

Shire of Bellinghen 2030

Our Community Vision

Connected, Sustainable, Creative



2030

Bellinghen Shire
COUNCIL
Community Strategic Plan



Vision

A Gumbaynggirr Dream ...

A place where there is genuine respect for the land and the original people of this country.

A place where the ancestors' way of holding country is recognised.

A place where there is respect for custodial people who carry this tradition today and for Elders and the children of the future.

A place where we all walk together, where we can all be here in harmony with the land and all life.

Shared by a Gumbaynggirr Elder in our community:

'When you're small you look and see how happy people are, family gathered together. As a child you felt happy, that feeling needs to come back. It was very powerful in the early days and can still come back that way. Connection with family is very important... safety and survival of each and every individual connected with family.

When we were children and went to river with aunties and uncles – they would make sure we were safe and that each and everyone would come together.

What happened in early days has got to come back. Each and every one of us has to have healing before we can journey on into the future. We have to come together again as one and come closer to oneness. Got to come together as one again.

The land around here has a great capacity to do that, to heal... in a way that's not separating. It's something that would bring people together.'

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For the purposes of the DLG's Integrated Planning and Reporting Framework, this is our Community Strategic Plan.

Version	Date
1.0	May 2012
2.0	June 2013

2030

Shire of Bellingén 2030 Community Vision Connected, Sustainable, Creative

Message from the Mayor

Let your imagination travel 20 years into the future. What will our world and our community be like? Many of the jobs people will do have not yet been invented. Will we communicate differently, will we still have the same physical world around us, and will we still be living the same way in the year 2030?

The world is changing more rapidly now than ever before, both positively and negatively. Change will continue, perhaps even more rapidly. What do we need to do now to create the ideal future for our shire? A future where change that we needed and wanted has been carefully planned, managed, and integrated with what we wanted to preserve, recreate or enhance.

To ensure that our community in 2030 matches our ideals and values and is healthy, safe, and sustainable, we have developed a plan in consultation with groups and individuals in our shire, and we thank them for their support and contributions.

The Shire of Bellingén 2030 Community Vision is the community's plan with Council as custodian of the vision, it will guide future councils to reach decisions which will benefit our community as a whole.

We have consulted with you to identify and clarify the changes you want, as well as what you don't want to happen in our shire. This is a vision for both Council and our community. Council is the facilitator of this process, being responsible for the implementation of actions which are Council's responsibilities, the monitoring of progress and reporting back to the community as the vision unfolds over the next 20 years.

We have great pleasure in presenting the Bellingén 2030 Community Vision. It clearly sets forth community aspirations for the future and I encourage the community to follow and support the progress of the vision as we move forward.



Cr Mark Troy
Mayor

Shire of Bellingren 2030 Community Vision Connected, Sustainable, Creative

Message from the General Manager

Development of this plan has been inspired by consultation with you, our community, and by changes in legislation which offer new scope to local governments in planning for the future.

In 2009 the NSW Government put in place legislation to change the way local governments plan and deliver activities, programs, and services.

This new framework recognises that communities do not exist in isolation, and that council plans do not exist in isolation either. It offers us the opportunity to think and work differently both within our community and in the way we collaborate on broader issues that affect us.

It seeks to set aspirational goals that can be delivered by interesting and innovative partnerships. It allows us to look for the best ideas to develop and deliver to achieve synergistic and effective outcomes which may involve

partnering, alliancing, and different business models. Importantly, it supports leadership and innovation by both council and community.

This new framework fosters discussion about funding priorities, service levels, and preservation of our local identity, as well as planning in partnership for a more sustainable future.

For me, the elements of Integrated Planning and Reporting Framework plans and particularly this document, the Shire of Bellingren 2030 Community Vision, must reflect the aspirations of the Bellingren Shire community and must clearly articulate Council's role as custodian of our community.

The plan has been developed from community engagement and is built on the 'quadruple bottom line' – that is, the pillars of sustainability of economy, community, environment, and civic leadership – and will provide an imperative for the integration of sustainability into the core business of

council.

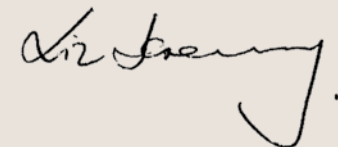
A major part of this process is about creating links with individuals, community groups, and our business community to establish a platform to work collaboratively on a range of issues. These include the opportunities the National Broadband Network offers our community, and economic development and tourism, health and wellbeing, growth and development, the efficiency and effectiveness of Council's operations, as well as environmental sustainability issues such as climate, biodiversity, fresh water, and food security.


Our goal is to be a leadership community and a sustainable community that harnesses the talent, intellect, skill and commitment of our people to fully develop our potential, in a balanced way.



However, while these complexities are outlined in detail in the following pages, they can be summarised in just three words.

In short, our focus is: connected, sustainable, creative.

A handwritten signature in black ink, which appears to read 'Liz Jeremy'.



Our vision for the future must encompass all aspects of living and working in our shire, as well as ways in which we are connected beyond our borders - regionally, nationally and globally. Our vision is about protecting the pristine natural beauty of our environment and enhancing our prosperous and safe community where inclusiveness and sustainable living are embraced, so that creativity and cultural activity can flourish.

Connected, Sustainable, Creative.

Connected

We are a community that is inclusive, connected to each other in our shire, and with connections beyond - regionally, nationally, and globally.

Sustainable

We strive to live sustainably to ensure that we have enough for all, forever.

Creative

We are a community that is creatively and culturally dynamic. We are ingenious and inventive in finding innovative solutions to problems and challenges.

Values

Our values - the founding principles of our plan

The Shire of Bellingren 2030 Community Vision is about creating a sustainable future together for the good of all.

To do this we need to examine and understand the values that we collectively hold and determine how these values or principles can be embedded into all that we do.

The founding principles of our vision are critical as they are the foundations on which we will build our future and sustain our community.

In examining local issues within the context of preparing our plan it is also important to consider that our local community exists within a broader construct. Our actions affect us locally, but they may also affect our national community and ultimately the global community. Similarly, these wider communities can impact on us.

The principles that underpin our vision will help to guide us and the next generation. They build on values that Council has developed over time and will be a gauge for testing new ideas, proposals and decisions, as well upholding our creative and aspirational values to ensure that our future community is one of tolerance, harmony and unity.

The key principles that we will strive towards are:

Respect and understanding of our community's needs

Respect is fundamental to all that we do every day. Respect for the rights of others, the lifestyle we choose, our beliefs, the safety of our staff and our community, and the value that each brings to our community.

Fairness and equity

The need to treat others with fairness and equity is a guiding principle for all our actions and activities. This includes equity in opportunity, the right to learn and share in community

life, the right to be included and to be heard. We will also strive for equity in the use of our community resources for individuals and groups now and for generations to come.

Stewardship

Stewardship recognises that we do not own the things entrusted to our care, that we hold them in trust for our community to use, enjoy, and benefit from, now and into the future.

Responsible decision-making

Good governance involves accepting responsibility for the decisions we make and considering their impact on others. Embedded within this vision is our commitment to being fair, ethical and transparent in decision-making and to engaging actively with those who will be affected by these decisions.

Co-operative Partnerships

The key directions and objectives of our vision have been developed with and on behalf of our community. They are ambitious and cannot be delivered

in isolation, nor are they intended to be. To achieve our aspirations for the future, many individuals, groups, and agencies will need to work together in a spirit of cooperation and support.

We want to consolidate and strengthen existing relationships and build new ones.

In developing our vision we are committing to partnerships within and beyond our community that are open, honest, and respectful, and that focus on the greater good.

Pride in our community

Our vision gives us the opportunity to focus strongly on our achievements as a community, recognise our capabilities, and to work towards our aspirations and goals. We have the opportunity to shape the future direction for our community by our own actions and approach. Our pride in our community is an expression of our commitment to our place, our people, and our beliefs.



Shire of Bellinghen 2030

Community Vision

Our Profile

The Bellinghen Shire is currently home to 13,076 people, (ABS: 2011), who come from many different countries and are involved in diverse occupational, cultural, and social activities.

The shire has three distinct geographical areas – ocean, river, and mountains. They incorporate the communities of Mylestom, Repton, Urunga on the coast, Bellinghen on the river, and Dorriggo on the plateau. Each is a vibrant and rich community with its own characteristics.

The Local Government Area is made up of many beachside and inland localities, villages, towns and suburbs. These are Urunga, Raleigh, Repton, Mylestom, Fernmount, Bellinghen, Gleniffer, Kalang, Darkwood, Orama, Brinerville, Thora, Bostobrick, North Dorriggo, Dorriggo, Cascade, Megan, Brierfield, and Deer Vale.

Situated about half way between Sydney and Brisbane, with a total area of 159,977 hectares, the shire is a lifestyle region with an emphasis on cultural activities and social cohesion.

Agricultural practices have diversified over the years and are now a mix of traditional and non-traditional farming methods.

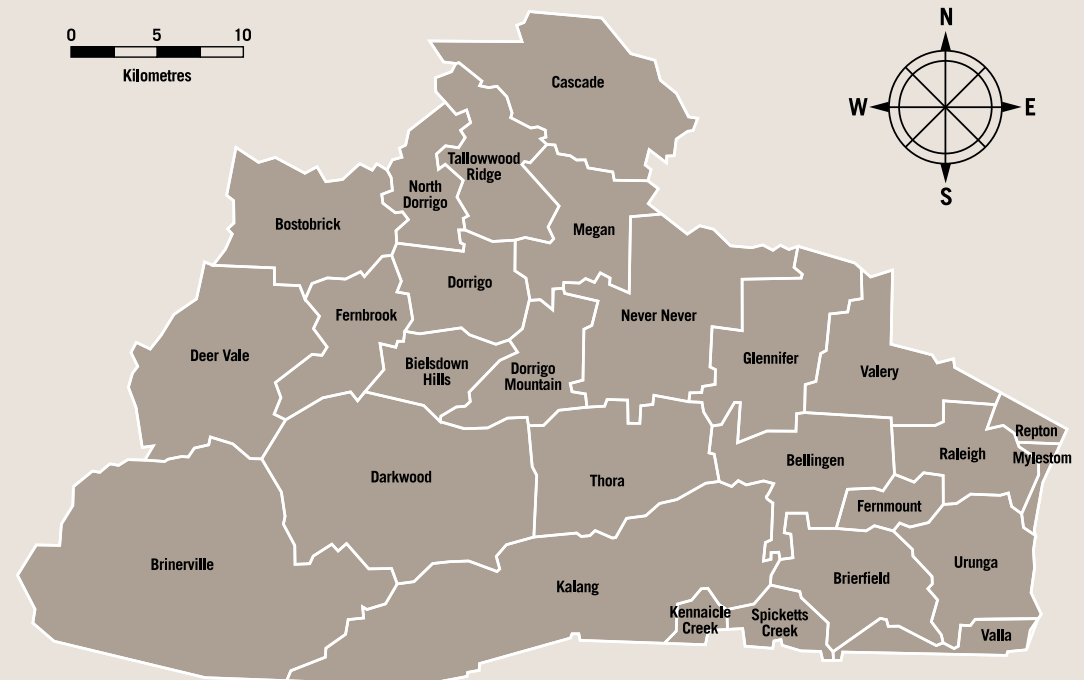
Many of today's residents operate small to medium-size enterprises in creative industries involving artists, crafts people, writers, musicians, and horticulturists.

Bellinghen Shire has an abundance of natural assets, some 53% of the shire is State Forest or National Parks (21.26% State Forests and 32.36% National Parks). This and our cultural attractions have created a thriving tourism industry with more than 300,000 visitors coming to the shire each year. Numerous festivals, ranging from jazz, classical and world music, to environmental, food and wine events, attract distinct audiences, enhancing the social and economic life of the region.

Employment

The largest industries in 2011 were Health Care and Social Assistance (716), Education and Training (543), Retail Trade (504) Accommodation

and Food Services (414), Construction (411) Agriculture, Forestry and Fishing (364), Manufacturing (329) and Public Administration and Safety (262).



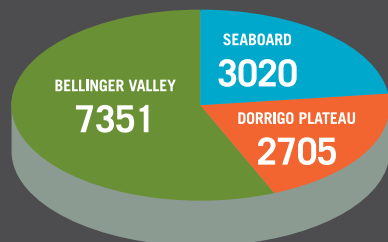
Shire of Bellingen 2030

Community Vision

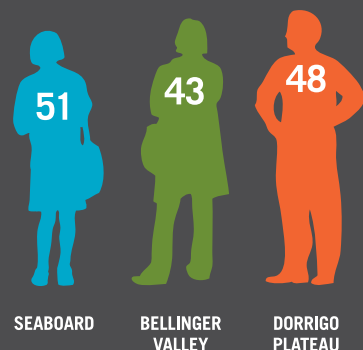
Our Community

The main demographic characteristics of our community are captured here in a snapshot for each of the areas within Bellingen Shire. These figures are based on the 2011 Australian Bureau of Statistics data resources.

POPULATION



MEDIAN AGE



AGE GROUPS

SEABOARD
Older people represent a large proportion of the population

16.7% aged 55-64 yrs
28.3% aged 65 yrs and over



BELLINGER VALLEY-The area has a mix of age groups although key groups are children:

6.2% aged 0-4 yrs
15.4% aged 5-14 yrs
...and soon to be ageing adults
16.9% aged 45-54 yrs



DORRIGO PLATEAU
The area has a mix of age groups:

6.0% aged 0-4 yrs
12.7% aged 5-14 yrs
21% aged 65 yrs and over



FAMILY TYPES

53.7%

Couple families without children

27.8%

Couples with children

18.5%

One parent families

39.3%

Couple families without children

39.1%

Couples with children

21.6%

One parent families

48.5%

Couple families without children

35.3%

Couples with children

16.2%

One parent families

LABOUR FORCE

SEABOARD

49.3%
In full time work

4.9%
Away from work

38.4%
Employed part time

7.4%
Unemployed



BELLINGER VALLEY

44.4%
In full time work

5.2%
Away from work

41.4%
Employed part time

9.0%
Unemployed



DORRIGO PLATEAU

49.6%
In full time work

6.0%
Away from work

36.8%
Employed part time

7.5%
Unemployed



Shire of Bellingden 2030

Community Vision

Our Council

As a local government organisation Bellingden Shire Council is charged with the responsibility for delivery of a diverse range of services each and every day.

Council employs 142 people (as at 31 December 2012) in a range of professions.

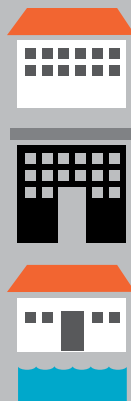
The elected Council comprises 7 Councillors who represent the entire Local Government Area. The Mayor is elected by popular vote once every four years and the Deputy Mayor is nominated and elected annually by fellow Councillors.

Bellingden Council has a broad portfolio of community infrastructure and assets as follows:

COUNCIL INFRASTRUCTURE & ASSETS (as at 31 December 2012)

BUILDINGS

1 Administration
3 Libraries
4 Depots
3 Waste Depots / Transfer Stations
53 Sport / Recreation
3 Swimming Pools
9 Halls
1 Saleyards
3 Commercial
24 Emergency
2 Surf Clubs



PLANT EQUIPMENT & VEHICLES

1 Backhoe
2 Road Brooms
2 Excavators
2 Graders
15 Mowers
1 Bus
47 Cars & Utes
17 RFS Vehicles
2 Rollers
6 Tractors
18 Trailers
32 Trucks
1 Skidsteer Loader
4 Wheel Loaders
8 SES Vehicles



(Approx \$8.4m worth)

ROADS

70km State Roads
34km Regional Roads
337km Sealed Local Roads
195km Unsealed Local Roads
20km Footpaths
??km Cycleways & Shared Paths
67km Kerb & Gutter
38.5km Drainage Conduits
4 Public Car Parks

BRIDGES

81 timber
19 concrete
13 composite
23 large culverts

SEWERS

74.4km of gravity sewer mains
15km of rising mains
3 treatment plants
27 pump stations
1881 manholes

WATER

175km of mains
2 treatment plants
3 bores / 1 well
2 river pump stations
1 reticulated pump station
9 reservoirs
1105 hydrants
992 valves

Shire of Bellingren 2030 Community Vision Our Challenges

The Shire's 'liveability', strong sense of community, character and environment need to be protected and maintained for our future sustainability. The challenge will be to cherish what we have now while embracing change and opportunity as our Shire continues to grow...



Shire of Bellingen 2030

Community Vision

Our Challenges

These issues are common across many local government areas. The NSW Department of Local Government is addressing these issues through the 'Destination 2036' project which reflects the NSW Government's commitment to working collaboratively to create better local government in NSW.

Destination 2036 sets the stage for major reforms to local government. It recognises the need to reshape the structure, governance and financing arrangements, as well as the functions and capacity of the sector to better enable councils to serve their communities in a challenging and rapidly changing environment.

The project's theme is 'Strong Communities through Partnerships'.

Specifically, Destination 2036 seeks to achieve the following:

- By 2036, all NSW communities will be healthy and prosperous – led and served by strong, effective and democratically elected local government.
- Through leadership, local knowledge and partnerships with community, government and other sectors, we will plan our futures and deliver quality services and infrastructure.

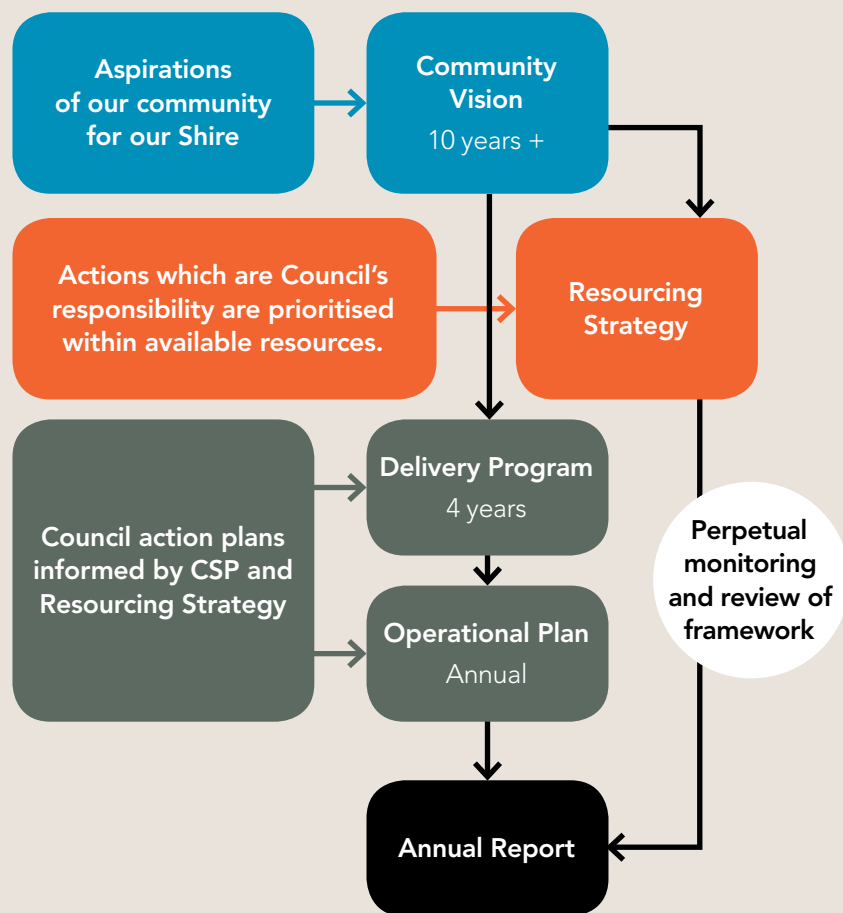
Bellingen Shire Council recognises the importance of the direction mapped out by Destination 2036 and will actively work with the NSW Government towards achieving these important objectives.



Shire of Bellingren 2030

Our Community Vision

Our Planning Framework



Integrating council plans and reports

The new framework recognises that communities do not exist in isolation – they are part of a larger natural, social, economic and political environment that influences and, to a large extent, shapes their future direction.

Neither do council plans exist in isolation – land use and infrastructure planning produces social, environmental and economic outcomes, and vice-versa. They are connected.

This framework encourages councils to draw their various plans together, to understand how they interact and to get maximum leverage from their efforts by planning holistically for the future.

It recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction and employment, and reliable infrastructure. How each community responds to these needs is what shapes the character of individual towns and cities.

The new framework opens the way for councils and their communities to have important discussions about funding priorities, service levels, preserving local identity, and to plan in partnership for a more sustainable future.

What is the Community Vision?

The purpose of the Community Vision (CV) is to look into the future for our community. This vision is our highest level planning document and aligns our community's vision with a clear strategic direction for the Shire's long-term future.

These strategic directions inform Council's detailed planning process which is encapsulated in the Delivery Program and the Operational Plan.

Shire of Bellingén 2030 Our Community Vision Our Planning Framework

2030

Our plan must:

- Have a long-term focus
- Address important social, environmental, economic and civic leadership issues
- Be based on an engagement process
- Provide for a resourcing strategy including how community assets will be used and managed in the future, how the council workforce will be managed to deliver the desired outcomes, and provide a financial plan outlining how aspects of the plan will be funded
- Outline the principles on which the plan is based
- Provide for measuring and monitoring progress in implementing the plan
- Provide for reporting to the community on progress and achievements

How will we use the plan?

The outcomes will determine priorities in the services and projects that Council delivers over the next 20 years. This will be achieved through development

implementation and review of a range of additional strategic documents including Council's Resourcing Strategy and a series of Delivery and Operational Plans.

How was our plan developed?

Council started developing the CV in mid 2010 with a series of community workshops facilitated by members of Transition Bellingén and Bellingén Environmental Youth Experience.

Transition Bellingén is part of a global Transition Network that aims to build resilience so local communities can survive and thrive in the face of global challenges such as peak oil and climate change. Transition Bellingén welcomed the opportunity to work with Council on a voluntary basis to engage shire residents about positive visions for a more resilient local community.

In addition to the workshops, a Bellingén 2030 questionnaire was available for community members to use to provide written input.

Approximately 160 community members participated in the development of the Draft document,

and more than 600 ideas were collated and condensed into five main themes: resilient economy, community wellbeing, places for people, living environment, and civic leadership.

These were further distilled into clear goals and strategies designed to reflect the community's priorities for the future.

Our engagement process involved feedback on what you cherish, what you want to create, what you want to reject, and what you want to recreate and recover from the past.

Once the Draft document was compiled Council undertook a community engagement process that was in keeping with its Community Engagement Framework. This included promoting the plan widely across our Shire and conducting a range of meetings and forums including:

- Community forums at Bellingén, Urunga and Dorrigo
- Meetings with community groups
- A forum with our 3 Chambers of Commerce
- An Interagency forum

This consultation with community, government and business was undertaken to refine the plan into what was called at the time, The Bellingén Shire 2030 Community Strategic Plan.

In line with the requirements of the Integrated Planning & Reporting Framework this Plan was updated following a community consultation process which occurred in early 2013. One of the outcomes of the consultation process was the renaming of the document to 'The Shire of Bellingén 2030 Community Vision', to more accurately reflect its role in the Framework.

Throughout the vision we have used the present tense in our aspiration statements to encourage positive thinking and to affirm our commitment to achieving our aspirations.

We have endeavoured to capture not only your aspirations in the plan but to also reflect the importance of these issues to the community.

Cherish

Cherish

We asked what you cherish about our shire that you want to retain into the future. Your message was clear:

We cherish our diverse landscapes and beautiful natural environment including our creeks, our river, mountains, coast and wildlife.

We value our youth, children and grandchildren, their energy and their role as a vital, beautiful and needed part of the community.

We cherish our community - its diversity, spirit, tolerance and inclusiveness; the cultural/artistic opportunities including our markets, festivals, music, and community radio.

We love how passionate and pro-active we are as a community and we hold dear the values of respect, tolerance and trust of and for each other. We value our volunteers.

We value our alternative lifestyle opportunities, our commitment to sustainability and greenness and our farming character and landscape.

We treasure our pioneering and activist history.

We cherish our "localness" and independence. We want our food, businesses, hospital and council to be local.

We value tourism that is judicious and supports our needs as a community.

We cherish our green spaces and playgrounds, our community gardens, our libraries and our Aboriginal Cultural Centre at Bellingen High School.

Create

We asked what you want to create within our shire to take into the future. Your message was clear:

More affordable housing in the shire, to keep younger people here.

More cycle ways.

Food growing everywhere - bountiful, colourful, seasonal.

An ethical (triple bottom line) business network to support the shift to ethical business and to continually encourage the support of local business.

Strong community/school partnerships.

Refuse

We asked what you don't like about our shire and don't want to take into the future. Your message was clear:

Refuse to tolerate vandalism and anti-social behaviour.

Refuse to maintain our reliance on cars.

Stop fast food chains and no big supermarkets.

Recreate/Recover

We asked what you miss from the past that you want to recreate for the future. Your message was clear:

More face to face communication.

Kids playing safely in our streets.

Living off our local environment.

Create



"We cherish our diverse
landscapes and beautiful natural
environment including our
creeks, our rivers, mountains,
coast and our wildlife."



Shire of Belling 2030 Community Vision Aspirations for our future: Resilient Economy

**We are a vibrant,
prosperous and inclusive
community supported by
a strong, sustainable local
economy**

**We have meaningful work and vibrant
businesses within our community**

Our community has a diversity of
businesses and new industries

We have innovative and alternative local
trading systems

Businesses within our Shire are ethical
and sustainable

We have the public infrastructure to
appropriately support business activity

We are a disaster resilient community

Our families are able to support
themselves locally

**We have balanced, sustainable
tourism**

Our Shire offers a broad range of
experiences for visitors

Our regional tourism assets are
enhanced

Our tourism providers strive for
sustainable operations

**We have a sustainable local farming
sector that provides us with healthy,
fresh food**

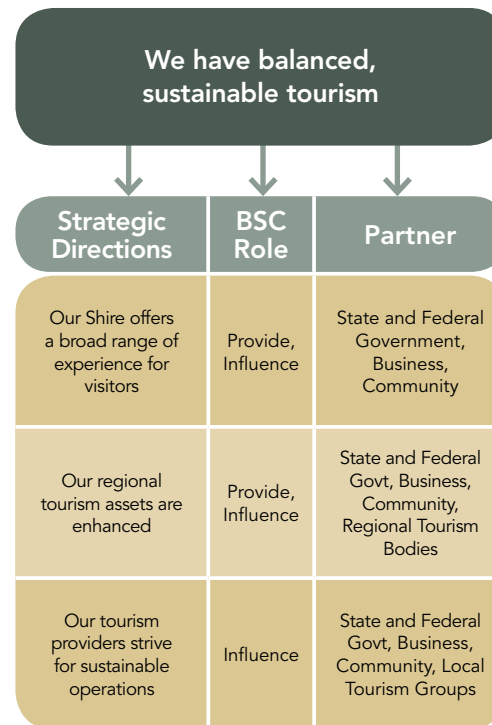
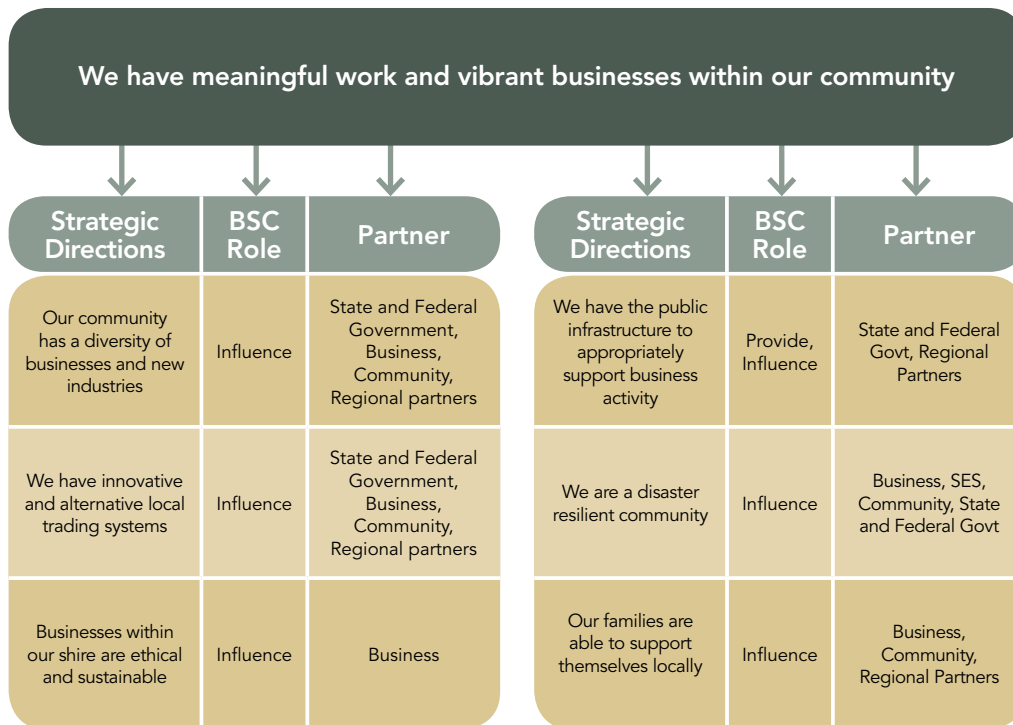
Agriculture is a valued part of our
economy

Local food-growing, processing, sharing
and education initiatives are supported
and developed

Alternative farming systems are
employed with examples including
cooperative farming and Landshare

Farming practices are financially and
environmentally sustainable

Resilient Economy





Shire of Bellingren 2030 Community Vision Aspirations for our future: Community Wellbeing

**Our community is inclusive,
creative and empowered to
achieve a sustainable future**

**Our children, youth and seniors are
valued, involved and supported**

Youth and seniors programs and activities
are in place and are actively supported

Strong partnerships between schools
and our community are in place to allow
for inter-generational and cultural learning

Students have a variety of mechanisms
such as a support centre and local
scholarships

Opportunities exist to share the
experience and wisdom of seniors

**We are a learning and creative
community**

The benefits and understanding of
lifelong learning are promoted

There are opportunities for lifelong
learning including regaining and
retaining traditional skills

Our community is motivated to
participate in lifelong learning activities

A diversity of cultural and artistic
activities are available across the shire

**We value, honour and actively
acknowledge our Gumbaynggirr
culture and heritage**

We actively engage with and include
the perspectives and knowledge of
Aboriginal people

Opportunities exist to learn about our
Aboriginal language, history and culture

We have regular aboriginal events,
activities, and storytelling in an
appropriate cultural space

Gumbaynggirr place and language is
acknowledged through signage and
other mechanisms

**We are connected, safe and healthy
with a strong sense of community**

Community groups actively
communicate and collaborate

There is connection between and across
our communities

We have the programs, services and
infrastructure to ensure a safe and
healthy community

Our community is diverse, tolerant,
and understanding

Community Wellbeing

Our children, youth and seniors are valued, involved and supported

Strategic Directions	BSC Role	Partner
Youth and seniors programs and activities are in place and actively supported	Provide, Influence	Educational institutions, Business, State & Federal government, NGO's
Strong partnerships between schools and our community are in place to allow for intergenerational and cultural learning	Provide, Influence	Community Groups (including Aboriginal), Schools
Students have a variety of mechanisms such as a support centre and local scholarships	Influence	Educational institutions, Business, State & Federal government
Opportunities exist to share the experience and wisdom of seniors	Provide, Influence	Individuals, schools, community groups, Business, State & Federal Government

We are a learning and creative community

Strategic Directions	BSC Role	Partner
The benefits and understanding of lifelong learning are promoted	Provide, Influence	Educational institutions, Business, State & Federal government, NGO's
There are opportunities for lifelong learning including regaining and retaining traditional skills	Influence	Educational institutions, Business, State & Federal government, NGO's
Our community is motivated to participate in lifelong learning activities	Influence	Educational institutions, Business, State & Federal government, NGO's
A diversity of cultural and artistic activities are available across the Shire	Influence	Community, Festival organisers, State & Federal Government

We value, honour and actively acknowledge our Gumbaynggirr culture and heritage

Strategic Directions	BSC Role	Partner
We actively engage with and include the perspectives and knowledge of aboriginal people	Provide	Aboriginal Community
Opportunities exist to learn about our aboriginal language, history and culture	Influence	Aboriginal Community, State & Federal Government, Educational institutions
We have regular aboriginal events, activities and storytelling in an appropriate cultural space	Influence	Aboriginal Community
Gumbaynggirr place and language is acknowledged through signage and other mechanisms	Provide	Aboriginal Community

We are connected, safe and healthy with a strong sense of community

Strategic Directions	BSC Role	Partner
Community groups actively communicate and collaborate	Provide	Community Groups
There is connection between and across our communities	Provide	Community
We have the programs, services and infrastructure to ensure a safe and healthy community	Provide, Influence	Health Services, Emergency Services, Community, Police, Traffic Authorities
Our community is diverse, tolerant and understanding	Provide, Influence	State Government, NGO's, Community

CONNECTIONS

Local Plans

Social Plan • Arts and Cultural Plan
Disability Discrimination Action Plan

Regional Plans

MNC Regional Strategy
Regional Employment Plan (RDA)

State Plans

NSW 2021 • Families NSW Plan

Federal Plans

DDA 1992

CONNECTIONS

Local Plans

Social Plan

Regional Plans

Mid North Coast Regional Strategy

State Plans

NSW 2021

CONNECTIONS

Regional Plans

Regional Employment Plan (RDA)

State Plans

NSW 2021

CONNECTIONS

Local Plans

PAMP

Regional Plans

PAMP • DISPLAN
Regional Emergency Management Plan

State Plans

NSW 2021
Health Plans



Shire of Bellingren 2030 Community Vision

Aspirations for our future: Places for People

We have services, infrastructure and development that connects, supports and strengthens our community for the future

We have a diversity of beautiful spaces that foster community happiness and wellbeing

We have a variety of passive recreation spaces including riversides, parks and reserves

We have a variety of active recreation spaces including playgrounds, sporting fields and multipurpose centres

We have a variety of shared community spaces including meeting spaces accommodating public art, cultural and environmental amenities

We have a mixture of affordable sustainable housing options for all in our community

There are affordable housing options for all through a diversity of mechanisms including increased public and community housing

Sustainable building and retrofitting of existing housing stock is the standard approach

Eco-village and community living developments for mixed ages are encouraged

Heritage buildings and sites are protected

Places for People

We are connected and able to move around in a safe, accessible, affordable, healthy and environmentally friendly way

We have effective public and community transport linking townships in the shire and linking to regional centres

Our existing rail network is optimised for freight and local trains

We have a network of cycleways, footpaths and walking trails, supported by maps and signage which encourage active transport and reduce car dependency

Our local infrastructure supports electric vehicles and non-motorised forms of transport

We have a system of safe, well-maintained roads including car calming infrastructure

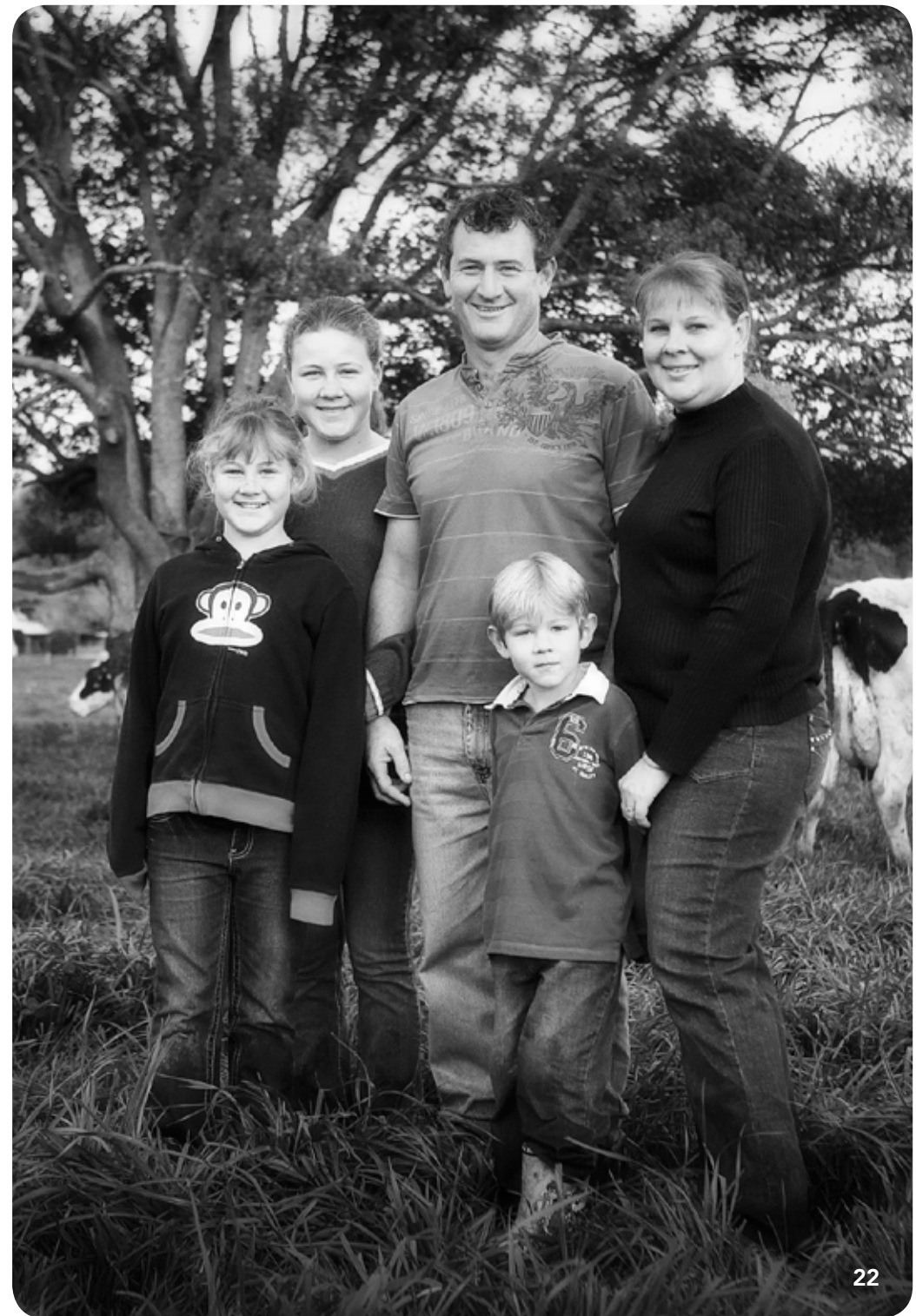
We have the facilities and services needed to be a healthy and active community

Health care options and facilities are enhanced across the shire including birthing, palliative and aged care support

There is a holistic approach to health

There is active participation in a range of sporting and recreational pursuits

Healthy lifestyles and practices are enhanced





Places for People

We have a diversity of beautiful spaces that foster community happiness and wellbeing

Strategic Directions	BSC Role	Partner
We have a variety of passive recreation spaces including riversides, parks and reserves	Provide, Influence	Community, Developers, State and Federal funding bodies
We have a variety of active recreation spaces including playgrounds, sporting fields and multipurpose centres.	Provide, Influence	Community, Developers, State and Federal funding bodies
We have a variety of shared community spaces including meeting spaces accommodating public art, cultural and environmental amenity	Provide, Influence	Community, Aboriginal, Developers, State and Federal funding bodies

We have a mixture of affordable sustainable housing options for all in our community

Strategic Directions	BSC Role	Partner
There are affordable housing options for all through a diversity of mechanisms including increased public and community housing	Influence	Dept Housing, Housing Cooperatives/ Community Housing, Developers
Sustainable building and retrofitting of existing housing stock is the standard approach	Provide, Influence	Developers, Building Owners, State and Federal funding bodies, Community
Eco-village and community living developments for mixed ages are encouraged	Influence	Developers, Community
Heritage buildings and sites are protected	Provide, Influence	Building Owners, State and Federal funding bodies, Community

CONNECTIONS

Local Plans
Arts and Cultural Plan
PAMP / CBD Master Plans
Open Space and Community Facilities Plan

Regional Plans
MNC Regional Strategy
North Coast Affordable Housing Strategy
MNC Regional Transport Strategy

CONNECTIONS

Local Plans
Social Plan
BLEP 2010 and DCP

Regional Plans
MNC Regional Strategy

State Plans
NSW 2021

Places for People

We are connected and able to move around in a safe, accessible, affordable, healthy and environmentally friendly way

Strategic Directions	BSC Role	Partner
We have effective public and community transport linking townships in the Shire and linking to regional centres	Influence	Transport companies, Business, Community
Our existing rail network is optimised for freight and local trains	Influence	State and Federal Authorities
We have a network of cycleways, footpaths and walking trails, supported by maps and signage which encourage active transport and reduce car dependency	Provide	Developers, State & Federal Authorities
Our local infrastructure supports electric vehicles and non-motorised forms of transport	Provide	Developers, State and Federal Authorities, Community, Business
We have a system of safe, well-maintained roads including car calming infrastructure	Provide, Influence	State and Federal Authorities

We have the facilities and services needed to be a healthy and active community

Strategic Directions	BSC Role	Partner
Health care options and facilities are enhanced across the Shire including birthing, palliative and aged care support	Influence	State Government, Community, Health Services
There is a holistic approach to health	Influence	State Government, Community
There is active participation in a range of sporting and recreational pursuits	Influence	State Government, Community
Healthy lifestyles and practices are enhanced	Provide, Influence	State Government, Community, Health Services

CONNECTIONS

Local Plans
BLEP 2010 and DCP
PAMP / CBD Plans

Regional Plans
MNC Regional Strategy

State Plans
Health Plans

National Plans Auslink

CONNECTIONS

Local Plans
Open Space and
Community Facilities Plan
Social Plan

State Plans
NSW 2021
Health Plans



Shire of Bellingen 2030 Community Vision

Aspirations for our future: Living Environment

Our natural environment is healthy and clean, we work actively to protect and improve it for future generations

We have clean water which is protected and used sustainably

Our waterways and wetlands are valued, protected and enhanced

We minimise our use of water

We use our water and wastewater using best management practices

Our surroundings are quiet and clean

Noise pollution is managed

Air pollution is minimised

We reduce, reuse and recycle

The consumption of resources is minimised

We know how to reduce, reuse and recycle our waste

Our community has access to convenient recycling facilities and services

We live sustainably and reduce our ecological footprint and contribution to climate change

Our community is informed and acts to reduce our ecological footprint

Alternative forms of energy are embraced

We protect and enhance our biodiversity

Our community understands the value of biodiversity

Our biodiversity is managed and protected for future generations

Threats to biodiversity are identified and mitigated

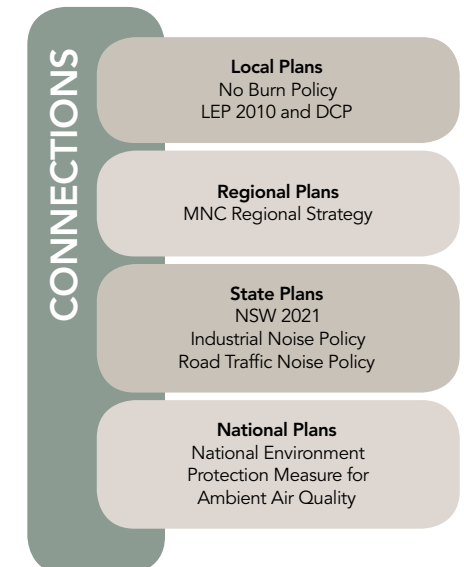
We work together to protect and enhance our environment

The guidance of the custodial people is recognised

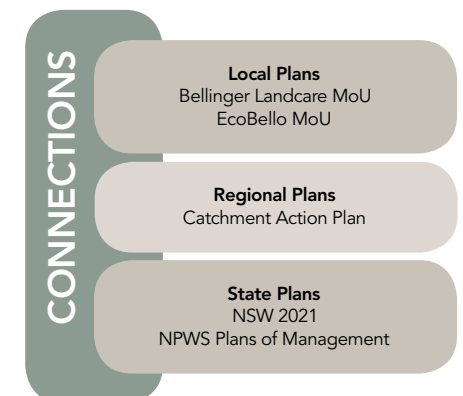
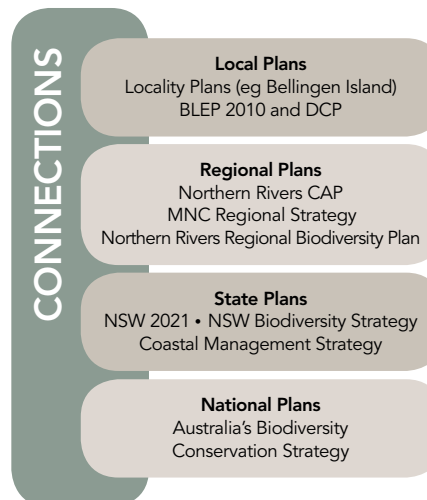
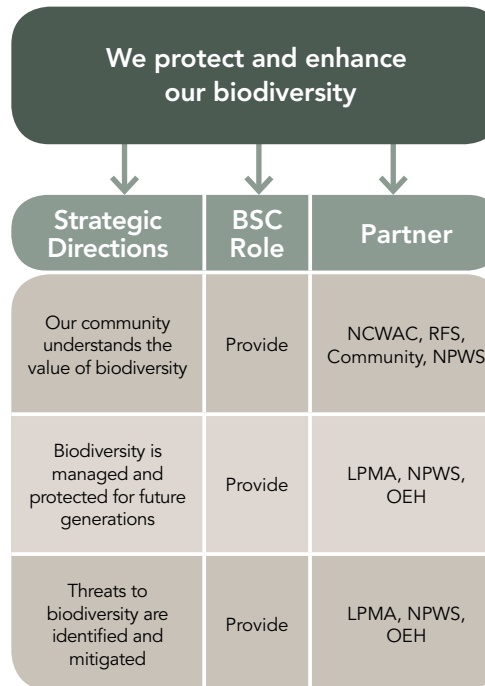
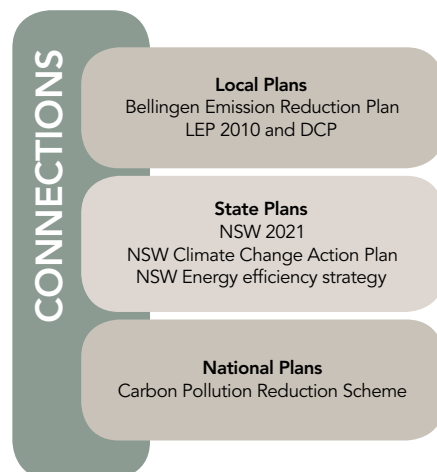
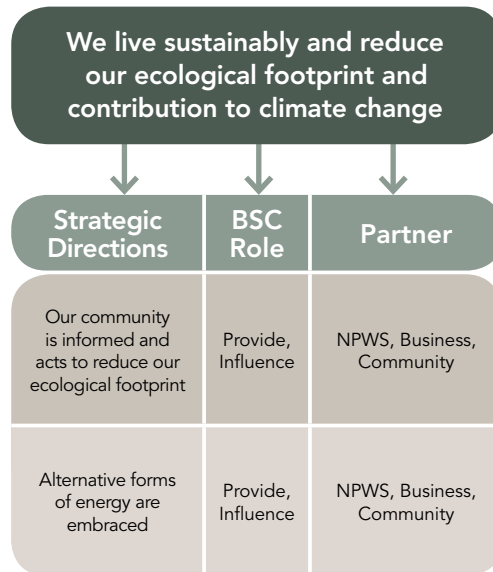
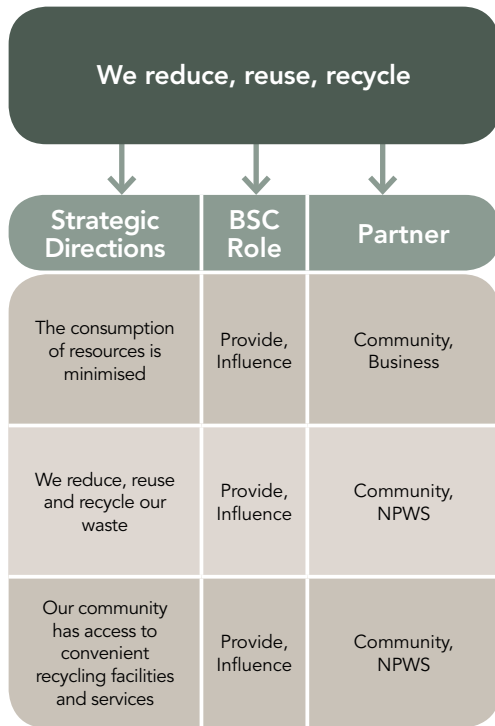
Our community is informed and educated on environmental issues, threats and opportunities

The contribution of our community groups are fostered, supported and celebrated

Our natural environment is valued, protected and enhanced



Living Environment





Shire of Bellingren 2030 Community Vision Aspirations for our future: Civic Leadership

Council is open and transparent and provides leadership and advocacy on behalf of our community

Council is an organisation that embraces business excellence

Financial sustainability is maintained through effective short and long-term financial management

We attract, develop, and retain highly skilled staff

High quality services to the community and cost effective solutions are delivered

Best practice, sustainability principles, accountability and good governance are incorporated in all that we do

Our community is informed and engaged with a strong sense of civic leadership

The community is engaged in decision-making and implementation using modern communication methods

Civic leadership is recognised, supported and rewarded

We are proactive in supporting, through representation and celebration, the needs and desires of the community

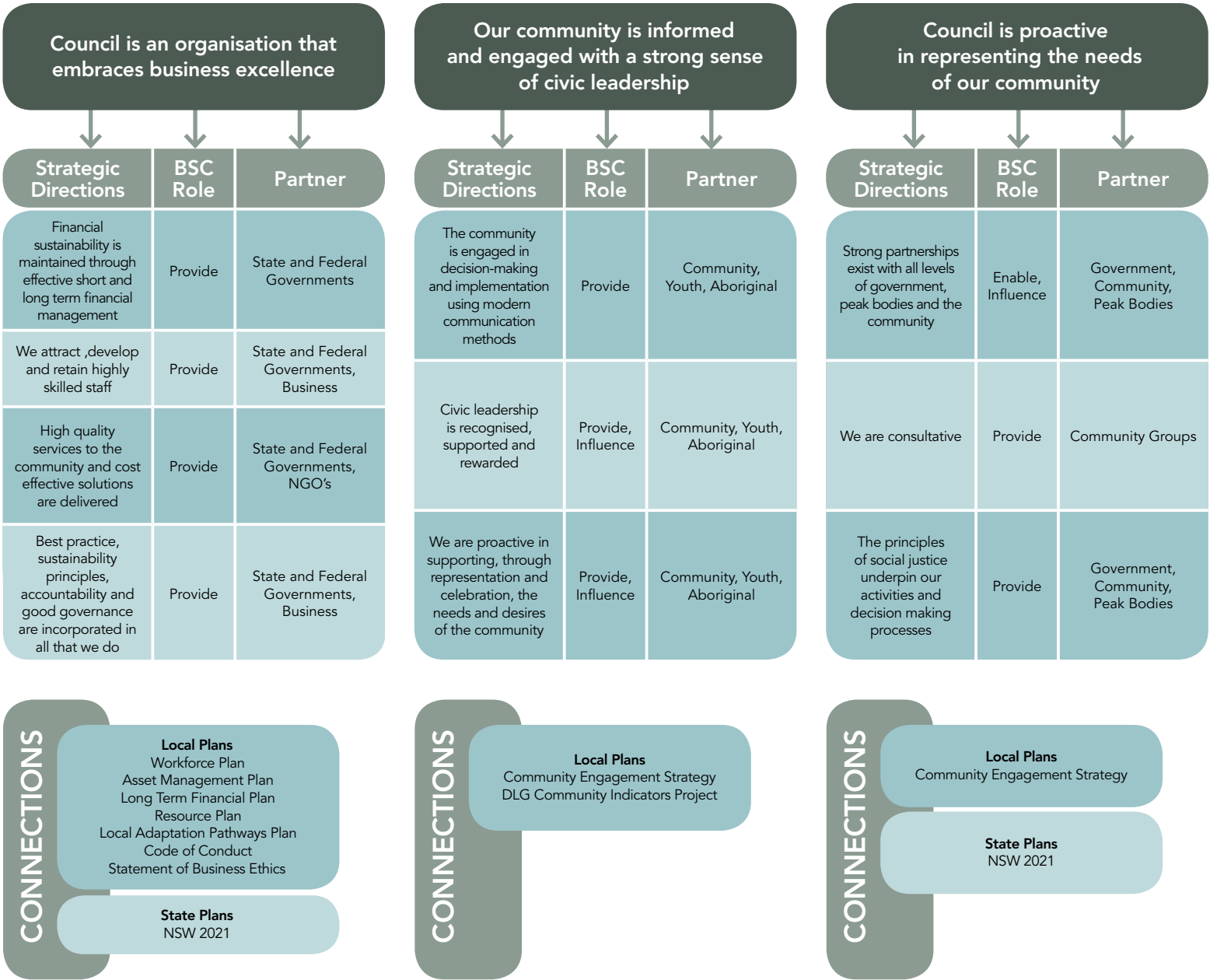
Council is proactive in representing the needs of our community

Strong partnerships exist with all levels of government, peak bodies, and the community

We are consultative

The principles of social justice underpin our activities and decision-making processes

Civic Leadership



Shire of Bellingen 2030 Community Vision Directions and partnerships

In delivering our long-term vision for the Shire of Bellingen, there are also government guidelines, State Legislation, and state and regional plans to take into consideration. It is important that we are mindful of the principles and requirements embedded in these documents and that we seek to work collaboratively with other partners in the process.

The following is an outline of the principles involved in our directions and partnerships:

Ecologically Sustainable Development

The Local Government Charter, which is contained in the NSW Local Government Act, requires all councils and their communities to consider the principles of Ecologically Sustainable Development in the delivery of plans and activities.

There are many definitions of Ecologically Sustainable Development (ESD). However, the national strategy for Ecologically Sustainable Development defines ESD as:

Development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.

The principles of Ecologically Sustainable Development include:

Sustainable use – considering the total quality of life, now and in the future, and using natural resources in a manner which is sustainable.

Integration – integrating environmental sustainability concerns with economic goals to ensure that development minimises environmental harm.

Inter-generational and intra-generational equity – ensuring equity in the use of our natural resources within the present generation, and ensuring that the health, diversity and productivity of our environment is maintained or enhanced for the benefit of future generations.

Conservation of our biodiversity and ecological integrity – ESD implies that conservation of our biological diversity is a fundamental consideration in economic or development plans and projects. Within that, biological diversity is understood to include genetic diversity, species diversity, and ecosystem diversity.

Internalisation of environmental sustainability costs – wherein the cost of goods and services should include full-life cycle costs including the use of natural resources and assets and the disposal of associated waste.

Social justice

Local communities are required to consider the NSW Government's social justice principles (which are underpinned by legislation) when preparing long-term plans, and to test their community's goals and aspirations against these principles.

The principles of social justice include:

Equity – there should be fairness in decision-making, prioritising and allocation of resources, particularly for those in need. Planning processes should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access – all people should have fair access to services, resources and opportunities to improve their quality of life.

Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic cultural and religious backgrounds to participate in community life.

Shire of Bellinghen 2030 Community Vision Directions and partnerships

Planning in partnerships

The purpose of developing a long-term community plan is to manage change towards a desired future, in a balanced way that includes facilitating joint-planning and prioritisation across all levels of government, industry and the community, in relation to the future direction of our shire; and to balance competing demands for economic development, environmental protection, and an equitable society.

There is a strong alignment between the Shire of Bellinghen 2030 Community Vision and the State Government's 10 Year Strategic Plan, "NSW 2021: A Plan to Make NSW Number One" which focuses on a number of areas of activity to deliver better results for the NSW community.

NSW 2021, released in September 2011, contains 32 goals and 180 targets to drive action, based around the following five strategies:

- Rebuild the Economy - restore economic growth and establish NSW as the first place in Australia to do business
- Return Quality Services - provide the best transport, health, education, police, justice and family services, with a focus on customer needs
- Renovate Infrastructure - build infrastructure that drives our economy and improves people's lives
- Strengthen our Local Environment and Communities - improve people's lives by protecting natural environments and building a strong sense of community
- Restore Accountability to Government – strengthen trust in public institutions, return planning powers to the community and give people a say on decisions that affect them.

As each local community in NSW has its own set of priorities, the NSW Government will consult with local government and communities to develop local and regional action plans aligned to NSW 2021.

Progress towards the NSW 2021 goals and targets will be reported through regular updates and the tabling of an annual report. The Plan will also be reviewed periodically in consultation with the community. The targets in the Plan will also improve over time as more accurate and nationally comparable measures are developed.

The Mid-North Coast Regional Strategy, prepared by the NSW Department of Planning in March 2009, represents an agreed NSW Government position on the future of the region. The strategy applies to the period 2006-2031 and will be reviewed every five years.

The primary purpose of this 25 year land use planning strategy is to ensure that adequate land is available and appropriately located to accommodate the projected housing and employment needs of our high growth region.

The strategy focuses on:

- Settlement and housing
- Settlement character and design
- Economic development and employment growth

- Environment and natural resources
- Cultural heritage
- Water and energy resources
- Regional transport

In August 2010 Regional Development Australia Mid-North Coast approved a Regional Plan which looks at a 20-year timeframe (2010-2030) and is a priority framework for regional development.

This plan's vision is "that the people of the Mid-North Coast will live and work in a place of innovation, opportunity and inclusion, a place that will lead the region in social, environmental, cultural and economic sustainability".

The Shire of Bellinghen 2030 Community Vision identifies the need to develop effective partnerships with a variety of government agencies, local government, stakeholders and the community in order to deliver our desired results. Collaborative leadership, advocacy, and constructive partnerships at all levels of government and throughout the community are what will make the difference to a successful future.

Shire of Bellingren 2030 Community Vision Community Indicators

Listed in the following table are a set of Community Indicators that relate directly to the themes and aspirations contained within the Shire of Bellingren 2030 Community Vision (CV). The indicators provide a structure against which Council can measure the progress that is being made toward the stated aspirations of the community within the CV. Progress reporting of the Community Indicators, which will occur biennially, will assist Council in tracking the outcomes and the trends that are occurring in relation to the CV in keeping with the processes outlined in our Community Engagement Strategy. The Community Indicators Report will be developed and provided to the community.

Collecting data for the Community Indicators in this new format has not been undertaken by Council previously and therefore the first Community Indicators report will be produced in 2014. This is a timeframe in which Council and the community will have had the opportunity to implement some of the plans and activities aimed

to reach the desired outcomes of the Community Vision, and to measure the progress toward those intended outcomes.

Measures for the indicators have primarily been drawn from publicly available data and information. In selecting the indicators, consideration was given to availability of data to ensure that data sources being used were updated on a regular basis. Community indicators measure things that are relevant to our community regardless of whether Council has direct responsibility for them. Outcomes and trends being measured from the indicator suite will not just be the responsibility of Council, but also of other organisations, community groups, State and Federal Government and various stakeholders.

Whilst the Community Indicators identify key areas against which progress will be measured at a broader level across the community, Council has identified its own Key Performance Indicators (KPI's) to measure progress against the Delivery Program and

Operational Plan. Although an internal measure of progress and success for Council, the KPI's are included in the Community Indicators in the table below (under Civic Leadership) so that the community can track Council's progress in achieving the outcomes contained in the Delivery Program and Operational Plan.

Community Indicators Table

Theme	Aspiration	Indicator/s	Data Source/Trend/Timeframe
Resilient Economy	We have meaningful work and vibrant businesses within our community	<ul style="list-style-type: none"> % of change in the Industry Productivity for Bellingren Shire 	BSC Economic Profile Stable or increasing Quarterly
	We have balanced, sustainable tourism	<ul style="list-style-type: none"> Number of visitor nights increasing over life of plan 	Tourism NSW Survey Increasing Biennial reporting (2yrs)
	We have a sustainable local farming sector that provides us with healthy, fresh food	<ul style="list-style-type: none"> % of locally sourced food by residents Number of people involved in agriculture 	Bello Food Box Number of fresh local food boxes sold Increasing Annually BSC Economic Profile Stable Quarterly
Community Wellbeing	Our children, youth and seniors are valued, involved and supported	<ul style="list-style-type: none"> School retention rates Destination of School Leavers % of people in the 60+ age involved in volunteer activities or community groups 	Dorrigo/Bellingen High Schools % Stable / Increasing Annual Reports Dorrigo/Bellingen High Schools Number stable / increasing Annual Reports BSC Community Survey Stable or increasing Annually
	We are a learning and creative community	<ul style="list-style-type: none"> Apprenticeship & vocational training enrolments Participation in lifelong learning activities – self reported 	State Training Services Improving Annually BSC Community Survey % Participating stable / increasing Annually
	We value, honour and actively acknowledge our Gumbaynggirr culture and heritage	<ul style="list-style-type: none"> Evidence of support of and participation in indigenous events and learning opportunities 	BSC Reports to Council on Community Engagement Maintain or increase the number of events supported Update library resources relating to Aboriginal culture and heritage Annually

Theme	Aspiration	Indicator/s	Data Source/Trend/Timeframe
Community Wellbeing	We are connected and safe with a strong sense of community	<ul style="list-style-type: none"> Perceptions of safety Satisfaction with feeling part of the community Number of recorded criminal incidents for major offences 	BSC Community Survey Improving Annually BSC Community Survey Improving Annually Australian Bureau of Crime Statistics Decreasing Annually
Places for People	We have a diversity of beautiful spaces that foster community happiness and wellbeing	<ul style="list-style-type: none"> Community satisfaction with Libraries; Cleanliness of Streets; Parks, reserves and playgrounds; Sporting facilities; Community Halls; Council Pools; Youth facilities 	BSC Community Survey Mean satisfaction ratings Improving to 3.5 or more across all service areas Annually
	We have a mixture of affordable sustainable housing options for all in our community	<ul style="list-style-type: none"> Households with housing costs 30% or more of Gross income Number of developments that include an affordable housing component 	ABS NSW LGA Data Reported separately as mortgage stress and rent stress Decreasing Annually BSC Development Applications (Requires new process to record) Number of 1 and 2 bedroom developments and "secondary developments" Increasing Annually
	We are connected and able to move around in a safe, accessible, affordable and environmentally friendly way	<ul style="list-style-type: none"> Kms dedicated walking and cycling tracks (11.3km currently) % of us moving around using methods other than cars 	BSC Asset Management reporting Increase by 10km by 2030 Increasing Annually BSC Community Survey Improving Annually
	We have the facilities and services needed to be a healthy and active community	<ul style="list-style-type: none"> Subjective wellbeing Mean satisfaction rating of Council's overall performance 	BSC Community Survey Improving Annually BSC Community Survey Improving to 3.5 or more Annually

Theme	Aspiration	Indicator/s	Data Source/Trend/Timeframe
Living Environment	We have clean water which is protected and used sustainably	<ul style="list-style-type: none"> Swimming Water Quality Community water usage 	BSC Swimming Water Quality program % of tests showing suitable water quality Stable or increasing Annually NSW Dept of Primary Industries – Office of Water Steady or reducing trend in average annual residential water supplied in the financial year. Below median (for similar size water providers) and reducing Annually
	Our surroundings are quiet and clean	<ul style="list-style-type: none"> Number of Noise complaints Number of Air Quality complaints 	BSC State of Environment Report (Requires new process to record) Steady or reducing Annually BSC State of Environment Report (Requires new process to record) Steady or reducing Annually
	We reduce, reuse, recycle	<ul style="list-style-type: none"> Waste Generated/total waste for both kerbside and self haul (tonnes) per capita % of total waste diverted from landfill 	BSC State of Environment Report Reducing or steady Annually BSC State of Environment Report Increasing or steady Annually
	We live sustainable and reduce our ecological footprint and contribution to climate change	<ul style="list-style-type: none"> Annual Council total Greenhouse Gas emissions (Measured in tonnes of Carbon Dioxide equivalent) 	BSC State of Environment Report Reducing Annually
	We protect and enhance our biodiversity	<ul style="list-style-type: none"> Number of Endangered and threatened species, populations and ecological communities 	BSC State of Environment Report Steady or decreasing Annually
	We work together to protect and enhance our environment	<ul style="list-style-type: none"> Number of volunteer hours spent on invasive weed control (public and private land) 	State of Environment Report (Regional) Number of volunteer hours Steady or increasing Annually

Theme	Aspiration	Indicator/s	Data Source/Trend/Timeframe
Civic Leadership	Council is an organisation that embraces business excellence	<ul style="list-style-type: none"> • Delivery Program achievement • Key priorities from the DP&OP identified and achieved 	BSC Delivery Program and Operational Plan report Reporting against KPI's Stable Quarterly All Key priorities achieved Stable Annually
	Our community is informed and engaged with a strong sense of civic leadership	<ul style="list-style-type: none"> • People participating in one or more citizen engagement activities in the past 12 months • Community members on Council Community and Advisory Committees 	BSC Community Survey % of people participating Increasing Annually BSC % of community members on Council Community and Advisory Committees Minimum 70% stable or increasing Annually
	Council is proactive in representing the needs of our community	<ul style="list-style-type: none"> • People contacting council with queries have their matter dealt with efficiently 	BSC Community Survey % of matters resolved in 1 or 2 contacts increasing to 70% or more Annually

Plans, Strategies, Policies, Projects, MoU's and Sources

Bellingen Shire Council Plans

Bellingen Local Environment Plan 2010
 Bellingen Development Consent Plan 2010
 Bellingen Economic & Tourism Development Plan 2011
 Growth Management Strategy 2007
 Farmland Mapping
 Local Food Futures Framework
 Social Plan 2012 – 2015
 Arts and Cultural Plan 2010
 Disability Discrimination Action Plan
 PAMP
 DISPLAN
 CBD Master Plans
 Open Space and Community Facilities Plan
 Bellingen Kalang Estuary Management Plan
 Bellingen Kalang River Health Plans
 Urunga and Bellingen Revised Storm Water Management Plan
 No Burn policy
 LEP 2012
 Coffs Coast Waste Strategy
 Bellingen Emission reduction Plan
 Locality Plans
 Bellingen Landcare MoU
 EcoBello MoU
 Workforce Plans
 Asset Management Plan
 Long Term Financial Plan
 Resources Plan
 Local Adaptation Pathways Plan
 Code of Conduct
 Statement of Business Ethics
 Community Engagement Strategy

Regional Plans

MNC Regional Strategy
 – NSW Department of Planning
 Regional Employment Plan
 – Department of Education, Employment and Work Place Relations
 Art MNC Strategic Plan – Arts Mid North Coast
 MNC Regional Action Plan [2021]
 – Part of NSW 2021 plan
 MNC Community Development Plans
 – Part Of NJSW 2021
 MNC Regional Tourism Plan – The Mid North Coast Regional Tourism Organisation
 MNC Farmland Mapping Project
 – Department of Planning, Environment and Climate Change, Primary Industry and Northern Rivers Catchment Management Authority
 Coffs Coast Transportation Plan –
 Catchment Action Plan – Northern River's Catchment Management Authority
 MNC Regional Water Plan – Part of NSW 2021.
 North Coast Regional SOE Plan
 – North Coast and Mid North Coast Councils
 Northern Rivers CAP
 – Northern Rivers Catchment Management
 Northern Rivers Regional Biodiversity Plan – NSW Department of Environment of Heritage

State Government Plans

NSW 2021 – Premiers and Cabinet
 NPWS Plans of Management
 – Office of Environment and Heritage
 NSW Biodiversity Strategy
 – Office of Environment and Heritage
 Coastal Management Strategy
 – Office of Environment and Heritage

NSW Climate Change Action Plan
 – Office of Environment and Heritage
 NSW Energy Efficiency Stagey
 – Office of Environment and Heritage
 NSW Waste Avoidance Strategy
 – Office of Environment and Heritage
 Resource Recovery Strategy
 – Office of Environment and Heritage
 Industrial Noise Policy
 – Office of Environment and Heritage
 Road Traffic Noise Policy
 – Office of Environment and Heritage
 Health Plans – Department of Health
 Families NSW Plan
 – Department of Community Services

Federal Government Plans

Building Australia Workshops
 – Department of Education, Employment and Work Place relations
 National Visitor Surveys
 – Tourism Research Australia
 International Visitor Surveys
 – Tourism Research Australia
 Regional employment Plan
 – Regional Development Australia
 Auslink – Department of Climate Change and Energy Efficiency
 National Waste policy – Department of Sustainability, Environment, Water, Population and Communities.
 Carbon Pollution Reduction Scheme – Department of Climate Change and Energy Efficiency
 Australia's Biodiversity Conservation Strategy –
 Department of Sustainability, Environment, Water, Population and Communities

Acronyms

CSP	Community Strategic Plan
ABS	Australian Bureau of Statistics
NSW	New South Wales
BSC	Bellingen Shire Council
BLEP	Bellingen Local Environmental Plan
DCP	Development Control Plan
NGO's	Non Government Organisations
RDA	Regional Development Australia
PAMP	Pedestrian Accessibility and Mobility Plan
DISPLAN	Disability Plan
CBD	Central Business District
RFS	Rural Fire Service
SFNSW	State Forest NSW
NPWS	National Parks and Wildlife Service
CAP	Catchment Action Plan
MoU	Memorandum of Understanding
LEP	Local Environment Plan
DLG	Department of Local Government
ESD	Ecologically Sustainable Development



Acknowledgements

We wish to acknowledge the people of the Bellingin Shire who contributed their time, thoughts and ideas to the creation of the Community Vision. Also we would like to thank those government and non-government agencies that supported the development of the plan and the local businesses and groups who also contributed to creating an inspiring Community Vision.

Thank You

To all those members of the community who kindly agreed to be photographed for our Community Strategic Plan:

Lachlan Wilkins
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Debbie Rose
Jeanette Hickey
Jennifer Harry
Brook Waugh
John & Sue Eastment

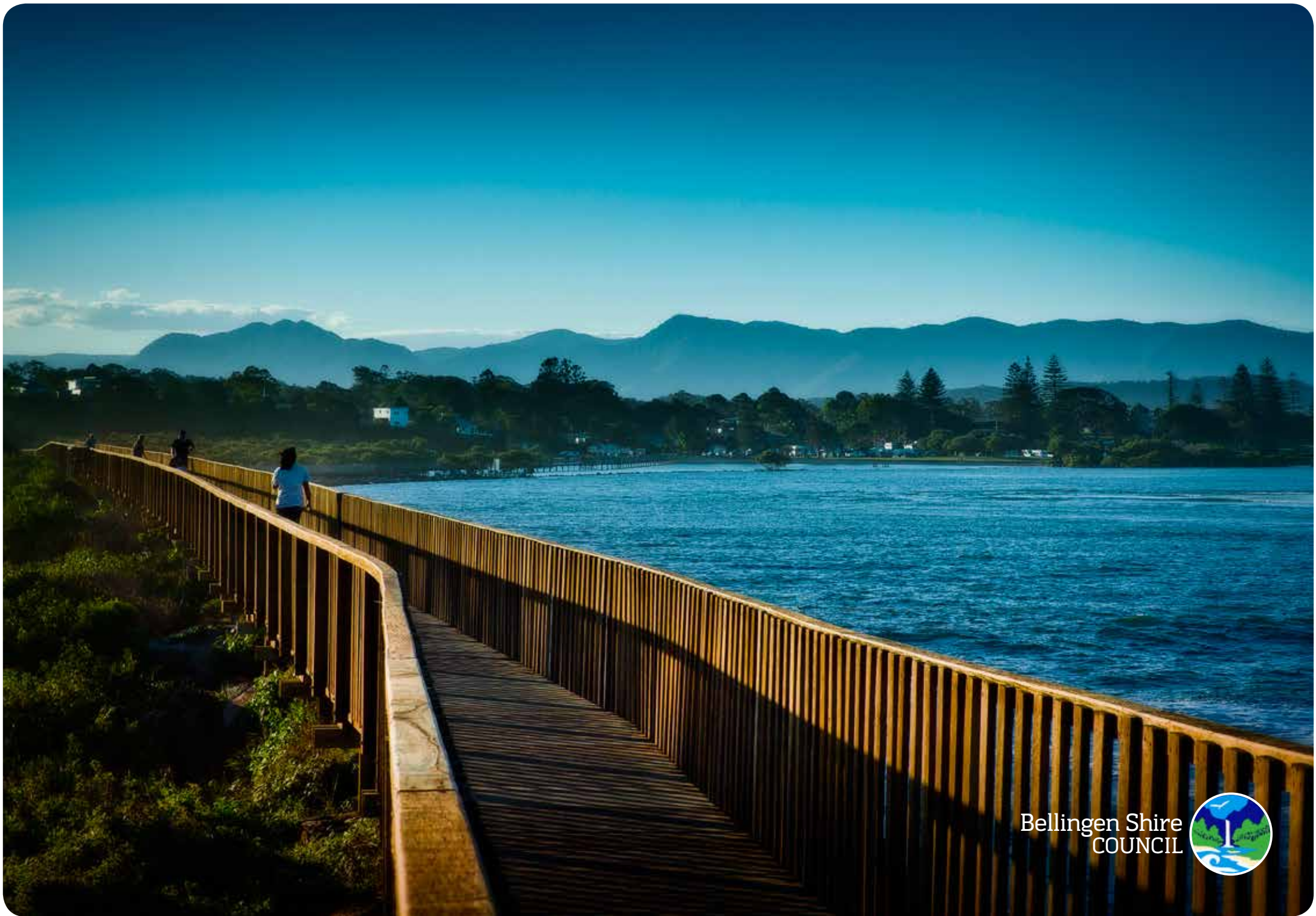
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Graphic design

Anna Fisher
Fisher Design + Architecture





Bellinghen Shire
COUNCIL

