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# Economic and Industry Development Strategy 2017 - 2021

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Berrigan Shire Council

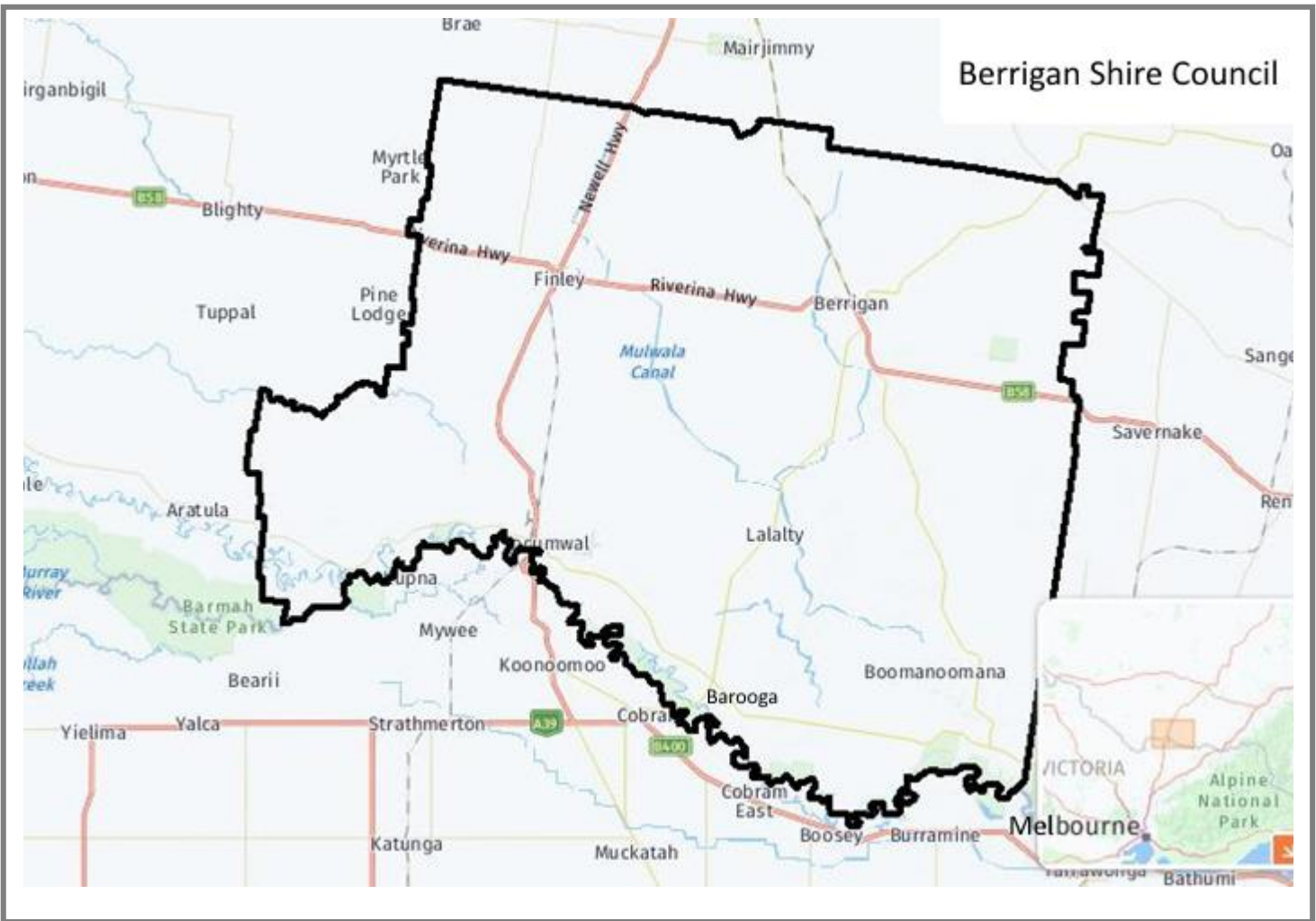
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## 1 Introduction

The Economic and Industry Development Strategy 2017 to 2022 will allow Council a planned approach to achieving its vision and the communities “preferred future” most of which are relevant to the economic prosperity of the Shire.

1. Families with young children will want to live in or come to the area
2. People will be more concerned about their health and well-being
3. Tourists will go out of their way to come to the area
4. There will be more business owned and run by local people
5. Transport connections between here and other places will be faster and or busier



The 2017 – 2021 Berrigan Shire Economic and Industry Development Strategy has been developed through a specific process that included a review of the 2012 to 2016 Strategy. The review was conducted through an online survey, a desktop review of completed actions and one on one consultation with a variety of business owners and corporate managers. The financial wellbeing and sustainability of business and industry in Berrigan Shire is a key concern of Council and creating an environment that allows business to thrive is a high priority.

In broad terms, the implications of the implementation of the Murray Darling Basin Plan (developed to sustainably share water throughout the basin inclusive of the environment) on the rural and irrigation based communities is an ongoing issue for the Council. Whilst on farm is adapting to the new norms in irrigation supply there is little evidence of the urban business community adjusting. Business access to adequate energy and communication infrastructure is of concern as Council is aware of a number of large projects that have not gone ahead due to energy supply issues.

A recent ABARES paper The Farm performance and climate report 1977/78 to 2014/15 finds that Australian farmers are making great strides in adapting to climate change giving Council reason to believe that the future of the LGA’s key industry is reasonably secure.



Like many rural localities, Berrigan Shire has an aging population. The population in the 60 – 79 age group is 4% above the average for regional NSW and the population in the 35 – 49 years age group is 3% below the regional NSW average. While these are not great differences they highlight that the region has an ageing workforce and also a need to increase access to health and aged care services.

It is acknowledged that Council cannot control many aspects and issues that influence today's business landscape, however, awareness and involvement are critical to providing support where possible.

Council has a strategic interest in local business and industry trends as this informs on community and economic wellbeing.

The Berrigan Shire Economic and Industry Development Strategy is the responsibility of the Economic and Industry Development Liaison, a permanent position within the Governance Division of Berrigan Shire Council. Council confirms its commitment to local business and industry in funding the position and this Strategy with a budget allocation within the Long Term Financial Plan.

Note: Throughout this document, any generic reference to the Chambers of Commerce refers to the Barooga Advancement Group, Berrigan and District Development Association, Finley Chamber of Commerce, Industry and Agriculture and Tocumwal Chamber of Commerce and Tourism as a combined group.

### 1.1 Strategy Objectives

This strategy aims to develop a framework for Council to assist business and industry to develop further. The Council is pro-development, and this position is reflected throughout the strategy and specifically in the actions outlined in section four. Councils' primary role in economic development is to partner with the community to encourage diverse and resilient business. There are areas where Council will be the lead agency and others where a partnership or advocacy role will achieve the desired outcome.



## 2 Review Methodology

This strategy and its development have been informed by a literature review of the following:

- NSW Economic Development Framework
- Riverina Murray Regional Plan
- Murray Darling Basin Plan
- Agriculture Industry Action Plan
- Goulburn Murray Valley Queensland Fruit Fly Strategy
- NSW Visitor Economy Industry Action Plan
- Murray Regional Tourism strategy
- Berrigan Shire Tourism Strategy
- Newell Highway Corridor Strategy
- NSW Freight and Ports Strategy

| Industry                                   | Berrigan Shire | %    | NSW % |
|--|----------------|------|-------|
| Agriculture, Forestry and Fishing          | 543            | 21.7 | 2.3   |
| Manufacturing                              | 123            | 4.9  | 8.5   |
| Electricity, Gas, Water and Waste Services | 51             | 2.0  | 1.1   |

- [NSW Economic Development Framework](#)
- [Regional Plan Riverina-Murray](#)
- [Murray Darling Basin Plan](#)
- [Ag Industry Action Plan](#)
- [NSW Tourism Action Plan](#)
- [Murray Regional Destination Management Plan](#)
- [Berrigan Shire Tourism Strategy](#)
- [Newell Highway Strategy](#)
- [NSW Freight and Ports Strategy](#)

A desk top review of current programs:

- Queensland Fruit Fly Program
- Major Event Funding
- Economic Development Reserve
- Industry Development Workshops
- Youth Futures Expo
- Business Awards
- Tocumwal Residential Airpark Development
- Tocumwal Intermodal
- Berrigan Shire Tourism Strategy
- Berrigan Shire Visitor Guide

and an online survey that received 100 responses from the local business community, the University of Canberra Regional Wellbeing Survey and two industry focus group sessions.

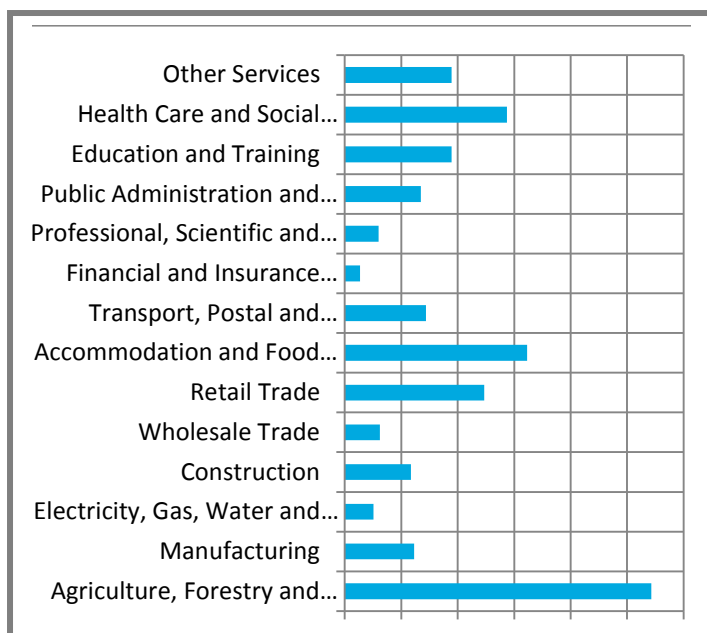
## 3 Policy Context and Operating Environment

### 3.1 Economic Profile

#### Important Statistics

|   |  |  |
|---|--|--|
| GRP<br><b>\$0.30 billion</b><br>NIEIR 2016  | Population<br><b>8,572</b><br>ABS ERP 2016   | Local jobs<br><b>2,817</b><br>NIEIR 2016         |
| Largest Industries<br><b>Agriculture,<br/>Accommodation and related<br/>Hospitality Services,<br/>Healthcare,<br/>Manufacturing,<br/>Retail</b><br>NIEIR 2016 | Local Businesses<br><b>1,062</b><br>ABS 2016 | Employed Residents<br><b>3,661</b><br>NIEIR 2016 |

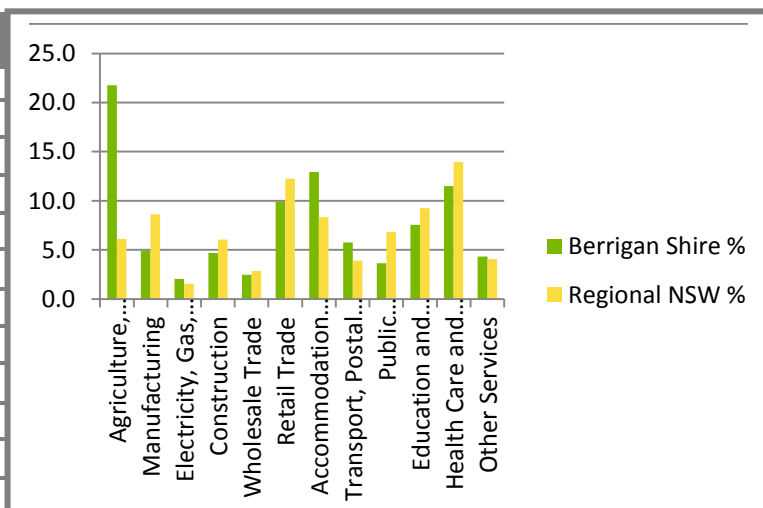
## Employment (Census) by industry sector



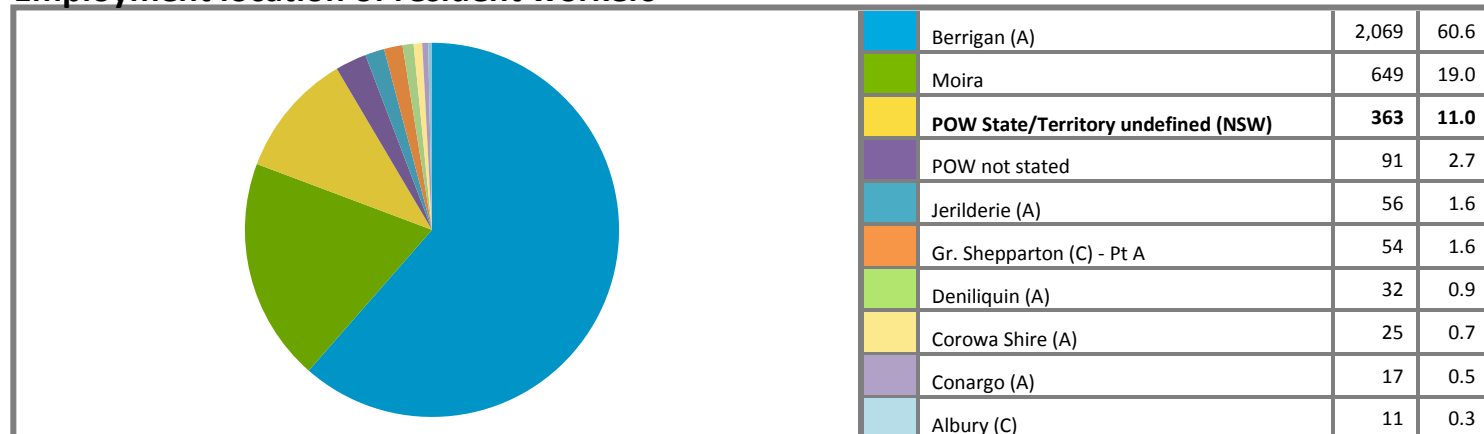
|   |              |            |            |
|---|--------------|------------|------------|
| Construction                                    | 117          | 4.7        | 7.3        |
| Wholesale Trade                                 | 62           | 2.5        | 4.5        |
| Retail Trade                                    | 247          | 9.9        | 10.5       |
| Accommodation and Food Services                 | 323          | 12.9       | 6.8        |
| Transport, Postal and Warehousing               | 144          | 5.8        | 5.0        |
| Financial and Insurance Services                | 27           | 1.1        | 5.2        |
| Professional, Scientific and Technical Services | 60           | 2.4        | 8.0        |
| Public Administration and Safety                | 135          | 3.6        | 6.0        |
| Education and Training                          | 189          | 7.6        | 8.1        |
| Health Care and Social Assistance               | 287          | 11.5       | 11.8       |
| Other Services                                  | 189          | 4.3        | 3.8        |
| <b>Total</b>                                    | <b>2,497</b> | <b>100</b> | <b>100</b> |

## Employment comparison with Regional NSW

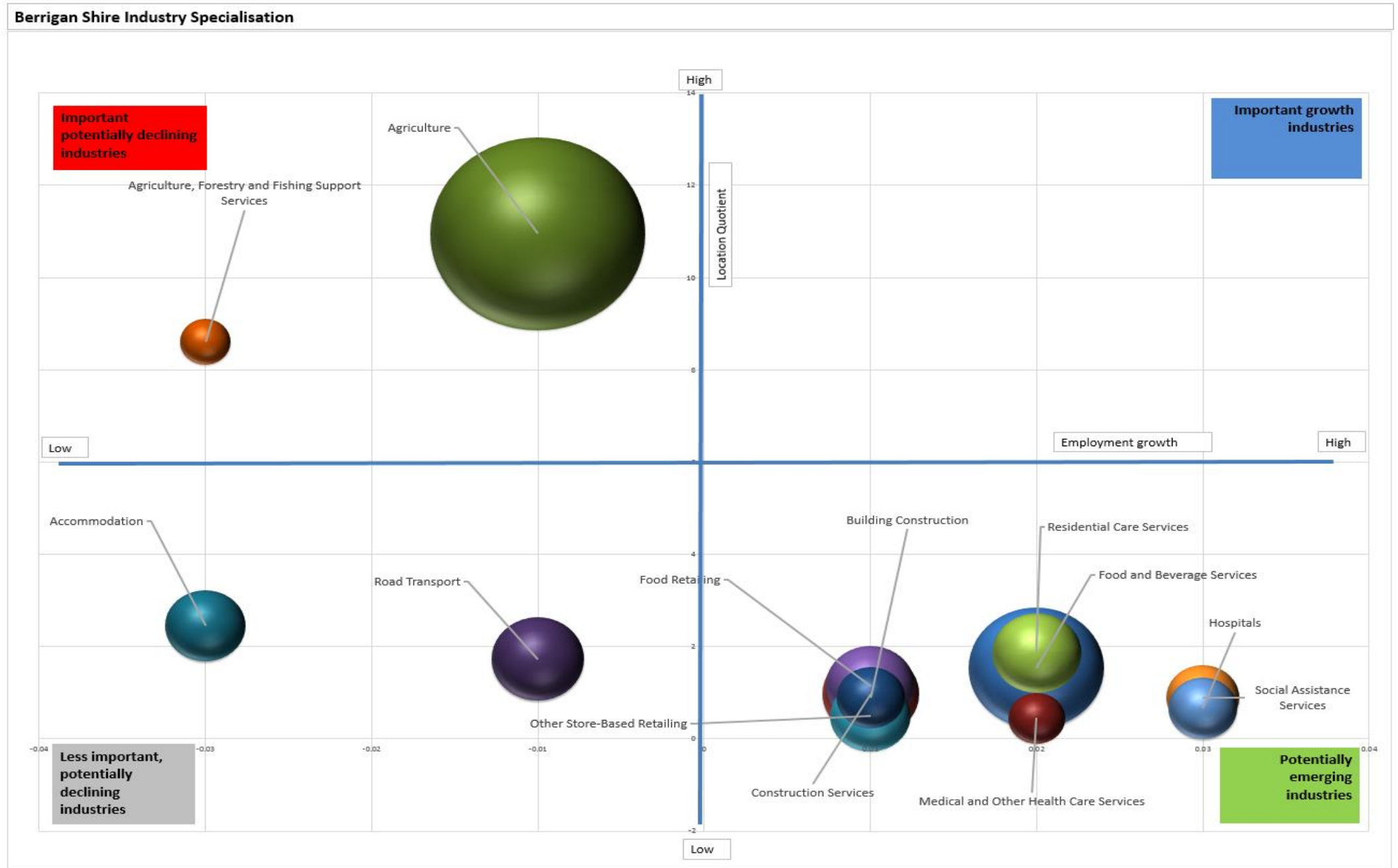
| Industry                                   | Berrigan Shire % | Reg. NSW % |
|--|------------------|------------|
| Agriculture, Forestry and Fishing          | 21.7             | 6.1        |
| Manufacturing                              | 4.9              | 8.6        |
| Electricity, Gas, Water and Waste Services | 2.0              | 1.5        |
| Construction                               | 4.7              | 6.1        |
| Wholesale Trade                            | 2.5              | 2.9        |
| Retail Trade                               | 9.9              | 12.3       |
| Accommodation and Food Services            | 12.9             | 8.3        |
| Transport, Postal and Warehousing          | 5.8              | 3.9        |
| Public Administration and Safety           | 3.6              | 6.8        |
| Education and Training                     | 7.6              | 9.2        |
| Health Care and Social Assistance          | 11.5             | 13.9       |
| Other Services                             | 4.3              | 4.1        |



## Employment location of resident workers



The following quadrant diagram indicates industry sectors specialization by employment. It indicates those with the greatest potential for growth and also confirms what we know about Agriculture that continues to shed employment whilst increasing productivity and value. The challenge is to move the accommodation sector towards the *potential to grow* quadrant and those in the potential to grow quadrant into the *important growth industries* quadrant.





### **3.2 Key Issues within the operating environment**

#### **Water – Irrigation and River Management**

Agriculture is the largest industry in Berrigan Shire with cereal cropping, crops for hay and dairy all exceeding the state average in production and value. 31% of Berrigan Shires 2066 km<sup>2</sup> is irrigated farmland (58000 hectares) and whilst the area of irrigated farmland has largely remained the same since the implementation of the Murray Darling Basin Plan the water available for irrigation has dramatically decreased. Berrigan Shire farmers are still heavily dependent on irrigation but have adapted and innovated in the face of decreased availability of water. However, the retail sector considers that the adaptation has had a ripple effect through the community with fewer dollars available for discretionary spend. River management during natural flooding events and flood events for the environment has caused issues for the tourism and retail sectors. Communication with river managers is difficult as there is no Community Engagement Officer immediately available to the LGA. However, Council will continue to advocate for better communication between the river managers and communities to allow for better planning.



#### **Energy**

The escalating cost and questionable reliability of energy (electricity and gas) is becoming a very serious issue that is presenting local businesses with supply and growth problems. Businesses have reported “brown outs” during peak usage that have negatively impacted on their ability to deliver services. The diminishing capacity of the National Power Grid has put rural and regional Australia at a disadvantage and exposed by decades of Federal and State policy failure.

Council will continue to stay well informed on progress in the renewables sector to in turn inform business of options that are emerging. This is an area where Council could play a role in coordinating community energy pilot projects.

#### **Future of Rail**

Council supports further development at the Tocumwal Intermodal which raises concerns around the future of the freight rail line from Tocumwal to the Port of Melbourne as there are capacity and congestion issues close to the city. Track conversions to standard gauge are happening in North West Victoria under the \$440 Million Murray Basin Rail Project and this is considered generational change that is not currently in any planning for the Tocumwal line.

Council will continue to advocate for the rationalization of management/ownership of the rail line within the intermodal precinct.

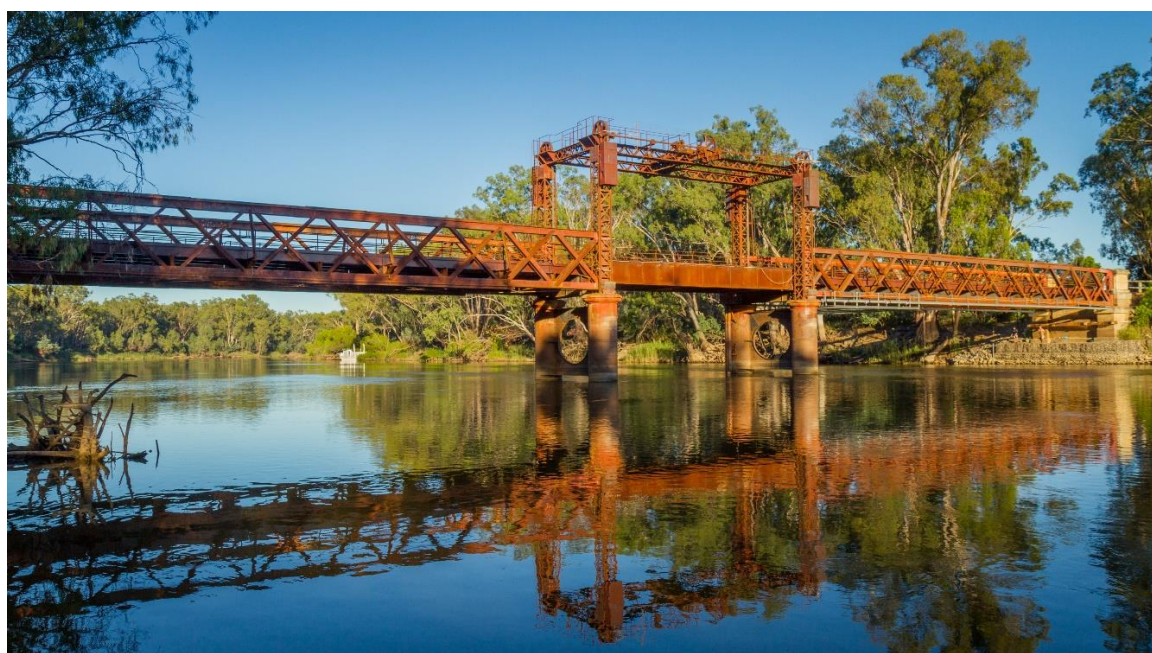
Council will actively support the committee that is advocating for the development of the Tocumwal to Narranderra rail freight line noting the recent (October 2017) funding allocated to a feasibility study for the reinstatement of this line.

Council will participate in the review of the NSW State Government 40 year Transport Strategy.

### 3.3 SWOT

In the context of our Economic profile the SWOT analysis is a simple but useful framework for analyzing the economic strengths and weaknesses, and the opportunities and threats that is faced by Berrigan Shire from an economic development perspective. It helps to focus on strengths, minimize threats, and take the greatest possible advantage of opportunities available. The issues identified in the following SWOT have informed the actions outlined in Section 8 of this document.

| Strengths/Endowments  | Weakness   |
|---|--|
| Murray River<br>Quality agricultural land<br>Irrigation<br>Tourism<br>Sporting facilities<br>Proximity to Melbourne<br>Newell Highway   | Distance to major customer base<br>Ageing population<br>Inconsistent trading hours<br>Lack of reliable electricity for manufacturing due to supplier constraints<br>Public transport<br>Lack of skilled employees<br>Parochialism          |
| Opportunities/Enablers  | Threats  |
| Grow tourism<br>Climate adaptation<br>Solar/Alternative Energy production<br>Affordable housing<br>Livability for micro businesses<br>Increased container movements to Port of Melbourne<br>Grow sporting events<br>The regions aviation heritage<br>Tocumwal aerodrome | Murray Darling Basin Plan<br>Potential industry fragmentation<br>Younger residents leaving the area<br>Cross border issues<br>Unreliable river levels for tourism<br>Climate change<br>Lack of awareness of the need for competitive wages |





This strategy and its development are informed by a review of the following plans and strategies:

### 3.4 State and Regional Development

Key plans include:

- NSW Regional Economic Growth Enablers
- NSW Economic Development Framework.
- Riverina Murray Regional Plan.
- Newell Highway Corridor Strategy
- NSW Freight and Ports Strategy

#### 3.4.1 New South Wales Economic Growth Enablers

The Centre for Economic Development within the NSW Department of Industry released the Regional Economic Growth Enablers research document in December 2016. This document describes the role of government in regional economic development and considers economic growth enablers, endowments and specialization. The research in this report is already being used by the NSW Government to inform its investment decisions.

#### 3.4.2 New South Wales Economic Development Framework

The State Governments Economic Development Framework articulates a commitment to ensuring growth in regional NSW with ongoing infrastructure upgrading as the cornerstone. Individual Regional Economic Development Strategies are currently being developed and will be recognised as the key document guiding local development.

#### 3.4.3 The Riverina Murray Regional Development Plan has four key goals:

1. A growing and diverse economy
2. A healthy environment with pristine waterways
3. Efficient transport and infrastructure networks
4. Strong, connected and healthy communities.

These goals are consistent with the Berrigan Shire 2027 strategic outcomes of *Diverse and Resilient Business* and its supporting objectives.

Key areas of the plan that impact on strategies and actions is included in the in the Berrigan Shire strategy is the need to protect agricultural land and promote the growth of the agribusiness sector, support the growth of the health and aged care sectors, promote tourism opportunities, and to promote diversification of energy supplies through renewable energy generation.



#### 3.4.4 Newell Highway Strategy and the NSW Freight and Ports Strategy.

The two key Freight and Logistics plans that are relevant to business and industry opportunity in Berrigan Shire are the Newell Highway Corridor Strategy and the NSW Freight and Ports Strategy. Freight and Logistics contribute approximately 14% of the NSW Gross State Product. The Newell Highway Strategy fails to address safety and logistical issues on the Highway at Tocumwal and Finley in spite of a detailed response that was made to the draft plan. Notwithstanding this, Council is keen to address the truck parking and decoupling issues on the Newell Highway that create safety issues for truck operators working close to moving traffic and residents and business owners accessing their property with the vision of through traffic compromised. Council is also concerned at the degradation of the road surface that is not prepared to a standard of a “hard stand” area, creating a barrier for NSW logistics operators to compete within regional markets. Freight movements on the Newell Highway at Tocumwal are second only to the Queensland border but are ignored, constraining our potential to grow this sector and realise the overall aim of the Newell Highway Corridor Strategy.

The literature review exposes the cross border issues that are evident in most Murray River LGA's. The regions proximity to Melbourne is a great advantage but can also cause the region to be invisible to the State Government.



### 3.5 Industry Plans

#### Agriculture

Key plans include

- Murray Darling Basin Plan
- Agriculture Industry Action Plan – Primed for Growth Investing Locally, Connecting Globally.
- Goulburn and Murray Valley Queensland Fruit Fly Action Plan

#### 3.5.1 The Murray Darling Basin Plan

The Murray Darling Basin Plan is a Commonwealth Government initiative affecting four States and aims to sustainably share the water in the system has been an issue for Berrigan Shire agriculture and as the implementation continues the ramifications are becoming more evident and are spread throughout the business and broader community as a whole.

The impact of the Murray Darling Basin Plan has far-reaching economic and social implications for Berrigan Shire. The loss of irrigation water from the region has expedited new farm efficiencies and forced farm amalgamations. Census data confirms that the total value of agricultural output continues to grow whilst local employment in the sector is declining. Any loss of agricultural jobs has a ripple effect on the broader business sector, and any further loss of water will have a detrimental effect on the whole community.

Unresolved issues around management of flows in the Murray River continue challenge the tourism industry and retailers at the local level.



## Tourism

Key plans include

- NSW Visitor Economy Industry Action Plan
- Murray Regional Tourism Strategy and The Murray Regional Destination Management Plan
- Berrigan Shire Tourism Strategy 2016 – 2020

### 3.5.2 The NSW Visitor Economy Industry Action Plan

The NSW State Government plan for tourism aims to double the value of the visitor economy by 2020 bringing the target state-wide to \$36.6 Billion per annum. The plan is underpinned by the five principles outlined in the NSW Economic Development Framework where, once again, a focus on infrastructure development is pertinent to the development of this local plan and is consistent with the role that Council identified in the Tourism Strategy.

### 3.5.3 Murray Regional Destination Management Plan and Berrigan Shire Tourism Strategy

These two strategies identify the need to upgrade the visitor experience through investment in quality infrastructure and amenity for both visitors and locals alike. Specifically, at a local level, the *Murray River Adventure Trail* and the *Ports of the Murray* are projects that could offer Berrigan Shire growth opportunities with investment potential.

## 4 Economic Development Plan Review 2012 – 2016

### 4.1 Economic and Industry Development – Council position

Council has a vested interest in the wellbeing of local business and that is obvious in the 2027 Vision

Statement: In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

In the Community Strategic Plan it is stated that Council is pro development. It is the Council's position to ensure that suitable development proposals are processed in a timely manner and that local bureaucracy is not seen as an impediment to new or expanding businesses.

Council is aware that it plays a role in advocating for local business at the State and Federal Government levels. Whilst it may not always be able to intervene it is Council's job to facilitate business connections to government.

The review of the 2012 - 2016 Economic Development Strategy considered the following projects:

- Queensland Fruit Fly Communication project
- Caravan Parks and Finley Sale Yard
- Major Event Funding
- Economic Development Reserve
- Industry Development Workshops
- Youth Futures expo
- The Business and Environment Awards
- Tocumwal Residential Airpark
- Tocumwal Intermodal
- Berrigan Shire Tourism Strategy
- Berrigan Shire Visitor Guide

The detailed report is in the appendix of this document however the overall assessment is that the projects that were undertaken were satisfactorily completed. The review also included the cancellation of the Business Awards in 2017 and an economic impact modelling of events that had been funded under the Major Event Funding program.

## 5 Survey and Focus Group Results/ Community Engagement

The opinion of the local business community is important to Council, so it was important that businesses had an opportunity to inform the development of the strategy. A shared understanding of what is wanted by the business sector and what can realistically be achieved by Council is essential to the successful implementation of the strategy.

An online survey was created to allow for input from local business and industry. The survey was open for six weeks and attracted 100 respondents from across the Shire and covering a wide range of industries. The survey was promoted through social media and electronic direct mail to a known database of 82 businesses.

54% of respondents currently identified as business owners, while 19% were in the management of the business on behalf of an external owner, Clubs or NFP's. The remaining 23% of respondents were either retired business owners, interested community members or a business outside the Shire but part of the supply chain within Berrigan Shire.

Tocumwal and Finley were strongly represented in the survey respondents, which was to be expected considering the concentration of businesses in these two towns when compared to Barooga and Berrigan. Over 50% of respondents had been in business for 11 years or more while 20% sat in the 3 – 5 years category and no industry sector was dominant.

### *Key Issues for Industry Sector – 5 years (in no particular order)*

- General Operating Costs
- Finding suitable employees
- Changing consumer needs and wants
- Shrinking profits
- Competitiveness
- Access to critical inputs
- Industry sustainability

### *Key Issues for individual business next 12 to 18 Months (in no particular order)*

- Marketing and promotion of my business
- Increasing cost of materials
- River and irrigation management
- Lack of suitable employees

### *Industry opinion on Councils' Economic and Industry development priorities: (in no particular order)*

- Lobbying for improved access to services
- Marketing the region as a tourism destination
- Provide incentives to establish new businesses
- Developing Main Street identities
- Continue funding for events
- Active involvement with Chamber of Commerce
- Expanding Tocumwal Airpark

There was a good cross-section of the urban business community represented at the focus group sessions, and all participants provided valuable input, identified key priorities and displayed a sound understanding of the local economy. Representatives from agriculture were missing from the focus groups however Council recognises that the sector is the most mature in the region and that it has already restructured and is operating at the cutting edge of innovation and productivity.

## 6 Summary Analysis/ Recommendations

Overall the focus groups comments were consistent with the survey results. However, some felt that concerns regarding operational costs may have been too broad and over exaggerated in the data which was attributed to the use of a multiple choice question option.

### **Issue: Access to labour**

Comments regarding finding suitable employees were reflective of the survey and presented some valid challenges. Understanding on consumer wants and needs were well justified and the challenges and opportunities understood by attendees. The lack of suitably qualified staff was specifically identified in hospitality, Health care, Construction and Administration. Lack of skills to transition to work from school was also validated and the need for 457 visas for Chefs.

**Recommendation:** Further investigation of skills gaps, seasonality and local business recruitment methods would be worthwhile.

### **Issue: Industry skills to market a business**

"Support for marketing/promotion of my business" was well qualified in the survey and reflective in focus group comments. Comments from focus group participants were positive and presented a good range of marketing methods and understanding as to how they communicate with and engage their customers.

Business training in social media, online shopping eBay and Facebook marketing may be well received by SME's. This would help local businesses actively join the online community and be more responsive to local consumer demands, in particular, matching online prices, improving levels of service and offering a wider product range.

**Recommendation:** Investigate further development of the Industry Training program that was developed in 2015/16.

### **Issue: Irrigation and River management**

Focus group participants had a clear understanding and appreciation of river and/or irrigation management issues and supported the high percentage score it received in the business survey.

An interesting observation of the business survey and focus groups were the low levels of representation of the agricultural sector. However, concern for irrigation security and river management issues by businesses across all sectors showed that they understood the importance of this issue within the agricultural sector. There was a good understanding regarding the agricultural base of the local economy and the role water security and irrigation plays in underpinning business prosperity. It was noted that river management issues and river heights also had a vital role to play in the tourism industry, its impact on visitation and function as a key tourism asset.

**Recommendation:** Continue to monitor the effects of varying river levels on tourism and the broader community. Advocate for advanced warning from Water Authorities regarding high river level events.

### **Issue: Advocacy**

Focus group recipients were supportive of council's role in lobbying for improved access to critical infrastructure and services, and this confirmed the high percentage that this priority received in the business survey.

**Recommendation:** Whilst acknowledging that there are limitations, Council can take a more active role in advocating for local business and industry interests at a State and Federal level. Issues with power supply and unreliable telecommunications are an obvious barrier to new businesses establishing in the region. Council is acutely aware of a large business enterprise that has been unable to establish itself in the region due to power supply issues and another smaller enterprise that has had to reduce the scope of their business for the same reason.

**Issue: Tourism promotion**

Market the region as a tourism destination, continuation of Council funding for events and developing main street identities were also supported by the focus group forums. These priorities reflected well in voting undertaken by focus group attendees. Additional comments in the Tocumwal session focused on expanding marketing the region as a tourism destination priority to include new resident attraction strategies that focused on marketing the region as a lifestyle destination.

**Recommendation:** Council to continue tourism collaboration with Murray Regional Tourism and investigate opportunities to implement Main Street revitalisation programs in the town's main shopping precincts.

**Issue: Motivation for new business**

Give incentives to establish new businesses created robust discussions particularly around the definition and clarification of this priority. There were very mixed views as to how this would operate and be monitored. A refined definition of "incentives" needs clarification as it was interpreted in a number of different ways. A revised priority was for Council to give help and support to new businesses. Berrigan Shire Council surveyed 24 NSW Shires seeking feedback regarding incentive packages. The vast majority did not provide cash payments to attract new business and provided warnings on the dangers and inequities this might create.

**Recommendation:** Work with industry to define incentive as direct cash contributions would not be an appropriate use of ratepayer funds.

**Issue: Communication**

Focus Group participants as a majority were supportive of the idea of a business database that would provide a platform to connect businesses and encourage local purchasing, particularly by Council.

Support for a leadership group or business network was not overwhelming and a Council Business Website and Newsletter were seen as a resource intense strategy that would not yield enough results for the work effort expended.

Support for the Berrigan Shire Business Awards in both the online surveys and the focus group forums did not rank as a strategic priority. It may get more traction and attention if it was conducted every 2nd or 3rd year rather than an annual event that seems to come around again too frequently and businesses are not motivated to nominate or see the prestige that winning can achieve.

**Recommendation:** Investigate other opportunities to engage with industry and celebrate business achievements.



## 7 Strategy Framework

It is proposed that Council becomes more involved in:

- Advocacy to support the basic operational needs of business and industry.
- Main Street revitalisation programs to promote the retail sectors impacted by the implementation of the Murray Darling Basin Plan and on-line shopping.

It is proposed that Council continues to invest in:

- Infrastructure that promotes the region as a preferred tourism destination and for the benefit of the community.
- The event funding program
- Industry Training programs that can be coordinated at LG level.

It is proposed that Council improve its

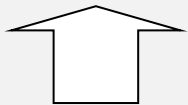
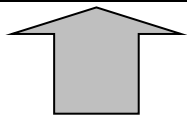
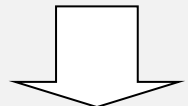
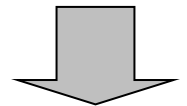
- communication with local business and industry
- Analysis of and reporting on statistics



The following Economic and Industry Development management framework and action plan will inform Council decision making, planning, implementation and evaluation of Council related management of facilities, programs and activities.

| Economic and Industry Development Framework  | ... contributes to Berrigan Shire 2027 outcomes |
|--|---|
| <p>Council investment (human, physical and financial) in the Economic and Industry Development Program will:</p> <ul style="list-style-type: none"><li>• Be strategic and aligned with NSW Government planning;</li><li>• Be financially sustainable;</li><li>• Be evidence based</li><li>• Grow Industry and Business</li></ul> | <b>Diverse and Resilient Business</b>           |

## Measuring impact and capacity

| Ranking           | IMPACT   |  |   |  | CAPABILITY  |   |   |   | Ranking          |
|-------------------|--|--|---|--|---|---|---|---|------------------|
|                   | RISK, FINANCIAL FEASABILITY AND SUSTAINABILITY   | DIRECT EMPLOYMENT & GRP  | STIMULATE FURTHER DEVELOPMENT   | IMPACT ON PERCEPTION AS A PLACE TO INVEST, DO BUSINESS OR TO WORK  | UTILISATION OF EXISTING UNUSED CAPACITY   | SHIRE INVESTMENT REQUIRED   | FEDERAL, STATE OR THIRD PARTY INVESTOR FUNDING REQUIRED.                                  | CONFORMITY WITH COUNCIL PLANNING SCHEME AND BERRIGAN 2022   |                  |
| <b>Large</b>      | The Project has a strong business case with good return on investment with minimal Risk.   | Project creates significant new (or protects) employment and expanded production value.              | The Project is likely to stimulate further development and/or third party economic activity leading to increased jobs and output. | Project gives strong indication of economic vibrancy and builds Berrigan Shire's reputation as a place to do business. | Existing infrastructure, land and underutilised labour supply can be used for the Project           | Little investment in time or financial resources is required to get the Project up and going.                                   | Project is self funding by proponent.   | Project included in Berrigan 2022 Plan and is consistent with current Planning Scheme.              | <b>Strong</b>    |
| <b>High</b>       |  |  |    |  |                  |   |   |   |                  |
| <b>Moderate</b>   | The Project has a viable business case but there is identifiable Risk associated.  | Some new jobs and expanded production are created.   | It is probable that some additional development may occur that could lead to jobs and increased output.                           | There is some good exposure possible for the Shire's reputation as a place to do business.                             | Some enhancement of capacity will be required for the Project to be optimised.                      | The Project will need significant Shire co-ordination and facilitation but not a heavy financial commitment.                    | Some Federal, State funding will be required but Project appears to fit funding criteria. | Project not inconsistent with Berrigan 2022 and may be subject to appeal if DA is approved.         | <b>Moderate</b>  |
| <b>Low</b>        |  |  |    |  |                |   |   |   |                  |
| <b>Negligible</b> | Project has significant costs and/or barriers to implementation, or uncertainty of economic return and or material unmitigated Risk. | Project does not add new jobs nor protect existing jobs and only creates minimal increase in output. | Stand alone Project which will not influence others to expand production.   | Low key nature of the project, and/or likely negative perceptions given nature of the Project.                         | Existing infrastructure, land and or labour supply (with matched skills) are not readily available. | A great investment in Shire funds would be required for infrastructure or consulting services to enable the Project to proceed. | Significant as yet uncommitted funds would be required to allow the Project to proceed.   | Project not envisaged in Berrigan 2022, and would require significant amendment to Planning Scheme. | <b>Difficult</b> |

## 8 Strategy 4- year Action Plan

| Berrigan Shire 2027 Strategic Outcome: Good Governance   |   |   |                     |                                     |                  |
|--|---|---|---------------------|-------------------------------------|------------------|
| <b>Berrigan Shire 2023 Strategic Objective:</b> Strengthen and diversify to local economy and invest in local job creation and innovation  |   |   |                     |                                     |                  |
| <b>Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross border collaboration, planning and service delivery</b>   |   |   |                     |                                     |                  |
| <b>Strategy Decision Making Framework</b><br><b>Council investment (human, physical and financial) in the Economic and Industry Development Program will:</b> <ul style="list-style-type: none"> <li>• Be strategic and aligned with NSW Government planning;</li> <li>• Be financially sustainable;</li> <li>• Be evidence based</li> <li>• Grow Industry and Business</li> </ul> |   |   |                     |                                     |                  |
| What we want to do<br>(Operational Plan Action)  | How are we going to do it?  | What will be the outcome  | Lead Responsibility | Cost/Other Resources                | Commencing       |
| Develop resources and establish partnerships that improve local assessment of the social and economic implications of regional and inter-governmental decision-making on Shire residents, businesses and Council operations  | Fully understand and document the needs of the local business community within the LGA                    | Greater awareness with in all levels of government about what business needs to operate successfully in Regional NSW. | Council             | Networks                            | Ongoing          |
|  | Lobby all levels of Government for better services that are required for efficient business functionality |   |                     |                                     |                  |
|  | Create external networks  | More external knowledge of Berrigan Shire   | Council             |                                     | Ongoing          |
| Pursue opportunities to promote local business and industry regionally   | Work in partnership with surrounding LGA's  | A regional awareness is created for local business and industry   | Council             | Partner Councils                    | 2017 and ongoing |
|  | Research current skills gaps  | An understanding of business skill needs for attracting suitable employees  | Council             | Staff time and possible consultants | 2018 and ongoing |
| Continue the development of the Tocumwal Intermodal precinct   | Work with Vic Trak and NSW Rail to secure the remaining NSW rail corridor under Victorian ownership.      | Improved and increased access to rail loading.  | Council             | Cross border Commissioner           | Ongoing          |
|  |   | Reduced closure of Tuppal Rd with less shunting required  |                     |                                     |                  |

## Berrigan Shire 2027 Strategic Outcome: Diverse and Resilient Business

**Berrigan Shire 2023 Strategic Objective:** Strengthen and diversify to local economy and invest in local job creation and innovation

**Delivery Program Objective: 4.1.1** Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs

### Strategy Decision Making Framework

**Council investment (human, physical and financial) in the Economic and Industry Development Program will:**

- **Be strategic and aligned with NSW Government planning;**
- **Be financially sustainable;**
- **Be evidence based**
- **Grow Industry and Business**

| What we want to do<br>(Operational Plan<br>Action)                                 | How are we going to do it?  | What will be the outcome   | Lead<br>Responsibility | Cost/Other<br>Resources | Commencing   |
|--|---|--|------------------------|-------------------------|--------------|
| Invest in transition to work and or further education projects                     | Facilitate and support the Shire Job Expo each year – Youth Futures   | 80 to 100 students attend the expo each year   | Council                | \$6000<br>Staff time    | Ongoing      |
|  | Council Traineeships  |  | Council – Fred Exton   | Staff time              | Ongoing      |
|  | Rural Doctors Network Bush Bursary  | 2 Interns visit Berrigan Shire each year   | Council – Susie Escott | Staff time              | Ongoing      |
|  | Charles Sturt University Accommodation Scholarship  | A local student has on campus accommodation costs covered for a year                               | Council – Merran Socha | \$5000<br>Staff time    | Ongoing      |
|  | Investigate local Industry Training opportunities   | Training programs for local small businesses are developed   | Council                | \$5000<br>Staff time    | 2018         |
| Resource the development by local industry of projects designed to create new jobs | Actively liaise with Council planning department staff for all the new business related Development Applications. | Improved internal communication and early awareness of local business development                  | Council EIDL           | Other Council depts.    | Ongoing      |
|  | Provide Economic Impact analysis for new or expanding ventures and events   | Businesses use Council resources to analyse economic impact of a planned expansion or new venture. | Council                | Staff time              | As requested |



| What we want to do<br>(Operational Plan<br>Action)  | How are we going to do it?  | What will be the outcome  | Lead<br>Responsibility | Cost/Other<br>Resources | Commencing |
|---|---|---|------------------------|-------------------------|------------|
| Develop the Tocumwal Aerodrome industrial subdivision   | Continue promotion through Social Media   | Complete sale of Phase 3 of the Tocumwal Residential Airpark  | Council                | Staff time              | Ongoing    |
|   | Update the Tocumwal Aerodrome prospectus and have a professional layout completed for online publication                | Document is used to motivate land sales and lease of office space at the Aerodrome                      | Council                | \$5000<br>Staff time    | 2018       |
| Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects | Respond to approaches from prospective business people to facilitate investment in new or expanded business activities. | Council facilitates easy passage of DA's for new businesses and for the expansion of existing business. | Council                | Staff time              | Ongoing    |
|   | Encourage new businesses into the region and promote the expansion of existing businesses                               |   |                        |                         |            |

## Berrigan Shire 2027 Strategic Outcome: Diverse and Resilient Business

**Berrigan Shire 2023 Strategic Objective:** Strengthen and diversify to local economy and invest in local job creation and innovation

**Delivery Program Objective: 4.1.2 Support local enterprise through economic and industry development initiatives and projects**

### Strategy Decision Making Framework

**Council investment (human, physical and financial) in the Economic and Industry Development Program will:**

- Be strategic and aligned with NSW Government planning;
- Be financially sustainable;
- Be evidence based
- Grow Industry and Business

| What we want to do<br>(Operational Plan<br>Action)               | How are we going to do it?  | What will be the outcome  | Lead<br>Responsibility                                   | Cost/Other<br>Resources | Commencing                          |
|--|---|---|--|-------------------------|-------------------------------------|
| Assist Industry and the Community to combat Queensland Fruit Fly | Develop an annual Communication Strategy in partnership with Moira Shire Council and the Goulburn and Murray valley QFF Taskforce | Industry and Community working together to have the region declared a Pest Free Zone. | Berrigan and Moira Shire Councils G and MV QFF Taskforce | \$10,000<br>Staff time  | Ongoing                             |
|  | Represent NSW Local Government on the Area Wide Management Stakeholder Committee  | Regional and local opinion informs the actions of the AWMSC                           | Council  | Staff time              | Ongoing but completed by March 2018 |
| Actively participate in local business and industry networks     | Identify local networks and develop resources that add value to local network capacity  | Improved communication between business, industry and Council                         | Council<br>Business<br>Community                         | Staff time              | 2018                                |

| What we want to do<br>(Operational Plan Action)   | How are we going to do it?  | What will be the outcome   | Lead Responsibility           | Cost/Other Resources         | Commencing                |
|---|---|--|-------------------------------|------------------------------|---------------------------|
| Promote the development of business support groups and networks within the Shire.                 | Be aware of and act upon availability of government funding opportunities and communicate these opportunities to local industry | Inform relevant parties when funding opportunities become available.   | Council                       | Staff time                   | Ongoing                   |
|   | Promote Berrigan Shire as a preferred LGA to <b>Live , Work and Invest</b>  | Review the <b>Live, Work and Invest</b> online promotional material.<br><br>Updated resource for local enterprise to assist in recruitment | Council                       | \$10,000.00<br>Staff time    | 2019                      |
|   | Understand Business and Industry opinion, needs and issues  | Raised awareness in Council  | Council                       | Business and Industry groups | 2017                      |
|   | Conduct online surveys on relevant issues.<br><br>Develop networks that will inform on current issues.                          | Increased industry participation with Council  | Council                       | Staff time                   | Ongoing<br>Review in 2019 |
| Convene regular meetings between Council and presidents' of local Chambers of Commerce or similar | Understand Business and Industry opinion, needs and issues  | Conduct Online Surveys on relevant issues.<br><br>Develop networks that will inform on current issues                                      | Council<br>Business community | Staff and Councilor time     | Ongoing                   |
| Review the future opportunities to celebrate local industry achievement                           | Internal and External consultation.<br>Consideration of different formats for Business Awards or Leadership training.           | A direction for Local Government recognition of local businesses is found  | Council                       | Staff time                   | 2017                      |

## Berrigan Shire 2027 Strategic Outcome: Diverse and Resilient Business

**Berrigan Shire 2023 Strategic Objective:** Strengthen and diversify to local economy and invest in local job creation and innovation

**Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy**

**Strategy Decision Making Framework**

**Council investment (human, physical and financial) in the Economic and Industry Development Program will:**

- Be strategic and aligned with NSW Government planning;
- Be financially sustainable;
- Be evidence based
- Grow Industry and Business

| What we want to do<br>(Operational Plan<br>Action) | How are we going to do it?  | What will be the outcome  | Lead<br>Responsibility  | Cost/Other<br>Resources     | Commencing |
|--|---|---|-------------------------|-----------------------------|------------|
| Implement the Tourism<br>Strategy 2014 - 2018      | Promote the region as a premier tourism<br>destination<br><br>Review the Tourism Strategy 2014 –<br>2018                                  | A planned approach to<br>tourism that is informed by<br>industry trends                 | Council and<br>Industry | Annual Budget<br>allocation | Ongoing    |
|  | Maintain membership/interest of<br>Regional Tourism organizations. EG<br>MRTB and Newell Highway Promotions<br>committee.                 | The region is represented at a<br>regional level.                                       | Council                 | 3 year MOU                  | Ongoing    |
|  | Lead the development of tourism assets<br>to make Berrigan Shire a more attractive<br>place to visit.                                     | Invest in design and<br>development of attractive<br>town entrance precincts            | Council                 | As required                 | Ongoing    |
|  | Invest in planned redevelopment of<br>Tocumwal Foreshore Area.  | Increase use of the area and<br>increased visitation                                    | Council,<br>Community   | As required                 | Ongoing    |
|  | Invest in development of walking and<br>cycling tracks along river bank reserves.   | Improved access to the<br>Murray River and it's environs                                | Council, MRTB           | As required                 | Ongoing    |
|  | Promote local events to a broader<br>audience and regularly update the<br>Destination NSW website event calendar<br>through Get connected | Greater promotion of Events.<br>A better presence for the<br>region on the DNSW website | Council                 | Staff time                  | Ongoing    |

| What we want to do<br>(Operational Plan Action)   | How are we going to do it?  | What will be the outcome  | Lead Responsibility         | Cost/Other Resources   | Commencing |
|---|---|---|-----------------------------|------------------------|------------|
|   | Ensure current image library is relevant to activities in the region.<br>Review and update image library                              | A good image library is available to promote tourism to the region. | Council                     | Staff time             | 2019       |
| Support existing events to grow and new events to become sustainable and established  | Review and operate the Event Funding program  | The success of events is improved by better marketing               | Event Organisers<br>Council | \$60,000<br>Staff time | Ongoing    |
|   | Focus on promoting the destinations to long stay sporting events  | One new sporting event in the Shire each year                       | Council                     | Staff time             | Ongoing    |
| Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail | Continue to work with Murray Regional Tourism to promote the concepts of the Ports of the Murray and the Murray River Adventure trail | New Visitor Experiences   | Council<br>MRTB             | As required            | Ongoing    |



## Berrigan Shire 2027 Strategic Outcome: Diverse and Resilient Business

**Berrigan Shire 2023 Strategic Objective:** Strengthen and diversify to local economy and invest in local job creation and innovation

**Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure**

### Strategy Decision Making Framework

**Council investment (human, physical and financial) in the Economic and Industry Development Program will:**

- Be strategic and aligned with NSW Government planning;
- Be financially sustainable;
- Be evidence based
- Grow Industry and Business

| What we want to do<br>(Operational Plan<br>Action)                    | How are we going to do it?   | What will be the outcome  | Lead<br>Responsibility | Cost/Other<br>Resources | Commencing |
|---|--|---|------------------------|-------------------------|------------|
| Find a solution to long term truck parking and decoupling in Tocumwal | Collect data and develop a Business case and Feasibility study for the Major Rest Area (as defined by RMS) in Tocumwal | A satisfactory truck parking and decoupling facility – Major Rest Area – is located on the Newell Highway in Tocumwal | Council, RMS           | Staff time              | Ongoing    |
| Further the development of the Tocumwal Intermodal                    | Build networks to understand what the opportunities might be.<br>Respond to opportunities that arise                   | The capacity of the Tocumwal Intermodal is increased.<br><br>New jobs are created                                     | Industry, Council      | Staff time              | Ongoing    |

## Appendix

### Queensland Fruit Fly (QFF) Communication Project

The QFF project was commissioned to support and protect the local multimillion-dollar horticultural industries from the threat of QFF once it was declared endemic in the region in 2012. It is an award-winning communications project being highly commended in the LGNSW Communication Awards. At the local level in the first year the project was limited to Berrigan Shire Council however in years 2 and three it has been a combined program with Moira Shire Council. The QFF Project was a series of actions designed to engage the community in understanding the implications of the endemic declaration.

Those actions have included:

- Community forums
- YouTube Videos - trapping, netting and solarizing.
- Social Media
- Media Releases
- TV Commercials
- Street signage
- QFF control measures brochure by direct mail
- Flyers for rates notices
- Sale of subsidized traps through Council outlets



The program has successfully raised awareness of the severity of the QFF problem and has been recognized at a Regional, State and Federal level. The Victorian State Government has implemented regional QFF funding, and the Action Plan for the Goulburn and Murray Valley Group contains all of the actions that have been implemented by Berrigan and Moira Shires.

### Caravan Parks and Finley Sale yard

Berrigan Shire Council is the trustee or owner of three caravan parks throughout the Shire. The Finley Lakeside Caravan Park and The Berrigan Caravan Park are leased to managers and Tocumwal Town Beach is managed by the Tocumwal Foreshore Committee. Finley and Berrigan parks offer a variety of amenities including park cabins and powered and unpowered campsites and both have the advantage of being next door to the town swimming pools which is a bonus for guests. Town Beach at Tocumwal offers a more primitive setting with toilets, cold showers and fresh water taps. Town Beach camping is on the banks of the Murray River and caters to broad demographic of River users. Town Beach is very popular over the Spring and Summer holiday camping period which underscores Councils focus on the Tocumwal Foreshore as a the key product driver in the visitor economy.

The Finley Sale Yard is operated by Scanclear, holding weekly markets that alternate between sheep and cattle. The sale yards service local and regional producers and industry trends are monitored for stock movements and farm to farm transfers.

## Major Event Funding

Council introduced a major event funding pool in 2013 and has offered financial support to the following events following satisfactory completion of the application process. The program was designed to provide seed funding to new events or to existing events that were trying to expand. The funding has predominantly been used for event promotion however in the case of the external golf events the funding has been offered to secure the event for the region. The following tables indicate the economic impact of the events that have been funded under the Major Event Funding Program over the past 4 years.

### Total Investment from Council in 2013 – 2014 \$33,681 82

#### Berrigan Shire - All Events sponsored in 2013 - 14 - Modelling the impact of the 6 Events that were sponsored through the Event Funding Scheme

|   | Output (\$)      | Value-added (\$) | Employment (annual FTE) |
|---|------------------|------------------|-------------------------|
| Direct impact                                 | 1,083,096        | 503,885          | 9.0                     |
| Industrial impact                             | 376,617          | 173,081          | 2.0                     |
| Consumption impact                            | 144,547          | 66,556           | 0.9                     |
| <b>Total impact on Berrigan Shire economy</b> | <b>1,604,260</b> | <b>743,522</b>   | <b>11.9</b>             |

### Total Investment from Council in 2014 – 2015 \$12,363.64

#### Berrigan Shire - All Events sponsored in 2014 -2015 - Modelling the impact of the 3 Events that were sponsored through the Event Funding Scheme

|   | Output (\$)    | Value-added (\$) | Employment (annual FTE) |
|---|----------------|------------------|-------------------------|
| Direct impact                                 | 206,304        | 95,978           | 1.7                     |
| Industrial impact                             | 71,737         | 32,968           | 0.4                     |
| Consumption impact                            | 27,533         | 12,677           | 0.2                     |
| <b>Total impact on Berrigan Shire economy</b> | <b>305,573</b> | <b>141,623</b>   | <b>2.3</b>              |

### Total Investment from Council in 2016 – 2017 \$41,414.85

#### Berrigan Shire - All Events sponsored in 2016 - 2017 - Modelling the impact of the 10 Events that were sponsored through the Event Funding Scheme

|   | Output (\$)      | Value-added (\$) | Employment (annual FTE) |
|---|------------------|------------------|-------------------------|
| Direct impact                                 | 783,955          | 364,717          | 6.5                     |
| Industrial impact                             | 272,599          | 125,278          | 1.4                     |
| Consumption impact                            | 104,624          | 48,174           | 0.6                     |
| <b>Total impact on Berrigan Shire economy</b> | <b>1,161,179</b> | <b>538,168</b>   | <b>8.6</b>              |

### Total Investment from Council in 2015 – 2016 \$18,500.00

#### Berrigan Shire - All Events sponsored in 2015 - 2016 - Modelling the impact of the 6 Events that were sponsored through the Event Funding Scheme

|   | Output (\$)    | Value-added (\$) | Employment (annual FTE) |
|---|----------------|------------------|-------------------------|
| Direct impact                                 | 453,869        | 211,152          | 3.8                     |
| Industrial impact                             | 157,821        | 72,529           | 0.8                     |
| Consumption impact                            | 60,572         | 27,890           | 0.4                     |
| <b>Total impact on Berrigan Shire economy</b> | <b>672,262</b> | <b>311,571</b>   | <b>5.0</b>              |

#### Economic Development Reserve

Council maintains an Economic Development reserve fund for the express purpose of funding projects that have a clear economic outcome for the community – a pump priming fund to stimulate economic activity

by investment. It is the intent of the Council to invest to create jobs and income for the local government area. The most recent use of this fund has been for the development of residential land at the Tocumwal Airpark creating 12 new ratable blocks of land, construction jobs and other ongoing economic opportunities. It is Council's responsibility to invest in projects that will have local economic benefit but are out of the realm of the commercial developer.

### **Industry Development Workshops**

In consultation with industry a number of skills gaps were identified in the local hospitality industry, and as a key competitive industry it was an important industry to support. It was acknowledged that often small business owners struggled to find certified training for a small number of staff so in partnership with the Chambers of Commerce; Council coordinated a training project for café staff that became known as *Baristas of the Bush*. Onsite training was provided by GO TAFE, and over the course of the project, 87 café staff underwent Barista training. Council co-funded the project with industry on a \$ for \$ basis and also contributed to advertising the project in the local What's On magazines.

A second training opportunity was addressed for those working in hotels, retail liquor outlets, and Clubs. The Wine Knowledge Workshops aimed to assist those staff who had little or no knowledge of wines improve their service and capacity to understand and recognize wine types and match wine to food. 32 bar and restaurant staff participated in the project that was also funded with industry on a \$ for \$ basis.

### **Youth Futures Expo**

The Finley High School Youth Futures Expo is the reinvented Careers Expo. Historically Council had organized a careers event for the Finley High School that was aimed at showcasing local industry options that might encourage school leavers to stay in the region rather than leaving for the city. In 2014 a report before Council recommended a change to the program noting both student and industry dissatisfaction with the format.

Youth Futures is now a full day event held at the Finley Recreation Reserve where students are exposed to necessary skills for life beyond high school in an interactive program of plenary and concurrent training sessions. The students also hear firsthand accounts of why people have chosen to live and work locally and also have fun in the reincarnation of old game shows demonstrating the knowledge they will require to head out into the world on their own.

### **Business Awards**

Berrigan Shire Council has held Business and Environment awards annually since 1998. In 2017 the Awards were cancelled due to lack of entries. Following an initial report to Council in May a more detailed review was requested and presented to Council at the September Committee meeting. The review process included extensive industry consultation and revealed that the value proposition for each stakeholder is quite different. From an Economic Development perspective Business Awards can be important as they promote collaboration and use of best practice within the local business community. Strategies to bridge the gap were researched and discussed however Council has decided to investigate other options around the recognition of business and employee excellence.

## Tocumwal Historic Aerodrome and Residential Airpark development

Phase two of the land sub-division was released in 2014. A marketing and promotion committee was established and a comprehensive campaign was devised including For Sale boards, specialty newspaper adverting and the development of a social media site. The land sale was very successful, and 11 of the 12 blocks were sold through the social media platform. The Facebook site continues to be used and will be the key component in the upcoming promotion of Phase 3. This project is an economic development project as it is designed to bring businesses to the region and it also creates Council income by developing new ratable land.

**LAND SALE**

- LOTS AVAILABLE TO PURCHASE NOW!
- LARGE FREEHOLD LOTS FOR HOUSE AND HANGAR WITH ALL SERVICES
- TWO SEALED AND TWO GRASS RUNWAYS
- 24 HOUR AVGAS VIA CREDIT CARD
- UNRESTRICTED AIRSPACE
- WELL DEVELOPED AND MAINTAINED AERODROME INFRASTRUCTURE
- BEST WEATHER IN AUSTRALIA FOR FLYING

**NOW SELLING!**

**TOCUMWAL AIRPARK**  
HISTORIC AERODROME

**ENQUIRIES:**  
[www.berriganshire.nsw.gov.au](http://www.berriganshire.nsw.gov.au)  
[airpark@berriganshire.nsw.gov.au](mailto:airpark@berriganshire.nsw.gov.au)

TOCUMWAL RESIDENTIAL AIRPARK

## Tocumwal Intermodal

The Tocumwal Intermodal is the industrial precinct surrounding the Tocumwal train station and grain handling area – being the last mile in the local productive sector. The Intermodal project was progressed through two scoping documents authored by Opus Rail. The original document outlined various opportunities within the precinct through interviews with all the current stakeholders and the second document looked at priorities and timelines. The planning that was done through these documents made the application to the Fixing Country Roads funding round for the improvements to Silo Rd a less arduous process and provided the government with confidence that it was a shovel ready project that had a sound cost-benefit analysis backing the initiative.



### **Berrigan Shire Tourism Strategy – 2014 – 2018**

The tourism strategy was developed in response to the Council's decision to clarify its role in tourism and to clearly articulate the desire to develop infrastructure that improves the visitor experience.

The strategy objectives were to:

- Maximize return on the Council's investment in the tourism industry
- Establish a planned approach to tourism that is informed by industry trends
- Promote the conditions that will support the needs of the industry at the local level
- Identify actions that will assist with the sustainability of the industry.

The key projects for this strategy include the Tocumwal Foreshore Development Plan, the Town Entry projects, membership of and involvement in the programs of the Murray Regional Tourism Board and

### **Berrigan Shire Visitor Guide**

The Berrigan Shire Visitor Guide is an initiative of the combined business chambers. The previous guide has been developed and printed by the Tocumwal Chamber of Commerce and Tourism when they had staff at the Visitor Information Centre. The representatives of the local chambers believed there was a need for a regional visitor guide and commissioned the Southern Riverina News to undertake its production. Council and the Chamber groups agreed to seed funding with the balance of the cost of production being covered by industry advertising. Council also resourced the project with an updated image library, copywriting and coordination of the project.

