

“TAKING CARE OF BRUNSWICK”
BRUNSWICK HEADS DRAFT TOURISM MANAGEMENT STRATEGY
2004-2009

DRAFT DOCUMENT IN PROGRESS OCTOBER 2005

Prepared by the Brunswick Heads Business and Tourism Group
in ongoing consultation with the Brunswick Heads community

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1. BACKGROUND

1.1 BYRON SHIRE TOURISM PLANNING

The *Byron Shire Tourism Management Options Paper* was prepared by consultants in December 2002. The scope of the report was constrained by resources, resulting in a "Byroncentric" focus. The situations of the smaller towns of Brunswick Heads, Mullumbimby and Bangalow received only minor attention.

However, following significant backlash from the Byron Bay residents, there has been a shift in attitude towards a partnership approach to tourism development with the tourist industry operators. Tourism Byron, a group which represents business, tourist operators, environmental and community groups and Council was formed, and has been meeting on a regular basis for well over a year to discuss and address tourism issues, particularly in Byron Bay.

Little funding for the development of a shire wide Tourism Management Strategy or Plan has been available. However, it is encouraging that Council's draft Management Plan of 2005/2006 indicates an allocation of \$70K to prepare a draft Tourism Management Plan with funding raised by a proposed 10% rate increase in the rate recovery strategy.

1.1 BRUNSWICK'S COMMUNITY & ECONOMIC DEVELOPMENT PLANNING HISTORY

In 1998, Brunswick Heads was funded, in part, by the Department of State & Regional Development (DSRD) to conduct a "sense of place" project. This came at a time when businesses in the town were concerned about their viability, with 13 local shops being vacant. Byron Shire Council also committed some funds to the project with a view to identifying a vision statement for the village that could be utilized in their own planning documents.

The consultative process for developing Brunswick's "sense of place" brought together individuals, business owners and local community groups to develop a vision for the village. The project identified several key focus areas including environment, housing & social infrastructure, business & tourism, and arts & heritage.

There were already local projects which were addressing issues in some of the key focus areas, and the "sense of place" consultations allowed new ideas to be included, and support for project implementation to be gathered.

In 1999 the recommendations of the "sense of place" project were reformatted and developed into a Community Economic Development (CED) Plan by the Business & Tourism Group, who championed the implementation of many projects identified in the CED.

In 2004 further funding from DSRD, through the Business and Tourism Group and the Chamber of Commerce, enabled another series of local consultative workshops to

update the CED. The vision for the town was very slightly modified and 22 projects to improve the town in the environmental, social & cultural and economic areas were identified. This document became known as the "Taking Care of Brunswick" Strategic Plan 2004 – 2009.

The Brunswick Heads Settlement Strategy which followed on from the "Sense of Place" consultation and had been put together during 1999-2001 was finally adopted on December 21st, 2004 by Byron Shire Council.

1.3 THE "TAKING CARE OF BRUNSWICK" PLAN 2004-2009

The final Community and Economic Development Plan 2004-2009, entitled "Taking Care of Brunswick" was launched in March 2004. Over 100 community members contributed to this five year plan and twenty two objectives and projects were developed in 3 key areas:

- The natural and built environment
- Community, social and cultural development
- Economic development

In the area of economic development, the first and foremost objective was identified as:

"To develop a socially, environmentally & economically sustainable tourism strategy in line with the community's vision."

The Business and Tourism Group agreed to take on the task of developing a new draft Tourism Management Plan. Development of the plan became a major focus of the group throughout 2004 and 2005.

1.4 REGIONAL & STATE PLANS

Efforts have been made to incorporate the spirit and vision of the Northern Rivers Regional Tourism Action Plan 2002-2005.

The "Towards 2020: NSW Tourism Masterplan" builds on and develops the tourism planning framework established by the first Tourism masterplan released in 1995. The current Masterplan sets the strategic direction for a strong destination management approach that moves the state and its destinations further towards a consumer driven focus with clear marketing and development paths. The Masterplan looks at the future of tourism from the perspective of the whole of NSW and distinguishes between two approaches to destination management –

- Areas in which existing levels of tourism **activity need to be managed**
- Areas in which opportunities exist to **stimulate tourism activity**.

Brunswick Heads falls into the first category.

NB. The resolutions from the Local Government Shires Association Tourism Conference in Forbes March 2005 are to be noted in the final plan.

2. THE TOWN'S VISION

2.1 THE BRUNSWICK HEADS SHARED VISION

At the CED Workshops the community refined its 1998 vision slightly to the following:

Brunswick Heads is a vibrant and diverse coastal village community committed to retaining its low key family friendly atmosphere, improving and protecting the natural environment and encouraging sustainable and innovative business development. We welcome those who share our vision and help to achieve it.

2.2 CORE VALUES

The CED workshop feedback highlighted the importance to the community of the natural environment and quality of lifestyle:

- ✓ Maintenance of the quality of the village lifestyle
- ✓ Protection/preservation and restoration of the natural environment (ecological sustainability)
- ✓ Protection of our heritage & aesthetic character
- ✓ Prosperity that is ecologically sustainable (economic sustainability)
- ✓ Social harmony, equity and respect for existing residents
- ✓ Inclusiveness, co-operation and co-operative leadership - village style communication where everyone counts
- ✓ Appropriate planning and development
- ✓ The value of innovation, finding new ways to realise the future that the local community wants
- ✓ We can be a model for the rest of the Shire

These values are also shared by business community as a whole. The natural environment is appreciated by the business community as a critical asset. The preservation and protection of the beaches, river and park environs and the laid back village atmosphere is seen to be a crucial point of difference between our town and others along the coast.

1.1 ECOLOGICALLY SUSTAINABLE DEVELOPMENT

Ecologically sustainable development (ESD) principles underpin the community's vision, defined as follows:

"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (1987 UN World Commission on Environment and Development.)

Sustainable tourism development logically follows and has a primary objective of providing lasting and secure livelihoods which minimise natural resource depletion, environmental degradation, cultural disruption and social instability ie "not fouling its own nest", and continuing over time to return benefits to the community.

3. THE PLANNING DIRECTION

1.1 LESSONS FROM BYRON BAY

At the CED Workshops the community reiterated a very clear "Not like Byron" message. While generally accepting the strong tradition of tourism in Brunswick Heads, the community wishes to ensure that the current lifestyle of its residents is not compromised by tourism by focussing on tourism management rather than tourism promotion. Valuable lessons have been learned from the unplanned and unregulated tourism development in Byron Bay up until 2004, which has led to the degradation of the physical and social resources upon which tourism in the town depends.

The newly formed "Tourism Byron" group is currently focussing on strategies to deal with issues, change the direction and improve the poor image of tourism in Byron, with an emphasis on community involvement and partnership with Council.

Careful planning of tourism in Brunswick Heads is therefore essential to avert or minimise any negative impacts of tourism and to increase the social, economic and environmental benefits to the community. The previous CED Plan was a good start, and laid the groundwork for well-managed tourism by developing tourism guiding principles and strategies to match.

The new plan aims to consolidate this direction and involve the community, the Council and the relevant government agencies on an even greater level in the planning process to ensure the preservation of the low key village atmosphere and Brunswick lifestyle.

3.2 OBJECTIVES OF THE PLAN

1. To provide a framework for the management of tourism, which maintains the highly valued village lifestyle and the quality of life for its residents.
2. To develop adequate infrastructure and provide recreational facilities for both residents and visitors.
3. To ensure that the types of tourist development are appropriate & compatible with the Settlement Strategy & the town's vision.
4. To establish a program that is consistent with the cultural, social and economic philosophy of the government and the people of Brunswick.
5. To optimise visitor satisfaction.
6. To ensure the long-term sustainability of tourism.

3.3 GUIDING PRINCIPLES FOR THE DEVELOPMENT OF THE PLAN

- All stakeholders must be involved for the planning to be effective (residents, tourism operators, local businesses, recreational groups, community groups)
- The tourism management plan, the Brunswick Settlement Strategy and the 2005 shire wide LEP should be compatible, so working with

council strategic planners during the process is desirable.

- Tourism, conservation and recreation go hand in hand, and their objectives should be compatible.
- Planning must involve social, environmental and economic dimensions
- The planning must be strategic and integrative
- The planning must look beyond the town and have a shire and regional perspective

4. THE PLANNING PROCESS

4.1 SUSTAINABLE PLANNING APPROACH

Planning for tourism can occur in a number of forms. The simplistic attitude that tourism development is inherently good and of automatic benefit to the host community, labelled "Boosterism" is not supported by the town as a useful planning approach. With this approach, little consideration is given to the potential negative economic, social and environmental impacts of tourism and residents are not involved in the planning processes. The economic approach, where tourism is seen as an industry and the focus of tourism is on planning for income creation and employment benefits, is not supported either. The ecological approach, planning which is based purely on the natural resources of the region and the capacity of sites to tolerate tourism infrastructure, is appropriate in for the Marine Park, but we also need to give attention to the social, cultural and economic arenas.

A community-oriented tourism planning approach taking local capacity into account would be well received in Brunswick Heads. With Council's financial limitations over the last few years we have become accustomed to a "bottom up" form of planning. Residents have indicated that they are keen to be focal point of the tourism planning exercise and this would mean that the community is regarded as the basic planning unit. For this to be successful, however, a high degree of public participation in the planning process is required and we are tightly constrained by lack of financial resources to conduct the many workshops and surveys required. Working in partnership with the Council staff, elected representatives, government agencies and Southern Cross University would be of great assistance.

A sustainable approach, however, will combine elements of the physical and community planning in a way which aims to ensure that development is equitable, minimises resource depletion and environmental degradation, and limits the negative social effects of tourism. The sustainable approach also aims to ensure a quality experience for the visitor in a manner which ensures that the local needs are also met. It is hoped that both the community and the visitor can benefit from this kind of tourism development. On behalf of the community of Brunswick Heads the Business and Tourism Group has committed to lead the planning process this year.

4.2 THE PROCESS

The process began in November 2003, with the first Community and Economic Development Review Workshop. It was attended by approximately 100 residents, businesses and community groups in town, as

well as representatives from Byron Shire Council and the Department of State and Regional Development.

The development of the "Taking Care of Brunswick" Tourism Management Plan is guided by the following processes:

- ⇒ CED Forum Input (completed)
- ⇒ Preparation of a Business & Tourism Group working paper (currently being prepared)
- ⇒ Audits and surveys – to build a picture of the consumer/visitor and matches that to the current products & experiences offered in BH
- ⇒ Meetings & input from stakeholders, including
 - Tourism operators
 - Chamber of Commerce
 - Progress Association
 - Arakwal Corporation
 - Brunswick Valley Historical Society
 - Dunecare & Landcare
 - Brunswick River users group
 - The Brunswick Estuary Committee
 - Council's Strategic Planning Department
 - Tourism Byron
 - Byron Visitors Centre
 - Northern Rivers Tourism
 - Waterways
 - DIPNR
 - Tourism NSW
- ⇒ Preparation of a Draft Tourism Management Strategy
- ⇒ Conduct of a Community Forum
- ⇒ Input from Byron Shire Council
- ⇒ Discussion by the Brunswick Heads Community Representatives Forum
- ⇒ Submission to Council
- ⇒ Placement on public exhibition
- ⇒ Refinement
- ⇒ Adoption and incorporation into Byron Shire Tourism Plan when appropriate.

4.3 INTEGRATED PLANNING

Maintaining a balance between economic, environmental and social objectives of sustainable development in such a complex and vulnerable industry as tourism is a difficult task. Fundamental questions about the social impacts of a previously unmanaged tourism industry in Byron Bay are only now being addressed, and with the assistance of Northern Rivers Tourism and the Byron Shire Council, and "Tourism Byron" which was launched as a result on September 9th 2004.

The need for the incorporation of sustainable development principles into tourism development is widely supported by the Brunswick Heads community. While sustainable tourism guiding principles have been actively promoted in Brunswick Heads since 1999, a Tourism Management Plan will provide even more opportunity to actively engage the small number of tourist operators in town in the incorporation of these principles into their own planning and operations.

Tourism planning issues have an important place in the mainstream of planning for the economy, conservation, the river, beach and parks, heritage, land use and infrastructure. With Brunswick Heads being such a small and landlocked town, and a high degree of interdependence between tourism and the above elements, an integrative approach is highly desirable.

5. KEY RESULT AREAS

5.1 ENVIRONMENTAL SUSTAINABILITY - NATURAL AREA MANAGEMENT

Taking care of the river

- O1 *To protect the health of the river*
 - S1 Encourage visitor experiences which protect the estuarine ecosystem
 - S2 Liaise with the Brunswick Estuary Committee in the development of the River Management Plan
 - S3 Develop a "River use plan" in conjunction with river user groups
 - S5 Support existing and encourage low impact activities (sailing, canoeing)
 - S5 Discourage jet skis

Taking care of the beach and dunal systems

- O1 *To protect and maintain the beach and support the dune restoration program from inappropriate tourism activity and development*
 - S1 Encourage compatible visitor experiences and development which protect the dunal ecosystem.
 - S2 Support responsible dog exercise policy and practice on the beach in specified areas.
 - S3 Promote visitor awareness of the dunal restoration program
 - S4 Educate fishermen & visitors about vehicular use on the beach
 - S5 Enter the Clean Beach Awards program
 - S6 Monitor other council's no smoking on the beach policies and introduce if necessary
 - S7 To support existing and new low impact activities

Taking care of the estuarine foreshores

- O1 *To protect the rock walls, river banks and river parklands from tourist related activities*
 - S1 Contribute to and work within the currently being developed Foreshore Plan of Management
 - S2 Divert visitor use from inappropriate use of the river banks by providing more alternative amenities and access eg Create launching facilities for canoes.
 - S4 Support existing and new low impact activities

Biodiversity (Protection of loss of habitat)

- O1 *To promote ecologically sustainable (tourist) development with particular regard to the principle of conserving and enhancing biological diversity and ecological integrity*
 - S1 Liaise with Council to ensure that future tourism development or activities complement the core objectives of the recently adopted Biodiversity Strategy
 - S2 Identify any threatening tourist related processes & develop actions in partnership with BSC to prevent further degradation of biodiversity values

- S3 Support bird watching and responsible recreational fishing as appropriate tourist activities

5.2 CULTURE AND LIFESTYLE

5.2.1 Heritage

- O1 *To acknowledge our history & preserve our historic icons*
 - S1 Identify, upgrade & maintain the public buildings & structures of historical value eg the Housie Shed, soundshell and library, footbridge
 - S2 Establish a permanent exhibition of Brunswick's indigenous and post indigenous history at a suitable venue eg at the Brunswick Hotel
 - S3 Preserve other historical but non structural icons eg the Woodchop festival & caravan park culture.
 - S4 Support the proposed Brunswick fishing history project and an avenue for showcasing the project to visitors
 - S5 Promote the historical aspect of Bruns
 - S6 Conduct a neighbourhood character study to capture the Bruns character

5.2.2 Festivals and events

- O1 *To support a sustainable program of community based festivals and events*
 - S1 Participate in the development of a BSC Festivals and Events policy.
 - S2 Support the established festivals and their evolution to meet community expectations
 - S3 Support new local events which are compatible with the town's vision and program, and sensitive to local capacity & community expectation (Refer to the new RTA guidelines for festivals)

5.2.3 Public art and entertainment

- O1 *To support the work of the new arts and cultural committee*
 - S1 Enhance the monthly markets
 - S2 Engage local performing artists and musicians in tourist related activities where possible
 - S3 Promote local visual art and provide exposure of local artists to visitors where possible.

5.2.4 Youth activities and initiatives

- O1 *To improve the visitor experience for youth*
 - S1 Improve existing facilities & provide new facilities & activities that are good for both residents and visitors Eg U10 bike track
 - S2 Produce a booklet listing the range of activities available for youth visitors
 - S3 Progress the skatepark in Brunswick project to completion
- O2 *To provide a safe environment for children whilst on holidays*
 - S1 Ensure on going maintenance of playgrounds and parks

- S2 Encourage tourist operators to cater well for children (price, facilities, safety)

5.2.5 Family & caravan park “tents & tinnies” culture

- O1 *To preserve the low key character of our caravan parks and retain a point of difference between the Brunswick Caravan Parks and others up and down the coast*
 - S1 Liaise with BSC on the Caravan Parks Plans of Management
 - S2 Develop Ferry Reserve with a distinctive environmental focus

5.3 COMMUNICATION

5.3.1 Co-ordination, linkages and management

- O1 *To improve the communication between all tourism stakeholders in the town & within the Shire*
 - S1 Review /establish organisational structures to serve the objective
 - S2 Encourage a greater level of engagement and responsibility by the tourism operators
- O2 *To develop further organisational linkages within the Shire and the region*
 - S1 Ensure that Brunswick Heads is represented on the relevant tourism related boards and committees within and beyond the shire
 - S2 Work and liaise with “Tourism Byron”
 - S3 Develop an alliance of “Taking Care of Brunswick” with “Looking after Byron”

5.3.2 Website

Several individual tourism operators currently operate their own websites, The brunswickvalley.com.au website has been in operation for several years. CED Workshop participants requested a more integrated and interactive community website for the town.

- O1 *To develop and maintain a new town website for use by all the community with appropriate linkages*
 - S1 Encourage tourist operators and the community to provide input into the newly established website aboutbrunswickheads.com.au (via separate pages)
 - S2 Educate and update the community on tourism issues via the website
- O2 *To promote the use of state & national warehousing to tourist operators – establish links to/from the STDW.*
 - S1 Set up meeting with STDW

5.3.3 Transport

- O1 *To improve public transport to neighbouring towns and tourist attractions*
 - S1 Extend existing bus & shuttle bus services to Byron, Mullum & Bangalow

- S2 Liaise with BSC Public Transport Group & Bikeways Committee on inter & intra town bike paths & bike racks
- S3 Improve the taxi service to Brunswick
- S4 Encourage accommodation providers to provide bikes

O2 *To reduce any negative impacts of cars on Brunswick Heads*

- S1 Lobby to re-establish the Casino to Murwillumbah train line
- S2 Support the establishment of a commuter train service
- S3 Support and enhance shuttle services to transport hubs including Coolangatta airport
- S4 Support & promote coach travel
- S5 Promote walking and bike riding to visitors
- S6 Encourage park & walk strategies

5.4 LAND USE PLANNING AND INFRASTRUCTURE

1.1.1 Streetscaping & open space beautification

- O1 *To complete the CBD streetscaping project*
 - S1 Lobby for funds to improve access and enhance the transit bus stop
 - S2 Lobby for funds to complete the final footpath and landscaping works by the end of 2005
- O2 *To improve the town entrances and visual amenity of the Old Pacific Highway*
 - S1 Complete the “Trees on Tweed” Project with extensive tree planting and landscaping along each side of the road
 - S2 Lobby for the overhead wires to be relocated underground
 - S3 Promote good urban design in any refurbishments or new developments on Tweed St through a Brunswick DCP
 - S4 Improve signage from Tweed St to the river & CBD
 - S5 Investigate sources of funding for the beautification of Tweed St, on the basis that it is now an anomaly, as it no longer functions as a highway stop.
- O3 *To maintain the foreshore parks and gardens*
 - S1 Encourage a “tidy town” atmosphere
 - S2 Enter the Clean Beach Awards
 - S3 Promote the “no plastic bag” campaign to visitors
 - S4 Lobby Council to rationalise & reduce the amount of signage, especially the more negative messages.

1.1.1 Tourist amenity

- O1 *To improve access to visitor information*
 - S1 Establish a viable Brunswick Visitors Information Centre, run by well informed volunteers
 - S2 Seek seed funding and assistance for the establishment of the VIS

- S3 Advertise directions to and functions of the CTC for visitor use
- O2 *To improve the quality of the visitor experience*
 - S1 Upgrade the toilets & lobby BSC for more frequent toilet cleaning in peak holiday times
 - S2 Provide additional picnic facilities
 - S3 Improve non motorised boat launching and mooring facilities
 - S4 Investigate the opportunity of improved boat launching facilities following the relocation of the bridge with the RTA and Waterways
 - S4 Increase seating and tables in parks
 - S5 Develop a lighting plan for the town.
 - S6 Upgrade the dining opportunities (especially al fresco)
 - S7 Increase the variety and upgrade the standard of accommodation.
 - S9 Improve the parking experience – implement the 2004 Parking Plan.
 - S10 Improve access to the beach from South Beach Rd on designated tracks
- O3 *To encourage respectful and responsible visitor behaviour*
 - S1 Lead by example – encourage businesses to keep the CBD clean
 - S2 Actively promote litter awareness & responsibility
 - S3 Monitor rubbish bins service provided by BSC & increase where necessary
- O4 *To improve wheelchair access to businesses*
 - S1 Liaise with BSC Access Committee
 - S2 Investigate the feasibility of temporary courtesy ramps to access shops

5.4.3 Low key development in line with the current Settlement Strategy

- O1 *To ensure that the highly valued lifestyle of resident is not adversely affected*
 - S1 Work closely with Council's Strategic Planning Department
 - S2 Support timed parking initiatives to share the parking and promote the park and walk concept for visitors
 - S3 Lobby Council to implement further stages of the Parking, Traffic and Pedestrian Safety Plan as required
- O2 *To protect the town from inappropriate tourism development and provide the right kind and amount of accommodation to keeping with the town's vision and the visitor's expectations*
 - S1 Consult with the Arakwal community on relevant land use matters
 - S2 Work closely with Council's Strategic Planning Department
 - S3 Provide input into the new shire wide LEP re tourism related zoning issues
 - S4 Lobby BSC to remove the 2T Tourist zoning between the river & the beach & rezone for environmental protection
 - S5 Promote zonings which will encourage viable bed and breakfast operations

- S6 Protect the town from the loss of holiday accommodation
- S7 Ensure that future development of the Fishing Co-op site, surrounding land & marina respects the town's vision
- S8 Liaise with DEC (NPWS) on the management of the urban interface

- O3 *To maintain the right local/tourist mix in the most appropriate locations for maximum economic benefit to the town (retail/tourist/professional)*
 - S1 Encourage tourist oriented businesses in the most appropriate locations through zoning permissibility

5.5 MARKETING

5.5.1 Image, identity and values

- O1 *To establish & reinforce Brunswick's image and differentiate ourselves from other coastal towns*
 - S1 Reinforce the laid back 'Simple Pleasures' style of seaside village life
 - S2 Continue to strengthen the current "eco-friendly family fun" theme within the Simple Pleasures theme

1.1.1 Marketing strategies and product development

- O1 *To develop a marketing plan for 2004-2009 which focuses on targeting only types of tourists which are compatible with our community values, rather than increasing tourist numbers.*
 - S1 Send a clear message to prospective visitors that Brunswick Heads offers "simple pleasures"
 - S2 Encourage visitors seeking simple, eco-friendly holidays.
 - S3 Encourage a co-ordinated & co-operative marketing approach
 - S4 Work with BSC on marketing strategies
 - S5 Keep the community informed
- O2 *To encourage visitors to stay longer*
 - S1 Encourage affordable accommodation
 - S2 Establish Brunswick Heads as a base for exploration of the natural attractions of the Brunswick Valley.
 - S2 Improve tourist amenities
- O3 *To improve winter visitation, and overcome seasonality problems*
 - S1 Even out the tourism troughs & peaks & co-ordinate the calendar of events
 - S2 Work with BSC Caravan Park Manager to attract back the long stay winter caravan market from the southern states that were lost in 2000
 - S3 Minimise promotion of visitation during the peak seasons.

5.6 ECONOMIC PROSPERITY AND SUSTAINABILITY

1.1.1 New and sustainable prosperity

- O1 *To support and foster those new tourism related businesses which will bring sustainable prosperity to the town*
- S1 Actively “head hunt’ for and encourage businesses which are needed and beneficial to the town eg contract cleaning
 - S2 Be open to innovation – innovative ideas, businesses and processes
 - S3 Encourage prospective new businesses to review the town documents available such as the business surveys, parking plan, Settlement Strategy, “Taking Care of Brunswick” CED Plan, and Tourism Management Plan to check viability and compatibility.

5.6.2 Employment

- O1 *To provide more employment opportunities for locals in the tourism industry*
- S1 Consciously employ local staff in tourist related businesses
 - S2 Encourage tourist related employers to provide upskilling opportunities and education, especially customer service
 - S3 Provide incentives for tourist related businesses to employ local youth eg badging

5.6.3 Economic sustainability

- O1 *To ensure the economic sustainability of the tourism industry*
- S1 Undertake continuous review of the trends and implementation of strategies in response to the various challenges and changes
 - S2 Encourage active participation of tourism operators in the Chamber of Commerce
 - S3 Promote “buy local” campaigns and initiatives to keep the money circulating in town and maximise the “multiplier effect”
 - S4 Build a home business network - promote new home businesses and support existing home businesses that support tourist operators
 - S5 Promote sustainable water, recycling & energy practices through the “Greenstreet Program” and other local initiatives.
- O2 *To retain a balance between non tourist and tourist related business, maintaining the current 50/50 ratio of tourism/local business*
- S1 Support the buy local strategies currently in place and those to be implemented
 - S2 Continue to undertake business surveys every two years & monitor the ratio.

6. STUDIES AND AUDITS

We are planning to seek the assistance of Southern Cross University with this section. We have commenced or completed some of the audits and studies, but are severely constrained by lack of resources.

6.1 Physical capacity

Accommodation
Activities & natural attractions
Economic resources (refer to Economic Modelling by Tom Santi (TEDC))

6.2 The tourist market

Origin
Market segments
Tourist needs
Rate of growth
Competition

6.3 Socio-economic impact

Housing
Social infrastructure
Protection of culture and lifestyle

6.4 Environmental capacity

Limits on the waterways, landscape and parks
Limits on the townscape, parking and traffic



BRUNSWICK HEADS BUSINESS & TOURISM GROUP

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COMMENTS & IN PUT INTO THE PLAN

Please email any comments, suggestions or offers of assistance to krosen@mullum.com.au

6. STUDIES AND AUDITS

6.1 PHYSICAL CAPACITY

- 6.1.1 **Accommodation**
Audit of number and types of accommodation and number of beds completed
- 6.1.2 **Activities and attractions**
Audit underway
- 6.1.3 **Economic resources**
Refer to Business Survey 2003-4

6.2 THE TOURIST MARKET

This section is part completed

6.3 SOCIO-ECONOMIC IMPACT

6.3.1 HOUSING

Reference will be made to the new Social Plan

6.3.2 SOCIAL INFRASTRUCTURE

Current Town Organisations

Tourism Association

There is no incorporated Tourism Association in Brunswick Heads.

Tourism Operators Group

A Brunswick Tourism Operators Group has met informally on several occasions to discuss co operative marketing and promotion, but the group has not been formalised.

Business & Tourism Group

The Brunswick Business and Tourism Group is a sub-committee of the Chamber of Commerce and has been fulfilling the role of an advisory body to the Chamber of Commerce on the big picture aspects of business and tourism in the town since 1999. The Group has taken responsibility for the organisation of the two CED Plans, numerous community forums and the implementation of various strategies and projects for encouraging economic revitalisation & sustainability and promoting sustainable tourism.

Chamber of Commerce

An incorporated association with 62 members representing the local business interests and mission *"to foster a healthy and dynamic local business sector, encouraging sustainable and innovative business development and employment in line with the community's vision for Brunswick Heads"*.

Progress Association

A residents group which meets monthly to discuss and act on issues of concern to the community.

BEAT

An informal group of artists and landscapers who contribute to various beautification projects around town. BEAT is a sub committee of the PA.

Rotary

Businessmen & women from the Brunswick Valley meet weekly to support community and international projects

Lions Club

Brunswick Valley Rescue Squad

This group of dedicated volunteers staff the rescue squad tower full time and provide rescue services when required.

Brunswick Surf Club

A strong surf club protects beach swimmers with patrols operating from October to April.

Brunswick Valley Historical Society

Refer to List of Community Groups 2005

Current Representation/Links

Town

Members of the Business and Tourism Group are represented on the following town groups
Chamber of Commerce, Progress Association, BEAT

Shire

Close linkages with representatives on:
Brunswick Estuary Management Committee
The Byron Shire Tourism Reference Group
Tourism Byron
Byron Visitors Information Centre
Community Learning & Innovation Centre (CLIC) Board
River Group
Byron Shire Council - Strategic Planning, Community and Corporate Services

Region

Byron Shire Council not a member of NR Tourism

State

Close links with the Department of State and Regional Development (DSRD), no links with Tourism NSW

6.4 ENVIRONMENTAL CAPACITY

Assistance to be being sought from the various local environment groups.