

Economic Development Roadmap 2023-2025



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Bega Valley Shire Council acknowledges and pays our respects to the traditional custodians of the lands, waterways and airspace of the shire.

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Introduction

Over the past three years, Economic Development staff have had a recovery focus, developing opportunities to support local businesses to recover from the repeated shocks and ongoing challenges of bushfires and COVID-19.

This roadmap represents a transition away from external business recovery and has two core priorities:

1. Improving Council's information, processes and services to further economic development objectives.
2. Attracting investment in the Shire to further economic development objectives.

Despite this transition, recovery work will continue through to June 2024 delivered by external contractors supported by bushfire recovery funding.

The Economic Development Officer will also continue to oversee Council's tourism services contract and relationships with the Visitor Information Centres.

Rather than a whole-of-council strategy, the roadmap outlines key functions and objectives of Council's Economic Development Officer.

The roadmap has this narrow focus, however it is noted that most functions of Council have economic development objectives or impacts.

Objectives

The core objectives of the economic development roadmap are informed by the Community Strategic Plan 2042:

- Our shire continues to be a safe and affordable place to live
- Our economy is prosperous, diverse and supported by innovative and creative businesses
- We have meaningful employment and learning opportunities for people at all stages in life
- Our key industries are resilient and strong

Role of Council in Economic Development

Infrastructure & Services

- Providing and maintaining core infrastructure and services essential to quality of life, local industry and economic prosperity; including Waste, Resource Recovery, Water, Sewer, Roads, Airport, Boat Ramps, Sports Facilities, Gallery, Halls & Civic Centre, Childcare.
- Forward planning and delivery of infrastructure and services to meet future needs.
- Enhancing amenity and accessibility

Planning and Policy

- Strategic land use planning.
- Regulating land use and development.
- Implementing policies that support economic development objectives.
- Preservation of natural environment.

Promotion and Advocacy

- Promoting investment opportunities in alignment with economic development priorities.
- Advocating for the community and local businesses on economic issues including regulatory reform, state and federal funding, and service delivery.
- Promoting the shire as a destination for visitors.
- Promoting local industries.

Facilitation and Collaboration

- Facilitating collaboration within the business community, and between businesses, community groups, education providers, state and federal government authorities, regional organisations, First Nations communities and industry bodies.
- Collating and sharing information with the community and industry.

Leadership and Visioning

- Collaborating with community and industry and other levels of government to develop vision and ambition for the Shire's economic development.

Fiscal

- Council expenditure injects \$ into local economy.
- Attracting grant funding.
- Council as major employer in the Shire.
- Engaging local contractors.
- Grants provided to community.
- Subsidies and incentives.

Education and Training

- Traineeships and cadetships.
- Links to higher education and local training providers.
- Preschools.
- Libraries

Strategic Alignment

External

The Roadmap's priorities are informed by the following regional or external strategies and plans

Far South Coast Regional Economic Development Strategy 2023 Update

- Support the development and growth of the region's visitor economy and overall lifestyle appeal.
- Continue to grow the region's agricultural, aquaculture and food production sectors.
- Grow the participation, supply and retention of skilled labour, including through improving liveability, to enhance regional economic resilience.
- Improve infrastructure and utility capacity to bolster resilience and support economic growth.
- Support investment in housing and population-serving infrastructure.

Canberra Region Economic Development Strategy 2022

- Growth and Diversification – Supporting engine and emerging industries in the Canberra region.
- Skills and Innovation - Promoting the skills and innovation required to secure the region's long-term success.
- Visitor Economy - Continuing to develop visitor economy offering on a regional level.
- Natural Capital - Leading on climate action, including increasing resilience to natural hazards and protecting the region's environmental assets.
- Liveability - Supporting a vibrant, highly liveable region that prioritises social advancement and community wellbeing, including efforts to improve the affordability and accessibility of housing.

South East and Tablelands Regional Plan 2041 (draft)

- Realise economic benefits from a connected regional economy.
- Promote a year-round visitor economy.
- Promote innovation and sustainability in agriculture and aquaculture industries.
- Support the development of a circular economy.
- Promote business and employment opportunities in strategic locations.
- Support industries to integrate operations and digital solutions.

Destination Southern NSW Destination Management Plan

Focus Areas:

- Business Events and Regional Conferencing
- Aboriginal Tourism
- Events
- Food and Wine
- International Youth Leisure Market

- Cruise Sector

Regional Development Australia Far South Coast Strategic Regional Plan 2022-2027

- Building a Diverse Economy
- Improving infrastructure capacity
- Improving our quality of life
- Engaging our community

Other relevant external plans and strategies

- South East and Tablelands Regional Plan 2036
- Regional NSW Investment Attraction Strategy 2022-2027
- Bega Circular Valley Stage 1 Roadmap 2022-2025

Internal

The Roadmap's priorities are informed by the following Council strategies and plans

Commercial Land Strategy 2040

Opportunities for growth:

- Support industries linked to the medical industry and health services.
- Support industries linked to the ageing population and their accommodation needs.
- Industries that require good access to technology such as the fast broadband speeds provided by the NBN network.
- Agribusiness, value-added food processing and packaging businesses to support the growing local, national and international demand for high quality organic food products.

Local Strategic Planning Statement 2040

- Support the establishment of new and innovative industries, initiatives and technologies that reduce emissions.
- Assist with identification of development, business and cultural tourism opportunities for Aboriginal owned land.
- Support and facilitate local food production.
- Protect the aquaculture industry and support it to adapt to climate change.
- Encourage new farming and agribusiness ventures on smaller parcels of agricultural land.
- Encourage the development of adventure and eco-tourism opportunities in State Forests and Council reserves.
- Use the Shire's cultural heritage and local produce to create new economic opportunities.
- Support use of unproductive private agricultural land for agroforestry.
- Support opportunities for additional local employment using forests for tourism and high value timber products.
- Collaborate with relevant parties to develop and enhance the economic opportunities provided by the development of the Port of Eden and Merimbula Airport.

- Encourage development of land for industries that build on existing strengths and drivers including the marine economy, agriculture, forestry, aquaculture, medical and health services and food manufacturing.
- Investigate incentives to encourage subdivision and supply of existing zoned industrial land in the short-term.
- Support the creation of a new industrial precinct between Bega and Wolumla.

Climate Resilience Strategy 2050

- Increase in area of existing rural land being actively farmed for food and fibre production.
- Increase in catchment storage capacity across the Bega, Brogo, Murrah, Bermagui, Towamba River and Narira Creek Basins.
- Increase in the value of visitor economy.
- Increase in electric vehicle registration.
- Reduction in per pallet freight relative cost.
- Increase in aquaculture production.
- Increase in value of timber production.

Other relevant Council plans and strategies

- Sapphire Coast Vision and Platform for Growth
- Affordable Housing Strategy
- Economic Development Strategy 2016-2021
- MoU with Local Aboriginal Land Councils and MoU with Eden Tourism and Port Authority NSW

Focus Areas

The Roadmap has four focus areas: Internal, Investment Attraction, Recovery and Tourism

Internal

Objectives

- Provide evidence base for policy, advocacy, strategy and funding
- Improve Council information, processes and services to further economic development objectives

Ongoing Work

- Research, analysis and ongoing monitoring of key economic measures to:
 - inform Council policy
 - support Council projects, advocacy, strategies and grant applications
 - inform business and community
- Provide strategic advice and information to inform Council's economic development priorities
- Provide advice on economic impacts and opportunities for Council projects
- Seeking funding to deliver economic development projects internally
- Maintain Council's Business Directory
- Council contact for Economic Development related issues, and conduit for information to and from business community, state and federal authorities, community groups, education providers, and industry bodies, including through Council Business News e-newsletter

Projects

- Oversee development of Regional Events Activation Strategy and Prospectus (March 2024)
- Review and refresh Council's event approvals information, procedures, and communication with event organisers (June 2024)

Investment Attraction

Objectives

Attracting and facilitating investment

- to build strength and resilience in new and existing industries and the physical, social and natural capital that underpins them
- to support diversification, innovation and creativity in local industries that provide meaningful employment

Ongoing Work

- Seeking and promoting funding and investment opportunities for industry, businesses and community to support economic development objectives
- Advocating for the community and industry on economic development issues including regulatory reform, investment, and service delivery
- Regular engagement with key local industry stakeholders
- Annual review of economic development elements of Investment Prospectus
- Regular review and update of investment guides (see project below)
- Engage with industry leaders and stakeholders including through:
 - Bega Circular Valley Steering Committee
 - CRJO Economic Development working group
 - Eden Cruise Community Consultative Committee

Projects

- Collaborate with grant funded Industry Development contractor to determine priorities for industry development, identifying gaps, opportunities and constraints. (June 2024)
- Review findings and recommendations from Industry Development program. Implement recommendations as appropriate. (December 2024)
- Regional Innovation Summit for Entrepreneurs. Economic Development Officer sits on planning committee for this grant funded University of Wollongong event planned for Bega March 2023.
- Research and develop investment guides for the shire, key centres and priority industries (March 2025), outlining:
 - key features
 - services
 - demographics
 - connection with local suppliers and customers
 - approvals processes
 - opportunities and constraints
- Promote investment guides (June 2025)

Recovery

Objectives

- Support and collaborate with local business and industry to respond and recover from the COVID-19 pandemic and bushfires.

Ongoing Work

- Seek and promote funding opportunities for industry, businesses and community to support recovery.
- Business Support Group - Ongoing facilitation of group of business support providers. This will be delegated to BLERF funded Business Support contractor to commence in March 2023

Projects

Oversee the following grant funded programs delivered by external contractors:

Bushfire Local Economic Recovery Fund – Tourism Future program

- Industry development and marketing services
- To June 2023

Business Council of Australia & BLERF

- Planning for Business Success – course run by University of Wollongong College
- To June 2023

Black Summer Bushfire Recovery Fund

- Business Support Navigator communications project
- To Dec 2023

Bushfire Local Economic Recovery Fund – Business support and industry development

- Business support and Industry Development program
- To June 2024

Tourism

Objectives

Collaborate with stakeholders to develop and enhance the economic opportunities provided by the Port of Eden, Merimbula Airport, East-West freight corridor, tourism services and facilities.

Ongoing Work

Management of tourism special rate variation budget and associated contracts and relationships, including:

- Tourism services contract and outcomes.
- Relationships with Visitor Information Centres (quarterly meetings, funding agreements).
- Cruise Eden relationships and MoU with Port Authority NSW with Eden Tourism.

Projects

- Coordinate tender for tourism services contract for next period (current contract expires in June 2024).

References and Links

Bega Valley Shire Council

- [Commercial Land Strategy 2040](#)
- [Climate Resilience Strategy 2050](#)
- [Affordable Housing Strategy](#)
- [Local Strategic Planning Statement 2040](#)
- [Memorandum of Understanding: Local Aboriginal Land Councils](#)
- [Memorandum of Understanding: Regional Ports Cruise Promotion](#)

Regional

- [Far South Coast Regional Economic Development Strategy 2023 Update](#)
- [Draft South East and Tablelands Regional Plan 2041](#)
- [South East and Tablelands Regional Plan 2036](#)
- [Regional Development Australia Far South Coast Strategic Regional Plan 2022-2027](#)
- [Canberra Region Economic Development Strategy 2022](#)
- [Southern NSW Destination Management Plan 2022-2030](#)
- [Regional NSW Investment Attraction Strategy 2022-2027](#)



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