

## Regional priority 1 – TRANSPORT PLANNING

<p>Frame the theme as a <b>challenge or opportunity</b> for the region.</p>	<p><b>Opportunity:</b> Develop and deliver a Regional Transport Plan to improve productivity, connectivity, transport options and social inclusion for business, residents and visitors across the Northern Rivers Region.</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p>	<p>Northern Rivers NSW Freight Scoping Study - Southern Cross University Jan 2017</p>	<p>Regional Development Australia (available online)</p>
	<p>Social Futures: Northern Rivers Transport Mapping Report, July 2017</p>	<p>Social Futures (no longer available for download online)</p>
	<p>Census transport, freight and tourism data</p>	<p>Australian Bureau of Statistics (available online)</p>
	<p>Transport for NSW Regional NSW Services and Infrastructure Plan</p>	<p>Transport for NSW (available online)</p>
	<p>Road safety data</p>	<p>Roads and Maritime Services</p>
	<p>Summerland Way, Clarence Way, Tabulam Agri-Business Precinct and Transport General advocacy briefs Cross Border Collaboration Worklist Issues 2017/18</p>	<p>Kyogle Council</p>
	<p>Lismore business retention and expansion survey</p>	<p>Lismore City Council</p>
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Improving road travel reliability</li> <li>▪ Encouraging business investment</li> <li>▪ Boosting apprenticeships</li> <li>▪ Accelerating major project assessment</li> <li>▪ Ensure on-time running for public transport</li> <li>▪ Reduce road fatalities</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 2: Building infrastructure on time and on budget</li> <li>▪ Priority 12: Improving government services</li> </ul>
<p>Alignment with <b>Council Community Strategic Plans</b></p>	<p>✓ Ballina Shire Council Direction: Prosperous economy Outcome: Improve livability in the Shire</p> <p><input type="checkbox"/> Byron Shire Council</p> <p>✓ Kyogle Council Main strategy 1 – improvements in local and regional transport</p>	<p><input type="checkbox"/> Lismore City Council</p> <p>✓ Richmond Valley Council Priority: Connecting People and Places Objective: Fresh &amp; Vibrant</p> <p>✓ Tweed Shire Council Strategic Priority 3.3: Moving Around</p>

<b>Initiatives:</b> What is already planned or underway in the region?	RDA and NOROC funding application linked to regional transport study Partnering with RMS to develop road network growth model	Kyogle Shire Council Richmond Valley Council
	Implementation of Council's Section 94 Roads Plan Ballina Airport Master Plan	Ballina Shire Council
	Byron Solar Train trial Feasibility study for tourist train (to be completed mid-2018) Yelgin to Bangalow multi-use rail corridor Ewingsdale Road Upgrade Strategy	Byron Shire Council
	Culmaran Creek Road Import Infrastructure Upgrade Bridge renewal program Clarence Way funding applications	Kyogle Council
	Lismore Airport Master Plan Cycleway plans	Lismore City Council
	Northern Rivers Rail Trail Summerland way/East Coast Rail line transport corridors into South East Queensland and into Brisbane Rehabilitation of Woodburn-Coraki Road	Richmond Valley Council
	Tweed Transport Network Plan (cross border public transport) Northern Rivers Rail Trail (Murwillumbah to Crabbes Creek section) Tweed Road Development Strategy	Tweed Shire Council
<b>Stakeholders:</b> Who will be involved?	NSW Government: <ul style="list-style-type: none"> <li>▪ TfNSW (RMS, NSW Trains)</li> <li>▪ ARTC</li> <li>▪ DPC</li> </ul>	Other: <ul style="list-style-type: none"> <li>▪ Community transport providers/social enterprises</li> <li>▪ Airport operators</li> <li>▪ Private bus operators</li> <li>▪ Local industry</li> <li>▪ QLD Transport and Main Roads</li> <li>▪ City of Gold Coast</li> </ul>
<b>Success:</b> What will the result for the region be and how will it be measured?	A more effective regional transport system which delivers <ul style="list-style-type: none"> <li>▪ Faster and more reliable commutes on key routes</li> <li>▪ Increased availability and choice of public transport services</li> <li>▪ Reduction in transport-related social isolation and disadvantage</li> <li>▪ Reduction in road toll and injuries</li> <li>▪ Increased freight services contributing to improved business viability</li> </ul>	

	<ul style="list-style-type: none"><li>▪ More sustainable transport options</li></ul>
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## Regional priority 2 – WATER MANAGEMENT

<p>Frame the theme as a <b>challenge or opportunity</b> for the region.</p>	<p><b>Challenge:</b> Poor water quality and overall health of the Tweed, Richmond and Clarence river systems and resulting negative economic, recreational, environmental and water supply impacts</p> <p><b>Opportunity:</b> Improve preparedness for and reduce impact of flooding (flood resilience)</p> <p><b>Challenge:</b> Demand for water supply from residents and visitors is increasing while yield from the region’s water resources is projected to decrease</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p>	<p>Fisheries data</p>	<p>Department of Primary Industries</p>
	<p>Invasive species data</p>	<p>Office of Environment and Heritage</p>
	<p>Catchment Blueprints</p>	<p>Catchment Management Authorities</p>
	<p>Clarence Catchment Eco Health Report</p>	<p>Clarence Valley Council</p>
	<p>Rous County Council (Rous Water) documentation</p>	<p>Rous Water</p>
	<p>Regional Water Supply Study</p>	<p>NOROC</p>
	<p>Flood Plain Risk Management Studies</p>	<p>All Councils</p>
	<p>Economic impact of river quality (commercial fishing, oyster farming, tourism)</p>	<p>Ballina Shire Council</p>
	<p>Kyogle Integrated Water Cycle Management Strategy 2006 Richmond River Eco Health Report</p>	<p>Kyogle Council</p>
	<p>Tweed Shire Council Integrated Water Cycle Strategy 2014 Tweed Water Supply Augmentation Strategy Tweed River Floodplain Risk Management Study and Plan 2014 Tweed Coastal Creeks Floodplain Risk Management Study and Plan 2015</p>	<p>Tweed Shire Council</p>
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Encouraging business investment</li> <li>▪ Accelerating major project assessment</li> <li>▪ Boosting apprenticeships</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 2: Building infrastructure on time and on budget</li> <li>▪ Priority 10: Keeping our environment clean</li> <li>▪ Priority 12: Improving government services</li> </ul>

<p>Alignment with <b>Council Community Strategic Plans</b></p>	<p><input type="checkbox"/> Byron Shire Council</p> <p>✓ Ballina Shire Council Direction: Healthy Environment Outcome: We use our resources wisely</p> <p>✓ Kyogle Council Key focus area: Village life Key focus area: Visitor attraction</p>	<p>✓ Lismore City Council</p> <p>✓ Richmond Valley Council Priority: Looking after our Environment Objective: Managing our Waste and Water</p> <p>✓ Tweed Shire Council Strategic Priorities 1.2 Asset protection and 1.3 Utility Services</p>
<p><b>Initiatives:</b> What is already planned or underway in the region?</p>	<p>Rous Water initiatives (flood management and water supply)</p>	<p>All Councils</p>
	<p>Implementation of Council’s Healthy Waterways Program</p>	<p>Ballina Shire Council</p>
	<p>“Bringing back the Bruns”</p>	<p>Byron Shire Council</p>
	<p>Finalisation of the Kyogle Water Supply Augmentation. Feasibility Studies for the sewerage of Tabulam, Wiangaree and Mallanganee. Investigation of water supply options for Tabulam. IWCMS review planned for 2019</p>	<p>Kyogle Council</p>
	<p>Coastal Zone Management Plan Flood Plain Management Plan - (Including wetland restoration) Rural Landholder Initiative (riparian restoration) Monitoring Smart Farming – managing impacts of Blackwater in lower Richmond floodplain (collaboration with Ballina &amp; RVC) Urban Stormwater Management Plan</p>	<p>Lismore City Council</p>
	<p>Richmond Valley Coastal Zone Management Plan</p>	<p>Richmond Valley Council</p>
	<p>Tweed Coastal Zone Management Plan Tweed Riverbank Erosion Management Plan Clarrie Hall Dam Raising – Planning and Design Phase</p>	<p>Tweed Shire Council</p>

<p><b>Stakeholders:</b> Who will be involved?</p>	<p>NSW Government</p> <ul style="list-style-type: none"> <li>▪ EPA</li> <li>▪ Local Land Services</li> <li>▪ OEH</li> <li>▪ DPI</li> <li>▪ NSW Health</li> <li>▪ NSW Water</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>▪ Rous County Council (Rous Water)</li> <li>▪ All councils</li> <li>▪ Water license holders</li> <li>▪ LALCs</li> <li>▪ Farmers</li> <li>▪ Fisheries</li> <li>▪ Tourism operators</li> <li>▪ Marinas</li> </ul>
<p><b>Success:</b> What will the result for the region be and how will it be measured?</p>	<ul style="list-style-type: none"> <li>▪ Improvement in river quality and overall river health against key criteria</li> <li>▪ Improved access to rivers for recreation</li> <li>▪ Increased flood resilience</li> <li>▪ Secure, sustainable water supply to meet the needs of residents, businesses and visitors</li> </ul>	

## Regional priority 3 – BIODIVERSITY

Frame the theme as a <b>challenge or opportunity</b> for the region.	<p><b>Challenge:</b> The Northern Rivers Region has a high number of threatened species, declining habitats and populations of native animals and increasing populations of invasive flora and fauna</p> <p><b>Opportunity:</b> Economic and tourism opportunities associated with protection, improvement and extension of habitats to maintain and improve biodiversity</p>	
<b>Evidence:</b> Sources of statistics, research and data to support the need for action	Invasive species data (weeds and feral animals)	Office of Environment and Heritage
	Threatened / endangered species information	Tweed Shire Council Vegetation Management Strategy 2004 Border Ranges Rainforest Biodiversity Management Plan 2010 (DECCW) <i>Biodiversity Conservation Act 2016</i> Schedules 1 - 6
	Vegetation communities / habitat coverage	Tweed Shire Council Vegetation Management Strategy 2004
	Koala population information	Ballina Shire Council documentation Tweed Coast Koala Habitat Study 2011 and 2015 Tweed Coast Comprehensive Koala Plan of Management 2015
Alignment with <b>State and Premiers Priorities</b>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Increasing cultural participation</li> <li>▪ Encouraging business investment</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 10: Keeping our environment clean</li> </ul>
Alignment with <b>Council Community Strategic Plans</b>	<ul style="list-style-type: none"> <li>✓ Ballina Shire Council Direction: Healthy Environment Outcome: We understand the environment</li> <li><input type="checkbox"/> Byron Shire Council</li> <li>✓ Kyogle Council Key focus area: Agriculture Key focus area: Visitor attraction</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lismore City Council</li> <li>✓ Richmond Valley Council Priority: Looking after our Environment Objective: Promoting the Protection of the Environment</li> <li>✓ Tweed Shire Council Strategic Priority 1.1 Natural Resource Management</li> </ul>
<b>Initiatives:</b> What is already planned or underway in the region?	Native Vegetation and Wildlife Mapping	All Councils
	Koala Plan of Management	Ballina Shire Council
	Richmond River Bass Freeway	Kyogle Council

	<p>Koala Plan of Management Rural Land Holders Initiative Biodiversity Management Strategy implementation</p>	Lismore City Council
	Jabiru Geneebeinga Wetlands	Richmond Valley Council
	<p>Tweed Coast Comprehensive Koala Plan of Management Private land conservation programs (biodiversity grants, Land for Wildlife and Backyard Habitat for Wildlife) Strategic planning and policy development (Biodiversity and Habitat Management Development Control Plan) Tweed Flying-fox Camp Management Plan</p>	Tweed Shire Council
<p><b>Stakeholders:</b> Who will be involved?</p>	<p>NSW State Government</p> <ul style="list-style-type: none"> <li>▪ OEH</li> <li>▪ EPA</li> <li>▪ DPI</li> <li>▪ Crown Lands</li> <li>▪ Fisheries</li> <li>▪ Forestry</li> <li>▪ National parks</li> <li>Local Members</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>▪ LLS</li> <li>▪ LALC</li> <li>▪ Landcare</li> <li>▪ Landholders</li> <li>▪ Community</li> <li>▪ Rous (weeds)</li> <li>▪ Friends of the Koala Inc</li> <li>▪ Team Koala</li> </ul>
<p><b>Success:</b> What will the result for the region be and how will it be measured</p>	<ul style="list-style-type: none"> <li>▪ Increased populations of threatened species</li> <li>▪ Increase in vegetation that improve landscape scale connectivity</li> <li>▪ Increased private land owner involvement in biodiversity conservation</li> <li>▪ Collaborative, integrated approach across all tiers of government and other stakeholders</li> <li>▪ Specification, recognition and promotion of the critical role of biodiversity to the region's economic status</li> <li>▪ Increased tourism opportunities that are compatible with, and promote the importance of, biodiversity conservation</li> </ul>	



## Regional priority 4 – HOUSING

<p>Frame the theme as a <b>challenge or opportunity</b> for the region.</p>	<p><b>Challenge:</b> Availability, affordability and choice of housing is not sufficient to meet the needs of current and projected Northern Rivers population base</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p> <p>Available from various sources</p>	<ul style="list-style-type: none"> <li>▪ Housing availability data (sales and rental)</li> <li>▪ Housing affordability data, including income to price ratio</li> <li>▪ Median house prices and rental rates</li> <li>▪ Availability of housing for older people</li> <li>▪ New housing approvals</li> <li>▪ Social housing waiting list (numbers and time)</li> <li>▪ Numbers of homeless people and illegal campers</li> <li>▪ Census housing data</li> <li>▪ Inside AirBnB and Stayz data</li> <li>▪ North Coast Regional Plan</li> </ul>	
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Accelerating major project assessment</li> <li>▪ Increasing housing supply</li> <li>▪ Boosting apprenticeships</li> <li>▪ Creating sustainable social housing</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 8: Reduce youth homelessness</li> <li>▪ Priority 11: Faster housing approvals</li> <li>▪ Priority 12: Improving government services</li> </ul>
<p>Alignment with <b>Council Community Strategic Plans</b></p>	<ul style="list-style-type: none"> <li>✓ Ballina Shire Council Direction: Prosperous economy Outcome: Improve livability in the Shire</li> <li><input type="checkbox"/> Byron Shire Council</li> <li>✓ Kyogle Council Key focus area: Aging in place, disability and respite care Key focus area: Village life</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lismore City Council</li> <li>✓ Richmond Valley Council Priority: Growing our Economy Objective: Driving Economic Growth</li> <li>✓ Tweed Shire Council Strategic Priorities 2.1 Built Environment. Promote Housing Affordability and Diversity to meet local needs and 3.1 People. Advocacy for homeless services and social housing.</li> </ul>
<p><b>Initiatives:</b> What is already planned or underway in the region?</p>	<p>Planning/working with developers to provide aged accommodation, which frees up freestanding homes</p> <p>Implementation of residential land and housing strategy</p>	<p>Ballina Shire Council</p>
	<p>Planning innovation for affordable</p>	<p>Byron Shire Council</p>

	housing Cooperative Community Housing Initiatives	
	Aging in place and housing diversification studies as a follow on from work done in the development of the Community Strategic Plan Developer Contributions Discounting Policy March 2018 LEP amendments to facilitate a range of housing options, small lot subdivisions and second dwellings	Kyogle Council
	DIY BBR funding – developing own housing to increase diversity. Partnering with community housing Affordable Housing Strategy implementation	Lismore City Council
	Land release at Casino and Rileys Hill Evans Head Manufactured Homes Estate Evans Head Airpark	Richmond Valley Council
	Developing Affordable Housing Options and Discussion Paper	Tweed Shire Council
<b>Stakeholders:</b> Who will be involved?	NSW Government <ul style="list-style-type: none"> <li>▪ FaCS (Housing NSW)</li> <li>▪ Department of Planning</li> <li>▪ Crown Lands</li> <li>▪ Minister for the Aged – transitions - health implications</li> <li>▪ NALC</li> </ul>	Other <ul style="list-style-type: none"> <li>▪ Social housing providers</li> <li>▪ Aged care providers</li> <li>▪ Private developers</li> <li>▪ Private land owners</li> </ul>
<b>Success:</b> What will the result for the region be?	<ul style="list-style-type: none"> <li>▪ Increased housing availability and choice</li> <li>▪ Improved affordability based on median house price</li> <li>▪ Decreased homelessness</li> <li>▪ Reduced social housing wait list and waiting time</li> <li>▪ More older people transitioning from home to aged accommodation</li> <li>▪ Increased number of aged care beds and reduced waiting time</li> <li>▪ Increase in the number of developments</li> </ul>	

## Regional priority 5 – WASTE MANAGEMENT

<p>Frame the theme as a <b>challenge or opportunity</b> for the region</p>	<p><b>Opportunity:</b> Adopt collaborative, innovative approaches to waste management to increase recycling and improve cost effective service delivery to Northern Rivers residents and visitors</p> <p><b>Opportunity:</b> Advocate for changes to NSW waste management regulation including a regulatory intervention to create a market for recycled product and review of the waste levy to facilitate increased funding available for local initiatives</p> <p><b>Opportunity:</b> Conduct a Northern Rivers pilot of innovative waste processing and/or waste to energy technology</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p> <p>Refer to background information attached</p>	<p>Regional Waste Strategy 2011 Regional Waste Plan 2012-15</p>	<p>All Councils via NEWaste collaboration</p>
	<p>Funding contributed to the waste levy vs funding returned to Councils for waste management initiatives</p>	<p>Environmental Protection Authority</p>
	<p>Preliminary Integrated Waste Strategy and NEWaste AWT Situational Analysis Updated Preliminary AWT Options Analysis 2017 Council Annual Reporting to EPA</p>	<p>Byron Shire Council</p>
	<p>EPA Waste Levy Advocacy Brief</p>	<p>Kyogle Council</p>
	<p>Waste characterization audits Council Weighbridge data</p>	<p>Tweed Shire Council</p>
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Encouraging business investment</li> <li>▪ Accelerating major project delivery</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 10: Keeping our environment clean</li> <li>▪ Priority 12: Improving government services</li> </ul>
<p>Alignment with <b>Council Community Strategic Plans</b></p>	<ul style="list-style-type: none"> <li>✓ Ballina Shire Council Direction: Healthy environment Outcome: We use our resources wisely</li> <li><input type="checkbox"/> Byron Shire Council</li> <li>✓ Kyogle Council Key focus area: Village Life</li> <li>✓ Lismore City Council</li> </ul>	<ul style="list-style-type: none"> <li>✓ Richmond Valley Council Priority: Looking after our Environment Objective: Managing our Waste and Water</li> <li>✓ Tweed Shire Council Strategic Priority 1.3 Utility Services</li> </ul>

<b>Initiatives:</b> What is already planned or underway in the region?	Workshop to discuss regulatory impediments to efficient waste management and increased recycling	NOROC and Environmental Protection Authority (Ben Franklin)
	NEWaste projects	All Councils through the NEWaste collaboration
	Participation in the Container Disposal Scheme	Ballina Shire, Lismore City and Richmond Valley Councils
	Collaboration to dispose of recycling material	Lismore City and Richmond Valley Councils
	Implementation of Council's Waste Strategy	Ballina Shire Council
	Exploration of Alternative Waste Treatment technologies to reduce landfill and enable management of waste on a regional scale in the Northern Rivers	Byron Shire Council
	Waste Management Strategy (expected to be completed by Dec 2018) Woodenbong landfill closure and capping and transfer station conversion (in progress March 2018)	Kyogle Council
	Commercial Waste Sorting Facility Materials Recovery Facility	Lismore City Council
	Finalisation of Council's waste strategy	Richmond Valley Council
	Goal to achieve zero waste on Council operations and residential collection Differential pricing for processing single source waste streams Redevelopment of the Stott's Creek Resource Recovery Centre to incentivise recycling Exploring opportunities for innovation in waste processing, including soil and organics processing equipment and facilities	Tweed Shire Council

<p><b>Stakeholders:</b> Who will be involved?</p>	<p>NSW Government</p> <ul style="list-style-type: none"> <li>▪ NSW EPA</li> <li>▪ NSW NPWS</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>▪ NEWaste</li> <li>▪ Clean Energy Regulator</li> <li>▪ Clean Energy Finance Corporation</li> <li>▪ Community Groups (eg COREM, ZEB).</li> <li>▪ Positive Change in Marine Life</li> <li>▪ NSW Surf Life Saving</li> </ul>
<p><b>Success:</b> What will the result for the region be and how will it be measured?</p>	<ul style="list-style-type: none"> <li>▪ Reduction of the total amount of waste going to landfill</li> <li>▪ Increase in volume of waste being recycled and improvements to the efficiency and cost effectiveness of recycling</li> <li>▪ Viable increase in the amount of waste being processed locally while maintaining operational efficiencies for Councils and cost effective waste management services for residents</li> <li>▪ Increase in the conversion of waste to energy</li> <li>▪ Agreement between NOROC Council to proceed to a detailed feasibility study for a regional AWT facility – success will be measured by formation of an agreement and subsequent feasibility report completed</li> <li>▪ If deemed viable, the construction and operation of a regional AWT would deliver Quadruple Bottom Line benefits for the Region</li> <li>▪ Reduction, removal or changes to the NSW Waste Levy to maximise return to local Councils and allow increased investment in local waste management and recycling initiatives</li> <li>▪ Creation of a local market for recyclables by making it cheaper to use recycled products for manufacturing</li> </ul>	

## **BACKGROUND INFORMATION**

### **Volumes and composition**

- In 2017/18 the NOROC Council's produced a combined total in excess of 75,000 tonnes of residual waste to landfill (Source: tonnage provided by each Council to Consultant (Arcadis) as part of Byron's waste strategy review project).
- The waste stream still includes a significant quantity of recoverable material that could go into either green or recycling bins. The residual also includes a high quantity of soft plastics and other material that may be used as a fuel source in a waste-energy process (Tweed Shire Council Waste Characterisation Audits)

### **Interstate processing**

- Byron, Ballina, Richmond Valley and Tweed Council's all currently send their waste (estimated to be in excess of 46,000 tonnes per annum) to landfills in South East Queensland due to pressures on local landfill capacity and short term financial benefits (Byron's waste strategy review).
- The Queensland Government planning to reintroduce a Waste Levy which will have financial implications for NOROC councils currently transporting and disposing in QLD.

### **Regulation**

- Increasing landfill levy in NSW (currently \$79.60 per tonne) and increasingly stringent landfilling guidelines result in significant financial impediment to developing new landfills in NSW.
- The Waste Levy has contributed \$47 million to the Premier's fund but only \$9.5 million is being returned to Councils for investment in local initiatives.

### **Opportunities for innovation**

- Environmental and social (and potentially long-term financial) benefits associated with exploring Alternative Waste Treatment technologies (as opposed to landfill) for management of waste on a regional scale in the Northern Rivers.
- Byron Council has commissioned Arcadis (formerly Hyder) Consultants to conduct an AWT options analysis (including detailed options analysis of 4 shortlisted technologies) as part of its draft Integrated Waste Management and Resource Recovery Strategy currently being developed.
- Initial report findings indicate that due to the scale of feedstock required for proven AWT technologies (all international), regional collaboration will be required to aggregate sufficient volumes of waste to create a viable project.
- The proposed collaboration has been discussed between operational Staff from NOROC Councils, who have identified that agreement/collaboration direction needs to come from the Regional Level to get any traction for a regional project of this nature.

## Regional priority 6 – TOURISM

<p>Frame the theme as a <b>challenge or opportunity</b> for the region.</p>	<p><b>Opportunity:</b> Develop tourist facilities, services and experiences that will allow the Northern Rivers regional to capitalise on current and future tourism potential and increase the economic contribution of tourism to the region, while maintaining and enhancing the Northern Rivers unique character and quality of life.</p> <p><b>Opportunity:</b> Adopt a coordinated, region-wide approach to building the Northern Rivers tourism ‘brand’ and experiences and an integrated annual program of events</p> <p><b>Challenge:</b> Encouraging and enabling visitors who come to one centre or to attend one event to get out and explore the rest of the region</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p>	<ul style="list-style-type: none"> <li>▪ National Visitor Survey (NVS), Tourism Research Australia</li> <li>▪ International Visitor Survey (IVS), Tourism Research Australia</li> <li>▪ North Coast Destination Management Plan (2018), Destination North Coast</li> <li>▪ Destination Tweed</li> <li>▪ Byron Shire Economic Profile (<a href="https://economy.id.com.au/byron">https://economy.id.com.au/byron</a>)</li> <li>▪ Byron Shire business retention and expansion survey</li> <li>▪ Destination Byron</li> </ul>	
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Making it easier to start a business</li> <li>▪ Encouraging business investment</li> <li>▪ Accelerating major project assessment</li> <li>▪ Boosting apprenticeships</li> <li>▪ Increasing cultural participation</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> </ul>
<p>Alignment with <b>Council Community Strategic Plans</b></p>	<p>✓ Ballina Shire Council Direction: Prosperous economy Outcome: We attract new businesses and visitors</p> <p>✓ Byron Shire Council</p> <p>✓ Kyogle Council focus area: Visitor attraction</p> <p>✓ Lismore City Council</p> <p style="text-align: right;">Key</p>	<p>✓ Richmond Valley Council Priority: Growing our Economy Objective: Driving Economic Growth</p> <p>✓ Tweed Shire Council Strategic Priority 3.1 Attract major Events to the Tweed and Market the Tweed as a destination for business and tourism</p>
<p><b>Initiatives:</b> What is already planned or underway in the region?</p>	<p>Implementation of Council’s Destination Management Plan</p>	<p>Ballina Shire Council</p>
	<p>National Tourism Council Advocacy Group</p> <p>Destination Management Plan actions</p> <p>Byron Tourism Management Plan</p>	<p>Byron Shire Council</p>

	<p>Casino Drill Hall Precinct Upgrade  Woodburn Riverside Park Upgrade  Coraki Riverside Park Upgrade  Razorback Lookout, Evans Head  Broadwater to Broadwater Beach Shared Pathway  Casino Showground – Regional Equestrian Facilities</p>	<p>Richmond Valley Council</p>
	<p>Destination Tweed currently preparing a Destination Management Plan</p>	<p>Tweed Shire Council</p>
<p><b>Stakeholders:</b> Who will be involved?</p>	<p>NSW Government</p> <ul style="list-style-type: none"> <li>▪ Destination NSW</li> <li>▪ Destination North Coast</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>▪ Destination Tweed</li> <li>▪ Destination Byron</li> <li>▪ Businesses and conference operators</li> <li>▪ Visitor Information Centres</li> <li>▪ Green Cauldron</li> <li>▪ Northern Rivers Food</li> </ul>
<p><b>Success:</b> What will the result for the region be and how will it be measured?</p>	<ul style="list-style-type: none"> <li>▪ Conversion of domestic day visitors to the Northern Rivers region to overnight visitors</li> <li>▪ An 10% increase in economic contribution of visitors coming to our region for business purposes (conferencing and events), measured through Tourism Research Australia’s International and national Visitor Surveys</li> <li>▪ Increased dispersal of tourists across the region and increase in the number of visitors exploring lesser known parts of the Northern Rivers</li> <li>▪ Increase the amount of appropriate, high quality tourism product across the region (nature-based, conservation tourism, agri-tourism, cultural and sporting events, family-friendly)</li> <li>▪ Coordinated calendar of regional events</li> <li>▪ Improved collaboration between all stakeholders</li> </ul>	



## Regional priority 7 – RENEWABLE ENERGY

<p>Frame the theme as a <b>challenge or opportunity</b> for the region</p>	<p><b>Opportunity:</b> For the Northern Rivers to strengthen its emerging position as a NSW leader in renewable energy production from a variety of sources including bioenergy, in keeping with its goal of achieving a zero emissions target</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p> <p>Refer to background information attached</p>	<ul style="list-style-type: none"> <li>▪ State of the Climate Report 2016, CSIRO and Bureau of Meteorology</li> <li>▪ Observed Changes in NSW Climate 2010. NSW Office of Environment and Heritage</li> <li>▪ North Coast Regional State of Environment Report, 2016 (collaboration between Councils)</li> <li>▪ NSW Renewable Energy Action Plan, NSW Department of Planning and Environment, Resources and Energy</li> <li>▪ <i>Turning off the Lights</i> Cost of Living Report, June 2017, NCOSS</li> <li>▪ Bioenergy scoping study, 2013, Regional Development Australia</li> </ul>	
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Making it easier to start a business</li> <li>▪ Encouraging business investment</li> <li>▪ Accelerating major project assessment</li> <li>▪ Boosting apprenticeships</li> <li>▪ Creating sustainable social housing</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 10: Keeping our environment clean</li> <li>▪ Priority 12: Improving government services</li> </ul>
<p>Alignment with <b>Council Community Strategic Plans</b></p>	<ul style="list-style-type: none"> <li>✓ Ballina Shire Council Direction: Healthy environment Outcome: We use our resources wisely. Our built environment blends with the natural environment</li> <li><input type="checkbox"/> Byron Shire Council</li> <li>✓ Kyogle Council Main strategy: promote the creation of partnerships with groups across the council area and the region</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lismore City Council</li> <li>✓ Richmond Valley Council Priority: Looking after our Environment Objective: Promoting the Protection of the Environment</li> <li>✓ Tweed Shire Council Strategic Priority 1.1 Natural Resource Management</li> </ul>
<p><b>Initiatives:</b> What is already planned or underway in the region?</p>	<p>Sustain Northern Rivers Energy Projects</p>	<p>Sustain Northern Rivers</p>
	<p>Regional Electric Vehicle Strategy</p>	<p>Led by Byron and Tweed Shire Councils</p>

	Promotion of Local Electricity Trading through electricity contract procurement	Byron Shire and Lismore City Councils
	Implementation of Council's Environmental Action Plan Ballina Airport Parking to be constructed from solar panels Significant use of solar in Ballina Pool redevelopment	Ballina Shire Council
	Target of 100% energy from renewable sources by 2027 and net zero greenhouse gas emissions by 2025	Byron Shire Council
	Small scale solar system installations on various community buildings and water supply and sewerage sites	Kyogle Council
	Renewable Energy Masterplan Floating solar Plant Mid-scale solar plant	Lismore City Council
	Bio Hub renewable energy Project at Casino Solar Project at Casino WTP	Richmond Valley Council
	Goal to self-generate up to 50% of electricity from rooftop solar and battery storage, and power purchase agreement to meet the remaining 11000 MWh annual demand	Tweed Shire Council
<b>Stakeholders:</b> Who will be involved?	<p>NSW Government</p> <ul style="list-style-type: none"> <li>▪ Office of Environment and Heritage</li> <li>▪ Department of Planning and Environment</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>▪ Sustain Northern Rivers Energy</li> <li>▪ Essential Energy</li> <li>▪ Social Housing Providers</li> <li>▪ Community Groups (eg COREM, ZEB)</li> <li>▪ Energy generators</li> <li>▪ Energy Retailers (eg ENOVA)</li> <li>▪ Clean Energy Regulator</li> <li>▪ Clean Energy Finance Corporation</li> <li>▪ Energy research and development groups</li> </ul>

<p><b>Success:</b> What will the result for the region be and how will it be measured?</p>	<ul style="list-style-type: none"> <li>▪ Increase overall renewable energy generation</li> <li>▪ Increase the percentage of energy supply from renewable sources from X% to X% across the Northern Rivers region</li> <li>▪ Achieve energy independence</li> <li>▪ Reduce greenhouse gas emissions accountable to the region and become carbon neutral</li> <li>▪ All residential properties, Council buildings and Council infrastructure are powered by renewable energy, including 100% of social housing dwellings fitted with solar and batteries</li> <li>▪ Renewable energy is considered as part of all new infrastructure developments</li> <li>▪ A new flexible tariff structure is in place with Essential Energy to enable local renewable energy generation and sharing</li> <li>▪ A power purchase agreement is in place with Northern Rivers energy users to enable greater use of renewable energy</li> <li>▪ Northern Rivers Councils participate in a renewable energy PPA that results in renewable energy prices better or comparable to market rates</li> <li>▪ The cost of energy is reduced for residents, particularly for those on low incomes</li> <li>▪ Northern NSW is recognised as a hub for bioenergy and bio-solids fertiliser production</li> <li>▪ The potential value of biosolids as an input into soil conditioners is quantified and potential markets identified</li> </ul>
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## **BACKGROUND INFORMATION**

### **Renewable energy production and use**

- The 2016 Regional State of Environment Report highlights that, despite the high level of uptake of rooftop solar across the region (between 25 to 40% of homes), the quantity of renewable energy produced in the region is very low at 5% compared to the overall level of electricity consumption.
- Councils in the region all have renewable energy generation aspirations, with many seeking to generate 100% of the electricity for their operations from renewable sources.

### **Emissions**

- In the Tweed Shire, emissions from fossil-fuel based electricity use by homes, businesses and industry makes up over two thirds of the community's entire carbon footprint.
- That footprint will need to be reduced by more than half to meet the Paris Agreement's 2050 target for global emissions reductions.

### **Community- led projects**

- Tweed Shire Council has identified that communities across the region are looking for options to meet their locality's energy needs through the local generation and sharing of renewable power however several barriers exist.
  - Tyalgum 'Off the Grid' has been unable to progress its project aspirations without flexible tariff arrangements from Essential Energy.
  - Sustain Northern Rivers Energy Working Group received OEH funding to investigate the feasibility of bioenergy generation from anaerobic digestion (AD). Without a market and value for biosolids produced from AD, the value of heat and energy from bioenergy was not sufficient to cover the capital and operational costs of AD.

### **Cost of energy and demand**

- The NCOSS *Turning Off The Lights* Cost of Living report June 2017 highlighted that 9% of households (including 6.5% of families with children) and 22% (including 19% of families with children) sometimes go without a substantial daily meal in order to pay energy bills.
- The NSW Government's Home Power Savings Program was over-subscribed three times over due to the high demand from fixed or low income households for practical, cost-effective solutions to rising power bills.

## Regional priority 8 – HEALTH SERVICES

<p>Frame the theme as a <b>challenge or opportunity</b> for the region.</p>	<p><b>Challenge:</b> Increasing demand for health services including aged care, mental health and community wellbeing services, in the context of an ageing population and overburdened health system</p> <p><b>Opportunity:</b> Coordinated advocacy to improve awareness of and referral and access to existing local health services</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p>	<ul style="list-style-type: none"> <li>▪ North Coast Primary Health Network (<a href="https://ncphn.org.au/needs-assessment">https://ncphn.org.au/needs-assessment</a>)</li> <li>▪ Australian Bureau of Statistics</li> <li>▪ National Health Performance Authority</li> <li>▪ Public Health Information Development Unit</li> </ul>	
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Encouraging business investment</li> <li>▪ Boosting apprenticeships</li> <li>▪ Accelerating major project assessment</li> <li>▪ Transitioning to the NDIS</li> <li>▪ Cutting waiting times for planned surgery</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 4: Improving service levels in hospitals</li> <li>▪ Priority 12: Improving government services</li> </ul>
<p>Alignment with <b>Council Community Strategic Plans</b></p>	<ul style="list-style-type: none"> <li>✓ Ballina Shire Council Direction: Connected Community Outcome: There are services and facilities that meet our needs</li> <li><input type="checkbox"/> Byron Shire Council</li> <li>✓ Kyogle Council Key focus area: Aging in place, disability services and respite care Key focus area – Village Life</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lismore City Council</li> <li>✓ Richmond Valley Council Priority: Connecting People &amp; Places Objective: Fresh &amp; Vibrant Community</li> <li>✓ Tweed Shire Council Strategic Priority 3.1 People</li> </ul>
<p><b>Initiatives:</b> What is already planned or underway in the region?</p>	<p>Improving Community Resilience to disasters (following 2017 floods) including mental health follow up programs and initiatives</p>	<p>Ballina, Byron and Tweed Shire Councils</p>
	<p>Expansion of the Widdon Homes aged care facility at Kyogle (funded through Australian Governments RJIP) Construction of Bonalbo MPS</p>	<p>Kyogle Council</p>
	<p>Lismore Health Precinct Partnership</p>	<p>Lismore City Council</p>

	Construction and use of HealthOne Facility at Coraki and planning phase for new HealthOne Facility in Evans Head.	Richmond Valley Council
	Provision of services through NDIS, My Aged Care, and Community Home Support Program. Council supported community service networks for homelessness and housing; aged and disability; and domestic and family violence NSW Government announcement that a Hospital will be constructed in Tweed Shire in the next five years.	Tweed Shire Council
<b>Stakeholders:</b> Who will be involved?	NSW Government <ul style="list-style-type: none"> <li>▪ Health District</li> <li>▪ Family and Community Services</li> <li>▪ NSW Health/MH</li> <li>▪ FACS</li> </ul>	Other <ul style="list-style-type: none"> <li>▪ North Coast Primary Health Network</li> <li>▪ Community Service providers from the local area</li> <li>▪ Private aged care providers</li> <li>▪ Indigenous health care services</li> </ul>
<b>Success:</b> What will the result for the region be and how will it be measured?	<ul style="list-style-type: none"> <li>▪ Reduced waiting lists for My Aged Care assessments and packages</li> <li>▪ Increase in number of NDIS clients</li> <li>▪ An available workforce and services to meet the needs of NDIS clients</li> <li>▪ Delivery of NCPHN targeted programs in key areas of need across the region</li> <li>▪ Closing the gap on access to Mental Health Services, particularly for those without access to private vehicle transport</li> <li>▪ Improved health outcomes for Aboriginal people</li> <li>▪ Increase in the awareness of and referrals to available local health services</li> <li>▪ Reduction in the number of passenger miles required to access health services</li> <li>▪ Increase in aged accommodation and care options for older residents including transitional arrangements from independent living to full time care</li> </ul>	

## Regional priority 9 – SUSTAINABLE AGRICULTURE

<p>Frame the theme as a <b>challenge or opportunity</b> for the region.</p>	<p><b>Opportunity:</b> Innovation of regulatory and planning approaches to enable growth and development of a diverse, sustainable agricultural industry</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p>	<p>Overview of Economic Implications of South East Queensland on the Northern Rivers Region, 2005</p>	<p>SGS Economics and Planning</p>
	<p>Agricultural Census 2005-06 and 2010-11</p>	<p>Australian Bureau of Statistics</p>
	<p>Primary Industries in the North Coast Region of NSW: Strategic Review, 2006</p>	<p>Department of Primary Industries</p>
	<p>Climate Change in the Northern Rivers Catchment, 2007</p>	<p>CSIRO</p>
	<p>The Critical Decade: New South Wales climate impacts and opportunities, 2011</p>	<p>The Climate Commission</p>
	<p>Product Development Strategy (Draft Report) 2011</p>	<p>Destination Tweed</p>
	<p>Byron Shire business retention and expansion survey Economic Profile <a href="https://economy.id.com.au/byron">https://economy.id.com.au/byron</a></p>	<p>Byron Shire Council</p>
	<p>Tweed Rural Land Strategy Resource Inventory and Land Capability Assessment: Tweed Sustainable Agriculture Strategy Tweed Community Strategic Plan</p>	<p>Tweed Shire Council</p>
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Making it easier to start a business</li> <li>▪ Encouraging business investment</li> <li>▪ Boosting apprenticeships</li> <li>▪ Increasing housing supply</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1: 150,000 new jobs by 2019</li> <li>▪ Priority 2: Building infrastructure on time and on budget</li> <li>▪ Priority 12: Improving government services</li> </ul>

<p>Alignment with <b>Council Community Strategic Plans</b></p>	<p>✓ Ballina Shire Council Direction: Prosperous economy Outcome: My business can grow and diversify</p> <p><input type="checkbox"/> Byron Shire Council</p> <p>✓ Kyogle Council Key focus area: Agriculture Key focus area: Village Life</p>	<p>✓ Lismore City Council</p> <p>✓ Richmond Valley Council Priority: Growing our Economy Objective: Driving Economic Growth</p> <p>✓ Tweed Shire Council Strategic Priority 1.1 Natural Resource Management</p>
<p><b>Initiatives:</b> What is already planned or underway in the region?</p>	<p>Lobbying for amendments to NSW Standard template LEP to support and encourage agribusiness through appropriate land use definitions that accommodate innovation and change in the sectors.</p> <p>Review of rural land use strategies</p>	<p>Byron Shire Council</p>
	<p>LEP amendments around temporary accommodation, farm stays and second dwellings</p> <p>Tabulam Agri-business precinct infrastructure improvements project</p> <p>Culmaran Creek Road improvements</p>	<p>Kyogle Council</p>
	<p>Rural Landholder Initiative</p>	<p>Lismore City Council</p>
	<p>Construction of Medicinal Cannabis Cultivating Processing Facility</p> <p>Upgrade of Norther Rivers Livestock Exchange</p> <p>Planning for upgrades of Casino and Nammoona Industrial Precincts</p>	<p>Richmond Valley Council</p>
	<p>Sustainable Agriculture Strategy 2016</p> <p>Draft Rural Land Strategy (RLS)</p> <p>North Coast Regional Plan 2036</p>	<p>Tweed Shire Council</p>
<p><b>Stakeholders:</b> Who will be involved?</p>	<p>NSW Government</p> <ul style="list-style-type: none"> <li>▪ DPI</li> <li>▪ Dept Planning &amp; Environment</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>▪ Council, Department of Primary Industries, Department of Planning and Environment, Local Land Services, Office of Environment and Heritage, Rous County Council, Community and industry representative groups</li> <li>▪ Northern Rivers Food</li> <li>▪ Regions’ farmers and producers</li> <li>▪ Farmers markets</li> </ul>
<p><b>Success:</b> What will the</p>	<p>Enable a balance of landuses where agricultural and rural activities exist in</p>	



result for the region be and how will it be measured?	harmony with environmental and scenic values, rural character is enhanced, and employment opportunities encouraged through innovation, value-adding and diversification by a skilled and resilient community.
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## Regional priority 10 – TELECOMMUNICATIONS

<p>Frame the theme as a <b>challenge or opportunity</b> for the region.</p>	<p><b>Challenge:</b> Inadequate and inconsistent internet and mobile communication coverage across the region is a barrier to business viability, economic development and livability</p> <p><b>Opportunity:</b> Advocate and lobby for improved and consistent digital connectivity and mobile phone coverage for businesses and residents across the region, including mapping and addressing telecommunications black spots</p>	
<p><b>Evidence:</b> Sources of statistics, research and data to support the need for action</p>	<ul style="list-style-type: none"> <li>▪ NBNCo roll out plan, map and data - <a href="http://www.nbnco.com.au">www.nbnco.com.au</a></li> <li>▪ Federal Government Black Spot Mobile towers</li> <li>▪ Digital Content Production as a Driver of Economic Development in the Northern Rivers region, Regional Development Australia</li> <li>▪ Byron Shire business retention and expansion survey</li> <li>▪ Telstra (<a href="https://www.telstra.com.au/coverage-networks/mobile-black-spot-program">https://www.telstra.com.au/coverage-networks/mobile-black-spot-program</a>)</li> <li>▪ Regional Mobile Blackspot Mapping</li> <li>▪ RDA Northern Rivers Digital Economy Strategy 2013</li> </ul>	
<p>Alignment with <b>State and Premiers Priorities</b></p>	<p>State priorities</p> <ul style="list-style-type: none"> <li>▪ Making it easier to start a business</li> <li>▪ Encouraging business investment</li> <li>▪ Boosting apprenticeships</li> <li>▪ Accelerating major project assessment</li> <li>▪ Better government digital services</li> </ul>	<p>Premiers priorities</p> <ul style="list-style-type: none"> <li>▪ Priority 1 – 150,000 new jobs by 2019</li> <li>▪ Priority 2 – Building infrastructure on time and on budget</li> <li>▪ Priority 12 – Improving government services</li> </ul>
<p>Alignment with <b>Council Community Strategic Plans</b></p>	<ul style="list-style-type: none"> <li>• Ballina Shire Council</li> <li>• Byron Shire Council</li> <li>• Kyogle Council</li> <li>• Main strategy area – improved telecommunications and connectivity</li> <li>• Main focus area – Village Life</li> </ul>	<ul style="list-style-type: none"> <li>• Lismore City Council</li> <li>✓ Richmond Valley Council</li> <li>Priority: Growing our Economy</li> <li>Objective: Driving Economic Growth</li> <li>• Tweed Shire Council</li> </ul>
<p><b>Initiatives:</b> What is already planned or underway in the region?</p>	<p>Digital Activation Plan (<a href="https://rdanorthernrivers.org.au/projects-and-services/digital-economy/">https://rdanorthernrivers.org.au/projects-and-services/digital-economy/</a>)</p>	<p>Regional Development Australia</p>
	<p>NBN roll out across the region</p> <p>Some business are engaging private suppliers to supply network – to by-pass NBN roll out</p>	<p>Byron Shire Council</p>
	<p>Kyogle Digital Readiness Project – Future Towns Program July 2017</p> <p>Adopt a Business Program (2017)</p> <p>Kyogle CBD free wi-fi (2017)</p>	<p>Kyogle Council</p>

	CBD Wifi in Casino, Coraki, Woodburn and Evans Head CBD's New mobile phone tower to service Nammona Industrial Estate	Richmond Valley Council
	Tweed – Telecommunications Infrastructure Action Plan	Tweed Shire Council
<b>Stakeholders:</b> Who will be involved?	NSW Government	Other <ul style="list-style-type: none"> <li>▪ Telstra</li> <li>▪ NBN Co</li> <li>▪ Chambers of Commerce</li> <li>▪ Businesses in the region</li> </ul>
<b>Success:</b> What will the result for the region be and how will it be measured?	<ul style="list-style-type: none"> <li>▪ 100% NBN coverage for businesses and residents in region</li> <li>▪ Eradication of mobile black spots in region</li> <li>▪ Service Level Agreement in place for provision of telecommunications services to the region</li> <li>▪ Equitable access to telecommunications at a reasonable cost for all residents and businesses</li> <li>▪ Telcos supported to establish necessary telecommunications infrastructure in ways that are consistent with community expectations, sensitive sites and amenity</li> </ul>	