natural resources of the region while ensuring that future planning maintains the character of the region and provides for economic opportunities.~~

~~Byron Shire's dwelling target under the Strategy is to create opportunities for an additional 2,600 dwellings by 2031.~~

NORTHERN RIVERS REGIONAL PLAN (2013-2016)

Developed by Regional Development Australia, the Northern Rivers Regional Plan is a tool for managing and embracing change occurring in the region. The plan provides a vision for the region ~~to 2020~~ and a regional profile with information about the region's people, geography, economy, services and environment.

Council has considered these plans and strategies in developing linking together our people, our place, our purpose - Byron Shire ~~2022~~ 2027. Links to these state and regional plans are demonstrated in Appendix 1 (page 45).



*While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.*

Planning a Sustainable Future Guideline (2010), Division of Local Government, Department of Premier and Cabinet.

## Community consultation

An integral component of the preparation of linking together our people, our place, our purpose - Byron Shire 2022 ~~is~~was the engagement of our community.

The development of a Community Strategic Plan (CSP), opens the way for Byron Shire Council and the community to engage on discussions about funding priorities, service levels, preserving local identity and to plan in partnership for a more sustainable and inclusive future.

The development of the CSP can be broken down into the following steps:

- Step 1 Review of past community consultation, strategies, plans and policies.
- Step 2 Development of a community engagement plan for Phase 1 of community engagement.
- Step 3 Development of a community discussion paper detailing possible CSP aims, goals and delivery programs.
- Step 4 Engagement Phase 1 – Inform and consult - Community Discussion Paper for the development of a draft CSP.
- Step 5 Engagement Phase 2 - Inform, consult, involve, collaborate - Development of the Draft Community Strategic Plan based on prior engagement and Community Discussion Paper.
- Step 6 Engagement Phase 3 - Inform and consult - Public Exhibition of the Draft Community Strategic Plan, Operational and Delivery Plan and supportive resourcing strategies
- Step 7 Submission to the Division of Local Government, Department of Premier and Cabinet.

To assist with communication and engagement in the development of the CSP, Council ~~has~~ developed an Engagement Strategy in 2012. The strategy is a key component in meeting Council's legislative requirements.

The Engagement Strategy:

1. Outlines how Council will build from past consultation and knowledge and share this information with the community.
2. Explains how Council will engage with the community on key issues and use the findings to develop Byron Shire Council's Community Strategic Plan (CSP) and associated plans and programs.
3. Demonstrates how Council will engage with the community in reviewing the draft 10 year community strategic plan and associated plans and programs.

In 2017 Council engaged consultants to deliver effective internal and external consultation required for the Disability Inclusion Action Planning (DIAP) process required by the Disability Inclusion Act 2014. The consultation approach was developed with a clear intention of active inclusion and participation of all stakeholders, specifically people with lived experience of

disability, the Access Consultative Working Group (ACWG), local disability service providers, and council staff. This stakeholder engagement enabled the consultants to work with Council to develop strategies that will become part of Councils' core business through incorporation into the Integrated Planning and Reporting (IP&R) framework documentation, including the Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy.

In the 2017-2018 financial year, Council will again be consulting with the community and partners in order to prepare a new Community Strategic 2028.

A copy of the Engagement Strategy can be found on Council's website [www.byron.nsw.gov.au/development-of-a-new-community-strategic-plan](http://www.byron.nsw.gov.au/development-of-a-new-community-strategic-plan)

## About Byron Shire

### LOCATION

Byron Shire is located on the Far North Coast of NSW and shares its boundaries with the Tweed, Lismore and Ballina Local Government Areas (LGA's). Brisbane is approximately 200 kilometres north and Sydney approximately 800 kilometres to the south. The Shire is 556 square kilometres in size. The area is famed for its rural beauty and its beaches.

### POPULATION

The ~~local resident official~~ population of Byron Shire ~~as of at the date of the 2006 Census~~ 30 June 2015 was 28,767,32,723.

Tourism increases the overnight population by an estimated average of 22%.

### SOCIAL CHARACTERISTICS

The Byron Shire community is a diverse and colourful mix of people. Each of the towns and rural villages has its own distinctiveness with a mix of cultural values, embracing both traditional and alternative lifestyles and philosophies.

### ECONOMY AND INDUSTRY

The principal economic driver in the Shire is tourism, with an estimated value of \$370 million in 2006 from about 1.3 million visitors. Tourism is a major economic driver and has a major impact on the retail, food, accommodation, construction and wholesale sectors. The total value added from tourism and hospitality was \$343.9 million.

Agriculture and related value added products and the creative industries also contribute substantially to the economy. In 2005/2006 agriculture in the Shire had a total gross value of \$40 million. Creative Industries has been identified as a sector for niche development and continuing growth.

Retail Trade is the largest employer, generating 2,080 local jobs in 2014/15. In 2011, there were 1,366 people who make up the tourism and hospitality workforce in Byron Shire, of this 41.5% worked full-time and 52.6% worked part-time.

### ROADS

Roads are an important part of life in a rural area. Council maintains a total of 587-496 km of urban and rural roads. The high levels of tourist traffic on local roads makes maintenance and repair that much more challenging.

The Shire also has 1,478 rural causeways, culverts and pipes and is responsible for maintaining pathways (74km), drainage (2,452km) and various open space and buildings assets.

### TRANSPORT

Transport is a major issue for many in our Shire. Public transport is limited and most people rely on a vehicle or are restricted in their access to essential services and educational facilities which are often located outside the Shire.

### SOCIAL INFRASTRUCTURE

#### Health

Hospital services in Byron Shire were consolidated in 2016 in a new Facility. Byron Central Hospital is a purpose built hospital that replaces the Mullumbimby and Byron Bay hospitals. General hospitals are located at Lismore and Tweed Heads with ~~smaller hospitals located in Byron Bay, Mullumbimby and Ballina.~~ Gold Coast and Brisbane emergency and specialist services are being accessible. Private hospitals are located in Lismore and on the Gold Coast.

#### Universities and Vocational Colleges

Southern Cross University and the North Coast Institute of TAFE offer a wide-ranging menu of courses through a number of regionally located campuses. Distance programs are available through the institutions.

The Shire is also home to the Byron Community College. A not for profit community organisation, the college provides nationally accredited vocational training programs for adults (15+ years). Courses are run in Byron Bay and Mullumbimby.

In addition, the global SAE Institute has a campus located in Byron Bay. Established in 2002, the SAE Institute Byron Bay was launched as the regional head office and a centre of excellence. It offers government-accredited certificate III, diploma and degrees in audio engineering, filmmaking and creative media technologies.

### High Schools and Primary Schools

The Byron Shire community is well-served by a range of public and private schools providing a diversity of educational opportunity. Within the Shire there are 22 primary schools and three high schools.

### Children's Day Care

Day care services, community pre-schools and Outside of School Hours (OOSH) care are available at various locations throughout the Shire.

Byron Shire Council has an accredited long day care located in Byron Bay. Sandhills Early Childhood Centre is licensed to accommodate up to 54 children per day, aged six weeks to five years.

In 2010, Council built the Suffolk Park Integrated Children's Centre which is home to the Byron Shire Early Intervention Service.

[Council operates After School Care and Vacation Care services at Byron Bay, Mullumbimby and Brunswick Heads. Council also supports Federal Community Preschool, Lillypilly Pre-school at Brunswick Heads, Ocean Shores Community Pre-school, Bangalow Long Day Care Centre, Durrumbul Pre-school, Byron Bay Preschool, Suffolk Park Integrated Children's Centre, Mullumbimby Community Preschool and Periwinkle Pre-school by providing land and/or buildings for the delivery of services for children aged 3 – 5 years.](#)

[Provided here are the Key figures from the Australian Bureau of Statistics 2006 Census 'Byron \(Local Government Area\), 'Community Profile'. Census data for 2011 is available at . The next version of the CSP for 2028 will provide the latest Census data for 2016.](#)

### SHIRE POPULATION

- 28,767 (estimate for 2009 - 32,126)
- Growth for the period 3.5% (previously 7.8%), regions growth 6.9%, state growth 4.4%
- Distribution: 27% rural; 20% Ocean Shores; 19% Byron Bay; 11% in Suffolk Park; 11% in Mullumbimby; 6% in Brunswick Heads; and 6% in Bangalow.

### POPULATION CHARACTERISTICS

- Median age: 41 years old
- Approximately 20% speak another language
- 53% are married or de facto
- 47% are single (13% are divorced)
- 4% have a need for disability assistance
- 11% provided unpaid care to people with profound or severe disabilities
- 27% of the Shire volunteer (over 15 years of age) - the state average is 17.1%
- 447 people are of Indigenous origin (1.55% of the Shire)

### EDUCATION

- 23% have a Bachelor Degree (higher than region and state)
- 15% an Advanced Diploma (higher than region and state)
- 30% have certificate level qualifications
- 33% are enrolled in education (higher than region and state)

### INCOME

- Weighted average individual gross weekly income \$510 (\$491 region, \$619 state)
- Weighted average household gross weekly income \$944 (\$919 region, \$1,232 state)

### HOUSEHOLDS

- 10,713 households
- 66% are family households; 27% are lone households
- Over 81% live in houses (not flats or semi-detached)
- 64% own or are purchasing a dwelling (paying \$1,255 per month towards a mortgage – lower than state average)
- 30% rent (paying \$245 per week on average – higher than state average)
- Median house price \$515,000 (50% greater than state)

- 66% of households have an internet connection (40% broadband)
- 76% own one or more cars

#### EMPLOYMENT (people 15 years and over)

- 51% of Byron Shire population over 15 years had employment in 2006 (region 49%, state 51%)
- Proportion of full time workers to total workers 52% (lower than region and state)
- Weighted average individual gross weekly income \$510 (\$491 region, \$619 state)
- Weighted average household gross weekly income \$944 (\$919 region, \$1,232 state)
- 90% of workers live in the Shire; the balance live outside the Shire; 3% are overseas visitors working in the Shire
- 85% use a car to get to work, with people walking or cycling to work higher than the region and state percentage.
- 12% worked at home
- 12% did not go to work

#### ECONOMIC SYNOPSIS

- Business revenue estimated at \$1.37 billion from approximately 3,500 businesses
- Tourist spending estimated in 2009 at \$411 million
- 60% sole traders. Of the balance, 60% employ less than 5 people and 31% between 5 – 19 people.
- Roughly 45% businesses located in Byron Bay who generate estimated 55% of the Shire's business revenue.
- Key industries: Retail (12.9%), accommodation and food (12.9%), health care and social assistance (10.6%), education and training (9.6%), manufacturing (8.2%) and construction (7.4%) sectors are the principal drivers of employment in the Shire.
- Home-based businesses estimated in community survey (2007) at 22%

#### CLIMATE

- Mean max temperature: 27.6 (summer), 19.3 (winter)
- Mean min temperature: 20.8 (summer), 11.7 (winter)
- Mean rainfall: highest 205.1mm, lowest 66.4mm
- Mean number of days of rain per month: highest 13.3, lowest 6.5 days.

## Map of Byron Shire



## Partners in the delivery of the Community Strategic Plan

The successful delivery of the Community Strategic Plan will rely on the development of partnerships between Council and other parties (listed below) to implement our key strategies.

- State and Federal Government agencies
- Community organisations
- Education institutions
- Non-government organisations
- Private sector organisations
- Ratepayers
- Residents
- Council staff

## Disability Inclusion Action Planning and our CSP

As part of the Disability Inclusion Action Planning process, Byron Shire Council undertook internal consultation with staff and external consultation with local people with disability and the services that support them.

Areas of good practice were identified, with highlights including:

- Staff working together with Council's Access Consultative Working Group
- Current flexible work practices for staff
- Aspects of the Development Application process, such as individualised advice and fee waivers for secondary dwellings
- Social procurement partnership to provide employment opportunities for local people with disability
- Universal design recognised in recent sustainable housing initiatives

Priority areas for improvement were also identified, including:

### *Attitudes and behaviours*

- Increased awareness and recognition of "invisible" disability, such as hearing impairment and experiencing mental health issues

### *Liveable communities*

- More accessible infrastructure, public spaces and activities/events, enabling greater participation in community life
- Accessible business, recreational and cultural opportunities
- Accessible housing that is affordable for local people
- Partnership with business and community to increase inclusion opportunities

### *Employment*

- Increasing inclusive employment opportunities with Council

### *Systems and processes*

- Website development to enable greater access to information and services (currently underway)
- Inclusion awareness and training for staff
- Expanding inclusive consultation practices to make sure that voices of people with disability are heard and included

## Key community outcomes and strategies

Council's five key themes provide a focus for the development of key community outcomes that will guide our Shire for the next 10 years.

The five key themes are:

**Corporate Management...**

**Economy...**

**Society and Culture...**

**Environment...**

**Community Infrastructure...**

The key community outcomes were developed as a result of what the community told us they considered necessary for the future of Byron Shire.

The themes also provide a framework to plan social, environmental, economic and civic leadership outcomes, to work towards achieving our vision of:

**“Culturally rich and thriving communities living in harmony, responding positively to the challenges of our world, and leading by example.”**

The following pages outline the long term objectives and measures for each of our five themes, and propose medium to long term strategies that Council will undertake to progress the Shire towards achieving its vision.



# Corporate Management

Effective leadership and ethical and accountable decision making.

## Corporate Management

Council has the challenge of representing the diverse interests, views and needs of our local communities and to ensure equitable access to services and facilities, within a complex and significant legal framework set by state and federal governments. It has to manage and spend limited funds and resources for the provision of facilities and services. To help identify where we want to go, what we need to do and what our key needs are, Council acknowledges the importance of consultation and engagement, listening and responding to our communities, demonstrating leadership and being a change-agent where necessary.

To assist in effective resourcing and support for community aspirations, Council acknowledges the value and necessity for strong partnerships and alliances with key community stakeholders, other levels of government, residents and ratepayers to achieve our aims and goals.

Council needs to maintain the confidence of the community, to follow the principles of good governance and to be seen to do so. This means that Council's decisions, activities and operations are conducted in accordance with sound ethical values such as honesty, fairness and respect. Council strongly supports the principles of legal compliance, probity, transparency, procedural fairness and accountability at all times.



The future challenges we face include:

- managing the impacts of State and Federal government policies
- available funding constraints
- Council's ability to remain competitive as an employer of choice in industries experiencing skills shortages.



## What the community told us – concerns and priorities

1. Priorities from local businesses and community on financial management including:
  - a) The provision of consolidated and relevant financial detail to the community in an easily comprehensible format.
  - b) The operating result of the general fund and the impact of incremental increases in asset valuations and the impact on depreciation.
  - c) Holiday lettings to be rated as a business versus normal residential rates.
  - d) Cost shifting from state government to local government identified.
  - e) A list of suggested priorities and service level reductions for different asset classes.
  - f) Rates.
2. Improvement of Council's website so that it becomes a hub of connectivity for the whole community.
3. Greater dog control in public places.
4. Greater support for engagement and encouragement of the community to be involved in the Shire's strategic direction.
5. Ensuring the sustainability of the Council.
6. No pollution - a healthy environment.
7. Council competency/efficiency/financial management/corruption prevention in Council administration.
8. Introduce Byron Shire's own financial monetary system.





Byron Shire Council Chamber located in Mullumbimby

## Community Objective CM1: Effective governance, business, project and financial management

### Community Strategies

- CM1.1 Improve the transparency, effectiveness and accountability of Council.
- CM1.2 Ensure Council decision making supports fair allocation of resources, services and facilities.
- CM1.3 Improve organisational sustainability (economic, social, environmental and governance).
- CM1.4 Comply with NSW State government legislation for local government integrated planning and reporting.
- CM1.5 Provide a safe, healthy and inclusive working environment.

### Measures

- a Statutory reporting completed on time.
- b Community Strategic Plan implemented.
- c Projects with a contract/capital value over \$150,000 are delivered within allocated budget and agreed time frames.
- d Achieve and maintain a \$1 million accumulated unrestricted general fund cash balance annually.
- e Maintain a general fund debt service ratio of less than 7% annually.
- f Maintain an unrestricted general fund current ratio greater than 2 annually.
- g Maintain outstanding rates and annual charges percentage below 5% annually.
- h Maintain investment performance at a rate greater than or equal to the 90 day bank bill swap rate annually.
- i Return on capital for declared business units is greater than 10%.
- j Increased overall staff satisfaction with working for Council.
- k Decrease in number of employee incident and injury reports.

**Community Objective CM2: Informed and engaged community**

**Community Strategies**

- CM2.1 Use a range of effective communication tools to engage the community to support transparent and accountable Council decision making.
- CM2.2 Provide education, engagement and feedback initiatives for meaningful community participation.

**Measures**

- a Increase customer satisfaction with Council services measured by regular community and business surveys.
- b Maintain or increase community participation in Council committees and other formal engagement forums.
- c Increase information available through online avenues.
- d Increase community subscription to online communication forums.



Talking with the community at the Byron Bay Farmer's Markets

*'Engage with the community more and focus on community facilities and services equitably across the Shire.'*

*Community Member*

**Community Objective CM3: Effective partnerships with all levels of government**

**Community Strategies**

- CM3.1 Implement collaborative partnerships that support efficient use of resources.

**Measures**

- a Reduction in over-reliance upon grants to fund services and infrastructure.
- b Grant funding acquittal reporting completed to satisfaction of funding body.
- c Financial savings from resource sharing opportunities with neighbouring councils.

## Community Objective CM4: Community compliance with statutory requirements

### Community Strategies

CM4.1 Promote community compliance with Acts, Regulations, Instruments and Council policies and standards.

### Measures

- a Increased community education opportunities.
- b Increase customer satisfaction with community compliance education measured by regular community and business surveys.
- c Decrease in community complaints regarding community non-compliance.

### What the community can do

- 1. Participate productively in community-Council forums.
- 2. Have realistic expectations regarding available Council funding and the services that can be provided with that funding.
- 3. Become informed. Sign up for Council's regular electronic newsletter and Council's online forums.
- 4. Join and support community groups and clubs and volunteer associations.
- 5. Harness and focus the expertise, energy and other resources within the community to work with Council to achieve the long term goals for the community.
- 6. Collectively and individually lobby state and federal government agencies on local issues.
- 7. Promote and practice community friendly behaviour.



Mullumbimby Civic Memorial Hall



# Economy

A sustainable and diverse economy which provides innovative employment and investment opportunities in harmony with our ecological and social aims.

## Economy

The combination of diverse and colourful communities, relaxed lifestyle, distinctive towns and villages, and outstanding physical environment is the foundation of our economy. Tourists and visitors are attracted to the area throughout the year. Tourist activities drive a diverse and quality mix of businesses in accommodation, food, health and wellbeing facilities, eco-activities and highly successful annual and one-off cultural and social events.

Thriving home-based and other small businesses focus on alternative, cultural, health and knowledge industries with a growing population of artists, writers and filmmakers. This includes a growing number of prominent and world-class festivals and exhibitions in music, literature, theatre, film, fashion and other arts. Sustainable agriculture is also a prominent industry with a range of value-adding produce. Our local communities take pride in the fact that world-class goods and services are produced within the Shire.

Council seeks to support and encourage balanced economic activity, while at the same time promoting local and regional economic capacity to live sustainably. Opportunities to learn and share skills and experience through a range of local training and education pathways are strongly supported by Council.



The future challenges we face include:

- The impact of availability of State and Federal Government funding
- Lack of funding and available resources to meet community expectations
- Lack of telecommunication infrastructure in local area
- Challenges faced by an ageing population
- Skills migration due to lack of employment opportunities in local area
- Impact of climate change and severe weather conditions on the economy
- Tourism pressures on infrastructure
- Need to diversify industry base to strengthen economy

## What the community told us – concerns and priorities

- Create tertiary education opportunities for marine biology, environmental science, climate change sciences, planning and law and tourism studies.
- Effective tourism management: No blanket approach for Shire, encourage sustainable tourism, niche market in environmental and educational tourism, and respect for residents.
- Develop long term, sustainable and diverse industries which support local residents and businesses including: home based businesses, public service outposts, boutique agriculture and sustainable farms, primary industry support and biodiversity, creative industries and advocating for IT/broadband.
- More highly paid meaningful employment opportunities.
- Support the need for tourists to pay the fair share of their impact on Byron Shire infrastructure through either a bed tax, levy or toll system. The State Government should be requested to pass special legislation to enable an alternative form of direct tax.
- Establishing community networks and partnerships with Council and other community stakeholders.
- The community values the strong arts and cultural sector and local produce/food producing potential/variety of available food

*'I think a way should be found for the tourism industry to contribute in a greater way than it is currently - to the quality of the infrastructure and environment in the Shire.'*

*Community Member*

### Community Objective EC1: A diverse **inclusive** economic base and support for local businesses

#### Community Strategies

- EC1.1 Support the development of a range of sustainable industries in Byron Shire.
- EC1.2 Support and strengthen local businesses and local business networks.
- EC1.3 Support new avenues of research and vocational and tertiary learning.
- EC1.4 Support sporting and cultural events in Byron Shire.
- EC1.5 Advocate for greater local employment opportunities.

#### Measures

- a. Increased Council support for economic activity across multiple sectors.
- b. Increase the sustainability of events in which Council is involved.

**Community Objective EC2: A sustainable tourism industry that respects and ~~promotes~~ preserves our natural environment and community values**

**Community Strategies**

- EC2.1 Build a tourism industry that delivers local and regional benefits in harmony with the community's values.
- EC2.2 Develop Byron Shire as a leader in responsible and sustainable tourism and encourage sustainable business practices within the tourism industry.
- EC2.3 Support and promote a collaborative shire-wide approach to managing tourism.

**Measures**

- a. Increased community and tourist satisfaction with local tourism industry.
- b. Decrease in number of tourism related community complaints.
- c. Reduction in energy consumption, waste production and water usage for tourism operators.
- d. Implementation of priority strategies and actions within the Tourism Management Plan.
- e. Increased funding from State and Federal Governments for tourism management.

*"I most value Byron Shire's innovation and leadership in sustainability. I value the focus on re-localisation - the farmers markets selling locally grown produce - "buy local" initiatives."*

*Community Member*



Byron Bay

**Community Objective EC3: The development of a diverse range of arts and creative industries**

**Community Strategies**

- EC3.1 Support cultural and arts-based industries.
- EC3.2 Develop Byron Shire as a leader in arts and creative industries.
- EC3.3 Strengthen regional partnerships with peak arts organisations.

**Measures**

- a. Increased opportunities facilitated by Council which support arts and creative industries.

**What the community can do**

1. Support buy-local initiatives such as community gardens and local farmers' markets.
2. Initiate and support local business and business initiatives such as co-operative marketing campaigns.
3. Participate productively in community-Council forums.
4. Create employment and mentoring opportunities for the Byron Shire community.
5. Support and promote a Byron Shire brand that reflects community core values.

*'Most important for the Byron Shire is growth in economy, in education and a happy community.'*

*Community Member*





## Society and Culture

Resilient, creative and active communities with a strong sense of local identity and place.

## Society and Culture

Byron Shire has a dynamic culture that is unique to the region and Australia; one that attracts new residents and new and returning visitors each year. Byron Bay and its hinterland are internationally renowned for community creativity and connection to place. With this attraction and growth, comes the challenge of meeting the needs of a diverse community and visitors. This includes access to and supporting local services and facilities, and helping to ensure other levels of government provide the Shire with education, health, transport and other services.

Culture in the Byron Shire is the expression of the history, heritage, customs, arts, recreation, sport, creativity and values of a community. The community is diverse and colourful. Each town, rural village and their localities have their own distinctiveness and mix of cultural values; embracing both traditional and alternative lifestyles and philosophies. There is strong respect for Aboriginal heritage and custodianship, and the value in understanding our link to country. It is Council's role to help foster community identity, the "connectedness" of individuals, active participation in community life and diversity among residents of the Shire.



The future challenges we face include:

- The availability of state and federal government funding.
- Lack of funding and available resources to meet community expectations.
- Challenges faced by an ageing population.
- Impact of climate change and severe weather conditions on the community.



## What the community told us – concerns and priorities

1. Crime prevention and law and order initiatives.
2. Increase affordable housing.
3. Residents value community, people and lifestyle, diversity, community values, tolerance and uniqueness, the strength and uniqueness of the Byron Shire identity and culture, community creativity and resourcefulness, the strong arts and cultural sector, the ability to be alternative.
4. Lack of a supportive/positive family environment.
5. Loss of sense of community due to loss of infrastructure and community facilities to support over 65 members of our community – leads to a loss of volunteers etc.
6. Stronger support to voluntary organisations from Council.
7. Provision of Youth Services - a community where young people are positively engaged through prosperous work and social relationships, and a mix of programs, facilities and services targeted at supporting local youth. Youth issues include alcohol, transport, employment, law and order and health.
8. An ageing population and the effect on infrastructure and services.
9. Desire for:
  - a) Responsive emergency services that meet the needs of people within the Shire
  - b) Provision of health care and services available within reasonable distance of all communities within the Shire
  - c) Control of licensed premises
  - d) Exploration of Council/Community partnership model for project/service delivery
  - e) Community to work together to result in a better quality of communication.

*'I value the community - cosmopolitan mix of locals with varied interests interacting with a wide range of visitors that generates a sense of creativity and aliveness.'*

*Community Member*

**Community Objective SC1:** Support communities to achieve equitable access to an appropriate range and level of whole of life services such as healthcare, education and housing.

### Community Strategies

- SC1.1 Advocate and lobby State and Federal Government for the needs of all members of the Byron Shire community to have access to required services infrastructure and facilities.
- SC1.2 Provide accessible facilities that support leisure, learning and recreation for people of all ages.
- SC1.3 Research, analyse, update and distribute information regarding the Byron Shire community's needs.
- SC1.4 Coordinate communication forums between regional and local community service organisations, the community and business.

### Measures

- a Increased funding from state and federal government to implement strategies.
- b Increased Council support for community organisations advocating for improved access to and provision of services.

**Community Objective SC2:** Achieve active and inclusive participate in local and regional community life

#### Community Strategies

- SC2.1 Provide a range of accessible recreational, cultural and community opportunities.
- SC2.2 Recognise the importance of, and promote community safety.
- SC2.3 Facilitate positive family and community influences on child development.
- SC2.4 Create vibrant livable places and spaces within towns and villages for people of all ages and abilities.

#### Measures

- a Increased community participation in Council facilitated community activities and events.
- b Increased Council support for industry and community organisations providing positive participation opportunities and not-for-profit events.
- c Increased volunteer participation in Council led initiatives.

**Community Objective SC3:** Respect and understanding of Aboriginal heritage and wider cultural diversity

#### Community Strategies

- SC3.1 Work in partnership with the community to facilitate access to a range of cultural places, spaces, opportunities and activities for all in the community.
- SC3.2 Acknowledge, foster and celebrate Aboriginal culture.
- SC3.3 Encourage and support residents from cultural and linguistically diverse backgrounds to participate in all aspects of community.

#### Measures

- a Increased participation by Aboriginal and Torres Strait Islander community members in Council led initiatives, partnerships and key community events.
- b Participate in major cultural events or celebrations such as NAIDOC Week, Seniors Week and International Day of People with a Disability.



Arakwal dancers

## What the community can do

1. Support small community based festivals and events.
2. Provide youth with healthy alternatives to drugs and alcohol such as creative/cultural workshops.
3. Increase participation in community organisations and Council activities.
4. Positive interaction with culturally and linguistically diverse groups and Aboriginal and Torres Strait Islander people.
5. Individuals with a diversity of skills could share their skills with others.
6. Lobby other levels of government for improved access to services.
7. Respect and acknowledge volunteers and increase volunteering opportunities.
8. Increase interaction among different population segments: youth, school children, pensioners and parents.
9. Community organisations working collaboratively together to achieve the best outcomes for the Byron Shire community.
10. Business giving back.

*'I value the broad range of cultural, spiritual, artistic, medical/health and intellectual lifestyles.'*

*Community Member*



Children painting in the park



# Environment

Our natural and built environment is improved for each generation.

## Environment

Byron Shire is one of the richest and most diverse regions for fauna and flora in Australia. A combination of high rainfall and mild climatic conditions, and variation in topography, geology and altitude support a diverse range of ecosystems and landscape features: forests, grasslands, creeks and rivers, paper bark swamps, mangroves and wetlands, coastal dune systems, sandy and rocky cove beaches and headlands. Byron Shire's natural environment has been significantly altered by human land uses including agriculture and urban development. The environment is also threatened by weeds, feral animals and the potential impacts of climate change. Council is committed to its important role as a steward of natural resources and the landscape. Working together with the community to protect and manage biodiversity assets, is critical to a sustainable future in Byron Shire.

The built environment includes a number of towns, villages and smaller settlements located within coastal and inland localities. The built environment is controlled by Byron's Local Environmental Plan (LEP) and planning controls including development control plans (DCP) and environmental planning instruments. The community expects that development will be sustainable and sensitive to the local character of Byron Shire (e.g. maintaining its towns and villages) and the uniqueness of the development's location. Challenges arising through the development of the built environment include the provision of services and the interaction with the natural environment.

Sustainability can be defined as using, conserving and enhancing resources so that ecological processes on which life depends are maintained and the total quality of life, now and in the future, can be increased. The path towards sustainability often requires changes in our current practices and actions. It often requires different social attitudes, long-term thinking and different decision-making processes. Considering all these issues, there are still a number of major obstacles that hinder the transition towards sustainability - even though sustainability is gaining increasing acceptance in both public and corporate spheres.

Common pressures on the path towards sustainability include challenges to global warming and peak oil research, affordability concerns, unawareness of what sustainability is, skepticism, difficulty in measuring goals and short-term mindsets.

Byron Shire is a hub of grassroots sustainability and a variety of community-driven initiatives are underway. As the world increasingly confronts resource shortages and the affects of accelerated climate change, local communities in Byron Shire continue to strive towards transforming their neighbourhoods to reduce their ecological impact and resource burden. Byron Shire Council recognises the value of community-driven sustainability initiatives, the significance of working at the community level and the need for credible organisations to be involved in community engagement to foster the transition to a more sustainable society.

Council has also taken a proactive approach towards sustainability and is progressively reviewing many internal practices to maximise sustainability outcomes. Council's role in local governance is vital in achieving a sustainable world which is dependent upon the democratic management and equitable distribution of resources both now and into the future. However sustainability is a journey, rather than a destination. Therefore, persistent work to minimise both Council's and the communities' ecological impact is vital.

### The future challenges we face include:

- Future climate change impacts including global warming, increase in intensity and frequency of extreme storm events, spread of weeds and feral animals and decline/loss of endemic species
- Sustainable development
- Lack of scientific certainty of climate change impacts
- Non-renewable resource constraints such as peak oil
- Transition to a more sustainable society
- Food security.

## What the community told us – concerns and priorities

1. Environment/biodiversity needs greater emphasis.
2. Demonstrate environmental and climate change leadership by supporting local, state and national research into coastal community regeneration and protection of natural resources.
3. Respect the beauty of the forest, beaches, and rural areas and proactively champion a 'no pollution' culture and healthy environment.
4. Insufficient affordable public transport options (look at rail, light rail or smaller buses). Support innovative practices in eco-friendly transport services for a low carbon future with low reliance on oil.
5. High priority placed by the local business community on environmental and sustainable initiatives.
6. Protect the fauna and flora of the coast through community services so that dunes and beaches are maintained in their pristine fashion. Protect the natural environment against change.
7. Identify and target a sustainable population that is consistent with the community values.
8. Prevent state intervention in local planning decisions.
9. The impacts of the global challenges (e.g. climate change, depletion of resources, financial crisis etc).
10. Improve long term planning.
11. Sustainable development in the built environment.
  - a) Balance between increased affordable housing and sustainable development where the coastline is managed and maintained for its current beauty.
  - b) Minimise over-development of sub-divisions in rural areas.
  - c) No avenue for next generation to settle in this Shire due to lack of available land and increasing land prices.
12. Management of development:
  - a) Fear of other local government development policies.
  - b) Urban development to incorporate best practice combination of high density and mixed use facilities and green areas for community use, while still providing a sense of living in a naturally beautiful ecosystem. Avoid over-development/commercial over-development/urban land release/ugly development.



Bush regeneration under the Bush Futures program

**Community Objective EN1: Protect and enhance the natural environment**

**Community Strategies**

- EN1.1 Protect, restore and maintain the biodiversity values, ecosystems and ecological processes of the Byron Shire.
- EN1.2 Sustainably manage significant urban and peri-urban bushland areas.
- EN1.3 Manage coastal processes, hazards and development so that the diversity, amenity and accessibility of the Shire’s coastline is maintained
- EN1.4 Protect and enhance the health of the Shire’s catchments, waterways and estuaries.

**Measures**

- a Maintain or increase the extent (hectares) of native vegetation.
- b Increase in the number of invasive animal species management actions.
- c Increase in the number of Council bush regeneration team sites progressing to maintenance phase.
- d Increase the number of threat mitigation actions that are implemented for native flora and fauna species.
- e Maintain or increase the area of robust and resilient dune systems along the coast.
- f Maintain or increase the ecological health of dune vegetation and other coastal vegetation communities.
- g Maintain or improve formal beach access, decrease informal beach access.
- h Support Landcare and Dunecare groups



The Wompoo Fruit Dove – listed as a threatened species

*‘...manage and plan for a balance between population growth, urban development and environmental protection...’*  
 Community Member

**Community Objective EN2: Sustainable towns, villages and rural settlements that: respect our natural environment; create an inclusive social environment, and integrate harmoniously with the character of local areas.**

### Community Strategies

- EN2.1 Implement innovative and sustainable urban design to:
- Enhance the distinctive qualities of towns and villages.
  - Reduce urban development impacts on the environment.
  - Encourage developments with reduced reliance on cars.
  - Provide for sustainability outcomes in the development of private lands.

### Measures

- Increase in sustainability outcomes in the management of Council controlled lands.
- Implementation of relevant legislative provisions within statutory timeframes.



Tree planting in Byron Shire

**Community Objective EN3: A low carbon community that integrates: food security; renewable energy; climate change; non-renewable resource constraints, including peak oil; and economic and social prosperity and resilience.**

**Community Strategies**

- EN3.1 Implement initiatives that address climate change.
- EN3.2 Promote water and waste minimisation – avoid, reduce and reuse waste.
- EN3.3 Encourage low consumption lifestyles and environmentally aware practices.
- EN3.4 Implement initiatives to prepare Council assets for climate change and peak oil impacts.
- EN3.5 Promote reduced energy consumption, increased energy efficiency and the local provision of renewable energy.
- EN3.6 Support initiatives that enhance socio-economic prosperity and resilience at the local level.

**Measures**

- a Increase in % of renewable energy exported back to the grid by the community.
- b Decrease in Shire-wide energy consumption (kWh).
- c Decrease in Shire-wide greenhouse gas emissions.
- d Increase in number of sustainable streets within Shire.
- e Maintain or increase the number of sustainability education activities.



Permaculture class members at the Mullumbimby Community Garden

*‘Ensure that future trends, such as peak oil, energy efficiency, climate change and food security are taken into consideration.’*

*Community Member*

## What the community can do

1. Switch to accredited greenpower, and energy and water efficient appliances.
2. Install renewable energy systems, including solar hot water.
3. Learn to power down i.e. use less petrol, electricity.
4. Join your local community garden or start one up.
5. Buy reusable, rather than disposable products.
6. Shop locally and start a veggie garden.
7. Plant an environmental weed free garden.
8. Keep cats and dogs out of bushland.
9. Get involved in feral animal control programs.
10. Join a Landcare or Dunecare group.
11. Please stay off the dunes and keep to formed paths.
12. Don't dump garden waste in the dunes or bushland.
13. Keep livestock off riverbanks and out of waterways.
14. Remember the drain is just for rain.
15. Contribute meaningfully to Council's information gathering processes.

*'We have the chance to model shire-wide sustainable practices and technology to the world.'*

*Community Member*



Bird breeding habitat at Belongil



# Community Infrastructure

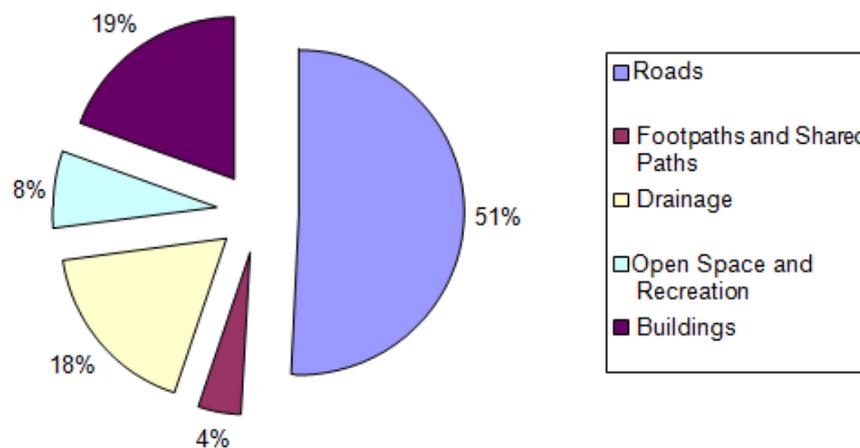
Services and infrastructure that sustains, connects and integrates our communities and environment.

## Community Infrastructure

Community Infrastructure includes much of the Shire’s critical infrastructure and essential services which are provided and maintained by Council. They include water, sewerage, waste, roads, pathways drainage, open space and buildings and are used every day by homes and business alike.

In some areas, Council does not have the resources to maintain assets at the level expected by the community. This includes roads, stormwater assets and buildings.

The enormity of the task is reflected in Council’s Asset Management Plan (AMP), as available on Council’s website. The AMP shows a total replacement value of more than \$265 million (as at 30 June 2008) for roads (587km), pathways (74km), drainage (2,452km) and various open space and buildings assets.



Above: percentage breakdown of total replacement value of \$265m (based on Table 1.1.1 from AMP)

Our assets also include a water supply system comprising:

- 1 direct filtration water treatment works (3.9 ML/d)
- 12 service reservoirs (24 ML)
- 7 pumping stations
- 1 weir (136 ML)
- 55 km of trunk mains and
- 178 km of reticulation.

*‘I’m particularly interested in increased and greener public transport options with more bikeways, shuttle buses and carpools to alleviate current and future traffic and parking problems.’*

*Community Member*

In addition, Council has four sewage treatment works, 81 sewage pumping stations, 70 km of rising mains and 182 km of reticulation.

Council provides waste and recycling collection services for 13,800 households and businesses. The Myocum Waste and Recycling Centre serves 43,500 customers each year and receives 36,500 tonnes of waste and recyclable material. 21,500 tonnes or 59% of material received goes to landfill while 41% or 15,000 tonnes is recycled.

Due to a range of factors, such as increase in age, costs, growth and expectations, the cost of providing, renewing and maintaining these critical infrastructure and essential services is increasing – and on the current trajectory, Council anticipates an increasing shortfall between the funding available and the requirements of community infrastructure.

An example is in roads, pathways, drainage, open space and buildings. Currently there is a \$7million shortfall expected over the next ten years between the required and actual funding for maintenance and renewal of these assets.

If not addressed, this shortfall will impact on the levels of service and condition of infrastructure and have a detrimental influence on Council’s ability to deliver the four key and interrelated goals of community infrastructure:

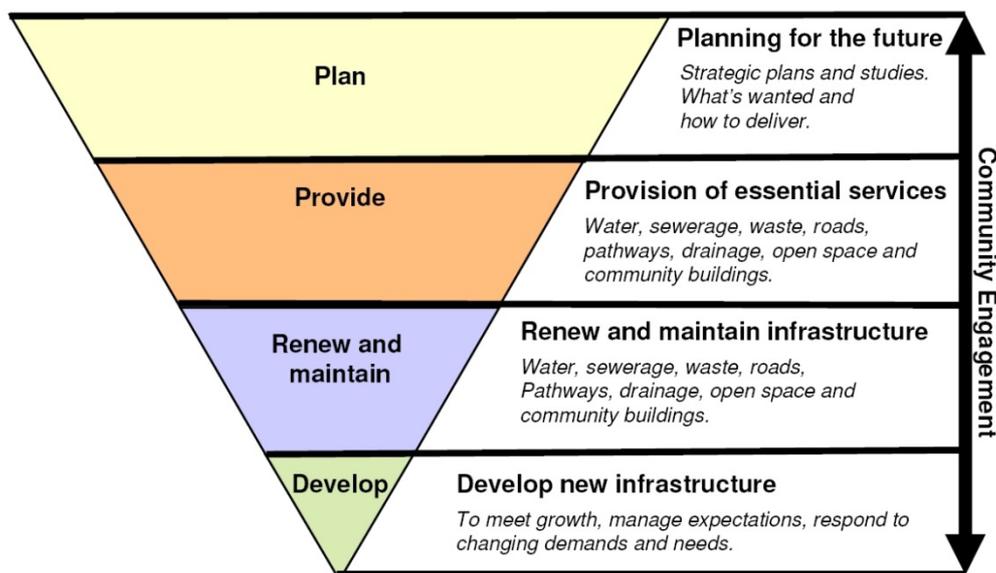
- Planning for the future
- Provision of essential services
- Renew and maintain infrastructure
- Develop new infrastructure.

Community involvement via education and engagement is integral to the achievement of these 10 to 15 year goals, and the ability (or not) to deliver will be underpinned by the community’s understanding of the goals, challenges, benefits, opportunities and purpose of each.

The future challenges we face include:

- City to regional migration increasing expectations for services and infrastructure
- Coastal erosion threatening public and private infrastructure
- The impact of availability of state and federal government funding
- Lack of funding and available resources to meet community expectations
- An ageing population
- Impact of climate change and severe weather conditions
- Tourism pressures on infrastructure
- Increased pressure on natural resource management.

**CSP Goals of Community Infrastructure**



## What the community told us – concerns and priorities

1. Priority from local business on quality of town centre and public spaces and parking.
2. Top priorities from community survey:
  - a) Roads
  - b) Public Toilets
  - c) Parking
  - d) Bikeways and bicycle facilities
  - e) Drainage/flood management
  - f) Quality of town centre and public spaces/landscaping
  - g) Water/sewerage
  - h) Provision of facilities (including sports fields)
  - i) Bridges
  - j) Footpaths.
3. Requirement for more community infrastructure:
  - a) To invite retirees
  - b) To cater for residents not to tourists
  - c) For families, older residents, younger residents and for the disabled members of our community.
4. More integrated public transport. There are insufficient affordable public transport options.
5. Pressure of tourism versus rate payer base.
6. Traffic and Byron bypass.

*'I value the natural beauty of the Shire's environment and the number of public spaces and parks for young children and families to play and enjoy outdoors.'*

*Community Member*

### Community Objective CI1: Planning for the future

#### Community Strategies

- CI1.1 Provide a network of accessible cycleways and walkways that link with public transport.
- CI1.2 Encourage sustainable and accessible transport solutions between towns and villages.
- CI1.3 Plan for the provision of community facilities.
- CI1.4 Plan for future traffic demands.
- CI1.5 Provide water, sewerage and stormwater infrastructure and capacity for future generations.
- CI1.6 Plan for the future of waste and recycling management.
- CI1.7 Infrastructure and land use planning are integrated.

#### Measures

- a Improved access to destinations within Byron Shire.
- b Increased bike facilities within Byron Shire.
- c Increased pedestrian facilities within Byron Shire.
- d Improved streetscapes of Byron Shire towns and villages.
- e Developer Servicing Plans and Capital Works Plan targets are met.
- f Maintenance of the long term trend of reduced water consumption.
- g Increased use of recycled/treated effluent sources.
- h Reduced waste to landfill and increased recycling.
- i Plans of management actions for open space, recreation areas and community facilities are delivered.

**Community Objective CI2: Provision of essential services****Community Strategies**

- CI2.1 Maintain continuous water and sewerage services within the Shire.
- CI2.2 Provide waste removal and recycling services within the Shire.
- CI2.3 Provide roads and drainage infrastructure within the Shire.
- CI2.4 Have effective processes and systems to respond to natural disasters for the protection of life and the management of property and infrastructure.
- CI2.5 Pursue strategic regional resource sharing initiatives.

**Measures**

- a Maintain levels of service for response to incidents of loss of water and sewerage service.
- b Compliance with environmental operating licences for sewerage systems and waste centres.
- c NSW Resource Recovery Targets are met.
- d Active participation in regional waste management initiatives.
- e Response systems meet natural disaster requirements.
- f Active participation in regional water management initiatives.
- g Provide road, drainage and transport infrastructure within the Shire.



Swan and signets at West Byron Sewerage Treatment Plant wetlands

### Community Objective CI3: Renew and maintain existing infrastructure

#### Community Strategies

- CI3.1 Maintain roads-transport and drainage in a safe, accessible and operational condition.
- CI3.2 Maintain water and sewerage infrastructure in accordance with operating licences and regulatory standards.
- CI3.3 Maintain waste and recycling facilities in according with operating licences.
- CI3.4 Ensure all public parks and open spaces are accessible, maintained and managed to meet the recreational needs of current and future residents.
- CI3.5 Improve stormwater management through stormwater levy funding.
- CI3.6 Maintain safe and legislative compliant community buildings and swimming pools

#### Measures

- a Reduction in funding gap for infrastructure renewal and maintenance.
- b Maintenance of performance standards of water and sewerage services in terms of reliability, efficiency, sustainability and responsiveness.
- c Renewal of water and sewerage infrastructure in accordance with Council's long term capital works plan.
- d Completion of annual stormwater levy works program.



Brunswick Heads

### Community Objective CI4: Develop new infrastructure

#### Strategies

- CI4.1 Determine and construct future infrastructure needs to serve the community.
- CI4.2 Incorporate proposed new infrastructure works in the long term financial plans of Council.

#### Measures

- a Deliver works in accordance with Council's program.

## What the community can do

1. Join or form a local group so you can partner with Council in your area of interest (e.g. Dunecare, TOOT, Disabled Surfers).
2. Land owners to take maintain public and road reserves adjacent to their property.
3. Lobby other levels of Government (such as NSW Transport) for improved access to services (such as public transport).
4. Use bicycle paths provided.
5. Participate in Council provided community education and engagement opportunities.
6. Continue to participate in Section 355 Committees (committees that look after Community halls and centres).
7. Get informed and consider the cost, frequency, times and routes available via local public and community transport services. See providers at [www.byron.nsw.gov.au/transport-information](http://www.byron.nsw.gov.au/transport-information) or view timetables and routes at [www.goingplaces.org.au](http://www.goingplaces.org.au)
8. Car pool with neighbours, friends, family, either informally or via formal registry with Council's carpool web site to reduce the number of car trips made each week.
9. Improve cycling and walking end of trip facilities at the work place, for example secure area for equipment and clothes, provision of shower and change area, etc. Remember to check for potential government or industry grants.
10. Use the school bus service, which is available for student and, at the discretion of the operator, for non-school students.



Opossum Creek Bridge



## Appendix 2 - Key Byron Shire Council documents

[Community Economic Development Strategy 2011-2020](#)

[Safer Community Compact 2012-2016](#)

[Low Carbon Strategy 2014-2017](#)

[Council Improvement Proposal \(Fit for the Future\) 2014-2024](#)

[Information Services Strategic Plan 2014-2019](#)

Affordable Rural Housing Options

Bangalow Settlement Strategy (2003)

Belongil Creek Flood Study (2009)

Bike Strategy and Action Plan (Bike Plan)

Biodiversity Conservation Strategy

Biodiversity in Byron Shire

Byron Coastline Values Study (2000)

Byron Flora and Fauna Study 1999

Camphor Laurel Management in Byron Shire

Climate Change Adaptation Implementation Schedule

Coastal Zone Management Plan for Byron Shire Coastline, Draft (2013)

Coastal Zone Management Plan for the Brunswick Estuary (Draft)

Coastline Hazard Definition Study

Coastline Management Study

Coastline Values Study (2000)

Community Based Heritage Study

Community Profile

Community Satisfaction Research

Development Control Plan

Emergency Action Sub Plan (Byron Shire Coastline), Draft

Emergency Risk Management Study

Far North Coast Bush Fire Management Plan

[Long Term Financial Plan](#)

[Strategic Asset Management Plan](#)

Greenhouse Action Strategy

Heads of Agreement between Council and the Arakwal Aboriginal People 1998

Illegal Dumping Action Plan

Integrated Waste Management Strategy 2007-2009

Integrated Water Cycle Management Plan

Investment Portfolio and Strategy

Local Environmental Plan 1988

Local Environmental Study (LES) 2008

Mullumbimby Settlement Strategy

Northern Shire Sporting Fields Strategy

Positive Ageing Strategy (~~Draft~~)[2012-2016](#)

Rural Settlement Strategy, Byron 1998

Sustainable Agriculture Strategy

Tourism Management Plan 2008-2018

Urban Stormwater Management Plan

Waste Disposal Strategy 2009

Waste Education Strategy

Waste Management Strategy 2007-2009

Youth Strategy and Action Plan 2011-2015