

the community. Strong leadership and community stewardship are increasingly aspects of community that are keenly sought by business to enhance prospects of business continuity and success.



## 2. Ageing in place, disability services and respite care

'Ageing in place' is both a local Kyogle Council and national priority consideration as Australia enters a rapidly ageing population phase. This is already forming a key part of the changing emphasis to a services economy that is being experienced. As a 'growth sector' it seems logical that the Council should include this as one of its key economic development policy platforms. Many of the initiatives that warrant addressing have been identified in the report prepared for Council by Cartwright Consulting Australia Pty Ltd, entitled: *"Aged Care, Disability Services and Respite Care in the Kyogle Council Local Government Area, August 2015"* (Cartwright Report).

Establishment of appropriate, market-acceptable forms of housing, particularly transitional housing forms, for aged persons is likely to represent a significant injection of investment into the area, retain some of the knowledge collateral held by the area's older residents and even possibly entice others to the area on the basis of an enhanced 'aged person friendly' status.

The report to the NSW Department of Housing and Enterprise and Training Company of Coffs harbour Limited, entitled: *"Investigating Models of Affordable Housing for Older People and People with Disabilities in the Mid North Coast Region of New South Wales, January 2006"* is a key resource in the recent developments in residential housing options. Other designs can now also be viewed on a range of webpages for architectural firms specialising in small and narrow lot housing designs. Many of these designs, particularly those based on single storey designs, are likely to be suitable for older people yet still maintain sufficiently broad market appeal to accommodate age-diversity where such developments may be clustered.

The implementation of aged persons' accommodation initiatives is expected to be largely a development (design) and land use planning matter but would also benefit from marketing and industry awareness input.

The Council has already identified housing for the aged as a key strategic land use planning consideration. A systematic approach over a period of time has already been separately proposed to the Council for consideration.

Retention of older generation people within the area, especially in transitional housing, will also require additional aged care services, thereby potentially supporting more local employment. It is estimated that the aged economy contributes at least \$1.8 Billion to the

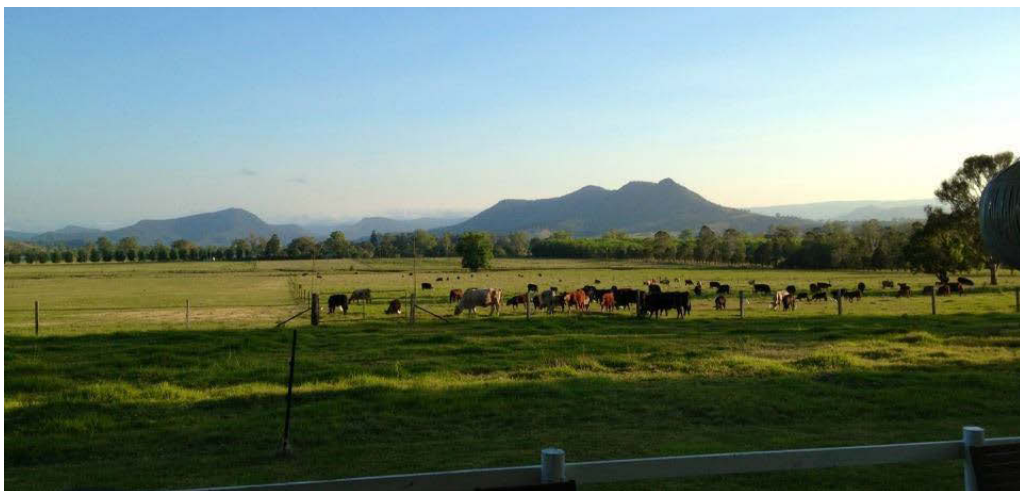
region and \$32 Million to the Kyogle economy (based on 2011 figures from RDA). In the case of Kyogle, this is still significantly short compared to the contribution from agriculture, but represents a fast growing sector at the regional level.



### 3. Agriculture

Agriculture has been a mainstay of the area's economy since its early settlement by Europeans. It continues to form an important part of the economic landscape affecting settlement patterns and contributing significantly to the area's man-made or landscape-altered beauty. Apart from experiencing resurgence in agricultural interest for international trade, agriculture also has increasing potential to contribute to the diversity of tourism experiences available to visitors.

Agriculture is now thought of as 'agri-business', being a reflection of the increasing corporatisation of farming and increasing scale of farming practices to achieve necessary economies of scale.





While agriculture that is based on farming practices is largely seeing a decline in labour force numbers, value adding through food and beverage processing as providing ancillary experiences – e.g. 'paddock to plate' food tourism – are regarded as significantly more important in sustaining or growing Kyogle's population into the future. Much of this is also likely to be contributed towards through small businesses which are the fastest increasing main employers in Australia.

#### **4. Visitor attraction**

Kyogle's visitor attraction opportunities largely relate to its prospects as a hinterland tourist destination for interstate and international visitors to the Gold Coast and Brisbane, people wishing to include a World Heritage class 'hinterland extension' to their visits to the coastal retreats of the Tweed Coast, Byron Bay, Ballina and Evans Head, as well as for weekend escapes for residents of those locations.

Social vibrancy and amenity as well as its ability to service visitors will increasingly be the measures of how successful Kyogle will be in maintaining an image of a place 'worthwhile visiting', attracting repeat visits and general growing its visitor economies.

Council has recognised the need for a diverse range of events, places and experiences to improve its attractiveness to visitors. There is a need to build upon current and past successes, as well as foster and assist newer ventures across a wide range of areas of interest to the community and visitors alike. Events associated with motor sport rallies, motor biking and motor cross, cultural and agri-business based events such as the Fairymount Festival and the new Blueberry Festival all still need some support from Council to grow and mature. The future strategic focus will be on recreational activities such as mountain biking, recreational fishing and boating, as well as a variety of arts and cultural experiences to enhance the natural and historical features and sites across the LGA.



#### **5. Village life**

Kyogle is recognised as being well endowed with small villages in attractive rural locations. These include a level of authenticity that forms a key part of their attractiveness and charm. However, levels of service to support visitor economies are still poorly developed within many of these locations.

At present, the Council relies on local groups to manage significant parts of the local infrastructure that can be important in contributing to 'village amenity' and 'life' as well as

local businesses to provide appropriate levels of retail and other services to attract visitors or retain residents in these locations.

Villages form a key part of the overall economy and attractiveness of the local area and are likely to form a key aspect of a growing economy in the Kyogle local area. The ability of these locations to play an important role in the growth of Kyogle's economy will most likely be influenced by the level of service that these locations provide. Reliance on small local groups without injection of catalyst projects or civic improvement, as opposed to just basic maintenance, may no longer be sufficient to compete with other locations that also have 'village life' attractiveness and are seeking a place in growing global markets.



## Enablers for growth

The concept of economic growth enablers is based on the identification of 'key sectors' within regional economies (based on the Australian and New Zealand Standard Industrial Classification – ANZSIC), identification of market failures where resources are not being allocated optimally and where governments can make investments which reduce barriers to growth, identify any key endowment features which may be exploited to facilitate growth (see Centre for Economic Development; *Regional Economic Growth Enablers*, December 2016; NSW Department of Industry).

The Centre for Economic Development Study showed that key sectors for the 'Lismore Region' that experienced changes in the workforce employed in the 20 largest sectors between 2001 and 2011 were as follows:

- Food product manufacturing (by at least 10%)



- Building construction (by at least 10%)
- Construction services (by at least 10%)
- Other store-based retailing - i.e. not food based (less than 10%)
- Accommodation (by at least 10%)
- Food and beverages services (less than 10%)
- Property operators and real estate services (less than 10%)
- Professional, scientific and technical services (by at least 10%)
- Public administration (by at least 10%)
- Pre-school and school education (by at least 10%)
- Tertiary education (by at least 10%)
- Hospitals (by at least 10%)
- Residential care services (by at least 10%)
- Social assistance services (by at least 10%)

Agriculture, Food retailing, medical and other health care services and repair and maintenance services all experienced a decline of greater than 10%.

Department of Regional Development figures show that agriculture experienced a decline of 20 registered businesses in the Kyogle local area between 2011 and 2016. This is expected to be partly due to a rationalisation of the sector in larger, more efficient enterprises as well as possible ageing of the sector's population.

Food retailing at the regional level is likely to be influenced by improved access to other larger nearby centres, an ageing population with fewer propensities to purchase food items and increasing online purchasing opportunities as well as post GFC effects. The decline in health care services employees is likely to be a reflection of growth in this sector in other nearby larger urban areas – e.g. Tweed, Gold Coast and Brisbane metropolitan area – as well as improved technology

Potential growth enablers for different catalyst projects/initiatives based on the five pillars of Council's Community Strategic Plan are shown in Table 2. These initiatives and projects are based on discussion during the Business Leaders' Forum; Council's stated position on economic matters through Council resolutions and media releases and the adopted strategies and actions of the Community Strategic Plan. The actions that have been suggested are specifically ones that the Council has some level of control or influence over.

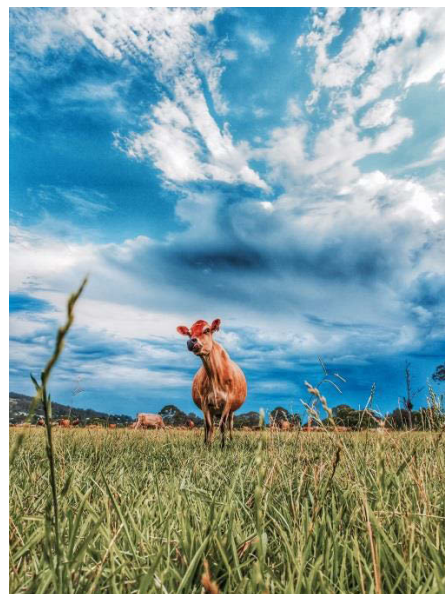
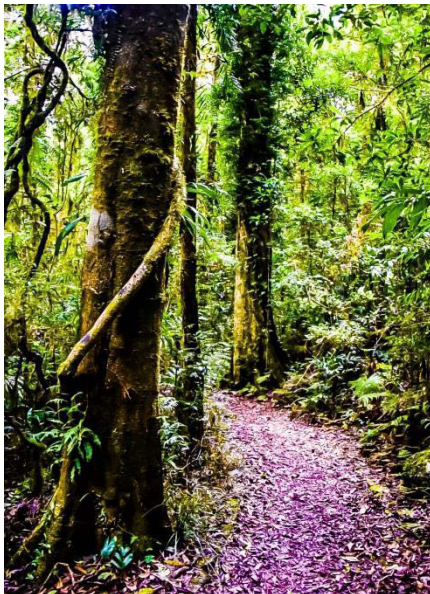


Table 2 Potential Kyogle Local Area Economic Growth Enablers based on Community Strategi Plan Pillars

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
Governance and community services			
1) Establishment of economic development reference group/advisory group	<ul style="list-style-type: none"> <li>Existing, respected, 'profile' people with extensive business experience</li> <li>Good cross-section of local people with experience and demonstrated business acumen in different sectors</li> <li>Established local, regional and national networks from local business representatives, including government networks</li> </ul>	<ul style="list-style-type: none"> <li>Council support for independently chaired Local Economic Advisory Board of capable business leaders and Council elected representatives</li> <li>part of Council advisory committee structure</li> <li>Development of Charter to establish clear purpose and direction of Board</li> <li>Include local Chambers of Commerce and Members of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Qualified advice about local business capabilities, priorities and opportunities to inform Council policy making and advocacy</li> <li>Improved local economic development framework</li> <li>Commercial sector advice to assist and help guide Council and its staff regarding economic development policy and required actions</li> <li>Commercial sector early 'buy-in' on economic development policy initiatives</li> <li>Enhanced business investment attraction potential due to demonstrated local business interest and commitment</li> </ul>
2) Economic development opportunities awareness/promotion	<ul style="list-style-type: none"> <li>Diverse, successful local 'business champions'</li> <li>Attractive business locations</li> <li>Available industrial land</li> <li>Proximity to larger business centres – Lismore, Tweed and SEQ</li> <li>Exemplary local rural small business and cooperative culture</li> <li>Authentic rural produce with interesting provenance</li> <li>Natural attractions that have tourism potential – e.g. World Heritage Area Temperate Rainforests</li> <li>Scenic roads – e.g. motor and pedal bike travel</li> <li>Emerging 'cultural' and lifestyle businesses interest</li> <li>Well established local Aboriginal cultural heritage and communities</li> </ul>	<ul style="list-style-type: none"> <li>Finalise online promotional information – business attraction web and Facebook pages</li> <li>Regular inclusion of 'local business champion' stories demonstrating local business diversity, successes and opportunities</li> <li>Council contributions to regular articles in business and industry publications, including real estate magazines</li> <li>Liaison with Local Aboriginal Land Councils to determine ways of enhancing local Aboriginal economic development opportunities</li> <li>Partner with local Chamber of Commerce to promote local business through webs ite and business awards</li> <li>Support for publications promoting the local economy and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced exposure and marketing of local area, its business and lifestyle opportunities</li> <li>Growth in business base for the Kyogle local area</li> <li>Increase in range of locally available services</li> <li>Improved image of Kyogle area as a culturally diverse location with a range of available experiences</li> </ul>

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
3) Regional/inter-regional advocacy	<ul style="list-style-type: none"> <li>– Cross-border proximity to SEQ</li> <li>– Location potential on main road (Summerland Way-Mount Lindesay Highway, Bruxner Highway and Mount Lindesay Road) and rail (Sydney- Brisbane Rail Line) transport routes</li> <li>– Major agricultural production area forming key part of regional economy</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing participation on Federal and State government forums as regional stakeholder</li> <li>– Ongoing advocacy for hinterland rural development through NOROC or regional local government Joint Organisation</li> <li>– Development of well-defined local narrative to complement regional economic development and land use planning frameworks</li> <li>– Regular liaison with Cross Border Commissioner to maintain recognition of trade issues and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Greater regional integration for Kyogle, its businesses and community</li> <li>– Strengthened local business interest due to improved policy alignment and 'umbrella' regional support</li> </ul>
4) Regional infrastructure	<ul style="list-style-type: none"> <li>– Existing road corridors and infrastructure</li> <li>– Strong local support for regional infrastructure improvement</li> <li>– Proximity to large transport hubs (e.g. Bromelton State Development Area in Beaudesert, Brisbane West Wellcamp Airport, Gold Coast Airport) providing cost-benefit advantages for local producer supply chains</li> <li>– Existing government commitments – e.g. Grafton Bridge upgrade over Clarence River; Tabulam Clarence River bridge upgrade)</li> </ul>	<ul style="list-style-type: none"> <li>– Advocate ongoing upgrade of Mount Lindesay Road as key link to Southern Downs as well as Brisbane West Wellcamp Airport</li> <li>– Advocate development of and contribute towards business case and corridor options report for Summerland Way-Mount Lindesay Highway upgrade (including potential Mount Lindesay deviation)</li> <li>– Continue to advocate for enhanced funding of Clarence Way upgrades and improvements</li> <li>– Maintain strategic approach to external funding sources notably for regional road infrastructure improvement – notably Clarence Way</li> <li>– Advocate for improved rail connections including long term 'strategic connection' to Beaudesert as part of Brisbane Metropolitan Rail System</li> <li>– Advocate consolidation of casino as regional rail transport hub for local produce with local rail freight handling facilities, where practicable to take advantage of Bromelton SDA logistics facilities and future Inland Rail Network</li> </ul>	<ul style="list-style-type: none"> <li>– Improved access to regional and international markets for local produce</li> <li>– Supply chain improvements providing improved cost competitiveness and potential for production growth</li> <li>– Potential additional supporting service industries – e.g. road transportation industry support, producer support</li> <li>– Secondary improved road networks for visitors and residents providing greater access to local area and services</li> </ul>

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
5) Local infrastructure	<ul style="list-style-type: none"> <li>– Extensive local road network coverage</li> <li>– Council commitment to local road and bridges upgrade spending</li> <li>– Local experience and expertise in bridge improvement requirements</li> <li>– Council strategic plan for improvement program</li> </ul>	<ul style="list-style-type: none"> <li>– Maintain strong Council financial commitment to bridge reconstruction/replacement</li> <li>– Identify strategic (economic) catchments to more effectively utilise existing funds and to attract external funding</li> <li>– Provide sewer to village areas of Tabulam, Mallanganee and Wiangaree</li> <li>– Advocate for improved telecommunications, mobile black spot towers and the NBN roll out</li> </ul>	<ul style="list-style-type: none"> <li>– Improved access and attractiveness of local area for rural production, resident commuter or visitor access purposes</li> <li>– Improved economic efficiency due to improved transportation capability for goods produced</li> <li>– Enhanced business attractiveness of defined catchments through improved local road infrastructure</li> <li>– Enhanced village and town capacity to cater for a range of business activities</li> </ul>
6) Grant leveraging	<ul style="list-style-type: none"> <li>– Existing Council experience in applying for grant assistance</li> <li>– Kyogle's relative social disadvantage factors that provide it with some Federal and State priority for funding support</li> <li>– Council's planned approach to project development and improvements – notably for transport and community infrastructure capital works projects</li> </ul>	<ul style="list-style-type: none"> <li>– Maintain awareness of grant funding opportunities</li> <li>– Develop projects to an 'approvals-ready stage' for grant funding applications as the opportunity arises</li> <li>– Maintain a strategic approach to improve potential alignment between Council projects and expected funding opportunities</li> <li>– Maintain awareness of funding opportunities amongst councillors and community</li> <li>– Identify opportunity for food processing hub and catalyst funding opportunities to improve infrastructure (e.g. sewer)</li> <li>– Contribute to regional supply chain research and planning to provide additional supporting evidence for funding applications</li> <li>– Undertake master planning process for villages and key public spaces in Kyogle to ensure identification and development of priority projects</li> </ul>	<ul style="list-style-type: none"> <li>– Improved financial efficiency on Council financial and other resource commitments</li> <li>– Enhanced support services for other forms of economic activity resulting in increased prosperity and potential employment</li> <li>– Improved efficiency and effectiveness in applying for grants</li> </ul>



Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
7) Strategic land use planning	<ul style="list-style-type: none"> <li>– Emerging clusters of business activity – e.g. large scale intensive agriculture and rural industry activity in Tabulam vicinity; culture/lifestyle retailing in Kyogle</li> <li>– Strong community interest in 'value-adding' to local agricultural produce – i.e. food and beverage processing</li> <li>– Abundance of, in principle, land availability for residential lifestyle opportunities throughout local government area including along or in close proximity to main road transport routes</li> <li>– Value representing land prices</li> </ul>	<ul style="list-style-type: none"> <li>– Identify additional rural 'lifestyle' subdivision areas in close proximity to rural villages and Kyogle – including 2,000-4,000 lots around Kyogle (<i>Local Growth Management Strategy</i>)</li> <li>– Promote Kyogle area as a 'lifestyle opportunity' area once potential residential land has been identified and secured through Council's <i>Local Growth Management Strategy</i></li> <li>– Assess potential demand for food processing industry hub for small scale businesses in Kyogle town area and i) identify any existing opportunities for available serviced industrial land and/or ii) identify additional land requirements and plan for infrastructure services provision</li> <li>– Maintain regular review of Council's Local Growth Management Strategy as evidence-based, informative document for proposed LEP amendments (i.e. zoning changes to facilitate strategic economic development and growth) – incorporate recommendations within Council's KLEP or ensure that KLEP remains aligned to Growth Strategy</li> <li>– Encourage and incentivise development of industrial areas</li> </ul>	<ul style="list-style-type: none"> <li>– Strengthening of local 'value add' food and beverage processing industry</li> <li>– Increased local profile through marketing of processed 'value add' products</li> <li>– Enhanced visitor attraction</li> <li>– Increased residential lifestyle choices</li> <li>– Increased economic and industrial land availability</li> </ul>
8) Developer contributions incentives	<ul style="list-style-type: none"> <li>– Comparatively low levels of development and pressure for infrastructure services</li> <li>– Community propensity towards acceptance of sustainable development leading to economic development and improved prosperity over upfront recovery of infrastructure cost emphasis</li> <li>– Existing capable Council infrastructure networks – notably urban roads and some rural roads; water and sewer</li> <li>– Existing detailed contemporary Council infrastructure planning</li> </ul>	<ul style="list-style-type: none"> <li>– Finalise Section 94A Developer Contribution Plan to simplify contributions calculations and reduce rates for most development</li> <li>– Investigate opportunities for alternatives to up front developer contributions to stimulate residential, industrial and economic developments</li> </ul>	<ul style="list-style-type: none"> <li>– Improved cost competitiveness for built development within the local government area</li> <li>– Further reduction in delays to process development applications</li> <li>– Timely development to meet community needs and create economic growth</li> </ul>

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
9) Economic development opportunities 'prospectus'	<ul style="list-style-type: none"> <li>Existing extensive regional economic development strategy initiatives negating the need for duplication by Council regarding supporting information</li> <li>Local expertise in marketing – e.g. Kyogle Culture</li> <li>Existing 'champion' examples able to provide local depth and authenticity to range of potential opportunities</li> <li>Availability of other examples</li> </ul>	<ul style="list-style-type: none"> <li>Focus on preparing specific 'prospectus' rather than general 'strategy document' approach</li> <li>Assess specific investor interests to tailor promotional messages and information provided</li> <li>Undertake research with investment managers to determine critical information of interest – e.g. venture capital firms involved in agribusiness, tourism or niche retailing sectors</li> <li>Roadshow prospectus opportunities where possible in collaboration with local business representatives – e.g. specific business functions, conferences</li> </ul>	<ul style="list-style-type: none"> <li>Targeted investment interest that is locally directed for strategic advantages</li> <li>Improved matching of strategy with market interest</li> <li>Enhanced investment in region with potential for improved services, employment and prosperity</li> </ul>
Ageing in place, disability services and respite care			
1) Aged person's housing diversity facilitation/promotion	<ul style="list-style-type: none"> <li>Competitive pricing of village and rural land</li> <li>Council's existing LEP and DCP frameworks permitting development option diversity</li> <li>Not-for-profit organisations' increasing interest in Kyogle as development costs increase in other locations throughout the region</li> <li>Extent of support services, locally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>Identify public (i.e. Council and State) and private land availability based on development industry suitability criteria – e.g. NCCH criteria – as GIS project</li> <li>Determine location of further suitable locations for small lot housing – e.g. Bonalbo and Woodenbong – and incorporate into KLEP</li> <li>Investigate pilot project with NCCH or other organisations to provide additional housing options for local area</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of Kyogle as 'Age friendly' location</li> <li>Improved housing options for aged persons and persons with a disability</li> <li>Improved employment opportunity due to construction activity</li> <li>Improved sustainability for service provider sectors due to retention of more (aged) people in local area</li> <li>Improved retention of aged people and intellectual collateral for business development by younger generations</li> <li>Enhanced community social structures through longer integration and interaction from older people and those with a disability</li> </ul>
2) Aged person's housing incentivising	<ul style="list-style-type: none"> <li>Council's existing infrastructure servicing capability in Kyogle, Bonalbo and Woodenbong areas</li> <li>Existing Council commitment to prepare Section 94A Developer Contributions Plan</li> </ul>	<ul style="list-style-type: none"> <li>Finalise S94A Developer Contributions Plan</li> <li>Promote awareness of aged persons' accommodation developer incentives through reduced developer contributions payments</li> <li>Provide better awareness of SEPP provisions for aged person's accommodation in the Kyogle area through localised information brochures</li> </ul>	
3) Aged person's services	Established service providers – e.g. Care Connections; Whiddon Group	<ul style="list-style-type: none"> <li>Establish a Working Party of service providers and aged persons' representatives to identify specific Kyogle aged and disability services needs and weaknesses to target Council advocacy</li> <li>Promote the area's aged and disability services to retain and/attract older people within the local area</li> </ul>	

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
Agriculture			
1) Agribusiness strategic corridors	<ul style="list-style-type: none"> <li>– Existing and developing 'clusters' of intensive agricultural development</li> <li>– Strong acceptance of agriculture as a key feature of the area's scenic landscape, economic opportunity and social fabric</li> <li>– Expanding markets for agricultural produce – product demand</li> <li>– State recognition of benefits of agriculture sector economies of scale and resultant contribution to Regional Domestic Product and employment</li> </ul>	<ul style="list-style-type: none"> <li>– Liaise with RDA-Northern Rivers to determine appropriate economic (and spatial) criteria for North Coast Agribusiness Strategic Corridors through supply chain analysis and research</li> <li>– Consult with Tabulam agricultural producers and rural industries to identify critical infrastructure needs for 'Agribusiness Strategic Precinct'</li> <li>– Recognise Precinct within revised Local Growth Management Strategy identifying boundary, objectives and guidelines to protect agricultural industry status of land</li> <li>– Include strategic recognition of Tabulam Agribusiness Strategic Precinct within KLEP – i.e. include within Strategic Framework Section once proposed amendments to Standard Instrument come into force.</li> <li>– Promote awareness of Precinct through promotional material and different media</li> <li>– Utilise Precinct as priority area for any additional strategic infrastructure grant funding to further consolidate corridor's function</li> <li>– Consider other locations for Agribusiness Strategic Precincts; recognise locations in Local Growth Management Strategy and KLEP as necessary</li> </ul>	<ul style="list-style-type: none"> <li>– Enhanced agricultural production</li> <li>– Targeted economic growth within Kyogle hinterland</li> <li>– Secondary economic development and potential growth within village areas – i.e. support services</li> <li>– Improved land management due to increased productivity and ability to invest into upkeep of land and other natural resources</li> </ul>
2) Strategic infrastructure advocacy	<ul style="list-style-type: none"> <li>– Well defined regional road network</li> <li>– Strong community support</li> <li>– Readily apparent integration of regional road network importance with Council's local roads and businesses</li> <li>– Ongoing work by Council to identify and demonstrate economic benefits of road infrastructure improvement on existing businesses and further business attraction</li> <li>– Relationships with Federal and state members of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>– See Points 4, 5 and 6 – Governance and community services</li> </ul>	<ul style="list-style-type: none"> <li>– See Points 4, 5 and 6 – Governance and community services</li> </ul>



Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
3) 'Value-add' facilitation	<ul style="list-style-type: none"> <li>– Existing local producers</li> <li>– Existing local food and beverage processors</li> <li>– NORCO and Northern Co-operative Meat Company processing and marketing expertise</li> <li>– Local interest in 'start-up' opportunities</li> <li>– Proximity to other markets – SEQ, Northern Rivers coastal towns and centres</li> <li>– Existing recognition and culture of Northern Rivers food and beverage value adding</li> <li>– Existing networks – e.g. Green Cauldron</li> </ul>	<ul style="list-style-type: none"> <li>– Identify and list existing local (Kyogle local government area) food and beverage producers</li> <li>– Liaise with producers (e.g. workshop or working party) to determine needs and priorities for Council</li> <li>– Commence identification for serviced (water and sewer for trade waste purposes) food processing industrial hub – consider existing available land and readiness of landowners as well as future supply of land</li> <li>– Amend Local Growth Management Strategy to include any recognised food processing industrial hubs</li> <li>– Consult with Federal and State governments regarding grant funding assistance for local food processing hub</li> <li>– Promote Kyogle as a food producer – including existing co-op based production as well as small business local food processors</li> <li>– Council to maintain support for existing co-op structures – e.g. NORCO and NCMC as well as for pig industry</li> </ul>	<ul style="list-style-type: none"> <li>– Increased diversification towards food and beverage processing and industrial services</li> <li>– Increased services employment</li> <li>– Recognition of Kyogle as quality food producer</li> <li>– Improved 'branding' for Kyogle as quality food area</li> <li>– Potential for secondary increases in 'food tourism' to the local area</li> </ul>
4) Agriculture – visitor attraction integration	<ul style="list-style-type: none"> <li>– Existing farmstay opportunities</li> <li>– Proximity to markets – SEQ residences wishing weekend escapes and domestic and international visitors to the area</li> <li>– General, in principle, community acceptance of integration opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Identify existing opportunities</li> <li>– Promote local 'best practice' examples</li> <li>– Organise workshop to present 'best practice' examples of agri-tourism from other locations</li> </ul>	<ul style="list-style-type: none"> <li>– Diversified agri-businesses</li> <li>– Improved agricultural sector resilience during adverse weather events or other 'shock's to agricultural production or market conditions</li> <li>– Enhanced recognition of Kyogle as an agri-tourism escape supporting larger nearby urban areas</li> <li>– Improved tourism integration for Kyogle businesses in regional tourism product development and marketing</li> </ul>

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
Visitor attraction			
1) World Heritage Area Temperate Rainforests	<ul style="list-style-type: none"> <li>– Expansive World Heritage Area Gondwana (Temperate) Rainforest areas throughout local government area</li> <li>– Relative easy access to rainforest areas</li> <li>– Protected status of existing rainforest areas</li> <li>– Global interest and acceptance of WHAs as key destinations for visitors</li> </ul>	<ul style="list-style-type: none"> <li>– Promote WHAs in local area as key visitor attraction</li> <li>– Identify key drive routes and cycle routes through WHA rainforest areas</li> <li>– Advocate for improved directional and interpretative facilities throughout rainforest areas</li> <li>– Undertake professional photography of natural locations for promotional purposes</li> <li>– Prepare Signage Management plan for key WHA drive routes</li> <li>– Incorporation of WHAs in Kyogle's tourism promotion as a priority feature</li> </ul>	<ul style="list-style-type: none"> <li>– Improved international recognition of Kyogle's WHA tourist attractions</li> <li>– Leveraging opportunities for tourism support businesses in towns and villages</li> </ul>
2) Leveraging off Gold Coast/Brisbane markets	<ul style="list-style-type: none"> <li>– Existing relationships through visitor information office networks</li> <li>– Regional economic development officers' network</li> <li>– Green Cauldron participation</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to participate and support Green Cauldron membership by Council</li> <li>– Council to support Kyogle-specific quality tourism campaign based on readily available self-drive WHA tours with ancillary visit and stay promotions for villages and towns – aimed at Gold Coast Airport, online platforms (e.g. Facebook) and SEQ lifestyle magazines</li> <li>– Develop motorcycle scenic drives campaign for key routes within Kyogle area linking to other centres in nearby regions as weekend activity for SEQ residents – i.e. leverage off other regional centres and attractions</li> <li>– Establish liaison with business proprietors to identify specific strategies for SEQ market activities and attraction in area</li> </ul>	<ul style="list-style-type: none"> <li>– Diversification of tourism experiences and business base</li> <li>– Improved marketing expertise</li> <li>– Brand development and refinement</li> </ul>

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
3) Council 'signature' tourist accommodation facilities	<ul style="list-style-type: none"> <li>– Existing caravan park and camping facilities in Kyogle and Bonalbo</li> <li>– Camp grounds in Woodenbong and Mallanganee</li> <li>– Disused caravan park at Tabulam</li> </ul>	<ul style="list-style-type: none"> <li>– Prioritise upgrade of Kyogle Caravan Park</li> <li>– Facilitate expansion and upgrade of Kyogle Caravan Park and management tenure for facility</li> <li>– Integrate linkage between Kyogle Caravan Park, Botanic Gardens, Alcorn Park and town centre through improved landscaping and interpretative walkways – e.g. bush tucker walk in conjunction with local Aboriginal and Landcare groups</li> <li>– Investigate opportunities for business synergies between Kyogle Caravan Park management, Council and other tourism related businesses in region to promote area and access to attractions</li> <li>– Investigate opportunity for funding support for capital improvement to Kyogle and other village caravan parks</li> <li>– Ensure that caravan parks and camping facilities form key consideration for any Visions of Village Life Masterplans</li> </ul>	<ul style="list-style-type: none"> <li>– Additional tourist accommodation</li> <li>– Improved townscapes</li> <li>– Increased demand for town/village services</li> <li>– More attractive accommodation options across the LGA</li> </ul>
4) Towns/villages business centres – street revitalisation	<p>Council commitment to undertake Visions of Village Life Masterplans</p> <p>Community support for town and village revitalisation</p> <p>Relative small scale of most villages and associate significant ability to make an impact</p>	<ul style="list-style-type: none"> <li>– Establish village based advisory groups</li> <li>– Finalise and adopt Visions of Village Life Masterplans with inclusion of key economic development objectives</li> <li>– Complete master plans for key public spaces in Kyogle</li> </ul>	<ul style="list-style-type: none"> <li>– Improved social vibrancy and local amenity</li> <li>– Enhanced visitor and business attraction and resident retention capability</li> <li>– Enhanced commercial and residential property values</li> <li>– Community inclusive plans able to more effectively inform future infrastructure planning</li> </ul>



Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
5) Promotion of culture and diversity	<ul style="list-style-type: none"> <li>– Rapidly emerging 'culture' characteristics within town-based business communities</li> <li>– Community recognition and acceptance of existing 'culture industry' capability throughout local area</li> <li>– Community and external market embracing of 'culture and lifestyle' as highly marketable value products and services</li> <li>– Established integration of culture and environment throughout community thinking</li> <li>– Demonstrated high level of expertise (i.e. product manufacturing, retailing and marketing) amongst some existing business owners</li> <li>– Access to growing markets (i.e. SEQ and region) seeking authenticity and variety in cultural products and services</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to support cultural and lifestyle marketing within the Kyogle local area</li> <li>– Develop complementary interpretative signage for Council's public places that focus on culture and lifestyle aspects of the different town and village centres as well as Aboriginal and settler culture and history throughout the area – utilise eye-catching high quality signage and imagery</li> <li>– Develop a new brand for the Kyogle LGA and its businesses and attractions to use</li> <li>– Advocate for local aboriginal cultural and economic opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Business reflecting social character</li> <li>– Improved business centre amenity and character</li> <li>– Recognition of Kyogle as a quality lifestyle centre</li> <li>– Enhanced commercial property values to support further investment</li> <li>– Identifiable brand for Kyogle and its villages</li> </ul>
6) Visitor attraction legibility	<ul style="list-style-type: none"> <li>– Selection of natural and social visitor attractions</li> </ul>	<ul style="list-style-type: none"> <li>– Develop and install quality Interpretative signage for towns and villages regarding social and natural features of interest</li> <li>– Investigate use of high quality imagery banners for main streets showcasing surrounding natural and social visitor attractions</li> <li>– Develop and implement Signage Management Plan for key self-drive routes throughout the Kyogle local area</li> </ul>	<ul style="list-style-type: none"> <li>– Enhance visitor experiences</li> <li>– Enhanced community awareness, pride and self-promotion of features of interest</li> </ul>
Village life			
1) Centres revitalisation	<ul style="list-style-type: none"> <li>– Existing centres</li> <li>– Existing village maintenance partners</li> <li>– Kyogle and District Chamber of Commerce and its webpage business support services as gateway to other markets for towns and villages</li> <li>– Council's existing well defined infrastructure plans</li> </ul>	<ul style="list-style-type: none"> <li>– See Item 4) – Visitor attraction</li> </ul>	<ul style="list-style-type: none"> <li>– See Item 4) – Visitor attraction</li> </ul>
2) Signage	<ul style="list-style-type: none"> <li>– See Item 6) – Visitor attraction</li> </ul>	<ul style="list-style-type: none"> <li>– See Item 6) – Visitor attraction</li> </ul>	<ul style="list-style-type: none"> <li>– See Item 6) – Visitor attraction</li> </ul>

Enablers	Endowments	Actions/Considerations	Potential Outcomes/Benefits
3) Lifestyle residential developments	<ul style="list-style-type: none"> <li>Existing land stock – notably immediately adjacent to town and village centres</li> <li>Low-constraint lands available for, in principle, development</li> <li>Proximity to other growing regional centres</li> <li>Extensive scenic attractions (rural views and vistas) around towns and villages</li> <li>Existing levels of services and available infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Identify additional closer rural residential lifestyle settlement areas around town and village peripheries – max. 2,000-4,000 sq. m. lots with elevated views and close proximity to towns/villages</li> <li>Identify potential areas for larger rural residential lots along higher order local rural roads outside of quality agricultural lands (i.e. 'acreage lots'), based on supporting demand and landowner/developer interest to develop land</li> <li>Amend Local Growth Management Strategy to include future release areas and amend KLEP</li> <li>Avoid dilution of product quality through inappropriate 'poor quality' development – e.g. small dispersed single lot development</li> </ul>	<ul style="list-style-type: none"> <li>Additional housing diversity</li> <li>Architectural and garden landscaping of 'town/village frames'</li> <li>Population growth through additional families to area</li> <li>Increased jobs through additional construction</li> <li>Increased rate base for Council enabling additional rates income</li> <li>Secondary support for services sectors through population growth and demand for services</li> </ul>
4) Local narratives	<ul style="list-style-type: none"> <li>Wealth of local history and local knowledge</li> <li>Range of authentic Kyogle local experiences</li> <li>Current demand for diverse rural experiences readily accessible to visitors of different types</li> </ul>	<ul style="list-style-type: none"> <li>Identify local 'economic champions' involved in range of businesses; prepare 1 page stories and obtain imagery</li> <li>Publicise local area's business and visitor attractiveness through local narratives featuring 'local champions'</li> <li>Utilise web-based platforms including Facebook and Instagram</li> <li>Target select lifestyle publications with articles</li> </ul>	<ul style="list-style-type: none"> <li>Increased exposure for local area reflecting associations between business activity/opportunity and community</li> <li>Increased local business diversity awareness and leadership</li> </ul>

# Making it work

The matters referred to in this paper are intended to form the basis for further investigation, validation (through evidence-based analysis) and implementation. Given the Council's other priorities and limited available resources, it will be important to remain 'strategic' about how and where efforts are placed in developing an enduring contemporary approach to the area's economic development needs into the future.

The following sections attempt to provide some points that should be considered in refining and implementing the Council's final adopted approach, largely based on the details outlined in Table 2 of this paper.

## Key Considerations

Council's Community Strategic Plan vision is its adopted vision and represents a solid outlook for the local community with values that are identified as already being shared by others in the immediate and adjacent regions. The Council's vision is consistent with that of the SEQ Regional Plan – based on themes of Grow, Prosper, Connect, Sustain and Live and is also consistent with that of the recently adopted North Coast regional Plan – *"The best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities"*. This ensures that the Kyogle area is already aligned with the vision of underlying values of the two largest regions affecting the local area.

The enablers and actions referred to in Table 2 are largely outcomes of the Council's Business Leaders' Forum, Council's adopted Community Strategic Plan, findings and recommendations from recent regional planning in SEQ and for the North Coast as well as discussions with RDA – Northern Rivers and NSW Department of Premier and Cabinet staff. Observations and discussions with local business proprietors and Chamber of Commerce representatives regarding recent trends towards an increase in the number of 'lifestyle' shops has also influenced some of the recommendations regarding enablers and associated actions that may benefit economic development in the local area.

While it is considered that there is clear anecdotal support from different community sectors regarding the types of actions that are proposed, more critical and detailed analyses may still be required to provide the evidence base for potential investors to make decisions about contributing towards the local economy. Key areas that may benefit from more detailed socio-economic assessment include the following:

**Governance (Economic Development Advisory Board)** – The Council's limited resources and competing priorities can, at times, make it difficult to obtain the best guiding information and direction for actions it needs to or should take. This has especially been in relation to its economic development requirements. Reliance on economic development matters is a significant issue for the Council because, as demonstrated in this paper, it can be a key consideration in driving its land use and services planning.

The Council currently relies on staff discussion with a range of stakeholders to seek its economic intelligence and guidance. This can be both inadvertently selective and inefficient and does not always result in 'hearing what you need to know'. While one-on-one contact with stakeholders will remain important for the Council, other models are available to supplement its engagement with the community over its economic development planning. The recent Business Leaders' Forum demonstrated the level of goodwill and knowledge that abounds within the community and the level of resource that this represents to inform decision making

The Council has a number of advisory committees and other forums to inform its decision making processes. However, it does not already have a similar forum for its economic



development needs, which forms a key aspect of its Community Strategic Plan including the overall vision (i.e. – ‘opportunity’). While other related forums do exist within the community, such as Chambers of Commerce and Progress Associations, these are not specifically tasked with informing the Council over the actions that it should adopt and prioritise.

A formal ‘board-like’ forum that advises the Council over specified economic development matters (e.g. guided by its Community Strategic Plan) could provide a valuable resource to the Council as well as provide a targeted way of engaging directly with business leaders.

Should the Council agree to establish an Economic Development Advisory Committee, such a forum should have specific task-related priorities to deal with as well as act as a sounding board for ideas that the Council may independently derive or seek guidance on. Any forum should specifically seek a range of representatives that are actually involved in successful businesses in the local area or region who have a demonstrated capacity to act at a stewardship level and who are likely to provide the most benefit to the community – i.e. through experience in business decision making or specific sectors, networks or other skills. The forum should have a specific charter or terms of reference and have councillor representation and extend invitations to the local Members of Parliament.

Consideration may also be given to independent co-chairing of the forum – this need not necessarily be by a business representative but could, for instance, also include a prominent ex-elected or other official that has had significant industry or government dealings. A range of existing models already exist for such forums with other local government councils and associated business communities.

In considering the formation of such an advisory committee, Council should take care to align with any regional efforts of a similar nature and ensure that there is an adequate level of representation for the local area while avoiding duplication of effort.

**Demography** – Figures regarding population and workforce characteristics identified in this paper are largely based on ABS 2011 Census figures. Final Estimated Resident Population and Workforce characteristics figures for the 2016 Census are not expected to be released until later in 2017. While the final figures are expected to only consolidate the findings and assertions in this paper, updated statistics should be used when available.

**Business-relevant information** – There can be a propensity to provide information that is thought to be useful as opposed to that which actually is useful. In this regard, it will be important to properly understand what information is valued by the intended reader – both for visitor and investors. Investors, especially, are likely to seek specific information that can provide quick indications of establishment costs and potential return on investment.

For instance, average land valuations, available property sizes, soil types, agricultural land capability and transport travel distances are likely to be useful information to someone seeking an agricultural investment opportunity. Information about other existing, similar successful businesses may also serve as an indicator influencing likely risks and more importantly whether it is worthwhile taking the next step to find out more detail from Council or others in the local area.

Council may wish to get some guidance from relevant investment firms, venture capital firms or other similar institutions that deal with and manage investors in different sectors and help investment decision making based on the those types of information and detail that count.

**Tourism** – This paper identifies tourism as a key area that is likely to beneficially affect Kyogle's future economic development. Macropian (see Appendix), in its presentation to the Business Leaders' Forum, identified this as the most likely beneficial sector for Kyogle's future economic development. This is notably because of the heavy interest in tourism (visitor attraction) in SEQ, and notably the nearby Gold Coast sub-region, the large resident market in

SEQ, the existing tourism infrastructure and networks that operate within the North Coast Region and the high number of jobs the sector creates compared to other sectors.

Further development of Kyogle's various tourism products and economic data to support and guide the development of this sector should be regarded as a priority. This should be supplemented through industry/operator capacity building workshops for local operators over time, supported by Council in consultation with Department of Premier and Cabinet and RDA.

**Agri-business** – Agri-business is recognised as a key dollar-value contributor to the local economy as well as its scenic rural landscape. It is also able to form a significant part of the produce for potential food or beverage processing in the future, should this become further consolidated in the local area. While the sector is experiencing a decline in overall employment generation, it is still a contributor to employment in the more remote rural locations and also supports a range of service related employment opportunities.

Further economic analysis of the importance of this sector to the local economy, include the different types of agriculture and any 'clusters' within the local government area that may provide economy-of-scale advantages or other synergies should be undertaken. This should also specifically be undertaken in a manner that produces local data that is likely to be of interest to agri-business investors. Council should also expedite planning work to identify Agricultural Strategic Precincts, notably within the Tabulam locality. This is to provide a level of strategic planning that recognises the worth of the sector to the local economy, helps protect it as an 'industry' area as opposed to lifestyle rural location and can be used to target further private investment and government catalyst/supporting infrastructure investment as well as help create further employment in the more remote and social disadvantaged parts of the LGA.

Kyogle is still recognised as representing value (e.g. land costs, availability of skilled value and access to markets). These are aspects that should be incorporated in economic analysis of the sector and its potential attractiveness to investors. Agri-business is also a specific sector that lends itself to well defined and diverse narratives for the local area. In particular, this should include recognition of the many local business champions that already exist. Their stories should be told in order to also provide a more engaging front for the area's economic development opportunity awareness.

**Culture** – Culture has become a much talked about aspect of Kyogle's economy and its potential economic development destiny. It is a concept that sits well with the Community Strategic Plan vision and the community generally. It is an increasingly highly marketable aspect if done well and supported across the community and forms a key part of the growing 'service sector economy' which is responsible for most of the employment growth.

'Culture' represents a fundamental societal value and has been shown to help bind communities. The concept can also significantly contribute to a community's 'brand' as opposed to just focusing on landscape or other non-social aspects. The Council should ensure that this concept is able to be further developed by its businesses and form a cornerstone of its visitor and investment attraction marketing and brand development.

Being an area that largely expresses social values, it also stands to benefit greatly from recognition of people – champions – that are successfully involved in the sector. Recent marketing work by some in the sector has shown (surprisingly to some in the community) that Kyogle has a wealth of champions already operating in this sector and that there is significant further potential for the sector to be developed. This is both due to the depth and variety of products and services that are available within the sector and its obvious synergies with other sectors affecting the local economy – notably tourism and agri-business.

Apart from the European-style culture values that could be further economically developed within the local area, the area also has a strong indigenous Aboriginal culture that should be

included and developed as an overall part of the area's culture narrative and business networks.

**Village amenity** – Council must consider the aspects over which it has greatest control in determining its contributions towards economic development of its local area. Major critical infrastructure such as roads, water and sewer are obviously of paramount importance. Social development and contributing to an area's character in a way that is attractive and consistent with the values of the community is equally important and can be a more significant contributor to visitor and investment attraction. Premier locations (for visitor or investment attraction) throughout Australia are rarely talked about in terms of their 'infrastructure' but readily in terms of their character, vibrancy and amenity.

Amenity through 'place-making' is regarded as a key economic stimulant. This should be in line with expressed community values that are collaboratively identified to ensure strong community 'buy-in' and do not necessarily always require significant expenditure. Council has already resolved to undertake a series of Visions of Village Life masterplan studies, informed by village community based advisory groups. This should be regarded as a key priority of any 'economic development strategy of the Council.

While the area's villages are identified for future place-making master planning, the Kyogle CBD already has a master plan in place, which has not yet been fully implemented. Professor Jim Cavaye at the Business Leaders' Forum, recognised streetscaping – notably street plantings – as the most significant and one of the cheapest forms of amenity improvement that support economic development and growth within business centres.

The Council should revisit its plans for street scaping of the Kyogle main street in collaboration with the local business community. It is noted that concerns are often raised regarding the impacts of trees on services and the like. While such concerns are genuine matters to consider, there is now such a range of successful business centre streetscaping that guidance is readily available from other examples. This included main road situations that are much more heavily trafficked than the Summerland Way through Kyogle – e.g. Childers in Queensland.

Both Woodenbong and Bonalbo, being the two largest established villages in the Kyogle local government area, are also potentially well suited to streetscaping and place-making design with their wide streets, parks, other public spaces and extensive views and vistas of the surrounding rural and natural landscape. This is likely to help further attract visitors to the area and further supporting investment and services as well as consolidate their position as village lifestyle locations.

**Land releases** – New development invariably requires suitable land. Such land must suit market expectations both in form and supply otherwise price points may decrease to a level that are no longer profitable to a land developer with markets turning away. Highly desired land in reasonable supply is most likely to not only maintain interest but also sustain optimal price points.

This paper has identified that there is a general anecdotal lack of supply of residential 'lifestyle' lots. There is also an opportunity to grow a more quality housing sector around so-called town frame locations notably around Kyogle and to a more limited level (i.e. in terms of likely demand) around Woodenbong and the other villages. Opportunity for other forms of rural residential land is also likely to exist in other locations in the Kyogle local government area.

The release of land for which there is strong commitment from landowners to proceed to development is likely to have significant short and longer term beneficial effects for the area's economy – i.e. through initial construction and subsequent demand for services from families. Strategic land release stimulation for residential purposes is likely to be one of the more effective interventions that the Council can undertake to stimulate the area's economy.



The paper has also identified that there is scope for a more strategic approach to industrial land releases to match specific needs with appropriately sized and serviced land e.g. water and sewer for food and beverage processing purposes. Identification and release of such land could help catalyse the onset and growth of new or emerging industries within the local area. Council may wish to investigate the potential benefits of such an approach based on a more detailed objective assessment of demand for any specific industrial land

Possible additional incentives that the Council may wish to consider include a relaxation of Section 94 developer contributions or other charges subject to completing development within a certain timeframe and on the basis that it may collect much more rates revenue due to earlier onset of strategic development. In any case for the release of additional land, the Council is required to consider such in the context of a review of its Local Growth Management Strategy.

**Signage** – This is another intervention for which the Council is well placed and which may further support a range of economic development opportunities that the local area has to offer. Legibility of the area's characteristic, including economic related features is a significant contribution that the Council could provide. This is particularly the case with Council's current attempts to develop a 'brand' for the area to help guide further signage.

While brands can be important, equal consideration should be given to specific messages that may need to be conveyed. This is notably the case for tourist attractions as well as any key economic features that the Council may wish to promote. These latter aspects, in particular, could assist the Council and community to strengthen its identification as an equally important agri-business area as it is for scenic attractions and help influence its 'brand'.

Regardless, signage directing travellers to its varied scenic and cultural attractions should form a key part of the Council's economic development priorities as well as high quality interpretative signage within and around its public spaces. An example of indicative signage style that may be considered is shown in Figure 5.



Figure 5 Indicative, stylised interpretative signage<sup>1</sup>

Directional material may also take other forms. At a practicable level, all maps and key features should be identified on readily available (and free access) online tools such as Google

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<sup>1</sup> Example from Queensland national Parks, Stanthorpe District

Maps. This includes any specific routes – e.g. drive routes. For visitors to the area, street pole banners can also form a visually stimulating and informative way of conveying information about surroundings and events as can modern printed picture board montages.



*Figure 6 Indicative photo montage printed signage*

## **Alignment of policy**

Council's economic development direction will need to remain aligned with regional policies and other economic development frameworks as any influences from within the regions are likely to be the most dominant over time. Effective alignment with the regions is also likely to better assure future investors through the greater certainty that such a position can bring. Long term trends are particularly more likely to be ascertained through regional analyses rather than relying on more sporadic local fluctuations.

In view of the above, it would make good sense that much of the macro long term strategic direction for the Kyogle area should also be represented by regional economic development planning initiatives as those that are being or are about to be undertaken by NSW Department of Premier and Cabinet and RDA-Northern Rivers. There is likely to be little gain for the Council to undertake its own data analyses, other than for specific opportunities, as this is only likely to duplicate the efforts of other organisations that are better placed to undertake such work. There is also already much freely available data that can be readily accessed online that people can turn to should they wish to view economic statistics for the region (or Kyogle).

Council is likely to be better placed by ensuring that local opportunity initiatives are scoped in a manner that provides them with clear regional policy alignment in order to maximise any advantage that can be gained from other work (e.g. analyses) and support from other levels of government and industry sectors. Detailed assessments should be directed towards providing any locally required evidence base for decision making, marketing of local products or opportunities, support strategically important negotiations or applications for external funding support.

Key policy and evidence-based supporting considerations that the Council should ensure are included as part of any regional-level economic development planning should include:

**Tourism** – leveraging from South East Queensland, including integration with Gold Coast opportunities; improved integration of Northern Rivers Hinterland areas with coastal area opportunities

**Agri-business** – importance of Agricultural Strategic Corridors to improve agricultural investment attraction and productivity (including supply chain considerations)

**Transportation networks** – strategic value of the Summerland way-Mount Lindesay Highway and Mount Lindesay Road routes, East-West connection along Bruxner Highway and Bangalow Road and Kyogle Road tourist route to Murwillumbah and Tweed, plus local 'first mile' transport infrastructure

**Aged persons' accommodation and services sector** – to help retain aging population in local areas and prevent dilution of services

**Knowledge technologies** – help identify roles for local centres to maintain commercial relevance in a changing world of knowledge technologies

**Communication technologies** – maintaining appropriate levels of service to local areas to maintain business connectedness in an increasingly globalised economy

## **Economic development strategy form and outcomes**

It has been a common practice for Councils to have an 'integrated economic development strategy'. This usually includes extensive background information, some key objectives and lists of actions and can take the form of a strategy, policy or plan document. Kyogle Council's Economic Development Policy of 2011 and its "Sense of Place Project" Economic Development Plan are examples of this. This approach was probably satisfactory at a time when councils could act much more independently but is no longer likely to be an effective approach in an era dominated by changing globalisation, mega-shocks and rapidly responding and growing cities.

This paper has already highlighted the need for and benefits of considering much of Kyogle's evidence based background and policy frameworks in a regional sense but ensuring that its local opportunities are recognised within such frameworks. It is then up to Council to ensure that sufficient detail is provided at the local level to more clearly articulate any detail regarding its local opportunities, help strategically attract investment where it is, in principle, able to do so and to do it in such a way that has broad community support.

Rather than a 'strategy' document, it is recommended that the Council instead consider its approach as a number of targeted actions (e.g. based on the matters discussed in this paper) and concentrate on a 'prospectus-style' approach that lists specific opportunities, their locations, benefits and sector specific business-relevant information. There are a number of models that currently exist including for Lismore and Lake Macquarie. Such a process is also likely to be more effectively guided by a local economic development advisory forum as referred to elsewhere in this paper.

# Conclusion

This paper, largely through discussions that emanated from the Business Leaders' Forum, has identified that changing economic dynamics associated with globalisation and increasing demand for services will be responsible for potentially dramatically influencing Kyogle's economic development and prosperity future. The influence of South East Queensland, as a rapidly expanding global city urban conglomeration will be the driving force for change at the regional and local levels for outlying locations like the NSW Northern Rivers and its towns and local areas like Kyogle and its villages.

Kyogle will need to ensure that its economic development planning will stay aligned with broader state and inter-regional policies and economic directions to ensure that it is able to effectively leverage a 'place' within the changing economic spectrums to help grow its own economy and help its community grow and prosper. Regional and industry collaborations, for which Kyogle already has a strong history and culture, will increasingly become important in achieving positive and prosperous outcomes for the local community.

Effective local economic development planning for areas the size of the Kyogle LGA is likely to increasingly steer away from an emphasis on descriptive data (i.e. demographics and other socio-economic statistics) to a much more strategic, 'opportunity-based' approach of promotion and facilitation. Data and over-arching policies, while still important, are likely to be more effectively assessed and provided at a regional level. This is increasingly being witnessed in the move towards 'prospectus-style' economic development planning documents being prepared by many local government councils.

Apart from taking a more strategic approach towards key sector opportunities and promoting opportunities to relevant markets, it is recommended that Council also use and integrate some of its 'core functions' and capabilities to support some of the economic development opportunities that exist, particularly those that are likely to attract visitors to the area, retain some of these visitors as new residents and also retain existing residents – notably people once they get older.

Kyogle has witnessed resurgence in an interest in 'culture' and lifestyle goods and services. This comfortably complements its socially embraced concepts of sustainability and also values that are place on the area's natural and rural scenic beauty and experiences that this can offer. Ultimately, it is up to Council to determine what it can do as part of its day-to-day functions and activities to have the most effect for its pathways to prosperity.

An agreed need to attract visitors and investment in a sustainable manner is most likely to benefit through appropriate support mechanisms. The Council is already on a well-defined path of significant local infrastructure improvement, focusing on its roads and bridges. This is of fundamental importance to ensure that its 'producing economies' and visitor and domestic economies are accessible and effectively connected – locality to locality and to markets.

Scope also exists for the Council to increasingly prioritise resources investment and advocacy for external funding support for those aspects which support service centres and promote social vibrancy. This includes improving civic design elements of its towns and villages through place-making, utilising park networks as an extension of its natural landscapes and social history and promoting the narratives of its different places and people – e.g. through quality interpretative signage and other features. Council is already committed to this path through its Visions of Village Life Masterplan initiative. A similar process for key public spaces will then need to be undertaken in the township of Kyogle, being the key visitor centre for the local government area.

Kyogle is sometimes seen as facing a possible transition between agricultural and cultural/lifestyle driven economies. In reality they both exist, and are likely to remain equally

important to the area's future and complement each other. This is effectively recognised in the Council's Community Strategic Plan. Growing interest exists in both sectors and deserves equal attention. The way this is to be undertaken is likely to require some change in approach. Agriculture in particular is taking on a more 'corporate', highly managed and marketed approach, but there is also a demand for fresh locally produced product.

New technologies are increasingly playing an important part in the new world of 'agri-business'. Kyogle will need to ensure that it stays attuned with such new approaches and has the opportunity to be a leader in this field with its considerable agri-business enterprises that have already embraced this change. Promotion of 'local champion' businesses and newly defined 'hubs' or Agricultural Strategic Corridors are likely to be what provides local areas with an edge in globalised markets. This has already been realised in other states such as Queensland which has statutorily identified Priority Agricultural Areas. Consideration should be given by Council to identifying similar areas and promoting these, through signage and other business promotion means, to help attract further investment to the area.

Pathways to prosperity are ultimately for communities. The process of informed decision making relies on ensuring that strong community acceptance exists further supported by a rigorous evidence base. It is the role of good governance to ensure that this is achieved. Relying on local and regional expertise can be an effective way developing resilient local directions for effective economic development. The establishment of a local forum as an advisory body to the Council has the potential to provide support to the Council in its economic development planning and has the potential to both elevate and demonstrate the importance of this aspect for the area's pathways to prosperity and the Council's commitment towards effective and inclusive decision making in this regard.

The points raised in this discussion paper should form the basis for further discussion at a community level to determine a set of final recommendations and priorities. It is accepted that not all recommendations may be considered appropriate at this stage or that some amendments or new ones may come forward from the business and broader community. Further debate and refinement should be regarded as a healthy part of the process of the area's 'pathways to prosperity'.



# Appendix 1

## **Business Leaders' Forum**

Summarised outcomes of workshop

# Business Leaders' Forum 2017

## Discussion Issues

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### Aged Care

Elderly people – Kyogle does not need to attract elderly people – aged care and an ageing community should be considered as a potential asset for the community and not an issue

- Principal concerns revolve around caring for existing and projected levels of elderly people
- Additional aged care within the LGA has the potential flow-on effect of keeping families within the LGA – one additional bed can be equivalent to one additional family staying locally
- Retaining elderly people and increasing accommodation capacity within the local area and the corresponding positive effect this can have on family retention can be a contributing factor in maintaining or reaching higher population threshold levels for a range of services to the area
- Aged care and accommodation in particular is likely to be a significant market demand issue for Kyogle – the local area is experiencing interest from people outside of the area including Sydney – this can be attributed to a combination of family or personal historical ties as well as the perceived value that the area and available services represent
- Aged care represents a potential economic opportunity for both in-town and out-of-town markets (demand)
- There is a need to consider availability and diversity of activities for aged care recipients – this is a key factor in maintaining the attractiveness of this market opportunity for the LGA
- More young people should be attracted to the allied health services sector – especially for the provision of in-home and integrated care services
- Sothorn Cross University (SCU) has a focus on health care – opportunities should be explored for collaboration and joint development of service opportunities – this could include targeted traineeship opportunities within the Kyogle LGA
- Consideration and priority should be given to expediting new practical models for transitional elderly persons' accommodation including access to transitional (in-home) care

### Infrastructure

- Road linkages play a critical role in Kyogle's economic development future for both freight transport and visitor attraction
- NBN services significantly impact economic development capabilities for business in the local area, especially for business integration with outside markets and service providers – e.g. Brisbane, other regions and global markets
- Long term consideration should be given to Kyogle's capacity for limited air transport linkages – provision of an airport site
- Visitor attraction and other tourism infrastructure should be considered within our rainforest areas – this may include some forms of managed accommodation
- Greater integration of our rainforests with other SEQ rainforest areas should be considered from a tourism perspective

- The provision and promotion of walks, notably within the town of Kyogle and other village locations should be considered – consultation should be undertaken with the Kyogle Chamber of Commerce
- Effective information dissemination is considered to be a key factor for improved economic development prospects – should be focused on specific land uses
- The area has a strong cooperative culture – this approach should be considered for local marketing purposes
- Social media is regarded as a major tool for local (and regional) marketing purposes – social media can also positively contribute to community through direct, quick and recurring involvement by community stakeholders; it can lead to ready adaptation of marketing messages to suit changing circumstances

### Residential

- Residential options should be considered to capitalise on “lifestyle” and other character opportunities within the LGA – including strategic consideration of village and rural residential opportunities

### Agriculture

- Agriculture is a key aspect of the area's history, character and economy and is expected to continue to be so
- Agriculture should be considered as a key “industry” of the LGA (and region)
- Agriculture should be considered both in terms of large scale venture opportunities as well as for smaller niche markets
- Cooperative play a significant part in the area's agricultural productivity – this should be recognised as a local strength and market attractant especially at a time when there is resurgent interest in cooperatives both as a way of effective collective management of a number of smaller business interests as well as contributing to the narrative of products

### Branding/Attracting

- The Brand of an area should be considered to be largely represented by its ‘culture’
- Kyogle's culture is increasingly being seen as reflected in its lifestyle and other ‘niche’ opportunities (including arts and other social experiences) plus agriculture which is a big part of the area (activity and landscape) as well natural beauty (forests, rivers and World Heritage Areas)
- Lifestyle should be considered in terms of arts, culture and experiences (including those experiences that are associated with the area's rural appeal)
- Authenticity is regarded as critical in the consideration of Kyogle's appeal and the character of the brand that the area is to project
- Kyogle is a great area for growing things – could grow \$100 notes
- Kyogle is where you can grow to add value
- Culture in Kyogle does not need to be invented – it is already happening!
- People that are likely to want to come to Kyogle want something to do – ‘agriculture’ needs to be supported by culture and lifestyle
- Part of the message of Kyogle to others is that they can and should “Be a part of it”
- The development of a shared narrative for the Kyogle area is regarded as very important
- The narrative for Kyogle needs to capture the past to make the future

- The narrative needs to harness the essence of the town from those who are here already
- The development of a narrative and agreed identity should rely on looking for more opportunities for collaboration
- Consideration should be given to integration of the past with the present (as part of the narrative) in terms of the things that we as a community do and wish to be known for
- We should actively look for strategic partnering opportunities – e.g. for improvement to educational services and support (e.g. provision of reading material)
- Focus on partnerships with industry to consider supply chain opportunities within different sectors
- Look towards industry to provide 'mentoring' role for emerging businesses

# Appendix 2

## **Business Leaders' Forum Presentation**

**Mark Courtney – Macroplan**





# Appendix 3

## **Business Leaders' Forum Presentation**

**Gabriel Oriel – AusIndustry**



# Appendix 4

## **Business Leaders' Forum Presentation**

Professor Jim Cavaye