The Bega Valley is a community that works together achieving a balance between quality of life, enterprising business, sustainable development and conservation of the environment. We aim to continue to grow a diverse, vibrant, resilient and balanced economy for the future that will provide jobs growth and drive sustainable economic success for years to come.

Foreword

A role of your local Council is to grow a diverse, resilient and balanced economy that grows ongoing confidence and job creation through a plan for economic success.

Strong financial planning and strategic leadership provide opportunities to renew ageing infrastructure, to service the shifting age profiles of our region, and to support local operators in building sustainable businesses.

We advocate and deliver positive change for the regional economy that drives growth and provides meaningful and sustainable income sources for local residents.

We thank everyone who shared views and ideas in the building of this strategy. There is a wealth of knowledge and expertise in our community and it is pleasing to see people engaging with Council for the growth of our region.

Council shares an important responsibility with small business in driving economic development to create jobs and drive innovation in the Shire.

We actively promote the Shire and its community as a stunning, successful and livable place; a place where people feel invested, a place where people want to live, work, and raise their families.

To ensure ongoing success and growth into the future it is essential that Council continues to integrate economic considerations into its planning, regulatory and engagement activities.

We highly value the importance of growing the Shire’s economy to provide future generations with the opportunity to enjoy the benefits of economic stability.

Bega Valley Shire Council is committed to working with the community to provide an economically sustainable environment for every local resident.
## Contents

1.0 Introduction  
   Informing Documents:  
   1  

2.0 Councils role in Economic Development  
   2  
   2.1 How we will engage with the community:  
   3  
   2.2 How we resource economic development:  
   4  

3.0 What does success look like?  
   5  

4.0 Bega Valley Economic Profile  
   6  

5.0 Economic Development Priorities  
   8  
   5.1 Embracing business and a stronger economy: Business Support  
   9  
   Embracing business and a stronger economy actions:  
   10  
   What does success look like?  
   10  
   5.2 Providing the foundations: Infrastructure  
   11  
   Providing the foundations actions:  
   11  
   What does success look like?  
   12  
   5.3 Providing the foundations: Technology  
   15  
   Providing the foundations actions:  
   16  
   What does success look like?  
   16  
   5.4 Embracing opportunity: Connections  
   17  
   Embracing Opportunity actions:  
   17  
   What does success look like?  
   18  
   5.5 Partnering for success: Education & Skills  
   19  
   Partnering for success actions:  
   19  
   What does success look like?  
   20  
   5.6 Enhancing visitor experiences: Visitation  
   21  
   Enhancing visitor experiences actions:  
   21  
   What does success look like?  
   22
1.0 Introduction

Integrated Planning and Reporting - Informing Documents:

- 10 Yr Outcomes
- 4 yr Strategic Actions & 1 Yr Operational Activities
- Land Investment strategy
- Digital Economy strategy
Economic development is seen as a key driver of a Shire wide economic sustainability through the development of a broad based economy and the diversification of opportunities for both residents and investors. Council’s Community Strategic Plan identifies 5 outcomes that would improve the economic wellbeing of the region.

1. **Embracing business and a stronger economy:**
   A Council that recognises the importance of a strong economy, and fosters a culture that is supportive of business and ensures the business development of the region is a central consideration in all its activities.
   
   Economic Focus Area – Business Support

2. **Providing the foundations:**
   To create a desirable and vibrant place through improved planning, infrastructure and services.
   
   Economic Focus Area – Infrastructure
   Economic Focus Area – Technology

3. **Embracing opportunity:**
   A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth of the region and its residents.
   
   Economic Focus Area – Connections

4. **Partnering for success:**
   A community that works together to provide the necessary skills to maximise meaningful employment opportunities.
   
   Economic Focus Area – Education & Skills

5. **Enhancing visitor experiences:**
   Providing opportunities for local residents and visitors to experience the unique social, cultural and natural attractions of the region.
   
   Economic Focus Area – Visitation
2.1 How we will engage with the community:

Council sees its role as primarily providing connections between the community and opportunities to foster economic development. The community can see our engagement through the following:

- **Advocating**: Recommending a course of action to other levels of Government.
- **Facilitating**: Connecting stakeholders to achieve an outcome.
- **Supporting**: Collaborating with stakeholders through direct assistance, whether that be financial or resource assistance.
- **Delivering**: Providing the outcome directly.

In delivering its Economic Development Strategy, Council will focus on a manageable number of actions that are achievable, and which provide significant benefits that are both tangible and measurable. Annual activities are presented and reported in Council’s annual Operational Plan through the Integrated Planning and Reporting framework.
2.2 How we resource economic development:

Council resources its Economic Development function in two parts.

1. **Regional Economic Development:**
   These are Shire wide initiatives that require high level intervention. The Economic Development Manager will be responsible for the delivery of these initiatives.

2. **Local Economic Development:**
   These are localised initiatives that arise through the Business Chambers or local businesses. Council intends to utilise its Place Based resources to liaise directly with Local Businesses. The Economic Development Manager will work with the Placed Based Officers to ensure consistent support is provided.

Whilst Council plays an important role in Economic Development for the Shire, it cannot be solely responsible for the Economic wellbeing of each of the Shires businesses. Council’s key role in economic development is to create opportunities across the Shire helping to create and promote a place where people want to live, work, and play.
What does success look like?:

Council measures the progress of our economic outcomes through the impact on three key economic pillars:

**Keeping local businesses:** Keeping the Businesses we have vibrant and economically sustainable.

**Growing local businesses:** Providing opportunity for strong local businesses to expand and grow.

**Attracting new businesses:** Enticing new business development to occur in the Shire.

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**Gross Regional Product:**

The value of the Bega Valley Economy: $1.57 b

- Retail Trade: 13.4%
- Health Care & Social Assistance: 14.1%
- Other Industries: 60.5%
- Accommodation & Food Services: 12.0%
4.0 Bega Valley Economic Profile

The 2011 Census population of Bega Valley Shire was 31,950. Now, in 2015 the estimated resident population is 33,500 people. The Shire has seen a growth rate of 0.7% per annum over the last 10 years.

The Shire’s economic output was valued at $3.2b in 2014 (equating to 0.3% of New South Wales’ gross state output) or $93,563 per capita.

### 2011 Census Population:

- **Bega:** 10,319 males, 5,030 females, 5,289 total
- **Merimbula:** 10,321 males, 4,984 females, 5,337 total
- **Bermagui:** 2,327 males, 1,174 females, 1,153 total
- **Eden:** 3,762 males, 1,823 females, 1,939 total
- **Rural:** 5,221 males, 2,650 females, 2,571 total

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The distances from Bega to various cities:

- ACT: 3 hours
- Sydney: 1.15 hours
- Melbourne: 7.5 hours
4.0 Bega Valley Economic Profile cont’d

**Population Forecast**

<table>
<thead>
<tr>
<th>Category</th>
<th>2011</th>
<th>2036</th>
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<tbody>
<tr>
<td>Infants (0 to 4)</td>
<td>892</td>
<td>1,016</td>
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<tr>
<td>Primary (5 to 11)</td>
<td>1,305</td>
<td>1,636</td>
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<tr>
<td>Secondary/Tertiary (12 to 24)</td>
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<td>Young workforce (25 to 34)</td>
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<td>Parents and homebuilders (35 to 49)</td>
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<td>3,391</td>
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<tr>
<td>Older workers and pre-retirees (50 to 59)</td>
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<td>2,848</td>
</tr>
<tr>
<td>Empty nesters and retirees (60 to 69)</td>
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<td>3,117</td>
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<tr>
<td>Seniors (70 to 85 +)</td>
<td>1,968</td>
<td>3,355</td>
</tr>
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</table>

**People moving to the Bega Valley**

2006 - 2011: 7,196

**Current profile:**

- **Median age:** 48
- **Median Household income:** $848
- **Couples with children:** 23%
- **Older Couples without children:** 14%
- **Homes owned unencumbered:** 43%
- **Households with mortgage:** 27% Median weekly mortgage: $346
- **Households renting:** 23% Median weekly rent: $200
- **Non English speaking back grounds:** 4%
- **Bachelor or higher degree:** 13%
- **Vocational:** 21%
- **Unemployment:** 5.9%
- **Public transport to work:** 1%
- **SEIFA index of disadvantage 2011:** 969
“It’s important we look after our small businesses; they are the friendly faces at the local café, the dry cleaner, and the bakery. They keep communities strong and support local schools and charities. They are brave, they work hard, and they invest their livelihoods in making sure these businesses work.”

The Hon. John Barilaro MP (NSW Minister for small business)
Embracing business and a stronger economy actions:

## 4 yr Strategic Action

Advocate, Support and Deliver support programs for businesses looking to expand or for new businesses wanting to operate locally.

## Annual Activity (2015-16)

- Establish an effective method of enquiry for business opportunities within Council.
- Continue to advocate with other Government agencies and utilities to achieve project outcomes and improve development processes.
- Provide business education programs to assist business owners navigate contemporary business issues.
- Provide collated economic data to assist local businesses make better decisions.
- Deliver analysis on Home Based Businesses operating in the region.
- Promote buy local campaigns to support local businesses.
- Undertake a Gap analysis of the local economy to highlight business opportunities such as the projected growth in Health Services.
- Maintain and promote the Live Work Invest website, which is a Council resource dedicated to the business community and issues relevant to the local economy.
- Deliver more effective local support to individual towns and villages to promote their local events and initiatives.
4 yr Strategic Action

Advocate and Support the regions Start-Up industry

Annual Activity (2015-16)

Consider and implement ways of encouraging and attracting start-up businesses in the Region.

Develop a start-up support program including grant & seed funding opportunities.

2824 local businesses

56% of local businesses employ 0 employees
27% employ 1-4
17% employ more than 4

Participation

53% of the Bega Valley population are employed.
826 people aged between 18 - 65 are looking for work.

Embracing business and a stronger economy: Business Support

What does success look like?

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.
A range of business support programs and tools readily available to the business community.
A buy local campaign, persuading local residents to shop locally.
A simpler process for doing transactional business with Council.
A local presence in each town assisting locals with local economic issues.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.
A simpler interface to engage with Council.
Economic data provided in a meaningful way to assist with decision making.

Attracting new businesses: Enticing new business development to occur in the Shire
A simple interface to find opportunities and relevant information in order to establish new businesses in the Shire.
The Bega Valley has a large transport infrastructure network with minimal access to public transport. While the Shire’s location is ideal from an environmental perspective, it is a long distance from major cities and is serviced by the Princes Highway and Snowy Mountains Highway. It is vital to the long term economic stability of the Shire that viable transport corridors be maintained, improved, and promoted.

It is not expected that Rail Transport will be an option for the Region in the foreseeable future and therefore is omitted from this strategy as a viable opportunity for further investigation.

Road Transport: Improved Road transport options within the shire would connect the sea port in Eden with the main transport corridor on the Hume Highway. This in turn would offer substantial freight opportunities for the region.

Sea Transport: The development of Snug Cove and Twofold Bay in general provides significant opportunity in the leisure cruise market as well as the industrial freight market.

Air Transport: The region currently services business passengers through air transport. The opportunity exists for expansion of the current air services to incorporate leisure passengers into and out of the region.

The general liveability of a region is an important factor in attracting and retaining workers and their families. Council understands the importance of good quality public infrastructure such as parks, gardens, sporting facilities, and general use infrastructure as well as the provision of appropriately zoned land that can be acquired at reasonable prices.

**Current Infrastructure:**

- 1,422km of roads
- 78km of footpaths
- 14 sporting grounds
- 6 swimming pools
- 101 beaches
- 270 parks and reserves
Providing the foundations actions:

**4 yr Strategic Action**

**Road Transport**

Optimise town and village traffic infrastructure to enhance business opportunities

Investigate Freight Opportunities for the Region

**Sea Transport**

Support the development of the Eden Breakwater Wharf Extension

Support the Eden Safe Harbor Project

Advocate, Support and Deliver opportunities to further leverage Eden Port for business opportunities.

Advocate, Support and Deliver opportunities for Eden Port to provide increased freight services to Sydney, Melbourne and Canberra.

**Annual Activity**

*(2015-16)*

**Road Transport**

Advocate for further upgrading of Princes Highway

Construct Merimbula Bypass

Implementation of town master plan main street programs

Investigate improved car parking options for towns and villages

Investigate options for improved East West transport routes connecting the Shire to the Hume Highway and thereafter to Sydney, Melbourne and the ACT.

**Sea Transport**

Participate in Community Liaison Group

Participate in Alternate Use Working Group.

Participate in Alternate Use Working Group

Ensure surrounding infrastructure leverages improved services offered by Extension project.

Continue to support Cruise Eden in coordinating the Cruise Ship industry in the Bega Valley.

Deliver Cruise Visitation Strategy.

Provide support to the NSW State Government as required.

Advocate increased use Eden Port to the NSW Port Authority.

Deliver the Bega Valley Freight and Logistics Strategy.
Providing the foundations actions:

**4 yr Strategic Action**

**Air Transport**

Advocate and Deliver the continuing implementation of the Merimbula Airport Master Plan.

Advocate, Support and Deliver improved Regular Public Transport (RPT) services connecting the Region with Sydney, Melbourne and Canberra.

**Annual Activity (2015-16)**

- Design and implement improved Public Car Park layout.
- Form Airport Tenancy group.
- Seek Government support for Master plan implementation.
- Conduct Outbound Aviation demand survey.
- Conduct Inbound Aviation demand survey.
- Prepare and present business case on expanded RPT services in and out of Merimbula Airport.

**Public Infrastructure**

Advocate, Support and Deliver high quality public infrastructure to attract and retain residents and businesses to assist growing the Region.

Deliver appropriately Zoned land to attract and retain residents and businesses to assist growing the Region.

**Annual Activity (2015-16)**

- Implement Asset Management Plans assuring that existing infrastructure is maintained at acceptable standards.
- Publish the Industrial Lands Strategy.
- Update and publish the Land Investment Strategy.
- Promote the LEP zoning maps for the business community.
Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.
Improved traffic flows through Merimbula.
Town Centre’s reinvigorated, encouraging people to attend and transact.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.
Improved parking options in town centres.
An engaged Cruise visitation market.
A clear plan on how to improve freight routes in and out of the Shire.

Attracting new businesses: Enticing new business development to occur in the Shire.
A clear plan for the Eden Safe Harbour Project, considering alternate uses for Twofold Bay.
Improved Airport infrastructure
Improved RPT Services through Merimbula Airport.

Current Infrastructure:

10 wharves, jetties & boatramps
20 community halls
83 public amenities
29 estuaries
227 bridges
586 kilometres of water pipes
326 kilometres of sewer pipes

What does success look like?
Providing the foundations: Infrastructure

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.
Improved traffic flows through Merimbula.
Town Centre’s reinvigorated, encouraging people to attend and transact.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.
Improved parking options in town centres.
An engaged Cruise visitation market.
A clear plan on how to improve freight routes in and out of the Shire.

Attracting new businesses: Enticing new business development to occur in the Shire.
A clear plan for the Eden Safe Harbour Project, considering alternate uses for Twofold Bay.
Improved Airport infrastructure
Improved RPT Services through Merimbula Airport.
Providing the foundations: Technology

“The number one benefit of Information Technology is that it empowers people to do what they want to do. It lets people be creative. It lets people be productive. It lets people learn things they didn’t think they could learn before, and so in a sense it is all about potential.”
Steve Ballmer (Former CEO of Microsoft)

Technology is an enabler for business to improve. Businesses can use technology to improve communications, customer relations, operations, back office processing, and many other aspects of their operations. It can be used to broaden markets and client bases. It can be used to promote a business through social connections. The possibilities are truly endless.

For the Shire to provide long term sustainable economic conditions for businesses to thrive, it must have high quality technology infrastructure. Both the direct such as internet connectivity and the non-direct such as support services, need to be provided to a professional and commercial standard.

As technology improves, the tethering of a worker to an office becomes far more tenuous. The Shire is seeing far more residents conduct their business locally while providing services or products to clients worldwide. The ability to provide and support the technology required to service these businesses are critical to the ongoing viability of this form of work.

Providing the foundations actions:

**4 yr Strategic Action**
Advocate and Support the provision of commercial grade connectivity infrastructure throughout the Shire

**Annual Activity (2015-16)**
- Advocate for the implementation of the NBN to the Shires towns and villages as expeditiously as possible.
- Work with NBN Co. to try and obtain clear rollout timeframes.
- Update Digital Economy Plan including analysis on the Shire internet coverage and associated opportunities.

**Australia Online:**
- 47% businesses have a web presence
- 26% have a social media presence
- 66% of all internet users engage with social media
- 97% of people under 18 use the internet regularly
- 46% of over 65’s use the internet regularly
Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.
- A clear timetable on the NBN rollout.
- A current map of connectivity hotspots and blackspots.
- A number of events showcasing technology success stories in local businesses.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.
- A better promoted Technology industry locally, so that local businesses can find and utilise technology tools being produced and maintained locally.

Attracting new businesses: Enticing new business development to occur in the Shire.
- A clear timetable on the NBN rollout.
- A current map of connectivity hotspots and blackspots.
- Council actively promoting innovation in business through technology.
- A clear plan on a Technology Knowledge Cluster in the Shire.

What does success look like?

Providing the foundations: Technology

70% of the Bega Valley is connected to the internet
A key component of business is being prepared to take advantage of opportunities when they present themselves. Council sees itself as a facilitator of connections. Connections refers to the role Council can play in bringing together disparate businesses whose ideas/opportunities/funding can be mutually beneficial. Potentially a number of parties, while not able to take advantage of an opportunity on their own could come together and achieve a good outcome for themselves and their community.

Council does not necessarily need to be involved in the actual opportunities being explored, the benefit to Council is seeing a benefit to the Community. Often Council is privy to information from a broad range of sources that most of the public do not have the resources to be across and when presented in context can provide significant opportunities to local businesses and the community.

**5.4 Embracing opportunity: Connections**

**4 yr Strategic Action**

Advocate, Support and Deliver forums that allow for connections to be made between businesses and opportunities.

**Annual Activity (2015-16)**

Deliver an Economic Development Summit focusing on connecting producers and distributors both locally and through the Capital cities.

Deliver an Economic Development symposium, discussing specific Economic Development issues with industry experts, focusing on real tangible solutions and connections.

Deliver industry/issue workshops to encourage connections among interested parties looking to connect suppliers with purchasers.
4 yr Strategic Action

Deliver collated economic related data to identify key trends, opportunities and gaps in the market and relay this information to business networks and stakeholders.

 Deliver realisation of developable Council Assets to seed development through the region.

 Support Entrepreneurs achieve their visions for the region.

 Advocate, Support and Deliver on behalf of the Region, its strengths and opportunities to attract and expand business opportunities.

Annual Activity (2015-16)

 Provide localised economic data to assist local businesses to make better decisions.

 Provide access to Council information and resources, such as mapping data to assist businesses make better decisions.

 Update and commence implementation of the Land Investment Strategy, including the availability of useable land.

 Provide support and information to relevant parties in order to take advantage of opportunities as they present themselves.

 Investigate the opportunity for Council to provide financial support through grants or seed funds to improve community infrastructure and economic development in the Region.

 Support the ICT Industry cluster promote and attract job opportunities to support their goal of 1,000 technology jobs by 2030.

 Provide high quality online based resources showcasing the Region and the relative business opportunities.

 Promote the region at key events around the Country.

 Seek out opportunities to promote the region and its strengths to the rest of the Country.

 Support programs assisting with business succession planning.

What does success look like?

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.
A simpler process for doing transactional business with Council.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.
An Economic Development event aimed at tangible opportunities and connecting relevant people.
Working groups established dealing with specific economic issues.
Economic data provided in a meaningful way to assist with decision making.
The Shire and what it has to offer being actively promoted throughout the country.

Attracting new businesses: Enticing new business development to occur in the Shire.
A simpler interface to engage with Council to seek local support in entrepreneurial endeavors.

Embracing opportunity: Connections
Partnering for success: Education and skills

Having a skilled workforce is critical to ongoing sustainable employment. There is a clear link between the education of an individual and the ability to obtain sustainable employment. In terms of Economic Development, education and skills can be broken into two categories;

1. Employee Education and Skills
2. Employer Education and Skills

Employee Education and Skills:
A key priority for Council's Economic Development Strategy must be to provide opportunities for local residents to develop their education and skills in order to take advantage of job opportunities when they arise.
If our residents are provided with opportunities to improve their education and qualifications, there is a better chance that they will find meaningful employment and be in a good position to take advantage of opportunities when they present themselves.

Employer Education and Skills
Small business is the cornerstone of a Regional economy and the environment that each business operates in is constantly changing.
For a small business to succeed they must adapt to the current environment or risk being left behind as the economy moves past them.
It is imperative that employers and small business in particular embrace ongoing skill development in both business management and their respective fields to ensure they can meet the ever changing environment head on and give themselves the best opportunity to develop and maintain long term sustainable businesses.
It is Council's role to ensure that those opportunities for skill development exist. It is up to individual business owners and employees to take advantage of those opportunities.
Providing the foundations actions:

4 yr Strategic Action
Advocate, Support and Deliver business education opportunities for Shire business owners and their employees.
Advocate, Support and Deliver vocational & tertiary educational opportunities for Shire residents.
Advocate, Support and Deliver opportunities for the Region to become a Centre of Excellence in various fields including Agriculture, Food Production, Food Distribution, Education, Health Services and Technology.

Annual Activity (2015-16)
Develop a 12 month business education program that collates Shire wide programs in one place for business to utilise.
Work with local businesses to provide effective educational opportunities on practical matters such as marketing, employment, technology, compliance, etc.
Advocate for adequate educational services to be delivered in the Shire.
Support the Tertiary education bodies to expand, keeping as many of our studying residents locally based.
Support the tertiary organisations making the region a key training destination for remote rural and regional students.
Develop partnerships and programs to encourage both potential workers and employers to work together to achieve positive outcomes.
Investigate opportunities for a Technology Hub in the Region.
Investigate opportunities for an Agriculture Centre of Excellent in the Region.
Investigate opportunities for a Food Production and Distribution Centre of Excellence in the Region.
Investigate opportunities for a Tertiary Education Centre of Excellence in the Region.
Investigate opportunities to establish the Region as a Centre of Excellence in Health Services.

What does success look like?
Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.
A clear program of education events for business owners.
A range of education programs aimed at finding unemployed meaningful work.
More locals in work long term.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.
A clear plan for a Centres of Excellence program in the Shire.
A clear program of education events for business owners.
A range of education programs aimed at finding unemployed meaningful work.
More locals in work long term.

Attracting new businesses: Enticing new business development to occur in the Shire.
More skilled workers in emerging and needed industries.

Partnering for success:
Education and skills
Enhancing Visitor experiences: Visitation

Over to 400,000 people visit the Bega Valley each year to take advantage of our natural attractions, visit friends and family and enjoy our hospitality. As one of the region’s largest direct and indirect economic contributors, tourism is a critical factor for our local economy. Each visitor that spends time in our region transacts locally, putting money in the pockets of local businesses, who in turn employ local workers, who in turn spend more money locally, putting more money into the local economy, and so the cycle continues.

Visitors to the region expect hospitality, they expect to undertake authentic experiences, and they expect to receive quality services and infrastructure. Council promotes the Bega Valley through Sapphire Coast Tourism. Their goal is to attract as many visitors as possible and then once they are here, try to get them to stay as long as possible. This involves marketing as well as product development with local operators.

Local visitor economy: $223m p/a
Average stay: 4.3 nights
797,000 domestic visitors p/a
22,000 international visitors p/a
61% of visitors holidays
25% visit friends/relatives
9% business
5% other
Enhancing Visitor experiences:

Visitation

What does success look like?

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.
- High quality promotions showcasing the best of the Shire for both domestic and international visitors.
- Increased visitor numbers, for longer stays.
- Improved visitor signage throughout the Shire.
- Vibrant Visitor Information Centres.
- A clear plan to improve our visitor infrastructure.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.
- Increased visitor numbers allowing for expansion of services to cater to demand.

Attracting new businesses: Enticing new business development to occur in the Shire.
- High quality promotions showcasing the best of the Shire, encouraging people to relocate and establish new businesses.

Plan and implement effective infrastructure to assist maximizing experiences for the Shire’s visitors.

Visitors to the Shire know where things are and how to get there.

Annual Activity (2015-16)

Deliver marketing campaigns aimed at attracting new visitors to the region.
Deliver marketing campaigns aimed to local residents visiting new local destinations.
Deliver high quality web resources for the promotion of the Bega Valley.
Provide visitation data to industry operators to assist with business decision making.
Deliver Visitor Economy Strategy.
Support the National Landscapes program and continue to support the Australia’s Coastal Wilderness brand.
Support local tourism operators to deliver high quality products to the regions visitors.
Provide support to the regions Visitor Information Centre’s, including financial, property, and product support.
Support and promote regional festivals and events.
Deliver Visitor Signage program, including Shire entrances, Town entrances, and local attractions.
Support Sydney to Melbourne Coastal Drive.
Deliver a 5 year program of works for the Tourism Infrastructure Special Variation.
Deliver the first year of the 5 year program of work for the Tourism Infrastructure Special Variation.

What does success look like?

Providing the foundations actions: