



Byron Shire Tourism Management Plan

2008 to 2018 Tourism Management Plan

Adopted September 2009

Prepared by:



September 2009

Disclaimer

Amendments have been made to the Draft Tourism Management Plan dated August 2008. These amendments were made in accordance with resolution 09-207 of Byron Shire Council Ordinary Meeting held on the 9 April 2009 and resolution 09-756 of Byron Shire Council Ordinary Meeting held on the 10 September 2009.

Byron Shire Council acknowledges the work completed by Southern Cross University and the Australian Regional Tourism Research Centre in the preparation of the Draft Tourism Management Plan completed in August 2008.

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Statement of Commitment

This Tourism Management Plan will be utilised by Council in its support of the local tourism industry in its context as a major but not exclusive part of the economy of the Byron Shire. Council, as a major supplier of services and infrastructure to all sectors of the community, clearly recognises its duty to try and balance the impacts of commercial, social and environmental activities for the common good.

Executive Summary

Byron Shire Council (BSC) has a commitment to a sustainable future for the Shire that involves balancing the protection and enhancement of its sensitive natural environment and improving social and economic outcomes for its residents. The need for a Tourism Management Plan and an accompanying Action Plan was identified as part of Council's commitment to ensure the sustainable development, management and marketing of tourism for Byron Shire over the next ten years.

The Byron Shire Tourism Management Plan (BSTMP) is a living strategy that has been developed to guide tourism in the Shire over the next ten years. It has been developed in consultation with a BSC Steering Committee, a Regional Tourism Expert Panel, a range of stakeholder organisations representing governments, business and community interests across local, regional and state levels, and a Citizen Jury that was established to gain input and feedback from representatives of communities within the Shire.

The Plan has been developed to:

- recognise the importance of Byron Shire as a destination
- recognise Byron Bay as an iconic destination within the Shire
- consider the destinations of Bangalow, Brunswick Heads, Mullumbimby, Ocean Shores/South Golden Beach, Byron Hinterland and the surrounding Shire, and the Shire's connection to the Northern Rivers region
- consider and respond to the key areas of sustainability (economic, environmental, social)
- recognise the role of Byron Shire Council as a manager of the physical assets and infrastructure of the Shire
- establish a shared vision for the future of tourism in Byron Shire with government, business and community stakeholders
- reflect current best practice and innovation
- adapt to changing conditions, local needs and issues, e.g. increased pressure from low cost carriers and fuel prices, natural impacts from prolonged drought and flood, and shifting consumer travel behaviour and preferences.
- integrate with existing Council policies, plans and strategies
- outline short, medium and long-term actions for implementation
- incorporate an annual evaluation process.

Thirteen objectives have been developed to guide the management,

development, and marketing of tourism for the Shire over the next ten-years. These objectives have been considered within BSC's sustainability framework (see more on page 4). Important priorities include:

Governance

- establishment of a Tourism Advisory Committee as an advisory Committee of Council to be positioned as the umbrella authority to lead and oversee the implementation of strategies and actions of the BSTMP
- employment of a Tourism Officer to work with the Tourism Advisory Committee to implement strategic initiatives of the BSTMP
- effective management and maintenance of infrastructure
- integration of the BSTMP with other council and state government documents
- establishment of a research program to gather information on visitation, the economic, social and environmental benefits and impacts of tourism, and service quality.

Economic

- investigation of funding for tourism management, development and marketing including the implementation of a tourism and business levy
- development and promotion of a consistent image for Byron Shire and its destinations related to their unique natural environment, laid-back atmosphere, spiritual and cultural diversity, health and well-being experiences and innovative enterprises.

Social

- establishment of an education and communication program to ensure visitors, local businesses, local government and the community understand community values and tourism.

Ecology

- development of Byron Shire as a world leading, best practice environmentally responsible destination

Human Habitat

- development of an Investment and Infrastructure Strategy to identify and attract public and private sector investment for priority infrastructure and facilities
- Respect and protection of residential amenity and community values

Strategies have been established, and included within this document to address these and other objectives. An Action Plan has been developed that outlines realistic short, medium and long-term actions for implementation over the next ten years. An evaluation process is also outlined.

Contents

The draft report (dated August 2008) was prepared in collaboration with Southern Cross University, the Australian Regional Tourism Research Centre and a Steering Committee of Byron Shire Council comprising:

Committee members

Jan Barham	Mayor
Diane Woods	Councillor
Bob Tardiff	Councillor
Ray Darney	Director, Planning Development & Environment Services
Michel Boyle	Community Economic Development Officer

The ARTRC and Steering Committee wish to acknowledge the contribution of Members of the Regional Tourism Expert Panel that was established to provide advice on the development of the Plan.

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And to acknowledge the contribution of Kylie Causley, Rebecca Brown, Vanessa Eden, Steve Willacy (Southern Cross University), the Byron Shire Tourism Management Plan Citizen Jury and Tourism Advisory Panel Group.

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List of acronyms used in this Plan

ACE	Adult Community Education
ARTRC	Australian Regional Tourism Research Centre
ARTN	Australian Regional Tourism Network
APEC	Asia-Pacific Economic Cooperation
BCC	Bangalow Chamber of Commerce
BEACON	Byron Environment and Conservation
BHCC	Brunswick Heads Chamber of Commerce
BHVIC	Brunswick Heads Visitor Information Centre
BSC	Byron Shire Council
BSMC	Byron Shire Marketing Committee
BSTMP	Byron Shire Tourism Management Plan
BU	Byron United
BVC	Byron Visitor Centre
BYS	Byron Youth Service
CBHT	Cape Byron Headland Trust
DECC	Dept of Environment, Conservation & Climate Change
DOP	Department of Planning
DSRD	Department of State and Regional Development
HLO	Holiday Letting Organisation
LEMC	Local Emergency Management Committee
LEP	Local Environment Plan
LTA	Local Tourism Association
NPWS	National Parks and Wildlife Service
NRT	Northern Rivers Tourism
REP	Regional Environment Plan
RTA	Regional Tourism Association
RTO	Regional Tourism Organisation
SC	Steering Committee
SCU	Southern Cross University
STCRC	Sustainable Tourism Cooperative Research Centre
STO	State Tourism Organisation
TAC	Tourism Advisory Committee
TAFE	Technical and Further Education
TA	Tourism Australia
TAC	Tourism Advisory Committee
TFC	Tourism Forecasting Committee
TNSW	Tourism New South Wales
TRA	Tourism Research Australia
VIC	Visitor Information Centre

What is the Byron Shire Experience?

Located 180 kilometres south of the Australian city of Brisbane and 800 kilometres north of Sydney, Byron Shire is situated within the Northern Rivers region that extends from the Queensland border at Tweed Heads, south to Grafton and inland to the upper reaches of the Clarence River. The region is diversified with major World Heritage-listed rainforests, an extensive coastal region that provides excellent bathing and surf beaches, unspoilt hinterland, tropical agriculture, relaxed and diverse cultural communities, and innovative enterprises.

Within the Shire, the destination of Byron Bay is well-established as a popular and fashionable tourist destination that attracts significant numbers of domestic and daytrip visitors. Byron Bay is also well established as a popular destination for surfers and international backpackers.

Byron Bay hosts a wealth of natural assets including the Cape Byron Marine Park that offers a high standard scuba diving environment. The Cape Byron Headland Reserve, located five kilometres east of the Byron Bay township and situated on the most eastern point of the Australian mainland, offers visitors and residents a diversity of recreation opportunities including natural experiences provided by its rainforests and beaches and more adventurous recreation activities of hang-gliding and surfing.

The Cape Byron Lighthouse is listed on the register of National Estate, in recognition of the historical, architectural, landscape, scientific and technical features of the site. It is also one of the best land-based whale-watching sites on the east coast of Australia. Adjoining the Cape Headland Reserve is the Arakwal National Park, a natural area of cultural and natural significance that is co-managed by the National Parks and Wildlife Service and Arakwal aboriginal people.

The Shire is also home to other attractive destinations. Bangalow is a heritage village located ten minutes inland from Byron Bay that provides interesting day-trip experiences for visitors including antique and home-ware shops, galleries, cafes and fine-dining. Bangalow is also renowned for its picturesque countryside.

Brunswick Heads is located 15 minutes north of Byron Bay and is home to a vibrant and diverse coastal village community. Brunswick Heads offers simple pleasures – with uncrowded beaches, river and park environments, numerous alfresco cafes and dining options and a relaxed village atmosphere for relaxed seaside family holidays and short breaks.

Mullumbimby is a traditional Australian rural town nestled at the foot of the picturesque Mt Chincogan. It is home to a dynamic rural and alternate community and the Byron Shire Council Chambers. The village offers cafes, new age retail and wellness outlets. Ocean Shores is located twenty minutes north of Byron Bay and is nestled around an international golf course that stretches from the ocean through water and habitat areas. The surrounding Byron Hinterland offers stunning vistas, unspoilt rainforest and rolling green hills.

In addition to its natural assets, Byron Shire is also known for its artistic and cultural diversity and creative industries. A dedicated 'Arts and Industry' estate was established in Byron Bay in the 1980s that offers a diverse range of businesses with many actively pursuing tourists. Events and festivals hosted across the Shire also contribute to the national and international reputation of the region as a cultural and entertainment destination. Events include: the Byron Bay East Coast Blues and Roots Festival, Splendour in the Grass, A Taste of Byron food festival, the Byron Bay Writers Festival, Byron Bay Film Festival, the Bangalow Billycart Derby, Bangalow Music Festival and Xmas Eve Carnival, Brunswick Heads Fish and Chip Festival and Kites and Bikes Festival, Ocean Shores Art and History Expo, and monthly Markets in Byron Bay, Bangalow, Mullumbimby and Brunswick Heads.

Byron Shire is also known for its abundance of health and wellness operations. An eclectic mix of 'alternate' services and businesses and services provide health and welling experiences including alternative 'new age' shops, 'spiritual' services such as meditation and yoga classes, alternative medicine and healing centres.

In addition, a number of innovative retail and hospitality based entrepreneurial ventures have been established including a well-established café culture, award-winning restaurants, pubs and nightlife, and unique retail shopping experiences. The Shire hosts a range of accommodation types including backpacker hostels, camping and caravan parks, guesthouses, motels, holiday houses and apartments and luxury accommodation making the destination region attractive to many visitor markets.

Why does Byron Shire need a Tourism Management Plan?

Byron Shire Council (BSC) has a commitment to a sustainable future for the Shire that involves balancing the protection and enhancement of its sensitive natural environment and improving social and economic outcomes for its residents (see more on page 8). The need for a Tourism Management Plan and an accompanying Action Plan was identified as part of Council's commitment to ensure the sustainable development, management and marketing of tourism for Byron Shire over the next ten years.

Byron Shire has a history of over 100 years as a tourism destination. Daytrip visitors were first attracted to the area from the early 1900s and camping and caravanning holidays became popular from the 1930s. From the 1960s, surfers were attracted to the area for the excellent surfing conditions. From the 1980s to mid 1990s tourism and development activity within the Shire, in particular Byron Bay, increased rapidly. This followed the decline of other industries that had supported the local economy including timber, dairying, agriculture, whaling and meat processing. It was also during this time that international backpackers discovered Byron Bay.

Today, tourism is recognised as an important contributor to the Shire's economic development. It is estimated that 1.1 million tourists visited Byron Shire in 2007 with an expenditure of \$354 million¹. It is also estimated that from this expenditure that 2,500 full-time-equivalent jobs were created.

In addition to the pressures of tourism growth, from 1981 to 2001 Byron Shire experienced one of the highest population growth rates in NSW (3.52% per annum)². For the 2001 to 2006 period this slowed to 0.05% per annum. For the 2006 census, the population of Byron Shire was 28,766³ (see Appendix 1 for an overview of the Shire's economic and social profile).

The popularity of Byron Bay as a domestic and international tourist destination coupled with its attractiveness as a sea change locality has placed strains on the town's infrastructure and service facilities resulting in increased concern from residents about tourism and residential growth. The tourism and business sectors within the Shire have also supported the need for a coordinated and strategic approach to tourism management within the Shire.

From a broader perspective, the domestic and international tourism environment is predicted to be dynamic, aggressively competitive and increasingly volatile over the next decade. According to the World Tourism Organisation, international tourism is forecast to increase between now and 2010. The Tourism Forecasting Committee (TFC) for Australia, estimates that inbound arrivals to Australia is forecast to increase at an average annual rate of 4.8% a year between 2006 and 2016⁴.

In contrast, domestic tourism within Australia is forecast to remain flat over the next decade due to increased pressure from low cost carriers and fuel prices, natural impacts from prolonged drought and flood, and shifting consumer travel behaviour and preferences. The TFC estimates that domestic tourism trips are forecast to grow at an average rate of 1.6% between 2006 and 2016, with visitor nights expected to fall at an annual average rate of 0.1% per year during the same period. Outbound tourism from Australia is forecast to continue growing at a stronger rate than domestic tourism due to the increasing propensity of residents to travel overseas, the expansion of low cost air capacity to outbound markets and expansion in international aviation capacity⁴.

Given the significance of tourism to the Shire's economy and the volatility of domestic tourism in Australia, it is imperative that tourism is maintained and enhanced as an economic driver for the local economy, but planned and managed in a sustainable way to enhance and conserve the natural environment, protect the well-being of the Shire's residents and attract visitors with shared values. Despite the popularity of Byron Shire as a tourism destination, visitor numbers have remained relatively flat since 2002. In 2007, it was estimated that there were 1.1 million visitors to the Shire, a decrease of 15% from 2006 (see Appendix 2 for visitation statistics from 2000 to 2007).

Although Byron Shire Council has developed sustainable development policies in many areas, there has not been a comprehensive tourism strategy formulated since 1988. This Byron Shire Tourism Management Plan provides a strategic and integrated framework to guide the management, development and marketing of tourism for Byron Shire over the next ten years.

* A Tourism Capacity Study was developed by consultants in 2000 and a Tourism Management Options Paper was developed in cooperation with Tourism NSW in 2002

A sustainable future for Byron Shire

This Tourism Management Plan reflects and builds upon Byron Shire Council's commitment to economic, social and environmental sustainability.

Council is in the process of developing and implementing new strategic initiatives to assist with achieving a sustainable future for the Shire including:

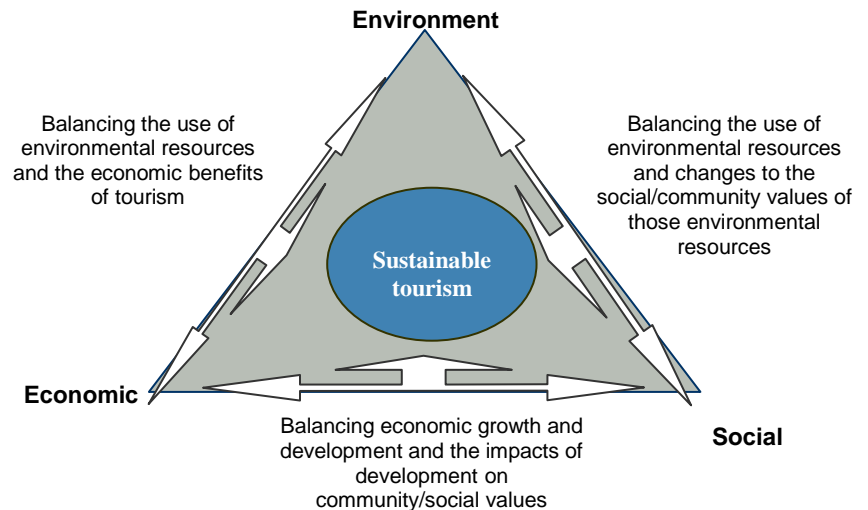
- a 25-year *Sustainability Strategic Plan*
- an *Infrastructure and Risk Management Plan*
- a new *Local Environmental Plan*
- a *Coastline Management Plan*
- a *Cultural Plan*
- an *Affordable Housing Strategy*
- a Natural Resources Unit
- a Sustainability Officer
- a Community Economic Development Officer

This Plan is underpinned by the principle that a sustainable tourism destination is achieved by balancing social, environmental and economic values to achieve a level and style of tourism that:

- ✓ protects and enhances the natural and built features upon which the tourism industry is based
- ✓ is consistent with community values and aspirations both now and over the long term, and contributes to community development and well-being
- ✓ is appropriately developed and marketed so that it is distinctive, competitive and synergetic, and with the flexibility to respond to market changes now and in the future
- ✓ increases the contribution of tourism to the economy of Byron Shire and promotes long-term industry viability
- ✓ increases destination appeal, delivers on brand promise, increases repeat visitation and enhances the reputation of the destination resulting in increased yield from tourism.

It is useful to conceptualise sustainable tourism as a triangle. The three points on this triangle represent the environmental, social and economic values present in the destination.

Figure 1: The Sustainable Tourism Triangle



A sustainable tourism destination is reached when environmental, community and economic values are balanced and resolved through collaboration and compromise and a situation is reached whereby the destination is environmentally sustainable, economically competitive and community well-being and harmony are enhanced through tourism^{5,6}.

Appendix 3 outlines Factors for Regional Tourism Success as identified by Tourism Victoria.

Strategic approach

The Byron Shire Tourism Management Plan has been developed by a team of regional tourism experts from the Australian Regional Tourism Research Centre at Southern Cross University in cooperation with a Byron Shire Council Steering Committee that was appointed to guide the project. A comprehensive consultation process was undertaken to engage business, government and community stakeholders throughout the strategic planning process (see more on page 5).

This Plan is a living strategy that has been developed to:

- acknowledge the importance of tourism as an economic driver for the Shire
- recognise the importance of Byron Shire as a destination
- recognise Byron Bay as an iconic destination within the Shire
- consider the destinations of Bangalow, Brunswick Heads, Mullumbimby, Ocean Shores/South Golden Beach, Byron Hinterland and the surrounding Shire, and the Shire's connection to the Northern Rivers region
- consider and respond to the key areas of sustainability (economic, environmental, social)
- recognise the role of council as a manager of the physical assets and infrastructure of the Shire
- establish a shared vision for the future of tourism in Byron Shire with government, business and community stakeholders
- reflect current best practice and innovation
- adapt to changing conditions, local needs and issues
- to integrate with existing Council policies, strategies and Plans
- outline short, medium and long-term actions for implementation
- incorporate an annual evaluation process.

This report draws on outcomes of earlier reports* prepared by the ARTRC as part of the tourism planning process including:

- Strategic Approach
- Consultation Report
- Situational Analysis

*Copies of these reports are contained in a companion folder to this plan

The strategic approach used to develop the Plan is depicted below.

Figure 2: Strategic Tourism Planning Approach



The Plan comprises 13 strategic focus areas organised under the platforms of destination management, development and marketing. An implementation and evaluation framework is proposed and an Action Plan details the actions, timeframe, roles and responsibilities for actions over the next ten years.

Consultation Process

A comprehensive consultation process was undertaken to engage business, government and community stakeholders throughout the development of the Byron Shire Tourism Management Plan. This included:

Stakeholder Workshops

Representatives of over 170 stakeholder organisations and groups were invited to attend consultation workshops undertaken in September 2007. Sixty-three organisations were represented in the workshop process representing the following stakeholder groups:

1. Tourism organisations and key tourism operations
2. Business organisations
3. Byron Shire Council (Council and relevant Committees)
4. Environmental groups
5. Arts and Cultural groups
6. Events and Festivals
7. State Government Departments
8. Community and indigenous groups

A Tourism Advisory Panel was established comprising one representative of each of the eight stakeholder groups to provide a mechanism for input and communication from interested stakeholder organisations throughout the planning process.

Community Participation: Citizen Jury

An important aspect of managing tourism in a destination is working with and empowering local people that are not directly involved in tourism to build their capacity to reflect on tourism decision-making process and to participate constructively in decisions about tourism. A citizens' jury comprising 16 residents, randomly selected to represent the Byron Shire community was facilitated over two and half days in November 2007 to engage local residents in tourism planning for the District.

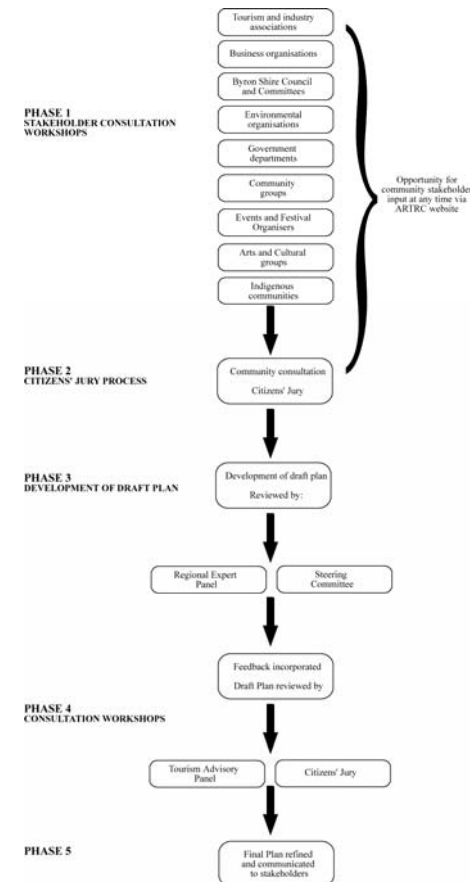
Regional Expert Panel

A Panel comprising experts with considerable knowledge and expertise in tourism planning and regional tourism was established to provide advice on the development of the Plan.

Byron Shire Tourism Management Plan Website

A website was developed as a means for the community and stakeholder groups to source information about the strategic planning process and to provide input into the consultation process. The public were informed about this opportunity through media articles and the Byron Shire Council Notices that appeared in the local newspapers from September to December 2007.

Figure 3: Consultation Process



Vision, values and principles

The following outlines the shared vision for tourism in Byron Shire that was developed through consultation with government, industry and community stakeholders.

Vision

To foster a sustainable, cooperative approach for tourism in Byron Shire that cares for and respects its residents, protects its natural and low-key built environments, celebrates its cultural diversity and social values, and shares these unique and rich experiences with its visitors while providing a viable industry sector that contributes to its community and environment.

This vision is underpinned by the following values and principles:

Respect	for residential amenity and community values
Celebrate	and appreciate the cultural and social diversity of the Shire
Conserve	the rich natural environment
Ensure	the economic viability of the tourism industry and distribution of the benefits to enhance the community, arts, heritage and natural environment
Foster	a cooperative and consultative approach to achieve sustainable tourism
Balance	economic, social and environmental impacts
Project	a relaxed and healthy image
Attract	visitors with shared values
Offer	rich and unique visitor experiences that focus on the natural environment, wellness and cultural diversity of the Shire

Issues and challenges

The following summarises the main issues and challenges identified during the consultation process organised under the sustainability principles adopted from the *Byron Shire Council Management Plan 2007 to 2010*.

Governance

- A. Foster cooperation between governments, business and community stakeholders to manage tourism
- B. Improve Council's engagement in tourism management for the Shire
- C. Ensure on-going strategic planning and a coordinated approach to the management of tourism
- D. Establish on-going research programs to support planning processes
- E. Improve coordination and management of events within the Shire
- F. Support and fund Visitor Information Centres
- G. Improve visitor information services and interpretation
- H. Improve destination signage.

Human Habitat

- I. Develop effective planning and development controls that protect the natural environment and maintain low scale and appropriate tourism development, including the resolution of holiday letting issue
- J. Consider the management of visitor numbers and the dispersal of visitors throughout the Shire and region
- K. Ensure clean and tidy townships and the protection and enhancement of the natural and built environment
- L. Improve infrastructure to support tourism and community needs (roads, parking, recreation and facilities), transport accessibility and traffic management within the Shire (for e.g., consider alternative forms of transport)
- M. Provide a safe environment.

Economy

- N. Investigate funding options for tourism management
- O. Improve training, employment and career pathways in tourism and hospitality sectors
- P. Establish a consistent brand and image for the Shire that promotes and protects its uniqueness
- Q. Enhance and promote the Shire's destination products, attractions and activities.

Culture

- R. Protect and enhance the indigenous, heritage, artistic and cultural diversity of the Shire.

Ecology

- S. Plan for the sustainable management of natural environments.

Society

- T. Respect and protect residential and neighbourhood amenity and community values
- U. Consider the need for affordable housing and the availability of permanent rental properties
- V. Educate the community to better understand tourism within the Shire
- W. Educate visitors to improve visitor behaviour and their understanding of community values
- X. Attract visitors and visitor markets that have shared values with the community.

Objectives

Destination Management

Leadership & Coordination

Objective One: Establish an effective and collaborative tourism management structure to guide tourism in Byron Shire

Best practice in other regional tourism destinations, for example Noosa and Cradle Mountain, shows that planning and management for tourism involves a collaboration of industry, local government and community. The role of local government in tourism destinations is to support, facilitate, and help build the capacity of the local tourism industry in order for the industry to be sustainable.

The Noosa Council provides a good example of an effective and inclusive management structure. It has regard for the advice of an independent voluntary community-based Tourism Board that is responsible for the development, management and marketing of tourism. The Tourism Board works collaboratively with local government, regional and state government departments and stakeholder organisations with an interest in tourism for the Shire. The Board also deals with tourism-related issues as they arise.

Byron Shire Council has a central role in tourism within the Shire. Council is the consenting authority for most development applications and is responsible for decisions related to land-use planning through the development of a *Local Environment Plan* (the NSW Government is the consent authority for development deemed as State Significant Development). In addition, Council is also involved in the planning, provision and management of community activities, services and infrastructure that are shared by residents and visitors. For example, parks and reserves, road infrastructure, water management, sewage treatment facilities, pedestrian and streetscape improvements, public amenities such as toilets, cycleways and parking facilities. Council also owns and manages two caravan parks and contributes to tourism-related initiatives such as funding for marketing initiatives.

The local tourism and business sectors are represented by business and community organisations, including Bangalow and Brunswick Heads Chambers of Commerce and Byron United, and are guided by the efforts of voluntary committees.

The consultation process identified the need:

- to establish a framework to govern the management of tourism within the Shire
- for the tourism industry to be united and balanced
- to develop local stakeholder involvement and commitment to break down barriers between the industry, Council and the community
- for strong and competitive local tourism bodies (representing the Shires towns and villages) that work as strategic partners for the Shire
- for a Shire approach to tourism management (not Byron centric)
- for a local tourism body that worked in cooperation with other bodies including NRT.
- for development of trust, understanding & cooperation essential to success of TAC and objectives developed.

Recommendation

In the short-term (1-3 years), it is recommended that a skills-based Tourism Advisory Committee (TAC) be established as a committee of BSC. The TAC would be positioned as the umbrella tourism advisory authority to lead and oversee the implementation of strategies and actions of Byron Shire Tourism Management Plan and foster links and engagement between Council, industry and community interests. In addition, the TAC would work cooperatively with local, state and regional government departments and agencies, local tourism and business organisations, Northern Rivers Tourism, environmental stakeholder organisations and the community.

It is recommended that BSC employ a full-time Tourism Officer to work with the TAC to implement strategic initiatives of the BSTMP Plan and to manage Council's involvement in the management of tourism within the Shire. The Tourism Officer position should be supported with administrative funds and resources (see further recommendations on the next page).

Leadership & coordination continued

Strategies

S1.1	Establish a skills-based Tourism Advisory Committee of BSC that represents government, industry, community and environmental stakeholders
S1.2	Foster on-going collaboration amongst government, industry and community stakeholders with an interest in tourism across state, regional and local levels

Actions in relation to the strategies above are outlined on page 23.

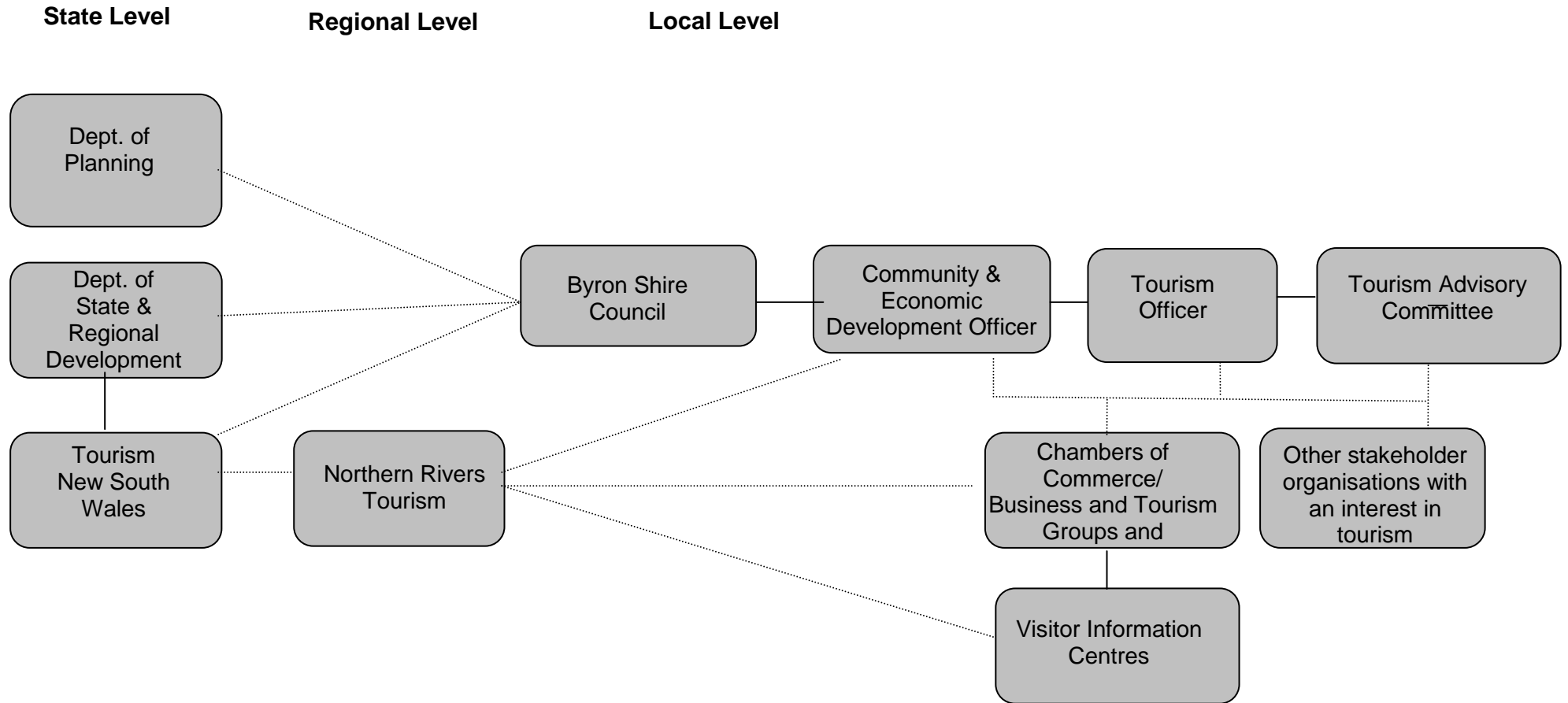
The chart on the following page depicts the proposed management structure to guide the implementation of strategic initiatives of the BSTMP in the short-term.

Recommendations continued

It is further recommended that the structure of the Tourism Advisory Committee be determined by a facilitated process comprising the BSTMP Steering Committee, the Tourism Advisory Panel and the ARTRC. The composition of the new TAC should comprise 11 members that reflect a mix of representatives from local government, business, community and the environment. Members should have appropriate experience and skills.

In the medium term, consideration should be given to positioning this Committee as part of an industry based organisation as the tourism and business sector matures across the Shire.

Figure 4: Proposed Tourism Management Structure



Destination Management

Improved provision of funding

Objective Two: Identify, pursue and implement appropriate funding for the management, development and marketing of tourism and for the environmental enhancement of tourist areas

Best practice in other leading regional tourism destinations has demonstrated the effectiveness of developing a tourism and business levy that is collected from all businesses. The funds raised from the levy can be used to directly support tourism management systems, development of infrastructure and facilities, destination marketing initiatives, conservation of natural and heritage environments, and to contribute to relevant community initiatives. The funds can also be used to undertake research and education programs (see Objective five and six). Development and implementation of levy schemes in other destinations has shown that such schemes require careful consideration and consultation with business and the community to ensure acceptance of their introduction over time.

Byron Shire Council has a differential rate in the dollar for properties categorised as business. The business differential represents a 50% higher ad valorem rate (rate in the dollar) compared to residential properties. In addition to this Council has declared a designated area within the Byron Bay Business Centre, as a centre of activity in accordance with Section 529 of the Local Government Act. Business properties within this defined area will represent a sub-category for the business category and will have a 100% higher differential rate in the dollar (ad valorem rate), compared to residential properties. (Byron Shire Council Management Plan 2009 – 2012)

Methods used in local government areas to raise revenue include:

- A tourism and business levy scheme
- Membership fees for the local tourism association
- Establishment of a commercial booking service as part of the Visitor Information Centre network
- Grant opportunities such as the Federal government's TQUAL Grant (formerly Australian Regional Tourism Development program).

In NSW, the introduction of a special rate requires an application to the NSW Minister for Local Government for a special variation under Section 508 of the Local Government Act (1993). The process to introduce a levy scheme would involve establishing a framework for the management and governance of a levy scheme. It would also require the support of local businesses, tourism operators and the community as to the role of tourism.

within the destination, how the scheme would benefit their operations and the community, and to demonstrate the management of the funds is in the hands of a well-functioning and professional entity that represents both community and business interests

The consultation process identified the need to:

- Investigate ways to raise revenue to improve infrastructure and services
- Ensure tourism contributes positively to the Shire's economy, natural environment, community and cultural welfare
- Investigate a levy for tourism and business operations
- Take advantage of funding opportunities at State and Federal levels.

Recommendation

Because tourism is such an important component of the Shire's economy there needs to be adequate allocation of funding for its effective management, development and marketing. It is recommended that the Council implement a tourism and business levy and investigate other sources of funding.

Strategies

S2.1	Implement a tourism special levy based on a thorough investigation of experiences in other local government areas
S2.2	Identify other appropriate funding sources

Actions in relation to the strategies above are outlined on page 25.

Objective Three: Integrate the Byron Shire Tourism Management Plan into local and state government policy and review existing development controls

Given that tourism representatives and local government Councillors and staff will most likely change over the next ten years, it is important that this strategic tourism plan is integrated into the local government policy to ensure its on-going implementation.

The directions contained in the BSTMP should be embedded in Council's:

- core strategic plans including: the *Council Management Plan*, *Sustainability Strategic Plan* and *Local Environment Plan*
- policy directions (e.g., development controls, design guidelines)
- other planning and policy documents (for example, *Cultural Plan*, *Infrastructure and Risk Management Plan*, economic development plans).

The consultation process highlighted the need for effective planning and development controls to:

- ensure sensitive design and low impact development (scale and location) that is in harmony with the environment
- curb unapproved development
- minimise environmental impacts
- ensure residential and neighborhood amenity
- protect the unique character of the Shire and its village atmospheres.

In addition, the consultation process clearly identified the need to resolve the issue of holiday-letting in residential areas across the Shire.

Recommendation

Local and state government land-use planning and development control policies should be reviewed and amended where necessary to provide additional detail to guide the location and design of future development within the Shire and to consider the impact of proposed developments on infrastructure and facilities. In addition, consideration should be given to Settlement Strategies developed by Council that outline community visions for the growth, character, image, built form, heritage values and infrastructure and natural resources for Bangalow, Brunswick Heads, Mullumbimby and Byron Bay and Suffolk Park.

Clearly articulated development guidelines should be developed to encourage appropriate development and reduce potential for conflict between Council, community and developers.

It is further recommended that the issue of holiday-letting in residential areas should be resolved as part of the planning process for the new LEP that is currently underway.

Strategies

S3.1	Integrate the <i>Byron Shire Tourism Management Plan</i> into the BSC Management Plan and other strategic plans and policies. E.g. <i>Biodiversity Conservation Strategy</i> , <i>Cultural Plan</i> , <i>Rural Settlement Strategy</i> and <i>Social Plan</i>
S3.2	Provide the industry and potential tourism investors with clearly articulated development guidelines
S3.3	Resolve the holiday-letting issue
S3.4	Ensure equitable Section 94 Contributions for tourism development
S3.5	Ensure objectives, strategies and actions of the Tourism Management Plan are integrated with BSC planning instruments.

Actions in relation to the strategies above are outlined on page 26.

Objective Four: Undertake research to improve understanding of the value of tourism, visitor needs and satisfaction, and the economic, socio-cultural and environmental impacts of tourism

Best practice indicates destinations that have established research and data collection systems to support decision-making are better able to plan effectively and adapt to changing market trends and circumstances.

Although Tourism Research Australia (TRA) collects visitation data for the Byron Shire region through its National and International Visitor Surveys, sample sizes are relatively low (particularly for daytrip visitation) and does not provide a comprehensive understanding of visitation to Byron Shire and its destinations specifically.

The consultation process highlighted the need:

- for a coordinated approach to data collection and analysis
- improved information about visitor attitudes, profiles and numbers
- identification of peak visitation times
- to consider ways to better cope with visitor numbers and dispersal of visitors throughout the Shire
- determine the impact of day-trip visitors
- determine the benefits and impacts of tourism on the community (social, economic and environmental)
- determine the impact of tourism on infrastructure and services.

There is therefore a need to develop effective systems at the destination level to gather information about visitation and visitor needs and satisfaction levels. This information can then be used to help guide planning decisions about future development, product development and marketing, to improve industry performance and service quality (refer Objective 9) and to better understand the economic, social and environmental benefits and impacts of tourism. This information can also be used by the business community for planning and management of their businesses.

Recommendation
Establish data collection systems to gather information on visitation, economic, social and environmental benefits and impacts of tourism, and service quality.

Strategies

S4.1	Develop a comprehensive research program for tourism in the Shire to monitor visitation and community and visitor attitudes
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Actions in relation to the strategies above are outlined on page 28.

Objective Five: Provide on-going local education and communication to ensure visitors, local businesses, local government and the community understand tourism and community values

Education and information to visitors about a host destinations' community values and the impacts of negative visitor behaviour can help ameliorate tensions between visitors and residents and help to ensure residential amenity and security. Visitors also require information on safety and security systems within a destination in case of crisis.

The consultation process identified the need for the education of visitors:

- to respect residential amenity and to minimise impacts. For example related to: drunken behaviour, noise, neighbour disturbance, garbage and litter, parking and traffic problems in residential areas
- to ensure respect for the local community and environment
- and residents about safety and security issues (for e.g., related to alcohol and drugs, safety and emergency plans).

The consultation process also identified the need to better educate the community, local businesses and Council to foster understanding about the benefits of tourism and the need to better plan and manage its impacts.

Communication of the significance of tourism can enable local tourism and business sectors (directly and indirectly involved in tourism), governments and other decision-makers to better understand what tourism is, how it operates in communities, and its social and economic contribution to regional areas. Decision-makers and investors are then more likely to make decisions and develop policies that better account for the needs of the tourism sector and the community, attract funding, and better manage community infrastructure and resources.

Recommendation

It is recommended that a Tourism Education and Communications Program be developed to ensure there is consistent and on-going education to visitors, the community, business sector and local government about tourism, community and environmental values.

It is recommended that a communications campaign be developed to educate visitors about community values, appropriate visitor behaviour and safety and security. This information should be provided to all visitors through distribution by accommodation providers, accommodation booking agencies, VICs, the Holiday Letting Organisation (HLO) and retail outlets that serve tourists.

Strategies

S5.1	Develop an Tourism Education and Communications Program to educate visitors about the environment, community values, appropriate visitor behaviour and safety and security (for e.g., road rules, surf conditions, insect protection, and emergency procedures)
S5.2	Develop an Education Program to educate the community and local businesses about tourism
S5.3	Develop an Education Program to educate BSC employees and Councillors about tourism and the role of Council in supporting and managing the tourism industry
S5.4	Improve access to employment in the tourism industry by local residents.

. Actions in relation to the strategies above are outlined on page 29.

Objective Six: Plan for crisis and risk associated with tourism to ensure the safety and security of residents and visitors

Best practice destinations prepare a crisis and risk management strategy in order to be prepared for any unexpected crisis that may affect business viability, community well-being and the environment.

A logical and systematic approach to risk and crisis management can reduce the impacts and losses associated with any adverse event and can provide a framework from which both businesses and destinations can apply crisis management strategies for prevention, preparedness, response and recovery. Examples of issues and scenarios that could be addressed include drought, bushfire and flood. Changes in economic conditions can also impact on a destination region, for example, increased fuel prices, a downturn in international travel, and terrorist attacks.

The consultation process identified the need:

- to provide a safe and secure environment for residents and visitors
- to address issues related to alcohol behaviour
- to improve visitor awareness of safety and emergency plans
- for improved planning for police and fire services to ensure adequate safety and security of visitors as well as residents
- for emergency services to be engaged in on-going planning for tourism activity within the Shire.

Recommendation

Given the importance of tourism to Byron Shire it is recommended that a crisis and risk management strategy for tourism be prepared to develop a logical and systematic approach to risk and crisis management.

Strategies

S6.1	Develop a crisis and risk management strategy for tourism with specific actions for council, businesses, visitors and residents
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Actions in relation to the strategies above are outlined on page 31.

Destination Development

Infrastructure development

Objective Seven: Seek support and funding for the development of infrastructure and facilities

A lack of adequate infrastructure and supporting facilities can limit the realisation of tourism potential at a destination. Careful planning and management is required to ensure a balance between tourism growth and development of supporting infrastructure and facilities⁷.

Best practice in other successful regional destinations has shown that the development of adequate infrastructure and facilities helps a destination develop as a good place to live, to do business and to visit.

The main themes identified during the consultation process were the need to:

- alleviate traffic congestion
- consider and develop alternative forms of transport to improve traffic management within the Shire (e.g., cycleways, car-free environments, re-introduce train services)
- develop a Transit Centre within Byron Bay
- lobby NSW Government for a town bypass for Byron Bay
- improve public transport to connect the Shire's destinations
- improve parking facilities
- for more facilities and amenities such as public toilets, safe playgrounds, picnic areas, youth facilities such as skate-parks
- improve town beautification and maintenance to create a welcoming atmosphere for visitors (e.g., cleaner streetscapes)
- improved destination signage.

It should be acknowledged that Council and community groups are currently working with the Department of Lands to discuss the use of Crown Lands in the Shire, in particular the *Draft Brunswick Heads Foreshore Strategic Plan*. It is essential that state government work in collaboration with local government, businesses and community to ensure infrastructure development is appropriate. It should also be acknowledged that Council is currently developing an *Integrated Transport Strategy* and work is being finalised on the *Ewingsdale Suffolk Park Strategic Traffic Study*.

Recommendation

Council will need to seek and lobby State Government support to ensure the development of adequate infrastructure and facilities are developed to ensure the well-being of the community, environment and the local tourism and business sector.

Strategies

S7.1	Develop an Investment and Infrastructure Strategy to identify and encourage public and private sector investment for priority infrastructure and facilities
S7.2	Review Council's <i>Section 94 Plan</i> to identify tourism infrastructure
S7.3	Ensure that BSC work currently being undertaken to develop an <i>Integrated Transport Strategy</i> considers the demands placed on the transport network within the Shire by tourism and seeks to better manage the transport network as a means to connect the Shire's destinations.
S7.4	Continue to engage with the state government regarding their plans to develop Brunswick Heads foreshore
S7.5	Continue to negotiate with the State government regarding the development of plans of management for crown lands and for infrastructure development and maintenance
S7.6	Improve destination signage

Actions in relation to the strategies above are outlined on page 32.

Destination Development

Product development

Objective Eight: Investigate opportunities to enhance, develop and promote appropriate tourism products that will improve the visitor experience and length of stay

A destination that offers a multi-dimensional range of visitor experiences is in a better competitive position than one that has a limited mix of activities to offer the visitor⁷. Best practice destinations recognise that in addition to their iconic attractions there is a need to provide and promote a diversity of appropriate tourism product and visitor activities within the destination and broader region that enhance the visitor experience in order to improve yield and increase length of stay.

The consultation process identified the need to protect and enhance the development of appropriate nature-based, indigenous and cultural and heritage product and experiences within the Shire.

The Tourism Product Audit identified the following opportunities for product development to allow dispersal of visitors across the Shire:

- increase the accommodation capacity and develop the range of local tourism product in the smaller towns and surrounding Shire
- encourage the dispersal of visitors into the Byron hinterland surrounding Shire to take advantage of the range of tourism products available outside of the six key townships
- maximise visitation to the surrounding Shires by developing driving routes and/or day tour packages to incubate the “cottage industries”
- increase the presence of tourism related retail outlets in smaller towns
- develop a more detailed event audit to accurately determine and promote the range, scale and characteristics of festivals and events held in the Shire.

Recommendation

There is a need to investigate the development and promotion of appropriate nature-based, indigenous, cultural, and heritage product and experiences within the Shire to enhance the visitor experience. This involves identification of appropriate visitor experiences, product development and encouraging investment that link to the Shire’s brand and image (see more on page 19).

Strategies

S8.1	Investigate the development and promotion of additional tourism product and visitor experiences to complement the brand and image of the Shire
S8.2	Extend length of stay and improve yield and visitor dispersal across the Shire in accordance with each town’s interest, needs and branding subject to the proviso that new tourist development/ activities not be undertaken on high conservation value land and subject to the terms of the Rural Settlement Strategy and local rural consultation.

Actions in relation to the strategies above are outlined on page 34.

Objective Nine: Develop Byron Shire as a world leading, best practice environmentally responsible destination

Many regional destinations depend heavily on their natural assets to attract visitors. If these assets are not maintained or compromised the destination may lose appeal to visitors and support of the local community.

Best practice from regional destinations, where natural assets are a core component of the visitor experience, shows that a pro-active approach is required to plan and manage natural resources sustainably. For example, Kangaroo Island has developed a comprehensive environmental management framework to measure impacts of tourism through a range of social, economic and environmental indicators. The program identifies where impacts are occurring and then develops appropriate management solutions. The program was developed as a partnership between the natural resource management and tourism sectors.

The GREEN GLOBE Community program is another example of worldwide benchmarking and certification program that can facilitate responsible and sustainable environmental outcomes for destination communities. It is based on Agenda 21 and principles for Sustainable Development endorsed by 182 governments at the United Nations Rio de Janeiro Earth Summit in 1992. The program provides communities with a framework to benchmark and certify their environmental and social performance, and then challenge them to continuously improve that performance over time.

The consultation process identified the need for effective planning and management of tourism for the natural environments including:

- minimise impacts of tourism on the natural environment (land and water)
- education of visitors and the community to protect the Shire’s natural assets
- world leading environmental management best practice
- protection of the natural beauty of all towns, villages and beaches
- strategies for improved water consumption more efficient water use.

Recommendation
Given the importance of the natural environment for Byron Shire it is recommended that an environmental management framework be developed to protect and enhance these unique natural assets into the future.

Strategies

S9.1	Continue to require effective environmental management practices for sustainable development for new developments through the BSC Development Application process and encourage existing operators to do the same through participation in appropriate environmental accreditation programs
S9.2	Provide clear design guidelines in BSC Development Control Plan for tourism developments and which guidelines shall include the restriction of tourist operations from high conservation land with suitable buffers for such activities when in proximity to such land.

Actions in relation to the strategies above are outlined on page 36.

Objective Ten: Establish a consistent brand and image for Byron Shire that promotes and protects its uniqueness and diversity and commitment to ecologically sustainable communities.

Best practice destinations have established a clearly defined destination brand and image that is used consistently to promote the destination region to attract appropriate visitor markets and guide the development of appropriate tourism product. The development of a special event or festival that is linked to an iconic attraction and celebrates community values can also help shape a destination image, attract like-minded visitors and provide entertainment and recreation opportunities for residents. Best practice in other regional destinations has shown that the development of a Brand Policy can protect a destination brand and help decision making about product development, infrastructure and quality.

The consultation process identified the need to:

- establish a unified brand and image for the Shire
- create and maintain a positive image that reflects unique and authentic visitor experiences related to nature based, health and wellness, Indigenous culture, cultural diversity, heritage, and innovative enterprises within the Shire
- overcome the Byron Bay 'party-town' image
- attract visitors and visitor markets that have shared values with the community and that are high yield (e.g., encourage visitors that seek different experiences)
- promote the spiritual and cultural diversity of the Shire, e.g., emphasise the uniqueness of the Byron culture
- maintain established brands and images for destinations within the Shire, for example, 'Simple Pleasures' – Brunswick Heads
- improve promotion to international markets (not just backpacker markets)
- investigate the opportunity to develop and promote Byron Shire as a destination that embraces alternative transport systems.

To date, there has been no coordinated approach to develop and adopt a consistent brand image for Byron Shire. In particular, there has been no overarching, consistent or coordinated approach to the branding and image of Byron Bay. Marketing and public relations activities for Byron Bay have largely been driven by individual operations, with some coordination within the backpacker and holiday apartment sectors. Byron Bay, however, has the advantage of an established national and international media profile.

Brunswick Heads has established a marketing strategy, *Brunswick Heads. Simple Pleasures* that reflects and promotes the visitor experience in this destination that is different to the experience offered in Byron Bay. Bangalow, through its Chamber of Commerce and A and I Hall Committee have been working to establish Bangalow as a unique daytrip and event experience within the Shire based on the heritage, interesting retail shopping and quality food and beverage experiences in the

township. The Byron Hinterland Group work cooperatively to promote visitor experiences in the hinterland of the Shire. Over the past five years, Tourism New South Wales and Northern Rivers Tourism marketing campaigns have emphasised the spiritual & cultural diversity of Byron Shire to target new higher yield markets. In addition, they have offered some cooperative marketing opportunities for operators on an ad-hoc basis. For e.g., in 2005, BSC developed and funded a Shire wide 'North Coast Holidays' promotional campaign with Tourism New South Wales.

Recommendation
 Develop and promote a consistent image for Byron Shire and its destinations related to their unique natural environment, relaxed atmosphere, spiritual and cultural diversity, health and well-being experiences and innovative enterprises. This will help to attract appropriate overnight visitor markets, extend length of stay and encourage visitor dispersal across the Shire.

Strategies

S10.1	Coordinate the development of an agreed brand and marketing activities and assist the Shire's destinations to further develop their brands and marketing strategies in cooperation with local business and tourism organisations.
S10.1A	Provide a mechanism for Council to control the number and range of activities that are inconsistent with the Shire's values for inclusion in Council's new LEP and/or DCP's.
S10.2	investigate ways to attract high yield/low impact visitor markets to the Shire's destinations
S10.3	Develop a Brand Policy to protect the 'Byron' brand
S10.4	Ensure that visitor experiences offered in Byron Shire are world's best practice
S10.5	Investigate the potential to develop an annual festival or event to celebrate the uniqueness and cultural diversity of the Shire
S10.6	Investigate the opportunity to develop and promote Byron Shire as a destination that embraces alternative transport systems.

Actions in relation to the strategies above are outlined on page 38.

Objective Eleven: Maximise the effectiveness of visitor information services for visitors

Research indicates the importance of Visitor Information Centres (VICs) in increasing length of stay and ensuring quality visitor experiences. In addition, quality interpretation programs can enhance visitor experiences, strengthen public relations, protect sites from visitor impacts, and protect visitors from on-site hazards.

There are currently two VICs within the Shire. The Byron Visitors Centre (BVC) has been operated and managed by industry since 1996 when the BSC withdraw funding for its operation. The Railway Cottage where the Centre is housed is leased by BSC. Accommodation services of the BVC are leased to a private internet-based accommodation provider. The Brunswick Heads VIC is operated and managed by the Brunswick Heads Chamber of Commerce.

The consultation process identified the need for:

- improved funding and support for the Shire's VICs
- better support of VICs by tourism operators and Council
- improved visitor information
- improved interpretation related to visitor experiences within the Shire.

Recommendation

The BVC is the hub for visitor information services across the Shire. There is a need to investigate ways to improve funding and support for its operation and to support the services offered in Brunswick Heads.

Strategies

S11.1	Develop a Visitor Information Strategy to ensure quality and integrated visitor information services across the Shire.
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Actions in relation to the strategies above are outlined on page 41.

Objective Twelve: Improve the coordination, management and promotion of festivals and events across the Shire with the emphasis on minimising impacts on the community

Events and festivals have an important role in contributing to the promotion of a destination image, enhancing the visitor experience, extending length of stay and overcoming seasonal visitation troughs. Best practice in regional destinations demonstrates the development of an events strategy to better coordinate, manage and promote a region's festivals and events. This incorporates undertaking a coordinated approach to undertaking research to assess economic impacts of events and the collection and analysis of demographic, marketing and visitor satisfaction data (see Objective 5).

There are an array of successful and unique festivals and events (small to large scale) that attract visitors to the Byron Shire but also provide entertainment and recreation opportunities for residents. Improved coordination of events and festivals within the Shire is currently being addressed through work currently being undertaken by BSC to develop an *Events Policy* and *Cultural Plan*. In addition, the Bangalow Chamber of Commerce has already undertaken considerable work to coordinate events and festivals for Bangalow. Brunswick Heads currently hosts only community-based events and festivals. Arts Northern Rivers is also developing a strategy to address the need for improved coordination of events across the region.

The consultation process confirmed the need for the improved coordination of events and festivals within the Shire including the need:

- to develop a Shire-wide events strategy
- to develop a Shire-wide events calendar
- to consider event management issues including: the scale of events, impacts of large scale events (noise, traffic and environmental)
- to assess community tolerance
- for improved support from Council
- for funding assistance to support festivals and events (particularly small community events).

Recommendation

Develop a Shire-wide event strategy that considers the scale, type, capacity and community tolerance of festivals and events across the Shire in order to improve their coordination and management .

Strategies

S12.1	Improve coordination, management and promotion of suitable festivals and events across the region that comply with the adopted events policy.
S12.2	Investigate opportunities for funding to support small community festivals and events
S12.3	Develop comprehensive Events Guidelines to assist event organisers through the processes of obtaining BSC approval and hosting safe and successful events

Actions in relation to the strategies above are outlined on page 42.

Implementation and evaluation

The following evaluation and monitoring process is recommended to ensure the vision is achieved and that the strategies and actions contained in this Plan are actioned. It is recommended that:

- the Tourism Advisory Committee (TAC) be positioned as the umbrella authority to oversee the implementation of strategies and actions associated with this Plan
- other stakeholder organisations and agencies identified as having a primary or supporting role are encouraged to provide on-going support over the next ten years to implement strategies and actions associated with this Plan
- the TAC monitor the implementation of actions contained in the Action Plan on a six-monthly basis over the next three years and seek feedback from supporting stakeholder organisations and agencies
- the TAC prepare an annual report to communicate to Council, stakeholders, Citizen Jury and the community the progress undertaken in achieving strategies and actions and visitation and employment trends
- the ARTRC review the Strategic Plan annually for the next five years (a commitment of two working days) in collaboration with the TAC.

Stakeholder organisations and agencies with important roles in the implementation of this Plan include:

Arts Northern Rivers
Australian Regional Tourism Research Centre
Bangalow Chamber of Commerce
Byron Environment and Conservation
Brunswick Heads Chamber of Commerce
Brunswick Heads Visitor Information Centre
Byron Hinterland Tourism Group
Byron Shire Bike Users Group
Byron Shire Council
Byron United
Byron Visitor Centre
Cape Byron Marine Park Authority
Cape Byron Headland Reserve Trust
Department of Lands
Local Emergency Management Committee
National Parks and Wildlife Service
Northern Rivers Tourism
Northern Rivers Trains for the Future
NSW Department of Planning and Infrastructure and Natural Resources
NSW Department of State and Regional Development
Roads and Traffic Authority
State Rail
Tourism New South Wales
Visitor Information Centres (Byron Bay and Brunswick Heads)

Action Plan

The following tables provide an action framework for implementation of strategies over the next three years and beyond. The timeframe for implementation is defined as:

Short-term	< 1 year
Medium-term	1 to 3 years
Long-term	3 years+

Destination Management

Leadership & Coordination

Objective One: Establish an effective and collaborative tourism management structure to guide tourism in Byron Shire						
Strategy Number	Strategy	Action number	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S1.1	Establish a skills-based Tourism Advisory Committee of BSC that represents government, industry, community and environmental stakeholders	S1.1.1	Employ a Tourism Officer to work on the implementation of strategic initiatives of this Plan.	BSC	TAC NRT	3-6mths
		S1.1.2	Investigate statutory requirements for establishing an Advisory committee of BSC	BSC		1-3 mths
		S1.1.2.A	Appointment of Tourism Advisory Committee (TAC) membership as follows: <ul style="list-style-type: none"> Four tourism industry members, of whom at least one is to be associated with the tourism industry in Byron Bay, at least one associated with the tourism industry in Brunswick Heads, at least one is to be associated with rural tourism and at least one is to be associated with a small, family type tourism operation. One member from a local indigenous organisation. Three community members who are not associated with the tourism industry and of whom at least one is from a rural area. One member from an environmental organisation. Two Councillors. 	BSC		3-6 mths

Strategy Number	Strategy	Action number	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S1.1.3	Develop a communications plan to inform community and stakeholders of the proposed TAC, its role and responsibilities	BSC	NRT	3-6 mths
		S1.1.4	Develop a set of performance measures to determine impact of implementation of the Plan's actions (see page 17 Strategic Approach Aug 20 document)	TAC	NRT, BSC, Relevant stakeholder organisations – e.g. BEACON, Business Groups,	3-6 mths
S1.2	Foster on-going collaboration amongst government, industry and community stakeholders with an interest in tourism across state, regional and local levels	S1.2.1	Establish an effective and regular communication and information sharing system amongst stakeholder organisations	BSC	NRT	3-6mths
		S1.2.1.A	Establish an area on Council's website for the disclosure of TAC meetings and decisions and for the receipt of submissions from the community.	BSC		6 mths
		S1.2.2	Prepare an annual report to communicate to Council, stakeholders, Citizen Jury and the community the progress undertaken in achieving strategies and actions and visitation and employment trends	TAC	BSC, TNSW, NRT	12 months and on-going

Destination Management

Improved provision of funding

Objective Two: Identify, pursue and implement appropriate funding for the management, development and marketing of tourism and for the environmental enhancement of tourist areas						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S2.1	Implement a tourism and local economic development levy based on a thorough investigation of experiences in other local government areas	S2.1.1	Investigate the statutory and implementation process to initiate a local tourism and business economic levy	TAC, BSC	NRT, TNSW	3-6mths
		S2.1.2	Determine the governance, management and distribution system for a levy scheme	TAC, BSC	NRT, TNSW	3-6mths
		S2.1.3	Develop an education and consultation program to introduce the levy to businesses and the community	TAC, BSC	NRT, TNSW	Medium-term
S2.2	Identify other appropriate funding sources	S2.2.1	Investigate opportunities and the process to apply for state and federal grant programs and investment opportunities	TAC BSC	TNSW NRT	6 – 12mths
		S.2.2.2	Develop and maintain a data base of relevant state and federal grant programs and opportunities	BSC	TNSW, TAC	6-12mths
		S.2.2.3	Make funding submissions on a regular basis	BSC	TNSW, TAC	Medium-term
		S.2.2.4	Explore commercial booking options as part of the VIC review	BSC, VICs	NRT, TNSW	

Objective Three: Integrate the Byron Shire Tourism Management Plan into local and state government policy and review existing development controls						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S3.1	Integrate the <i>Byron Shire Tourism Management Plan</i> into the BSC Management Plan and other strategic plans and policies. E.g. <i>Biodiversity Conservation Strategy, Cultural Plan, Rural Settlement Strategy and Social Plan</i>	S3.1.1	Ensure the new LEP has provisions to encourage sustainable tourism development and considers recommendations contained in the BSTMP Situational Analysis	BSC	ARTRC DOP TNSW, TAC	Short-term
		S3.1.2	Review development control and land use policies to guide the location and design of future development within the Shire	BSC	DOP TAC	Short-term
		S3.1.3	Consider how recommendations contained in the 2002 Tourism Management Options Paper can be implemented in consultation with BSC	TAC, BSC	DOP, TNSW, RTA, NRT	Short-term
		S3.1.4	Review findings of accommodation audit to consider and plan for appropriate levels of visitor accommodation in residential areas	BSC	DOP TAC	Short-term
S3.2	Provide the industry and potential tourism investors with clearly articulated development guidelines	S3.2.1	Develop a BSC dedicated website page that clearly articulates Council guidelines regarding appropriate development for the Shire. E.g. provide information about planning processes, development controls, the Byron Shire economy (that includes a profile of existing businesses) and provide links to relevant Council information.	BSC	DOP TAC	Medium-term
		S3.2.2	Ensure Council Compliance Officers monitor tourism operations	BSC		Short-term
		S3.2.3	Investigate developing a 'badging system' for Council approved accommodation	BSC		Short-term
		S3.2.4	LEP and DCP processes should ensure environmental and ecosystems are protected and enhanced	BSC		Short-term

Strategy Number	Strategy	Action number	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S3.2.5	LEP and DCP processes should ensure the retention of low-cost tourist accommodation (e.g. caravan parks and holiday cabins)	BSC		Short-term
		S3.2.6	Ensure LEP and DCP processes encourage rural tourism developments in rural zones that support Farm and Nature Tourism Business Development Program recommendations and consider recommendations regarding rural tourism development outlined in the 2002 Tourism Management Options Paper	BSC	Farm & Nature Tourism Program Coordinator	Short-term
		S3.2.7	Ensure future plans for rural tourism development are undertaken in consultation with rural communities and assess infrastructure needs to support such development	BSC	DOP, TNSW TAC	Medium-term
S3.3	Resolve the holiday-letting issue and other unapproved development activities	S3.3.1	Ensure the new LEP has provisions to resolve this issue	BSC	DOP, TNSW TAC	Short-term
		S3.3.2	Proactively work with the holiday letting sector to improve management practices and performance	TAC	HLO VICs Real estate agencies, accom booking agencies	6-12mths
S3.4	Ensure equitable Section 94 contributions for tourism development	S3.4.1	Ensure Council policy seeks equitable Section 94 contributions for tourism development	BSC	DOP TAC	Short-term
S3.5	Ensure objectives, strategies and actions of the Tourism Management Plan are integrated with BSC planning instruments	S3.5.1	Incorporate suitable provisions into Byron Development Control Plans and the new Byron Local Environmental Plan to achieve the various objectives, strategies and actions of the plan	BSC TAC		Medium-term

Objective Four: Undertake research to improve understanding of the value of tourism, visitor needs and satisfaction, and the economic, socio-cultural and environmental impacts of tourism						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S4.1	Develop a comprehensive research program for tourism in the Shire to monitor visitation and community and visitor attitudes	S4.1.1	Investigate existing models and methods for collecting tourism related data, e.g., Tourism Research Australia Visitor Profile and Satisfaction Program	TAC	NRT, TNSW, TRA, BSC	Medium-term
		S4.1.2	Establish an on-going and consistent method for collection of data related to visitation, economic, social, environmental impacts and service quality	TAC	NRT, TNSW, TRA, BSC	Medium-term
		S4.1.3	Review and update the Tourism Product Audit annually	NRT	TAC BSC	Medium-term
		S4.1.4	Continue measuring and monitoring of the natural environment as part of BSC's annual <i>State of Environment Report</i> process	BSC	NPWS, Other land agencies	Medium-term
		S4.1.5	Investigate opportunities for research collaborations with Southern Cross University	TAC	SCU/ ARTRC	Medium-term

Destination Management

Education and communication

Objective Five: Provide on-going local education and communication to ensure visitors, local businesses, local government and the community understand tourism and community values						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S5.1	Develop a Tourism Education and Communications Program to educate visitors about the environment, community values, appropriate visitor behaviour and safety and security	S5.1.1	Identify what aspects need to be communicated to visitors using best practice from other destinations/regions	TAC	NRT, TNSW	6-12mths
		S5.1.2	Develop a communications campaign and appropriate publications in cooperation with accommodation providers, accommodation booking agencies, VICs, HLO and retail outlets that serve tourists.	TAC	HLO, VICs, Accom agencies	6-12mths
		S5.1.3	Develop a communications campaign and appropriate publications in cooperation with accommodation providers, accommodation booking agencies, VICs, HLO and retail outlets specifically targeted to Schoolies to encourage appropriate behaviour.	TAC	HLO, VICs, Accom agencies	6-12mths
		S5.1.4	Establish distribution methods with the support of accommodation providers, accommodation booking agencies, VICs, HLO and retail outlets that serve tourists.	TAC	HLO, VICs BU, BCC, BHCC, Accom agencies	Short-term
		S5.1.5	Establish an educational program for tour guides to improve their awareness of features and issues to contribute to the protection of the natural environment	TAC	BEACON, VICs BU, BCC, BHCC,	
S5.2	Develop an Education Program to educate the community and local businesses about tourism	S5.2.1	Identify what aspects need to be communicated to community and local businesses using best practice from other destinations/regions	TAC	NRT, TNSW	Medium-term
		S5.2.2	Investigate implementing existing tourism education programs, e.g., 'Taking Up Tourism Resource Kit' developed by TNSW and ARTRC	TAC	TNSW	Long-term
		S5.2.3	Develop and distribute appropriate publications	TAC	TNSW, Business Groups	Medium-term

Strategy Number	Strategy	Action number	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S5.2.4	Establish an on-going education program about tourism for local communities including information about the benefits of tourism to the local area	TAC	TAC, TNSW	Medium-term
		S5.2.5	Develop a famil program for local businesses and the community	TAC	BU, BHCC, BCC	Medium-term
		S5.2.6	Develop an Education Program for businesses about tourism that includes the role of local and state government and other organisations e.g. NOROC, NRT	BSC	BU, BHCC, BCC	
		S5.2.7	Encourage accommodation providers and tourist operators to provide appropriate publications on sensitive wildlife sites and appropriate activities in natural areas for guests and patrons	TAC	BEACON, BVC, BU, BHCC, BCC	
S5.3	Develop an Education Program to educate BSC employees and Councillors about tourism and the role of Council in supporting and managing the tourism industry	S5.3.1	Establish an on-going education program for BSC staff and councillors about tourism and the role of local government in tourism, e.g., ST CRC Local Government toolkit	BSC	ST CRC	Short-term
S5.4	Improve access to employment in the tourism industry by local residents	S5.4.1	To investigate and promote training and internship opportunities for residents and their employment in the tourism industry	TAC		Medium-term
		S5.4.2	Develop a program to encourage local tourism businesses to provide meaningful employment opportunities for local people (including young people)	TAC	BU, BHCC, BCC, Byron Youth Service, ACE	

Destination Management

Crisis & risk management

Objective Six: Plan for crisis and risk associated with tourism to ensure the safety and security of residents and visitors						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S6.1	Develop a crisis and risk management strategy for tourism	S6.1.1	Investigate utilising existing crisis and risk management programs to develop a strategy for tourism in Byron Shire, for e.g., ST CRC and APEC kits	TAC	LEMC NRT, BSC, VIC	Medium-term
		S6.1.2	Incorporate tourism into BSC <i>Risk Management Plan</i>	BSC	LEMC	Short-term
		S6.1.3	Develop emergency management plans for key infrastructure targets and town centres	LEMC	BSC TAC	
		S6.1.4	Encourage businesses to develop crisis and risk management strategies for their own operations and to provide adequate provision for tourism	TAC	Business groups LEMC	Medium-term
		S6.1.5	Work with relevant agencies and stakeholders to develop crisis and risk management strategies for tourism and to integrate these with Council and business plans (e.g., Police, Fire, Ambulance, NPWS)	TAC	BSC Relevant agencies LEMC	Medium-term
		S6.1.6	Communicate key outcomes of strategy to the community, businesses, visitors, and interested stakeholders to ensure that visitors are informed of risk and emergency management arrangements	TAC	NRT BSC LEMC	Medium-term
		S6.1.7	Refer to BSC <i>Community Safety Plan</i> to ensure safety and security for residents and visitors	TAC	LEMC Relevant community support agencies	
		S6.1.8	Establish the Byron Bay Community Centre as a one-stop for information about health, safety and wellbeing within Byron Bay	BSC	Relevant community support agencies	Medium-term

Destination Development

Infrastructure development

Objective Seven: Seek support and funding for the development of infrastructure and facilities						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S7.1	Develop an Investment and Infrastructure Strategy to identify and encourage public and private sector investment for priority infrastructure and facilities	S7.1.1	Develop an investment strategy to attract private and public sector investment that includes a needs analysis of infrastructure and facilities within the Shire	BSC	TAC, NRT, TNSW, DSRD	Medium-term
		S7.1.2	Develop a <i>BSC Tourism Works Plan</i> to ensure the maintenance of facilities for tourism particularly during peak visitation periods	BSC	TAC	Short-term
		S7.1.3	Identify and develop amenities and facilities such as public toilets, safe playgrounds, picnic areas, youth facilities such as skate-parks as part of proposed <i>BSC Recreation Strategy</i>	BSC		Medium-term
		S7.1.4	Improve town beatification and maintenance to create a welcoming atmosphere for visitors as part of BSC resolution to develop town and village landscape plans	BSC		Short-term
		S7.1.5	Investigate additional transport options between the towns and villages	BSC	NRT, TNSW, NRTF, BUG	Medium-term
		S7.1.6	Progress the bikeways plan as a short-term strategy and to allocate funds in the 09/10 budget and secure grant sponsorship to ensure its implementation in the short to medium term	BSC	BUG	Short-term
S7.2	Review Council's <i>Section 94 Plan</i> to identify tourism infrastructure	S7.2.1	Undertake a review of Council's <i>Section 94 Plan</i> to identify tourism infrastructure	BSC	TAC	Medium-term
S7.3	Ensure that the work currently being undertaken to develop an <i>Integrated Transport Strategy</i> considers the demands placed on the transport network within the Shire by tourism and seeks to better manage the transport network a a means to connect the Shire's destinations.	S7.3.1	Work with the RTA and relevant agencies and the community to investigate ways to improve traffic and parking management within the Shire as part of BSC current work on an <i>Integrated Transport Plan</i> for the Shire that includes alternative transport modes such as rail, cycleways and walkways	BSC	RTA, TAC, NRT, TNSW, NRTF, BUG,	Medium-term

Strategy Number	Strategy	Action number	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S7.3.2	Refer to recommendations that result from work currently being undertaken on the Ewingsdale and Suffolk Park Strategic Traffic Study'	BSC	As above	Medium-term
		S7.3.3	Investigate the opportunity to develop and promote Byron Shire as a destination that embraces alternative transport systems.	BSC	RTA State Rail NRTF BUG	Medium-term
S7.4	Continue to engage with State Government regarding their plans to develop the Brunswick Heads Foreshore	S.7.4.1	Ensure on-going communication with the State Government	BSC	BHCC, TAC	
S7.5	Continue to negotiate with the State Government regarding the development of plans of management for Crown Lands and for infrastructure development and maintenance	S.7.5.1	Ensure on-going communication with the State Government	BSC	TAC	Short-term
S7.6	Improve destination signage	S7.6.1	BSC has resolved to undertake an audit of signage in the Shire	BSC	BSC, NRT	Medium-term
			Prepare a whole of destination integrated signage strategy that supports visitors and promotes diversity of experiences within the destination.	BSC	BSC, RTA, NRT, TNSW	Medium-term
			Develop an information package for businesses outlining signage compliance policy. Regulate business compliance	BSC	NRT, Bus. Groups	

Destination Development

Product development

Objective Eight: Investigate opportunities to enhance, develop and promote appropriate tourism products that will improve the visitor experience and length of stay						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S8.1	Investigate the development and promotion of additional tourism product and visitor experiences to complement the brand and image of the Shire	S8.1.1	As part of visitor research (see Objective 4) survey visitors to determine views about current product and activities and to identify new opportunities	TAC	NRT TNSW BSMC BVC	Medium-term
		S8.1.2	Work with relevant agencies to develop new and enhance existing nature-based and cultural tourism experiences and develop new experiences	TAC	NRT TNSW, NPWS DSRD BU, BCC, BHCC,BVC	Medium-term
		S8.1.3	Integrate new and enhanced products into marketing strategy and collateral	TAC	As above	Short-term
		S8.1.4	Improve linkage of new and enhanced products to iconic attractions and experiences	TAC	As above	
		S8.1.5	Continue to utilise existing programs such as the ST CRC Farm and Nature Tourism program delivered by ARTRC as a means to provide assistance in product development and consider new programs to support other product areas for e.g. health & wellbeing	TAC	BSC, TNSW, Farm & Nature Tourism	Medium-term
		S8.1.6	Investigate the opportunity to develop and promote Byron Shire as a destination that embraces alternative transport systems.	BSC	RTA State Rail NRTF BUG	Medium-term
S8.2	Extend length of stay and improve yield and visitor dispersal across the Shire in accordance with each town's interest, needs and branding subject to the proviso that new tourist development/activities not be undertaken on high conservation value land and subject to the terms of the Rural Settlement Strategy and local rural consultation	S8.2.1	Investigate the feasibility to develop and promote a series of village touring, nature-based and cultural itineraries connected throughout the region by rail, cycleway, walkway, horse-riding and road	TAC	BSC NRTF BUG TNSW Rainforest Way, National Landscape Project	Medium-term

Strategy Number	Strategy	Action number	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S8.2.2	Continue to develop and promote exceptional food and wine as part of the visitor experience	TAC	TAC TNSW Business groups	Short-term
		S8.2.3	Use the Tourism Product Audit to identify opportunities for new product, development and investment opportunities.	TAC	NRT TNSW Business Groups	Medium-term
		S8.2.4	Consider ways to encourage visitor dispersal to northern parts of the Shire in consultation with the community	TAC	NRT TNSW	Medium-term

Sustainable environment

Objective Nine: Develop Byron Shire as a world leading, best practice environmentally responsible destination						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S9.1	Continue to require effective environmental management practices for sustainable development for new developments through the BSC Development Application process and encourage existing operators to do the same through participation in appropriate environmental accreditation programs	S9.1.1	Work with natural resource management agencies to investigate the feasibility of utilising an existing sustainable environmental programs, for e.g., becoming a Green Globe Community,	TAC	NRT, BSC, NPWS, Other agencies	Long-term
		S9.1.2	Work with natural resource management agencies to assess and plan for visitor impacts	TAC	NRT, BSC, NPWS, Other relevant agencies	Long-term
		S9.1.3	Work with local Environmental groups to investigate accreditation models to encourage improved environmental performance and efficiency of tourism businesses (e.g. water and power)	TAC	BSC BEACON	Medium-term
		S9.1.4	Work with local Environmental groups to establish an environmental management program for tourism operators to safe-guard nesting, resting and aggregation sites of native species	TAC	BEACON	Medium-term
		S9.1.5	Develop a Memorandum of Understanding with government agencies and other land managers in the Shire in relation to asses and consistent land management and regulation	BSC	TAC NPWS, Other relevant agencies	
		S9.1.6	Require effective management practices for sustainable development and develop web-based information that outline guidelines for sustainable tourism development by developers, Council and other authorities	BSC	TAC, DOP	Medium term

Strategy Number	Strategy	Action number	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S9.1.7	Develop an information sheet for prospective developers, real estate agents, that outline the actions that need to be taken to protect conservation and heritage assets and sustain biodiversity	BSC	TAC, DOP	Medium term
S9.2	Provide clear design guidelines in BSC Development Control Plan for tourism developments and which guidelines shall include the restriction of tourist operations from high conservation land with suitable buffers for such activities when in proximity to such land	S9.2.1	Ensure clear design guidelines are articulated in the BSC Development Control Plan for tourism developments	BSC	DOP	Short-term

Destination Marketing

Branding & image

Objective Ten: Establish a consistent brand and image for Byron Shire that promotes and protects its uniqueness, diversity and commitment to ecologically sustainable communities						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S10.1	Coordinate the development of an agreed brand and marketing activities and assist the Shire's destinations to further develop their brands and marketing strategies in cooperation with local business and tourism organisations	S10.1.1A	Refer brand development project for Byron Shire to the Markets and Creative Industries Committee	MCI TAC		Medium-term
		S10.1.2	Assist the Shire's destinations to further develop their brand and marketing strategies in cooperation with local business and tourism organisations	MCI, TAC	NRT, TNSW, TA, BU, BHCC BCC	Short-term
		S10.1.3	Work collaboratively with NRT, TNSW and TA to better position Byron Shire and its destinations related to their uniqueness, natural environment, relaxed atmosphere, spiritual and cultural diversity, health and well-being experiences and innovative enterprises	TAC	NRT, TNSW, TA, BU, BHCC BCC	Short-term
		S10.1.4	Ensure link to strategies identified in the BSC Cultural Plan	TAC		
		S10.1.5	Work collaboratively with TNSW and TA to better position Byron Shire and its destinations in high yield international markets	TAC	As above	Short-term
		S10.1.6	Develop a training program for tourism operators to ensure they understand international visitor markets needs and expectations	TAC	As above	
		S10.1.7	Develop a communications and PR strategy to improve and provide coordinated promotion of the experiences within the Shire and its destinations as a way to gain national and international media exposure.	TAC	As above	Short-term

Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S10.1.8	Develop a coordinated and considered response to avoid and deal with negative media	TAC	As above	Short-term
		S10.1.9	Develop a communications kit for media requests, PR activities (travel industry and media).	TAC	TAC	Short-term
		S10.1.10	Develop a consistent approach to tourism literature within the destination region to ensure brand consistency, e.g., develop a website that is dedicated to experiences within the Shire, literature for accommodation compendiums and VIC Fact Sheets	TAC	TAC	Short-term
		S10.1.11	Improve local operator participation in collaborative marketing opportunities	TAC	BU, BHCC BCC	Short-term to medium-term
		S10.1.12	Work collaboratively with adjoining regions to better promote the Northern Rivers region to national and international markets	TAC	NRT, TNSW	Short-term to medium-term
		S10.1.13	Develop Councils website to link to tourism product in the Shire, including Council owned or managed facilities	BSC	NRT	Medium-term
S10.1A	Provide a mechanism for Council to control the number and range of activities that are inconsistent with the Shire's values for inclusion in Council's new LEP and/or Development Control Plans	S10.1A.1	Formulate development controls that will include providing Council with the basis to refuse development applications that increase the number and/or proportion of backpacker type hostel accommodation in Byron Bay	TAC BSC		Short-term
S10.2	Investigate ways to attract high yield/low impact visitor markets to the Shire's destinations	S10.2.1	Use destination-level visitation data collection systems to determine current visitor market profiles, visitation levels, and experience data	TAC	NRT TNSW	Medium-term
		S10.2.2	Develop appropriate marketing campaigns to attract appropriate visitor markets	TAC	NRT TNSW	Medium-term
		S10.2.3	Consider the appropriateness of the 'Schoolies' market to Byron Bay	TAC	NRT TNSW	Medium-term

Branding and image continued

Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S10.3	Develop a Brand Policy to protect the 'Byron' brand	S10.3.1	Investigate best practice for destination brand protection, e.g., 'Genuine Noosa', Kangaroo Island	TAC	NRT TNSW	Medium-term
		S10.3.2	Develop a program to communicate to tourism and business operators how best to align their product with the 'Byron' brand	TAC	NRT TNSW BU BHCC BCC	Medium-term
S10.4	Ensure that visitor experiences offered in Byron Shire are world's best practice	S10.4.1	Develop a benchmarking process for Byron Shire and its destinations to compare visitor experience against other leading coastal regional destinations both nationally and internationally	TAC	NRT TNSW	Medium-term
S10.5	Investigate the potential to develop an annual festival or event to celebrate uniqueness and cultural diversity of the Shire	S10.5.1	As part of work to be undertaken on developing an events strategy for the Shire, investigate the feasibility of developing this event (refer Objective 13)	TAC	BSC BU BHCC BCC	Medium-term

Objective Eleven: To maximise the effectiveness of visitor information services for visitors						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S11.1	Develop a Visitor Information Strategy to ensure quality and integrated visitor information services across the Shire	S11.1.1	Review the role, responsibilities, operations and funding of the Shire's VICs	TAC	BVC, BU, BHCC	Short-term
		S11.1.2	Purchase and utilise the ST CRC VIC kit to improve VIC performance	BVC, BU BHCC	TAC, NRT	Medium-term
		S11.1.3	Undertake an on-going education program of VIC staff and volunteers about attractions and activities across the Shire to improve yield and length of stay	BVC, BU BHCC	TAC, NRT	Medium-term
		S11.1.4	Develop an on-going familiarisation program of attractions and activities across the Shire for all VIC staff and volunteers within the Shire	BVC, BU BHCC	TAC NRT	Medium-term
		S11.1.5	Develop a communications strategy for visitor information for all destinations within the Shire to ensure consistent and appropriate visitor information is provided across the Shire	TAC	NRT TNSW	Medium-term
		S11.1.6	Develop a comprehensive, official visitor and community information web portal as part of BSC's website that provides links to other online and social networking sites including VICs	BSC	NRT, TNSW BSMC BVC BHVIC	Medium-term
		S11.1.7	Maximise use of VICs to display product strengths, e.g., nature-based, cultural, Indigenous, health & wellness	TAC	NRT, TNSW	Medium-term
		S11.1.8	Utilise the ST CRC Interpretation toolkit to assist with the development of an interpretation program for key visitor attractions across the Shire	TAC	NRT, NPWS	Medium-term
		S11.1.9	Investigate providing visitor information at gateways to the Shire's destinations	TAC	NRT	

Objective Twelve: Improve the coordination, management and promotion of festivals and events across the Shire with an emphasis on minimising impacts on the community						
Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
S12.1	Improve coordination, management and promotion of suitable festivals and events across the region that conform with the adopted events policy	S12.1.1	Identify and assess all the festivals and events within the Shire including: timing, scale, characteristics, visitor markets, promotion activities, management structure and develop a database of events that is regularly updated (identify gaps and timing clashes). NB: this work is currently being developed as part of the BSC <i>Cultural Plan</i> .	BSC	TAC, NRT BU BCC BHCC	Short-term
		S12.1.2	Consider impacts of re-location of major festivals and events to northern parts of the Shire (Bluesfest and Spendour	BSC	TAC	Short-term
		S12.1.3	Develop a festival and event strategy that links with work underway on the <i>BSC Events Policy</i> to guide community and business opportunities consistent with the Shire's values.	BSC	TAC NRT TNSW	Short-term
		S12.1.4	Utilise the ST CRC Encore Festival and Event Evaluation kit as a means to improve event performance and determine impacts	BSC	TAC	Medium-term
		S12.1.5	An events calendar is currently being developed as part of the <i>BSC Cultural Plan</i> . From this, develop a web-based calendar that can be used to provide information to visitors and residents about the range of festivals and events	BSC	TAC, BU, BCC BHCC	Medium-term
		S12.1.6	Facilitate a regular forum of festival and event managers to foster cooperation with Council in cooperation with Arts Northern Rivers and Events NSW.	TAC	TAC, Arts NR, Events NSW	Medium-term
		S12.1.7	Ensure BSC Event Policy is communicated to all festival and event managers	BSC	TAC, NRT	Medium-term
		S12.1.8	Develop a marketing strategy for the Shire's festivals and events	BSMC	TAC	Medium-term
		S12.1.9	Investigate resource sharing for festivals and events (e.g., how can larger events assist small scale local events that are managed voluntarily	BSC	TAC, NRT BU, BCC BHCC	Medium-term

Strategy Number	Strategy	Action numbers	Actions	Agency with Primary Role	Partners & support agencies	Timeframe
		S12.1.10	Consider the inclusion of relevant development controls for events in council's new LEP and/or Development Control Plans.			
S12.2	Investigate opportunities for funding to support small community festivals and events	S12.2.1	Investigate grant opportunities	BSC	NRT	Medium-term
S12.3	Develop comprehensive Events Guidelines to assist event organisers through the processes of obtaining BSC approval and hosting safe and successful events	S12.3.1	Develop a BSC dedicated website page that clearly articulates Council Event Guidelines and approval processes	BSC	TAC, Arts NR, Events NSW	Short-term

Appendices

Economic Profile

Until the early 1980s Byron Shire's economy was centred mainly upon agricultural output. Since this time, there has been a shift towards more service-orientated industries such as tourism. Although agriculture is still a core economic activity its relative importance has declined and been replaced by small scale horticulture such as macadamia and coffee farming as well as tourism⁸. Byron Shire's economy is now dominated by tourism with Byron Bay accounting for more than 55% of the Shire's \$1.37 billion gross business revenue⁹.

There are approximately 3,700 businesses in the shire of which 60% are sole traders. Of the remaining balance of businesses, 60% employ less than 5 people and 31% employ between 5 and 19 people. About 45% of these businesses are located in the Byron Bay precinct with the balance evenly distributed throughout the shire. Income generated by businesses in the Byron Bay precinct represents 55% of the total¹.

"Retail and Trade" accounts for the highest proportion of sector income (25%) as well as employing the highest number of persons in the Shire (1490). Furthermore, "Accommodation, cafes and restaurants" accounts for 12% of sector income and has 1438 employees¹.

In terms of employment, there is a high proportion of part-time employment in the Byron Shire, 42% compared with 28% Australia-wide³. Unemployment in Byron Shire is also higher at 9% when compared with Australia-wide at 5% but it is declining¹.

Byron Shire and Byron Bay's rental market cost, is significantly higher than the rest of Australia with the median rent in Byron Bay at \$280 per week compared with \$250 in Byron Shire and \$190 per week in the rest of Australia³. Although the weighted average gross individual income (weekly) is only about \$670¹.

Social Profile

The 2006 resident population for Byron Shire rose by 9.2% in the 1996 to 2001 period to 28,175 and a further 2.2% to 28,767 in the period to 2006. Between 1981 and 2001 Byron Shire experienced one of the highest population growth rates (4%) in the State. Moreover, the projected population for Byron Shire in 2011 is 35,800 and by 2026 is predicted to be 44,800.

Byron Shire's population is distributed across the Shire with approximately 30% of the population living in Byron Bay and Suffolk Park and 26% living in Ocean Shores, Brunswick Heads, New Brighton and Golden Beach in the north of the Shire. Over a quarter (27%) of the Shire's population live in rural areas whilst 11% live in Mullumbimby and 6% in Bangalow.

One of the most significant aspects of Byron Shire's population is the current change in the population demographics resulting in an overall ageing of the population. There has been a recent increase in the 45-59 year old age group which reflects the ageing of the local population but also demonstrates the general migration of sea/tree changers to the area. There is also a fall in the 0-14 and 30-44 age groups which shows younger families are moving out of the area, or not being attracted to it, which could be due to lack of local work availability, the cost of housing or the perceived lack of opportunities for young people. In addition, the population median age in Byron Shire is 41 years and in Byron Bay is 39 years, whereas Australia-wide it is lower at 37 years.¹

Interestingly, since 1996 there has been an increase in the overall level of education standard with a very noticeable 50% increase in the number of people with further education qualifications. This increase is particularly evident in the 45-54 age groups which would confirm the connection with the influx of sea/tree changers.³ An equally important social attribute of the Byron Shire is the low proportion of married couples. In Byron Bay 29% of the population are married and in Byron Shire 39% are married whereas 50% of the population Australia-wide are married. Furthermore, the proportion of one-parent families in Byron Bay and the Byron Shire is much higher, 27% and 24% respectively, when compared with the whole of Australia at 16%.¹

Appendix 2 Visitation Statistics

The following table (Table 1) shows the estimated number of visitors to Byron Shire as sourced from Tourism Research Australia's National Visitor Survey (NVS) and International Visitor Survey (IVS) from 2000 to 2007. Some caution should be taken when interpreting this data due to small sample sizes surveyed for small local areas.

Table 1: Visitors to Byron Shire 2000 to 2007 (year ending December)

Type of Trip	2000 '000	2001 '000	2002 '000	2003 '000	2004 '000	2005 '000	2006 '000	2007 '000
Domestic Overnight Visitors	436	458	585	598	489	520	474	500
Domestic Visitor Nights	1,768	2,059	2,333	2,311	1,862	1,926	2,055	1927
International Overnight Visitors	168	181	155	157	169	156	174	182
International Visitor Nights	1,031	1,137	852	835	1,110	976	1,047	1225
Domestic Day Visitors*	628	468	649	505	518	612	655	418
Total Visitors	1232	1107	1389	1260	1176	1288	1303	1100

*NB: Sample size <50

Source: Data sourced from TRA (2008) NVS and IVS Time Series data 2000 to 2007

As indicated in Table 1:

- domestic overnight visitation peaked in 2002 (585,000) and 2003 (598,000) and has declined since this time
- domestic visitor nights peaked in 2002 (2.333 million) and 2003 (2.311 million) and has remained at a relatively consistent level since this time
- international overnight visitation peaked in 2007 at 182,000 visitors
- in 2007 daytrip visitation has showed a decline to 418,000, however, caution should be taken when interpreting this data due to sample sizes of less than 50 people surveyed.

Domestic Visitation

This section examines the annual profile of domestic visitors to the Byron Shire as sourced from the National Visitor Survey 1999 to 2007 (year ending December).

Profile of Overnight Domestic Visitors to Byron Bay

The main purpose for visiting Byron Shire for domestic visitors is for holiday or leisure purposes. In 2007, the percentage of visitors that were Visiting Friends and Relatives (20.9%) dropped to just below the mean average (22.5%) of the previous eight years (Table 2).

Table 2: Main Purpose for Trip Domestic Visitors to Byron Shire 1999 to 2007 (Overnight Visitors)

Purpose of Trip	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Holiday	76.3	79.3	80.5	68.2	68.3	67.4	62.2	70.2	70.7
Visiting friends and relatives	18.9	13.4	15.8	19.1	28.5	25.7	32.4	26.0	20.9
Other*	4.8	7.3	3.7	12.7	3.2	6.9	5.4	3.8	8.4

Source: Original for this study. Data sourced from TRA (2007) NVS Time Series data 1999 to 2007

*Other: Business, other reason

There was a significant increase in the 65+ age group in 2006 and 2007. The proportion of 25-44 year olds decreased during 2006 and 2007 (39.2 and 34% respectively) to below the previous seven year mean average of 42.4%. Visitation by the 15-24 age group decreased in the period 2002-2006 (mean average 24.2%), but recovered in 2007 to 32.2%.

Table 3: Age Profile of Domestic Visitors to Byron Shire 1999 to 2007(Overnight Visitors)

Age Group	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
15-24	35.5	36.0	30.6	22.6	27.5	17.0	27.1	27.0	32.2
25-44	38.0	33.5	39.4	49.0	38.9	47.9	50.1	39.2	34.0
45-64	20.9	25.4	26.0	23.1	26.1	30.2	18.2	24.8	22.5
65+	5.7	5.2	4.0	5.3	7.4	4.9	4.6	9.1	11.3

Source: Original for this study. Data sourced from TRA (2007) NVS Time Series data 1999 to 2007

Analysis of the lifecycle groups of visitors to Byron Shire indicates a decrease in the proportion of 'young singles living at home' visiting the Shire during the period 2002-2007 compared to previous years (Table 4). Visitation by parents with children under 15 years of age has remained steady at 24% for 2004-2007, an increase on the previous 5 year average of 16%.

Table 4: Lifecycle Group Domestic Visitors to Byron Shire 1999 to 2007 (Overnight Visitors)

Lifecycle Group	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Young single living at home	27	24	22	14	15	11	18	15	17
Young single living alone	6	8	4	3	6	5	4	4	8
Midlife single	10	13	16	16	15	18	14	9	8
Older working single	3	5	2	4	2	2	2	4	2
Older non-working single	2	3	3	2	7	2	3	4	3
Young/midlife couple, no kids	17	13	15	23	17	10	20	22	13
Parent with youngest child aged 5 or less	7	8	7	6	8	15	11	12	11
Parent with youngest child aged 6-14	10	5	11	10	7	9	13	12	13
Parent with youngest child aged 15+ still living at home	3	7	12	9	7	7	4	4	3
Older working married person	5	8	4	7	8	10	5	5	10
Older non-working married person	9	5	3	6	8	10	6	9	11
Did not answer	0	0	2	0	0	2	1	0	0

As indicated in Table 5, visitation by domestic backpackers is relatively low.

Table 5: Domestic Backpackers to Byron Shire 1999 to 2007 (Overnight Visitors)

Backpackers	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Backpacker	3	10	3	5	6	4	2	8	7
Non Backpacker	97	90	97	95	94	96	98	92	93

Source: Original for this study. Data sourced from TRA (2007) NVS Time Series data 1999 to 2007

In 2007, domestic tourists predominantly stayed at hotels, motels and resorts (26%), or at friends or relatives properties (25%) (Table 6). The proportion of domestic visitors who stayed in a caravan park or commercial camping ground has decreased from a mean average of 20% during the period 1999-2005, to an average of 13% in 2006 and 2007.

Table 6: Main Accommodation Used by Domestic Visitors to Byron Shire 1999 to 2007
(Overnight Visitors)

Type of Accommodation	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Hotel, resort, motel or motor Inn	27	18	18	21	21	27	22	26	26
Guest house or B&B	3	2	4	3	2	2	2	2	1
Rented house, apartment, flat or unit	13	9	18	16	13	18	14	14	16
Caravan park or commercial camping ground	21	24	22	20	16	21	19	11	15
Friends or relatives property	26	28	24	26	36	27	34	32	25
Own property (e.g. holiday house)	3	0	5	2	1	1	1	1	1
Caravan or camping near road or on private property	3	6	6	5	5	1	5	6	9
Other	3	12	3	5	6	4	3	10	7
Accommodation not asked	1	1	0	0	0	0	1	0	0

Source: Original for this study. Data sourced from TRA (2007) NVS Time Series data 1999 to 2007

The proportion of domestic visitors in 2007 that stayed for two nights (16%) was the lowest in nine years; concurrently the proportion of visitors that stayed for four to seven nights (38%) was the highest in nine years (Table 7). The proportion of visitors that stayed for one night in 2007 returned to the 1999-2004 average of 23% after dropping to 16% and 19% in 2005-2006.

Table 7: Length of Visit Domestic Visitors to Byron Shire 1999 to 2007 (Overnight Visitors)

Length of Visit	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
1 night	17	32	16	23	23	23	16	19	23
2 nights	27	21	23	26	20	26	26	21	16
3 nights	14	8	14	12	18	10	19	21	14
4 to 7 nights	30	24	33	24	22	31	30	24	38
8 to 14 nights	9	10	11	13	17	9	7	11	8
15 to 21 nights	2	2	0	1	0	2	1	2	1
22 or more nights	1	2	2	1	0	0	0	1	1

Source: Original for this study. Data sourced from TRA (2007) NVS Time Series data 1999 to 2007

The main domestic tourism generating regions for overnight visitors to Byron Shire are Brisbane and Sydney (Table 8). The proportion of visitors from Brisbane increased considerably in 2007, which may be attributable to the completion of the Pacific Highway upgrade between Brunswick Heads and Yelgun. There has been an upward trend in the proportion of visitation from Queensland and a concurrent downward trend in visitation from New South Wales since 1999: 50% of all domestic visitors in 2007 originated from Queensland compared to 34% in 1999, and 36% originated from New South Wales in 2007, compared to 54% in 1999.

Table 8: Tourism Generating Regions Domestic Overnight Visitors to Byron Shire 1999 to 2007 (Overnight Visitors)

Generating Region	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Sydney	37	17	34	35	23	30	25	20	21
Other New South Wales	17	24	20	12	16	15	16	14	15
New South Wales	54	41	54	47	39	45	41	34	36
Brisbane	21	24	26	24	26	19	22	31	35
Other Queensland	12	18	8	16	17	19	18	19	15
Queensland	34	42	34	40	43	38	40	49	50
Melbourne	6	11	8	8	9	13	12	9	8
Other Victoria	2	3	0	0	2	1	3	2	1
Victoria	8	15	9	9	11	14	15	12	9
Other Australia	6	2	6	5	7	4	5	6	5

Profile of International Visitors

The main purpose of trip for international visitors (92.6% in 2007) is for holiday or leisure purposes (Table 9). In 2007 74% of international visitors were backpackers, marginally fewer than previous years (Table 10).

Table 9: Main Purpose for Trip: International Visitors to Byron Shire 2000 to 2007(visitors)

Purpose of Trip	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Holiday	96.0	94.4	97.5	97.2	94.8	93.0	93.1	92.6
Visiting friends and relatives	3.2	4.4	1.4	2.4	2.7	5.3	5.2	4.5
Other*	0.8	1.2	1.1	0.4	2.5	1.7	1.7	2.9

Source: Original for this study. Data sourced from TRA (2007) IVS Time Series data 2000 to 2007

*Other: Business, education, employment, other reason

Table 10: Backpackers: International Visitors to Byron Shire 2000 to 2007 (visitors)

Backpackers	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Backpackers	82	75	79	79	79	77	75	74
Non backpackers	18	25	21	21	21	23	25	26

Source: Original for this study. Data sourced from TRA (2007) IVS Time Series data 2000 to 2007

Most international visitors to Byron Bay are aged from 15 to 24 years (47% in 2007) (Table 11). The second largest age group is 25-34 years (32% in 2007), however this proportion has decreased from 2000-02 when this age group constituted 39% of overnight international visitors to the Shire.

Table 11: Age Profile: Overnight International Tourists to Byron Shire 2000 to 2007 (visitors)

Age Group	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
15-24 years	45	38	48	52	51	52	46	47
25-34 years	38	43	37	34	35	30	35	32
35-44 years	8	7	6	4	6	6	8	11
45-64 years	7	11	7	9	8	11	10	8
65 years & over	2	1	2	1	1	1	2	2

Source: Original for this study. Data sourced from TRA (2007) IVS Time Series data 2000 to 2007

Most international visitors to Byron Shire are classified as 'single', consistently making up 75% of visitors on average (Table 12).

Table 12: Lifecycle Group International Visitors to Byron Shire 2000 to 2007 (visitors)

Lifecycle Group	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Single (never married, divorced, separated, widowed)	80	74	75	79	73	75	74	74
Part of a couple (married, de facto, living together)	20	26	25	21	27	25	26	26

Source: Original for this study. Data sourced from TRA (2007) IVS Time Series data 2000 to 2007

IVS data indicates that international visitors to Byron Shire have a reasonably consistent preference for backpacker style accommodation compared with domestic visitors who proportionally use a broader range of accommodation dwellings (Table 13).

Table 13: Main Accommodation Used: International Visitors to Byron Shire 2000 to 2007 (visitors)

Type of Accommodation	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
Hotel, resort, motel or motor inn	12	14	12	14	12	12	15	14
Backpacker Hostel	68	57	63	63	63	62	59	55
Rented house, apartment or flat	2	3	5	3	4	2	4	3
Home of friend or relative	3	5	3	3	3	5	6	6
Caravan	14	18	15	16	15	16	13	19
Guesthouse/B&B	0	1	2	0	2	2	2	2
Other	0	1	1	0	1	1	1	1

Source: Original for this study. Data sourced from TRA (2007) IVS Time Series data 2000 to 2007

The majority of international visitors stay in the Byron Shire for up to one week with the highest proportion (31% in 2007) staying 4-7 nights (Table 14).

Table 14: Length of Visit: Overnight International Visitors to Byron Shire 2000 to 2007 (visitors)

Length of Visit	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
1 night	18	14	17	14	16	16	16	19
2 nights	19	19	21	21	21	21	22	21
3 nights	20	18	19	20	18	19	19	17
4 to 7 nights	32	36	32	34	35	31	29	31
8 to 14 nights	7	9	7	7	5	8	9	6
15+ nights	4	4	4	4	5	4	6	6

Source: Original for this study. Data sourced from TRA (2007) IVS Time Series data 2000 to 2007

The main international tourism generating regions (countries of origin) were European countries (Table 15). European countries not including the United Kingdom made up 40% of international visitors in 2007 (10% Germany and 30% other Europe) and the United Kingdom contributed 28% of visitors in 2007. New Zealand, the USA and Canada are proportionately the next largest generating regions after Europe.

Table 15: Principal International Tourism Generating Regions to Byron Shire 2000 to 2007 (visitors)

Country of Origin	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %
New Zealand	2	2	3	2	4	6	6	8
Japan	2	2	2	3	2	1	2	1
USA	9	9	12	8	9	9	8	7
Canada	6	5	5	5	6	5	6	7
United Kingdom	36	34	36	35	35	37	36	28
Germany	6	11	11	12	12	8	9	10
Other Asia	4	4	3	3	2	3	3	3
Other Europe	30	26	25	28	27	25	25	30
Other Countries	5	7	3	4	3	6	5	6

Source: Original for this study. Data sourced from TRA (2007) IVS Time Series data 2000 to 2007

Appendix 3

Factors for Regional Success: Tourism Victoria

There are eight factors that are pivotal to the success of regional tourism. They are:

1. Strong private sector driven regional tourism organisations, focused on their core role of destination marketing, working co-operatively with local tourism associations and providing an umbrella marketing and representation role;
2. Strong local tourism associations focused on their core role of visitor servicing;
3. Support from local government for visitor servicing, destination and infrastructure development and co-operative marketing;
4. Strategic planning for integrated and consistent marketing and holistic tourism development that is owned and implemented by all stakeholders;
5. Co-operative marketing which maximises the effectiveness of industry, local government and state government contributions;
6. Leadership by strong and visionary organisations and individuals;
7. Quality visitor services create satisfied visitors and lead to word of mouth promotion; and
8. A breadth and depth of quality tourism product and infrastructure that meets the demands of target markets and reflects tourism trends and best practice development and operation.

To be successful in the long term, regional tourism also has to ensure there is community support for tourism development and promotion, ongoing investment in visitor facilities and infrastructure and that the natural, cultural and community assets on which the industry is based are protected into the future.

Tourism helps to build social capital by raising awareness of community resources and expertise and producing social links between previously unrelated groups. Increased community awareness, cohesion and pride can also result from a region taking stock of its tourism assets and distinctive characteristics. Visitors' appreciation and admiration can further stimulate community celebration, foster community spirit and contribute to social cohesion.

Appendix 4

Tourism Product Audit Overview

Accommodation facilities

The total accommodation capacity of major areas within the Shire is shown in Table 1. For the entire Byron Shire, approximately 14,061 bed spaces were recorded across 1,121 properties.

Table 1: Total accommodation capacity by Township

Town	Number of Properties	Number of Bed Spaces	Total Properties %	Total Bed Spaces %
Byron Bay	787	10032	70	71
Suffolk Park	92	1507	8	11
Brunswick Heads	70	1204	6	9
Bangalow	21	135	2	1
Mullumbimby	14	169	1	1
Ocean Shores/ South Golden Beach	48	365	4	3
Hinterland and Shire	89	649	8	5
Total	1121	14061		

The majority of accommodation is in the form of holiday apartments which account for 55% of properties although only 21% of bed spaces. There are 13 camping ground/caravan parks in the region that account for approximately 37% of total bed capacity.

Table 2: Accommodation types in Byron Shire

Accommodation Type	Number of Properties	Number of Bed Spaces	Total Properties %	Total Bed Spaces %
Hostels	11	1178	1	8
Resorts	9	949	1	7
Caravan/Camping	13	5255	1	37
Holiday Apartments	615	2885	55	21
Hotels/Motels	25	890	2	6
Guesthouses/B&B	48	335	4	2
Holiday Houses	393	2473	35	18
Farm stays	7	96	1	1
Total	1121	14061		

Tourism Product

The audit of tourism product across the Shire showed that:

- The majority of the establishments are retail outlets (48%).
- Food providers (cafes, restaurants, take away outlets and other food providers) account for 22% of total products
- Health, wellness and beauty centres were also significant with 109 facilities recorded
- Byron Bay is a key region which hosts over 40% of the Shire's tourism, food providers and 65% of the Shire's attractions

Table 3: Tourism Products in Byron Shire

Total Shire Tourism Products	Amount	% of Total
Activities	53	6
Attractions	17	2
Entertainment	27	3
Cafes	65	7
Restaurants	50	5
Take away	50	5
Other Food Providers	46	5
Galleries	11	1
Health/wellness and Beauty	109	11
Retail	462	48
Services	71	7
Total	961	

A more detailed breakdown of both the accommodation and tourism product is contained in the Situational Analysis Report that was undertaken to inform the BSTMP.

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