

COMMUNITY ECONOMIC DEVELOPMENT OFFICER

Draft WORK PLAN – 3 YEAR PLAN – to be reviewed in first 12 months of position

1. Introduction

The Community Economic Development Officer (CEDO) position enables Council to take a strategic and facilitating role that leads to sustainable economic development and employment growth through achievable projects and tourism management initiatives, that retain the cultural and environmental values of the shire..

It is proposed that the following global objectives and principles provide the broad framework for the position.

2. Objectives

- Advance the sustainable economic development of the Shire
- Facilitate strategic investment and employment opportunities
- Support existing businesses and industries
- Identify and encourage sustainable high yield tourism related to the Shire's unique environmental and cultural assets
- Support the transition to sustainable agriculture and associated value-adding
- Support the development of emerging industries with priority to creativity-based and environmental enterprises
- Enhance opportunities for skills development and life-long learning
- Support community economic development initiatives in towns and villages
- Seek to leverage additional resources from both the private and public sectors to support Council's community economic development objectives

3. Principles

In pursuing these objectives the CEDO shall be guided by the following principles:

Towns and Villages

Council's role in economic development will assist in preserving, enhancing and promoting the unique attributes and diversity of the Shire's towns and villages. Council will support the local community economic development initiatives within each town and village to progress projects identified through strategic planning processes.

Youth Commitment

Council will work with key stakeholders to encourage innovative employment opportunities that assist in the retention of young people within the Shire, improve skill development opportunities and learning pathways for young people, enhance youth mentoring opportunities and address barriers to youth employment and enterprise.

Sustainable Tourism

Council will work with industry stakeholders, the community and adjoining local government areas to ensure that tourism in the area is managed in a sustainable manner consistent with the environmental and cultural values of the Shire and the desires of local communities.

Ecologically Sustainable Development

Council shall work to ensure that economic development in the Shire is environmentally sustainable with a particular focus on bio-diversity, natural resources management, energy efficiency and waste management and will seek to promote innovative projects that enhance the Shire's reputation for embracing ecological sustainable development (ESD) principles.

4. Draft Work Plan

The following draft work plan incorporates the main project proposals submitted through the community consultation process. It is recommended that this form the basis for the preparation of a final work plan following the appointment of the CEDO. There are six projects which are viewed as a priority for the first twelve months, with a further five projects seen as a high priority. The work plan will be refined during the first twelve months of the position in consultation with the DSRD and the committee. Suggested projects for the initial 12 months are flagged as HIGH priority. After three-six months the draft work plan should be re-visited to review the proposed projects and priorities.

| OBJECTIVE 1 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
|---|--|--|--|
| <p>Advance the sustainable economic development of the Shire</p> | <p>Establish a Byron Shire Community Economic Development Committee with stakeholder and town/village representation.</p> | <p>Appropriate stakeholders identified Regular meetings established Implementation of work plan guided and monitored</p> | <p>HIGH 1st yr</p> |
| | <p>Prepare a Community Economic Development Strategy Framework based on consultation with stakeholders and consistent with strategic regional economic initiatives, such as the Regional Industry and Economic Plan (RIEP).</p> | <p>Liaise with DSRD, NRRDB and other stakeholders Strategy Framework completed Implement priority action plans and projects</p> | <p>HIGH 1st yr</p> |
| | <p>Investigate and report on the feasibility and benefits of establishing an Economic Development Unit (EDU) within Council and the building of organisational capacity with appropriate staff and budget.</p> | <p>Consult with agencies and government departments Identify EDU requirements / Conduct feasibility for acquiring appropriate resources Byron EDU development plan adopted</p> | |
| | <p>Scope an Events Coordinator position, identify and access necessary resources and manage the establishment of the position. (See to Attachment 1 for suggested actions for this position)</p> | <p>Consult with industry stakeholders Develop a job description Identify necessary resources / funding Establish new position</p> | <p>HIGH</p> |
| | <p>Commence the establishment of CED knowledge base and associated knowledge management strategy including the collection, collation and maintenance of key statistics and information in relevant fields and provide information resources to stakeholders where appropriate.</p> | <p>Commence establishment of data bases and other data collection/storage Develop a strategy to maintain/update information Establish protocols for information distribution</p> | <p>HIGH</p> |

| OBJECTIVE 1 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
|---|---|--|-----------------------------------|
| <p>Advance the sustainable economic development of the Shire continued.</p> | <p>Participate in regional economic development bodies and processes to ensure the Council's community economic development objectives are created with an awareness of the overall regional objectives and priorities. Ensure the Shire's specific interests and needs are adequately reflected at a regional level.</p> | <p>Identify appropriate bodies and processes / achievable to maintain within workload</p> <p>Develop working relationships with appropriate bodies</p> <p>Act as spokesperson on economic development matters in line with shire needs</p> | <p>HIGH</p> |
| | <p>Network regularly with local, regional and state business development and tourism organisations, other EDOs and Main Street Coordinators and funding bodies, represent Byron Shire at relevant conferences and disseminate information to local businesses.</p> | <p>Identify stakeholders / develop working relationships</p> <p>Attend meetings / conferences</p> <p>Establish channels of communication for information distribution</p> | |
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| | <p>Facilitate across industry sectors on large scale economic development projects</p> | <p>Identify stakeholders</p> <p>Facilitate/negotiate on projects that provide industry development or employment opportunities, eg film crews in shire for Screenworks</p> | |
| | <p>Work closely with the Grants Officer to source grants for various economic development and tourism programs and projects</p> | <p>Establish strong working relationship with Grants Officer and protocols for applying for grants for community economic development projects</p> | |
| | <p>Pro-actively facilitate priority investment leads</p> | <p>Facilitate the Byron Animation Cluster</p> | <p>HIGH 1st yr</p> |
| | <p>Update the Industrial Lands database</p> | <p>Industrial land data base updated</p> | <p>June 2006</p> |
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| OBJECTIVE 2 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
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| <p>Support existing businesses and industries and facilitate investment attraction.</p> | <p>Work with Chambers of Commerce and Peak Industry groups to assist with the facilitation of business collaboration, promote value adding and encourage the identification and promotion of export opportunities for local businesses and industries.</p> | <p>Network with Cluster Navigators body and other EDO practitioners</p> <p>Assist clusters to develop regular meetings, training, funding, attendance at trade shows and marketing materials</p> | |
| | <p>Examine innovative zoning provisions to foster commercial; light industrial & art/craft precincts on the Arts & Industrial Estate and timely & comprehensive provisioning of infrastructure eg broadband to entire estate</p> | <p>New business and market development projects for the Arts & industrial estate</p> | <p>HIGH 1ST yrR</p> |
| | <p>Advise small businesses of opportunities and provide referrals to appropriate agencies for financial and other assistance.</p> | <p>Utilise communication network established with Chambers, clusters etc. Encourage Chambers to establish Street Coordinator networks in each town to distribute information to retailers and regular mail outs to businesses</p> | |
| | <p>Liaise with relevant agencies such as the Northern Rivers ACC & DSRD to support and strengthen the network of home-based businesses and assist their transition into the traditional business environment if appropriate.</p> | <p>Liaise with ACC, DSRD and other agencies</p> <p>Establish information channels to distribute relevant information to grow home businesses</p> <p>Refer businesses to Chambers and/or clusters if appropriate</p> | |
| | <p>Connect local businesses and groups with organisations such as CLIC Network, BETC and DSRD that promote innovation and offer incentives and awards.</p> | <p>Build working relationships with relevant bodies. Establish protocols to link stakeholders</p> <p>Utilise communication channels to distribute appropriate information to businesses/groups</p> | |
| | <p>Provide information and referral assistance to new businesses to the Shire including the preparation of a generic New Business Information Package.</p> | <p>Establish statistics/information for Package develop/print and update when appropriate</p> <p>Establish systems and protocols for referral system, streamline processes within Council to fast track relevant enquiries – ‘one stop shop’ service</p> | |

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| | Undertake feasibility analysis to identify preferred Byron Shire Events & Festivals site to cater for large scale events eg Blues fest | Identify suite of sites, conduct feasibility in conjunction with landowners and festival organisations & related key stakeholders groups and recommend preferred site | HIGH 1 ST yr |
| Explore a business development role for Council. | Byron Shire Community Economic Development Committee | | |

| OBJECTIVE 3 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
|---|---|--|-------------|
| <p>Identify and encourage sustainable high yield tourism related to the Shire's unique environmental and cultural assets</p> | <p>Provide input into the development of Council's Strategic Tourism Plan.</p> | <p>Engage with industry to ensure appropriate input to plan, liaise with Byron Tourism, VIC, Chambers, Tourism NSW and other groups</p> <p>Facilitate development of tourism management plans for each town and village area</p> <p>Flag environmental and cultural tourism projects</p> <p>Consultant to liaise with surrounding shires to ensure plan is compatible with regional strategies</p> | <p>HIGH</p> |
| | | <p>Develop networks with appropriate shire groups and external partners and report on opportunities</p> | |
| | <p>Work with stakeholders to manage environmental and cultural tourism and support initiatives such as an arts and cultural trail for the Shire.</p> | <p>Assist development of an Environmental Cluster and Education Program for eco tourism products</p> <p>Network with surrounding LGAs and link products, regional interpretation activities with Byron program</p> <p>Network with Arts Northern Rivers and cultural, environmental and tourism industry groups.</p> <p>Develop and/or link activities, facilitate creation of marketing materials and source funding/investment</p> | |
| | <p>Provide support and advice where appropriate to existing town and village visitor centres and assist with the establishment of new visitor centres where required.</p> | <p>Network with regional and state tourism organisations and facilitate information to stakeholders</p> <p>Assist with establishment of Visitor Information Centres and liaise with appropriate bodies</p> | |
| | <p>Liaise with Tourism Byron and other relevant tourism and community organisations.</p> | <p>Establish regular meetings and a working relationship with Tourism Byron, Byron VIC and other community and tourism organisations</p> | |
| | <p>Implement strategic projects in tourism development</p> | <p>Assist locating a new site for the Bluesfest</p> | |

| OBJECTIVE 4 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
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| <p>Support opportunities in sustainable agriculture and associated value-adding</p> | <p>Work with the Byron Sustainable Agriculture Roundtable and support its implementation of the Council's Sustainable Agriculture Strategy.</p> | <p>Attend Roundtable meetings and support where applicable priority business and industry development projects under the strategy in the local government area</p> | <p>HIGH</p> |
| | <p>Promote the development of agriculture-based value adding in the Shire with a particular emphasis on export opportunities and co-operative marketing. Support Paddock to Plate, consistent with the Regional Cuisine Strategy.</p> | <p>Facilitate clusters in agricultural industries in partnership with local associations and government Convene initial meetings to generate the 'self help' clusters to discuss value adding and marketing opportunities Seek funding where necessary for business development and/or marketing planning and development of marketing materials</p> | |
| | <p>Facilitate local consumption of locally produced produce through support for farmers markets and other community infrastructure.</p> | <p>Facilitate the establishment of farmers markets, including business planning, promotion and creation of marketing materials</p> | |

| OBJECTIVE 5 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
|---|---|---|-------------|
| <p>Support the development of sustainable emerging industries with priority to creative industry based and environmental enterprises</p> | <p>Facilitate the development of creativity and knowledge-based industries in the Shire including selected cultural events, festivals and markets and associated physical and communication infrastructure.</p> | <p>Project referral and Network meetings with Arts Northern Rivers, DSRD, creative industry bodies and appropriate stakeholders</p> | |
| | <p>Develop a strategy for the identification and development of creative industries clusters/hubs in the Shire, linked with existing and planned business incubators and training facilities.</p> | <p>A workshop with local creative industry associations, CLIC, ACE and other appropriate partners to identify strategies to develop clusters/hubs in the shire; A Strategic Plan completed Develop the strategy in partnership with stakeholders and funding bodies if appropriate</p> | <p>HIGH</p> |

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| <p>Support the development of sustainable emerging industries with priority to creative industry -based and environmental enterprises continued.....</p> | <p>Facilitate economic development projects that capitalize on opportunities in Creative Industries</p> | <p>Facilitate priority development applications</p> <p>Work with key partners to secure funding for an economic impacts study of cultural industries in Byron Shire</p> | |
| | <p>Investigate the feasibility of establishing a Regional Gallery Art Space and Educational Centre for Shire artists and providing an excellent tourist attraction to diversify the tourist base to a higher yield target market.</p> | <p>Facilitate a feasibility study and business/ operations plan to establish the gallery and centre in conjunction with PAN and Arts Northern Rivers</p> | |
| | <p>Investigate and identify alternative industries for the Shire and develop an Investment Brochure</p> | <p>Develop the Investment Brochure</p> <p>Attend trade shows and track outcomes</p> | |
| | <p>Facilitate the development of sustainable business opportunities that demonstrate environmental value, particularly in sectors such as energy efficiency, natural resources management and environmental services.</p> | <p>Liaise with stakeholders, establish benchmarks and incentives for establishing environmental values, include information in Investment Brochure</p> <p>Create and implement a sector strategy</p> | |
| | <p>Work with the Byron Sustainable Ventures Network to conduct an audit of businesses and community groups with an interest in ecologically sustainable enterprise in order to assist the development of an industry cluster.</p> | <p>Assist stakeholders to establish a 'self help' cluster to act as a voice for environmental issues, enterprise opportunities and funding for an audit</p> | |
| | <p>Represent Council in the development of the NPWS Interpretation Plan and signage strategy.</p> | <p>Support improvements in signage to communicate with visitors and attend meetings with NPWS on the project</p> | |
| | <p>Work with the CLIC Innovation Mentoring Service and other agencies to support innovation in the Shire.</p> | <p>Promote mentoring opportunities and collate information on project outcomes</p> <p>Attend meetings with CLIC, work in partnership or assist projects where applicable</p> | |

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| | Develop broadband infrastructure across the shire to assist business and creative industries | Investigate the Gold Coast broadband aggregation broker project Liaise with Tweed and Ballina Councils as possible partners | |
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| OBJECTIVE 6 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
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| Enhance opportunities for skills development and life-long learning | Collaborate with peak industry organizations to assist in the development of a comprehensive skill development strategy for the Shire to meet the skill needs of both existing enterprises and emerging industries and to enhance career pathways for employees. | Facilitate the establishment of a workshop with stakeholders Develop the Skill Strategy | HIGH |
| | Work with the Byron Youth Commitment partners and other stakeholders to facilitate the improvement of skill development opportunities and learning and employment pathways for young people and in the establishment of youth mentoring projects. | Incorporate this project with the Skill Development project | |
| | Support the development of an Adult Learning Campus in the Byron Shire for businesses, life-long learning and VET and support the role of ACE as training provider for local businesses and adult learning. | Conduct a feasibility study for the establishment of the learning campus, investigate funding | |
| | Investigate the establishment of a cooperative Council Youth Apprenticeship Scheme in partnership with local businesses. | Convene meeting with Chambers, establish interested businesses, appoint committee/Chair Establish scheme plan Investigate funding | |
| | Work with BYS and other agencies to support the development of youth enterprise opportunities. | Convene meeting with stakeholders Facilitate action plan to facilitate implementation | |

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| OBJECTIVE 7 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
|---|---|--|------------------------------|
| Support community economic development initiatives in the towns and villages | Liaise with Chambers of Commerce and relevant community groups to identify strategic community economic development initiatives for each town or village. (See suggestions Attachment 2) | Assist projects where applicable | |
| | Develop a plan to realise the optimum economic potential of community assets in the Shire such as performance, conference and festival venues including links to local businesses, hiring policies and rates and a co-ordinated marketing strategy. | Establish funding for development of the plan | |
| OBJECTIVE 8 | PROPOSED PROJECTS | OUTCOMES | PRIORITY |
| Explore a business development role for Council. | Byron Shire Community Economic Development Committee to identify business development opportunities. | Business Development Opportunities identified. | HIGH 1 st year |

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Attachment 1

Event Officer

Actions identified in the community consultation for the Events Officer:

- An Events Policy for the shire
- Events Advisory and DA Package Information Kit
- Events infrastructure eg portable stage, disabled toilet, generic traffic/events signage
- Advisory Service eg grants, where to go, how to apply for flagship funding
- Workshops to upskill local event coordinators
- Calendar of Events (updated annually and linked to other regional Calendars)
- Ensure OH&S standards for performers in DA applications
- Develop a Festivals and Events policy with rules and fee structures which distinguish community festivals from profit making events.
- Events Officer to assist Mullumbimby to establish a Flagship festival

Attachment 2

Town/Village Initiatives

Specific initiatives proposed in the community consultation:

Assist Ocean Shores to establish a major entrance way with welcoming gateway signage

Upgrade the signage in Ocean Shores

Assist Ocean Shores to establish a park and rest stop with public toilets and signage

Establish an Ocean Shores community program with Main Street funding

Assist Ocean Shore to establish youth facilities and activities

Assist Mullumbimby to establish a Visitor Information Centre

Establish camping grounds in Mullumbimby

Assist with the implementation of the "Taking Care of Brunswick" Tourism Management Plan and the "Simple Pleasures" campaign

Assist Brunswick Chamber of Commerce with their campaign to protect the balance of tourist and permanent accommodations

Assist Brunswick Heads with the establishment of a Visitor Information Centre

Assist the Brunswick Heads community initiative to develop the fishing co-op site to a marine training facility with associated retail chandlery, whale research centre, eco tour facilities and boat launching activities

Assist the Bangalow Pool Trust to establish the new pool

Assist Bangalow with parking and traffic flow strategies

Upgrade Bangalow footpaths

Assist Bangalow to establish bike and walking tracks

Identify Byron Bay community initiatives that require assistance