



INNOVATE LISMORE 2024

# Economic Development Strategy 2019-2024

lismore  re



DOGWHISTLE CREATIVE



## ACKNOWLEDGEMENT OF COUNTRY

Lismore City Council acknowledges the Widjabul Wyabal as the people of the Bundjalung nation, traditional owners of the land on which we work. We acknowledge their continuing connection to the land, sea and community.

We pay our respects to the Widjabul Wyabal people, their culture, their elders and community leaders past, present and emerging.

## FROM THE MAYOR



### Lismore is the ‘Heart of the Northern Rivers’ for obvious reasons.

As the regional city of northern NSW, we offer a huge depth and breadth of services including two major hospitals, Southern Cross University, TAFE NSW and thousands of dedicated professionals who service our city and smaller rural communities. We are also a regional sports centre with world-class facilities and a hotspot as an arts and cultural destination, all in the centre of a beautiful hinterland setting.

I get excited when I think about the future of Lismore and its potential for ongoing growth and development both in the public and private sector.

Like many regional cities, the nature of our CBD is changing. Despite the move away from more traditional retail businesses, we are experiencing a resurgence of live entertainment, arts, dining and café culture that is bringing new life into the heart of our city.

As a community, we share a common vision for the future economic and social prosperity of our city and community. And, as always, we will work together to meet any challenge ahead.

With Council and locally led support, Innovate Lismore 2024 looks to create a culture of innovation, diversity and environmental sustainability.

Building on our existing areas of competitive advantage and strong alignment with the Northern Rivers Regional Economic Development Strategy, Innovate Lismore 2024 defines the future direction for our city and villages to support business growth and job prosperity.

There is no other place quite like Lismore, Nimbin and its villages nestled amongst lush hinterland. Our region is renowned for its pristine natural environment and sub-tropical temperatures that attract tens of thousands of tourists every year.

With such untapped potential, the heart of the Northern Rivers is the perfect place to do business, invest, to grow a family and a place to live a lifestyle many people can only dream about.

**Cr Isaac Smith**

Mayor of Lismore

## CONTENTS

|    |                               |    |
|----|-------------------------------|----|
| 1. | Executive summary             | 6  |
| 2. | Who are we                    | 10 |
| 3. | Regional snapshot             | 16 |
| 4. | What are our opportunities    | 18 |
| 5. | What are our challenges       | 20 |
| 6. | How we make it happen         | 22 |
| 7. | Implementation and monitoring | 35 |

STRONG  
GROWTH AND  
SUSTAINED  
DEVELOPMENT  
PROVIDE  
INVESTORS  
WITH  
CONFIDENCE  
ABOUT  
**LISMORE'S  
FUTURE  
POTENTIAL**

### INNOVATE LISMORE 2024

© Lismore City Council, November 2019

Design: Dogwhistle Creative

Images: Clayton Lloyd, Dogwhistle Creative , Photography by Natsky, Trevor Worden

IN A REFLECTION  
OF LISMORE'S  
ROLE AS **THE**  
**REGIONAL HUB,**  
THE CITY HAS SEEN  
CONSIDERABLE  
CONSTRUCTION  
AND DEVELOPMENT  
ACTIVITY IN  
RECENT YEARS

## 1. EXECUTIVE SUMMARY

Lismore is a thriving regional city in the Far North Coast of New South Wales, known locally as the Northern Rivers region. The Lismore Local Government Area (LGA) covers an area of 1,290 square kilometres, with a total population of 43,843 and is the centre of the Northern Rivers Functional Economic Region (Northern Rivers Regional Economic Development Strategy 2018 - 2022). The Lismore economy is supported by seven vibrant villages located to the north, south, east and west of Lismore, namely Bexhill, Caniaba, Clunes, Dunoon, Nimbin, The Channon and Wyrallah.

Nimbin, as Lismore's largest village, is nestled amongst the natural beauty of numerous hinterland national parks and is home to a population of 1,477 (ABS G03, 2016). The Nimbin village provides local employment offerings in Health Care and Social Assistance, Education and Training, Retail and Agriculture. The village also attracts significant tourism numbers contributing to a total of \$155.7 million to the local economy (TRA NVS & IVS 2017/18).

Lismore LGA generates over \$2.14 billion in Gross Regional Product annually and is host to some 4,000 businesses. As the region's major service centre, Lismore provides a diverse range of industry, business and community services to the region that extend well beyond the borders of the Lismore LGA.

The city is serviced by daily commuter flights to Sydney, with easy access to international flights out of Ballina, the Gold Coast and Brisbane.

Health Care and Social Assistance, Education and Training and Professional, Scientific and Technical Services are the expanding industry sectors in Lismore, with emerging industries including Arts and Recreation Services, Food Product Manufacturing, Accommodation, Food Service and Tourism.

Lismore's workforce has the highest level of Bachelor degree and post-graduate qualified workers in the Northern Rivers and the city also enjoys the highest level of vocationally trained workers in the region.

In a reflection of Lismore's role as the regional hub, the city has seen considerable construction and development activity in recent years. Major projects over the past four years totalling in excess of \$294 million have included the completion of Southern Cross University's hi-tech Learning Centre and Enterprise Lab, the establishment of student accommodation by the University Centre for Rural Health, Stage 3C development of the Lismore Base Hospital, Trinity Catholic College enhancements, improvements to the Northern Rivers Performing Arts centre and significant redevelopment of recreational facilities at Albert Park and Oakes Oval.

Other developments include a new Westpac Helicopter Rescue Service headquarters adjacent to the Lismore Regional Airport, refurbishment of the multistorey Westlawn Building in the Lismore CBD and refurbishment of the centrally located Northern Rivers Conservatorium.

This strong growth and sustained development provide investors with confidence about Lismore’s future potential while the location of a major regional hospital, university and large professional and retail sector underpins its foundations as a regional city. This combination of city services and a strong sports, arts and cultural sector, not to mention a beautiful natural hinterland landscape, makes Lismore and its villages an attractive business or lifestyle proposition.

Like many regional cities, we have a range of challenges that need to be addressed including:

- The CBD is in decline as evidenced by the significant job losses in retail trade
- One third of the Lismore LGA workforce does not live in the Lismore LGA
- Lismore’s need to address future skills shortages by retaining young families.

Given the significance and value of our regions abundant natural resources throughout the hinterland, ecosystems and community, Council will continue to support industry development that is both good for our community and environment to ensure sustainable practices are integrated into the framework of businesses.

In May 2019 the Economic Development Strategy Discussion Paper was developed and endorsed by Council to inform a community consultation process to create this Strategy. Five themes were identified in the Discussion Paper that were used to guide this Strategy, namely:

- Enabling the Agri-Economy
- River City Lifestyle
- Innovative and Connected City
- Cultural and Sporting Powerhouse
- Growing Professional Services.

These five themes were used throughout community consultation and helped to inform the structure of this Strategy. During the consultation, community feedback highlighted the strong roles our villages and tourism played in our economy. In response to this feedback a new theme ‘Village Lifestyle’ was introduced and tourism was incorporated into ‘Cultural and Sporting Powerhouse’, now known as ‘Tourism, Culture and Sport’.



THIS STRATEGY  
GUIDES COUNCIL'S  
ROLE AS **AN**  
**ADVOCATE AND**  
**STIMULATOR;**  
TAKING SPECIFIC  
ACTION TO  
PROMOTE  
BUSINESSES TO  
ENTER OR REMAIN IN  
THE COMMUNITY

## 1. EXECUTIVE SUMMARY *cont*

*The community engagement process undertaken throughout June, July and August 2019 saw 188 community members participate in the process via workshops (103), surveys (71), interviews (6) and submissions (8). In October and November 2019 the draft Strategy was placed on public exhibition, receiving 7 submissions.*

The consultation process reinforced Council's role and approach toward economic development as explored in the Economic Development Strategy Discussion Paper. Accordingly, the Strategy guides Council's role as an advocate and stimulator; taking specific action to promote businesses to enter or remain in the community. Furthermore, this has confirmed Council's strategic and future-oriented approach to building the local economy on the basis of local needs and ensuring full consideration of plans and policies across our community.

Lismore benefits from a number of employment strengths that support innovative solutions and diversification of the local and regional economy:

- Health, Aged Care and Community Services
- Education and Training
- Retail
- Transport and Logistics
- Financial and Professional Services

- Building and Construction
- Culture and Sport
- Agriculture, value added services and Manufacturing
- Tourism
- Affordable Housing.

As a regional city, Lismore will continue to grow through the intensification of its existing industries and the numerous emerging industries such as:

- The renewable energy sectors
- Freight and logistics cold storage
- Eco tourism
- Expanded regional air services
- Aviation training and value-added industries
- Expanding the justice sector
- Conventions and conferences
- Flood mitigation research and development
- Hemp production and research and development.

# WHERE ARE WE?

Nestled between the Gondwana rainforest and the Pacific Ocean, Lismore City is the cultural and economic capital of the Northern Rivers region of NSW. Our topography combines mountainous terrain, majestic rivers and flat plains. We have a beautiful natural environment that plays a central role in the quality of life for our community. The sub-tropical climate, diversity of flora and fauna, abundance of natural attractions and proximity to broader Northern Rivers assets make Lismore and its villages an idyllic place to call home.

Lismore LGA is strategically located on the east coast of Australia and has high accessibility to key freight routes along the National Highway (M1), State Highway 44, the Bruxner Highway. Given its close proximity to the Queensland border, we tend to look to the north toward Brisbane and have a strong cross-border relationship. As a major service centre in the Northern Rivers, our road networks support people and business to access Lismore and its villages from all directions.

Combined with our abundance of strategic assets and availability of commercial, industrial and residential land, Lismore is an important regional city centre with great potential for future prosperity and growth.

The city centre is approximately 30 minutes from the Ballina / Byron Airport, 1 hour 20 minutes from the Gold Coast Airport and 2 hours 40 minutes from the Brisbane Airport. Air passengers have a choice of travel options, with daily commuter flights to Sydney from numerous regional airports.



### DISTANCES FROM...

|               |                     |        |
|---------------|---------------------|--------|
| Ballina       | via Alstonville     | 32km   |
| Brisbane      | via Pacific Highway | 198km  |
|               | via Summerland Way  | 206km  |
| Byron Bay     | via Bangalow        | 45km   |
| Casino        |                     | 30km   |
| Coffs Harbour | via Woodburn        | 205km  |
| Coolangatta   | via Bangalow        | 99km   |
|               | via Nimbin          | 112km  |
|               | via Pacific Highway | 99km   |
| Grafton       | via Summerland Way  | 132km  |
|               | via Woodburn        | 129km  |
| Kyogle        |                     | 44km   |
| Melbourne     | via Hume Highway    | 1600km |
| Nimbin        |                     | 31km   |
| Sydney        | via Pacific Highway | 736km  |
|               | via New England Hwy | 856km  |
| Tenterfield   | via Bruxner Highway | 158km  |



## 2. WHO ARE WE?

**Vision:** *Lismore is known for its attractive economic, social and visual amenity that identifies and promotes Lismore as a superior development, lifestyle and environmental location.*

The Lismore LGA is within the ancestral territory of the Bundjalung Nation traversing from the northern banks of the Clarence River up to the Logan River in Queensland and west to the Great Dividing Range near Tenterfield and Stanthorpe.

The town was established at the confluence of what is now called Wilsons River, Leycester and Wilsons Creeks. The township of Lismore was proclaimed in 1856. Our diverse background has over time developed a community with strong foundations of acceptance, tolerance and pursuit of alternative and innovative practices.

We are home to Australia's first ever community funded, Council operated floating solar farm and an award-winning waste facility that delivers recycling initiatives for the Northern Rivers.

The NSW Government population projections (2016) anticipate Lismore over the next 20 years to grow by over 5,500 residents, reaching 51,750 by 2036, a total increase of 12%, a similar growth rate to other comparable regional cities such as Albury, Orange and Nowra.

Land area: **128,956 ha**

Largest Employers:

**1** Health Care and Social Assistance

**2** Education and Training

**3** Retail Trade

**43,843** total population (ABS ERP 2018)

**0.34** population density, persons per hectare

**43** median average age

**19,097** total households

**2.38** average per person household size

**23,723** local jobs

**4,026** total businesses in 2018

**\$1,062** median weekly household income

**76.2%** people who travel to work by car

**4.8%** unemployment rate (March Quarter 2019)

**27.1%** single person household

**5.0%** Aboriginal and Torres Strait Islander people

**82%** born in Australia

**73.6%** homes connected to the internet

## Our Regional endowments

Lismore City and its villages have many unique natural qualities and commercial advantages that make living and working in the Lismore LGA attractive.

The city is well-placed to attract professional services, infrastructure investment and development to deliver jobs, growth and sustainability throughout the LGA. Some of Lismore LGA's key advantages include:

### Location

- Proximity to major **transport** corridors
- Proximity to south-east **Queensland**
- Availability of suitable **land** for residential and industrial development
- Regional reputation and **amenity**
- **Capacity** to support regional and international export industries.

### Business

- Diversified economy with many key **industries**
- Strong industry **leaders** in numerous sectors
- Access to business **support** services
- Mutually supportive business **culture**
- **Simplified** regulatory processes
- Ongoing public infrastructure **investment** as a major regional centre.

### Community and lifestyle

- Sub-tropical **climate**
- Proximity to **world-famous hinterland** and coastal areas
- Enviably natural **environment**
- Availability of **affordable** housing
- Key **service availability** in health, retail, education and recreation
- Excellent program of arts, entertainment and **culture**
- Strong **community** and sense of belonging
- Tolerant, accepting and culturally **diverse** community.

THE **CITY IS WELL-PLACED** TO ATTRACT PROFESSIONAL SERVICES, INFRASTRUCTURE INVESTMENT AND DEVELOPMENT





## Economic Snapshot

### Economic diversity

Lismore's economy is supported by diversification within its industry sectors. The largest employers are Health Care and Social Assistance (22.9%), Education and Training (12.5%) and Retail Trade (11.5%).

### Business growth

Lismore is host to 4,026 (ABS 2018) registered businesses that play a key role in the economic strength and diversity of the region.

### Production growth

Lismore's Gross Regional Product (GRP) was \$2.14 billion (NIEIR 2018).

The challenge for this Strategy and government partners is to halt the short term decline in population and alter the investment/employment mix.

### Employment

The total workforce of the Lismore LGA in the year ending 2018 was 23,723, that saw an increase of 3.91% from the previous year.

### Affordable living

Lismore's median house price is \$417,178 and \$271,813 for units/townhouse (June 2018). Weekly rental costs are consistently lower in Lismore than NSW, averaging \$370 and \$285 for units/townhouses (June 2018), making it an attractive location for first home buyers.

### Development growth

Since 2016 over \$294 million in development has been approved within the Lismore LGA:

- \$62.2 million in Commercial
- \$6.3 million in Industrial
- \$175.1 million in Residential
- \$50.4 million in Subdivision.

### Skilled professionals

Lismore has the highest level of skilled professionals in the region with 48.9% of the population aged 15 and over holding a formal qualification (2016) compared to 46.2% in broader Regional NSW.

### Health

The Northern NSW Local Health District (NNSWLHD) headquarters in Lismore provides health services to an estimated population of 288,241 across the Northern Rivers area. The NNSWLHD manages 11 hospital facilities with the Lismore Base Hospital the largest hospital in the region. Lismore's private hospital facilities are located at St Vincent's Lismore and is the only private hospital between Tweed Heads and Coffs Harbour, with 86 beds and hosting 97 credentialed practitioners addressing 25 specialties.

The Health Precinct growth remains strong with major staged infrastructure development continuing at the Lismore Base Hospital totalling over \$320 million and work concluding on St Vincent's Lismore master plan development for its health campus in 2019.



KATE HOLMES



TREVOR WORDEN



PHOTOGRAPHY BY NATSKY

## Education and training

Lismore, the birthplace of Southern Cross University, offers dynamic courses that respond to community and industry needs. The campus includes state-of-the-art science and engineering facilities, a contemporary library and specialist music and visual arts studio. Business collaborations are welcomed and common at Southern Cross University.

For example the collaborative partnership between the University of Sydney, the University of Wollongong, the University of Western Sydney and Southern Cross University has seen the establishment of the University Centre for Rural Health. Founded over a decade ago, this facility provides training to medical students and other health professionals.

Lismore is also the administration centre for the North Coast Institute of TAFE NSW and home to the Northern Rivers Conservatorium, delivering quality music education and performance offerings across the Northern Rivers.

## Arts and culture

Lismore LGA benefits from a rich creative ecology, which makes it an ideal place to live, work and create. The city

is home to artists, performers and makers' across every discipline including; musicians, designers, painters, theatre makers, writers, photographers, film-makers, artisans and new media specialists. The Northern Rivers has the highest number of creative practitioners and businesses outside the capital cities with the greatest concentration located in the Lismore LGA.

## Agriculture

Lismore LGA is home to a diverse number of agricultural industries such as blueberry, macadamia, timber and wood products, dairying, cattle, hemp, pecans, tea tree and stone fruit. Lismore is home to the Australian Macadamia and Blueberry Industry headquarters, NORCO, Australia's second largest ice-cream producer and a newly established medicinal cannabis facility.

## Tourism

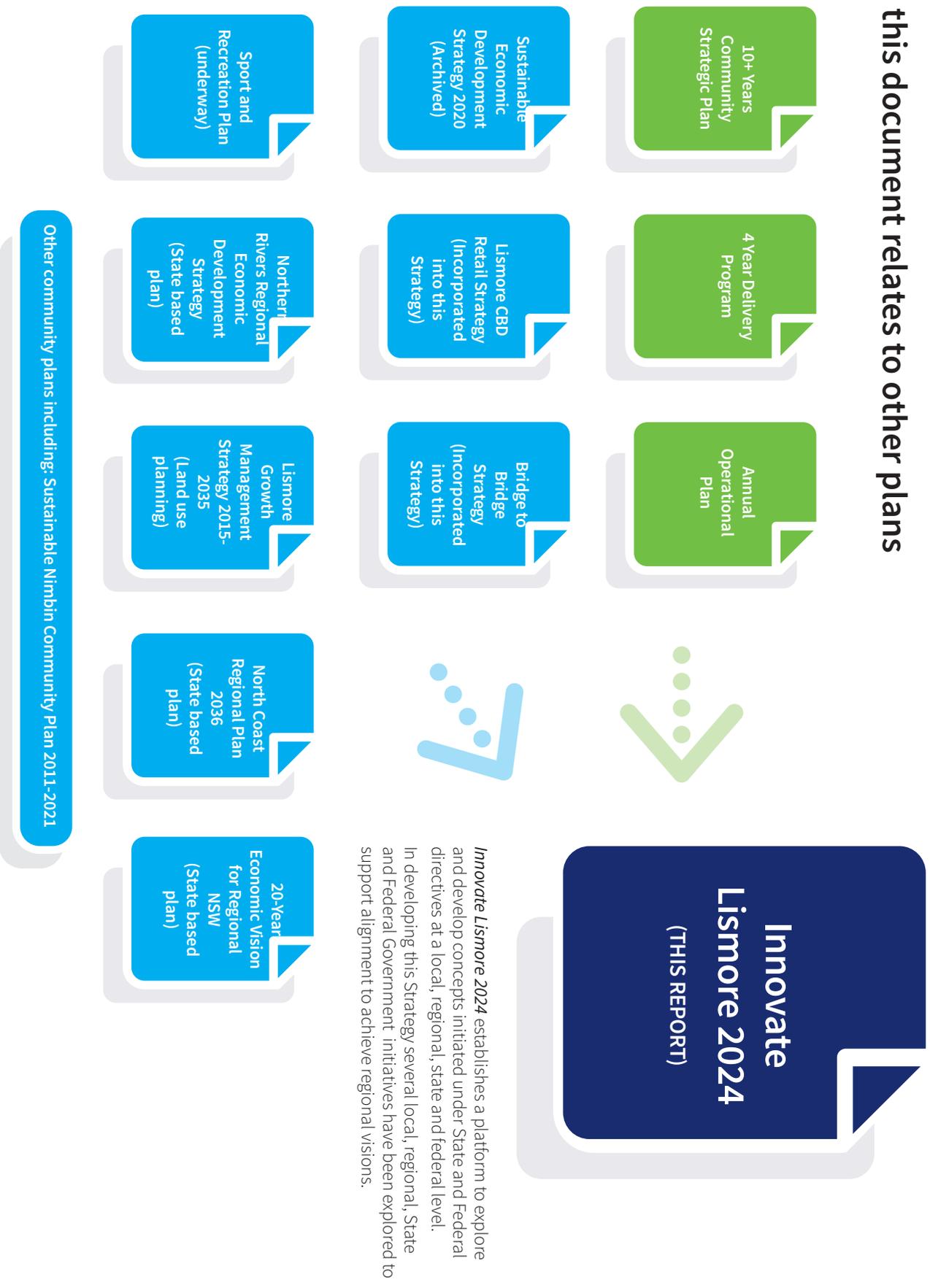
In 2017/18 the Lismore LGA hosted 861,400 visitors contributing \$155.7 million to the local economy (TRA NVS & IVS, 2017/18).

## Manufacturing

Manufacturing growth is accounted for by an increase in food production, primary metal and metal products. Nimbin is the home of The Australian Hemp Masonry Company, providing energy efficient and carbon neutral building materials. Lismore is home to specialist metal manufacturers supporting agribusiness and food and product manufacturers, as well as home to one of Australia's fastest growing organic cleaning product manufacturers.

**NORPA ENGAGES WITH 35,000 PEOPLE ANNUALLY**  
**NORTHERN RIVERS CONSERVATORIUM HAS OVER 1,250 ENROLMENTS**  
**AND THE LISMORE REGIONAL GALLERY RECEIVES OVER 105,000 VISITORS ANNUALLY**

## How this document relates to other plans



*Innovate Lismore 2024* establishes a platform to explore and develop concepts initiated under State and Federal directives at a local, regional, state and federal level. In developing this Strategy several local, regional, State and Federal Government initiatives have been explored to support alignment to achieve regional visions.

# Partnering for Success

Local Governments are not alone in the establishment and progression of economic development. To ensure success, it is essential to collaborate effectively with stakeholders to ensure the activation of our economic drivers. Whilst Council, along with key partners plays a critical role in supporting business and the growth of the local economy, for Lismore and its villages to realise the full extent of its economic potential many productive and cooperative partnerships must be fostered to drive results.

Strategic and effective partnerships are critical to the success of economic development in the Lismore LGA. Lismore City Council initiates and supports a range of partnerships with industry, community, education and training institutions and State and Federal Governments to identify opportunities for future growth as well as advocate for change on behalf of its community.

---

## Local Industry

Working closely with local industry, industry groups, representative bodies and networks helps to support business growth and entry of new businesses.

---

## Community

Lismore City Council's Community Strategic Plan captures our communities desires for economic growth and business opportunity.

Innovate Lismore 2024 focuses on delivering this through its economic themes. The community remains informed of economic development activities via its website and Lismore City Council's 'Local Matters' publication.

## Education

Working with our local institution providers ensures our region retains and enhances its existing strength as an educated, skilled and innovative workforce. As the birthplace of Southern Cross University, Lismore has a strong connection to tertiary education as well as other providers such as TAFE NSW and other community education providers. Continued collaboration with these core institutions to support future industry needs ensures our economy can diversify and remain resilient.

---

## Working with neighbouring Councils

Continuing to work collaboratively with our neighbouring councils ensures regional economic prosperity and alignment with the objectives of the Northern Rivers Regional Economic Development Strategy 2018 - 2022.

Work is currently underway with other regional councils to pursue a Regional/City Deal with the State and Federal Governments.

---

## State and Federal Government

With funding the foundation for many economic opportunities, the Federal and State Government play an important role. Accordingly, Lismore City Council continues to lobby government to secure ongoing support to deliver infrastructure improvements to Lismore and its villages.



PHOTOGRAPHY BY NATSKY



CLAYTON LLOYD



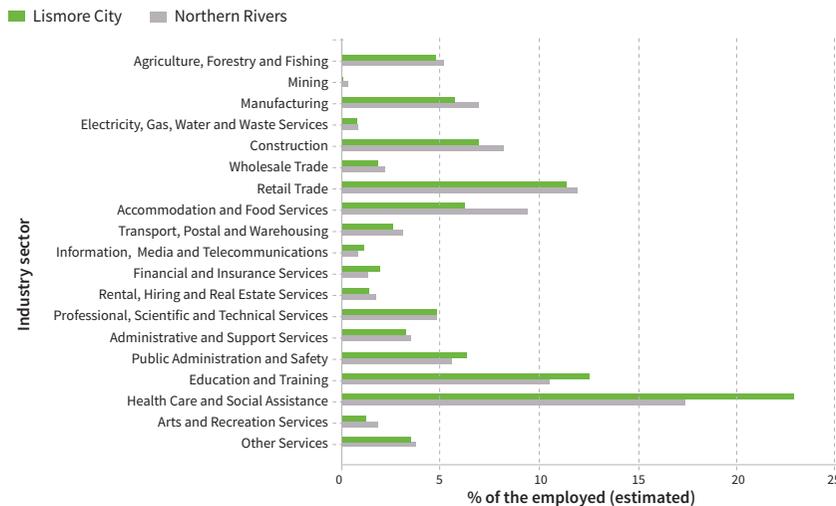
### 3. REGIONAL SNAPSHOT

Within the Northern Rivers region, Lismore LGA stand out performance industries include: Health Care and Social Assistance as the largest employer, generating 5,442 (2017/18) local jobs, followed by Education and Training (2,973) and Retail Trade (2,725).

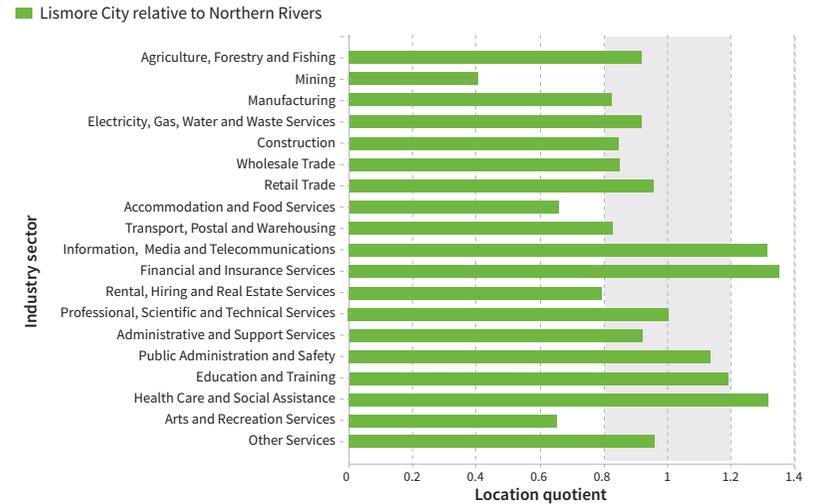
The location quotient identifies the main industries within an area, relative to the broader region. The figure below indicates Financial and Insurance Services (1.4), Health Care and Social Assistance (1.3) and Information Media and Telecommunications (1.3) as industry sectors with high specialisation for the Lismore LGA in comparison to the Northern Rivers Area.

In Lismore, the strongest regional competitive effect was experienced in Construction, Public Administration and Safety and Professional, Scientific and Technical Services. This strength in Construction has been predominantly attributed to the high volume of State and Federal infrastructure developments being undertaken in the area. Progressing a Regional/City Deal will see this continue.

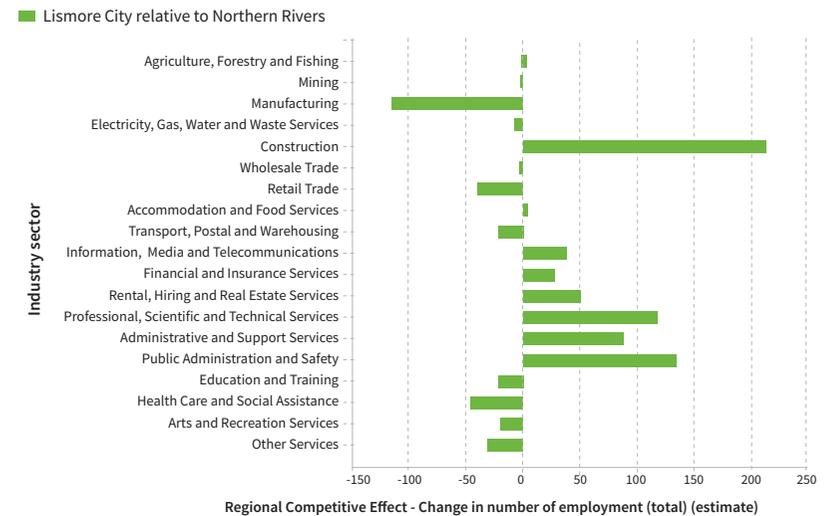
Employment (total) by Industry 2017/18\*



Location quotient by industry sector 2017/18\*



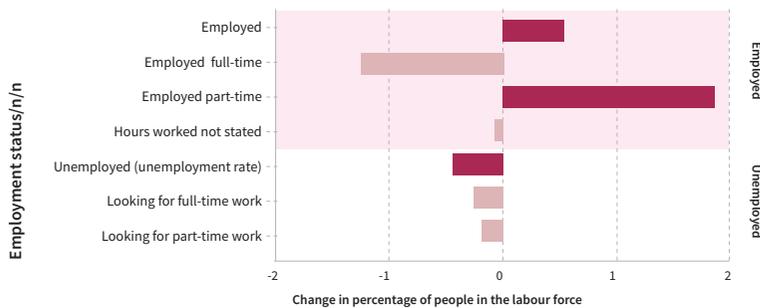
Regional competitive by industry sector 2017/18\*



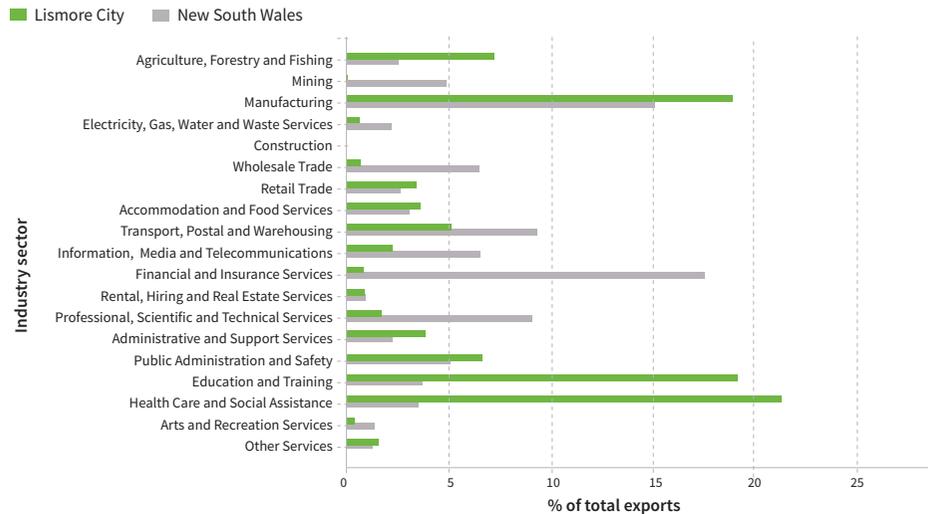
Between 2011 and 2016 the number of employed people in Lismore LGA showed a decrease of 326 and the number of unemployed showed a decrease in 131. In the same period the number of people in the labour force showed a decrease of 457 people or 2.3%. The graph below shows the change in employment status between 2011 and 2016. Of note is the high rate of part-time employment which accounts for the higher number of overall employed people.

**Change in employment status 2011 to 2016\***

Lismore City total persons in labour force



**Total exports by industry sector 2017/18\***



The total LGA export that is generated by Lismore industries is \$1.03 billion. The three most significant export industries being Health Care and Social Assistance (\$220m or 21.4%), Education and Training (\$197m or 19.2%) and Manufacturing (\$196m or 19.0%). These three industries accounted for \$614 million or 59.6% of the total exports by total industry to the Lismore LGA.

**Industry Value add to the Northern Rivers economy**

**Health Care** and Social Assistance contributes **\$1,272.65m**

**Education** and Training contributes **\$790.51m**

**Retail** Trade contributes **\$751.99m**

**Financial** and Insurance Services contributes **\$411.88m**

**Information**, Media and Telecommunications contributes **\$150.52m**

**Accommodation** and **Food** Services contributes **\$537.03m**

**Public Administration** and Safety contributes **\$606.06m**

**Professional**, Scientific and Technical Services contributes **\$499.97m**

**Manufacturing** contributes **\$733.03m** with food product manufacturing alone contributing **\$344.75m**

**Construction** contributes **\$1,132.94m**

**Agriculture** contributes **\$515.15m**



## 4. WHAT ARE OUR OPPORTUNITIES

### Magnificent river

The unique setting and proximity of the Lismore CBD to the Wilsons River provides an exceptional natural asset to leverage and allows a distinct point of difference. Lismore is a river city and our proven capacity to innovate from floods has developed a resilient community. However, there is much more to do in this space. There are significant opportunities to support flood mitigation, expand upon research and development and support riverbank regeneration to revitalise our river system and turn towards the river in the same way some major international cities have.

### Make country 'cool' again

Lismore and its villages have a cherished reputation of a clean, green rural setting. Our buildings are rich in heritage and our streetscapes wide and inviting. There is opportunity to enhance our community amenity through open space improvements and by supporting business centre landlords to reinvest in property to improve our local amenity and the vibrancy of our communities.

### Environmental sustainability

Our community is passionate about environmental issues and supports a clean, natural environment that is preserved and protected. Whilst many businesses already undertake sustainable practices, there is opportunity to improve business knowledge to support initiatives such as water security, soil improvement, energy efficiency in operations and building design and food security.

### Private sector, State and Federal infrastructure

Our established health precinct has created high demand for ancillary and specialist services. Appending existing bricks and mortar infrastructure with improved technology and allied service offerings opens the door for other industries to leverage this growing success.

### Revitalise skills training

As the birthplace of Southern Cross University, Lismore has grown an abundance of strong educational facilities including TAFE NSW, the University Centre for Rural Health and the Northern Rivers Conservatorium. We are well resourced to collaboratively support the revitalisation of skills-based training to increase local economic activity and support numerous industries such as agriculture, manufacturing, technology, renewable energy, flood mitigation and recycling. Ongoing work in this area may help to attract and retain youth in our region.

### Rich event calendar

Lismore and its villages host an abundant number of events and activities throughout the year ranging from culture, arts, sports, heritage, food and the environment. From the 25 year strong Lismore Lantern Parade, Tropical Fruits New Year's Eve Festival, Nimbin Mardigrass, Koori Knockout and the rolling calendar of creative and sporting events, there is always something to do. There is great potential to build on this existing strength and diversity to deliver festivals and events of national significance that drive overnight visitation, build reputation and support sustainable tourism.

### Leverage big employers

We have a strong local supply chain, stable labour market and many enterprises of all sizes leveraging the benefits of being based in the Lismore LGA to successfully compete in regional, national and international markets.

Working with these organisations provides an opportunity to showcase our regions offerings to those looking toward the Northern Rivers.



PHOTOGRAPHY BY NATSKY

### Precinct development

As a regional service provider, Lismore City has established precincts in health, sports and the justice sector.

Supporting ongoing opportunities for the co-location of services is paramount to meeting the future demands of providers.



PHOTOGRAPHY BY NATSKY



### A growth based shared narrative

One of the most critical opportunities is to remove polarising narratives that corrode people's interest in investing in our area. It might be as simple as stating Lismore is open for business or it might require the development of a full policy position defining who we are and defining what opportunities exist.

We need to reassure investors, businesses, artists and employers that if they wish to come to Lismore to contribute to growing our economy, they will be heard, encouraged and supported as they make their contributions.



DOGWHISTLE CREATIVE



DOGWHISTLE CREATIVE



PHOTOGRAPHY BY NATSKY



PHOTOGRAPHY BY NATSKY



CLAYTON LLOYD



## 5. WHAT ARE OUR CHALLENGES

### Traffic movement and parking priority

Whilst private vehicles remain the dominant transport method, Council needs to investigate the opportunity to accommodate and plan for future transport trends such as electric vehicles, autonomous vehicles, scooters, bicycles and pedestrians.

### Retail variability

Factors affecting investment include perceptions of Lismore as a place with with slow capital growth. Collaborative efforts are required to change this perception to foster the establishment of a competitive business environment to support an atmosphere of business innovation.

### The changing face of the Lismore CBD

The Lismore CBD has significant potential, however its physical breadth and depth far exceeds current business offerings. Investment into CBD precinct definitions will enable the exploration and introduction of mixed-use business and residential housing precincts to ready the CBD for the next 20 years.

### Night time economy

Within the Lismore CBD, few venues and businesses are open beyond the business hours of 9 to 5 weekdays. Work to improve the level of vibrancy and concentration of activity to contribute positively toward place activation and improve the environment for business to increase offerings to customers into the evening is a priority.

### Red tape for business activation

Whilst much work has been undertaken at a Local Government level to streamline the planning process, much more work can be done to support the fast track of new development in our business centres. Lismore City Council aims to exceed NSW Government (DoPI) best practice DA benchmarks.

### Meeting the demand for our villages

With strong amenity migration to the Northern Rivers, our villages are susceptible to a significant population increase in the coming decades.

Sufficient investigation must be undertaken to ensure the sustainable growth or retention of our villages to ensure we do not diminish their value and highly sought-after attributes.

IMPROVE THE ENVIRONMENT FOR BUSINESS TO INCREASE OFFERINGS TO CUSTOMERS INTO THE EVENING IS A PRIORITY



TREVOR WORDEN



page 21

DOGWHISTLE CREATIVE



DOGWHISTLE CREATIVE



CLAYTON LLOYD



DOGWHISTLE CREATIVE



TREVOR WORDEN



CLAYTON LLOYD



PHOTOGRAPHY BY NATSKY

## 6. HOW WE MAKE IT HAPPEN

The Lismore economy supports a resident workforce of 20,457, with a population of 43,843, delivering a Gross Regional Product of \$2.14 billion. Regional city economy drivers are generally very similar throughout Australia providing insights into its competitive advantage. Lismore has strong and significant specialisation in Health Care and Social Assistance, Education and Training, Financial and Insurance Services and Information Media and Telecommunications.

Consistent with its role as a regional city, Lismore has undertaken community consultation and integrated themes from its existing key strategic documents to develop six economic themes. These themes, referred to as “Our Six Economic Opportunities” act as drivers of regeneration for the city’s economy and are detailed throughout this section of the Strategy.

New businesses are an important source of investment in communities. Attracting new business to a regional city generates employment and increases the diversity and prosperity of the local economy. Consultation with the Lismore business and broader community identified a consistent desire to grow and diversify the economy in the Lismore LGA. This requires both public and private investment attraction to the region in the form of business, property and infrastructure investment including Government funding for community assets, water infrastructure and social infrastructure.

### SIX KEY ECONOMIC OPPORTUNITIES



Enabling the Agri-Economy



River City Lifestyle



Innovative and Connected City



Village Lifestyle



Tourism, Culture and Sport



Growing Professional Services

### Enabling the Agri-Economy

The agricultural sector within Lismore and its villages is diverse and takes advantage of all opportunities to value add to agriculture.

- Continue to grow Lismore and its villages as the Northern Rivers region's key centre for regenerative agriculture
- Expand value added agricultural services
- Reposition and grow the Lismore LGA as the premier centre for agricultural services, research and associated innovation(s).

### River City Lifestyle

Our city centre is regionally competitive and provides attractive offerings that support major infrastructure improvements.

- Activate the Bridge to Bridge projects
- Reduce red tape to support business activation around our river
- Drive investment partnership in collaboration with government and industry
- Support place investment in the Lismore CBD.

### Innovative and Connected City

Our city has a targeted approach toward complementary growth and education opportunities to support the expansion of our research and development offerings.

- Leverage Lismore as the birthplace of Southern Cross University and develop "Lismore, the Learning City"
- Promote Lismore City Council into the Lismore CBD
- Support research and development opportunities to compliment key industries
- Enable interconnections between precincts to support business stimulation and growth
- Consolidate business centre connectivity, sustainability, smart investment, policy and technology.

### Village Lifestyle

Our villages are loved by locals and attract appropriate business growth.

- Consolidate village centres
- Village landscape values
- Reduce red tape to support village centre activation.

### Tourism, Culture and Sport

Lismore and its villages possess a diverse tourism product range and deliver a strong and established tourism platform that enjoys high visitation levels throughout the year.

- Identify the tourism product range and develop our tourism endowments
- Expand opportunity to establish festival and lifestyle precincts
- Activate vibrant events through the integration of sport, culture and tourism.

### Growing Professional Services

Our professional service sector is actively engaged and supported to meet future industry needs.

- Support innovative ways to progress the Justice Precinct
- Collaborate with partners to explore healthy, collaborative and cost effective co-working space opportunities
- Develop and document an amenity migration statement and goal.

# ACTION PLAN



## 1. Enabling the Agri-Economy

The agricultural sector within Lismore and its villages is diverse and takes advantage of all opportunities to value add to agriculture

**PRIORITIES:** SHORT = 1-2 YEARS    MEDIUM = 2-4 YEARS    LONG = 4+ YEARS

| GOAL   | ACTIVITY  | PERFORMANCE MEASURE  | PRIORITY           | STAKEHOLDERS   |
|--|---|--|--------------------|--|
| <b>1.1</b> Continue to grow Lismore and its villages as the Northern Rivers region's key centre for regenerative agriculture | <b>1.1.1</b> Support initiatives that encourage regional leadership and grow regenerative practices to support adaptive agribusiness.   | <ul style="list-style-type: none"> <li>• Number of training programs held</li> <li>• Number of farmers introduced to new practices</li> <li>• Number of grant funding submissions</li> </ul> | Short              | Australian Government, NSW Government, industry leaders, Southern Cross University, TAFE NSW, local agricultural authorities, Lismore City Council, Lismore Chamber of Commerce and Industry, Nimbin Chamber of Commerce and community |
|  | <b>1.1.2</b> Work with Government to establish a local Cooperative Research Centre to support agricultural innovation and new industries such as hemp and CBD medicinal cannabis. | <ul style="list-style-type: none"> <li>• Number of partnerships established</li> <li>• Number of grant funding submissions</li> </ul>  | Medium             |  |
|  | <b>1.1.3</b> Develop guidance to assist the agricultural sector to leverage renewable energy and circular economy opportunities.  | <ul style="list-style-type: none"> <li>• Guidance notes developed and promoted</li> </ul>  | Long               |  |
|  | <b>1.1.4</b> Engage with industry to understand skills needs and workforce gaps and facilitate responses to Government.   | <ul style="list-style-type: none"> <li>• Skills gap analysis developed</li> <li>• Adequate responses to Government including access to Government grants when available</li> </ul>           | Medium and ongoing |  |



## 2. Enabling the Agri-Economy

PRIORITIES: SHORT = 1-2 YEARS MEDIUM = 2-4 YEARS LONG = 4+ YEARS

| GOAL   | ACTIVITY   | PERFORMANCE MEASURE   | PRIORITY          | STAKEHOLDERS   |
|--|--|---|-------------------|--|
| 1.2 Expand value added agricultural services   | 1.2.1 Assist industry to identify and develop growth opportunities from higher value agricultural commodities.   | <ul style="list-style-type: none"> <li>Number of allotments activated</li> <li>Number of value-added industries engaged with Council</li> <li>Number of training programs held</li> </ul> | Medium            | Private sector, Australian Government, NSW Government, Regional Development Australia, Cooperative Research Centres, Lismore City Council, Southern Cross University               |
|  | 1.2.2 Ensure opportunities for growth; investment in manufacturing, stimulate agriculture and aviation as real and tangible outcomes for Lismore.  | <ul style="list-style-type: none"> <li>Number of new businesses/ventures</li> <li>Cold storage master plan that attracts investors and stimulates development</li> </ul>                  | Short and ongoing |  |
| 1.3 Reposition and grow the Lismore LGA as the premier centre for agricultural services, research and associated innovation(s) | 1.3.1 Develop clear communications and promotional material to define planning and land use for agricultural services including research and development, commodity inputs, processing and investment. | <ul style="list-style-type: none"> <li>Documentation reflected in planning strategies and communication to potential investors</li> </ul>   | Long Term         | Australian Government, NSW Government, Industry bodies, Southern Cross University, TAFE NSW, Regional Development Australia, Cooperative Research Centres and Lismore City Council |
|  | 1.3.2 Ensure linkages to the main State and National transportation routes are cost effective.   | <ul style="list-style-type: none"> <li>Complete cost benefit analysis</li> <li>Number of cold storage and distribution companies co-located under one industrial centre</li> </ul>        | Medium            |  |
|  | 1.3.3 Establish Lismore as a central location for food and product transport, cold storage and distribution.   | <ul style="list-style-type: none"> <li>Take up of interest in cold storage</li> <li>Successful relationship with Government that promotes Lismore in land use planning</li> </ul>         | Medium            |  |
|  | 1.3.4 Develop industry partnerships to drive the narrative that supports investment.   | <ul style="list-style-type: none"> <li>Successful marketing campaign</li> <li>Number of case studies approved and shared in the community</li> </ul>                                      | Short and ongoing |  |

# ACTION PLAN



## 2. River City Lifestyle

Our city centre is regionally competitive and provides attractive offerings that support major infrastructure improvements

**PRIORITIES:** SHORT = 1-2 YEARS   MEDIUM = 2-4 YEARS   LONG = 4+ YEARS

| GOAL                                       | ACTIVITY  | PERFORMANCE MEASURE  | PRIORITY  | STAKEHOLDERS   |
|--|---|--|---|--|
| 2.1 Activate the Bridge to Bridge projects | 2.1.1 Work with stakeholders to shape each of the individual projects. Progress work to stage, fund and implement projects that enhance our unique river setting. These include riverbank renewal (Wilson's River, upstream and estuaries) and riverside infrastructure such as public boardwalks, jetties, walking bridges, cantilevered buildings and community spaces. | <ul style="list-style-type: none"> <li>Number of grant funding submissions</li> <li>Number of projects planned or commenced</li> <li>Development of business case</li> <li>Community engagement in projects</li> </ul> | Short   | Private sector, NSW Government, industry leaders, Southern Cross University, TAFE NSW, local businesses, Regional Development Australia, Local Aboriginal Land Council's, recreation providers, Landcare, youth sector, Lismore City Council, Lismore Chamber of Commerce and Industry and community |
|  | 2.2 Reduce red tape to support business activation around our river   | 2.2.1 Conduct annual red tape audit and review.  | <ul style="list-style-type: none"> <li>Improvements identified and amendments made and published</li> </ul> | Short and ongoing  |
|  | 2.2.2 Interrogate carparking rates for development to facilitate more cost effective development.   | <ul style="list-style-type: none"> <li>Carparking study completed, published and integrated into planning guidelines</li> </ul>  | Short   |  |
|  | 2.2.3 Improve collaboration between businesses, Regional Development Australia and Government to drive economic growth.   | <ul style="list-style-type: none"> <li>Number of new funding initiatives or streams proposed to Government</li> </ul>  | Short and ongoing   |  |



## 2. River City Lifestyle

**PRIORITIES:** SHORT = 1-2 YEARS    MEDIUM = 2-4 YEARS    LONG = 4+ YEARS

| GOAL   | ACTIVITY  | PERFORMANCE MEASURE  | PRIORITY           | STAKEHOLDERS   |
|--|---|--|--------------------|--|
| 2.3 Drive investment partnership in collaboration with government and industry | 2.3.1 Promote industry collaboration and cooperation through the development of a Regional / City Deal proposal to Government.  | <ul style="list-style-type: none"> <li>• Cohesion of the Regional Deals Governance Group</li> <li>• Clarity of proposal to Government</li> <li>• Proposal submitted</li> </ul>   | Medium and ongoing | Australian Government, Kyogle, Tweed, Ballina, Byron, Clarence Valley, Lismore City Council, Richmond Valley Local Governments, Regional Development Australia, NSW Business Chamber, Lismore Chamber of Commerce and Industry, Southern Cross University, Rous County Council |
|  | 2.3.2 Explore methods to futureproof the viability of the Lismore CBD through precinct definition and activation.   | <ul style="list-style-type: none"> <li>• Precinct definition reflected in planning documents and funding submissions</li> <li>• Precincts promoted</li> </ul>  | Medium             |  |
|  | 2.3.3 Work with Government agencies to interrogate the removal of impediments placed by banks and insurers on businesses affected by flood in the Lismore CBD and seek the introduction of grants to support building flood resilience. | <ul style="list-style-type: none"> <li>• Insurance and banking policy changed to reflect flood mitigation measures taken</li> <li>• Proposal submitted</li> </ul>  | Short              |  |
|  | 2.3.4 Recalibrate CBD business rates to reflect the Lismore of today and promote Lismore City as a cost effective and central location for business establishment.  | <ul style="list-style-type: none"> <li>• Reduce CBD rates</li> <li>• Business incentives established to activate vulnerable business precincts</li> <li>• Promotion campaign initiated</li> </ul>  | Medium             |  |
|  | 2.3.5 Build on the success of existing renewable energy projects to support the expansion of renewable energy assets in our business spaces along the riverbank.  | <ul style="list-style-type: none"> <li>• Number of solar shade covered carparks constructed</li> <li>• Number of electric vehicle charging stations implemented</li> <li>• Number of partnerships developed to increase renewable footprint</li> </ul> | Short              |  |
|  | 2.3.6 Establish Lismore as a city of adaptation and opportunity for flooding research, development and innovation.  | <ul style="list-style-type: none"> <li>• Research Partnership with University</li> <li>• National research facility established within the Lismore LGA</li> </ul>  | Medium             |  |

# ACTION PLAN



## 2. River City Lifestyle

PRIORITIES: SHORT = 1-2 YEARS MEDIUM = 2-4 YEARS LONG = 4+ YEARS

| GOAL  | ACTIVITY  | PERFORMANCE MEASURE  | PRIORITY | STAKEHOLDERS   |
|---|---|--|----------|--|
| 2.4 Support place investment in the Lismore CBD | 2.4.1 Explore and develop a 'sense of place' for the Lismore business centre to define special places and understand their meaning and usage. | <ul style="list-style-type: none"> <li>• Site plan for future development completed</li> <li>• Documented consultation with Indigenous groups, Elders and key individuals</li> <li>• Number of grant funding submissions</li> <li>• Infrastructure needs identified</li> </ul> | Short    | Lismore City Council, Lismore Chamber of Commerce and Industry, Lismore Businesses and community |





### 3. Innovative and Connected City

Our city has a targeted approach toward complementary growth and education opportunities to support the expansion of our research and development offerings

**PRIORITIES:** SHORT = 1-2 YEARS   MEDIUM = 2-4 YEARS   LONG = 4+ YEARS

| GOAL  | ACTIVITY  | PERFORMANCE MEASURE  | PRIORITY       | STAKEHOLDERS   |
|---|---|--|----------------|--|
| <b>3.1</b> Leverage Lismore as the birthplace of Southern Cross University and develop “Lismore, the Learning City” | <b>3.1.1</b> Secure grant funding to explore feasibility, define and build an Innovation Precinct that brings university, TAFE and industry together.         | <ul style="list-style-type: none"> <li>Define location / purpose</li> <li>Number of grant funding submissions to support Precinct development</li> </ul>                                       | Medium         | Australian and NSW Government agencies, industry leaders, Southern Cross University, TAFE NSW, Health sector representatives, Lismore City Council, Lismore Chamber of Commerce and Industry and community |
|   | <b>3.1.2</b> Provide incentives to take NBN from the kerb into businesses and establish a staged program for CBD wi-fi commencing in the innovation precinct. | <ul style="list-style-type: none"> <li>The number of incentives provided</li> <li>Delivery of wi-fi into the CBD</li> <li>Timeliness of access to State Government election funding</li> </ul> | Short          |  |
|   | <b>3.1.3</b> Support the expansion of legal service facilities for students to practice client engagement in the Lismore CBD.                                 | <ul style="list-style-type: none"> <li>A site in the CBD for SCU legal students to provide student services</li> <li>University is supported to develop site</li> </ul>                        | Medium to Long |  |
| <b>3.2</b> Promote Lismore City Council into the Lismore CBD  | <b>3.2.1</b> Ensure Council is connected to business by moving council resources and/or offices back to the Lismore CBD.                                      | <ul style="list-style-type: none"> <li>Lismore City Council develops plans to establish offices in the CBD in a staged manner</li> </ul>   | Medium         | NSW Government, Lismore City Council   |
| <b>3.3</b> Support research and development opportunities to compliment key industries                              | <b>3.3.1</b> Facilitate partnerships to support investment in research, agriculture, education, health, justice, infrastructure and services.                 | <ul style="list-style-type: none"> <li>Formal partnerships created</li> <li>Investment secured</li> </ul>  | Medium         | NSW Government, professional bodies, hospital boards, private sector, Lismore City Council, Lismore Chamber of Commerce and Industry   |



## ACTION PLAN



### 3. Innovative and Connected City

PRIORITIES: SHORT = 1-2 YEARS MEDIUM = 2-4 YEARS LONG = 4+ YEARS

| GOAL   | ACTIVITY  | PERFORMANCE MEASURE  | PRIORITY | STAKEHOLDERS   |
|--|---|--|----------|--|
| <b>3.4</b> Prioritise transport infrastructure delivery to meet the needs of industry and community          | <b>3.4.1</b> Prepare and implement a Transport Strategy for Lismore and its villages.   | <ul style="list-style-type: none"> <li>Development of a Transport Strategy</li> </ul>  | Long     | NSW Government, Lismore City Council, Lismore Chamber of Commerce and Industry, Nimbin Chamber of Commerce and community             |
| <b>3.5</b> Enable interconnections between precincts to support business stimulation and growth              | <b>3.5.1</b> Ensure professional services or serviced accommodation / apartments are connected to the Lismore CBD, River, Commercial, Health, Justice and Education precincts.                              | <ul style="list-style-type: none"> <li>Guidelines developed to support precinct interconnectedness</li> </ul>  | Short    | Nimbin Chamber of Commerce, Nimbin Advisory Group and Lismore City Council   |
|  | <b>3.5.2</b> Adopt planning guidelines that consider context and connectivity of precinct development within the Lismore CBD.   | <ul style="list-style-type: none"> <li>Identify precincts for accommodation development and secure through DCP / LEP statutory planning mechanisms</li> </ul>                | Medium   |  |
| <b>3.6</b> Consolidate business centre connectivity, sustainability, smart investment, policy and technology | <b>3.6.1</b> Support improvements and reliability of service to Nimbin's Business Centre high-speed internet and power through Government grants and lobbying.  | <ul style="list-style-type: none"> <li>Number of funding submissions for high speed internet improvements</li> <li>Number of renewable energy asset installations</li> </ul> | Short    | NSW Government, Lismore Chamber of Commerce and Industry, Nimbin Chamber of Commerce, Nimbin Advisory Group and Lismore City Council |
|  | <b>3.6.2</b> Build on the success of existing renewable initiatives to support the expansion of renewable energy assets in the Nimbin Business Centre.  | <ul style="list-style-type: none"> <li>Measurable reduction in non-renewable energy usage by industry and community</li> <li>Number of grant funding submissions</li> </ul>  | Medium   |  |
|  | <b>3.6.3</b> Adopt technology to increase efficiencies and adaptations to drive new investments such as electric car charging, solar car parks, smart bins, seats, lights and other smart city initiatives. | <ul style="list-style-type: none"> <li>Number of grant funding submissions</li> <li>Number of smart technology installations</li> </ul>                                      | Medium   |  |



## 4. Village Lifestyle

Our villages are loved by locals and attract appropriate business growth

**PRIORITIES:** SHORT = 1-2 YEARS MEDIUM = 2-4 YEARS LONG = 4+ YEARS

| GOAL   | ACTIVITY   | PERFORMANCE MEASURE  | PRIORITY          | STAKEHOLDERS   |
|--|--|--|-------------------|--|
| 4.1 Consolidate village centres                          | 4.1.1 Secure grant funding to develop master plans with communities that consider at a minimum; accessibility, carparking, heritage, amenity, street infrastructure, traffic, place identity and renewable energy opportunities. | <ul style="list-style-type: none"> <li>• Number of grant funding submissions</li> <li>• Community consultation undertaken with each of the seven villages</li> <li>• Development of Village Master Plans</li> <li>• Successful community identification of project priorities</li> </ul> | Medium            | Regional Development Australia, Lismore City Council, NSW Business Chamber, Nimbin Chamber of Commerce, village businesses and community         |
|  | 4.1.2 In partnership with village communities apply for funds to realise Village Master Plan outcomes, in order of community set priorities.   | <ul style="list-style-type: none"> <li>• Number of grant funding submissions</li> </ul>  | Short             |  |
| 4.2 Village landscape values                             | 4.2.1 Statutory land use plans are amended to include strategies that minimise the potential for conflict with important landscape features and the built environment.   | <ul style="list-style-type: none"> <li>• Input provided into Local Strategic Planning Strategic Statement process</li> <li>• Statutory plans are reviewed and amended including DCPs and the LEP</li> </ul>  | Long              | NSW Business Chamber, Nimbin Chamber of Commerce, village businesses, community and Lismore City Council   |
| 4.3 Reduce red tape to support village centre activation | 4.3.1 Conduct annual red tape audit and review.  | <ul style="list-style-type: none"> <li>• Improvements identified and amendments made and published</li> </ul>  | Short and ongoing | NSW Small Business Commissioners Office, NSW Business Chamber, Regional Development Australia, Nimbin Chamber of Commerce and village businesses |
|  | 4.3.2 Explore initiatives to fast track new business applications and upgrades to existing businesses.   | <ul style="list-style-type: none"> <li>• Number of timeframes reduced</li> <li>• Establish best practice benchmarks for fast tracking DAs</li> <li>• Improved guidelines to support business with the Development Application process</li> </ul>   | Short             |  |

## ACTION PLAN



### 5. Tourism, Culture and Sport

Lismore and its villages possess a diverse tourism product range and deliver a strong and established tourism platform that enjoys high visitation levels throughout the year

**PRIORITIES:** SHORT = 1-2 YEARS    MEDIUM = 2-4 YEARS    LONG = 4+ YEARS

| GOAL   | ACTIVITY  | PERFORMANCE MEASURE  | PRIORITY           | STAKEHOLDERS  |
|--|---|--|--------------------|---|
| 5.1 Expand opportunity to establish festival and lifestyle precincts | 5.1.1 Work with the business community to define festival and event offerings to leverage opportunity.  | <ul style="list-style-type: none"> <li>Define festival and event offerings, appropriate spaces and infrastructure requirements</li> <li>Guidelines developed and promoted</li> </ul>   | Medium             | NSW Government, industry leaders, Destination NSW, sporting and cultural sector representatives, tourism industry, Lismore City Council, Lismore Chamber of Commerce and Industry, Nimbin Chamber of Commerce and community |
|  | 5.1.2 Apply for annual festival and event grant funding.  | <ul style="list-style-type: none"> <li>Number of grant funding submissions</li> </ul>  | Short              |   |
|  | 5.1.3 Define the space for festivals and events within our business centres.  | <ul style="list-style-type: none"> <li>Clearly articulated and suitable areas that have capacity for festivals and events are identified for Nimbin and Lismore</li> </ul>   | Medium             |   |
|  | 5.1.4 Attract high yielding, multi-day festivals and events to drive overnight visitation and grow the night time economy of the Lismore CBD.         | <ul style="list-style-type: none"> <li>List of available festivals and events, scope and suitability</li> <li>Number of proposals made to host suitable festivals and events</li> </ul>  | Long               |   |
|  | 5.1.5 Seek government grants to enable continued capitalisation of existing assets that will increase the number of additional festivals and events.  | <ul style="list-style-type: none"> <li>Number of grant funding submissions</li> <li>Development of Business Cases</li> </ul>   | Medium             |   |
|  | 5.1.6 Enhance public realm spaces (street art, streetscapes and parks) to improve multi-purpose offerings that respond to changes in the environment. | <ul style="list-style-type: none"> <li>Finalise the Lismore Park design and build upon it to support environmentally enhanced public realm space activation</li> <li>Conduct public competitions for public realm spaces that consider the changing environment</li> <li>Ensure all public streetscape planning considers public realm activation</li> </ul> | Medium and ongoing |   |



## Tourism, Culture and Sport

PRIORITIES: SHORT = 1-2 YEARS MEDIUM = 2-4 YEARS LONG = 4+ YEARS

| GOAL  | ACTIVITY   | PERFORMANCE MEASURE  | PRIORITY          | STAKEHOLDERS  |
|---|--|--|-------------------|---|
| 5.2 Identify the tourism product range and develop our tourism endowments         | 5.2.1 Consolidate existing brands, define their purpose and reinvigorate branding assets.  | <ul style="list-style-type: none"> <li>Clarity of brand identity surveyed</li> <li>Tourism brand is identifiable and recognised</li> </ul>   | Short             | NSW Government, industry leaders, Destination NSW, sporting and cultural sector representatives, tourism industry, Lismore City Council, Lismore Chamber of Commerce and Industry, Nimbin Chamber of Commerce and community |
|   | 5.2.2 Leverage the Northern Rivers Branding initiative for the Lismore LGA and incorporate it into the Regional Deal.                        | <ul style="list-style-type: none"> <li>Integration of our brand with the Northern Rivers Branding initiative</li> <li>Ease of comprehension by the business community</li> </ul>   | Medium            |   |
|   | 5.2.3 Clearly articulate the ecotourism and hinterland assets as parts of Lismore and its villages.  | <ul style="list-style-type: none"> <li>Place identity promoted on maps</li> <li>Establish 'The Lismore Waterways' (or equivalent branding)</li> <li>Develop an Ecotourism Plan</li> </ul>  | Short and ongoing |   |
| 5.3 Activate vibrant events through the integration of sport, culture and tourism | 5.3.1 Support the delivery of high-quality accommodation and conference/event venues.  | <ul style="list-style-type: none"> <li>Run the EOI and select a provider for accommodation adopting a whole of site curated approach to the Harold Fredericks Carpark site.</li> </ul>   | Short             | NSW Government, Lismore City Council, private sector, sports, culture and tourism bodies, Nimbin Chamber of Commerce, Lismore Chamber of Commerce and Industry and community  |
|   | 5.3.2 Create an alliance between cultural, sporting, tourism and business entities with a mandate to deliver richer and more vibrant events. | <ul style="list-style-type: none"> <li>Monitor outcomes and report effectiveness</li> <li>Establish policies and guidelines that foster alliances</li> <li>Establish interventions if not achieving outcomes</li> </ul>  | Medium            |   |
|   | 5.3.3 Deliver material to promote our sport and cultural endowments to attract new events and build upon existing.                           | <ul style="list-style-type: none"> <li>Number of national sporting events</li> <li>Number of new integrated events, such as Sculpture on the River.</li> <li>Number of events extended as a result of combining a cultural event with a sporting event (multi-day offerings)</li> <li>Number of grant funding submissions</li> </ul> | Short             |   |

# ACTION PLAN



## Growing Professional Services

Our professional service sector is actively engaged and supported to meet future industry needs

**PRIORITIES:** SHORT = 1-2 YEARS MEDIUM = 2-4 YEARS LONG = 4+ YEARS

| GOAL  | ACTIVITY   | PERFORMANCE MEASURE  | PRIORITY | STAKEHOLDERS  |
|---|--|--|----------|---|
| 6.1 Support innovative ways to progress the Justice Precinct  | 6.1.1 Identify bounds of justice precinct, gap analysis of office space and accommodation to support precinct and amend planning documentation.        | <ul style="list-style-type: none"> <li>Justice Precinct identified</li> <li>Gap analysis of office space, accommodation and parking completed</li> </ul> | Medium   | Australian and NSW Government, industry leaders, Southern Cross University, TAFE NSW, Health and Professional sectors, Lismore Chamber of Commerce and Industry and community |
|   | 6.1.2 Lobby State Government to expand Court Precinct.   | <ul style="list-style-type: none"> <li>Successful lobbying of Government</li> </ul>  | Short    |   |
|   | 6.1.3 Consolidate precinct and its connection with CBD through streetscape and wayfinding initiatives.   | <ul style="list-style-type: none"> <li>Amendments to LEP's and DCP's to reflect findings</li> <li>Streetscape / wayfinding design developed</li> </ul>   | Medium   |   |
| 6.2 Collaborate with partners to explore healthy, collaborative and cost effective co-working space opportunities | 6.2.1 Support agency collaboration to identify opportunities to deliver solutions to support fly-in fly-out professionals within our business centres. | <ul style="list-style-type: none"> <li>Complete needs audit and business case viability</li> <li>Seek investor to establish space</li> </ul>             | Medium   |   |
| 6.3 Develop and document an amenity migration statement and goal  | 6.3.1 Identify target market and deliver promotional material to attract amenity migrants.   | <ul style="list-style-type: none"> <li>Material developed and promoted</li> </ul>  | Medium   |   |



## 7. IMPLEMENTATION AND MONITORING

*Innovate Lismore 2024* is designed as a 4-year plan to deliver short term actions and secure long-term opportunities. This Strategy has been designed to take a new perspective on the future of Lismore and to progress opportunities to deliver shared outcomes for business and community.

As the local economy remains an ever-changing state, the measures identified within Section 6 will be reported back to the community via Council’s Annual Report and Delivery Program process.

The next review period of this Strategy will occur in line with the next Community Strategic Plan consultation.



THIS STRATEGY  
HAS BEEN  
DESIGNED TO  
**TAKE A NEW  
PERSPECTIVE**  
ON THE FUTURE  
OF LISMORE



TREVOR WORDEN

**VISION:** LISMORE IS KNOWN FOR ITS **ATTRACTIVE ECONOMIC SOCIAL AND VISUAL AMENITY** THAT IDENTIFIES AND PROMOTES LISMORE AS A SUPERIOR DEVELOPMENT, LIFESTYLE AND ENVIRONMENTAL LOCATION



For more information please contact:

The Manager, Economic Development

Lismore City Council

PO Box 23A, Lismore NSW 2480

43 Oliver Avenue, Goonellabah

T: +61 2 6625 0458 M: 0427 003 645

[council@lismore.nsw.gov.au](mailto:council@lismore.nsw.gov.au)

[lismore.nsw.gov.au](http://lismore.nsw.gov.au)