



REPRESENT / ADVOCATE / PROMOTE / INNOVATE

STRATEGIC PLAN

2015 – 2019

2018 – TARGET ACTIONS

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Introduction

The purpose of the NSW Business Chamber of which all other regional Chamber members automatically co-join, is to “ collaborate and advocate on behalf of industry and challenge government”.

Batemans Bay Business and Tourism Chamber (BBBTC) has updated its annual target actions since 2016 in response to: the changing business environment, include members input and include business and community input from the annual Village Meetings.

Current key impacts on Batemans Bay business include:

1. Chamber and business playing a genuine role in Councils planning and development of Batemans Bay.
2. Highway improvement.
3. Batemans Bay bridge construction.
4. Mackay Park development.
5. Other developments including, new housing construction, shellfish hatchery and three new accommodation facilities and also loss of three accommodation facilities.

Opportunities

There are immense investment opportunities in the region, particularly in Tourism infrastructure due to demand outpacing supply.

Investment in the Batemans Bay Bridge and Mackay Park Development projects will assist opportunities for private investment. Current unprecedented grant funding opportunities for the public sector and private sector with Council’s support will enhance infrastructure and investment. These significant injections to the local economy coincide with the NBN rollout and other factors facilitating investment and relocation to the region. Batemans Bay Business and Tourism Chamber will assist where possible in capitalising on these once-in-a-lifetime opportunities.

The Far South Coast Regional Development Australia Skills Audit¹ conclusion highlighted the need for infrastructure development to address skills issues such as retention of skills, attracting skilled workers and professionals and providing a basis for training.

While aged care is a significant employer in the ESC, its growth is organic due to our ageing demographic, and is more heavily dependent on scarce government funds from all levels. Further more the multiplier effect on other industries is not nearly as strong as that which tourism can stimulate. On average 10 rooms of short term tourist accommodation creates 18.2 jobs. (ABS Survey of Tourist Accommodation). Tourism is the largest contributor to Eurobodalla Shire’s gross regional product.

Threats to the economy which require management.

The Batemans Bay Business and Tourism Chamber recognise the need for vision and place making strategies for long term economic and social advancement. The Eurobodalla Shire and Batemans Bay in particular has the following long term statistical trends in economic, employment and social fundamentals which need to be addressed through strategy.

1. Continual reduction in Gross Regional Product compared to NSW average since 2010 (NEIR 2016).
2. Unemployment at almost double the State and National average, which did not trend downwards with the rest of Australia in 2017. Batemans Bay unemployment 2% higher than the rest of the Shire (ID Solutions P/L 2017).
3. Net outward migration of younger people due to limited higher education, skills training and local job opportunities. (NEIR 2016).
4. Mean age accelerating faster than State and National average (ABS 2017).
5. Age dependency ratio rating at 557 out of 563 Shires (Regional Australia Institute 2017).
6. A nine year downward trend in visitor numbers and the second lowest overnight visitor spend in NSW for the Eurobodalla Shire. It is broadly recognised that marketing alone will not address these statistics. (Tourism Monitor 2016, Tourism Research Australia 2017, Destination NSW 2017 and data from 5 local tourism operators).

Resource allocation and planning strategies need to change to reverse the trends and ensure a sustainable future for the Shire.

Chambers of commerce within the Shire view significant scaled infrastructure development within the major regional hub of Batemans Bay as having necessary central critical mass to generate spill over for the rest of the Shire. Decentralisation of services and facilities in this self-drive region have not achieved a recognised major regional hub or strong gateway centre.

The strategic vision

For Batemans Bay to be recognised as a destination with vibrant business's, services and facilities indicative of a major regional hub.

Strategic directions

1. To promote Batemans Bay as the NSW Government's designated major regional hub. Promote economic growth and Batemans Bay as a preferred tourism and event destination.
2. Strive for membership growth/retention and secure strength through viability and diversity in breadth of representation.
3. To provide leadership and direction to member businesses and on behalf of businesses, through best-practice governance, effective communication, representation and diligent event planning.

Strategic direction 1: To promote Batemans Bay as the NSW Government's designated major regional hub.
 Promote economic growth and Batemans Bay as a preferred tourism and event destination.

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Strategic initiative	2018 - Target action
<p>1.1 Batemans Bay is the designated Major Regional hub in the Shire. Services and Facilities are yet to be reflective of major regional hub status. The Chamber needs to focus public, government and commercial attention to this predicament and identify the level of destination services and facilities which will make Batemans Bay a meaningful hub and gateway precinct. Essential to this success is a vision or place making strategy to achieve planning, development and entrepreneurial outcomes indicative of a major regional hub and gateway destination.</p>	<ul style="list-style-type: none"> • Work with Council and stakeholders to create a collaborative Vision Strategy (or Place Making Plan) for Batemans Bay. A collaborative approach with meaningful community involvement would allow for outcomes and opportunities which could involve enterprise and philanthropy. A vision strategy will direct Infrastructure decisions with regard to the Arts, Sport and Recreation, CBD aesthetics, Vehicle and boating access, Place Making etc. The Chamber believes such a strategy will also mitigate loss of services from Batemans Bay. • Attain political agreement at all levels of government for essential services, facilities and transport access which identify and define a major regional hub. • Focus all levels of Government and community on examples of major regional hub services, facilities and infrastructure.
<p>1.2 Council's Tourism and Economic development restructure, combined with their new draft action plans should provide a functional platform for collaborative work with Chamber and Industry.</p>	<ul style="list-style-type: none"> • That the current Tourism Advisory Committee and Destination Management Action Plan committee be replaced by an experienced industry-based panel overseeing the Tourism and Events Unit. Members are to have relevant tourism and event expertise, be well versed with the DMP, Regional and LGA strategies and have access to industry recognised consultants; The panel incumbents could be negotiated between industry and council and all Shire Chambers of Commerce. • Council's event strategy to focus on major events with regard to control over the event calendar, funding to sustainable levels and creating legacy events i.e. Events which leave infrastructure for ongoing use to ensure greatest community benefit and sustainability. Current events continue to cannibalise each other for dates, participants, funding and volunteers. Chamber will continue to advocate change with Council in this area. • Advocate completion of Councils signage strategy and implement Chamber proposed CBD wayfinding signage and a "Gateway Sign" on the Kings Hwy before the Princes Hwy round-a-bouts. • Advocate using Council's LEP/DCP to incentivise boutique accommodation, govern sustainable development and mitigate loss of accommodation beds to alternative use. • Advocate a level playing field with regard to unregulated accommodation and their online platforms. • Advocate support for young professionals, start-ups, incubators and accelerators. • Advocate for arts and community infrastructure including a regional gallery, regional museum, youth entertainment infrastructure, coordinated regional food experience. • Advocate for the rationalization of Councils community Centres to ensure sustainability.

<p>1.3 Major Infrastructure Projects and Growth opportunities.</p>	<ul style="list-style-type: none"> • Further analysis, funding and promotion of Chambers Hanging Rock Pier Proposal. A commitment to furthering the Hanging Rock Pier proposal for cruise ships (supported by the ACT destination management strategy), The possibility of a Jervis Bay cruise ship pier initiative is a real threat to this proposal, as only Jervis Bay and Batemans Bay can provide shore-based trips to Canberra in reasonable time. • Advocate the sale or long-term leasing of Moruya Airport as a packaged precinct for commercial development. The Chamber has been lobbying for the airport to be future proofed to 3D standard which allows larger and diverse plane types. The current masterplan was adopted before deregulation and needs review. The Chamber has consulted with four airlines and an aviation consultant and believes that opportunities to improve passenger services should be central to future of the airport. While general aviation is significant, commercial aviation is necessary to recoup airport infrastructure costs and develop Eurobodalla. The Chamber is concerned that nearby regions are capitalising on deregulation at the expense of our local opportunity. This is evident with Albion Park's new regional jet service and potential operators opting for other regional routes. • Grow the Sculpture on Clyde event to source world class sculptures for the Sculpture Walk. The event and Sculpture Walk purpose is to activate spaces in Batemans Bay and offer a world class destination attraction. • Further Floating Pier Proposal to allow recreational boat, seaplane and inclusive access to the CBD. The floating pontoons will also activate the shared walkways and in particular the underutilized Murra Murra Mia walkway. • Further the Chambers Dive Site Proposal. • Advocate an Inclusive Tourism Destination which in turn will motivate corresponding private initiatives. Initiatives include a splash park at Corrigans Cove, sound loops and sensory walks and enhancement of the shared walkway experience with addition of exercise equipment, historical signage etc. • The Chamber has requested partnership with RMS with regard to scheduling and CBD impact of the new Batemans Bay bridge. Chamber examines opportunities presented by the welcomed construction.
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	<ul style="list-style-type: none"> • Promote the Eurobodalla Food Bowl concept and study. • Encourage RMS progress on works from South Nowra for B-double truck access. Complete the Spine Road. Work with RMS during bridge construction. • Advocate progress for Maloney's Beach to Broulee Shared walkway and path system. Enhance shared walkway and foreshore aesthetics with tree's, exercise and recreational options. • Mackay Park Precinct Development. The Chamber has advocated for a destination and gateway development at Mackay Park. The Chamber echoes commercial venue operators' views that an 800+ seats reconfiguring to 800+ sqm of space is required for an entertainment centre to ensure diversity, not compete against existing venues and enable financial optimisation. Chamber is also concerned about Councils notion of the northern site being planned for accommodation with a conference centre hosting touring events when there is no known precedent. The site is ideal for other important destination infrastructure such as a regional art gallery, regional museum, entertainment (especially to retain youth) regional food experience, oyster interpretive centre etc.
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Strategic direction 2: Strive for membership growth and secure strength through viability and diversity in breadth of representation.

Strategic initiative	2018 - Target action
2.1 Increase membership through relevance of membership services, visibility and representation	<ul style="list-style-type: none"> • Chamber members automatically join NSW Chamber and scan access for free the Advice Line for specialist advice on WHS, Insurance, Marketing, Employee Issues etc. Promote this service regularly. • Enhance monthly meetings with recognised speakers and relevant topics. • Invite Councillor's, other Shire Chamber members and organization representatives to meetings. • Promote cross Chamber communication, strategies and collaborative communication with each level of Government. • Examine establishment of a regional board of Chambers.

	<ul style="list-style-type: none"> • Maintain communication at all levels of Government. • Publish advocacy correspondence and discussions for easy access and transparency.
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Strategic direction 3: To provide leadership and direction to member businesses and on behalf of businesses, through best-practice governance, effective communication, representation and diligent event planning.

Strategic initiative	2018 - Target action
3.1 The Chamber aims to be at the fore-front of town development in terms of business environment and business futures. The Chamber will pre-emptively campaign for changes and development incentives that create opportunities for business.	<ul style="list-style-type: none"> • The Chamber will co-develop or influence Council's Town Centre Vision Strategy (or Place Making Strategy) with the purpose to stimulate infill, grow the economy and address trending economic and social fundamentals.
3.2 Promote collaborative working relationships and models with government, other Chambers and elected political representatives.	<ul style="list-style-type: none"> • Promote collaborative outcomes with industry and philanthropists. • Strengthen local institutions through collaboration with Council, Councillor and local member relationships and ensure an informed public with detailed media material. • Retain regular representative attendance and relevant local issue discussion.
3.3 Diligent Chamber governance, event planning and communication.	<ul style="list-style-type: none"> • Maintain healthy finances, compliance and effective structure. • Re-design website to enhance communication, advocacy and transparency • Upgrade Website and reboot Facebook management to enhance discussion of Shire opportunities and issues.

1. 2013 Far South Coast Regional Development Australia Skills Audit.