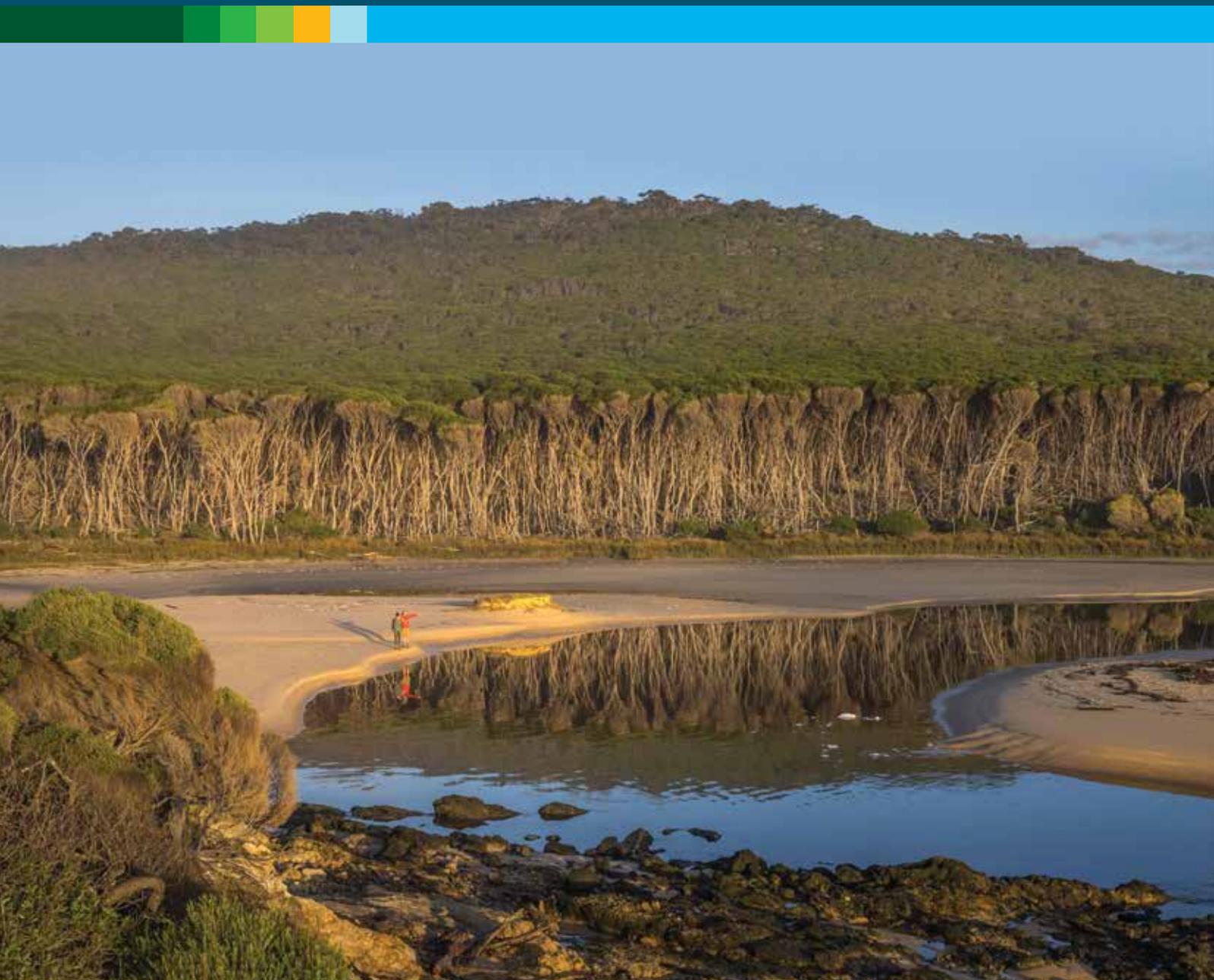


# Investment Prospectus

January 2023





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## Acknowledgement

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

*Cover page photo: David Rogers Photography*

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# WELCOME TO OUR PLACE

The Bega Valley Shire is located at the south-eastern corner of New South Wales, half-way between Australia's two largest cities, Sydney and Melbourne and three hours' drive from the nation's capital, Canberra. Our coastal fringe extends from Wallaga Lake in the north to Cape Howe and the Victorian border in the south. At over 6,200 km<sup>2</sup>, the shire is the largest local government area in coastal NSW and collectively this 225-kilometre section forms the beautiful Sapphire Coast, the heart of Australia's Coastal Wilderness.

Our community vision explains our collective aspiration that by working together, the Bega Valley Shire community integrates quality of life, enterprising businesses, sustainable development and conservation of the environment.

## WE ARE ... BEGA VALLEY

The Yuin people are the traditional custodians of the shire. Ancient stories, ceremonies, special places and sacred objects are embedded in the landscapes, trees, hills and waterways of the shire, and form the basis of traditional lore, custom, spiritual connection and custodial obligations.

The shire's population of around 36,000 is dispersed, with a third of us living in rural areas and the remaining two thirds spread amongst 12 villages, four major towns and adjacent urban settlements. Between 2016 and 2021 our population grew by 1.57% per year, slightly more than the rest of NSW. Our population is predicted to grow over the next 15 years at a slower rate of 0.26-0.59% per year. With a median age of 52, our population is older than the rest of NSW (median age 39), but we have high levels of independence, with 47% of us fully owning our own homes, and 22% of us actively volunteering.

Currently fewer of us have bachelor level education than the state average, but more of us are completing year 12 and attending university than ever before. Around half of us work, predominantly in farming, manufacturing, health and social services, retail and tourism, and a significant proportion of us are retired.

While we enjoy lower rent and mortgage costs than average, our lower than average weekly income means affordability is just as important to us as our city counterparts.



		Bega Valley	NSW
<b>POPULATION</b>	Population 2021 (forecast.id)	<b>35,942</b>	
	Estimated population 2036 (forecast.id)	<b>38,138</b>	
	Forecast population increase by 2036	<b>6.1%</b>	
	Median age	<b>52</b>	<b>39</b>
	Persons per hectare	<b>0.06</b>	<b>0.1</b>
<b>FORECAST POPULATION COHORTS (%)</b>		<b>2021</b>	<b>2036</b>
	Age 0 to 19	<b>18.4</b>	<b>17.2</b>
	Age 20 to 34	<b>13.0</b>	<b>12.0</b>
	Age 35 to 59	<b>30.0</b>	<b>27.0</b>
	Age 60 plus	<b>39.0</b>	<b>43.0</b>
<b>HOW WE LIVE (%)</b>	Couples with dependents	<b>19.4</b>	<b>30.8</b>
	One parent families	<b>8.7</b>	<b>10.6</b>
	Couples without dependents	<b>32.9</b>	<b>25.0</b>
	Live alone	<b>28.5</b>	<b>23.7</b>
	Group household	<b>2.4</b>	<b>3.7</b>
	Other households	<b>4.3</b>	<b>4.0</b>
<b>DIVERSITY (%)</b>		<b>Bega Valley*</b>	<b>NSW</b>
	Aboriginal and Torres Strait Islander	<b>3.9</b>	<b>3.4</b>
	Overseas born	<b>12.1</b>	<b>13.0</b>
	Language at home other than English	<b>4.6</b>	<b>29.3</b>
<b>HEALTH AND HELPING (%)</b>	Volunteering	<b>21.9</b>	<b>13.0</b>
	Need assistance with core activities	<b>6.3</b>	<b>5.8</b>
<b>TRANSPORT (%)</b>	Public transport to work	<b>0.4</b>	<b>4.0</b>
<b>HOUSING (%)</b>	Number of dwellings	<b>18,743</b>	
	Average household size	<b>2.2</b>	<b>2.6</b>
	Live in separate house	<b>81.5</b>	<b>63.8</b>
	Unoccupied dwellings	<b>15.4</b>	<b>8.9</b>
	Own home outright	<b>46.7</b>	<b>30.3</b>
	Households with a mortgage	<b>24.5</b>	<b>31.0</b>
	Households renting	<b>20.0</b>	<b>31.3</b>
<b>INCOME AND EXPENDITURE \$</b>	Median weekly household income	<b>1,200</b>	<b>1,829</b>
	Median weekly mortgage repayments	<b>350</b>	<b>500</b>
	Median weekly rent	<b>310</b>	<b>420</b>
<b>EDUCATION (%)</b>	Completed university qualification	<b>18.6</b>	<b>27.8</b>
	Completed advanced diploma or diploma	<b>9.0</b>	<b>9.3</b>
	Completed a trade qualification (certificate)	<b>21.1</b>	<b>15.0</b>
	Completed year 12	<b>43.1</b>	<b>56.9</b>
	Attending university	<b>1.6</b>	<b>4.7</b>
	Attending TAFE	<b>2.0</b>	<b>1.4</b>



## THIS IS ... BEGA VALLEY

We have a growing economy, with almost \$1.6 billion annual Gross Regional Product, over \$860 million in exports each year and over 3,100 local businesses. Our main industries are farming, particularly dairy and the associated cheese manufacturing industry in Bega; commercial fishing and aquaculture; health and social services; construction and tourism along much of the coast. The key industrial precincts are in North Bega, Eden and South Pambula and main retail areas in the town centres of Bega, Eden and Merimbula.

Transport is predominantly by private car with limited bus services. Merimbula Airport provides air transport connectivity to Melbourne and Sydney and the Port of Eden is an important working port able to berth large cruise ships.

We are a regional centre for schools and higher education institutions. There are currently 18 primary and 4 high schools which include a mixture of private and public. The University of Wollongong operates a campus in Bega. In addition, vocational courses and trade skills are offered by the TAFE Illawarra campus also in Bega.

Our long stretches of coastline are a tourism draw card. Merimbula, Eden, Bermagui and Tathra are major tourist centres and typically experience a threefold boost in their populations during the peak summer period. On average, an estimated 1 million visitors come to the Bega Valley each year, spending around \$480 million.

Bega Valley Shire Council manages over \$1.7 billion in assets that allow visitors and community alike to live, work and play in this beautiful part of the world.

## MAJOR EMPLOYING SECTORS

Health Care and Social Assistance	<b>2,259</b>
Retail Trade	<b>1,539</b>
Accommodation and Food Services	<b>1,438</b>
Agriculture, Forestry and Fishing	<b>894</b>
Construction	<b>1,060</b>
Education and Training	<b>1,139</b>
Manufacturing	<b>964</b>

Data source: ABS Census 2021

## TOP 5 INDUSTRIES (OUTPUT) \$M

Manufacturing	<b>495.1</b>
Construction	<b>454.4</b>
Agriculture, Forestry and Fishing	<b>390.8</b>
Rental, Hiring and Real Estate Services	<b>214.6</b>
Health Care and Social Assistance	<b>220.7</b>

Data source: NIEIR 202-21

## WORKFORCE

Population	<b>35,942*</b>
Total Employment	<b>13,295**</b>
Unemployment Rate	<b>8.5%***</b>
Participation Rate	<b>77.2%</b>

	Bega Valley	NSW
Full Time Work	<b>49.0%</b>	<b>55.2%</b>
Part Time Work	<b>40.2%</b>	<b>29.7%</b>

Data sources: \*ABS 2021 Census, \*\*NIEIR 2020/21,  
\*\*\*March 2022 quarter National Skills Commission

## OTHER ECONOMIC STATS

Gross Regional Product	<b>\$1.567b*</b>
Value of Exports	<b>\$859.7m*</b>
Local Businesses	<b>3,146*</b>

Data source: \*NIEIR 2020/1, ABS 2021

## AGRICULTURAL PRODUCTION

Milk	<b>61.2%</b>	<b>\$61.291m*</b>
Livestock	<b>31.1%</b>	<b>\$28.658m*</b>

\*Data source: ABS 2021

## TOURISM

Note: Published performance in this period was impacted by COVID-19 restrictions.

Total Visitor Spend	<b>\$399m*</b>
Number of visitors annually	<b>881,000**</b>

\*Year Ending March 2022 - Tourism Research Australia (includes international visitor nights, domestic visitor nights and domestic day trips)



# INVEST WITH US

Investment in infrastructure is a key enabler of economic growth, supports the long-term sustainability of a region, and boosts the health and wellbeing of communities.

The Bega Valley Shire is full of opportunities to realise these outcomes.

In partnership with the community, Bega Valley Shire Council has carefully mapped and scoped a list of strategic investment opportunities to:

- ✓ upgrade key strategic infrastructure
- ✓ stimulate the local economy
- ✓ enrich our local communities.

We ask the State and Federal Government to invest with us.

## STRATEGIC ALIGNMENT – NSW 2022

These projects will help deliver State and Federal strategies:

- ✓ 20-Year Economic Vision for Regional NSW
- ✓ Regional Development Framework
- ✓ South East and Tablelands Regional Plan
- ✓ NSW State Infrastructure Strategy
- ✓ Far South Coast Regional Economic Development Strategy and Bushfire Addendum
- ✓ Regional Development Australia Far South Coast Transport Landscape and Connections Analysis
- ✓ NSW Long Term Transport Master Plan
- ✓ NSW Freight and Ports Plan 2018-2023
- ✓ NSW Southern Regional Transport Plan
- ✓ Cultural Infrastructure Plan
- ✓ South East and Tablelands Sport and Active Recreation Plan
- ✓ Canberra Region Joint Organisation Strategic Plan
- ✓ South Coast NSW Destination Management Plan
- ✓ NSW Waste Avoidance and Resource Recovery Strategy
- ✓ Far South Coast Regional Boating Plan
- ✓ Regional NSW Youth Action Plan
- ✓ NSW Government Strategy - Beyond Digital
- ✓ NSW Visitor Economy Strategy 2030
- ✓ NSW Water Strategy
- ✓ South Coast Regional Water Strategy

as well as the Bega Valley Shire Community Strategic Plan.

# INVESTMENT OPPORTUNITIES OVERVIEW

## Upgrade key strategic infrastructure

- Timber Bridge Replacements
- Alternative Princes Highway Routes
- Bega War Memorial Pool Renewal and Upgrade
- Cobargo Swimming Pool Renewal
- Zingel Place Civic Office Upgrade
- Yellow Pinch Water Treatment Plant
- Merimbula Sewage Treatment Plant Upgrade and Ocean Outfall
- Road Resilience and Betterment Package
- Merimbula Regional Airport
- Organics Processing Facility
- Resource Recovery Facility
- Eden Cruise Destination Strategy and Coordination

## Stimulating the local economy

- Bega Valley Innovation Hub
- Youth Employment Forum, Strategy and Program
- Indigenous Employment Forum, Strategy and Program
- Town Centre Activation Program
- Eden Local Activation Precinct

## Enrich local communities

- Community Hall and Museum Access Improvement Program
- Merimbula Lake Boardwalk and Foreshore Path Renewal and Upgrade
- Expand the Shared Path Network
- Lake Curalo Boardwalk Renewal and Upgrade
- Upgrade of Eden Library and Gateway Centre
- Council Energy Efficiency and Renewable Energy Upgrade Program
- Tura Murrang Library and Community Centre Ground Floor Development
- Coastal Hazard and Risk Assessment
- Transitioning to Digital Government

# COUNCIL-LED PROJECTS

## Who benefits key



Community



People with  
disability



Food Product  
Manufacturers



Freight operators



Environment



Seniors



Tourism



School bus  
operators



Culture  
and Arts



Children  
and youth



Agriculture



Motorists



Recreation  
and Sport



Families



Local  
businesses  
/economy



Cyclists



Health



People with  
prams



Regional  
economy



Pedestrians



Emergency  
Services



Aboriginal  
people



Port of Eden



Job creation



Bega Valley  
Shire Council



Airport

# CULTURAL AND COMMUNITY



# Community Hall and Museum Access Improvement Program

## Our challenge

Council’s 18 community halls and seven Council-owned or managed museum buildings provide opportunities across the shire for our community to come together, connect and build stronger communities. They are important places for our community to engage in social, artistic, cultural, educational and recreational activities. Many community halls played an important role during and after the Black Summer bushfires. They are a central meeting place for fundraisers and information sessions and a vital part of the local community.

Encouraging community involvement and creating resilient communities can be achieved by ongoing investment and sound management of our community halls and museum buildings.

Many of the halls and museum buildings are ageing and require additional work to improve access for all. Many have poor access from the adjacent road or street, limited formalised parking and limited compliant access into the building. Many halls or their outdoor spaces are also designated neighborhood safer places by the Rural Fire Service.

## Proposed solution

This program identifies the access needs for each of the community halls and museum buildings and recommends the required improvements, so they become inclusive facilities for all members of the community.

## Outcomes

- Supporting and growing community volunteers who activate, manage and maintain community halls
- Ensuring people of all ages and abilities are able to access halls and participate fully in community life
- Enabling our community halls to meet changing community needs and to provide value to remote and isolated communities
- Effective management of risk
- Improve the safety of public places

## Who benefits



**Indicative cost** \$3 million  
(could be undertaken in stages)

## Strategic alignment

- Disability Inclusion Action Plan 2022-25
- Climate Resilience Strategy Action S11
- Community Strategic Plan Theme A - Our Community
- 20-Year Economic Vision for Regional NSW



# Town Centre Activation Program

## Our challenge

The shire’s main central business districts (CBDs) and surrounds need to be updated to improve accessibility, safety and aesthetic issues, and improve the appeal for tourists and visitors to our region.

Council has developed landscape Master Plans for Bega, Bermagui and Merimbula CBDs. However, Council has limited financial capacity to implement all the improvements within a reasonable timeframe.

## Proposed solution

With appropriate funding, Council could implement the approved CBD improvements improving accessibility, safety and aesthetic issues across the shire.

### Bega CBD

- Tourism – create CBD gateway signage and development of cultural precinct including public art, interpretive and wayfinding signage and activation of public space
- Safety and accessibility – extend and upgrade pedestrian pavement, improve Ayres Walkway, create scramble crossings and improve key intersections
- Amenity – tree and garden bed planting, and relocate power underground

### Bermagui CBD

- Review and update landscape master plan
- Tourism – create CBD gateway signage and development of cultural precinct including public art, interpretive and wayfinding signage and activation of public spaces
- Safety and accessibility – extend pedestrian pavement and shared path, create a raised crossing, provide accessible parking bays with kerb ramps
- Amenity – tree and garden bed planting, install climbing frames for plants and relocate power underground
- Design – improvements to Bunga Street and Dickinson Park

### Merimbula CBD

- Review and update landscape master plan
- Tourism – create CBD gateway signage, maintain and install public art
- Safety and accessibility – pedestrian improvements to NAB corner, create shared zone or space on Beach Street and realign parking, install accessible parking and modify key intersections
- Amenity – tree and garden bed planting, install climbing frames for plants and relocate power underground

## Outcomes

- Reinvigorated CBDs
- Growth potential
- Private asset renewal
- Accessibility
- Efficient traffic flow
- Natural and open space connectivity
- Unique community character and values

## Who benefits



**Indicative cost** \$26 million  
(ability to be staged)

## Strategic alignment

- Jobs and Skills Bega Valley project
- Community Strategic Plan Theme A - Our Community; Theme B - Our economy; Theme D - Our infrastructure
- 20-Year Economic Vision for Regional NSW

# Eden Local Activation Precinct

## Our challenge

To drive business growth, an integrated approach is required to maximise the key strengths of Eden including its harbour and wharf infrastructure, marine industry services, commercial and retail providers, industrial land, and transport and tourism, including the cruise industry.

## Proposed solution

Strategic alignment of business investment and Commonwealth and NSW Government investment is required to ensure economic growth and cohesive development with the community, that is consistent with the Snug Cove Master Plan and promotes the activation of the Eden precinct.

## Outcomes

- Stronger visitor and maritime economy that leverages Eden’s competitive advantage
- Business growth
- Improved tourism offering
- Jobs creation, ensuring locals are well placed to benefit from growth
- Improved tourism opportunities including cultural tourism
- Improved opportunities for social enterprise

## Who benefits



## Strategic alignment

- Jobs and Skills Bega Valley project
- Far South Coast Regional Economic Development Strategy
- NSW Infrastructure Strategy 2018–2038
- Eden CBD Landscape Master Plan
- 20-Year Economic Vision for Regional NSW



# Zingel Place Civic Office Upgrade



## Our challenge

The current administration building in Zingel Place was designed and constructed in the 1980s. While it has served both the community and Council staff well, it is an ageing asset that requires modernisation to meet the requirements of the Bega Valley now and into the future.

The building was originally designed to accommodate 79 staff in 1984 and, based on staff projection, through to 1994. Since then, the number of staff needing to be accommodated in the building has grown to more than 120, and the internal fit out has been modified and changed to reflect the changing needs of the organisation.

The current building has several deficiencies in regard to compliance to relevant building codes, sustainability and adherence to best practice guidelines for office accommodation including amenity for employees.

It is also recognised that the way in which Council interacts with the general public has and will continue to change in the digital world and a renewed emphasis on the 'customer experience' is required when people do visit the customer service area at Zingel Place in person.

The project does not seek to extend or expand the current footprint of Zingel Place but rather look at ways of more efficiently and effectively using the space, providing more space for the 'customer experience'.

## Proposed solution

With the Council Chamber now relocated to the adjoining Bega Valley Commemorative Civic Centre and plans in place for an upgrade to the Regional

Gallery, there is a terrific opportunity to revisit the Civic Centre precinct as a whole.

This project will focus on improving the customer experience and creating a focal point for the community to interact with Council staff.

The project will also seek to improve energy efficiencies by replacing the heating, cooling and ventilation system, improve accessibility for both staff and visitors in line with current building codes, modernise the office environment and provide a more efficient use of office space.

## Outcomes

- An improved, compliant and inclusive facility for Council staff to undertake their work practices
- An improved space for the community to interact with Council staff and access Council services

## Who benefits

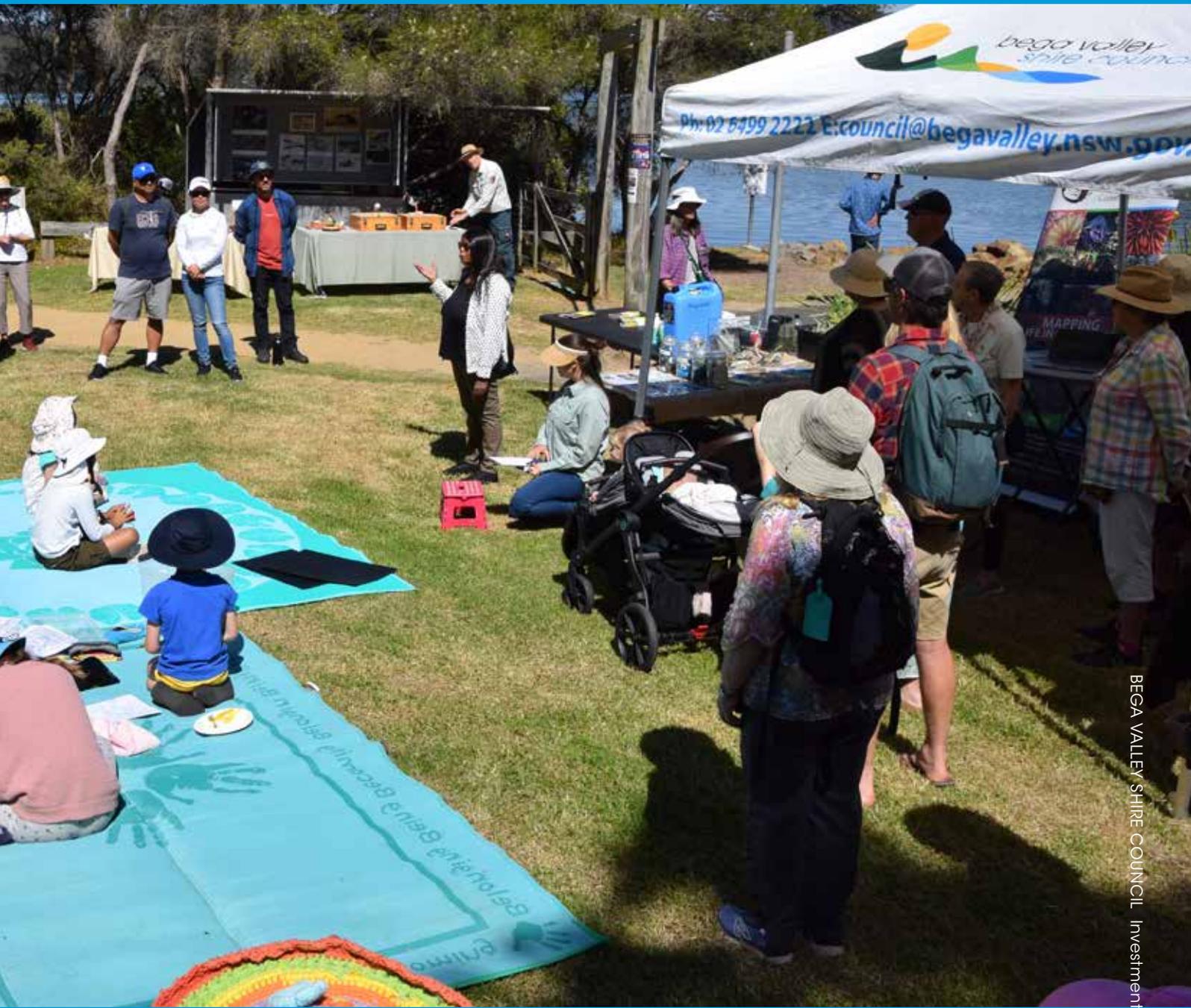


Indicative cost \$11.2 million

## Strategic alignment

- Disability Inclusion Action Plan 2022-25
- Climate Resilience Strategy Action 2020-2025 S11
- Community Strategic Plan Theme A - Our community; Theme D - Our infrastructure
- 20-Year Economic Vision for Regional NSW

# EDUCATION AND EMPLOYMENT



# Upgrade of Eden Library and Gateway Centre



## Our challenge

The current space at Eden Library is well under State Library of NSW benchmarks and does not allow for the range of activities expected of a contemporary library service. The lack of space limits all aspects of the library service including programs, access to technology, training and collections.

Alongside this, there is a lack of bookable meeting rooms in Eden for social service outreach, with some services forced to deliver from vehicles. The Eden Community Access Centre Inc, which is co-located in the Gateway Centre, is continuing to see a growth in demand for its services and is outgrowing its current space.

The Visitor Information Centre has recently moved from the building providing opportunity to redesign the space to cater for community needs.

## Proposed solution

The upgrade of the Gateway Centre as a Library and Community Hub will see the building redesigned to respond to the current and future needs of the Eden community and surrounding localities.

The library footprint will be expanded to meet State Library of NSW benchmarks and include flexible community spaces, contemporary technology and training spaces, and bookable meeting rooms. Co-design of the space with community and social service providers will ensure the centre will help enhance the delivery of a range of social services that benefit the Eden and surrounding community.

## Outcomes

- Contemporary library services including increased collections, programs, training and technology to cater for people of all ages, backgrounds and abilities
- Enhancement of the social and cultural life of the community, through access to inclusive, accessible and bookable community spaces
- Accommodation for social and community service providers, supporting service delivery to Eden
- Streamlining and reducing duplication of technology, business and community information services

## Who benefits



**Indicative cost** \$5 million to \$20 million

## Strategic alignment

- Community Strategic Plan Theme A - Our community; Theme D - Our infrastructure
- Bega Valley Shire Library Service Strategic Plan 2020–2025
- 20-Year Economic Vision for Regional NSW

# Tura Marrang Library and Community Centre Ground Floor Development

## Our challenge

The localities of Tura Beach, Merimbula and Mirador are growing in population and there is an increasing demand by residents for community facilities to match the changing demographics.

The Tura Marrang Library and Community Centre was envisaged as a multi-purpose building which could cater for a range of community activities, particularly for families and older people. Stage 1 of the facility, the library, was completed in 2015, however the ground floor (Stage 2) is yet to be developed. The library cannot cater for the demand in community use and is regularly turning away groups looking for space to run community programs.

## Proposed solution

Renovation of the ground floor to provide:

- community training rooms for library programs or community hire
- two leasable community spaces
- a workshop space for creative activity
- exhibition space and art storage which meets best practice standards
- kitchen for tenants and users
- two office spaces.

## Outcomes

- Provision of an accessible training room and workshop space to support lifelong learning for all ages, backgrounds and abilities

- Improved opportunities for the residents of Tura Beach, Merimbula and surrounds to participate in social and cultural activities, reducing isolation and building connectedness
- Appropriate storage space for Council's growing arts collection
- Storage for the Bega Valley Shire Library Service and South East Centre for Contemporary Art (Council's regional gallery)

## Who benefits



Indicative cost \$520,000

## Strategic alignment

- Community Strategic Plan Theme A - Our community; Theme D - Our infrastructure
- Bega Valley Shire Library Service Strategic Plan 2020–2025
- 20-Year Economic Vision for Regional NSW



# Bega Valley Innovation Hub



## Our challenge

Due to its size, socioeconomic characteristics and distance between towns, the Bega Valley Shire has limited employment and business development opportunities.

The Bega Valley Innovation Hub works to assist local businesses to grow and increase employment opportunities for the region. More needs to be done to enable local businesses to access the information they need, and build the necessary skills to commercialise, innovate and grow their business ideas.

## Proposed solution

An innovation program to support start-ups and businesses to scale in the Bega Valley Shire with specialised support to develop their business plans and reach their potential more quickly, in both the Australian and overseas markets, will help businesses and individuals across the shire more broadly.

The program has been very successful in supporting the ingenuity and determination of small businesses, which are essential to a strong, diverse economy that creates jobs.

Further investment will enable this well-established program to thrive and continue to promote entrepreneurship, innovation and economic diversification in our region.

## Outcomes

- Development of new businesses
- Growth of existing businesses
- Creation of new employment opportunities
- Expand market opportunities for businesses
- Enhance the global reach and connections of Bega Valley businesses

## Who benefits



Indicative cost \$380,000

## Strategic alignment

- Jobs and Skills Bega Valley project
- Far South Coast Regional Economic Development Strategy
- Community Strategic Plan Theme B - Our economy
- 20-Year Economic Vision for Regional NSW

# Youth Employment Forum, Strategy and Program

## Our challenge

Limited job career pathways and the drawcards of larger cities mean the shire's youth often leave the area for future study, work and social interaction. This poses a real and significant risk to the future economic sustainability of the shire.

## Proposed solution

A youth employment strategy will be developed to encourage our young people to remain within the shire.

It will be informed by the Jobs and Skills Bega Valley research project that investigated the market and industry circumstances in the shire, and include a focus on emerging trends such as improving digital skills and capabilities.

It is envisaged that key industries will inform local young people around the potential career pathways available and the skills needed to access these opportunities, including how they can gain these skills within the shire.

Events and interactions will be planned, designed and delivered to facilitate this.

## Outcomes

- Improved retention rates for youth
- Improved engagement with the business community

## Who benefits



Indicative cost \$200,000

## Strategic alignment

- Jobs and Skills Bega Valley project
- Community Strategic Plan Theme A - Our community
- 20-Year Economic Vision for Regional NSW



# Indigenous Employment Forum, Strategy and Program



## Our challenge

Bega Valley Shire's Aboriginal communities have poorer training and employment opportunities, and related social outcomes, than the whole-of-community average.

## Proposed solution

A forum with key stakeholders will be held to identify job creation opportunities and training needs to deliver better outcomes for the Aboriginal communities across the shire.

This could include working with the Local Aboriginal Land Councils to deliver a strategy to boost skills and employment opportunities for local Aboriginal people, and other Australian Indigenous community members.

## Outcomes

- Improved employment outcomes for Aboriginal people in the Bega Valley Shire

## Who benefits



Indicative cost \$205,000

## Strategic alignment

- Jobs and Skills Bega Valley project
- Memorandum of Understanding with Local Aboriginal Land Councils
- Community Strategic Plan Theme A - Our community; Theme B - Our economy
- 20-Year Economic Vision for Regional NSW

# ENVIRONMENT



# Coastal Hazard and Risk Assessment *Merimbula Bay, Tathra Bay, Bermagui Coast and Eden Coast*



## Our challenge

Fifty-five percent of our population live within one kilometre of our beautiful coastline. Future development and redevelopment of our coastal settlements needs to consider current and future hazards that arise from coastal erosion, storm surges and sea level rise inundation.

Council's current coastal hazard information was derived from regional Coastal Hazard models. In order to provide our community and Council more detailed, finer scale hazard and risk information, Council requires location specific coastal hazard studies for key residential and tourist areas including Merimbula, Pambula Beach, Tathra, Bermagui and Eden to better inform future development and strategic planning.

## Proposed solution

Undertaking fine scale coastal hazard assessment and risk assessment of private residential and commercial properties, tourist facilities, public areas and infrastructure will allow for greater certainty in strategic planning, development approvals, coastal access requirements and infrastructure siting, and meet Council's legislative requirements.

## Outcomes

- Increased certainty and risk reduction in development assessment and strategic land use and asset planning

## Who benefits



**Indicative cost** \$520,000

## Strategic alignment

- Bega Valley Shire Climate Resilience Strategy
- Community Strategic Plan Theme C- Our environment
- Bega Valley Local Environment Plan (2013)
- NSW Coastal State Environmental Planning Policy
- 20-Year Economic Vision for Regional NSW

# Council Energy Efficiency and Renewable Energy Upgrade Program



## Our challenge

Council's energy costs are a significant component of its annual budget. Bega Valley Shire Council has an annual revenue of \$87 million and spends approximately \$1.75 million (2.0%) on stationary energy (electricity) and \$1.1 million (1.2%) on fuel costs.

In order to reduce these costs and meet our community's demand for Council to invest in renewable energy, Council has developed and adopted a Clean Energy Plan, with support from the NSW Department of Planning, Industry and Environment (DPIE).

This plan builds on Council's existing commitment to greenhouse gas emissions (GHG) reduction, which includes a 100% by 2030 renewable energy target, and provides a framework for further improvements in our operational energy efficiency and transition to renewable energy.

## Proposed solution

Reducing Council's energy consumption and costs through in-house cost effective opportunities, such as energy efficiency initiatives, renewable energy infrastructure roll out and energy storage as technology improves, is critical.

We will also examine options to source externally generated renewable energy as an offset strategy after we have exhausted all cost-effective opportunities (efficiency, generation, storage) on and within our own land and facilities.

An action plan will be developed that recommends short, medium and long-term projects, policies and processes that we will pursue in order to drive towards ambitious future GHG emission reduction goals within available budgets.

## Outcomes

- Address Council's stationary electricity and fuel uses
- Increase energy resilience of Council facilities
- Achieve operational cost savings
- Leverage external funding and drive innovation in clean energy infrastructure
- Provide feasible pathway options to achieve 100% renewable energy

## Who benefits:

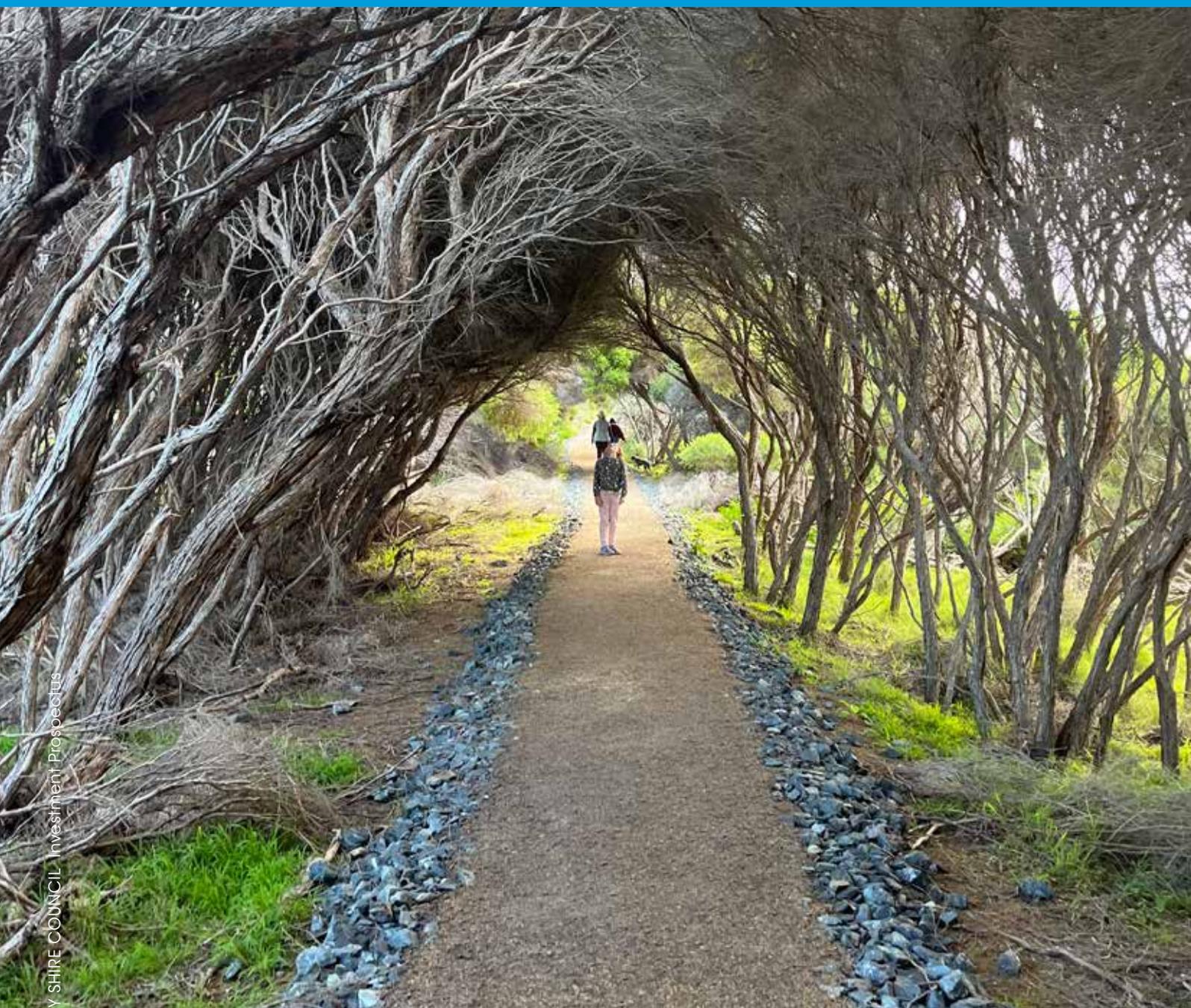


Indicative cost \$3.9 million (can be staged)

## Strategic alignment

- Bega Valley Shire Climate Resilience Strategy
- Community Strategic Plan Theme C - Our environment; Theme D - Our infrastructure
- NSW Net Zero Plan Stage 1: 2020–2030
- NSW Electricity Strategy

# RECREATION



# Merimbula Lake Boardwalk and Foreshore Path Renewal and Upgrade



## Our challenge

The Merimbula Lake Boardwalk is a popular and much enjoyed asset by residents and tourists alike, and an important feature of Merimbula Lake.

It is showing its age and is due for renewal to improve the stability and longevity of the asset, reduce maintenance costs, mitigate environmental impacts and better meet user expectations.

## Proposed solution

Following investigation and community consultation Council is progressing with project design and working toward construction to renew and update the boardwalk and pathway along the foreshore of Merimbula Lake. This will ensure it continues to provide all residents and visitors with a unique recreational experience to connect with the ecological values of Merimbula.

The upgrade will improve the structure with a focus on protecting the environmental values, and include nature, bird watching and fishing spots.

The completed project will deliver improved outcomes to visitor and tourist experiences, accessibility and inclusiveness, safety, foreshore environment, environmental education, Aboriginal heritage education, recreational opportunities and visual amenity.

## Outcomes

- Improved structure for recreation
- Promotion of nature tourism and increased economic activity
- Improved protection of environmental values

## Who benefits



Indicative cost \$11 million

## Strategic alignment

- NSW State Infrastructure Strategy 2014 (Strategic Objective 9)
- South East and Tablelands Regional Plan Goal 4 Healthy and Connected Communities
- Community Strategic Plan Theme A - Our community; Theme B - Our economy; Theme C - Our environment; Theme D - Our infrastructure
- BVSC Disability Inclusion Action Plan
- Bega Valley Shire Council Strategic Asset Management Plan
- NSW Visitor Economy Strategy 2030

# Lake Curalo Boardwalk Renewal and Upgrade

## Our challenge

Lake Curalo Boardwalk is a popular and much enjoyed asset and a feature of the Eden area.

The boardwalk, which forms part of the Bundian Way, receives a large amount of use from locals and visitors who enjoy the scenic walk that circles the entire lake.

The boardwalk is showing its age and is due for renewal, to bring it line with current design and environmental standards, improve user safety and better meet user expectations.

## Proposed solution

The project will involve the renewal and replacement of all decking and structural elements as necessary to bring the boardwalk up to current standards, reflecting its current use as a recreational path.

This work acknowledges the growing profile and use of the path and its key role in linking the Eden Cove residential development to the north to the Aslings Beach/Barclay Street precinct on the south; and on to the Eden town centre and Snug Cove.

## Outcomes

- Improved health and recreational results
- Promotion of tourism and increased economic activity

## Who benefits



Indicative cost \$4 million

## Strategic alignment

- South East and Tablelands Regional Plan 2036 - Goal 4 - Healthy and Connected Communities
- Community Strategic Plan Theme A - Our community; Theme B - Our economy; Theme C - Our environment; Theme D - Our infrastructure
- BVSC Disability Inclusion Action Plan (DIAP)
- Bega Valley Shire Council Strategic Asset Management Plan
- Lake Curalo Catchment Management Plan
- NSW Visitor Economy Strategy 2030



# Bega War Memorial Pool Renewal and Upgrade, Cobargo Pool Renewal



## Our challenge

The outdated Bega War Memorial Pool was opened in 1962 and is over 60 years old. The Cobargo pool was opened in 1967 and is approaching the end of its asset life. Both pools are not meeting current or anticipated future needs of the community or broader region.

Bega and Cobargo pools are at, or fast approaching, the end of their useful lives, have insufficient pool dimensions, size, accessibility or facility mix to service the current and future community needs and expectations.

## Proposed solution

The project is to renew and develop the existing outdoor Bega War Memorial Pool into a new heated ‘extended season’ aquatic facility.

This will create a regional level, modern, accessible, multi-dimensional and functional aquatic facility open from September to May.

Redevelopment of the Cobargo Swimming Pool will deliver a modern and accessible facility with additional pool water space and improved facility amenities.

With renewal and upgrade of the pools, they are able to be used for the sporting, health, rehabilitation, education and recreation needs of the Bega Valley Shire well into the future, and meet the needs and expectations of future generations.

Council endorsed the Bega War Memorial Swimming Pool Concept Plan in December 2020.

## Outcomes

- Improved health, wellbeing and recreational benefits
- Increased water safety, education and awareness
- Improved, modern facilities for residents and visitors alike

## Who benefits



**Indicative cost** Bega Pool \$13.1 million, Cobargo Pool \$4.6 million

## Strategic alignment

- BVSC Draft Swimming Pools Strategy (Exhibited)
- Bega Valley Shire Council Operational Plan 2022-23
- South East and Tablelands Sport and Active Recreation Plan 2018 – 2023
- South East and Tablelands Regional Plan Goal 4
- Community Strategic Plan Theme A - Our community; Theme D - Our infrastructure
- BVSC Disability Inclusion Action Plan
- NSW Visitor Economy Strategy 2030

# Expand the Shared Path Network

## *Merimbula – Tura Beach path and Eden trails*

### Our challenge

The provision of active transport opportunities is a priority of the NSW Government and Bega Valley Shire Council. Shared paths provide all-access, shared-use walkways for pedestrians, joggers, parents with prams, cyclists, disability and mobility devices.

Shared paths make our towns more accessible for all residents and visitors to enjoy.

All current proposals have land tenure, heritage and topographical challenges that require detailed planning and consultation to overcome and become a reality for the community.

### Proposed solutions

There is a community desire to extend the active transport network to include further options to either walk or cycle in the Merimbula, Tura Beach and Eden areas. There are several viable options that have been identified which will now need concept designs, routes and costs formulated and the various stakeholders consulted.

#### *Merimbula and Tura Beach*

There are several existing routes that could be joined to provide a shared path between Merimbula and Tura Beach.

Distinct and well-used desire lines already exist along Sapphire Coast Drive demonstrating frequent use by the community. There is also an existing bridge that can be crossed by pedestrians but would require upgrading, that currently terminates in Back Lake Merimbula.

Formally connecting these routes and filling the gaps in the existing shared path network presents an opportunity to connect Merimbula, Mirador and Tura Beach along the coastline for a scenic and picturesque coastal path.

Another option for consideration is to extend the recently constructed Lake Street boardwalk to link Merimbula Public School, Rotary Park

and Merimbula Wharf. This would provide much needed linkages to what is currently an isolated amenity in a highly visited area.

#### *Eden*

An opportunity exists to link key community assets providing tourism, education and recreation services and thereby improving active transport links and simultaneously providing economic and tourism stimulus within Eden.

A number of sporadic sections of footpath, boardwalk and shared path of varying width exist between the Rotary Park Lookout on Eden Headland and the Eden Marine High School and Sports Complex on Barclay Street that require connection.

An existing boardwalk is also a key feature along the proposed link leveraging the natural beauty of the Aslings Beach foreshore and Calle Calle Bay.

The boardwalk also links the historic cemetery and a nearby caravan park adjoining the natural feature of Lake Curalo where other existing boardwalks currently exist.

### Outcomes

- Safer, more comfortable active transport options for the community
- Increased connectivity of the active transport network within the Bega Valley
- Connection between two major settlements that are closely located



### Who benefits



Indicative cost \$13.5 million

### Strategic alignment

- Climate Resilience Strategy Action LT6
- South East and Tablelands Regional Plan Goal 4
- Community Strategic Plan Theme A - Our community; Theme D - Our infrastructure
- NSW Visitor Economy Strategy 2030

# TECHNOLOGY



# Transitioning to Digital Government



## Our challenge

Communities in crisis, or recovering from crisis, expect their governments to be agile, proactive, connected, informed and outcomes-focused. Crisis management and recovery are driving innovation in governments around the world. National, regional and local government leadership teams are now surrounded by urgency. The impacts of the pandemic have transformed citizens' demands for, and expectation of, government services. The digital, business and social ecosystems in which governments operate are looking to government to share and facilitate the movement of data to help drive their recovery.

Council needs to create, and be a part of, digital government strategies that seamlessly address the shared and sector-specific challenges to take advantage of the opportunities offered by digital transformation.

Data is often talked about as being a strategic asset without clarity about how it delivers direct benefits. The extensive use of data by governments during natural disasters and the pandemic has created proof points for this value but we are still tackling the challenges associated with managing largely untapped content and data, identifying and managing new data sources, and improving data quality.

We see investment in technology as being critical to increase the value of existing content and unstructured data by extending capabilities in critical areas such as security, advanced analytics and natural language processing (NLP). We also acknowledge that there are many non-technical considerations and legislative mandates related to equity, privacy, ethics and transparency which impact transformation initiatives.

## Proposed solution

To effectively transition to a digital government approach and refocus our digital services to be citizen-centric, we need agility from both our workforce and our technology platforms. We are currently in the process of developing our digital strategy that will incorporate a human-centered approach to designing solutions for the workforce, businesses, citizens and the complex ecosystems on which all of these depend.

### *Transitioning to digital government*

The transition to digital government requires careful planning and a focus on outcomes. To drive innovation and accelerate this process, we need to take an 'outside-in' approach to service design using techniques like human-centered design and co-creation, and aligning the strategic use of emerging technologies to outcomes.

### *Leveraging data for digital transformation and innovation*

Data is at the heart of the digital transformation of government. We look to data and analytics to reliably and accurately detect and predict shifts in risk, opportunity and outcomes prior to their occurrence, driving innovation through improved management, targeted data sharing and artificial intelligence (AI) augmented data analytics capabilities.

## Our focus areas

Council's technology program aims to progress our digital strategy based on an assessment of strategic and operational risks and enterprise value.

Technology initiative	What this means to BVSC	Benefit of investment
CYBERSECURITY	Balance securing and protecting the enterprise with the need to run the business	Deal effectively with emerging risks of digitalisation and cyberthreats by instituting a continuous security program
DATA, ANALYTICS AND AI	Innovate and automate with data and analytics that enables data-driven decision making	Evolve with technologies that support data sharing and use data and analytics to reliably and accurately detect and predict shifts in risk, opportunity and outcomes, prior to their occurrence
CUSTOMER AND SERVICE MANAGEMENT	Improving citizen service delivery. Evolve customer relationships and experience through development of digital products and services; as well as digitally enhance physical products and services	Citizen-centric in approach to service design and execution. Using technology to understand and respond to the explosion of digital interactions and diverse data types
WORK MANAGEMENT	Build digital dexterity and the digital workplace	Improve productivity, safety and work-life balance, as well as the quality of the services delivered by the workforce
STRATEGIC RISK MANAGEMENT	Manage risk, compliance and ethics across the enterprise related to technology dependencies	Establish and maintain the enterprise and its people, partners, services and things as trusted, resilient participants in the digital economy
FOUNDATIONAL LARGE SCALE INFRASTRUCTURE	Maintaining and improving the connections between BVSC offices and sites, standardising our IT infrastructure and allowing more performant and secure access to vendor provided services hosted externally to the shire	Improve and future proof the performance of internet-based services, allowing faster access to data and increasing business efficiencies for staff.  Improved connectivity of Council offices and sites.  Support the adoption of newer technologies and services

## Outcomes

- Citizen-centred service delivery through human-centred design and co-creation to improve existing and develop new services
- Identify and prioritise new opportunities for digital services and enterprise-wide investments to accelerate our progress in implementing digital government

## Who benefits



## Indicative cost

Investment in technology to progress this vision would be an additional \$2.4 million per year, bringing

the total annual investment to \$8.1 million. This would meet the median investment ie. medium-sized Councils\* and represent an increase from 4.5% to 6.3% (based on FY2021 budget | total income)

*\*PWC Local Government Performance Excellence Program FY2020*

## Strategic alignment

- BVSC Resourcing Plan | Technology Management
- BVSC Data Management and GIS Committees
- BVSC Strategic ICT Committee
- NSW Government Information Management Framework
- NSW Government Strategy - Beyond Digital
- Regional Economic Development Strategy
- 20-Year Economic Vision for Regional NSW

# TRANSPORT



# Alternative Princes Highway Routes

## *Doctor George Mountain Road and Nethercote Road*

### Our challenge

With the Princes Highway running the length of our shire, it is vital our alternative access routes are at a standard where they can be safely used by all vehicles in cases of emergencies, accidents and closures.

Both Doctor George Mountain Road and Nethercote Road fall into this category.

#### *Doctor George Mountain Road*

The current road surface is a disincentive to heavy vehicles using this shorter, more efficient route between Bega and the Wapengo district, where a substantial portion of the shire’s aquaculture industry is located. Passenger vehicles are also reluctant to use this route, causing social disadvantage to the Wapengo and Tanja district areas. It has also contributed to a number of crashes.

Doctor George Mountain is a key part of Council’s local collector road network, joining the Tathra-Bermagui Road with Bega. The Tathra-Bermagui Road forms critical alternate access to the Princes Highway if it becomes closed between Cobargo and Bega for any reason.

#### *Nethercote Road*

Nethercote Road provides key access to the outlying communities of Nethercote, Lochiel, Greig’s Flat, Eden and Pambula, rural farming businesses, organic producers and small acreage properties.

The road forms a critical alternative access between Eden and South Pambula when the Princes Highway is closed.

Unsealed sections of the road constrain the passenger and freight network. The Eden, Nethercote and Pambula communities have requested the sealing of this road for more than 20 years.

The Yowaka River Valley is prone to flooding and the current road conditions increase emergency response and evacuation times.

### Proposed solution

#### *Doctor George Mountain Road*

Proposed works on Doctor George Mountain Road include the complete sealing of the unsealed section (11.1km) of road linking the sealed Tarraganda Road,

Bega and sealed Tathra-Bermagui Road. The project will include the stabilisation/strengthening of the underlying pavement with associated earthworks, drainage and guardrail installation.

#### *Nethercote Road*

This project includes the pavement stabilisation, associated earthworks, drainage, installation of guardrail, signage and sealing of all the remaining unsealed sections of Nethercote Road (of the 17.7km, there is a total of 2.2km yet to be sealed).

It is proposed that land tenure issues be resolved in conjunction with the existing road alignment.

### Outcomes

- Alternative accesses to the Princes Highway
- Freight efficiencies
- Improved road safety
- Shorter travel times
- Improved community connections
- Reduction of social and economic disadvantage
- Improved environmental outcomes

### Who benefits



**Indicative cost** Dr George Mountain Road \$11 million, Nethercote Road \$2.3 million

### Strategic alignment

- Climate Resilience Strategy
- NSW Future Transport Strategy 2056
- NSW Road Safety Plan 2021 Toward Zero
- 20-Year Economic Vision for Regional NSW

# Road Resilience and Betterment Package



## Our challenge

The local road network across the Bega Valley Shire needs to be upgraded to support increased traffic volumes, including increases in heavy vehicle traffic, to improve network resilience, economic productivity, freight efficiency, community amenity and safety.

Importantly, increasing the resilience of the road network will reduce the impacts of natural disasters and improve access/egress and resupply issues for emergency response.

## Proposed solution

Sealing and pavement upgrades with localised drainage and road safety improvements will significantly increase the resilience, economic productivity, safety and amenity of the road network across the shire.

## Who benefits



## Outcomes

- Alternative accesses to the Princes Highway and Snowy Mountains Highway
- Freight efficiencies
- Improved road safety
- Shorter travel times
- Improved community connections
- Reduction of social and economic disadvantage
- Improved environmental outcomes
- Increased network resilience
- Improved emergency response management

## Indicative cost

Stage 1: \$25 million

## Strategic alignment

- Climate Resilience Strategy Actions
- Bega Valley Shire Council Long Term Financial Plan
- NSW Future Transport Strategy 2056
- NSW Road Safety Plan 2021 Toward Zero
- Strategic Asset Management Plan 2022-25
- 20-Year Economic Vision for Regional NSW

# Timber Bridge Replacements

## Our challenge

Bega Valley Shire Council owns and is responsible for 36 timber bridges, nine of which are already fully funded for replacement under the NSW Fixing Country Bridges Program.

Many timber bridges have landscape and historic values, but also present safety issues and barriers to heavy vehicle productivity.

Timber bridges on freight routes (regional roads) are a priority for replacement as they are critical for the safe and efficient transportation of goods and services within the shire and beyond.

Most timber bridges do not have sufficient load carrying capacity to meet an increase in freight and heavy vehicle demands. Most are single lane or have been built with tight bends at either end that create safety issues for users.

## Proposed solution

Council has replaced approximately 40 high-risk, timber bridges, in poor condition, over the last decade, many through loan funded support from its infrastructure fund, Disaster Recovery works and the Department of Infrastructure and Regional Development's Bridges Renewal Program.

While this has proven valuable, a more structured and visionary program is required. This will include preparing a conservation management plan for existing heritage-listed bridges, replacing bridges

with modern equivalents that are fit-for-purpose and sympathetic to coastal surroundings, the local heritage value of the existing bridge and all modes of transport. Works may often require road realignment and bridge widening.

## Outcomes

- Critical freight assets replaced
- Transport safety and efficiency
- Reduced transport costs

## Who benefits



Indicative cost \$68 million

## Strategic alignment

- Long Term Financial Plan 2023-32
- NSW Future Transport Strategy 2056
- 20-Year Economic Vision for Regional NSW



# Merimbula Regional Airport

## Our challenge

Merimbula Regional Airport is a vital piece of our region's infrastructure. It provides essential public transport, supports health and emergency services, is critical to tourism and is a major regional economic driver.

The Merimbula Airport Master Plan is an essential part of our medium and long-term planning. By planning ahead, with a 20-year horizon, we strive to ensure the continued delivery of the highest quality of secure and efficient aviation and business services.

## Proposed solution

The development of the Merimbula Airport Masterplan 2023-2043 seeks to build on the existing investment by both the federal and NSW governments to ensure any future investment in Merimbula Airport is both targeted and considered in a planned manner, to ensure that future infrastructure investments align with strategies such as the NSW State Infrastructure Strategy, Future Transport Strategy 2056.

Since publication of the last Master Plan in 2013, there has been considerable change for Merimbula Airport. Council took over the full operational aspects from the previous operator, a second Regular Public Transport (RPT) provider was introduced and several key infrastructure upgrades were completed. The time is right to reframe the future direction of the airport with the Merimbula Airport Masterplan 2023-2043.

Outcomes from the master planning process include identifying key infrastructure projects that complement and enhance the development and growth of the region's tourism sector by providing access to markets for our agricultural, aquaculture and food production sectors. This will help to provide opportunities for new skilled labour in the region, grow and enhance economic resilience and improve the reliability of a key piece of infrastructure from climate change impacts.

Providing a 20-year blueprint for development, Merimbula Airport Masterplan 2023-2043 will outline the land use planning and development intent for the airport, ensuring essential aviation infrastructure is continually delivered in advance of increased demand.

The Master Plan will form an essential part of medium and long-term planning at the airport and seek to:

- maintain the ability for aircraft to operate safely and unrestricted
- facilitate the ability for the airport to grow and expand in response to demand
- promote the role of the airport and its significance as a community asset
- provide for the airport to increase productivity and economic growth, including through non-aviation development
- safeguard the airport's long-term plans
- ensure compliance with relevant regulations
- manage environmental and heritage constraints.

Council has applied for \$306,000 in funding under the NSW Governments Regional NSW – Business Case and Strategy Development Fund - Round 1.

Council has identified three priority projects to assist the Merimbula Airport to deliver on the objective of the Master Plan, which include:

1. The creation of third and fourth apron parking bays for RPT services to further enhance and create capacity for airline travel.
2. Further enhancement of the capacity of the airport in relation to stormwater management through the improvement of drainage infrastructure by upsizing taxiway culverts to 'Taxiway Charlie' and removing an old haul road to improve the drainage capacity into Merimbula Lake.
3. Expansion of both short-term and long-term car parking options for customers using the airport.

## Outcomes

- Improved airside capability, accessibility and safety
- Ability to welcome larger aircraft and potentially future carriers
- Increased car carparking options for customers
- Increased resilience to sea level rises and stormwater management
- Increase environment outcome for tidal flows within Merimbula Lake

## Who benefits



## Indicative cost \$8.06 million

- Merimbula Airport Masterplan 2023-2043 is \$306,000
- The project budget for the apron extension is estimated to be \$5.36m
- The project budget for the further enhancement of stormwater management is \$620,000
- The project budget for the carpark expansion is \$2.95m

## Strategic alignment

- Community Strategic Plan Theme B – Our economy; Theme D - Our infrastructure
- Bega Valley Shire Council Delivery Program 2022-25
- NSW Visitor Economy Strategy 2030
- Far South Coast

Merimbula Airport forms part of the Bega Valley Shire's Investment Prospectus July 2021 and is appended to demonstrate that this is a regional priority project.

Investment Prospectus July 2021 aligns with both State and Federal Strategies:

- 20-Year Economic Vision for Regional NSW
- Regional Development Framework
- South East and Tablelands Regional Plan
- NSW State Infrastructure Strategy
- Far South Coast Regional Economic Development Strategy and Bushfire Addendum
- Regional Development Australia Far South Coast Transport Landscape and Connections
- Analysis
- NSW Long Term Transport Master Plan
- NSW Freight and Ports Plan 2018-2023
- NSW Southern Regional Transport Plan
- Cultural Infrastructure Plan
- South East and Tablelands Sport and Active Recreation Plan
- Canberra Region Joint Organisation Strategic Plan
- South Coast NSW Destination Management Plan.



# WASTE MANAGEMENT



# Organics Processing Facility



## Who benefits



## Our challenge

FOGO has been rolled out through the Bega Valley with great success, and the volume of waste being diverted from landfill is set to grow even further. The food and garden organic material collected is currently processed at Council's Merimbula Waste Transfer Station, with a fine quality compost produced and available for re-distribution back to our community. Unfortunately, the current organics processing facility is operating beyond design capacity, and the operation is severely limited by the restrictions of the site.

## Proposed solution

Council's Central Waste Facility, more commonly referred to as the CWF, located on Wanatta Lane at Wolumla, is destined to be the new site for organics processing. Utilising existing infrastructure on site, the new organics processing facility would have capacity to process up to 15,000 tonnes per annum of residential and commercial FOGO kerbside materials. Technology would include a picking station and shredder, and would utilise a modern composting method involving covered aerated static piles (CASP). The process would involve reducing current composting times by half, resulting in a fine quality compost for re-distribution back through well-developed domestic and commercial (agriculture) markets.

Re-locating organics processing to the CWF provides greater opportunity for expansion of the existing waste transfer station at the Merimbula site, which is designated to become the nominated centrally located and publicly accessible waste receipt point for the shire.

## Outcomes

- Improved compost quality
- Less environmental risk
- Improved customer experience at Merimbula Waste Transfer Station
- Working towards meeting national waste targets
- Regulatory compliance
- Supports development of a circular dynamic to the paddock to plate to paddock principle
- Supports circular economy
- Divert waste from landfill

**Indicative cost** \$7 million

## Strategic alignment

- Community Strategic Plan Theme A - Our community; Theme D - Our infrastructure
- BVSC 10-Year Waste Strategy, Recycling our Future
- 2018 National Waste Policy
- 20-Year Waste Strategy for NSW
- 20-Year Economic Vision for Regional NSW

# Resource Recovery Facility

## Our challenge

Over 20,000 tonnes of waste is disposed of as landfill in the Bega Valley Shire each year. Unfortunately, more than half of what goes to landfill is not actually waste, but a valuable resource. Cardboard, vegetation/organics materials, metal, timber and concrete can be easily and safely recovered and recycled or reused. Recent waste audit data tells us that 62% of waste going to landfill is recoverable, with a further 27% considered potentially recoverable, once sustainable markets are established. Unfortunately, Council does not have the infrastructure to enable these valuable resources to be properly recovered and processed.

## Proposed solution

Council's Central Waste Facility, more commonly referred to as the CWF, located on Wanatta Lane at Wolumla, is the receipt point for waste destined for landfill. Constructing a resource recovery and waste processing facility at the CWF will enable Council to capture recyclable waste and either process it for immediate sale or re-use, or on-sell for processing by a third party. Utilising existing infrastructure at the CWF, the proposed new state-of-the-art facility would provide a

regional solution to resource recovery, helping divert more than half of our waste from landfill, and support circular economy principles and practices in the Bega Valley Shire.

## Outcomes

- Less environmental risk
- Working towards meeting national waste targets
- Creation of new employment opportunities
- Economic development opportunities
- Divert waste from landfill
- Supports development of a circular economy

Indicative cost \$4.8 million

## Strategic alignment

- Community Strategic Plan Theme B - Our economy; Theme C - Our infrastructure
- BVSC 10-Year Waste Strategy, Recycling our Future
- 2018 National Waste Policy
- 20-Year Waste Strategy for NSW
- NSW Visitor Economy Strategy 2030



## Who benefits



# WATER AND SEWER



# Merimbula Sewage Treatment Plant Upgrade and Ocean Outfall



## Our challenge

Currently, treated wastewater from the Merimbula Sewerage Treatment Plant (STP) is beneficially re-used in the first instance. Whatever is left over is discharged via a beach face outfall and exfiltrated through dunal ponds.

The beach face outfall presents a serious risk to public health and the pristine Pambula and Merimbula estuary systems, via nearshore transportation. The exfiltration ponds are constructed in an area that is of cultural significance to Aboriginal people and is an endangered ecological community. The current disposal mechanisms are neither culturally nor environmentally appropriate.

The capacity to re-use wastewater is limited by the existing STP infrastructure. Better disinfection and nutrient removal need to be achieved to facilitate re-use expansion.

## Proposed solution

The Environmental Protection Authority has instructed Council to plan and construct an ocean outfall and upgrade the STP. This will provide an environmentally sustainable backup disposal mechanism for treated wastewater and enable further expansion of our wastewater re-use scheme.

## Outcomes

- Higher quality treated wastewater that is more suitable for re-use
- Stopping the disposal of wastewater onto an area of Aboriginal cultural significance and high environmental value

- Moving wastewater away from Merimbula Beach and the estuaries – the outfall diffuser will be 2.7km offshore meaning that ocean currents will disperse the treated wastewater quickly
- Providing a reliable disposal mechanism in wet weather, significantly decreasing any risk of overflow from the STP into Merimbula Lake

## Who benefits



**Indicative cost** \$43 million (\$8.8 million funding already secured through the NSW Government's Safe and Secure Water Program)

## Strategic alignment

- NSW Govt Safe and Secure Water Program
- State Infrastructure Strategy
- Marine Water Quality Objectives
- REDS Far South Coast
- NSW Environmental Protection Licence
- Community Strategic Plan Theme A - Our community; Theme D - Our infrastructure
- BVSC Water Supply and Sewerage Strategic Business Plan
- NSW Draft Regional Water Strategy
- 20-Year Economic Vision for Regional NSW

# Yellow Pinch Water Treatment Plant

## Our challenge

Yellow Pinch Dam is the primary source of stored water for the Merimbula, Tura Beach and Pambula areas throughout the year and the nominated location for a Water Treatment Plant.

Currently, the water supply for the Eden area in the south of the shire is serviced by the Kiah Borefield and Ben Boyd Dam water sources. The quality of this water supply is unreliable, and significant investment is needed to improve community health needs and support economic growth in the region.

## Proposed solution

The Water Treatment Plant would enable the dam to supply drinking water as the primary source to the Eden area.

It will reduce the risk to drinking water from catchment hazards and hazardous events by establishing due diligence and credibility through a multi-barrier approach to water treatment.

The ability to treat variable quality water will remove the need to isolate source water during poor quality events, improve drought security, relieve constraints on demand and provide a dependable supply of high-quality drinking water to residents and visitors.

This project will improve community health needs and economic growth in the region.

## Outcomes

- Ability to manage specific catchment risks
- Consistently meet the Australian Drinking Water Guidelines
- Ability to treat variable water quality
- Improved resident perception of water quality/safety
- Tourism and economic benefits from reduced exposure to poor water quality events

## Who benefits



Indicative cost \$31 million

## Strategic alignment

- BVSC Strategic Business Plan for Water Supply and Services
- Community Strategic Plan Theme A - Our community; Theme D - Our Infrastructure
- NSW Water Strategy
- South Coast Regional Water Strategy
- NSW Visitor Economy Strategy 2030



# ADVOCACY

## Who benefits key

- |  |  |  |  |
|--|--|--|--|
|  Community                      |  People with disabilities |  Food Product Manufacturers |  Freight operators    |
|  Environment                    |  Seniors                  |  Tourism                    |  School bus operators |
|  Culture and Arts               |  Children and youth       |  Agriculture                |  Motorists            |
|  Recreation and Sport           |  Families                 |  Local businesses / economy |  Cyclists             |
|  Health                         |  People with prams        |  Regional economy           |  Pedestrians          |
|  Emergency Services             |  Aboriginal people        |  Port of Eden               |  Job creation         |
|  BVSC Bega Valley Shire Council |  |  Airport                    |  |



# TRANSPORT

## Road improvement projects

### Our challenge

The road network is vital to regional economic growth and connectivity, from catering for major freight movements to increasing tourism potential and local accessibility.

The Bega Valley Shire is serviced by a number of key transport routes, providing for north-south and east-west connections. Primary access to the region is via the Princes Highway between Sydney and Melbourne, and the Snowy Mountains Highway that connects the shire to Canberra. Both of these key routes have restrictions that impact their use as thriving freight and evacuation routes. They are also prone to unplanned closures due to falling trees, flooding or adverse weather events which can result in complete road closures or significant delays.

The Princes Highway is restricted for heavy vehicles between Bega and South Nowra, with B-Doubles prohibited north of Bega. Consequently, north-south heavy freight is directed west to the inland highways (Monaro and Hume Highways), via the Snowy Mountains Highway. It is also flood prone, with closures at Eden and Pambula in the March 2021 flood, which was well below a one per cent probability event.

The Snowy Mountains Highway runs for 10km through Brown Mountain, with a continuous uphill grade (east-west) of around 8% and steep sections up to 14% that are difficult for loaded trucks to

negotiate. While this road is the primary east-west freight link, B-Doubles are required to uncouple and carry only one trailer before heading up or down the mountain. This significantly increases travel times for heavy vehicles using the Snowy Mountains Highway. Additionally, the road through Brown Mountain is curved and undulating, which restricts sight distance due to the adjacent cuttings and vegetation, and is prone to landslide.

Imlay Road (located south of Eden) is the only HML approved east-west link between the Princes and Monaro Highways, and a key connection to the Port of Eden for the forestry industry. Upgrades to the road alignment and widened road shoulders will improve safety for heavy vehicle operations, tourists and maximise opportunities for freight access and export markets to the Port at Eden.

### The solution

Upgrading east-west transport corridors is a key initiative of the NSW Services and Infrastructure Plan, including improvements to the Snowy Mountains Highway. Fixing the 10km of the Snowy Mountains Highway through Brown Mountain will provide a safe, resilient, reliable and more efficient connection for freight and passenger movements to Canberra and access to north-south freight routes, such as the Monaro and Hume Highways.





Additionally, duplicating the Princes Highway between Nowra and the Victorian border, recognising it is a road of strategic importance, will see increased freight and travel options, better connecting the Bega Valley to our closest regional hubs.

Upgrades to the road alignment and widened road shoulders on Imlay Street will improve safety for heavy vehicle operations, tourists and maximise opportunities for freight access and export markets to the Port at Eden.

A resilient road network that drives regional economic growth will be achieved by:

- planning and managing the Bega Valley Shire road network as 'one network', regardless of ownership
- unlocking economic growth by providing better east-west highway connections
- improving network resilience with more direct and more reliable routes
- prioritising investment on roads which stimulate economic growth
- asset management approach to transport infrastructure linked to service levels

- cost benefit approach to transport investment
- embracing and capitalising on new advances in technology
- breaking down barriers to efficient cross-border travel
- identifying markets that can be unlocked by providing a more resilient and more efficient road network
- planning and managing linkages between freight and distribution hubs.

### Who benefits



# EMERGENCY PREPAREDNESS

## Digital Communications Program

### Our challenge

The bushfires that devastated the Bega Valley in 2020 demonstrated the telecommunication challenges during emergencies. Telecommunications infrastructure is not a Council responsibility and requires significant investment from telecommunications companies and funding from the Commonwealth (Mobile Black Spot Program) and the NSW Government (emergency services communications).

Given the Bega Valley is prone to bushfires, to improve resilience and safety for the community, the Bega Valley requires more than only Tathra to be listed as a priority location by the Commonwealth under its Mobile Blackspot Program.

### Proposed solution

Advocate for future funding programs that will reduce areas across the Bega Valley that are known black spots. Advocate for increased investment in emergency services communication infrastructure and assets.

### Outcomes

- Safer communities during natural disasters
- Increased resilience for businesses to pivot in a digital age
- Increased attractiveness for relocation of workers to the Bega Valley
- Improved tourism experiences

### Who benefits



### Strategic alignment

- Climate Resilience Strategy Actions F6 and F8
- Economic Development Strategy
- Australian Government’s Mobile Black Spot Program
- NSW Telco Authority Operational Communications Strategy 2020
- 20-Year Economic Vision for Regional NSW





# WATER AND SEWER

## Raising of Brogo Dam



### Our challenge

The Brogo Dam provides water to agribusinesses and dairy farms in the region, which are impacted by prolonged periods of drought. The dam is oversubscribed and only a 40% allocation is available on existing licences. It also provides water security to several towns and villages.

Dairy farms supply more than \$62 million in product to Bega Cheese, which employs more than 800 people in productive, export-oriented jobs for regional Australia.

The current dam size is 9 gegalitres (GL), with an inflow of 42GL – at its current size more water goes around the dam than into it. To ensure a reliable and secure water source into the future that can service potential growth and further adverse weather events, the holding capacity of the dam needs to be increased.

### Proposed solution

A 5-metre increase in the dam wall height would enhance secure productive water for agribusinesses and dairy farms who are currently only at 40% allocation. During drought, irrigation is suspended and a larger dam would reduce this frequency. There would be very minor environmental impacts compared to other options.

### Outcomes

- Increase the 40% allocation to farmers
- Provide town water supply options to Bega Valley and Eurobodalla town water supplies
- Boost local jobs in a region hit hard by fire
- Enhance long-term productivity in the agribusiness sector
- Drought-proof a significant number of dairy farms on the Brogo-Bega river system, thereby underpinning regional employment and productivity through milk security to Bega Cheese

### Who benefits



Indicative cost \$28 million

### Strategic alignment

- Climate Resilience Strategy Action A1
- Regional Economic Development Strategy – Bushfire Addenda
- Economic Development Strategy
- 20-Year Economic Vision for Regional NSW

# EDUCATION AND EMPLOYMENT

## Bega Educational Precinct Development



### Our challenge

Limited job, career and skills development pathways in the Bega Valley mean the shire's youth, and other residents, often leave the area for study, skills improvement and new work opportunities. This poses a real and significant risk to the future economic sustainability of the shire.

### Proposed solution

Strategically locating one state-of-the-art library, innovation and research centre at the site of the former Bega Hospital, alongside the TAFE NSW hub, would improve and integrate educational outcomes, career placement, skills and business development, and allow for co-working spaces that support business development.

### Outcomes

- Increased access to education facilities
- Improved options for education for the Far South Coast NSW
- Create a contemporary education precinct

### Who benefits



Indicative cost \$12 million

### Strategic alignment

- Jobs and Skills Bega Valley – Labour Force Capabilities Report
- Economic Development Strategy
- Far South Coast Regional Economic Development Strategy
- Community Strategic Plan Theme A - Our community; Theme B - Our economy
- 20-Year Economic Vision for Regional NSW
- BVSC Library Service Strategic Plan 2020-2025

# INDUSTRY GROWTH AND DEVELOPMENT

## Bega Valley Industry Growth and Transition Support

### Our challenge

The key industries in the Bega Valley – agriculture, forestry, health and aged care, and tourism – require an increased workforce if they are to expand. There is a lack of local skills development and training programs to provide for this need, and a risk that the shire will not be able to capitalise on these opportunities.

### Proposed solution

Provide support for industry growth through the facilitation of business linkages within and across industries, skills mapping with industry, and training and support programs to provide the foundations to support changing customer trends such as direct-to-consumer business in agriculture and tourism, in-home support for aged-care and a path for a sustainable forestry industry in and surrounding the Bega Valley.

### Outcomes

- Increased employment opportunities
- Business and economic growth across the shire

### Who benefits



### Strategic alignment

- Jobs and Skills Bega Valley – Labour Force Capabilities Report
- Far South Coast Regional Economic Development Strategy, including Bushfire Addenda
- Economic Development Strategy
- Community Strategic Plan Theme A - Our community; Theme B - Our economy
- 20-Year Economic Vision for Regional NSW



# INDUSTRY GROWTH AND DEVELOPMENT

## Forestry Industry Development



### Our challenge

Forestry is one of the key industries in the Bega Valley Shire. There has been an ongoing state-wide decline in native forest logging and the industry has faced immense challenges in the recent past from drought, bushfires, floods and the COVID-19 pandemic.

The effects of these, particularly from the bushfires, is significant and ongoing.

### Proposed solution

Ongoing investment in the South East Regional Forestry Hub, to facilitate strategic planning, technical assessments, analysis and education. To support long term economic and environmental sustainability, specialisation and value add projects, engagement with industry leaders and policy developers is essential. This may include strategies to leverage opportunities for high quality value adding, agroforestry, and public and private plantations (including reforestation of low value agricultural land for silviculture and carbon offsetting).

### Outcomes

- Increased market access for forestry products from the Bega Valley
- Increased employment in the forestry industry
- Decreased bushfire risk

### Who benefits



### Strategic Alignment

- Forestry Bushfire Recovery Plan (NSW Government)
- Bushfire Addenda Regional Economic Development Strategy
- National Forest Industries Plan (Commonwealth)
- 20-Year Economic Vision for Regional NSW
- Climate Resilience Strategy

# INDUSTRY GROWTH AND DEVELOPMENT

## Agriculture Industry Development

### Our challenge

Agriculture is one of the largest industries in the Bega Valley Shire. The industry has faced immense challenges in the recent past related to drought, bushfires, floods and the COVID-19 pandemic.

### Proposed solution

To enable industry growth, a regional food program would support small/medium scale farms with expert advice and the development of cross-sector producer clusters to access markets, improve capability for digital marketing and business development. This includes improving logistics networks, marketing (including digital and direct-to-consumer farm gate approaches), value-added products and establishing the Bega Valley as a regional food hub.

### Outcomes

- Increased market access for agricultural products from the Bega Valley Shire
- Improved logistics network supporting regional and national market access
- Increased employment in the agricultural industry
- Improved brand recognition of the Bega Valley as a high value, gourmet food producer

### Who benefits



### Strategic alignment

- Agriculture Bushfire Recovery Plan (NSW Government)
- Bushfire Addenda Regional Economic Development Strategy
- Regionalisation Agenda 2021 (National Farmers' Federation)
- Community Strategic Plan Theme A - Our community; Theme B - Our economy
- 20-Year Economic Vision for Regional NSW
- Climate Resilience Strategy



# INDUSTRY GROWTH AND DEVELOPMENT

## Tourism Industry Development

### Our challenge

Tourism plays a major role in the economy of the Bega Valley Shire. The industry has faced immense challenges in the recent past related to drought, bushfires, floods and the COVID-19 pandemic. For example, from March 2019 to March 2021, the accommodation and food services sector in the Bega Valley saw a reduction in output of \$18.2 million, or 42.2 per cent.

### Proposed solution

A cross-sectoral approach including arts and culture, events, food and wine, agritourism, Aboriginal heritage and cultural experiences, and unique nature experiences, is essential to stimulating development of the tourism industry across the shire.

The development of new tourism products and industry engagement, as well as collaborative marketing campaigns including digital assets to support bushfire and COVID recovery support, is also critical.

Additionally, a focus on attracting four-star and above hotel development. Coordination of the local cruise industry is required to provide long term benefits across the shire.

### Outcomes

- Increased visitation to the region, including increased retention and length of stay
- Increased employment in the tourism industry
- Increased visitor spend
- Increased Aboriginal business and employment opportunities

### Who benefits



### Strategic alignment

- DSNSW Destination Management Plan
- Tourism Future 2030
- Regional Economic Development Strategy Bushfire Addenda
- NSW Government Visitor Economy Strategy 2030
- 20-Year Economic Vision for Regional NSW
- Memorandum of Understanding with Local Aboriginal Land Councils



# CRUISE EDEN

## Strategy and Coordination

### Our challenge

The Port of Eden is welcoming increasing numbers of cruise ships. The cruise market has the potential to provide significant economic benefits to Eden and the region. However, Eden has no cruise destination development strategy or destination management plan. Also, there is limited funding to resource the Cruise Coordinator currently employed by Eden Tourism. Absent a strategy and well-resourced coordination, there are risks of opportunities missed, negative impacts on the community and environment, and less than excellent experiences for visitors.

### Proposed solution

An Eden Cruise strategy and management plan, developed in consultation with industry and the community, will provide a framework to maximise the opportunities provided by cruise visitation and deliver sustainable socio-economic and environmental outcomes. Ongoing funding for the Cruise Coordinator and resourcing of the strategy will enable the coordinator to:

- Manage onshore cruise visitor activity
- Prepare for and build capacity to service the market
- Ensure ongoing stakeholder engagement
- Ensure the industry is supported with adequate onshore infrastructure.

### Outcomes

- Maximise the benefits of cruise visitation to local business
- Community engaged and contributing to cruise destination strategy
- Excellent visitor experiences, driving repeat visitation
- Sustainable industry
- Dispersal of cruise visitors beyond Eden to attractions throughout the shire
- Negative impacts reduced and managed

### Who benefits



Indicative cost \$500,000

### Strategic alignment

- Community Strategic Plan Theme B - Our economy
- Far South Coast Regional Economic Development Strategy and Bushfire Addenda
- Destination Southern NSW Destination Management Plan



# CIRCULAR ECONOMY

## Bega Circular Valley Cooperative Project

### Our challenge

Our current economy utilises resources through linear processes: taking materials from the Earth, making products, and discarding them as waste. This is unsustainable. As the world shifts away from emissions-intensive production and consumption, transition to a circular economy is required to:

- eliminate waste and pollution
- circulate products and materials
- regenerate nature.

### Proposed solution

With the recent formation of the Bega Circular Valley Cooperative (a unique partnership of government, industry, community and academia), the Bega Valley Shire is well placed to lead the transition to a circular economy. The Cooperative has identified several projects that will support and deliver circular outcomes. These include:

- National Circularity Centre
- On-farm smart water storage and biodiversity solution
- Measuring circularity
- Biodiversity and carbon knowledge extension
- Smart local food and logistics program
- Livestock methane reduction.

### Outcomes

Resourcing the Bega Circular Valley Cooperative projects will:

- Enhance circular capability, innovation, and economic development
- Improve resilience through stronger local production and reuse
- Reduce waste
- Strengthen environmental management and restore biodiversity
- Improve soil management
- Reduce greenhouse gas emissions.

### Who benefits



### Strategic alignment

- Community Strategic Plan Theme A - Our community; Theme B - Our economy; Theme C - Our environment
- Far South Coast Regional Economic Development Strategy
- Climate Resilience Strategy
- Waste Management and Resource Recovery Strategy 2018-2028
- Water and Sewer Strategy 2022-2025



# INDUSTRY GROWTH AND DEVELOPMENT

## Health and Aged Care Industry Development



### Our challenge

The Bega Valley Shire has an ageing population, with a higher than average percentage (for regional NSW) of elderly and health vulnerable people who rely on local health care and aged care services.

### Proposed solution

Attracting diversified and comprehensive health services through increased investment and business attraction, and by leveraging the South East Regional Hospital and allied health networks, would increase capacity to provide critical aged care and health care for our vulnerable residents, including in-home support.

Better resourcing of regional healthcare sector will support provision of essential quality care and address labour shortage through improved employment experience.

### Outcomes

- Improved access to health care
- Increased employment in health care industry
- Improved liveability for the shire

### Who benefits



### Strategic alignment

- BVSC Affordable Housing Strategy
- Far South Coast Regional Economic Development Strategy
- Community Strategic Plan
- National Disability Strategy
- 20-Year Economic Vision for Regional NSW



## HOUSING

# Affordable Housing

### Our challenge

The demand for affordable rental and purchase housing in the Bega Valley Shire is growing, and there is lack of housing options to meet both current and future housing needs. The high number of dwellings utilised for short-term holiday rentals is impacting the availability of medium and long term rental accommodation, as is a mismatch between current housing stock and population need. This shortage is also impacted by a demand for housing by people dislocated by the Black Summer bushfires, and by new residents who have moved to the area and are working remotely. As our population increases, and ages, and we see a growing need for affordable and adaptable housing. Local social service providers report that the demand for social and transitional housing is not meeting current needs and a growing number of people, including families, are facing homelessness. Sky-rocketing construction costs are also exacerbating the housing situation, with many now unable to afford to build.

### Proposed solution

A collaborative approach by government and non-government agencies, including social housing providers, is needed to attract increased investment in a range of housing options to enable diversified housing choices and progress a range of actions identified in Bega Valley Shire Council's Affordable Housing Strategy.

#### *Planning controls and STRA*

The strategy includes a number of actions to modify the Bega Valley's planning controls to increase housing diversity and encourage development. While the majority of this work can be completed within existing resources, expert consultants will be required to assist with a number of actions including amending height and floor space ratios in some areas and ongoing data review and monitoring to ensure the strategy is current and actions are still relevant.

Additionally, overall analysis of the impact of STRA and relevant planning or other controls that can help mitigate the impact of STRA on longer term housing stock needs investment and leadership at the state level.

#### *Shortage of planners*

A statewide shortage of qualified planners is exacerbating the issues caused by an increase in development applications (DAs) since the Black Summer bushfires and COVID-19. Investment in training and incentives for the next generation of town planners is crucial to ensuring the stability and viability of local development into the future.

### Development of key Council land parcels

Council is in the process of planning for potential land development opportunities on Council land to support the Bega Valley Shire Affordable Housing Strategy which was adopted on 18 May 2022. Under the Affordable Housing Strategy there are several actions which require Council to undertake this work including:

- Strategy 19 - to create affordable rental housing in perpetuity on Council and other publicly owned land
- Strategy 20 – to facilitate the development of an affordable caravan park / manufactured housing estate in partnership with a registered Community Housing Provider or other Not for Profit on Council-owned land
- Strategy 21 - facilitate a multi-tenure development on Council-owned land within or in close proximity to Bega, Eden, Pambula or Merimbula town centre in partnership with a Community Housing Provider and/or other Not for Profit service provider
- Strategy 22 - to dedicate two further sites to multi-tenure affordable housing development within or in close proximity to Bega, Eden, Pambula or Merimbula town centres.

Additionally, as Council is extremely constrained in its management of assets within a diminishing budget and the very controlled rate pegging regime the proceeds from the sale of 'operational' land to leverage investment or strategic outcomes is essential for Council's financial sustainability. This may include generating private investment that creates jobs or a range of services that normally require residents to travel outside the shire. Council may also use funds generated from land disposal to leverage acquisition of other land critical to the orderly development of important urban or

environmental areas and to supplement its revenue sources and minimise the demand for increasing rates above rate-pegging, or a reduction in services.

Council has completed a Land Divestment Strategy and identified several land parcels to undertake further investigation on. Funding is required to support this body of work so Council can determine the suitability of land in its ownership for land development opportunities.

## Outcomes

- Housing options that meet the changing needs of people of all ages and abilities
- Increased supply of affordable purchase housing
- Increased supply of affordable rental housing, both short, medium and long term
- Adequate social and emergency housing to meet the needs of vulnerable community members
- Reduced levels of housing stress and improved liveability
- Housing choices with proximity to employment, transport, utilities and infrastructure
- Housing stock that meets the needs of current and future demographics

## Who benefits



## Strategic alignment

- Bega Valley Affordable Housing Strategy
- South East and Tablelands Regional Plan
- Housing 2041: NSW Housing Strategy
- 20-Year Economic Vision for Regional NSW
- Regional NSW Youth Action Plan
- Ageing Well in NSW: Action Plan 2021–2022
- 20-Year Economic Vision for Regional NSW



## ENVIRONMENT

# Merimbula Lake Sediment Investigation and Strategic Sand Pumping

### Our challenge

Merimbula Lake is highly valued by the Merimbula community as the most dominant and defining landscape feature of the town. The community is highly connected and engaged with changes occurring within the lake and maintains a high level of awareness of activities or development which may impact the lake.

Monitoring ecological health, sedimentation and navigation issues in Merimbula Lake is an important task to ensure environmental, recreational/commercial boating, and aquaculture values are conserved.

Current sedimentation levels may be impacting lake health, as well as recreational and commercial uses.

### Proposed solution

Undertaking a comprehensive sediment investigation will allow Council to ascertain the current status of sedimentation levels and compare these with previous surveys. Through this process, we can identify options for strategic sand pumping to improve navigation and tidal flow, as required to ensure the long-term ecological health of the lake and its ongoing use as a valuable asset for recreational and commercial use.

### Outcomes

- Protection of Merimbula Lakes ecological health
- Enhanced recreational and commercial boating navigation
- Commercial aquaculture operations protected
- Improved community understanding of sediment processes occurring within the estuary

### Who benefits



### Indicative cost

- Sedimentation investigations – \$75,000
- Strategic Sand Pumping – estimated \$300,000 (pending extent of sand pumping required)

### Strategic alignment

- Merimbula and Back Lakes Estuary Management Plan
- Bega Valley Shire Climate Resilience Strategy
- Community Strategic Plan Theme C - Our environment
- Draft Merimbula and Back Lakes Coastal Management Program
- 20-Year Economic Vision for Regional NSW



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