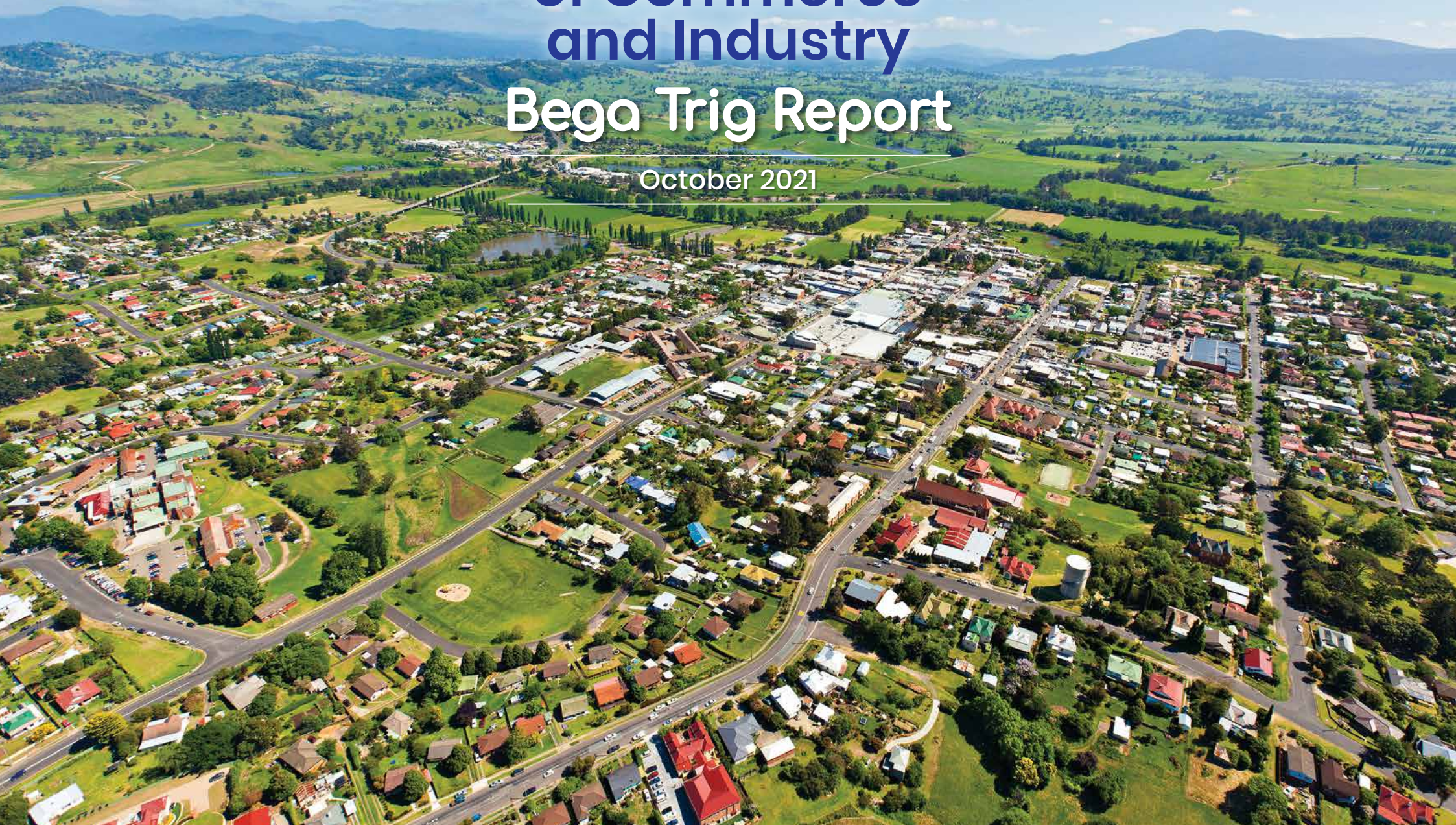


Bega Chamber of Commerce and Industry

Bega Trig Report

October 2021





“We acknowledge the Traditional Custodians of the land on which we gather, the people of the Yuin. We recognise their continued connection to the land and waters of this beautiful place. We pay our respects to Elders past and present, and emerging.”

Bega Chamber of Commerce and Industry

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A word from the President

All over the country there are trig stations that in days largely past were used by surveyors to pinpoint their exact location. They would then use this location to set the path forward, whether that be a property boundary, a new road, a bridge, or a rail line. All plans and direction set, based on the trig report.

This report locates exactly where Bega is right now, based on information gathered over several months from key stakeholders, as well as members of the public.

It highlights the best of our town and community, while also highlighting the needs and constraints that exist.

Our goal is for this report to be used as a strategic town plan for business, housing, health, education, sporting, social enterprises, and transport. A plan that can be used to support advocacy to all levels of Government. A plan that can be used to support grant funding, and most importantly a plan that co-ordinates careful development in a methodical and sensible way.

Bega is in the south-east of New South Wales and is the Regional Centre of the Bega Valley Shire.

It is the home of Local Government, Health, Education, Finance and Shopping in the region, it is also home and origin of Bega Cheese, the region's largest employer. While our population is only around 5000, being the service centre, we provide the majority of employment and economic activity in the Bega Valley.

The Bega Chamber of Commerce and Industry has long been the major advocacy organisation in Bega with a focus on the business community. Although a business organisation, the chamber is often called upon to support and advocate for many social, sporting, and not-for-profit organisations.

The Chamber has a vision for careful economic development. Currently there are few opportunities for business to grow, for new business to establish themselves in the town. Sporting facilities are limited and many substandard. There are not-for-profit organisations doing great work and have fantastic expansion plans, but lack suitable sites to fulfil their vision.

In this report you will see this information collected and their needs validated. We will present a case for change, with that change beginning now.

The Chamber will work with our members and partners to progress the identified opportunities captured, while adapting this Report and Action Plan over time to make the most of emerging opportunities.

I would like to thank all that contributed to its development, and I am excited to see what these opportunities can bring to our town.

John Watkin
President
Bega Chamber of Commerce and Industry



Trig Station

1. Executive summary

1.1 Background

The Report was developed through Ideas Summits held in Bega in mid-2021 and refined through follow up discussions later in the year.

It aims to share a collective vision for Bega and a set of short, medium and long term actions and opportunities to achieve this. It is specifically focused on the Bega township, but it aims to provide benefits to the Bega Valley Shire (the Shire).

1.2 The Challenges

The Report includes consideration and analysis of the key challenges facing Bega, and how they contribute to a case for change and a proposed set of actions. These challenges include:

- COVID and bushfire impacts
- lack of affordable accommodation
- low industrial and commercial land supply
- health and wellbeing coverage
- lack of transport choices and connectivity issues
- lack of social and community infrastructure
- loss of talent and youth
- the need for a more vibrant and intuitive town centre.

1.3 Future priorities

Through considering the challenges and opportunities to address them, a set of future priorities was established to guide the planning, as shown below.

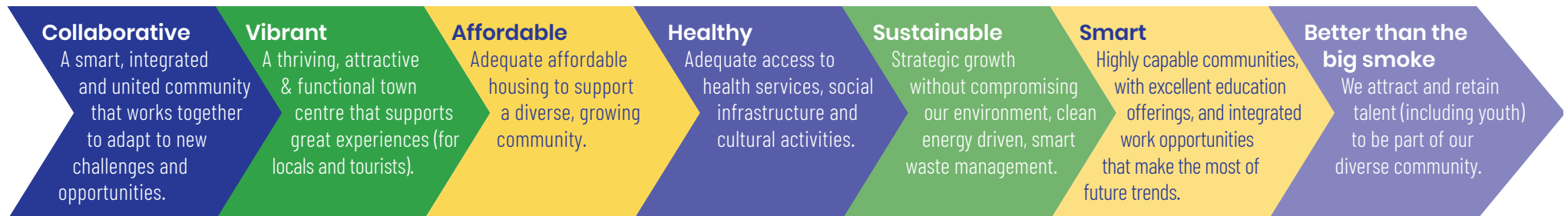
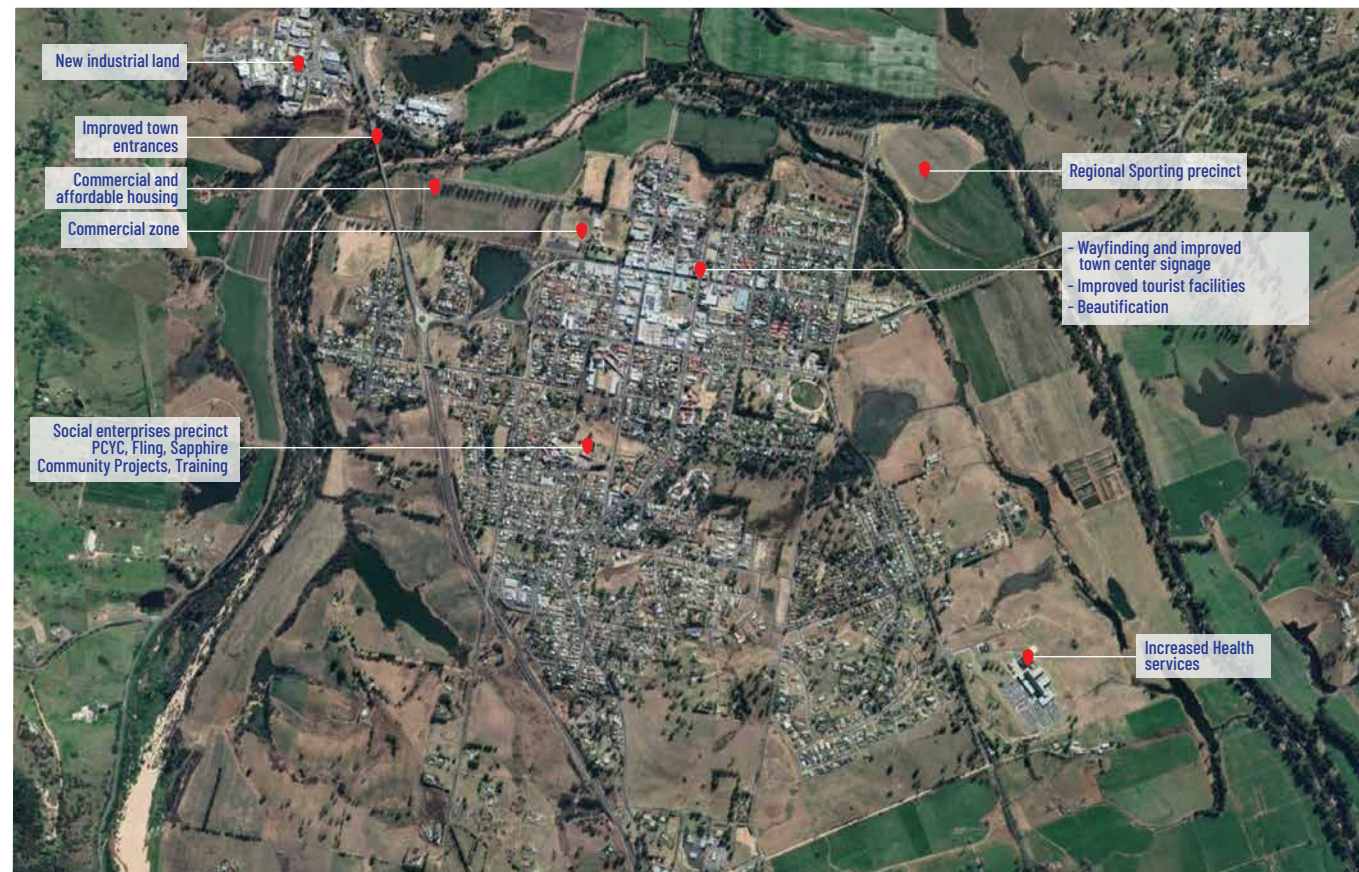


Figure 1-1 Future Priorities for Bega

1.4 The Action Plan

To address the challenges and achieve the future priorities, an Action Plan was developed using the ideas and initiatives presented at the summit and associated discussions. A snapshot of many of these actions is shown below:



1.5 How it will be delivered

The Chamber will support the delivery of the actions in partnership with the primary owner of the initiative. The Chamber's support will be provided through facilitating discussions to activate opportunities, participating in lobbying efforts, contributing to plans, gathering inputs from our members and seconding funding requests.

The Chamber has limited resources, but we can provide considerable value through mobilising our network and connecting people and opportunities in Bega and surrounds. Members of the Chamber executive will be allocated parts of the plan to support based on their areas of expertise.

The existing Bega Valley Shire Business Forum comprises several Chambers of Commerce across the Shire and has regular meetings with the Mayor. This forum will be used to promote and advocate for some of the projects outlined in this Report.

There is no specific budget attached to delivery of this plan, as it integrates the efforts and investments of many organisations.

1.6 Next steps

This Report will be constantly refined using inputs from our members and partners. It will be used to guide the Chamber's future efforts and engagements. It will adapt to the challenges and opportunities that emerge, in addition to applying our learnings along the way.

Figure 1-2 An aerial view of some of our prepared interventions

2. Purpose

In June and July 2021, we invited our members and our friends across greater Bega to attend Ideas Summits aimed at capturing and sharing the great things that people were doing or planning in our area.

In the past we have noted that there are great people in our town and region aiming to do fantastic things, but their ideas and their efforts are not coordinated. Sadly, this can lead to duplicated efforts, missed funding opportunities and a loss of momentum.



Figure 2-1 Welcome to Bega

2.1 Geographical Scope

This plan is focused on the Bega township, but it also considers the role of Bega as the service hub for the Shire, and the benefits the proposed actions may bring to the region.

Therefore, the Bega township is noted as the area of focus and the Bega Valley Shire Council Local Government Area (the Shire) is the area of influence for the Report and its delivery.



Figure 2-2 The Bega Valley

2.2 How we will use this Report

We will use this Report to share our vision for Bega, to support the efforts of our members in progressing projects, highlight related opportunities and to support funding applications.

We want this Report to complement the plans and strategies delivered by our partners at Bega Valley Shire Council (BVSC), local businesses, as well as our local elected and industry representatives.

While the Chamber already has a Strategic Plan and Vision Statement of its own, this Report provides an aspirational direction that we can use to inspire and support our members and our community partners to work together towards a better Bega.

3. Our Priorities

Our Vision for Bega – what does the future look like?

Our 2021 Ideas Summit meetings sought to bring together our big ideas for Bega and the valley across the next 10-20 years.

Through discussing the issues and opportunities that each big idea responded to, we established a set of priorities that can guide the development of our opportunities and actions (Figure 3-1). Collectively these priorities form a vision for Bega in the coming decades.



Figure 3-1 Our priorities for Bega

4. The case for change – our challenges and opportunities

This Report aims to discuss and draw a direct connection between our challenges and the opportunities we have to address them.

Our consideration of challenges has been informed by a discussion during our Ideas Summit meetings of the Strengths, Weaknesses, Opportunities and Threats facing the town (see Table 4-1). This SWOT analysis was followed by a needs analysis that leverages the efforts of our members in developing their ideas and the many plans, strategies and policies developed by our government community and industry partners in the Bega Valley region.

Bega Chamber Ideas Summit SWOT summary

Strengths

- Pristine natural environment without overpopulation
- Historically, socially, and culturally rich environment
- A welcoming and collaborative community
- A stable and diverse economy with resilient businesses
- A diverse yet integrated community (demographics, culture, talents)
- High levels of natural and 'soft assets'
- A confined area that can be managed and measured clearly to inform planning and analysis
- The name and the heritage
- The talent that comes here from other places
- The clean energy movement
- The presence and benefits of having an ASX listed company (Bega Cheese) in the valley, and its circular economy plans

Opportunities

- Sense of optimism
- Strong sense of community and partnership
- Helping Bega to become a destination beyond service – more than a service hub
- Build the identity and vibrancy for Bega
- Bega cheese destination facility and circular economy plans
- Clean energy developments
- Foster excellence and create ways to retain talent (hubs, accommodation, entertainment, education)
- Increased use of digital tech
- Leverage (and protect) natural resources
- Further economic diversity to improve resilience
- Leveraging state government focus on regional development
- Share our success/opportunity stories

Weaknesses

- Small scale population and economy
- Natural environment limits development
- Insularity affecting customer service, lack of exposure to competition
- Loss of talent, structural issue due to low expectations and opportunities
- Loss of the diverse views and capability that this talent would provide
- High commercial rent expectations
- Lack of and affordability of rental accommodation
- Lack of entertainment and youth activities
- Lack of development policy and development framework for the region – keen to work with Council on this direction
- Transport constraints – overly reliant on private vehicles and a lack of public transport
- Lack of defined tourist offering

Threats

- Focusing solely on Council actions and responsibilities – we all have a role to play
- Lack of awareness of local business offerings, plans and capabilities
- Under supply and cost of housing/accommodation
- COVID lock downs
- Natural disasters
- Negativity/ lack of belief in the potential
- Lack of coordination between businesses and towns (Bega/Merimbula/Bermagui/Eden)
- Not getting the balance right between development and protection of natural assets
- Car-centric development (as opposed to people centric)
- Getting bogged down in small issues and not focusing on big possibilities

Table 4-1 Bega Ideas Summit SWOT analysis summary

4.1 Key challenges

4.1.1 A collection of crises

The COVID-19 pandemic has had a huge impact globally and its impacts have built on the challenges experienced in our area after the 2019 summer fires and the Tathra fires that preceded them.

The challenges presented by the pandemic are many and they will affect our area for many years into the future. At the front of our minds is the impact on small business, where lockdowns have meant that many small hospitality and tourism-based businesses have had to endure drastically reduced cash flows.

An unexpected impact was the huge influx of people moving to our area out of the major cities. This has included many moving from urban areas in Victoria, Sydney and Brisbane, on top of our usual migration to the area.

Recent data released from the Australian Bureau of Statistics note that capital cities had a net loss of 11,800 people from internal migration (including 5,100 people moving from Sydney to Regional N.S.W), the largest quarterly net loss on record.

While this influx will benefit our region through adding new local skills, adding more diversity to our population, increasing customers for local businesses and bringing more investment to the area, it also puts more pressure on our already tight property and rental accommodation markets.

This influx also creates new pressures on our social infrastructure. Given our population for the shire is forecast to grow by 9.12% by 2036¹ (.id community population forecast, 2020), we need to ensure our investment in health, recreation and educational facilities keep pace with this change.

Our area was already under pressure to recover and 'build back better' after our devastating bushfires and the pandemic. While it has delivered some big benefits to Bega and surrounds, the pandemic has also highlighted the need for proactive and integrated planning and investment to ensure we can support a sustainable economy, protect our environment and support the health and wellbeing of our people.

4.1.2 Affordable accommodation

We live in a highly sought-after part of Australia, and indeed the world. This naturally creates ongoing demand for people to migrate into our area. Historically, the rate of migration into our local government area has been manageable and our supply of accommodation has been able to keep up, while maintaining a reasonable level of affordability.

However, this has changed dramatically in the last three years, and the evidence suggests that the COVID pandemic has driven a huge upswing in demand for our properties as many seek to escape the cities and enjoy our beautiful surrounds.

According to CoreLogic², the median house price in Bega has risen by 18.12 percent in the last 12 months. Similarly, Tathra has risen by 13.2% and Kalaru is approaching 42% median price growth in the same period. The NSW Department of Communities and Justice reported that the median house price for the Bega Valley in March 2021 was \$580,000 (for all residential property types), up from \$422,000 in March 2019 (Housing and rent sales dashboard using data from DCJ Statistics)³. The same dashboard noted that the median rent for the Bega Valley rose from \$350 in June 2019 to \$400 in June 2021, however, we understand that the challenges for rentals are more to do with the supply, as discussed below.

¹ Sourced from <https://forecast.id.com.au/bega-valley>

² Sourced from propertyvalue.com.au/suburb/bega-2550-nsw#House

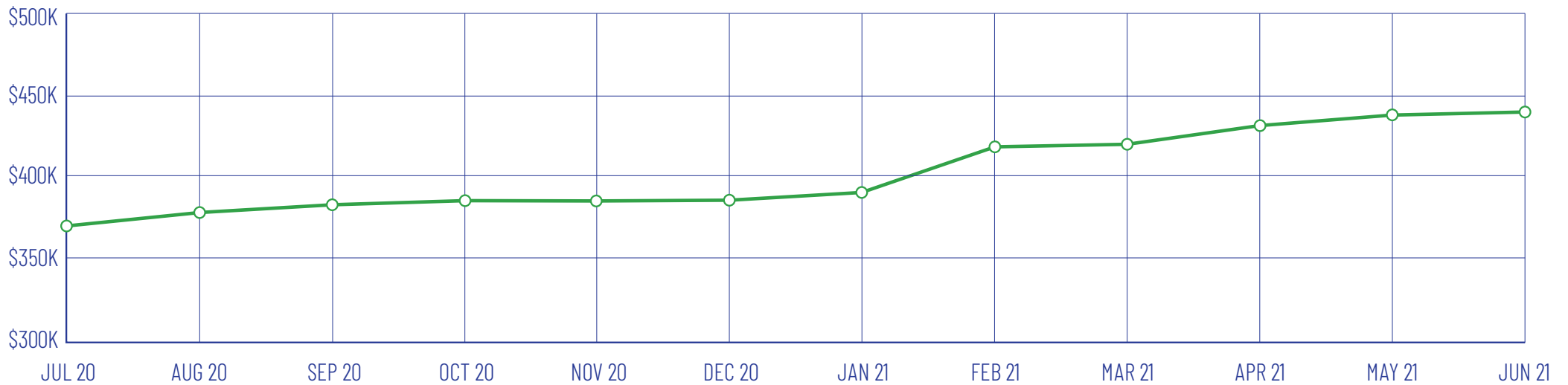


Figure 4-1 Growth in the median property price in Bega
 Source: realestate.com.au, with data attributed to Property NSW.

While such rises bode well for the financial security of current owner occupier residences, they create significant challenges for locals on lower incomes wanting to enter the market. Furthermore, they effectively lock out many who would want to move to the area to support our local industries in customer facing roles. Rampant demand for property has also created an acute shortage in supply and exacerbated price hikes. As shown in Figure 4-2, prices have continued to rise but sales are dropping due to the scarcity of properties.

Similarly, rental accommodation is becoming incredibly scarce and more costly as the low supply cannot keep up with the growing demand. CoreLogic July 2021 data⁴ indicates that regional rent levels have climbed by more than 11 per cent in the last 12 months, largely driven by sea changers (or tree changers) wanting a better lifestyle and no longer needing to commute to the CBD every day as they did in pre-COVID times.

Bega Valley Shire Council has developed a draft Affordable Housing Strategy and a commitment to new community housing development in the shire.

Mayor Russell Fitzpatrick said Councils Affordable Housing Strategy aims to support an increase in the diversity of housing stock to meet the needs of people who live and work in the shire.

“Availability of housing for people on low, very low and moderate incomes in the shire is at a crisis point; profoundly impacting on people across the housing continuum.”

Cr Russel Fitzpatrick

³ Sourced from facs.nsw.gov.au/resources/statistics/rent-and-sales/dashboard

⁴ Sourced from abc.net.au/news/2021-07-19/rent-corelogic-property-housing-record-surge-regional/100304400

4.1.3 Climate change

Climate change is widely accepted as the greatest challenge of our time. The environmental systems being disrupted by climate change underpin every aspect of our lives, including our health, our economy, and our society.

The Bega Valley prides itself on having unique and attractive natural assets that are central to our prosperity. The effects of climate change have been acutely felt in the Bega Valley, most notably through intense fires and floods, but the effect is already much broader than these extreme events.

The Bega Valley Climate Resilience Strategy 2050 notes that 'the climate of the Bega Valley Shire is expected to become hotter and rainfall more erratic (BVSC, 2020, p1).

This will result in increases in the number of fire days and severe storms; reductions in the capacity of soil and vegetation to retain moisture: as well as increases in mean sea level and ocean acidity. This will add extra strains to our towns and places, and it will shine a light on how well we manage our natural systems, as they underpin our way of life and our resilience as a region.

Both Council and the NSW Government have taken a proactive approach to adapting to climate change, reducing emissions, and achieving an energy transition. A wave of private and public funding is backing innovations and opportunities associated with addressing this challenge.

More can be done to reduce our impacts and Bega can play a bigger role in this transition while making the most of the economic opportunities that this adaptation will present.

4.1.4 Health and wellbeing

Despite the recent opening of the new Bega Hospital, and the migration of skilled professionals into the area, Bega Valley lacks access to the range of health and allied health professionals it needs to support the sustainable growth of our communities.

There is a need for a Primary Health Strategy, to support the existing Health Sector and to aim at preventing health issues through education via a partnership between all levels of government, business and the community.

Healthcare and social assistance is the biggest employment sector in our region⁵. But our largest employers in the sector are telling us that they simply cannot attract staff to the region due to the lack of accommodation.

Mental health is an area of particular concern. Our region has had a heavy mental health burden to carry in recent years, as the impacts of the fires and now the pandemic create ongoing challenges.

In a recent Bega District News article, Liz Scott, the Community Engagement Officer for Bushfire Recovery in Headspace Bega noted the challenge in finding housing for staff to support vulnerable youth. Liz said "our vulnerable young people are continuing to suffer through mental health challenges because there are not enough people on the ground and we can't actually get people to move here because there are not enough houses".

The National Mental Health Commission (the Commission) recently worked with the University of Melbourne to support their efforts to capture community stories to inform the development of the National Disaster Mental Health and Wellbeing Framework⁶.

The Commission specified a qualitative research methodology, with a focus on two disaster events:

- 2019/2020 bushfires in southern New South Wales, focusing on the Bega Valley and surrounding areas, and
- 2019 monsoon events impacting Townsville and Westerns surrounds in Queensland

This study noted the reduced resilience in the community (as demonstrated by the participants) and it also flagged the potential for compounding disasters to exacerbate pre-existing issues.

Participants in this study also noted the lack of local mental health practitioners, resulting in long delays in securing an appointment, needing to use visiting specialists or relying on telehealth services. While it allows for scaling and adaptation, this type of service delivery can be off putting for patients and it may not achieve the same results as in person treatments.

A similar situation applies to other health service areas, meaning that locals cannot access, or struggle to get access to specialist, allied health professionals and GPs. While Bega is very lucky to have the new South East Regional Hospital, it services a very large regional area and it has capacity for greater utilisation over time, in coordination with the attraction of more health professionals to the Shire.

⁵ Source: profile.id, including population and household forecasts (accessed September 2021) profile.id.com.au/bega-valley

⁶ Sourced from mentalhealthcommission.gov.au/mental-health-reform/national-natural-disaster-mental-health-framework

4.1.5 Industrial and commercial land supply

The Enterprise Land Review prepared for Bega Valley Shire Council in 2016 found that there are several opportunities for industrial development in Bega Valley that concentrate on and build upon existing strengths and drivers.

The Commercial Land Strategy (BVSC 2020) noted that Bega is the primary administrative and service centre for the catchment comprising Bega Valley Shire and surrounding communities.

A regional centre provides higher order comparison goods as well as convenience goods and destination goods and services. This includes health care services, educational facilities, professional services, bulky goods premises, transport logistics and government offices.

To fulfill this role, and to make the most of market opportunities, Bega needs to strategically address its shortfall in industrial land. There is a consensus amongst our members that Bega has a shortage of industrial land, particularly in functional areas close to town and with good access to road networks. The Chamber understands from local real estate agents that there is a growing demand for industrial land and this constraint is currently preventing new businesses coming to Bega or current businesses expanding their operations.

As far back as 2005, the lack of industrial land in and around Bega has been noted, but at this stage it has not been adequately addressed.

The need for a strategic approach to identifying and opening industrial land in and around Bega was discussed at our Ideas Summit and options to address this have been captured in our action list.

4.1.6 Transport

Shortage of transport options

Like many regional areas, the Bega Valley is heavily car-dependant area, and this has a big influence on the level of investment into services and infrastructure to support active and public transport.

Bega is not well serviced by Public Transport, which in turn encourages a reliance on private vehicles. While the school bus services in the area are of a very high standard, the public transport offering within the valley is very limited.

Recent development and upgrades of walking and cycling paths in some of the valley's town centres and between towns (Tathra to Kalaru and Merimbula to Pambula) are supporting active transport, but there is much more that we can do to encourage people to use active and public transport.

The Chamber supports the work completed by BVSC to complete town focused and shire wide transport frameworks that can help provide more transport choices for our residents, while allowing our town centres to grow sustainably as legible and walkable areas.

Vulnerability and reliability of Brown Mountain

For decades the Brown Mountain portion of the Snowy Mountains highway has been a significant transport constraint for the Bega Valley. The closures that occur on a regular basis to address landslips and safety issues resulting from large rain events or storms have a significant impact on the local economy, in addition to the safety of motorists.



Figure 4-3: Damage and repairs on the highway at Brown Mountain.⁷

Our community needs permanent access on the road for emergency services, freight travel, tourism and to support our main industries, particularly in the current environment, where freight is playing a much greater role during lockdowns.

To provide certainty, reduce safety risk and increase our economic and social resilience, the Chamber supports a collaborative effort to review the situation and identify an alternate route. This route needs to guarantee reliable access for freight and general transport movements for residents on a permanent basis, regardless of rain and storm activity.

⁷ Image courtesy of Live Traffic (NSW) in June 2020

4.1.7 Placemaking and wayfinding

Despite many plans to enhance the appearance and functionality of Bega Town Centre, there remains challenges around the way the town presents and functions that are constraining our ability to create a sense of vibrancy and attraction.

Bega itself has benefited from several studies and plans aimed at improving the form and function of the town, including land use masterplans, land use strategies and design guidelines. However, the streetscape and the functionality of the town centre area still lagging behind other towns, and this results in the loss of commercial activity.

Bega plays the role of a service hub for the shire, but there are many opportunities for our town centre to support more experiences and activity through an improved streetscape, more intuitive and legible connections between attractions and improved wayfinding.

As noted in the Shire's Local Strategic Planning Statement (2040), there is a general need to enhance the shire's town centres through improved connectivity and accessibility, streetscaping improvements, provision of gathering spaces, seating, shade and public toilets and tree plantings. For Bega, the LSPS also notes the need to implement the adopted CBD Landscape Master Plan for Bega.

4.1.8 Tourism offering

In 2019/20, tourism contributed \$233.8m to the Shire's economy through attracting over 3 million visitors.

However, Bega itself has struggled to provide a well-defined tourism offering that would enable it to capitalise on the flow of tourists to other parts of the shire.

We believe there are opportunities to address this through capitalising on our town's heritage, connection to our environment and better utilising our land between the town centre and the river.

4.1.9 Lack of social, recreational and community infrastructure

Our Ideas Summit featured several submissions from representatives of community groups, all of which play a critical role in our town. In each instance they identified a critical need for more suitable facilities to meet our social and recreational infrastructure needs.

Social, recreational and community infrastructure plays a big role in supporting the wellbeing of our communities and attracting others to the town. Such infrastructure has been cited as playing a key role in the resilience of a region, particularly where events such as bushfires have created ongoing vulnerabilities within the community.

"I would love for there to be more spaces such as parks for young people to hang out together, I would also like to see more cultural facilities that helps educate young people, a better skate park/ smoother paths would be awesome."

Survey feedback from the 2020 BVSC Youth Survey.

Bega has a rich history, and we boast many buildings that demonstrate our past and support our cultural and historical identity. However, many of these facilities have fallen into disrepair and they no longer meet the standards required to be used for social and commercial purposes.

This has resulted in community groups making use of substandard facilities or failing to find a suitable facility to support their activities.

Founded in 2001 in Bega, Fling Physical Theatre is a youth dance organisation that provides opportunities for young people to work with local and visiting professional artists to create original contemporary performance projects. Fling plays a big role in supporting the mental and physical health of our youth, while also providing increased liveability for the town.

Fling needs a large space to rehearse and deliver performances and it is currently using the Bega Indoor Stadium in Bega. As this stadium is set to be closed for a major upgrade, Fling has been searching for an alternate home and at this stage, there is no suitable alternative in the area. If Fling can secure a long-term home, it can increase the range of activities offered and play a bigger role in supporting our youth.

On a similar note, the old Bega Hospital is currently hosting a range of community groups, but the facility requires significant investment to preserve it and to bring it up to current standards. The pavilion at the showground was another example and the Chamber is very happy to see a government grant funded and community led upgrade occurring there in the coming years.

The Summit did not feature any submissions from the broader Arts, First Nations Cultural / Eco Tourism or Small Agricultural sector, but we acknowledge the role these sectors play in providing valuable social infrastructure and economic development activity for the Shire. The Chamber will work with these sectors where initiatives are proposed in the future.

4.1.10 Education and local capability

The Labour Force Capabilities Report completed by Jobs and Skills Bega Valley in 2020 highlighted some challenges in the education offering in the valley and the effect this has on the development and retention of local capability.

This report noted that:

- The number of educators in the Shire has decreased.
- Access to training facilities is challenging due to the size of the Shire, particularly noted as issues for Merimbula and Eden.
- Businesses suggest local job applicant skills are often insufficient to result in successful job applications.
- Higher numbers of Certificate III and Certificate IV qualifications are held than in other areas.
- There are lower rates of postgraduate qualifications in the Shire than other regional areas.
- Job applicant soft skills (including people skills, problem solving, communications, work ethic, computer skills and willingness to work across jobs and locations) is a potential area for skills development.

On top of this, our members have noted that due to the lack of local service providers in areas such as Aged Care, they need to send staff to places like Canberra to complete their training.




Bega is well serviced by range of high-quality schools, and we are fortunate to have a redeveloped TAFE and a campus for the University of Wollongong (UOW). But we have not been able to align the education products offered with the needs and opportunities of our area.

We recognise that the university sector is working through some significant changes and the chamber is grateful for the University of Wollongong's ongoing support and commitment to the town. We see UoW as a huge asset for Bega and we have noted some big opportunities for UoW, TAFE and our schools in our priority actions.

4.1.11 Retaining youth

Retaining youth has traditionally been a challenge for regional centres, as many young people have often gone to the major cities to complete their studies and expand their horizons.

Top 3 barriers to achieving post school goals

-  Lack of jobs 58%
-  Lack of higher education 54%
-  Mental health 26%

Top 3 project ideas for the Bega valley

-  Improved sporting facilities
-  Dedicated youth spaces
-  More youth activities and events

This has typically been driven by a lack of job opportunities, inadequate social and cultural offerings and a lack of higher education options.

Many of these factors are still relevant in the Bega Valley. In June 2020, Bega Valley Shire Council conducted its first annual survey of young people aged 12 - 25 in June 2020. This survey was completed by 269 respondents aged 12-25 years and it captured some of the drivers for youth leaving the area, which included a lack of jobs, limited education opportunities, mental health challenges and a lack of cultural, sport and youth focused spaces.



Young people were asked if they felt they could bring an idea or concern to Council. 61% weren't confident they could have a say in public affairs.

The % of young people identifying BUSHFIRE RECOVERY as an issue of importance is 18%



One in five young people (20%) plan to leave the Bega Valley in order to achieve their study / work goals.

Figure 4-4 Summary of the 2020 Bega Valley Youth Survey feedback.

5. Key initiatives

5.1 Ideas presented at our Ideas Summit

Our Ideas Summit aimed to provide an opportunity for our community to share ideas and showcase initiatives that are already underway that can help us to reach our aspirations for Bega.

The Ideas Summit covered a wide range of ideas, and it also highlighted some opportunities that have been discussed for many years. These are summarised briefly below and explained in more detail in sections 5 to 11.

5.2 Snapshot of ideas and opportunities

Category	Projects/initiatives
Regional sustainability	<ul style="list-style-type: none"> Bega Valley Circular Economy Initiative
Social and community infrastructure	<ul style="list-style-type: none"> PCYC Bega Facility Finding FLING a new home Bega Hospital Redevelopment Bega Showground Redevelopment Project New Community Centre
Education and capability development	<ul style="list-style-type: none"> UoW Social Work course initiative Improved coordination Digital skills development Chamber Cadetship program
A thriving and attractive town centre	<ul style="list-style-type: none"> Improved wayfinding Information centre in town Cycling tourism Town activation events History focused tourism development Activation of green spaces Improved accommodation offerings Continued activation of laneways Strategic allocation of parking, including an area for Caravan Parks A major tourism attraction in town Improved streetscape, tree plantings and greening
Health and wellbeing	<ul style="list-style-type: none"> Increasing local service offering Attracting and retaining health professionals
Transport	<ul style="list-style-type: none"> Brown Mountain route and safety improvement options Encouraging active transport
Industrial land	<ul style="list-style-type: none"> Strategic review of available land Review of opportunities available based on upcoming relocation of businesses Discuss opportunities to utilise excess land owned by Bega Cheese
Affordable housing	<ul style="list-style-type: none"> Support Housing Affordability Strategy Rezoning to facilitate increased housing Partnering with large employers to quantify requirements and consider collaborative investment options

6. Affordable housing

6.1 Opportunities and recommendations

In alignment with BVSC, we believe investigations into affordable accommodation need to occur to address this significant problem for our town and shire.

The Chamber is seeking action from local (and State), authorities to provide affordable housing in the short to medium term. These are the key actions the Chamber will support in this area:

- development and delivery of Council's Affordable Housing Strategy
- progressively making changes to zoning to facilitate more housing
- investigating opportunities for higher density development near the town centre

- partnering with major employers (such as Sapphire Coast Community Aged Care, Tulgeen, Bega Cheese and Council) to consider collaborative investment opportunities to enable the development of affordable housing for employees
- investigating opportunities for over 50's development and retirement villages in the shire
- partner with crisis housing providers and seek support from short-term letting platforms to release housing for permanent rental accommodation
- seeking state and federal government financial and administrative support in addressing this issue.



Figure 6-1 Housing in the Bega Valley

7. Sustainability and circularity

7.1 Current initiatives

During our summit, Bega Cheese Chair Barry Irvin discussed the Bega Circular Economy concept and outlined the opportunity for the community to participate in this initiative as part of a long term, holistic program.

Bega Valley - On the way to becoming the most circular valley in the world



Figure 7.1 Circular Economy

What is the 'Bega Circular Valley 2030' program?

The 'Bega Circular Valley 2030' (BVC 2030) program is a transformational high-impact regional development initiative of national significance with pioneering vision to establish Bega Valley Shire (BVS) as the most circular regional economy by 2030 that will inspire other regions to follow.

We have been working with the local community and Bega Valley Shire (BVS) council to ensure local knowledge informs the program and the many inspiring initiatives industry, council and communities have currently underway are embraced, empowered and nurtured by embedding smart circular economy principles and skills across the various actors, and mobilising new innovative circularity solutions.

Specifically, over the next 3 years, the program will identify, accelerate and implement 9 enabling projects which will support the delivery of 15 flagship and 29 supporting circular projects to stimulate a regional circular marketplace and a vibrant ecosystem of diverse stakeholders, SMEs, technology innovators, researchers, academics, indigenous leaders, social ventures, NGOs and government as well as funders, impact investors and philanthropists.

BCV 2030 is anchored in the community by a newly created 'backbone' organisation in the form of a membership-based Co-operative which will co-convene the program and optimise community participation.

Powered by global circularity expertise, implementation rigour and technology, the program has been designed with leading practice impact evaluation frameworks in mind, to measure the success (at both program and project level) and enabling

a targeted focus of key circularity initiatives to improve the impact and share the learnings for the benefit of other regions across Australia.

The Mission

BCV 2030 program isn't simply about zero waste to landfill and optimising recycling. This program is about linking regenerative economic, environmental development with social equity across the region, underpinned with efficient water and energy utilisation. The delivery will facilitate the delivery of circular projects, invest in critical infrastructure and community initiatives and become a global leader in a range of product areas.

As an outcome, our objective is for the Cooperative to support the Bega Valley in becoming the most circular valley in Australia and a lighthouse regional development project.

The Objectives

- 1 CE Capability:** diversify and strengthen the region's capacity for systemic innovation, resource efficiency, diversification of industry, creation of new income streams, revenue models and meaningful jobs through the circular economy.
- 2 Resilience:** instil greater economic and environmental resilience, regional regeneration and social cohesion post the devastating bushfires and coordinate public and private investment in critical infrastructure required to support the recovery and resilience of the region.

- 3 Regional Vision:** create a clear unifying sense of purpose for the BVS, one that retains and attracts talent to the region, and improves the living standards of local people and the diversity of natural habitat of the region.
- 4 Environmental management:** strengthen the biodiversity of this special corner of the world by weaving together the region's greenhouse gas emission reduction targets, water and energy security, economic diversity ambitions, improved participation in education, innovation activity, and sense of community.
- 5 Circular-focused practices:** incorporate circular public sector best practice policy frameworks, place-based differentiation and circular provenance mark (Born in Bega) to instil pride in BVS's local produce and services that are exported.
- 6 Stakeholder management:** engage consumers and businesses as key enablers of the BCV 2030 program.
- 7 Skills:** Lift the skills of the local community and incorporate circular business model training and support.
- 8 Collaboration:** share intelligence in order to overcome challenges together and reduce the risk of failure and economic dependency on a few major businesses by inspiring and incentivising collective effort to create the most circular valley in Australia.
- 9 Funding:** fund the delivery of critical community infrastructure assets that enable resource efficiency and community resilience and support environmental and economic development.

Bega Cheese have outlined a clear plan to deliver this initiative and are currently pursuing the required seed funding. The Chamber will work to promote and support the initiative and identify opportunities for our members to take part and draw benefits from the new opportunities it will deliver.

As a Chamber, we see this initiative as having huge potential to support our vision for Bega, while setting a global standard in sustainability and circular economy.

8. A thriving and attractive town centre

8.1 Opportunities and recommendations

Our members have provided many suggestions on how to improve the look, feel and functionality of the town centre. Many efforts and many strategies have been made to do this in the past and we believe a collaborative effort between the community, businesses and the council can help to deliver the required improvements.

The opportunities that the summit participants would like to see investigated include:

- improved wayfinding that better connects people between precincts and attractions in the town
- improved consistency and appearance of shop fronts and street edge
- continued activation of laneways
- development of mixed-use buildings that support a mix of residential and commercial activities
- improved connections to and use of the green spaces around the town, including the river flats
- tourism information in town
- activation events to help bring locals and tourists back to town when restrictions ease
- strategic allocation of parking (and supporting signs) to encourage walking across the town centre, including space for caravans, coaches and trucks with trailers
- Enhanced tree planting, greening and streetscape.



Figure 8-1 Carp Street, Bega

9. Social and community infrastructure

9.1 Current initiatives

Our members presented several opportunities to provide improved social infrastructure for our town. These are summarised below.

9.1.1 PCYC Bega Facility Proposal

PCYC NSW is a charity empowering young people to survive, and thrive, in partnership with the Police and the community.

PCYC Far South Coast is an 'Outreach' model club that operates across the Far South Coast region, rather than from a clubhouse. Their activities are conducted in the community at various sites across our expansive region from Batemans Bay in the North to Eden in the South.

They currently provide a range of sport/recreation, mental health, coding, school holiday, indigenous sports, youth support and police programs in the Bega Valley.

PCYC Far South Coast is proposing to develop a multisport facility in Bega or surrounds that can support a range of sport, recreation, and community activities. A similar development is being planned in the Eurobodalla region. The Bega facility is proposed to:

- Include an integrated Sport and recreational facility with two NSW Police Officers and PCYC Staff on site full time.
- Provide an engaging Community Hub delivering sport, active and passive recreation with cultural programming capability.
- Act as a single one stop multi-functional and multi-disciplinary community facility to develop and maintain community cohesion for positive and healthy outcomes.
- Meet current and emerging youth and community activities demand to build community resilience and positive social interaction.
- Deliver Police and Social Justice programs that get young

people active, employment ready and prevents crime by and against young people.

- Integrate for schools and sports clubs.
- Include 24/7 provisioning for Health and Wellness, retail food and beverage with social enterprise capability, smart storage solutions for ease of setup/set down in multi-purpose modes.
- Provide conference, event and performance mode capability.

The facility would be managed by PCYC under a commercial arrangement, and it would not require any external funding or ratepayer contributions. PCYC are seeking support in locating a suitable location and working through the development application process. The building would be home to PCYC programs, activities, police programs, external hirers and community events. This facility, if delivered, would play a key role in addressing the lack of community and social infrastructure in the Bega Valley.



Figure 9-1 PCYC activities at similar facilities

9.1.2 FLING physical theatre

The FLING Company is a youth performance company for young people aged 14 to 18 from the Bega Valley. The Company works in a supportive environment where creativity and engagement are highly valued. Since 2001, it has completed 248 performances, employed 340 professional artists and delivered more than 10,000 sessions to 15,789 participants.

Through this activity, FLING has brought \$1.78 million in funding the Bega Valley and has generated \$1.79 in earned income, with an annual turnover of \$320,000 (in the last 5 years).

With the pending upgrade of the Bega Indoor Stadium approaching, FLING is seeking a new medium to long term home that can support its ongoing support of our youth and community wellbeing.

A stable and specialised rehearsal/performance space would allow fling to provide increased service levels, including an expanded local program and a platform for touring performances and an affordable venue for local community events.



Figure 9-2 'Shifting' by Rob McCredie performed by the FLING Company at 2019 AYDF. Image credit: Shutterstock

9.1.3 Bega Showground Redevelopment Project

During the 2019/20 bushfires, the evacuation facilities in Bega were found to be inadequate and the Bega Showground Committee developed a proposal to:

- construct a two-level building that satisfies the requirements for an accessible, climate-controlled evacuation centre.
- provide a modern administration hub for the Bega Show Society with facilities for affordable community events and indoor sport and recreation activities.

The approximately \$10 million proposal is moving forward through to some very constructive work by the Project Steering Committee. The Committee commissioned draft designs and applied for funding through the Local Emergency Recovery (BLER) fund. The application was successful, and the Project Steering Committee are working through the development application process now and hope to commence construction in 2022.



Figure 9-3 Draft designs for the new facility

9.1.4 Renovation of Old Bega Hospital

The Old Bega Hospital used to be a thriving community centre, but the facility is in dire need of renovation to meet modern standards.

Despite its age and current state, the old hospital still supports several community groups and activities. A governance group was formed to guide the required planning and government funding has been provided to support the planning activities.

A design has been developed to revitalise the building and surrounds with a view to increasing use, including potential commercial leases. At this stage the minimum viable upgrade has been estimated at \$3.4 million, which exceeds the available grant funds.

A development application has been submitted and is now under review. The Governance Committee are seeking support in developing further funding applications and coordinating community and commercial uses.

9.1.5 Sapphire Community Pantry's Community Centre Proposal

Sapphire Community Projects Inc. is a charity and social enterprise whose purpose is to relieve poverty, food insecurity, and social isolation in vulnerable groups.

The Pantry provides an incredibly valuable service to the Bega Valley by providing very affordable food to those in need. The Pantry offers a range of grocery items, and fruit and vegetables. These goods are purchased from Foodbank NSW and other sources.

SCP is proposing to open a community centre to provide expanded services. An existing facility has been identified and they are seeking \$100,000 to develop the required planning documents and approximately \$700,000 to complete the required refurbishment.

9.1.6 Fortem Australia mental health and wellbeing

Fortem Australia is a not for profit organisation that was founded to provide specialised wellbeing and mental fitness support to first responder families. Fortem was established in mid-2019 to fill a need for first responders and their families. The devastating Black Summer bushfires in 2019-2020, and the associated trauma endured by first responder families, further intensified the need for urgent mental health and wellbeing support for these members of our community.

Through its Bega office, Fortem provides services aimed at enhancing family resilience and mental fitness for first responders and their families in the Bega Valley. These services are delivered primarily through events that provide this group with an opportunity to connect and take a break from their work. Recent events include deep sea fishing, trivia nights, coffee mornings, family fun days and providing activities at local community festivals.

While COVID has constrained the scale of activities Fortem can deliver, they are keen to work with local businesses, educational institutions and communities to help provide these services and develop improved resilience within the Bega Valley.

10. Education and capability development

10.1 Our advantage

Bega is blessed with an outstanding range of education institutions ranging from early childhood right through to university and industry trainers. Not many regional towns can boast a range of public and private school options, in addition to a brand-new TAFE and a highly innovative local university campus.

The Chamber sees a great opportunity for these institutions to help our Shire to develop strong local capability, provide competitive options for our youth and help attract and retain businesses. We are proud of our educational offering and we will work closely with our partners in this sector to identify and deliver on local opportunities, such as the ones listed below.

10.2 Current initiatives

10.2.1 University of Wollongong Social Work Skills Proposal

The University of Wollongong (UoW) Bega campus has developed a reputation as a cooperative learning environment with a high standard of academic excellence. They combine an intimate student-centred atmosphere with leading-edge technology that provides interactive access to other UoW campuses.

The campus currently provides a range of offerings aimed at meeting local needs, providing students with a local option, and supporting capability development in the Bega Valley. Some of the feature offerings at the Bega Campus include Nursing, Business, Arts and Teaching. The Bega Campus acts as a great proving ground for new offerings in regional areas and UoW is always looking for new opportunities to provide local value through introducing new courses.



Figure 10-1 UoW students at the Bega Campus

Recent analysis has demonstrated a growing need for and a demand to gain skills in social work in the Bega Valley to support the region in rebuilding and developing ongoing community resilience. A recent report commissioned by the NSW Council of Social Services (NCOSS), found vacancies in care and welfare jobs increased by over 260 per cent in regional NSW during the last five years⁸.

Based on this need, UoW has developed a targeted proposal to the federal government to gain funding for delivery of a degree in Social Work to tap into local demand and build regional capability.

If successful, UoW will aim to deliver this course from the Bega Campus in 2022 and it will feature active partnerships with local organisations to provide hands on experience while actively supporting our communities and building local capability.

UoW is also delivering drought resilience related courses as part of the multi-sector Southern NSW Drought Resilience Adoption and Innovation Hub initiative. This includes offerings in Agtech and support of research projects in this area.

The Chamber will support these initiatives through regional networking and endorsement of funding applications.

⁸ Sourced from <https://www.ncoss.org.au/policy-advocacy/policy-research-publications/the-nsw-social-sector-capitalising-on-the-potential-for-growth/>

10.2.2 Digital skills development

2pi Software was formed in 2012 by Carsten Eckelmann and Liam O'Duibhir and it now supports 28 local jobs.

The company headquarters are located on the Sapphire Coast (Bega and Merimbula), and with over 20 years of IT experience across software development, website construction and business continuity (maintaining IT systems and networks), the founders have created a unique business and technology consulting programme.

Both company founders are very active in IntolT Sapphire Coast, a regional group promoting technology, business and entrepreneurship. They are also the team behind the CoWS Near the Coast Digital Co-Working Space at 209 Carp St.

2pi presented a Digital Skills program that aims to nurture local talent to acquire highly prized globally recognised tech certifications. They noted the success they have had in building local skills and facilitating regional skills development opportunities, however they noted that youth still leave the valley to study and gain work in this field.

Their proposal includes strategies to retain talent and build tech skills and considers pathways to skill development aimed at building community resilience, diversity, capability and attraction for youth.

The concept requires support and buy-in from local businesses and grant opportunities are being considered. The Chamber will continue to support the concept as it develops.

10.2.3 Bega Valley Digital Business Hub

In alignment with 2pi's proposal, Paul Morris presented an early concept under investigation involving the development of a Bega Valley Digital Business Hub. This concept involves creating a virtual digital business hub to increase local tech capability, a strong business offering and to support talent retention. The concept is still working through the planning stages and further consideration is being applied to whether a local premise is required to support the concept of a virtual hub that integrates and further develops the talent that already exists in the valley. The Chamber will support the planning of this concept, in addition to integrating it in with similar opportunities.

10.2.4 Bega Chamber Cadetship

Following the summit, it was suggested that the Chamber could support local capability development by creating a Bega Cadetship program. This would involve sponsoring and managing an annual program that selected one or two local applicants to work with a range of local businesses to develop their skills while providing strong connections between local businesses.

The Chamber is investigating this option and will discuss the level of interest with its members shortly.

10.3 Other opportunities

During the summit discussions, many participants noted that Bega is blessed with many great educational institutes, including a strong mix of schools, a new TAFE, and the presence of UoW. We also benefit from smart organisations that have developed their own programs to build local capability in areas such as IT and agribusiness.

However, there is potential for the collaboration between these institutions to be enhanced to better identify and address local issues and opportunities. The Chamber would like to partner with these institutions to support this process. We propose that a local forum and working group be created to tap into the opportunities and provide a powerful collective offering that demonstrates an attractive option for our youth, while fast tracking local capability development in our priority fields.

The Chamber also recommends that the signage to and around the education precinct in Bega is improved to highlight its presence and demonstrate a strong connection between the town centre and this precinct.

11. Health and wellbeing

11.1 Current initiatives

South East Regional Hospital

The Bega Valley has benefited greatly from the 2016 opening of the South East Regional Hospital, which services the area from Mallacoota to Batemans Bay. It offers emergency department bays, medical and surgical inpatient beds, a maternity unit, paediatric unit, a critical care unit, operating theatres including day surgery, renal dialysis chairs, oncology area, Hospital in the Home and separate mental health unit. A sub-acute rehabilitation unit also recently opened.

Expanded offering at Tulgeen Disability Services

Tulgeen is the leading disability services provider in the Bega Valley Shire and offers a comprehensive range of service and supports for all participants in the National Disability Insurance Scheme (NDIS). Tulgeen Disability Services has been providing services to people with a disability in the Bega Valley for 40 years. Tulgeen creates opportunity and choice for people with disability to participate in communities, realise their potential and lead full, abundant lives. It is also one of the biggest employers in the region, supporting 130 full time equivalent roles.

Tulgeen has recently completed the development of supported accommodation for people with disabilities across the Bega Valley. This state funded \$4.6 million development on Elliot Lane means that Tulgeen can now provide safe and secure housing on a 24/7 basis for their clients with the greatest needs.

This investment would also allow Tulgeen to expand its local service offering, but it has struggled to attract staff due to the lack of availability of affordable accommodation. This has created challenges in supporting the operation of the new facility.

Tulgeen are also considering opportunities to develop other land holdings they have in Bega to meet their staff accommodation challenges so they can continue to deliver their services to the same high standard.

11.2 Other opportunities

The Chamber recommends that more is done to attract and retain health professionals to our area. This needs to be a collective effort between our health district, community, business and government leaders. Some ideas discussed at the summit on this topic are:

- Identifying premium accommodation that can be targeted for lease to doctors and allied health professionals
- Providing social connections for health professionals that move to the area to ensure they feel welcome and part of our community
- Ensuring that these professionals have local medical networks to help advance their skills and knowledge
- Supporting the More Doctors for Rural Australia Program - this Program (MDRAP) supports non-vocationally recognised (non-VR) doctors to gain valuable general practice experience in rural and remote communities prior to joining a college fellowship pathway. The MDRAP also supports junior doctors and locums providing services in rural and remote communities.
- Identifying collaborative investment opportunities for higher density accommodation in town that can help provide accommodation for health professionals.

12. Transport choices

12.1 Current initiatives

We recognise that there is always a great deal of effort and investment going into our local transport infrastructure. We note the ongoing investment in our transport network through the Council and Transport NSW, including development of a strategic transport framework and the ongoing development of bike and walking paths aimed at supporting active travel in and between our towns and villages.

12.2 Other opportunities

Brown Mountain safety and options review

As noted earlier, the Chamber sees real and ongoing impacts of the poor reliability of the Snowy Mountains highway has been a significant transport constraint for the Bega Valley.

To provide certainty, reduce safety risk and increase our economic and social resilience, the Chamber recommends that TfNSW review the situation and identify options to address these risks, including consideration of an alternate route.

This study needs to investigate options that can provide improved outcomes in terms of safety, efficiency, asset management, as well as social and economic benefits.

During our summit the idea of a tunnel was discussed as an option to avoid the current issues and risks. We understand that a tunnel would be a very large investment and with this in mind, we believe an open minded, and not solution-led approach to addressing the problems across a range of investment options would be appropriate.

13. Our Action Plan

We have taken on board the ideas shared through the Ideas Summit and associated discussions and created a high-level action plan aimed at focusing our support and partnership efforts to drive the evolution of our town. The Actions are presented by priority area with projected timeframes. While the Chamber is not responsible for most of these activities, we will provide targeted support to ensure our collective vision for the future can be realised.

Code for relevant timeframes are as follows:

S - Short term means 1-2 years
 M- Medium term means 3-5 years
 L- Long term means 6-10 years
 S - M - Short to Medium term
 S - L - Short to Long term

Table 2 Action Plan

Priority Area	Action	Time Frame (S/M/L)	Chamber role
Affordable housing	Support Council in completing an Affordable Housing Strategy and seeking funding to deliver its recommendations.	S	The Chamber has already contributed to the study and will continue to engage
	Identify opportunities presented by the opening of the new over 55s village.	M	Identify possible older homes that may become available for redevelopment
	Encourage higher density development near the town centre to support vibrancy and walkable communities.	M	Support collaborative discussions and funding applications.
	Facilitate partnerships between large employers requiring affordable housing.	S	Continue discussion to quantify demand and seek investment partners.
	Work with BVSC to understand and support land use planning as outlined in the LSPS and develop a Spatial Plan for Bega that can inform future development.	S - M	Work with BVSC to encourage ongoing strategic land use planning and development
Sustainability and circularity	Bega Circular Economy (establishment and ongoing operations).	S - L	Continue to engage with key drivers and develop the Chambers role. Focus on Packaging and Logistics, Community/education/innovation, Rural economy
Town centre and tourism improvements	Revisit the Bega CBD Masterplan and develop a Spatial Plan for Bega township to coordinate town centre improvements, in addition to "Key moves" for land development in the future.	M	Create exhaustive list of improvements with approximate costs and timeframes
	Improve wayfinding to better connect precincts	S	Support BVSC engagement with stakeholders to confirm needs and improvement opportunities

Priority Area	Action	Time Frame (S/M/L)	Chamber role
	Deliver town centre activation events when restrictions permit	S	Invite community groups to discuss and coordinate regular events
	Work with Council and Chamber Members to investigate opportunities for tourist information in the town centre (may include standalone facilities as an interim arrangement).	S	Facilitate discussions with council and members
	Improve signs and wayfinding to oversize vehicle parking for caravans and vehicles with trailers. Also consider future options as the need for these areas grow.	S	Initiate discussions with local traffic committee
	Work with local tourism groups/operators to better define and develop tourism experiences unique to Bega (including heritage and historical experiences).	S	Initiate discussions to share member ideas with tourism groups and operators
	Support investor interest in new hotels/accommodation development	M	Promote opportunities within member networks and seek out potential investors.
Education	Application for Social Work course funding	S	Support funding application
	2pi Digital Skills program and Bega Digital Hub concept	S-M	Support integrated discussions and lobby for improved signage to education precinct
	Improved coordination between educational institutes – leveraging the new TAFE, and improved signs to and around education precinct. University town	S-M	Support integrated discussions and lobby for improved signage to education precinct
Social and community infrastructure	PCYC facility proposal and site location	S-M	Support discussions around location of a site and facility development
	Finding a new location for Fling Physical theatre (noting some possible sites have recently been identified)	S	Support identification of possible sites and supporting discussions between landholders
	Bega Showground facility redevelopment	S-M	Support project promotion and advocate for any further funding requirements

Priority Area	Action	Time Frame (S/M/L)	Chamber role
	Improvement of community and artistic facilities, including the renovation of the Old Bega Hospital and the Community Pantry community centre concept. Add improved collaboration of artistic activities...affordable locations	S-M	Continue development of a masterplan that allows the best use of land and available facilities. Support engagement with Governments for funding
Health and wellbeing	Engage with NSW Health/health board to discuss health care gaps, incentives to attract doctors and possibilities associated with the <i>More Doctors for Rural Australia Program</i> .	S-M	Direct engagement to facilitate discussions
	Support large healthcare employers, such as Tulgeen and Sapphire Coast Community Aged Care Group in attracting and finding accommodation for staff. Work with BVSC to included these considerations in the Affordable Accommodation Strategy.	S-M	Support discussions around shared investments into affordable staff accommodation.
Land use	Building on the LSPS, produce a Spatial Plan for Bega to visually capture the key moves, developments, and interventions for the town to enable its sustainable growth.	S	Discuss how the LSPS and industrial land strategy can have input into this.
Industrial land	Continue to seek opportunities for new industrial land and explore opportunities with current owners of identified land.	M	Continue discussions with interested investors, agents and current landowners.
Commercial land	Conduct a feasibility study on the old racecourse site to determine future use and investment options.	S	Draft the scope and apply for funding to complete the feasibility.
Transport	Request a safety and options review for the Snowy Mountains Highway at Brown Mountain.	S	Advocate for the review with BVSC and local elected representatives.
	Work with BVSC to complete or update a transport study for Bega that delivers a strategic framework (similar to what is proposed for Merimbula) to enable sustainable growth while supporting more transport choices, including prioritising public and active transport.	M	Meet with BVSC to discuss.
	Leverage school bus fleet for daytime and off-peak public transport trials	S-M	To be confirmed.

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