

## Bellingen Showground Trust

### VOLUME TWO: PLAN OF MANAGEMENT BELLINGEN SHOWGROUND



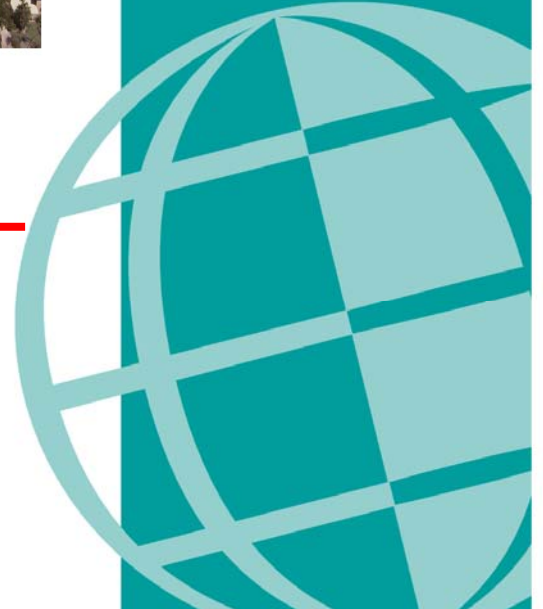
## Final Draft Report

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- **AUCKLAND**
- **CHRISTCHURCH**
- **WELLINGTON**



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## PLAN DEFINITIONS

<b>Additional purpose</b>	Any purpose that is additional to: (a) the declared purpose of the reserve/dedication, or (b) any purpose authorised by the Minister under section 121A of the Crown Lands Act, 1989 in relation to the reserve/dedication.
<b>Bellingen Showground</b>	Lot 12 DP112142 dedicated for Showground 26 July 1911 Allotments 12-16 Section B DP 8086 Lots 7013 & 7014 DP 1069242
<b>Council or BSC</b>	Bellingen Shire Council
<b>Declared purpose</b>	The public purpose for which the land has been dedicated or reserved under Part 5 - Crown Lands Act 1989, and includes any purpose or use permitted under, or in connection with, the declared purpose.
<b>LPMA</b>	Land and Property Management Authority (former Department of Lands)
<b>Objectives</b>	Desired (SMART) outcomes = Specific, Measurable, Achievable, Relevant & Time-bound
<b>Management Principles</b>	General principles that provide clear decision making criteria
<b>Management Units</b>	Identifiable precincts or units of land based on natural, economic or social factors, or a combination of these factors
<b>Plan of Management</b>	A statutory document prepared under Sections 112/116 - Crown Lands Act, 1989 and adopted by the Minister, outlining the role of a Crown dedication/reserve and providing guidance on the administration, use, development and management of the land.
<b>Mission Statement</b>	The fundamental purpose of an organisation and its desired level of performance
<b>Planning area</b>	See Bellingen Showground
<b>Recreation</b>	A wide range of active or passive activities undertaken either individually or as a group for pleasure, health, renewal and relaxation.
<b>Reserve</b>	Land dedicated or reserved under the Crown lands Act 1989
<b>Social Activities</b>	The holding of social functions and activities, meetings, gatherings, educational instruction, arts & craft activities, club activities and childcare, whether carried out by a licensee/lessee or other group under temporary license or hire arrangements.
<b>Sporting Activities</b>	Those activities carried out by sporting clubs including the playing of games, training, the holding of meetings and social gatherings and other fundraising activities either undertaken by a club as license/lessee or other group under temporary license or hire arrangements.
<b>Strategy</b>	A planned method of achieving a desired outcome utilising best practices
<b>Sustainable</b>	Being able to achieve outcomes without adversely affecting the long term health and integrity of natural, social and economic values.
<b>SWOT</b>	A strategic analysis of Strengths, Weakness, Opportunities & Threats
<b>Trust</b>	A corporation constituted under Division 4 of Part 5 - Crown Lands Act, 1989 and appointed by the Minister to manage a Crown reserve/dedication i.e. Bellingen Showground Trust
<b>Vision Statement</b>	A broad statement of intent to help establish desired outcomes and focus activities, a custodial or stewardship commitment to future generations.
<b>WWDG</b>	Waterfall Way Development Group

## Section One: Background Review

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## 1.1 INTRODUCTION

This Volume provides a summary of the strategic planning context, background research, management and operational review & consultation undertaken in the course of the study.

Volume One presents the study key findings, basis for management, strategic directions & action planning.

## 1.2 PLANNING FRAMEWORK

This plan of management has been prepared in accordance with Section 112 - Crown Lands Act 1989 and all other relevant legislation and policies applying to Crown reserve management. Once adopted by the Minister for Lands the plan of management is a legal instrument that documents how the reserve is to be managed in the years ahead.

The diagram below outlines how this Plan relates to other planning instruments and anticipated plans and actions to follow. It is envisaged that, where necessary, individual plan recommendations will be subject to more detailed investigation and viability planning resulting in more specific design, management, operational and resourcing considerations.

**DIAGRAM TO BE INSERTED**

A brief description of each of the relevant planning instruments is provided in the following Section.

## 1.3 REGIONAL CONTEXT

Bellingen Showground is located within the historic township of Bellingen, within the local government area of Bellingen. Bellingen is halfway between Sydney & Brisbane, 30 minutes south east of Coffs Harbour and within the Mid North Coast region of NSW. The region has unique recreational, cultural, natural area and tourism characteristics and is one of NSW's most visited domestic tourism destinations.

Bellingen's recent social and economic success is linked to the areas cultural industries and tourism focus, of which Bellingen Showground provides a significant and integral supporting infrastructure role.

The Bellingen Showground is one of two showground reserves within the Bellingen Shire (ie Dorrigo) and one of three in the region (ie Coffs Harbour Showground).

Bellingen Show Society has been hosting an annual agricultural show for more than 100 years. The Show is one of .....on the annual calendar in the Mid North Coast region. The show forms part of the travelling show exhibitors annual calendar and provides a feeder event for larger regional events held in Coffs Harbour and other larger regional events each year.

Bellingen Showgrounds forms part of the recently established Far North Coast Regional Crown Lands Reserve system, which provides much of the areas natural, cultural heritage, recreational, community and tourism resource base and character in the Mid North Coast region.

The regional reserve system consolidates all crown reserves management into the one planning, development and budgetary area for the first time. In the future this regional reserve system will enable the Department of Lands, to more effectively manage resources within and between reserves, for the benefit of individual reserves and the whole regional system.

## 1.4 LEGISLATION & POLICY

A complex range of legislation, policies and planning instruments are relevant to the management of Crown reserves and have been considered in the formulation of this plan.

Key legislation and elements relevant to the management of Bellingen Showground include:

### **CROWN LANDS ACT 1989**

Crown reserves in New South Wales are subject to the general land management objectives and provisions of the Crown Lands Act 1989 (CLA). The Act is administered by the NSW Land & Property Management Authority which oversees the administration and management of Crown Reserves\*.

(\*Under the Act "reserve" means land that is both dedicated and reserved.)

The objects of the Crown Lands Act are to ensure that Crown land is managed for the benefit of the people of New South Wales and in particular to provide for:

- a) A proper assessment of Crown land;
- b) The management of Crown land having regard to the Principles of Crown Land Management;
- c) The proper development and conservation of Crown land having regard to those principles;
- d) The regulation of the conditions under which Crown land is permitted to be occupied, used, sold, leased, licensed or otherwise dealt with;

- e) The reservation or dedication of Crown land for public purposes and the management and use of the reserved or dedicated land, and
- f) The collection, recording, and dissemination of information in relation to Crown land.

Crown Reserves are managed in accordance with the Principles of Crown Land Management as follows:

- a) That environmental protection principles be observed in relation to the management and administration of Crown land;
- b) That the natural resources of Crown land ( including water, soil, flora, fauna and scenic quality) be conserved wherever possible;
- c) That public use and enjoyment of appropriate Crown land should be encouraged;
- d) That, where appropriate, multiple use of Crown land should be encouraged,
- e) That, where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity;
- f) That Crown land be occupied, used, sold, leased, licensed, or otherwise dealt with in the best interests of the State consistent with the above principles.

A Crown reserve Trust is set up under the Act to have the responsibility for the care, control and management of a Crown reserve. A reserve Trust is a legal entity in its own right however it cannot operate without having somebody appointed to manage its affairs.

### **CROWN LANDS LEGISLATION AMENDMENT ACT 2005**

The Act commenced in July 2005 and introduced a number of changes to the way in which Crown reserves are managed. For example, under the changes a reserve may be authorised to be used for a purpose which is additional to the purpose for which the land was reserved or dedicated, if the new purpose is generally compatible with the existing purpose, consistent with the principles of Crown land management and in the public interest.

Additional uses can be authorised by an adopted plan of management or by order of the Minister.

### **CROWN LANDS REGULATION 2006**

The Regulation is made under the Crown lands Act 1989 and deals with a range of matters relating to Crown reserves and reserve trusts including the purposes for which temporary licenses may be granted and the exhibition of draft plans of management.



## **CROWN LANDS (GENERAL RESERVES) BY-LAW 2006**

The affairs of certain Crown reserves are covered by the Crown Lands (General Reserves) By-law 2006. The By-law is made under the Crown Lands Act 1989 and deals with a range of reserve management matters including;

- Procedures to be followed by reserve trusts
- Administrative matters relating to trust boards
- The regulation of entry and conduct on reserves, and
- The setting of fees and charges and the provision of certain services by reserve trusts

Bellingen Showground "and any additions thereto" is included in the schedule of the By-law.

The By-law enhances the effectiveness of the Trust to regulate activities on site and should be reviewed on a regular basis.

## **LOCAL GOVERNMENT ACT 1993**

The Local Government Act (LGA) provides for the establishment of Bellingen Shire Council and gives Council various powers relating to the use and regulation of Crown reserves.

Section 68 enables Council to control certain activities and operations on Crown land through an approval role. For example, the operation of caravan parks and camping grounds.

## **ENVIRONMENTAL PLANNING AND ASSESSMENT ACT**

The Environmental Planning and Assessment Act 1979 (EP&A Act) provides the statutory planning framework to control the use and development of land in New South Wales. A range of planning instruments (Local Environmental Plans & State Environmental Planning Policies) need to be considered when planning the future use and development of Crown reserves.

## **ZONING**

The **Bellingen Local Environmental Plan 2003** is the current local planning instrument for Bellingen Shire pending adoption of a new model LEP.

Lot 12 DP 112142, Allotments 12-16 Section B DP8086 and Lot 7014 DP 1069242 are zoned **6 (a) (Public Recreation Zone)**

The objectives of this zone are:



- (a) to provide a range of open space and recreational land to meet the needs of the community for public recreation, and
- (b) to allow for the provision of suitable facilities to enhance the use and enjoyment of open space areas while ensuring that any development:
  - (i) promotes or is related to the use and enjoyment of open space, and
  - (ii) does not substantially diminish public use of or access to open space, and
  - (iii) does not adversely affect the natural environment, any items or areas of heritage significance or the existing amenity of the area.

Lot 7013 DP 1069242 is zoned **2 (a) (Residential Zone)**

The objectives of this zone are:

- (a) to identify suitable lands to be used for the purposes of housing and associated facilities, and
- (b) to encourage a range of housing types in appropriate locations and at densities compatible with surrounding residential uses, and
- (c) to enable development providing services to surrounding residential areas only if it is compatible with the character of the living area, and
- (d) to ensure that the height and scale of buildings are compatible with a normal detached dwelling character.

#### **STATE ENVIRONMENTAL PLANNING POLICIES (SEPPS)**

A range of SEPPs need to be considered in relation to Crown reserve planning and development. For example;

#### **STATE ENVIRONMENTAL PLANNING POLICY (INFRASTRUCTURE) 2007**

SEPP (Infrastructure) was introduced on 1 January 2008 to simplify planning processes applying to the provision of infrastructure throughout NSW. The SEPP consolidates and updates 20 previous State planning instruments and amends a large number of local, regional and State instruments. Key provisions include;

1. Additional uses being permitted on certain State land (including some classes of Crown land) which would otherwise be prohibited under an LEP.
2. Exempt development categories for public authorities. Categories relevant to Crown reserves include access ramps, bush fire protection, car parks, fencing, landscaping, lighting, signage and boundary adjustments
3. Infrastructure planning provisions, including works and activities on Crown land, such as emergency services facilities, bushfire hazard reduction, parks and public reserves, flood mitigation works, port, wharf and boating facilities, waterway or foreshore management activities, etc
4. Consultation requirements when undertaking development subject to the SEPP

5. Development for any purpose may be carried out without consent on a Crown reserve by or on behalf of the appointed trustee where the development relates to the implementation of a plan of management adopted under the Crown Lands Act 1989.

6. In addition, where local councils are Trust managers, they are permitted to do the following without consent;

- Roads, cycle ways, single story car parks, ticketing facilities and viewing platforms
- Outdoor recreational facilities including playing fields but not including grandstands
- Information facilities such as visitor centres and information boards
- Lighting, if light spill and artificial sky glow is minimised in accordance with AS/NZS 1158:2007 Lighting for Roads & Public Places
- Landscaping, including irrigation schemes (whether they use recycled or other water)
- Amenity facilities
- Maintenance depots
- Environmental management works

7. The SEPP does not remove any existing requirements to obtain relevant approvals under other legislation such as: National Parks & Wildlife Act 1974, Rural Fires Act 1997 etc.

### **SEPP (TEMPORARY STRUCTURES & PLACES OF PUBLIC ENTERTAINMENT) 2007**

The SEPP and associated provisions in the Environmental Planning and Assessment Regulation provide a State-wide framework for assessment of public entertainment proposals.

This follows the transfer of public entertainment regulations from the Local Government Act to the Environmental Planning and Assessment Act.

The new arrangement still allows local councils to publicly exhibit and determine new live music proposals that could have a significant impact on a neighbourhood.

### **NSW STATE PLAN**

In November 2006 the NSW Government released the State Plan for the next 10 years. This Plan of Management makes relevant contributions to the following State Plan priorities;

### **Building harmonious communities**

- more harmonious communities through public participation in social activities and reserve management

### **Delivering better services**

- provision of appropriate facilities on Crown reserves
- healthier communities through increased participation in recreational activities

### **Practical environmental solutions**

- improved environmental outcomes for natural resources
- enhanced opportunities for people to use Crown reserves and recreational facilities

## **ACCOUNTABILITY**

Under Section 32 of the Act, a Reserve Trust must furnish an annual report to the Minister detailing income, expenditure, assets and improvements, liabilities and details of any leases and licences granted by the Trust.

The Crown Lands Regulation 2006 - Schedule 4 states that the records kept by a Reserve Trust are:

- Account books showing details of all income and expenditure
- Records of assets and liabilities and improvements effected
- Bank, building society or credit union deposit books or statements
- Records of other financial instruments or investments
- Plant and asset register
- Heritage register
- Records of leases and licences granted or in force
- Insurance policies and certificates
- Details of fire prevention and other occupational health and safety measures in place
- Such records as may be necessary to prepare a report in accordance with Clause 32 of the Crown Lands Regulation 2006

## **DEALINGS IN THE LAND**

In many cases the major activities on reserves are not carried out by the reserve Trust itself and a suitable tenure is required to enable a third party to conduct the activity. Where appropriate a reserve Trust can enter into leases and licences with parties who want to use all or part of a reserve on a temporary or ongoing basis.

Temporary licences (for up to one year) can be granted for certain purposes permitted under Clause 31 – Crown Lands Regulation 2006 without the consent of the Minister.

Any other dealings in the land by the Trust (including commercial and non-commercial leases and licences) require the consent of the Minister and should be consistent with the purpose for which the reserve was set aside. The Minister also has power to grant interests over Crown reserves after consultation with the appointed reserve Trust (Section 34A – CLA).

## 1.5 PREVIOUS RESEARCH REVIEW

A review of previous research, policies and strategies relevant to the study and may impact on the future basis for management, values and future directions.

TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
<p><b>Bellingen Shire Tourism Strategy 2007</b></p> <p><b>Author: Bellingen Shire</b></p>	<ul style="list-style-type: none"> <li>• Key attributes – community values, rare natural environment &amp; strategic location.</li> <li>• Need to focus on increasing visitor nights, spend &amp; yield.</li> <li>• Need to improve market awareness through leveraging of strategic external partners, brand management &amp; infrastructure</li> <li>• Low market awareness to be strengthened by formalising positioning within marketing mix and partnerships with Coffs Coast Tourism.</li> <li>• Need to increase promotion of Shire destinations &amp; experiences, mainly within Coffs Coast brand &amp; distribution channels.</li> <li>• Need to unite industry – currently poor tourism management, particularly marketing, fragmented, lack of co-ordination/collaboration, operating with minimal resources</li> <li>• Need for market driven approach, and to improve industries understanding of visitors requirements &amp; profiles</li> </ul>	<p>Key Directions</p> <p>Partnerships</p> <ul style="list-style-type: none"> <li>• Centrally co-ordinated local management of tourism development, marketing &amp; visitor servicing, through Local Tourism Partnerships.</li> <li>• Extend existing Coffs Coast alliance &amp; resource sharing</li> <li>• Broaden representation Tourism Advisory Committee Panel</li> </ul> <p>Marketing</p> <ul style="list-style-type: none"> <li>• Develop series marketing identities</li> <li>• Develop Waterfall Way as key to link &amp; market destination</li> <li>• Expand investment in Coffs Coast destination marketing plan, ensuring Shire experience/locality/nature based tourism representation</li> <li>• Rationalise marketing collateral</li> <li>• Develop seasonal marketing themes – facilitate collaborative marketing events</li> </ul> <p>Visitor Information Centres</p> <ul style="list-style-type: none"> <li>• Continue to support Urunga/Bellingen VIC short to medium term. Assess location &amp; viability of centres long-term.</li> <li>• Re-locate Bellingen VIC to central CBD location, integrating range of tourism/events management/creative &amp; commercial activities/services create cultural/economic showcase hub (Waterfall Way Centre)</li> <li>• Council extend resourcing/facilitation of VIC's (include paid co-ordinator.</li> </ul> <p>Events</p> <ul style="list-style-type: none"> <li>• Develop a bi-annual competitive-criteria based events fund,</li> <li>• Determine Council support position</li> <li>• Develop events management tool kit</li> <li>• Investigate feasibility of joint Events Co-ordinator position</li> <li>• Investigate feasibility of joint-demountable events staging infrastructure</li> </ul> <p>Community Leadership</p> <ul style="list-style-type: none"> <li>• Implement Volunteer Rewards &amp; Community Leadership Program</li> <li>• Increase advocacy of tourism, build awareness &amp; understanding of value, benefits and contribution to Shire</li> </ul> <p>Key Product &amp; Infrastructure Development</p>

TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
		<ul style="list-style-type: none"> <li>• Develop series of experiential drives/trails/walking/cycling tours</li> <li>• Contribute to Coffs Coast Tourism Signage &amp; Arrivals Strategy</li> <li>• Encourage/assist development of projects which showcase environmentally sustainable practice</li> <li>• Develop Tourism Infrastructure Plan</li> <li>• Undertaken Caravan Park Feasibility Study</li> </ul> <p>Resourcing</p> <ul style="list-style-type: none"> <li>• Review Tourism Manager position</li> <li>• Investigate staff resourcing needs to implement strategy</li> <li>• Investigate tourism-Levy &amp; Grant opportunities to fund strategy</li> <li>• Implement collaborative funding arrangements</li> </ul>
<p><b>Bellingen Economic Development Strategy 2004</b></p>	<p>Key Issues</p> <ul style="list-style-type: none"> <li>• Economy in Transition</li> <li>• Declining traditional industry base</li> <li>• Emerging &amp; Developing Industries (ie aquaculture, agribusiness/processing, creative industries, regional cuisine, tourism, aged care)</li> <li>• Integral part of Coffs Coast region. Shire contributes through landscapes &amp; attractions. Benefits from Coffs infrastructure – health, education, transport, tourism etc)</li> <li>• Bellingen township renowned for cultural activities &amp; lifestyle. Significant growth creative industries growth in recent decades. Represent significant part of economy. Includes: new media, music &amp; performing arts, visual arts &amp; crafts. Flagship/Major events support creative industries</li> </ul>	<p>Strategy in need of renewal, however vision and mission still relevant.</p> <p>Vision - Build a more diversified economic base for the Bellingen Shire</p> <p>Mission- Attract new business investment &amp; help existing Bellingen Shire Businesses to grow.</p> <p>Initiatives in the following key areas:</p> <ul style="list-style-type: none"> <li>• Investment attraction</li> <li>• Business Development</li> <li>• Industry Development</li> <li>• Infrastructure Development</li> </ul>
<p><b>Economic Impact Assessments – Global Carnival &amp; Camp Creative 2007</b></p>	<p>Global Carnival</p> <ul style="list-style-type: none"> <li>• Signature event</li> <li>• In the order of \$1 Million (\$952,775) Direct Visitor Spend of which approximately 50% (\$470,766) leaked out of Shire economy.</li> <li>• Nett Inscope expenditure in Shire (includes event management expenditure) \$677,330.</li> <li>• Income supports 8 FTE employment positions</li> <li>• Flow-on impact of events/employment in excess of \$1M per annum</li> </ul> <p>Camp Creative</p> <ul style="list-style-type: none"> <li>• Signature event</li> <li>• In the order of \$0.62 Million (\$627,000) Direct Visitor Spend</li> <li>• Income supports 28 FTE employment positions</li> <li>• Flow-on impact of events/employment in excess of \$1.2M per annum</li> <li>• Council expenditure Est \$2,850.</li> </ul> <ul style="list-style-type: none"> <li>• Key Issues - Lack of maximising benefits from Global Carnival/Camp Creative &amp; other events</li> <li>• Quality of Showground accommodation</li> </ul>	<p>Key Recommendations:</p> <ul style="list-style-type: none"> <li>• Local business supply</li> <li>• Local content</li> <li>• Incentives to encourage event attendees to spend within Shire</li> <li>• Local &amp; shared infrastructure/staging sourcing (shared staging infrastructure/set-up businesses)</li> <li>• Ensuring Shire continues to have capacity to stage major events, through appropriate venue and support infrastructure (accommodation, catering, customer service &amp; travel)</li> <li>• Leveraging “brand” of global &amp; camp creative</li> </ul>
<p><b>Coffs Coast</b></p>	<ul style="list-style-type: none"> <li>• Main origin of visitors Coffs Coast (ie Coffs harbour</li> </ul>	<p>Key Strategies 2008-2010</p>

TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
<p><b>Communication Plan 2008/09</b></p>	<p>Bellingen) NSW/ACT (70%), QLD (15%), VIC (&lt;10%). Compared to Port Maquarries/Port Stephens, QLD larger % of source market.</p> <ul style="list-style-type: none"> <li>Main purpose of visit – Holiday &amp; Leisure (60%), Visit Family &amp; Friends (26%)</li> <li>Average Visitor nights – 1.147 million</li> <li>Average Visitor days – 0.474 million</li> <li>Main activities by visitor nights – Social/other (80+%), Outdoor/nature (60+%), Sport/Active Leisure(35+%), Attractions/Tourist Activities (20+%)</li> <li>Length of Trip – Average 3.5 nights - 1-3 nights (&lt;20%), 4 to 7 nights (30+%), 8-14 nights (25%), 15 or more nights (15%)</li> <li>Peak season – January, followed by April (Easter), Autumn/Spring School holiday months</li> <li>Key Lifecycle groups – Families &amp; Couples (older)</li> <li>Preferred accommodation – Friends/relatives homes (35%), Hotel/Resort, Motel etc (32%), Caravan/Camping (17%)</li> </ul>	<ul style="list-style-type: none"> <li>Focus on major source markets &amp; key consumer segments. Ie Families &amp; Couples in NSW</li> <li>Reminder of “Value for Money”</li> <li>Key attributes of promotion</li> </ul> <ul style="list-style-type: none"> <li>Families: Fun,Nature, Affordable Natural &amp; manmade attractions to please the kids &amp; adults</li> </ul> <p>A sense of togetherness</p> <ul style="list-style-type: none"> <li>Couples: Beauty of Nature All Around</li> </ul> <p>Scenic natural attractions &amp; abundance of social activities</p> <p>A sense of sharing</p> <p>Activities:</p> <ul style="list-style-type: none"> <li>Update Coffs Coast website</li> <li>Attendance at specific Consumer Shows</li> <li>Two Sydney Weekender Shows</li> <li>Undertake competition/Give aways with selected magazines for editorial support (ie industry sponsored)</li> <li>Popular Journalist Familiarisation</li> <li>Seek Getaway/Great Outdoors stories</li> <li>Partner with Mid-north Coast/Tourism NSW where appropriate</li> <li>Combine all promotions with a product offer – VIC’s to sell</li> <li>ON-line advertising</li> <li>Encourage industry product development ie Attractions pass</li> </ul>
<p><b>Coffs Coast Tourism Strategy</b></p>	<ul style="list-style-type: none"> <li>Higher economic contribution of tourism related business (ie accommodation, cafes, restaurants) on Coffs Coast than NSW &amp; national averages.</li> <li>Higher employment in tourism related services</li> <li>Estimated total visitor expenditure \$417.5 Million 05/06 based on average daily spend of \$430 per day)</li> <li>DITR economic model applied, indicates 3,173 jobs created Coffs Coast 2005/06.</li> </ul> <p>Key Issues</p> <ul style="list-style-type: none"> <li>Lack of effective Leadership</li> <li>Lack of unity</li> <li>Lack of resources</li> </ul> <p>Specific Issues</p> <p>Markets/Marketing</p> <ul style="list-style-type: none"> <li>Brand &amp; Position</li> <li>Maturity of markets</li> <li>Seasonality</li> <li>Consumer/Perceptions of Coffs Coast</li> <li>Niche/Special Interest Markets</li> <li>Co-operative marketing effort</li> </ul> <p>Product development</p> <ul style="list-style-type: none"> <li>Destination beautification &amp; improve/visible visitor amenities</li> </ul>	<p>Relevant Key Directions/Strategies Actions:</p> <ul style="list-style-type: none"> <li>Refine Brand &amp; Positioning, work with stakeholders to ensure unified and consistent application of brand/positioning</li> <li>Focus Marketing activities on key Markets/Segments (ie Sydney –NSW primary, SE QLD/VIC secondary</li> <li>Encourage increased length of stay &amp; spend, not more visitation</li> <li>Regional Beautification program</li> <li>Improve quality of service</li> <li>Target visitors by car</li> <li>New Fly-Drive packages</li> <li>Development of special interest packages/niche product in Off-season &amp; hinterlands</li> <li>Hosting special events in Off-Season</li> <li>Focus on attracting corporate meetings/conferences off-season</li> <li>Co-operative marketing- strengthen networks, understanding</li> </ul>



TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
	<ul style="list-style-type: none"> <li>Product &amp; in particular Hinterland product development opportunities</li> <li>Accommodation standards</li> </ul> <p>Leadership &amp; Co-ordination</p> <ul style="list-style-type: none"> <li>Industry awareness of destination activities</li> <li>Industry unity/relationships</li> <li>Community awareness of benefits</li> </ul>	
<p><b>Bellingen Shire Growth Management Strategy 2006-2026</b></p>	<p>Community Facilities &amp; Services</p> <ul style="list-style-type: none"> <li>Review the use of existing Council owned facilities in consideration of need, location &amp; usage to ensure maximum effectiveness of use and equity of access to services</li> <li>Lack of adequate &amp;/or suitable accommodation for existing locally based services</li> <li>Transience and increasing population mobility</li> <li>Isolation</li> <li>Inequity of access to existing services</li> <li>Need for improved service co-ordination and access to address fragmentation</li> <li>Inadequate community infrastructure and services</li> <li>Lack of programs and services to meet the needs of young people and an aged and ageing population</li> </ul> <p>Openspace &amp; Recreation</p> <ul style="list-style-type: none"> <li>Assuming a base provision rate of 2.83ha of land for both passive and active open space per 1,000 population, Bellingen LGA is considered to be well served by public open space with over 19ha provided per 1,000 population.</li> <li>Ensuring that the services and facilities provided are maintained to the safety standards required for usage.</li> <li>Ensuring the continual upgrade of services and facilities so that the community can continue its full usage of sporting and recreational facilities within the Shire.</li> <li>Promote the existing level of sporting equipment and facilities to their optimal quality to ensure the highest level of competitiveness within the area.</li> <li>With the expected population growth within North Bellingen, opportunities exist for the development of additional playing fields in North Bellingen to serve the existing and future population</li> </ul>	<p><i>Shire Vision:</i></p> <p><i>"A Shire of outstanding natural beauty, scenic rural landscapes and attractive towns and villages with a distinctive local character. A prosperous and cohesive community enjoying a variety of satisfying lifestyles, a wide range of employment opportunities, and high quality infrastructure, services and facilities."</i></p>

### 1.5.1. Previous Research Summary

The following provides a summary of the key issues, opportunities of relevance to the study and future potential strategies and actions that could be considered by the Showground Trust:

**a) Bellingen Tourism Strategy**

- Increased resourcing and marketing initiatives to be closely aligned to Coffs Coast destination marketing & brand, which showgrounds, through events should seek to position within.
- Potential development of Volunteer Reward and Community Leadership Program, which showground Trust should seek to be part of;
- Widening of Tourism Advisory Committee, which showground trust board should seek representation/ links too;
- Potential development of events strategy, increased resources (through Council competitive criteria based funding process) available for events;
- Investigation of feasibility of demountable events staging infrastructure;
- Future development of Tourism Infrastructure Plan to guide Council investment, which showgrounds, as key piece of events infrastructure should be identified;
- Encouragement of Environmentally Sustainable Practices and Design, which Showground Trust has expressed a desire to implement in future facility developments and upgrades;
- Possible Feasibility Study for commercial Caravan Park, which may impact operations of Showground Caravan/Camp grounds.
- Potential development and professional/commercial management of integrated tourism, events, arts & cultural management/activities and visitor servicing centre (ie Bellingen Hub), which could provide on a fee for service basis, promotion & marketing, bookings and usage administration support to Trust.

**b) Bellingen Economic Development Strategy**

- Confirms the importance of agribusiness, tourism and creative industries to Bellingen Shire economic development and success, all of which currently or could potentially be supported at Bellingen Showgrounds through various use and events.

**c) Coffs Coast Communication & Marketing Plan**

- In developing future marketing & promotion strategies Showground Trust should take account of Coffs Coast market profile and seek to align with the Coffs Coast brand, positioning & key attributes & communications messages.
- Market Profile indicates camping accommodation of choice by approximately 17% of market, indicating small but consistent camping/caravanning provision in Shire.
- Affordability is a key factor, particularly in current economic climate, of which camping accommodation may benefit.
- High participation in Social activities, Outdoor/nature activities and active Sports/leisure activities. Low participation attractions/tourism activities (eg events). Consider/encourage users to investigate potential opportunities to develop active leisure opportunities, for key market segment & periods (ie school holiday programs Autumn/Spring)

- Ensure Communications/Marketing align to proposed Coffs Coast activities.

**d) Coffs Coast Tourism Development Strategy**

- Renewed focus on off-season development – special events, niche markets & packaging, conferencing which showground trust could facilitate, provide venue
- Need to/benefit from aligning marketing/promotion with Coffs Coast brand, attributes & activities.
- Renewed emphasis on beautification and standard of amenities, which showgrounds could benefit from.
- Potential development of a Hinterland Development Plan, which showgrounds provides key infrastructure/venue and should seek involvement.

**e) Economic Impact Assessment**

- Bellingen Shire economy benefiting significantly from major events, held at Showgrounds, in the order of \$2.2 Million, for very little public sector investment from the Shire or State government.
- That the showgrounds infrastructure is a concern to events organisers and participants, and that the Shire could benefit more greatly from events, if improved (ie camping).
- That there is a need for better co-ordination amongst events organisers and facility/service providers and the business community to maximise effectiveness.
- There is a need and commercial opportunity for locally sourced staging equipment & events set-up, which the Showground Trust may be able to consider as future business development opportunity.

## 1.6 COMPETITOR FACILITY REVIEW

To assist in the identification of existing supply of facilities and services available to the Bellingen community and the surrounding region, an audit and review of publically accessible showgrounds, community & recreation facilities have been undertaken. The review was undertaken by Bellingen Council staff in October 2008. This Section provides an overview of the competitor review, as summarised in the following table. Appendix A provides the more detailed findings of each of the facilities.

**Table 1.1  
 Competitor Review**

Facility	Management/ ownership	Facilities	Key issues	Future plans
Dorrigo Showground	Managed: Dorrigo Showground Trust Owned: Crown Reserve	Similar infrastructure to Bellingen Showground	Limited use	Unknown
South Street & Hungry Head Road Reserve	Managed : Owned: Crown Reserve	Sports Oval	Used for Rodeo & showground type activities. School Sports	
Glenniffer Hall	Managed: Gleniffer Hall Trustees Owned: Council	Main Hall	Reasonable Usage Main Uses – small community events, weddings/family events	
Bellingen Memorial Hall	Managed: Bellingen Shire Hall Management Committee Owned: Council	Performance Hall, Seating capacity 160 Stage, Ketchen Facilities, Air-conditioned	Main usage as major events, Cinema, Performance Hall	
Bellingen Park	Managed: Bellingen Park Management Committee Owned: Council	Main Outdoor Sports Oval, Grandstand, Amenities, Kiosk Tennis Courts	Main Usage: sporting competition/training/ events, local community events (ie community markets, plant fairs) Good links/Close to CBD	
Morgo Street Reserve (Urunga)	Managed: administrator Owned: Crown Reserve	Open Air stage, Picnic/bbq facilities, playground, toilets	Main Usage: Local use, Community events	Management & Improvement strategy identifies:
Mylestom Hall	Managed: Committee of Council Owned: Building Council/Reserve Crown	Main Hall	Used by community groups & individuals	
Mylestom Oval	Managed: Owned: Crown Reserve	Sports Oval, bbq/picnics, toilets	Very little use identified	
Caravan Parks:				
<ul style="list-style-type: none"> <li>o North Beach Caravan Park</li> <li>o Bellinger River Caravan park</li> <li>o Urunga Heads Caravan park</li> <li>o Urunga Waters Caravan</li> </ul>				

Facility	Management/ ownership	Facilities	Key issues	Future plans
Park o Dorrigo Mountain Resort & Caravan Park				
<b>Regional Facilities</b>				
Coffs Harbour Showground				
BCU International Stadium				

The competitor review indicates within the Bellingen Shire, the following key issues and findings to be taken into consideration when considering future development plans for the Bellingen Showgrounds:

- o Aside from Bellingen Showground, there are three other "showground type" reserves within Bellingen Shire, which are currently offering very localised facilities and opportunities;
- o Limited publically accessible Hall/Community building facilities (for hirer at all times) in the Bellingen area;
- o Compared to use identified for Bellingen Showgrounds, many facilities identified in the review appear to be underutilised;
- o Only one hall facility, indicated as having air-conditioning (ie Bellingen Memorial Hall);
- o Only one other alternate outdoor events/showground venue within Bellingen, (ie Bellingen Park), which has equally good location (close to CBD) and similar support infrastructure.
- o Limited caravan/camping facilities in the Bellingen Shire Hinterland area. Since closure of Bellingier River Caravan Park, Dorrigo Mountain Resort only other camping venue in the Hinterland area.
- o There are currently only two facilities within the region that have the capacity or potential to host events similar to those, currently hosted by Bellingen Shire, these include Coffs Harbour Showground & BCU International Stadium. Interviews with events organisers indicates it is unlikely they would consider these venues, as the brand & offering of their events is aligned to Bellingen environment and way of life.

Overall, the competitor review indicates there is very little other public outdoor sport/showground reserves and/or community facilities, offering similar opportunities for the activities currently being provided for by Bellingen Showground, or that could potentially/likely to be hosted by Bellingen showground in the future.

## Section Two: Operational Review

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## 2.1 INTRODUCTION

This section summarises the existing facility usage and operational review of the Bellingen Showground. The review is based on information and data provided by the Bellingen Showground Trust and relevant user groups provided in workshops and interviews undertaken in November and December 2008. It includes:

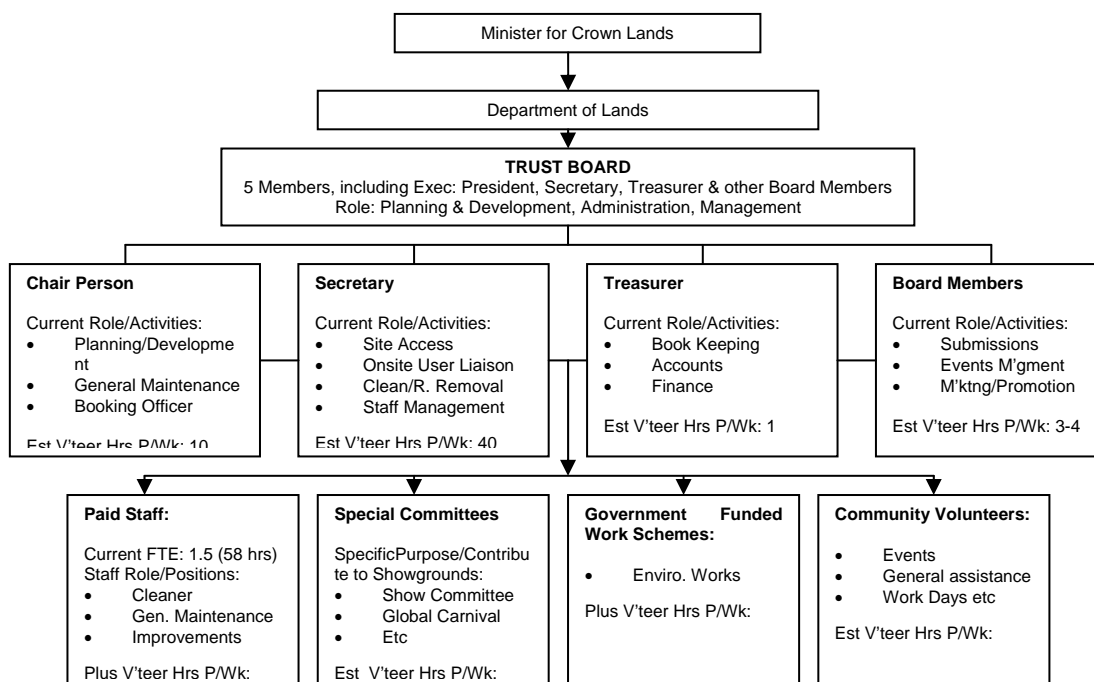
- Management & Operations
- Usage & Attendance
- Fees & Charges
- Financial Performance

## 2.2 MANAGEMENT & OPERATIONS

To assist in understanding the current management and operations of the Bellingen Showgrounds the consultant team have undertaken a review of existing management and operating arrangements.

The diagram below highlights the organisational structure, key personnel and highlights the current roles and activities undertaken by the Trust Board members and in particular the Executive members. The structure has been developed based on discussions held with the Trust Board Members, Staff and Volunteers in November 2008, which sees the following key elements:

### Organisational Structure & Roles





### **a) Staffing**

Trust Board Members are responsible for site planning & development, administration & management. Between the Trust Board members this sees a commitment of volunteer hours in the order of 50 + hours per week, a majority of which is spent in operations (ie managing bookings, arranging site access, user liaison, site cleaning and maintenance), relatively less time is spent in management, planning & development (eg marketing & promotion, PR, policy direction, fund raising and planning/development of site).

To assist the Trust Board in the management and operations of the site, the Trust Board engage, facilitate or work with a range of people or organisations including staff, contractors and volunteers, as follows:

- 1.5 FTE staff) to undertake daily/weekly maintenance (ie mowing, cleaning, minor repairs) and minor improvements, apply for and engage when available
- Contract "Work Scheme" teams (ie Green teams) to undertake major building and environmental improvements and the private sector, on a project by project basis to undertake specialist & major infrastructure/services work
- Volunteer projects, often arranged by specialist committee or key users of the site.

### **b) Policies, Systems & Practices**

Discussions held with the Trust Board members indicates that although the Trust Board operate within the guidelines of the Act, they do so with relatively few written policies, systems or practices (as is true of most community based organisations). Written policies and systems have been put in place for major events, largely driven by risk management & insurance requirements.

### **c) Bookings & Use Arrangements**

Bookings are made through the Chairman, who keeps a manual diary of bookings and informs the Secretary of bookings schedule, to arrange access. Generally, the users of the site are informed verbally, when making bookings of the price, conditions of use/ arrangements and expectations. This may be followed up with written confirmation, by the secretary, depending on the nature of the use.

Long-term users of the site tend to use the site under "traditional" usage arrangements and through ongoing liaison with the Trust Board.

Consultation with key user groups and Trust Board members indicates the lack of policies and systems is a source of misunderstanding and conflict between users and the Trust Board, can sometimes result in poor bookings/use management and is time consuming on behalf of the Trust Board members. These issues are increasing as the use and diversity of use increases at the site.

#### **d) Insurance & Risk Management**

The Trust carries general public liability insurance. It does not however carry professional indemnity, specific purpose or work cover insurances.

All regular hire user groups are asked to provide copies of their activity insurance to confirm use of the facilities.

Major events are asked to provide copies of OH&S, emergency & risk management plans

### **2.2.1. Summary of Management and Operational Review**

The key elements/issues arising out of the management & operational review are as follows:

- o A operations of the Bellingen Showgrounds is largely underpinned by the volunteer hours & contributions of the Board, user groups & goodwill of the community.
- o Trust Board members are undertaking a significant amount of the daily operational activities, which is placing significant stress on individual members and likely to be unsustainable over the longer term.
- o There is a lack of systems & policies to ensure clarity amongst users and stakeholders and to support the objectives of the Trust board.
- o There is limited insurance cover & risk management policies in place to support the members and activities of the Trust in managing the affairs of the Bellingen Showground.

## **2.3 USAGE REVIEW**

As a guide to the level of existing use of the Bellingen Showground, the Trust Board identifies the following main user groups, associated usage, participant numbers and main facilities used. The information is based on best estimates of 2007/08 usage, as the Trust Board does not keep detailed records of usage and occupancy. To assist in the future operations and performance review of the Bellingen Showgrounds, future strategies should include the keeping of accurate records of usage, attendances and associated incomes & expenditures.

**Table 2.1**  
**Bellingen Showground**  
**Usage & Attendance Review 06/07**

CLUB/ORGANISATION	EST. USAGE Per Annum	EST. PARTICIPANT NUMBERS/ATTENDANCES	MAIN FACILITIES USED	TOTAL ESTIMATED ATTENDANCE Per Annum
<b>REGULAR HIRERS</b>				
Bellingen Pony Club	2-3 x Monthly School Term	100 + pp	Showring/Stables	2000
Adult Riders Club	2 x Monthly	100 + pp	Showring/Stables	2000
North Coast Horse Agents	3-4 x Monthly	Small groups/Individuals up to 4	Showring/Stables	40
Agjstment	Ongoing	Up to 15 horse	Adjacent Hired Paddock	n/a
Poultry Club	n/a	50 + pp	Poultry Shed	n/a
Community/Leisure Programs (Diverse range of Tutorial Groups/Classes)	5 per week	15-30 pp per class	Main Pavillion (Hall) or Dining Hall	1,050
General Community Use (ie openspace activities such as walking, picnicking, bike riding, dog walking, children's play)	Daily, All Year Round		All Outdoor Areas	n/a
General Campers	Up to 83 days per annum x ...site		Camp Grounds	TBD
<b>Small Events/Markets</b>				
• Annual Poultry Club Show	2 x p/a (1 incl. Show)	50 + pp	Poultry Shed	100
Bellingen Growers Market	2 x Monthly	Up to 20 stalls, 2-300 attendances	Main Pavillion, Dining Hall, Bar/BBQ Pavillion	4,000
Small Schools Sports Day	1 p/a	Est 200 pp	Main Pavillion, Dining Hall, Bar/BBQ Pavillion, Showring	200
Chrysalis School events	2-3 p/year	Est 150 pp	Main Pavillion, Dining Hall,	300
<b>IRREGULAR HIRERS</b>				
<b>Major Events/Festivals</b>				
Bellingen Show	1 p/a for Wk/end	Est. 8-10,000 attendances	All Areas (incl. Adjacent Paddock)	8,000
Camp Creative	1 p/a for 1 week	Up to 1200 pp, 300 campers @ showgrounds	Camp Ground	2,100
Global Carnival	1 p/a wk/end	Est: 4,500-5,000 pp, 700 guests/staff, majority campers @ showgrounds	All Areas (incl. Adjacent Paddock)	10,000
Bellingen Jazz & Blues Festival	1 p/a wk/end	Est: 300-500 pp, 200 campers @ showground	Camp Ground	400
Renewable Energy Fair	1 p/a	Est: 2000 attendances	Main Pavillion, Dining Hall, Bar/BBQ Pavillion, Showring	2000
Relay for Life	1 p/a	Est 2000 pp	Main Pavillion, Dining Hall, Bar/BBQ Pavillion, Showring	4,000
Meetings/Conferencing /Special Occassions	5 p/a	20-300 pp	Main Pavillion, Dining Hall	700
<b>Total Estimated Usage Per Annum</b>				<b>36,890 visits/pa</b>

**Please note:** the estimates of total annual usage are based on taking the minimum or average of the estimated usage range and likely use scenario of 10 months per annum, where applicable. As estimated usage are based on organisation/management estimates they should be used as a guide only.

### 2.3.1. Summary of Usage Review

The results of the existing usage and attendance review indicates:

- There are a large range of organised sporting, recreational, community and tourism activities (camping & major events) conducted at the venue.
- Consultation with key stakeholders suggests there is also high non-organised or passive recreational use of the site (ie. walking, picnicking, bike riding, dog walking, children's play)
- The main usage types could be described in the following categories:
  - Equestrian Sports
  - Major & Community Events
  - Leisure/Arts & Community Programs
  - Meetings/Conferences
  - Camping
  - Informal Outdoor Recreation activities
- In excess of 35,000 visits are made to the Bellingen Showground on an annual basis.
- Usage includes both regular and non-regular uses. Consultations (See Section Consultation Outcomes) with key user groups indicates, this can be a source of conflict, as regular users, mainly sporting groups need to be able to offer regular and fixed date competition/training.
- A majority of usage (27,000+ visits) per annum come from major events.
- There is high usage of the showground buildings, particularly the Main Pavillion & Dining Halls.

## 2.4 FEES & CHARGES REVIEW

A documented schedule of fees is not currently provided by the Trust. Fees & Charges are largely set by the Trust Board at Board meetings annually, although in a large number of instances fees are set by negotiation with regular and casual hires at the time of booking.

A key recommendation of the study is to develop a documented and publically accessible Fees & Charges schedule.

## 2.5 FINANCIAL REVIEW

This section provides a brief overview of the Bellingen Showground Trust Financial Performance, identifying key income and expenditure trends. The following table is based on the detailed Statement of Financial Performance provided by the Bellingen Showground Trust Board.

Please note the review is of the last two financial years to the end of the 2007-2008 financial years only, thus should be used as a guide only to the current operational performance of the Trust. Changes to financial record keeping meant we were unable to compare to previous years.

**Table 2.2**  
**Bellingen Showground Trust**  
**Income & Expenditure Financial Review 05/07**

	Year 2006/07	Year 2005/06	2 Year Average	% of total		% Change 05/07
				2006/07	2005/06	
<b>INCOME</b>						
Hall Hire	11,775	8,329	10,052	22.12	23.62	+41.37
Ground Hire	27,665	17,807	22,736	51.98	50.49	+55.36
Agistment	7,296	7,611	7,454	13.7	21.58	-4.14
Services	6,471	1,517	3,994	12.16	4.3	+326.5
Interest	13	4	9			
<b>Total Income</b>	<b>53,219</b>	<b>35,268</b>	<b>44,244</b>			<b>+50.9</b>
<b>EXPENSES</b>						
Cleaning/Rubbish removal	2,760	1,268	2,014	5.56	3.32	+117.64
Electricity	5,778	4,349	5,064	11.64	11.37	+32.87
Insurance						
Lease Payments	3,540	5,170	4,355	7.13	13.52	-31.5
Print/Stationary	129	256	192	0.26	0.67	-49.7
Rates & Land Tax	2,600	3,683	3,142	5.24	9.63	-29.4
Repairs/Maintenance	29,536	23,258	26,397	59.5	60.82	+27
Sundry Expense	2,603		2,603	5.25	0.67	0
Telephone	301	258	280	0.6		+16.59
Loan Repayment	2,378		2,378	4.79		0
<b>Total Expenses</b>	<b>49,625</b>	<b>38,242</b>	<b>43,934</b>			<b>+29.77</b>
<b>Profit/Loss from ordinary activities before income tax</b>	<b>3,593</b>	<b>(2,974)</b>	<b>309</b>			<b>+20.82</b>

The financial review of the last two financial years indicates the following key trends:

- A small and average operating budget of approximately \$44,000 per annum. Please note this does not include Trust Board or Member volunteer time, and if

the time volunteered by the Trust were to be paid, this would see operating costs increase significantly.

- Improved financial performance over the two years, with a small operating surplus in the 2006/07 financial year of approximately \$3,500. This sees a break-even position over the two year review period.
- The main sources of income are detailed below:
  - Ground Hire (Avg 51%) (included events hire income)
  - Hall Hire (Avg 22%)
  - Agistment (Avg 18%)
- The main areas of expenditure are detailed below:
  - Repairs/Maintenance (avg. 60%)(incl. salaries & wages)
  - Electricity (Avg 11%) (including event electricity)
  - Lease Payments (Avg 10%)
  - Rates & Land Tax (Avg 7%)
  - Cleaning/Rubbish Removal (Avg 4%)
- Consultation with the Trust and the Lands Department indicates the Bellingen Showground has improved it's operating position over the last few years and now has a reasonable operating position, when compared to some other similar reserves and facilities. This improving financial position has been attributed by the Trust Board, to the diversification and increased usage, including the contribution of major events and general community use of pavilion/hall usage.
- Having said this due to lack of usage data and ability to track expenditure against use, it is difficult to determine the most profitable activities within the overall operation. Future business development strategies, should seek to set up financial systems that enable the trust to assess, where possible, income & associated costs against specific activities.

## Section Three: Consultation Outcomes

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## 3.1 INTRODUCTION

This section provides a summary the community and key stakeholder consultation undertaken in developing the project. Consultation was undertaken in from October to December 2008 and including the following key activities and tasks:

- Community & Stakeholder Workshops/Focus Groups (6)
- Key Stakeholder Interviews (10)
- Facility User Survey (20 received)
- Bellingen Showground Trust Board, Staff & Volunteer Workshops (3)

The following sections provide a summary of each of the consultation tasks. Generally each consultation method was seeking individual or organisational advice on current issues and future needs/opportunities with respect to facility use and demand, management & operations or infrastructure.

### 3.1.1. Stakeholder Workshops

Five community and stakeholder workshops were held between the 3<sup>rd</sup> and 6<sup>th</sup> November, based on key activities or areas of interest, including:

- Agricultural (ie Show Society, Poultry Society, Farmers Market & other Users)
- Major Events (ie Global Carnival, Camp Creative, Jazz Festival, Renewable Energy etc)
- Education & Youth Sector(ie School users, Tafe, Youth Groups/Organisations)
- Equestrian (ie Pony & Adult Riders Club, Private Sector)
- Public/Community Meeting (ie neighbours, residents, volunteers, users etc)
- Environment (ie Landcare, Green Teams, Local Government Environment Staff)

Although attendance to the workshops was via invitation, all workshops were advertised in the local written and radio media and anyone interested was encouraged to express their interest in attending the relevant workshop and/or attend the community meeting, which was advertised as a public meeting. All workshops were well attended with most workshops receiving good representation from the relevant user/stakeholder groups. A list of attendees is provided in Appendix B

The table on the following page provides a summary of each of the workshops.

**Table 3.1**  
**Summary of Community/Stakeholder Workshops**

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
Agricultural	<ul style="list-style-type: none"> <li>• Show Society</li> <li>• Poultry Club</li> <li>• Council E/Dev Staff</li> <li>• Growers Market</li> </ul>	<ul style="list-style-type: none"> <li>• Many members of the relevant show committees been involved for 40 ++ years</li> <li>• Description of Show (120 yrs 2009)                             <ul style="list-style-type: none"> <li>○ Traditional Show events (ie Agricultural, Stalls, Woodchops, Sideshow, Rodeo, Art/craft, Cooking, helicopter rides, Camp Drought etc)</li> <li>○ Operationally viable small surpluses (\$11K 2007)</li> <li>○ Est. visitation 8-10,000</li> <li>○ Held April/May on Show circuit</li> <li>○ Own/Paid for Show Office &amp; Secretaries Office</li> </ul> </li> <li>• Description of Poultry Club                             <ul style="list-style-type: none"> <li>○ 12 members</li> <li>○ Run 3-5 activities a year including own show</li> <li>○ 30-50 exhibitors (max 577 birds)</li> <li>○ Has exclusive use of Poultry Shed for rent \$135-\$165 per annum</li> <li>○ Total budget \$1,800-\$2,000 per annum</li> </ul> </li> <li>• Description of Growers Market                             <ul style="list-style-type: none"> <li>○ 2<sup>nd</sup>&amp; 4<sup>th</sup> Saturday monthly, 2-300 pp, 20 stores</li> <li>○ Local organic produce</li> <li>○ Visitation &amp; stores increasing</li> <li>○ Starting to purchase event infrastructure &amp; contribute to Showground Trust</li> <li>○ Quantity &amp; consistency of produce</li> <li>○ Envisage growing to 40 stalls</li> </ul> </li> </ul> <p>Main Issues:</p> <ul style="list-style-type: none"> <li>• Food Handling, Health &amp; Safety requirements</li> <li>• Insurance costs &amp; ability to gain Insurance</li> <li>• Level of bureaucracy to stage events</li> <li>• Aging existing volunteers and declining volunteerism. (ie Ability to attract volunteers)</li> </ul>	<p>Infrastructure</p> <ul style="list-style-type: none"> <li>• Upgrade/Improve Toilet &amp; Amenities</li> <li>• Pedestrian &amp; Vehicular Access &amp; parking</li> <li>• Upgrade Power/Electrical &amp; PA System for Events</li> <li>• Replacement of Dairy Cattle Sheds</li> <li>• Increased Storage</li> <li>• Site drainage</li> <li>• Upgrade Show Hall – larger/multi-purpose, thermal capabilities</li> <li>• Upgrade Dining Hall Kitchen - thermal capabilities</li> <li>• Secure access/purchase adjacent land/block (Lavis Paddock)</li> <li>• More Permanent Shade Structures/Trees</li> <li>• New Undercover Dressage Arena (40x60m)</li> <li>• New Poultry Shed Roof</li> <li>• Formalise/Improve camping grounds</li> </ul> <p>Management</p> <ul style="list-style-type: none"> <li>• Better Co-ordination amongst user groups</li> <li>• Better working together</li> <li>• Improved Promotion &amp; Marketing</li> <li>• Improved engagement/volunteering amongst community &amp; regular users</li> <li>• Improved Security – potentially live-onsite caretaker</li> <li>• Formalise Camping @ site and put in appropriate management structure</li> <li>• Discourage use as Public Recreation Site</li> <li>• Better management of regular use V's non-regular use</li> </ul> <p>Operations</p> <ul style="list-style-type: none"> <li>• Improved booking &amp; administration processes</li> <li>• Improved site access</li> <li>• Paid Employees to undertake general admin/upkeep/maintenance – not Board Members</li> </ul>

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		<ul style="list-style-type: none"> <li>• Duplicate purchasing of Equipment by groups</li> <li>• Viability of user groups, impacting ability to pay for hire/use of showgrounds</li> <li>• Ownership &amp; exclusive use of buildings</li> <li>• Quality of support infrastructure (ie shade, vehicular access and carparking, storage, grandstands, buildings &amp; amenities)</li> <li>• Major events constrained by capacity of Town support infrastructure ie. accommodation availability in Township (total &lt;1000 beds), no caravan/camping</li> <li>• Increasing vandalism, due lack of security, caretaker, increasing public use as North Bellingen grows</li> <li>• Lack of Public Open Space/Community facilities in North Bellingen</li> <li>• Use of site as camping ground and constraints of location in flood way</li> </ul> <p>Current Strengths</p> <ul style="list-style-type: none"> <li>• Site location, ambience and showing, level of commitment, work &amp; energy of Trust Board Members</li> </ul>	<p>Future Use/Development Ideas:</p> <ul style="list-style-type: none"> <li>• Maintain charm, ambience, pretty outlook</li> <li>• More events (ie Tradeshows, Carboot sales, major events)</li> <li>• Creative Industries Hub</li> <li>• ESD based development &amp; initiatives (ie recycle bins etc)</li> <li>• Community Gardens</li> </ul>
Events	<ul style="list-style-type: none"> <li>• Global Carnival</li> <li>• Jazz festival</li> <li>• Camp Creative</li> <li>• Renewable Energy Fair</li> </ul>	<ul style="list-style-type: none"> <li>• Main Events in Bellingen Shire             <ul style="list-style-type: none"> <li>◦ Global Carnival</li> <li>◦ Camp Creative</li> <li>◦ Jazz festival</li> <li>◦ Renewable Energy Fair</li> <li>◦ Community Markets</li> <li>◦ Bellingen Show</li> <li>◦ Arunga Food &amp; Wine Festival (emerging)</li> </ul> </li> <li>• Description of Jazz Festival             <ul style="list-style-type: none"> <li>◦ Long Weekend Aug. p/a</li> <li>◦ 15 bands/45-50 Performances in 13-15 venues in Bellingen</li> <li>◦ 350 attendees, mainly from NSW Regional, Middle age profile 45 years to 60 yrs &amp; older</li> <li>◦ Static/declining attendances</li> <li>◦ Many attendees use camp grounds</li> <li>◦ Main Issues – inclement weather impact on Jazz by River event that supports festival \$</li> </ul> </li> <li>• Description of Camp Creative             <ul style="list-style-type: none"> <li>◦ 5 day event January, p/a</li> <li>◦ 53 Performing &amp; Fine Arts class</li> <li>◦ 1200 participants, 60 Tutors</li> </ul> </li> </ul>	<p>Infrastructure</p> <ul style="list-style-type: none"> <li>• Events Power/PA</li> <li>• Camp Ground Improvements</li> <li>• Toilets &amp; Amenities</li> <li>• Carparking/Site Access for major events</li> </ul> <p>Management</p> <ul style="list-style-type: none"> <li>• Need to understand economic impact of the Show</li> <li>• Volunteer Management/Exchange Strategy currently being developed by Council</li> <li>• No plans to/ further growth potential for Camp Creative or Global Carnival</li> <li>• Improved Volunteerism</li> <li>• Paid Employees to undertake daily operational tasks etc</li> </ul> <p>Potential NEW Developments/Uses/Events:</p> <ul style="list-style-type: none"> <li>◦ ACO/Flamingo Festival</li> <li>◦ Stomping</li> <li>◦ Oz Music Festival/Australia Day</li> <li>◦ Nighttime events/markets</li> <li>◦ Children’s Shows</li> <li>◦ Youth Event</li> </ul>

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		<ul style="list-style-type: none"> <li>o Use community venues across Bellingen</li> <li>o Main Issues – At capacity of venues, improvements to venues (ie air-conditioning), CBD being open at appropriate times for participants, rewarding volunteers</li> <li>o No future expansion plans</li> <li>• Description of Global Carnival               <ul style="list-style-type: none"> <li>o 700 + guests/staff/volunteers</li> <li>o 4-5000 participants,</li> <li>o Extensive volunteer management strategy in place</li> <li>o Contribute to showground through paying for/undertaking improvements</li> <li>o Main Issues – reached capacity in participant numbers, ability to accommodate camping &amp; use arrangements of adjacent land (Lavis Block), carparking</li> <li>o No future expansion plans</li> </ul> </li> </ul> <p>Main Issues:</p> <ul style="list-style-type: none"> <li>• Town limited by accommodation &lt;1000 beds, leaving capacity of 4-500 for events</li> <li>• Events reached capacity</li> <li>• Rain Insurance costs for events (ie rain)</li> <li>• Flooding of site</li> <li>• Permanent Access to adjacent land(Lavis land)</li> <li>• Local business support for major events limited(ie opening hours etc)</li> <li>• Bellingen lacks substantial sized performance venue (ie 250-33pp) of appropriate quality &amp; acoustics,</li> </ul> <p>Main Strengths</p> <ul style="list-style-type: none"> <li>• Central Location</li> <li>• Ambiance of Site</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-purpose Hall</li> <li>• Covered stage or sound shell</li> <li>• Potential accommodation – camping, cabins, permanent tents etc onsite &amp; in Bellingen</li> <li>• Conference Facilities</li> <li>• Arts Factory/Complex               <ul style="list-style-type: none"> <li>o Public</li> <li>o Music Theatre</li> <li>o Sculpture</li> <li>o Working Artisans</li> <li>o Actively used</li> </ul> </li> </ul> <p>Future Constraints</p> <ul style="list-style-type: none"> <li>• Size of Site, requires certainty over Access/Tenure to adjacent block (Lavis's land)</li> <li>• Flooding potential, impact on future building development</li> <li>• Volunteer base</li> </ul>
YOUTH/ EDUCATION	<ul style="list-style-type: none"> <li>• Tafe</li> <li>• Local Schools</li> <li>• Indigenous Education</li> <li>• Local professional Art/Cultural Teachers/Tutors</li> <li>• Youth Support Services</li> </ul>	<p>Current Use</p> <ul style="list-style-type: none"> <li>• Most organisations represented using on a casual or regular basis</li> <li>• Main facilities used are buildings, including Main &amp; Dinning Halls</li> </ul> <p>Current Issues In Bellingen</p> <ul style="list-style-type: none"> <li>• Lack of quality meeting/conference space in Bellingen</li> <li>• Lack of large multi-purpose Hall space in Bellingen</li> <li>• Lack of youth facilities</li> </ul> <p>Site Infrastructure Issues</p>	<ul style="list-style-type: none"> <li>• Multi-purpose Hall, with small break-out rooms, catering</li> <li>• More Storage</li> <li>• Maintain character &amp; Charm of place (don't over build)</li> <li>• Accommodation on-site</li> <li>• Social areas &amp; youth space</li> <li>• New amenities/toilets</li> <li>• Informal recreation opportunities – ie kids playground, cycle tracks etc</li> </ul> <p>Management</p>

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		<ul style="list-style-type: none"> <li>• Vehicular Access and Car parking – Duty of care issues with children on site</li> <li>• Climate – heat-rain etc and buildings not suitable for weather</li> <li>• Quality of Amenities &amp; Change rooms</li> </ul> <p>Site Management Issues</p> <ul style="list-style-type: none"> <li>• Lack of transparency regarding use of site. ie fees schedule, bookings procedures, responsibilities/expectations of user and manager, maintenance</li> <li>• Uncertainty as to who the Bellingen Showground Trust</li> <li>• Lack of easily accessible communication channels with the Trust and between user groups (ie perception of secrecy).</li> <li>• Lack of marketing and promotion of site</li> <li>• Vandalism – if young people not engaged/feel excluded they will vandalise</li> </ul> <p>Current Strengths</p> <ul style="list-style-type: none"> <li>• Informal &amp; welcoming</li> <li>• Small/boutique, community ownerships</li> <li>• Trust Board do a good job</li> </ul>	<ul style="list-style-type: none"> <li>• Clear policies &amp; procedures, schedule of fees</li> <li>• Clear communication channels – who is the Trust etc</li> <li>• Onsite Caretaker – take burden off Trust board members/ for vandalism</li> <li>• Maintain community sense of ownership/feel, service local needs first.</li> </ul>
EQUESTRIAN	<ul style="list-style-type: none"> <li>• Bellingen Pony Club</li> <li>• North Coast Horse Agent</li> <li>• Bellingen Adult Riders Club</li> <li>• Horse Drawn Carriages</li> </ul>	<p>Usage</p> <ul style="list-style-type: none"> <li>• Cost of Use too high, particularly horse levy</li> <li>• Increased use has led to programming conflicts between regular v's non-regular users, equestrian use v's events and user conflicts between people and horses and activities (ie loud noise &amp; horses, children &amp; horses)</li> <li>• Only arena in Bellingen. Bellingen a high horse participation area. Perception by equestrian community, horses not wanted at Bellingen Showground.</li> <li>• Membership of various clubs/participation stable, although EI impacted participation in 2007.</li> </ul> <p>Management</p> <ul style="list-style-type: none"> <li>• Transparency &amp; inconsistency of fee setting/insurance and use arrangements</li> <li>• EI arrangements unnecessary now. Not auspiced by any authority.</li> <li>• Poor communication with Trust and between groups</li> <li>• Caravan park leads to safety concerns for Pony Club, that need to adhere to child protection requirements</li> </ul>	<p>Future Use</p> <ul style="list-style-type: none"> <li>• agriculture and horses – maintain as agricultural showground as primary purpose</li> <li>• Encourage other complimentary use/tourism but as secondary uses.</li> </ul> <p>Management</p> <ul style="list-style-type: none"> <li>• Affordable</li> <li>• Welcoming</li> <li>• More Council involvement</li> <li>• Alternative structure and more professional management approach</li> <li>• Volunteer Value &amp; development strategies</li> <li>• Clearly articulated roles &amp; responsibilities</li> <li>• Skills based Trust appointments</li> <li>• Communication strategies – clear policies/procedures, points of contact, website</li> <li>• Paid maintenance staff</li> <li>• Complimentary use programming</li> <li>• Safety &amp; Risk management – OH&amp;S for all users</li> </ul>

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		Facilities <ul style="list-style-type: none"> <li>• Stables too small &amp; dangerous</li> <li>• General Maintenances</li> <li>• Power, Lighting &amp; PA</li> <li>• Toilets/Amenities</li> <li>• Delineation/separation of users</li> </ul>	Facilities <ul style="list-style-type: none"> <li>• Disability access</li> <li>• Improved general maintenance</li> <li>• Amenities/toilets</li> <li>• Improved Signage</li> <li>• Better design to accommodate all users – including horses</li> <li>• New stables and wash bay</li> <li>• Indoor Dressage Arena (min 20-60) to enable large equestrian events</li> <li>• Round yard for training</li> <li>• Purchase/Lease the adjacent block (lavis land)</li> <li>• Events infrastructure, PA, power and lighting</li> </ul> Future Potential Uses <ul style="list-style-type: none"> <li>• Large equestrian events</li> <li>• Twilight Shows</li> </ul>
COMMUNITY MEETING	<ul style="list-style-type: none"> <li>• Neighbours</li> <li>• Volunteers</li> <li>• Council Representatives</li> <li>• Users</li> <li>• Trust Members</li> <li>• Interested Residents</li> </ul>	General Issues <ul style="list-style-type: none"> <li>• Bellingen relies on tourism, Bellingen Showgrounds is integral to the success of tourism</li> <li>•</li> </ul> Camping/Caravaning <ul style="list-style-type: none"> <li>• Concern being used as default caravan park, ideally not wanted, although traditional use of many showgrounds.</li> <li>• Process for closing Bellingen Showground inappropriate.</li> <li>• Illegal/Uninsured for current levels of camping.</li> </ul> Neighbourhood <ul style="list-style-type: none"> <li>• Very supportive of site</li> <li>• Main Issues - events security (alcohol), noise issues - needs to be formalised DA process, perhaps Curfew</li> </ul> Management <ul style="list-style-type: none"> <li>• Lack of Council and community involvement in site</li> <li>• Declining/aging Volunteerism, potential burn-out</li> </ul>	Role/Function – <ul style="list-style-type: none"> <li>• maintain existing use,</li> <li>• encourage more &amp; diverse community use.</li> <li>• Continue community ownership</li> <li>• Maintain ambience/character of site, heritage/historical value</li> </ul> Management <ul style="list-style-type: none"> <li>• Better communication</li> <li>• Electronic Booking System</li> <li>• Volunteer management system</li> <li>• Defined Roles &amp; Responsibilities</li> <li>• Improved site maintenance and cleaning between users</li> <li>• Increase membership of Trust – skilled recruitment and/or sub-committees to assist management of site</li> <li>• Better Promotion/Marketing of site</li> </ul> Facilities <ul style="list-style-type: none"> <li>• Upgrade to facilitate camping</li> <li>• Storage</li> </ul>

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		<ul style="list-style-type: none"> <li>Trust Board members undertaking work, shouldn't be doing (ie rubbish removal, cleaning etc)</li> </ul>	<ul style="list-style-type: none"> <li>Master key system</li> <li>Upgrade buildings to encourage more use for meetings/functions/conferences</li> </ul> <p>Future Potential Uses/Business Development</p> <ul style="list-style-type: none"> <li>Formalised Camping/Caravanning Grounds</li> <li>Encouragement of closed group tourism (ie car clubs, bike clubs etc)</li> <li>Development of Horse Racing facilities on-site</li> <li>Test viability of commercial caravanning</li> <li>Introduce Arts &amp; Crafts to produce market (ie Peg Board)</li> <li>Move Community Markets to Showgrounds</li> <li>Users should pay &amp; contribute to facility development/improvement</li> <li>More Grant attraction</li> <li>ESD development – solar power, ESD design</li> <li>More diversity of use – meetings/functions/events, events etc</li> <li>Trust to increase takings from major events (% of profit areas: bar takings, gate takings, catering)</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>Landcare</li> <li>Green Corps</li> <li>Council</li> <li>Renewable Energy Fair</li> </ul>	<p>Management</p> <ul style="list-style-type: none"> <li>Adhoc decision making processes,</li> <li>Community support for site overwhelming, need for formal community involvement processes</li> <li>Strategic site for Council in providing pedestrian/green corridor and linkages to river</li> <li>Bat Colony significant site and opportunities to link with</li> <li>Reliance on Green teams uncertain workforce – ie funding short-term, competitive based</li> </ul>	<p>Role/Function – maintain/encourage community sense of ownership, community use</p> <p>Management</p> <ul style="list-style-type: none"> <li>Better Community Involvement Strategies             <ul style="list-style-type: none"> <li>Community Feedback Loop (customer survey)</li> <li>Regular Meetings/AGM</li> <li>Friends of the Trust</li> <li>Web/email/Newsletter/Meetings</li> </ul> </li> <li>Develop Environmental Management Plan</li> <li>More efficient and Professional management of site</li> <li>Service/commercial agreement with:             <ul style="list-style-type: none"> <li>Waterfall Way Centre for bookings and site access etc.</li> <li>Council/State to undertake daily maintenance to free up Trust members to undertake management, promotion and development tasks</li> </ul> </li> <li>Define discreet projects as easier to get grants funding</li> <li>Volunteer management strategy – offer training, sense of ownership,</li> </ul>



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			<p>value strategies etc</p> <ul style="list-style-type: none"> <li>Engage young people, encourage volunteering - link with existing organisations/systems. Ie Bellingen Eye</li> <li>Define Roles &amp; responsibilities</li> <li>Continue to use and access temporary groups</li> <li>Increasing public use/will increase sense of ownership reduce vandalism</li> <li>Undertake asset audit/review and develop management plan</li> <li>Undertake Heritage review</li> </ul> <p>Facilities</p> <ul style="list-style-type: none"> <li>Develop overall site plan (masterplan)</li> <li>Improve general maintenance</li> <li>Improve Buildings for meetings/functions/events</li> <li>Improve/formalise camping area</li> <li>Amenities/Toilets</li> <li>Childrens Play facilities- ie playground facilities, bike riding, public openspace, sports reserve.</li> </ul> <p>Environmental Works</p> <ul style="list-style-type: none"> <li>Stage 2 of Showgrounds Embankment Re-generation</li> <li>More Shade Structures/ ESD Design</li> <li>Toilets upgrade-recycling, plumbing etc</li> <li>Adopt policy for events - ie. Education at point of sale, packaging &amp; recycling. Policies developed in consultation with users/friends</li> </ul> <p>Future Potential Development/Events</p> <ul style="list-style-type: none"> <li>Stamping Ground/Croakfest</li> <li>Big Day Out</li> <li>Linkages with Council Green Corridor Strategy and Pedestrian Mobility Plan</li> <li>Bellingen Botanic Gardens - build on Town as Botanic Gardens Theme</li> <li>Link with Bat Colony - Interpretive Walk</li> </ul>
TRUST WORKSHOP	<ul style="list-style-type: none"> <li>Trust Board, Staff &amp; Volunteers</li> </ul>	<p>Usage</p> <ul style="list-style-type: none"> <li>Increasing and more diverse use leading to user/management conflicts (ie horses/cars &amp; people, camping/users etc)</li> <li>Camping activity currently outside allowable camping activity, leaving</li> </ul>	<p>Future Needs</p> <p>Facilities</p> <ul style="list-style-type: none"> <li>Upgrade/Formalise camping grounds &amp; management on-site</li> <li>Acquisition or more secure tenure over adjacent land (Lavis's block)</li> </ul>

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		<p>Trust liable</p> <p>Management</p> <ul style="list-style-type: none"> <li>• Lack of awareness/understanding about role of Trust, who/how funds the showgrounds operations and maintenance, how services are provided and work required to operate and maintain venue.</li> <li>• Lack of delineation of roles/responsibilities for Trust Board members, staff, volunteers, user groups</li> <li>• Lack of communications, marketing and promotions</li> <li>• Lack of clear policies and procedures</li> <li>• Lack of understanding amongst user groups of ownership of site and access to site (ie it's not a public site, it's not free)</li> <li>• Maintenance and daily upkeep too much for volunteer organisation. Trust members currently performing daily upkeep tasks (ie rubbish removal) when they should be concentrating on planning and business development.</li> <li>• Increasing vandalism. Possible reasons lack of ownership over site, increasing North Bellingin population, lack of openspace in North Bellingin, lack of openspace in North Bellingin.</li> <li>• Liability Issues – for Board Members, Employment, user groups etc</li> </ul> <p>Facility Issues</p> <ul style="list-style-type: none"> <li>• Need for improved/safer power to site, particularly for events</li> <li>• Need for better site drainage for main arena and camping area</li> <li>• Site in floodway</li> <li>• Poor quality amenities/toilets and sewer</li> <li>• Poor vehicular access and carparking</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade existing buildings/halls – thermal improvements, roofing, cattle sheds</li> <li>• Create use zonings over site</li> <li>• Better Signage</li> <li>• Improved events infrastructure (power, sewerage, lighting etc)</li> <li>• Site master planning needed to ensure overall direction can be achieved.</li> <li>• Possible Dressage Arena</li> </ul> <p>Management</p> <ul style="list-style-type: none"> <li>• Improve understanding of the Trust, how it is appointed, roles &amp; functions (ie Demystify)</li> <li>• Improve understanding of the Bellingin Showground ownership and management, land and building ownership, how it is maintained and services provided.</li> <li>• Encourage multi-use of existing and future infrastructure</li> <li>• Paid Caretaker – preferably Live-onsite</li> <li>• More wholistic approach to insurance issues for both Trust and users</li> <li>• Need to better acknowledge contributions of volunteers (ie volunteer management system)</li> <li>• Clear policies &amp; procedures re use arrangements, fees &amp; charges, use of fees etc.</li> </ul> <p>Business Development</p> <ul style="list-style-type: none"> <li>• More assistance from Council, via rate waiver, possible assistance with bookings, site access (through masterkey system) payroll and accounts system, daily maintenance (ie rubbish removal, mowing etc)</li> <li>• Increase major event use</li> <li>• Sponsorship</li> <li>• Increase share of major event takings</li> <li>• Improved/more transparent contribution by user groups to capital upgrades</li> <li>• Potential development of accommodation on-site</li> <li>• Formalised Camping</li> <li>• Lease of buildings (ie similar to Community Bus shed)</li> <li>• Sale of some land (freehold blocks)</li> <li>• Renewable energy</li> </ul>

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
COUNCIL STAFF	<ul style="list-style-type: none"> <li>• Corporate Services</li> <li>• Economic Development</li> <li>• Planning</li> <li>• Community Facilities Management</li> </ul>	<p>Current Issues</p> <p>Council Community Facilities/Services issues:</p> <ul style="list-style-type: none"> <li>• Showgrounds recognised as key community facility, supporting major events that are of community and economic benefit to the town.</li> <li>• Council currently have a large number of community facilities, many aged, have regulatory compliance issues and underutilised. A community facilities plan is proposed, the outcomes of which will influence support or otherwise of further development on Bellingen Showground site.</li> <li>• Council have CCM of Arunga &amp; ...Showgrounds, which may influence it's future involvement with Bellingen Showground</li> <li>• Council needs to make major improvements to the works Depot (under direction of EPA), this may influence the future location and operation of the works depot, which could present opportunity for Showgrounds (ie satellite depot). It will also influence capital funding availability.</li> <li>• Council currently finalising site, operational arrangements and funds for Bellingen Way Centre in CBD.</li> <li>• Arts Community currently seeking a venue for Arts Industry Hub, which Showground could be appropriate site.</li> <li>• Demand for sport &amp; recreation facilities –                         <ul style="list-style-type: none"> <li>◦ Lack of indoor sports courts,</li> <li>◦ Sports ground provision sufficient for current demand.</li> </ul> </li> <li>• Council currently undertaking economic assessment of events. Council will be developing events strategy, will probably focus on developing/supporting key flagship events.</li> </ul> <p>Site Specific Issues</p> <ul style="list-style-type: none"> <li>• Site in Bellingen River Floodway. This afford highest level of restriction on future building &amp; development. Any proposed new building would have to prove "net public benefit" and be built above 1:100 year flood level and would require flood study.</li> <li>• Showground site currently zoned Public Recreation (ie 6a), adjacent block (Lavis's land) zoned primary agriculture.</li> <li>• Bellingen currently oversupplied with openspace (according to Bellingen</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to link with/capitalise on Bat Colony and planned interpretation centre</li> </ul> <p>Future Issues/Opportunities</p> <ul style="list-style-type: none"> <li>• Possible opportunities for Council to provide a fee for service basis management of bookings, site access, key management system, through Bellingen Way Centre. Also, daily maintenance (ie mowing, rubbish removal etc) through outdoor workforce.</li> <li>• Need for State government to become more involved in the sites further development and management.</li> <li>• Facility development not impossible on site, although more difficult due to floodway and zoning. Potential to develop on the embankment, as not zoned "Floodway".</li> <li>• Proximity to Treatment Works Plant will limit development potential on Showgrounds &amp; adjacent block</li> <li>• Possible application of S94 funds onsite</li> <li>• Infrastructure SEPP, temporary exemption for public buildings</li> <li>• If acquiring adjacent block (Lavis's land), boundary adjustment not necessary.</li> <li>• Risk Management – further encouragement of use of the site (ie major events or more regular use) unlikely to be problematic provided risk management strategy in place as there is a "community of support" in North Bellingen.</li> <li>• There are no other known suitable, alternate sites for the Showground at this time, if an agreement over more certain access/tenure over adjacent block (Lavis Land) can not be secured.</li> </ul>

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		<ul style="list-style-type: none"><li>Shire Growth Strategy), but lacks formal sporting reserves</li><li>Proximity to Treatment Works Plant will limit development potential on Showgrounds &amp; adjacent block</li></ul>	

### 3.1.2. Summary of Stakeholder & Community Workshops

The following summarises the key current issues, future needs, opportunities and constraints as identified by the stakeholder and community members in attendance at the workshops:

### 3.1.3. Current Issues

#### Use

- Increasing usage by a more diverse range of groups – mainly camping, events and Hall Hirers
- Increasing use as a public openspace area by local community
- Many activities currently undertaken require access to the adjacent block of land (ie Lavis's Land) (ie Major events, Equestrian activities/Horse agistment)
- Site considered at capacity for use, given the age and quality of infrastructure and size of site.

#### Strategic Context

- Showground very important social and economic asset to Bellingen community
- Bellingen heavy reliance on tourism, major events a key part of tourism activity.
- Bellingen and Bellingen Events a key attraction/component in regional tourism destination offering.
- Lack of accommodation (900-1000 beds) and conferencing facilities,
- Lack of quality community facilities/halls, large indoor halls suitable for indoor sport and performance arts.
- No other Caravan Park in Bellingen since Council owned caravan park closed (ie. adjacent Bat Colony)
- Bellingen Showground strategically important from a public openspace perspective – provides needed public openspace for North Bellingen residents, provides opportunity to link to river, contribute to the green and pedestrian network across the township.
- Future development constrained by crown reserve dedicated purpose, land flood potential(ie highest flood rating) and zoning
- Part of the Regional Crown Reserves System

#### Management & Operations

- Lack of understanding of Roles/Responsibilities of Trust Board
- Lack of clear communication channels between Trust Board, Community and Users and between users
- Lack of clearly articulated and accessible bookings system, usage guidelines and arrangements
- Lack of transparency in pricing schedule and use of fees for facility operations and upgrades
- Lack of understanding about the governance, management and ownership arrangements for the Showground Reserve.
- Lack of multi-use and shared facility use of existing infrastructure

- Declining and aging volunteer base. Lack of acknowledgement of volunteers contributions or recruitment strategies in place.
- Trust Board undertaking roles that should be undertaken by paid employment positions (ie bookings, site access, daily and general maintenance), taking up time & energy that should be used for Trust & Reserve marketing/promotion, planning & development etc.
- Whilst understanding of the enormous commitment and contribution of the Trust, perception of unprofessional and mismanagement of Showgrounds by some users due to lack of understanding about governance, management & ownership of the Showgrounds, clear process & systems and declining condition of facilities.
- Increasing and diverse use creating user group and programming (ie regular v's non-regular conflicts). This factor, combined with other previously mentioned issues, such as clear communication channels, systems & processes has led to perception that some user groups no longer wanted onsite.
- Lack of promotion/marketing of site (although website under development and will improve marketing & promotion of Bellingen Showground)
- Increasing vandalism, possibly due to increasing public use of site as North Bellingen population grows, lack of youth engagement in town.

#### **Financial Management**

- Very little financial contribution by State or Local government. No recurrent funding, usually contribution via competitive grants or project based.
- Increasing maintenance costs as facilities age and use increases.
- Declining standard of facilities (relative to user expectations) impacts ability to set fees and charges inline with operational and improvement needs
- Relatively weak financial position of many of the user groups (ie the market) impacts ability for Trust to charge fair fees for service.
- Increasing reliance on non-traditional use (ie major events, campers, casual hire of buildings)

#### **Facilities**

- Aging infrastructure, increasing risk of non-compliance with DDA and BCA regulatory requirements
- Poor quality of toilets/amenities
- Need to improve the quality of indoor buildings (ie Main Hall/Dining Pavillion) to meet needs of user groups/contemporary expectations and standards (ie insulated, potentially air conditioned/heated, insect proof etc, rain proof)
- Many facilities failing and in need of replacement (ie cattle sheds, horse sheds, spectator seating, building roofs etc)
- Non compliant underground services and utilities infrastructure to meet safety & regulatory requirements (ie power supply)
- Need to upgrade services and utilities to ensure able to host major events (ie power, PA, lighting, sewerage)
- Need to improve capacity of showground/camping area to enable more consistent and regular use ie increase use (ie drainage, lighting etc)

### 3.1.4. Future Needs/ Opportunities & Constraints

The workshops identified the following key future needs, Opportunities and Constraints

#### **Future Aim/Role/Function:**

- Maintain as Agricultural site for traditional uses such as Show and Equestrian Activities
- Maintain sense of community ownership
- Maintain character, heritage ambience of site. Don't over-develop
- Multi-purpose -Multi-use venue (ie community, arts, recreation, events, tourism)
- Maintain affordability
- Adopt principles of Environmental Sustainability

#### **Future Demand/Usage**

- Future demand, particularly for quality multi-purpose meeting/hall/conference facilities, however facilities require upgrades to encourage identified use.
- Major events unlikely to grow larger, however, opportunity for greater use of site within existing programs.
- Potential for further development of two-three more community events (events strategy being developed)

#### **Management & Operations**

- Encourage more multi-use/shared-use of new and existing facilities
- More professional & transparent systems/processes for communication with Trust, bookings, fees & charges, contributions to development of site and usage arrangements.
- Clearly defined governance and management structure, ownership, roles & responsibilities
- More involvement and investment in the site by Council and State Government
- Paid operational staff either through commercial service agreements, direct employment, Live onsite Caretaker to undertake bookings, site access, use arrangements, daily and general maintenance.
- Improved community engagement & volunteer management strategies to improve sense of ownership, use and volunteerism.
- Improved site & facility planning - Develop site masterplan, facility asset management plan, environmental management plan
- Increased/improved communications, marketing & promotion
- Improve delineation of site user zones and access (ie master key system)
- Encouragement of environmental sustainability by all users at point of sale

#### **Financial/Business Development Opportunities**

- Improved co-operative/commercial arrangements with other land and community facility management agencies (eg Council, Lands Department, Environmental Management organisations)
- Improved co-operative/commercial arrangements with potential marketing & promotion and booking agents (ie Bellingen Way Centre)

- Consider working with other community groups/organisations to increase volunteer base and improved management
- Increase revenues through % of takings from profit making activities (ie gate takings, bar and catering)
- Improve facilities that support increasing use and more viable activities as priority (ie, Halls/indoor facilities, Camping)
- Use of environmental technologies (ie Solar Hot Water/Power etc) and Environmentally Sustainable Design
- Increase marketing & promotion of site to encourage greater use. Consideration to brand & image.
- Formalise Camping/Caravanning on-site
- Investigate viability of consolidating existing community events onsite (ie Jazz festival, Community Markets)
- Work with user groups to avoid duplication of effort/expenditure of resources (ie joint purchasing initiatives, insurance equipment hirer etc)
- Investigate land sale or site/facility lease opportunities (ie Freehold title blocks, lease of underutilised
- Increased focus on investment attraction (grants, sponsorship, naming rights etc)
- Need to formalise/make certain access arrangements to adjacent block of land (ie Lavis land) for and on behalf of users with long-term view to acquire land as becomes available

**Potential new development on-site subject to further site planning & viability analysis:**

- Community Gardens
- Arts Industry Hub
- Multi-purpose community hall/meeting/conference facilities
- Indoor Equestrian Arena
- Outdoor Performing Arts area
- Commercial accommodation
- Links to green corridor, Bellingen Botanic Gardens projects
- Possible Interpretive Centre to service link to Bat Colony site

**Facility Upgrade Needs**

- Toilets/amenities
- Underground Services and Utilities (ie. Power, Sewage)
- Improve capacity of Showring to accommodate use year round at all times (ie Drainage, PA, Lighting)
- Upgrade/or consider development of new multi-purpose Hall/Pavillions with break-out rooms
- Vehicular/pedestrian access and carparking
- More shade structures (permanent and trees)
- Upgrade spectator seating
- Replace/Upgrade Stock Sheds



### **Potential Future Constraints**

- Future increased & more diverse use, needed to improve long-term viability/sustainability of site likely to require secure access to the adjacent block of land. (ie increase size & capacity of site, enable better separation of non-compatible activities)
- Current reserve dedication "Showground"
- Floodway and public recreation zoning (although possible leniency under Public Infrastructure SEPP)
- Access to ongoing operational and capital funds
- Declining Volunteer Base and potential for burn-out
- Capacity and willingness of user organisations to pay
- Lack of long-term security that major users/events will continue to use site
- Heritage values of site
- Site size, access and acceptable use within residential zone

## **3.2 STAKEHOLDER INTERVIEWS**

A range of stakeholder organisations and individuals either in person or via phone interview were in November 2008. The following section provides a brief summation of these Stakeholder interviews/meetings.

### **Bellingen Arts Council**

Currently looking to develop an arts hub, with interest expressed in a CBD locality. Would consider options of a Showground location, if appropriate facilities could be developed on site.

### **Tourism NSW**

Bellingen and the major events held at Bellingen Showgrounds an important part of the regional tourism product offering, economic activity and Tourism NSW would actively support initiatives that enable the continued hosting of the major events held at the site

Lack of accommodation in Bellingen, particularly medium scale accommodation at peak times (ie for major events)

Anecdotal evidence suggests camping & caravanning, particularly as part of closed group tourism markets (ie bike/car clubs etc) growing, which may offer an opportunity to the Showground.

Other opportunities include creative industry/arts hub concept, trade exhibitions/shows, re-enactment theatre, night markets.

Limited funds available from the department for Destination Development initiatives

## **Tourism Bellinger**

Bellingen Showground a key community & economic asset to the town. Tourism Bellinger would support initiatives to improve the site/facilities to support existing activities and enhance events capacity.

## **Department of Lands**

Trust Board one of the better performing boards in the state and individual members recently recognised for their efforts. Similarly, financial position is stronger than many in the region.

Key Issues to be addressed, include:

- Declining Volunteerism & Sustainability
- Risk Management,
- Policies & Procedures
- Identification of need & clarification of use arrangements for adjacent Lavis Land
- Clear identification of Governance responsibilities (ie. clarification of roles, accountability & transparency)
- Facility Maintenance & Upgrade
- Identification of need & clarification of caravan park activity
- Alignment of scope of declared purpose with management objectives & activities taking place
- Identification of reserve importance to local community and values

New Regional Reserve System established which sees management & funding controlled at a regional level. New system could see the showgrounds benefit from funding pool generated from more commercially orientated coastal parks.

## **Bellingen Shire Council**

The following key elements were deduced from the interview with Council Management & Planning staff:

The Showground is a vitally important community and economic asset. Major events contribute significantly to the economic activity of the town. Although accommodation availability is limiting growth.

Council has recently closed the caravan park due to site & OH&S issues, but has identified the need to undertake a feasibility study for a new caravan/camping facility.

There is limited facilities in the Shire with the capacity to host community activities & events.

Council would like to see the facility maintained & developed to ensure continued community use and ongoing viability of major events.

There are potential opportunities to further enhance the multi-use nature of the site and management efficiencies, through joint administrative & operational arrangements & facility improvements.

Current facility needs in the Shire include a Youth Centre, Arts/Creative Industries Hub. Council is also seeking to develop "green" or "recreational" corridors.

Council support the Showgrounds through waiver of rates, once off grants and officer time and support. Largely, this is relationship based, there is no formal arrangements in place.

Significant Future Planning & Development Constraints including:

- Floodway zoning
- Site Size & capacity
- Neighbourhood Issues if further usage – particularly major events
- Legalities of Caravan Park operations
- Access arrangements to adjacent horse paddock

If the Trust was to be developed for enhanced public/community access, Council could potentially contribute S94 funds to the sites development.

### **Adjacent Landowner**

The following key elements were deduced from the interview with Mr Lavis:

Priority is to sell entire property, however have considered and offered part land sale to the Trust (ie the "Horse Paddock") previously, subject to Council approvals and appropriate sale price.

Would consider entering a more formal usage arrangement with the Trust over the "Horse Paddock", however, this would be subject to the condition that it would not negatively impact Sale of the property.

### **Other organisations**

Organisations unsuccessfully contacted during the course of the study include: Bellingen Chamber of Commerce, Department of Sustainable Regional Development.



# Appendix One

## Competitor Review

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## **Competitors – Bellingen Showground**

### *Dorrigo Showground*

- Host various events throughout the year including the Dorrigo Show, Dorrigo Folk and Bluegrass Festival, Community markets held 1<sup>st</sup> Saturday every month. The main pavilion is used by a variety of community groups such as Dorrigo Visual Arts Group
- Grounds are made up of main ring, stables, grandstand, bar facility, wood chopping arena, poultry club facilities, main pavilion and lunch room and three amenity blocks.
- Dorrigo Showground is not in close proximity to the main residential area of Dorrigo being on the West side of town. It is however walking distance to the main street and facilities. Owned by the lands department.
- Inspection on the 28th October revealed that the main ring appears to have little use and that the involvement of pony club and adult riders as users of the facility is not known.
- Dorrigo Showground Trust  
Dorrigo, NSW 2453  
(02) 6657 2839

### *Gleniffer Hall*

- Hosts events such as Annual Family Fun Day of Music, Jazz on the veranda, Australia Day Family Fun Day. Is also hired out as a facility to the community and is popular with weddings and family reunions.
- Facilities consist of Main Hall Building surrounded by Bellingen Shire Council Land.
- Is a drive out of the main township of Bellingen. Is not in any proximity to residential property.
- Owned by Gleniffer Hall Trustees  
Gleniffer  
Bellingen, NSW 2454  
(02) 6655 0144

Rd

### *Bellingen Memorial Hall*

- Plays host to numerous events including the Bellingen Jazz Festival, Camp Creative, as a cinema, hired as a venue to various performance groups and artists,
- Under control of a management committee of the Bellingen Shire Council.

- The hall is licensed for 600, has fixed seating for 160 and approximately 100 moveable seats, more can be obtained if required. The hall is air conditioned, a small fee is charged for its use. Below the stage there is a supper room and kitchen, with basic cooking facilities, that is available for hire.
- Max Francis  
02 6655 1845 (ph)  
02 6655 2898 (fax)  
maxida@bigpond.com

#### *Bellingen Park*

- Is used by school groups for sporting activities, Bellingen Football Club, hosts the monthly Bellingen Community Markets, Bellingen Spring Plant Fair, and Bellingen Autumn Plant Fair.
- Facilities consist of Grandstand, amenities, tennis courts, tuckshop, main oval
- Is in close proximity to residential properties, walking distance to main Street of Bellingen. Council owned land.
- Bellingen Park Management Committee (Council Committee)  
Postal: PO Box 280, Bellingen NSW 2454  
Phone: (02) 6655 1658 Steven Glyde

#### *Morgo Street Reserve*

- Host events such as Toast Urunga (<http://www.urunga.com.au/toast/index.html>), Urunga Foreshores Carols by Candle Light, Music at the Mouth.
- Facilities include; Picnic facilities, BBQ, toilets, open air stage, playground
- Owned by the department of lands
- Link to the 2007 Management and Improvement Strategy of Morgo Street Reserve: [http://www.lands.nsw.gov.au/about\\_us/news/news\\_archive/?a=67329](http://www.lands.nsw.gov.au/about_us/news/news_archive/?a=67329)
- The community group in charge of the reserve were replaced by an administrator by the Minister in May 2004.

#### *Mylestom Hall*

- Owned by Bellingen Shire Council on crown land
- Used by various community groups such as playgroup, CWA, houses facility for local doctor. Hired by members of the local community for various events.
- Managed by a committee of council

#### *Mylestom Oval*

- Crown land
- Used by Repton Public School for occasional sporting activities
- Facilities include, toilets, BBQ & picnic tables

*Various Caravan Parks within the shire, North Beach Caravan Park, Bellinger River Caravan Park, Urunga Heads Caravan Park, Urunga Waters Caravan Park, Dorrigo Mountain Resort and Caravan Park*

*South St and Hungry Head Road recreation fields*

- Historically used for rodeos', and show type activities. Currently consists of an oval and is used by Urunga Primary School and various sporting groups.
- Crown land

### **Outside Bellingen Shire**

- Coffs Harbour Showground – owned by Lands Department
- <http://www.coffsshowground.com.au/>
- BCU International Stadium
- <http://www.coffsharbour.nsw.gov.au/www/html/916-bcu-international-stadium.asp>

# Appendix Two

## Stakeholder Workshop Attendance





## Bellingen Showground Workshops November 2008

<b>Monday 3<sup>rd</sup> Agricultural</b>	<b>Tuesday 4<sup>th</sup> Events</b>	<b>Tuesday 4<sup>th</sup> Education/Youth</b>	<b>Wednesday 5<sup>th</sup> Equestrian</b>	<b>Thursday 6<sup>th</sup> Community</b>
Enrico Malcisi	Martin Hogan	Steve Kilpin	John Costello	Andrew Wright
Sue Kelley	Rowan - Jazz Festival	Deb Hatley	Kari Iagulden	Yvonne Tyson
Chris Schofield	Gillian Helfgott	Jenny Farrahds	Jenni Shepherd	Kerry Child
Marie Warwick	Briony - Global	Chris Glass	Deb Hatley	Marie Warwick
Peter Paff		Anna Joy	Sahdra Radke	Jenny Mcleman
Hilton		Kerry Childs	Patty Hoschke	Yvonne Tyson
Tim & Elaine Leeder		Guy Vernon	Elaine Leeder	Rhonda Warwick
Patty Hoschke		Jill Robinson	Brenda Mitchell	John & Hilliary Lavis
		Haridian Varies	Liz Brook	Steve Rae
			Sandy	
			Sharon Foster	