

# NARRANDERA SHIRE

## ECONOMIC DEVELOPMENT STRATEGY

2024-2028



Narrandera  
Shire Council



The Narrandera Shire Economic Development Strategy was prepared by Narrandera Shire Council with the assistance of Urban Enterprise.

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## GLOSSARY OF TERMS

### ECONOMIC OUTPUT

Represents the gross revenue generated by businesses in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

### REGIONAL EXPORTS

Represents the value of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.

### EMPLOYMENT

Employment data represents the number of people employed by businesses/organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside.

### SEIFA

Developed by the Australian Bureau of Statistics (ABS), this measures the relative level of socio-economic advantage and disadvantage for a defined area. The index score is based on a weighted combination of census variables that reflect disadvantage (e.g. income, education, employment, etc.), which is then standardised around the national average score of 1,000. Therefore, a score above 1,000 indicates a lower level of disadvantage relative to the national average, while a score below 1,000 indicates a higher level of disadvantage relative to the national average.

### DAYTRIP VISITOR

Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.

### OVERNIGHT VISITOR

People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the National Visitor Survey.

### SMALL TO MEDIUM ENTERPRISE

The ABS defines a business entity employing less than 20 employees as a Small to Medium Enterprise.

### NON-EMPLOYING BUSINESS

A type of business that does not have employees. This may include a range of entity types, such as non-employing sole traders or any other businesses without employees.

## ACRONYMS

<b>ABS</b>	Australian Bureau of Statistics	<b>RDA</b>	Regional Development Australia
<b>DAMA</b>	Designated Area Migration Agreement	<b>RTO</b>	Registered Training Organisation
<b>DMP</b>	Destination Management Plan	<b>SEIFA</b>	Socio-Economic Index for Areas
<b>EDS</b>	Economic Development Strategy	<b>SME</b>	Small to Medium Enterprise
<b>NBG</b>	Narrandera Business Group	<b>VIC</b>	Visitor Information Centre
<b>PA</b>	Per Annum		



# EXECUTIVE SUMMARY





## OVERVIEW

The **Narrandera Economic Development Strategy 2024-2028** (EDS or Strategy) provides Narrandera Shire Council (Council) with a four-year plan to support economic development in the Shire. The purpose of this document is to provide strategic direction for Council to help create a strong and resilient economy.

The Strategy includes an overarching action plan that includes specific project opportunities and actions (in Appendix A) to **stimulate, attract and maintain business activity, investment and employment** across the Shire.

The information in this Strategy is informed by independent research and analysis, as well as consultation with industry representatives, community groups, businesses and Government stakeholders.

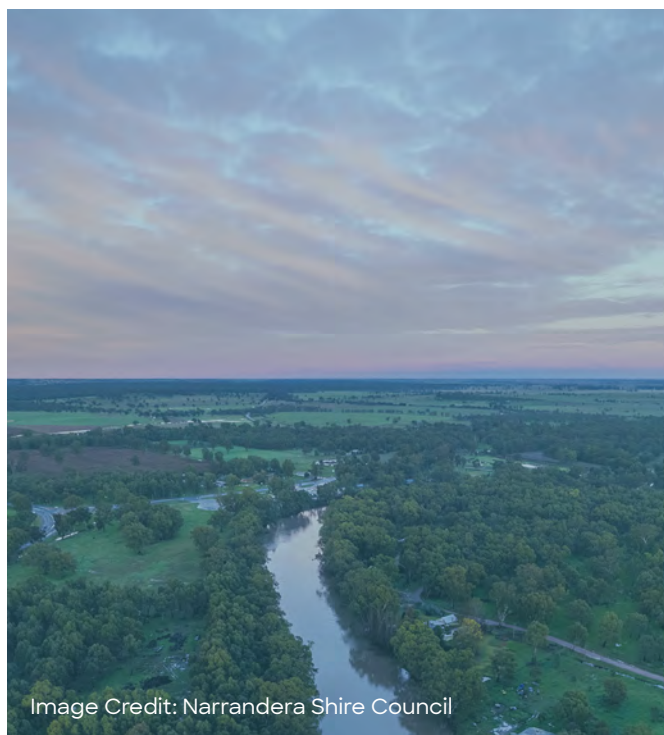


Image Credit: Narrandera Shire Council

## ECONOMIC DEVELOPMENT FRAMEWORK

The following economic development framework seeks to guide economic development in Narrandera and informs project opportunities and priorities for Council. This framework was developed through background research and analysis, as well as stakeholder consultation outcomes.

### Vision

“ **Narrandera Shire is a destination of choice for Living & Working, Visiting, Business and Investment.** ”

### Objectives

- Increase business investment and attraction
- Improve community wellbeing and liveability
- Increase consumption of local goods and services
- Grow the local skilled workforce
- Grow the value of the visitor economy

### Strategic Pillars and Focus Areas

The strategic economic development pillars and focus areas for the Narrandera economy, which informs the project opportunities, are outlined on page 3.

# 1



## LIVING + WORKING

Develop liveable communities that support resident attraction and workforce growth.

### Focus Areas

- Workforce Skills and Training
- Resident and Worker Accommodation
- High-Quality Services and Recreation

### Projects

- 1.1 Key Worker Housing Program
- 1.2 Review the 2023 Town Centre Masterplan
- 1.3 Support the Expansion of the Designated Area Migration Agreement (DAMA)
- 1.4 Cross-Regional Population and Employment Programs
- 1.5 Support Attraction of Private Training Facilities/ Registered Training Organisations (RTOs)

# 2



## VISITING

Encourage visitors to stay, play and spend in the Shire through increased destination awareness and improved visitor experiences.

### Focus Areas

- Destination Marketing and Promotion
- Provide High-Quality Visitor Experiences
- Events Support and Development

### Projects

- 2.1 Develop a Narrandera Destination Management Plan (DMP)
- 2.2 Destination Marketing Campaigns
- 2.3 Destination and Discovery Hub Activation
- 2.4 Signage and Wayfinding Audit
- 2.5 Develop and Promote Touring Itineraries

# 3



## BUSINESS

Support a productive and engaged business community and workforce to facilitate industry development and growth, as well as expand the jobs base.

### Focus Areas

- Business Support and Investment Attraction
- High-Value Rural Industry
- Industry Diversification

### Projects

- 3.1 Circular Economy Program
- 3.2 Business Development and Engagement Program
- 3.3 Industry Attraction Incentive Program
- 3.4 Rural Industry Strategic Plan
- 3.5 Business Accelerator Program (Business Hub)

# 4



## INVESTMENT

Create an environment that is conducive to public and private investment to support a vibrant and growing economy.

### Focus Areas

- Funding Advocacy
- Land Use Planning
- Collaboration and Engagement

### Projects

- 4.1 Major Infrastructure Advocacy Document and Prospectus
- 4.2 Progress development of the Red Hill Industrial Estate
- 4.3 Deliver outcomes consistent with the Local Housing and Employment Zone Land Strategy
- 4.4 Transport and Logistics Hub Feasibility Study
- 4.5 Narrandera Airport Masterplan



# INTRODUCTION





## NARRANDERA SHIRE

Narrandera Shire is a rural community situated in the Riverina region and consists of around 5,700 residents. It is strategically located between Sydney and Melbourne - at the intersection of the Newell and Sturt Highways - and is situated between the Wagga Wagga and Griffith regional centres.

Together with the provision of key rail and air infrastructure, the Shire is connected to major metropolitan cities across the eastern seaboard, providing access to labour, export and consumption markets on a national and global scale.

Narrandera township is the key service centre, providing amenity and infrastructure to residents, businesses, workers and visitors. This is supported by a network of smaller farming townships that support rural industry and provide a unique rural lifestyle.

Agriculture is the key economic driver for the Shire, in terms of output, employment and exports. This includes the production of sheep, grains, beef and dairy cattle, which supports local jobs, regional exports and is a key component of community identity.

The Shire has a range of attributes that enable economic development and support both economic and community outcomes. It is critical that these existing strengths are appropriately leveraged and supported - in addition to realising other suitable opportunities - to best support residents, businesses, workers and visitors and achieve overall economic growth.

## LOCAL GOVERNMENT'S ROLE IN ECONOMIC DEVELOPMENT

The core economic development functions that are typically adopted across Local Government include:

1. **Supporting the Existing Business Base**
2. **Attracting New Businesses and Jobs**
3. **Promoting Liveable and Sustainable Communities**
4. **Growing the Visitor Economy<sup>1</sup>**

Economic development, therefore, requires a holistic approach that can be achieved through an overarching Economic Development Strategy with clear objectives and measurable actions that align with community and industry needs.

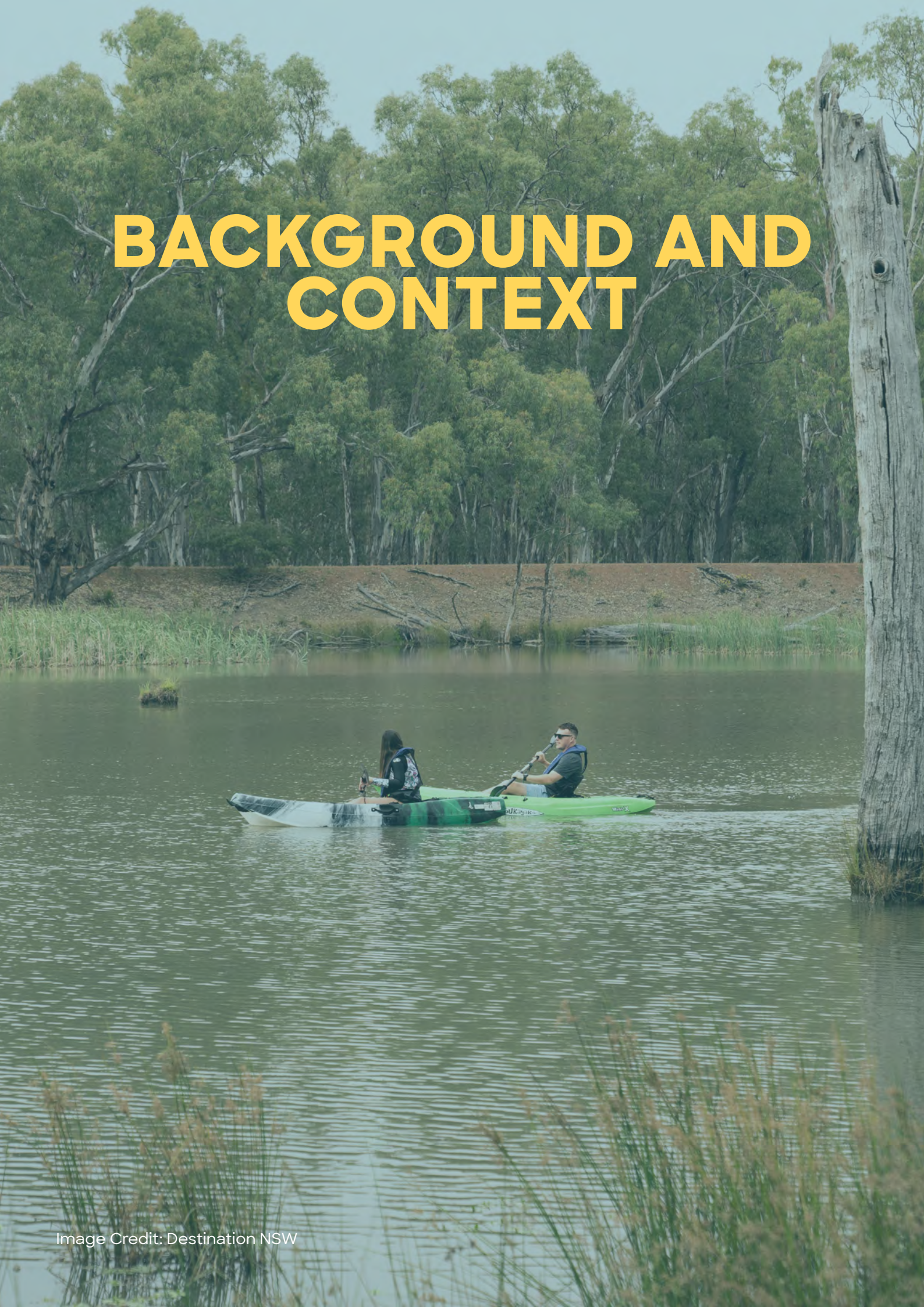
Narrandera Shire Council is committed to performing these functions and strengthen the local economy, in partnership with key government, industry and community stakeholders.

<sup>1</sup> Annual Performance Measures of Local Economic Development in Victoria, Urban Enterprise and EDA, 2016





# BACKGROUND AND CONTEXT





# POPULATION & DEMOGRAPHIC SNAPSHOT (2021)

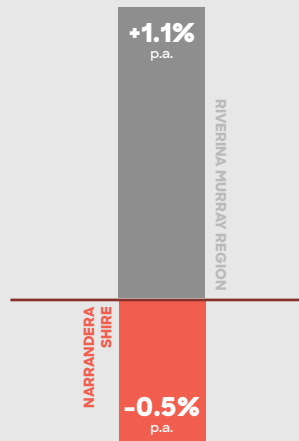


## 5,698 POPULATION



IN NARRANDERA SHIRE

### POPULATION CHANGE (2021-36)



### FORECAST POPULATION CHANGE (2021-36)

**-441** NARRANDERA SHIRE      **+48K** RIVERINA MURRAY REGION

**44 YRS**

**MEDIAN AGE**



**SEIFA SCORE**

**910**

NARRANDERA SHIRE

**941**

RIVERINA MURRAY REGION



### INDIGENOUS POPULATION

**13%**

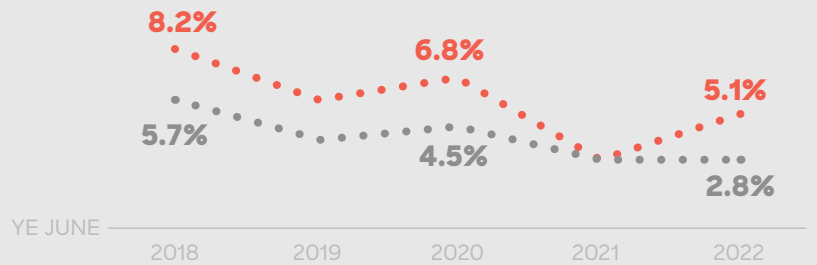
NARRANDERA SHIRE

**5%**

RIVERINA MURRAY REGION

### UNEMPLOYMENT RATE

●● NS      ●● RMR



### HOUSEHOLD COMPOSITION



**1**  
LONE PERSON HOUSEHOLD



**2**  
COUPLE WITH NO CHILDREN



**3**  
COUPLE WITH CHILDREN

**29%**

NARRANDERA SHIRE

**26%**

**21%**

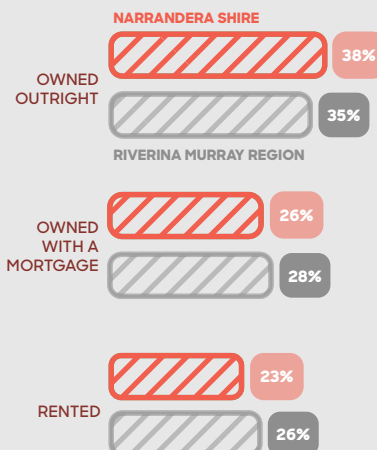
**27%**

RIVERINA MURRAY REGION

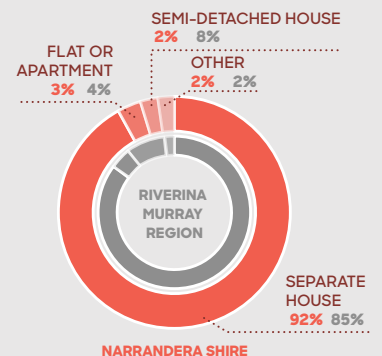
**27%**

**24%**

### HOUSEHOLD TENURE



### DWELLING TYPE



The data included in this section has been compiled by Urban Enterprise from a combination of sources, including: Profile .id, REPLAN, ABS Census data, the Victorian Valuer-General, Spendmapp and Tourism Research Australia.



## KEY POPULATION AND DEMOGRAPHIC TRENDS

- Narrandera Shire has experienced negative population growth over the past five years (-0.5% p.a.), with the population projected to decrease over the next 10-15 years. Measures to attract and retain residents should be pursued, as a thriving population base is critical for community wellbeing and helps to stimulate local economic activity.
- At the same time, the existing population is ageing, with a higher median age (44 years) compared to the state average (39 years). This will have implications for the future demand for health and social services, as well as the size of the local workforce. It will be important to target working aged residents and young families to the Shire as this will support the local workforce and sustain the economy over the long-term.
- The Narrandera population is relatively diverse with a large proportion of Indigenous residents. It is also relatively disadvantaged, in terms of overall socio-economic status and unemployment rates. To improve economic and social outcomes for the community, quality services and infrastructure is required to meet the needs of residents, as well as facilitate opportunities for employment and economic inclusion.
- In terms of critical infrastructure, current housing stock consists of predominantly low-density housing. A sufficient and diverse supply of housing - including rental properties - is required to meet the future needs of residents and workers.



# ECONOMIC SNAPSHOT (2022\*)

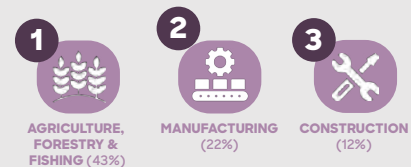
**\$741 M**  
TOTAL OUTPUT



**2.2K**  
TOTAL JOBS



**\$320 M**  
TOTAL EXPORTS



## VISITOR ECONOMY PROFILE



**\$16.6 M**  
ECONOMIC CONTRIBUTION  
(2021)



**91K**  
VISITORS  
(AVE 2021-22)



DAYTRIP  
**48%**



OVERNIGHT  
**52%**



**\$20.8 M**

EXPENDITURE

(AVE 2021-22)

SPEND PER PERSON (AVE 2016-19)



DAYTRIP

**\$160** p.p



OVERNIGHT

**\$290** p.p

NARRANDERA SHIRE

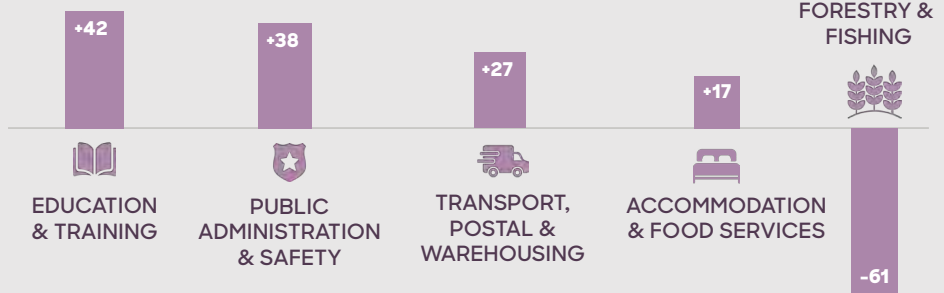
**\$152** p.p

**\$593** p.p

RIVERINA MURRAY REGION

## EMPLOYMENT PROFILE

JOBS GROWTH / DECLINE (2016-21)



JOB CONTAINMENT RATE



**83%**

NARRANDERA SHIRE

**93%**

RIVERINA MURRAY REGION

## BUSINESS PROFILE



**593**

BUSINESSES

**+12** Change (2018-2022)



1 AGRICULTURE, FORESTRY & FISHING (39%)



2 CONSTRUCTION (11%)



3 TRANSPORT, POSTAL & WAREHOUSING (7%)



NON-EMPLOYING BUSINESSES

**62%**

NARRANDERA SHIRE

**59%**

RIVERINA MURRAY REGION



SMALL-MEDIUM ENTERPRISE

**37%**

NARRANDERA SHIRE

**39%**

RIVERINA MURRAY REGION

## PURPOSE OF VISIT (AVE 2021-22)

PURPOSE OF VISIT (AVE 2021-22)



VISITING FRIENDS & RELATIVES

NARRANDERA SHIRE

**41%**

RIVERINA MURRAY REGION

**43%**



OTHER REASON

**24%**

**15%**



BUSINESS

**20%**

**29%**



HOLIDAY

**15%**

**13%**





## KEY ECONOMIC TRENDS

- The Narrandera economy is driven by rural industry, with agricultural production fundamental to local output, jobs and exports. Sustaining this strength in agriculture, whilst identifying opportunities to generate value-add, will be important in achieving future economic growth.
- Achieving industry diversity, through supporting primary industries sectors such as manufacturing, as well as population services (retail, health and education) will drive future investment and expand the jobs base. This will also help increase the relatively low levels of job containment – ensuring more residents work within the Shire.
- Almost all businesses in the Shire are considered non-employing or SMEs (99%) and will require ongoing support to promote business development, investment and growth.
- Narrandera is not a typical holiday destination, demonstrated by the large proportion of visiting friends and relatives and business travellers. It will be important for the Shire to support the current visitor markets, as well as attract high-yielding holiday visitors by leveraging existing assets and facilitating future investment in tourism product.

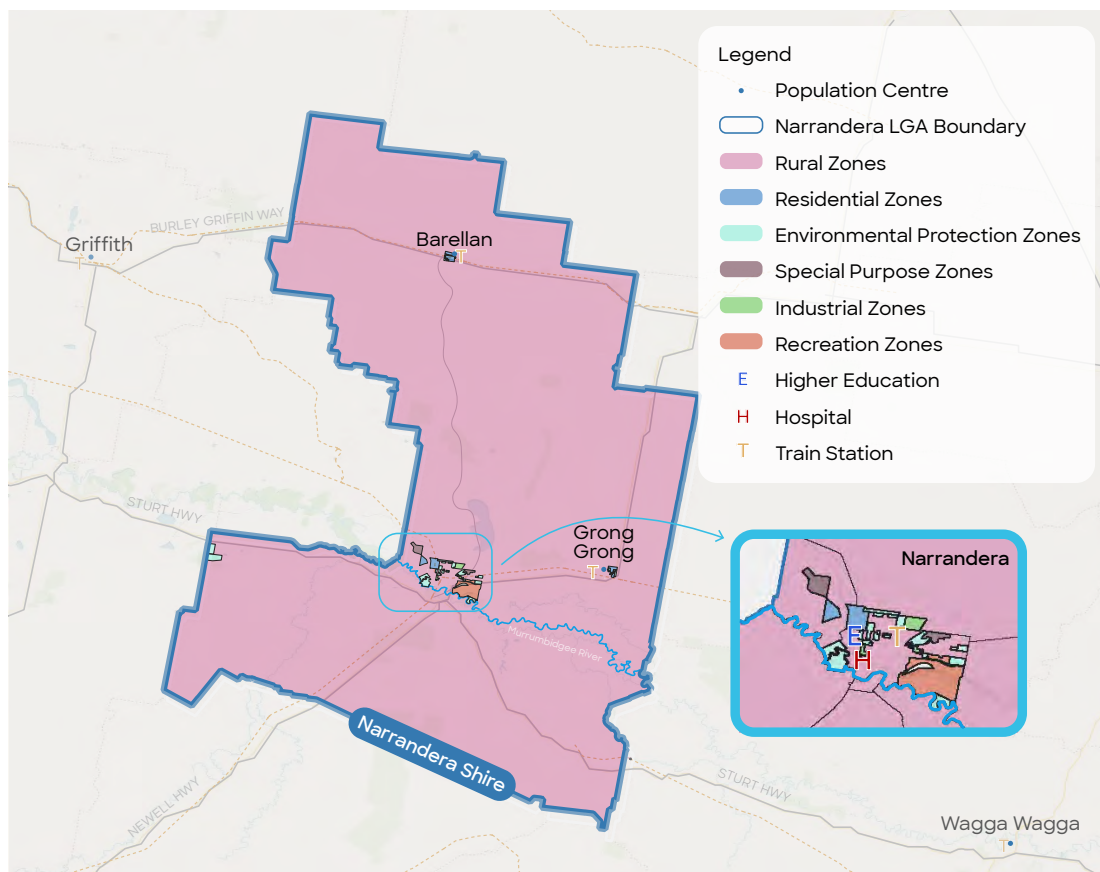
## LOCAL CONTEXT

At a local level, Narrandera Shire is predominantly comprised of rural farming land, with low levels of population density across the Shire. The key economic and employment areas are concentrated in Narrandera township, which supports residents, workers, businesses and visitors through the following assets:

- **Industrial** land at Red Hill Estate;
- **Commercial** land across the town centre, providing retail, hospitality (inc. visitor accommodation) and professional services;
- Key **health and education** services through Narrandera District Hospital and TAFE NSW (Narrandera Campus);
- **Community and recreation** infrastructure, such as Narrandera Showground, Narrandera Arts and Community Centre and the new Destination and Discovery Hub;
- **Water-based** assets including the Murrumbidgee River, Lake Talbot and the Narrandera Water Park; and
- **Residential** land to accommodate residents and workers.

These areas provide key services and amenity to residents, workers and visitors, as well as supporting business activity, local consumption and investment in Narrandera Shire.

### F4. NARRANDERA SHIRE KEY ECONOMIC AND EMPLOYMENT AREAS



Source: Urban Enterprise, 2023.



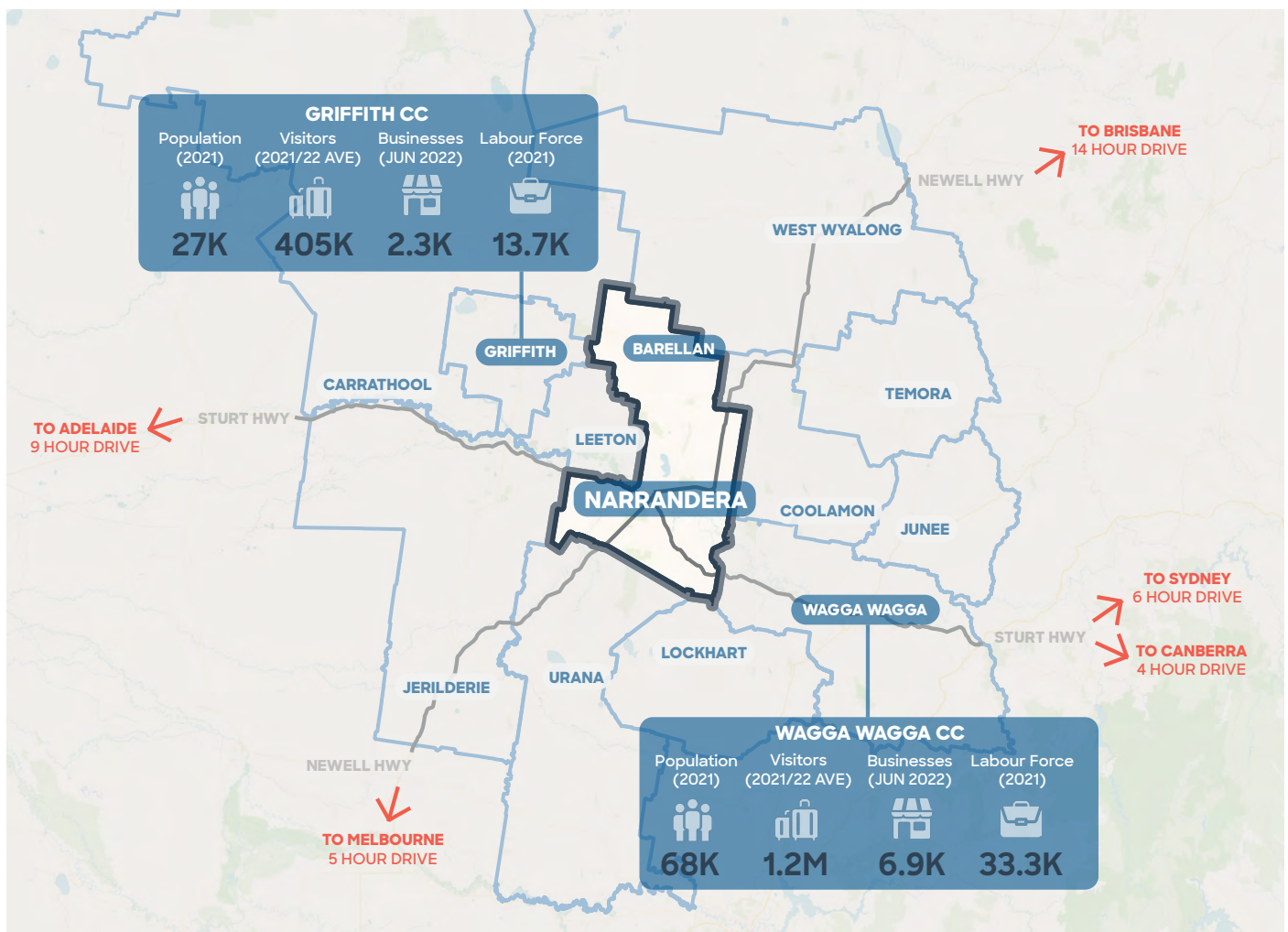
## REGIONAL CONTEXT

At a regional level, Narrandera Shire is approx. one hours' drive from the regional centres of Wagga Wagga and Griffith (and 30-minutes' drive from Leeton), helping to establish a broader regional catchment that consists of:



This increases local access to services, amenity, labour and consumers – expanding the economic base of Narrandera to benefit residents and businesses. This provides opportunities for collaboration (i.e. leveraging the proximity to these regional centres) to support investment attraction and growth outcomes.

### F3. NARRANDERA SHIRE REGIONAL CONTEXT



Source: Urban Enterprise, 2023.

## NATIONAL CONTEXT

Narrandera Shire is strategically located between Sydney and Melbourne along key transport corridors, providing connections to capital cities across the eastern seaboard and access to labour, export and consumption markets as follows (see Figure F2):

- **Road:** At the intersection of the Newell and Sturt Highways, the Shire is directly connected to Melbourne, Sydney, Brisbane, Canberra and Adelaide.
- **Rail:** Passenger and freight rail (to be strengthened through the future inland rail route between Melbourne and Brisbane).
- **Air:** Narrandera Airport provides direct and indirect access to metropolitan markets.

The transport linkages ensure access to regional, national and global markets, via major sea and air infrastructure, providing Narrandera with the potential to capture future investment and growth opportunities.

### F2. NARRANDERA SHIRE NATIONAL CONTEXT



Source: Urban Enterprise, 2023.



## MACROECONOMIC TRENDS

The following external economic trends will require Council consideration as they influence economic development in Narrandera.



### WORKFORCE SHORTAGES IN KEY SERVICE SECTORS

Skills and workforce shortages are being experienced across most industries in regional areas, including primary industries (i.e. manufacturing and agriculture) and service industries (i.e. childcare, aged care, retail and hospitality). This has had a substantial impact on business operations and service provision for residents.



### SHIFTING AGRICULTURAL PRACTICES

This industry is experiencing change, with agricultural businesses facing new challenges and opportunities, including increasing global demand for food (inc. demand for niche products), adopting more sustainable practices to combat climate change and extreme weather events, as well as harnessing innovative technologies to increase productivity.



### GLOBAL ECONOMIC UNCERTAINTY (INCLUDING SUPPLY CHAIN DISRUPTIONS)

Global supply side shortages and commodity price volatility have been exacerbated by external economic and environmental shocks. The trajectory and duration of these events remain unpredictable, leading to global economic uncertainty in the short term, impacting consumer and business confidence.



### GROWTH OF ADVANCED MANUFACTURING

Manufacturing has been a key part of Australia's COVID-19 response, particularly in responding to the global supply chain impacts, and the need to produce goods locally. There is an opportunity for manufacturing businesses to scale up and become more competitive and resilient, through investment in more advanced and emerging manufacturing activities.



### RISING INFLATION AND COST OF LIVING PRESSURES

Price pressures from supply chain issues, as well as rising interest rates have led to an increase in the cost of daily essentials and basic services, which has the potential to affect business activity and local consumption levels in the short term.



### CLIMATE RESILIENCE AND ENVIRONMENTAL SUSTAINABILITY

Given the recent government commitments to reducing emissions, environmental sustainability is playing an increasing role within local government and influencing business and consumer decisions. As a result, there is increased demand for investment in new, clean energy technologies, as well as transition to more sustainable circular economy practices to improve industry efficiency.



### CONSTRUCTION AND HOUSING MARKET CONSTRAINTS

Ongoing supply-side constraints (i.e. materials and labour), coupled with rising construction costs, have led to a softening of the residential housing market, including decreasing (or stagnant) prices.

## POLICY CONTEXT

Economic development in Narrandera is influenced by the broader policy environment, as outlined in relevant local, regional and state-wide documents. Ensuring alignment to these policies will help support future funding for programs and initiatives designed to achieve economic growth.

Key documents reviewed to inform development of this are summarised below.

### T2. RELEVANT DOCUMENTS

#### State-Wide Documents

- NSW 2040 Economic Blueprint
- NSW State Infrastructure Plan 2022-23
- NSW Future Transport Strategy
- NSW Visitor Economy Strategy 2030

#### Regional Documents

- RDA Riverina workforce development plan
- Western Riverina Regional Economic Development Strategy 2023 Update
- Destination Riverina Murray DMP 2022-2030

#### Local Documents

- Narrandera Community Strategic Plan 2034
- Open for Business – Narrandera Industry Prospectus
- Narrandera Local Housing & Employment Zone Land Strategy (2022)
- Narrandera Arts Centre Strategic Plan (2014)
- Narrandera Buy Local – Use Local Strategy 2017-2019
- Narrandera Shire Economic Development Strategy 2017-2020
- Narrandera Delivery Program 2022-2026
- Narrandera Shire Council Climate Action Strategy (2020)
- Narrandera Cultural Plan 2021-2031

Source: Urban Enterprise, 2023.

At a local level, the key policy document informing the Economic Development Strategy is the ‘Narrandera Shire 2034 Community Strategic Plan’. This vision statement for this document is:

**“To preserve and enhance the lifestyle of our communities by encouraging, promoting and facilitating sustainable development of the Shire.”**

At a regional level, the ‘Western Riverina Regional Economic Development Strategy’<sup>2</sup> will align with the delivery of the Narrandera EDS through the following activities:

- Develop and grow the agricultural and manufacturing industries.
- Invest in skills and the supply of key utilities; and
- Grow the Western Riverina population and labour pool.

At a state level, the ‘NSW 2040 Economic Blueprint’ is the key document for long-term economic growth across the State, recommending the following aspirations for economic prosperity:

- A high standard of living;
- Diversified economy;
- Vibrant and connected urban centres;
- Productive infrastructure and transport links;
- Innovative businesses and industries of the future;
- Preserving the environment and biodiversity; and
- Encouraging innovation.

This Strategy, therefore, will support these broader visions to ensure a consistent and coherent approach to local economic development is adopted.

<sup>2</sup> The Western Riverina Region comprises the following municipalities: Carrathool Shire, Griffith City, Leeton Shire, Murrumbidgee Shire and Narrandera Shire.



## ECONOMIC DEVELOPMENT PARTNERS

The following table outlines the key stakeholders and partners that support economic development locally, regionally, state-wide and nationally.

Ongoing collaboration with these organisations is essential to promote local economic development initiatives, ensure alignment with the broader policy environment and obtain political and funding support.

### T4. ECONOMIC DEVELOPMENT GOVERNANCE STRUCTURE

Organisation	Description
<b>NATIONAL</b>	
<b>Regional Development Australia</b>	A national network of committees across Australia, made up of local leaders working across Government, business, and community groups.
<b>STATE</b>	
<b>Investment NSW</b>	Investment NSW facilitates economic growth and attracts investment to deliver economic and social benefits to the state.
<b>Business NSW</b>	Business NSW is a not-for-profit membership organisation that provides a comprehensive online resource that delivers several programs and services to support NSW businesses, through education, advocacy and networking
<b>Destination NSW</b>	The lead Government Agency for the New South Wales tourism and major events sectors. It is responsible for marketing Sydney and NSW, delivering initiatives to drive visitor growth and lead the delivery of the NSW visitor Economy Strategy 2030.
<b>REGIONAL</b>	
<b>RDA Riverina Region</b>	RDA Riverina works with three tiers of government, regional businesses, and the wider community to boost the economic capability and performance of their region.
<b>Destination Riverina Murray</b>	Destination Riverina Murray is the destination manager and facilitates economic growth through effective organisation and coordination of the region's tourism industry.
<b>Murrumbidgee Trails</b>	A marketing collective between Leeton Shire, Lockhart Shire, Narrandera Shire and Murrumbidgee Councils, that is tasked with developing and implementing a collaborative destination marketing campaign.
<b>LOCAL</b>	
<b>Narrandera Shire Council</b>	Narrandera Council's Economic Development unit focuses on improving the quality of life for those living, working, visiting, and studying in the Shire.
<b>Narrandera Business Group (NBG)</b>	An independent member-based business group that runs networking events and assists with professional development for local businesses.

Source: Urban Enterprise, 2023.

# STRATEGIC CONSIDERATIONS

A large, rustic wooden bridge structure, possibly a trestle bridge, spans across a body of water. The bridge is constructed from dark, weathered wood with a complex network of beams and supports. The water below is calm, reflecting the bridge's structure and the sky above. In the background, there are green trees and a clear blue sky with some light clouds. The overall scene is peaceful and scenic.



The following provides an overview of the strengths, challenges and economic opportunities for Narrandera Shire, which informs the Economic Development Framework and guide future priorities for Council.

## Economic Strengths



**Strategically located** along key transport corridors (inc. road, rail and air infrastructure), which provides access to major metropolitan cities across Australia, as well as national and international markets.



**Proximity** to the regional centres of Wagga Wagga and Griffith provides access to services, as well as labour and consumption markets, to benefit residents, workers and businesses.



Serviced and affordable **industrial land** supply at Red Hill Estate, provides a conducive environment for business investment.



Affordable **residential land** supports demand for housing and residential development.



A high-quality **sports ground** and complementary **recreation facilities**, helps attract sporting events, promotes community recreation and wellbeing and contributes to the rural lifestyle attributes of the Shire.



Access to a local **TAFE campus** and **district hospital** provides key services for residents and helps provide skills training for the workforce to meet industry needs.



**Agriculture** is central to the Shire's economy, employment and community identity and is a key competitive advantage. The majority of land is used for agricultural purposes, with the townships providing crucial support to rural industry and employees.



There is active business representation in the Shire, via the **Narrandera Business Group**, which supports Council efforts to develop the business base through provision of business events, networking opportunities and training.



There is a variety of **nature-based assets** that provides significant community amenity and economic benefits to Narrandera (e.g. Murrumbidgee Valley National Park, Koala Reserve, Lake Talbot).



The Shire is growing its provision of **arts and culture** product, as well as **Indigenous** experiences, which provides a unique point of difference in the region and supports local amenity and visitation. (e.g. Narrandera Arts and Community Centre, Destination and Discovery Hub).

## Economic Challenges



Lack of **workforce accommodation**, through housing and rental shortages, has contributed to workforce shortages and the declining resident population.



Opportunities for increased options for **commercial accommodation** that could enhance the ability to attract visitors to the Shire and generate additional consumption for local businesses.



Vacant shopfronts and limited activation in Narrandera town centre (inc. a lack of **retail and dining experiences**) constrains the level of local consumption and business activity – leading to economic leakages to the nearby cities of Wagga Wagga and Griffith.



Raw materials produced in Narrandera are **exported** outside the Shire for processing, minimising the value of agriculture for the local economy.



Opportunities for improved access to (and activation of) **nature-based assets** that could increase the utilisation and potential of these assets to attract residents and visitors.



More professional **meeting spaces** for businesses could improve business activity and the ability to attract industry investment.



**Free camping** sites in the Shire could benefit from increased amenity, which enhances the visitor experience.



**Increase promotion of the Shire** to visitors, in terms of marketing its attributes and key offerings (beyond a commuting destination), would result in higher brand awareness.



Image Credit: Narrandera Tourism



## Economic Opportunities

The following summarises the range of economic opportunities that Council could pursue to guide future decision-making and priorities. These opportunities seek to leverage the Shire's strengths, as well as overcome identified challenges.



Capitalise on the Shire's strategic location and access to transport infrastructure by examining the feasibility of establishing a transport and logistics hub in the Shire.



Maximise the economic potential of the regional airport through growth in freight, passenger services and other commercial activities (e.g. flight training).



Support agricultural value-add opportunities that leverages the production of raw materials (e.g. downstream processing, agri-tourism, etc.).



Continue to develop and expand the Red Hill Industrial Estate to attract industry investment.



Improve town centre amenity and support activation of the public realm to increase utilisation and support investment in commercial businesses (e.g. retail, hospitality, professional services).



Collaboration between Council, the private sector, TAFE NSW and schools to identify and support training and employment pathways.



Facilitate and incentivise residential development and housing growth to attract workers and grow the local population.



Develop a stronger destination brand and increase promotion of the Shire to raise the awareness of Narrandera as a tourist destination.



Activate key products and experiences, including nature-based assets and arts and cultural experiences, to enhance utilisation and generate local consumption.



Cross-regional collaboration to support investment in local and regional infrastructure priorities.



Continue to develop the events sector, including community, sporting and tourism events, to promote community outcomes and grow the visitor economy.



# ECONOMIC DEVELOPMENT FRAMEWORK





The framework guides economic development in Narrandera Shire and informs project opportunities and priorities for Council. This was developed through background research and analysis, as well as stakeholder consultation outcomes.

## Vision

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“ **Narrandera Shire is a destination of choice for Living & Working, Visiting, Business and Investment.** ”

## Objectives

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- > Increase business investment and attraction
- > Improve community wellbeing and liveability
- > Increase consumption of local goods and services
- > Grow the local skilled workforce
- > Grow the value of the visitor economy

## Strategic Pillars

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**1. Living & Working**  
Develop liveable communities that support resident attraction and workforce growth.



**2. Visiting**  
Encourage visitors to stay, play and spend in the Shire through increased destination awareness and improved visitor experiences.



**3. Business**  
Support a productive and engaged business community and workforce to facilitate industry development and growth, as well as expand the jobs base.



**4. Investment**  
Create an environment that is conducive to public and private investment to support a vibrant and growing economy.



## STRATEGIC PILLAR 1

# LIVING + WORKING

Develop liveable communities that support resident attraction and workforce growth.

### OVERVIEW

Providing a high-quality rural lifestyle, through development of liveable communities, is a key enabler of economic development. This includes provision of amenity, services and infrastructure that supports resident and workforce attraction and retention.

This is essential to establishing an engaged community, as well as a thriving workforce, that participates in local economic activity and supports local businesses.

### FOCUS AREAS

- **Workforce Skills and Training.** Supporting the development and growth of a skilled and ‘job-ready’ local workforce will help local businesses address workforce challenges and skills gaps. This includes attracting new workers (and working-aged residents) to the region, as well as upskilling the existing workforce, to promote business productivity and service provision.
- **Resident and Worker Accommodation.** The provision of affordable and diverse housing will help attract new workers (of varying household types) to the Shire. This includes a range of housing to support single households, families and adult couples.
- **High-Quality Services and Recreation.** Ensuring access to essential services (e.g. health, childcare, social assistance), combined with recreation facilities (e.g. community centres, sporting grounds) will help improve the quality of life in Narrandera and attract residents and workers to the Shire.

### KEY PERFORMANCE INDICATORS

- ✓ Population growth above historic rates
- ✓ Increase in working-aged residents
- ✓ Growth in housing supply and housing diversity
- ✓ Improvements in community satisfaction







## PROJECT OPPORTUNITIES

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### **Project 1.1: Key Worker Housing Program**

Investigate opportunities to develop short-term housing options for workforce accommodation in the Shire to attract and support a skilled workforce.

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### **Project 1.2: Review the 2023 Town Centre Masterplan**

Review the 2023 Masterplan for Narrandera Town Centre to support activation, utilisation and increased economic activity in the Shire's commercial centre.

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### **Project 1.3: Support the Expansion of the Designated Area Migration Agreement (DAMA)**

Advocate for an expanded DAMA to grow the skilled migrant worker base to meet industry needs, as well as alleviate workforce and skills shortages.

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### **Project 1.4: Cross-Regional Population and Employment Programs**

In collaboration with government agencies and surrounding Councils across RDA Riverina, continue to support and promote available resources to encourage worker and resident attraction.

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### **Project 1.5: Support Attraction of Private Training Facilities/Registered Training Organisations (RTOs)**

Encourage training and education opportunities for key industry sectors to support the development of a skilled workforce for local businesses.

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## STRATEGIC PILLAR 2

### VISITING

Encourage visitors to stay, play and spend in the Shire through increased destination awareness and improved visitor experiences.

#### OVERVIEW

The visitor economy is an important component of economic development as it promotes local consumption, supports business activity and creates new local jobs. The benefits from tourism, which are derived from visitor yield, flows through the economy and impacts retail, service, hospitality and transport sectors (amongst others).

A successful visitor economy supports a range of visitor types, including holiday visitors, as well as the large proportion of visiting friends and relatives (VFR) and business visitors attracted to the Shire.

Importantly, the value of the visitor economy will grow through increased awareness and provision of quality products and experiences. This will help transform Narrandera from a stopover destination into a desirable place to visit. In addition, providing more amenity and product will also support existing residents and drive local consumption.

#### FOCUS AREAS

- **Destination Marketing and Promotion.** Supporting destination awareness, including the promotion of existing product and experiences, is crucial to attracting visitors and generating yield – including new visitors and supporting dispersal of visitors from nearby regional centres.
- **Provide High-Quality Visitor Experiences.** The visitor experience is influenced by the provision of quality tourism product and infrastructure. Investment in new product, and activation of existing product, will support the attraction of visitor markets and benefit the local visitor economy.
- **Events Support and Development.** Providing a diverse calendar of sporting and tourism events that promotes Narrandera’s assets and encourages repeat visitation throughout the year.

#### KEY PERFORMANCE INDICATORS

- ✓ Increase in visitation and visitor expenditure
- ✓ Increase in the number of events
- ✓ Increase in investment enquiries, planning and building permits for accommodation and tourism products
- ✓ Increase in visitor satisfaction with tourism offerings







## PROJECT OPPORTUNITIES

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### **Project 2.1: Develop a Narrandera Destination Management Plan**

Prepare a Destination Management Plan (DMP) for Narrandera Shire that identifies opportunities and priorities to grow the visitor economy through development of products, experiences and visitor services.

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### **Project 2.2: Destination Marketing Campaigns**

Support regional destination partners to promote Narrandera as a visitor destination, drive awareness and attract visitors to the Shire.

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### **Project 2.3: Destination and Discovery Hub Activation**

Deliver contemporary visitor experiences, including a program of events and activities at the Destination and Discovery Hub. This will encourage visitation and help to activate the facility and surrounding area.

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### **Project 2.4: Signage and Wayfinding Audit**

Identify opportunities for improvements to signage and wayfinding in the Shire to create a sense of arrival at key attractions, connect the Shire and enhance the visitor experience.

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### **Project 2.5: Develop and Promote Touring Itineraries**

Identify and promote the opportunity to package product and develop local itineraries to showcase assets, as well as increase utilisation and dwell time for visitors.

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## STRATEGIC PILLAR 3

### BUSINESS

Support a productive and engaged business community and workforce to facilitate industry development and growth, as well as expand the jobs base.

#### OVERVIEW

A core function of Council is to support the business community and encourage business growth and development. This is essential to achieving economic development outcomes, as it fosters business productivity, performance and employment growth.

This includes providing direct support, as well as leveraging industry representatives, to:

- Support industry strengths (e.g. agriculture, transport and logistics) to maintain competitive advantages;
- Provide opportunities for small businesses to collaborate, innovate and contribute to the local economy; and
- Encourage business sustainability to support environmental objectives and help improve business efficiency and productivity.

Undertaking these activities will help create a more productive and resilient business base that will help sustain the economy, grow the workforce and meet community needs.

#### FOCUS AREAS

- **Business Support and Investment Attraction.** A more connected and collaborative business community that engages with Council, industry bodies and other businesses, is vital to business development and the creation of a thriving industry base.
- **High-Value Rural Industry.** Maintain a competitive and high-value agricultural sector, which is a key driver of the local economy and overall strength for the Shire, to generate economic and employment outcomes for the Shire.
- **Industry Diversification.** Support growth in new and emerging industries that complement the existing industry base and are suited to Narrandera Shire, to support investment, build economic resilience and expand the jobs base.

#### KEY PERFORMANCE INDICATORS

- ✓ Number of incoming business enquiries
- ✓ Growth in the local business base
- ✓ Increase in NGB memberships
- ✓ Increased uptake of renewable energy sources
- ✓ Increase in the level of participation and attendance at training, networking and mentoring events
- ✓ Increase in number of meeting spaces and business facilities







## PROJECT OPPORTUNITIES

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### **Project 3.1: Circular Economy Program**

Promote education and training programs (inc. online tools and resources) to help develop the circular economy within Narrandera and create a more sustainable and environmentally conscious business community.

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### **Project 3.2: Business Development and Engagement Program**

Support and promote the delivery of business networking and training events, in collaboration with the NBS, to develop and grow local businesses.

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### **Project 3.3: Industry Attraction Incentive Program**

Develop an investment incentive package to attract new businesses and industry to the Shire, ranging from planning support, financial incentives and accessing Council resources.

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### **Project 3.4: Rural Industry Strategic Plan**

Support rural industry, as well as supporting industries, through the preparation of a strategic plan that maintains and grows the value of agriculture to the economy, employment and social fabric.

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### **Project 3.5: Business Accelerator Program (Business Hub)**

Investigate the feasibility of establishing a Business Accelerator Program (Business Hub) to support the small business community (including entrepreneurs, digital enterprises, social enterprises) through provision of dedicated spaces and training opportunities.

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## STRATEGIC PILLAR 4

# INVESTMENT

Create an environment that is conducive to public and private investment to support a vibrant and growing economy.

### OVERVIEW

Investment attraction is critical to economic development, as it supports resident amenity, business activity and job creation.

Council plays a critical role in facilitating investment (including business investment and public infrastructure investment) through establishing an 'investment ready' environment through delivery of critical infrastructure, planning mechanisms and other measures/ incentives.

### FOCUS AREAS

- **Funding Advocacy.** Advocacy efforts are important in facilitating investment in strategic infrastructure to support population growth, local workforce growth and business investment.
- **Land Use Planning.** The supply of sufficient serviced and zoned land (inc. provision of development infrastructure and access to utilities) fosters commercial, industrial and residential development, helping to activate underutilised land.
- **Collaboration and Engagement.** Formal engagement with key industry and government partners, including cross-regional organisations, is critical to identify, promote and support Narrandera's investment priorities and obtain funding.

### KEY PERFORMANCE INDICATORS

- ✓ Increase in public infrastructure investment
- ✓ Increase in supply of zoned employment and residential land
- ✓ Increase in investment enquiries, planning and building permits relating to residential, commercial and industrial properties
- ✓ Growth in the local business base
- ✓ Growth in housing supply and housing diversity







## PROJECT OPPORTUNITIES

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### **Project 4.1: Major Infrastructure Advocacy Document and Prospectus**

Identify, prioritise and advocate for investment in major infrastructure projects to support economic growth and benefit businesses, residents, workers and visitors.

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### **Project 4.2: Progress development of the Red Hill Industrial Estate**

Deliver land sales to continue activation of the Red Hill Industrial Estate for job-creating enterprises.

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### **Project 4.3: Deliver outcomes consistent with the Local Housing and Employment Zone Land Strategy**

Implement the recommendations of the Local Housing and Employment Zone Land Strategy and support future land requirements (through local planning policy) to accommodate business investment and population growth.

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### **Project 4.4: Transport and Logistics Hub Feasibility Study**

Examine the feasibility and viability of establishing a Transport and Logistics Hub in the Shire to support key industry (including manufacturing, agriculture, transport and warehousing) and grow business activity, investment and export opportunities.

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### **Project 4.5: Narrandera Airport Masterplan**

Development of a masterplan will identify the constraints, opportunities and investment priorities for Narrandera Airport to enhance the role of the airport (and surrounding land), support industry investment and achieve employment outcomes.

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# APPENDICES





## APPENDIX A ACTION PLAN

The following details the strategic pillars, including focus areas and project opportunities for Council. This includes a list of key actions, responsible stakeholders, indicative resources<sup>3</sup> and recommended timeframes as follows:

- Short-term (0-2 years);
- Medium-term (2-4 years);
- Long-term (4 years+); and
- Ongoing.

The Strategy will be delivered by Council over a four-year timeframe, from 2024-28, to be implemented in partnership with government and industry stakeholders. To guide the delivery of the projects identified in this Strategy, it is intended that Council’s role may be to lead, partner or support/advocate.

To capitalise on resource availability, as well as offset any funding constraints, projects may be delivered in partnership with government and/or the private sector. In addition, funding contributions (either in full or part) may be required to deliver certain projects.

Implementation of the Strategy should be monitored on an ongoing basis using the key performance indicators and monitoring tools outlined throughout the Strategy.

The projects listed below have been categorised based on priority status – **high/medium/low** – which has been determined through a combination of: industry need, achievability within timeframe, resourcing capabilities, and project benefits.

### T5. STRATEGY DELIVERY ROLES

Council Role	Description
Lead	The projects and initiatives for which Council has direct responsibility and accountability (typically involves funding/resource responsibility).
Partner	Those projects Council can support and help shape through partnerships with the community, other levels of government and industry (funding/resource typically shared).
Support	Projects and initiatives where Council advocates and/or supports other stakeholders to take action (involves minimal to no resources).

<sup>3</sup> The resourcing requirements included in this report are indicative only and subject to further investigation.

## STRATEGIC PILLAR 1: LIVING & WORKING

### High Priority Project/s



**PROJECT 1.1: KEY WORKER HOUSING PROGRAM**

#### Key actions

- Collaborate with industry to identify immediate workforce requirements and skills gaps.
- Investigate opportunities to re-purpose existing accommodation (i.e. caravan parks) and/or develop short-term or mobile housing on private land, crown land or on suitable Council-owned assets.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
NSW Government,  
Developers, Industry

#### Timeframe

Short

#### Costs

Existing Council resources

#### Rationale

- Significant housing shortages (including rental accommodation) has impacted to supply of workers in the Shire.
- This program is designed to increase the immediate supply of workforce accommodation and mitigate the supply shortages.

#### Link to KPIs

- Increase in working-aged residents.
- Growth in housing supply and housing diversity.

#### Link to objectives

- Grow the local skilled workforce.

### Medium Priority Project/s



**PROJECT 1.2: REVIEW THE 2023 TOWN CENTRE MASTERPLAN**

#### Key actions

- Review the 2023 Masterplan for Narrandera Town Centre.
- Provide updated recommendations to support activation, promote utilisation and enhance safety measures.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
Local businesses

#### Timeframe

Short

#### Costs

\$150,000

#### Potential funding source/s

Council, NSW Government, Federal Government

#### Rationale

- There is limited activation and high rates of vacancies across Narrandera Town Centre, constraining business investment and local consumption.
- An updated masterplan and implementation of activation initiatives will support utilisation of the town centre, drive consumption and stimulate investment.

#### Link to KPIs

- Population growth above historic rates.
- Improvements in community satisfaction.

#### Link to objectives

- Increase business investment and attraction.
- Improve community wellbeing and liveability.
- Increase consumption on local goods and services.





### PROJECT 1.3: SUPPORT THE EXPANSION OF THE DESIGNATED AREA MIGRATION AGREEMENT (DAMA)

#### Key actions

- Engage with Riverina RDA to support the expansion of the DAMA agreement.
- Support local delivery of DAMA to achieve workforce attraction outcomes for primary industry in Narrandera.

#### Council role

Support

#### Stakeholders support

##### Primary

RDA Riverina

##### Secondary

Council, industry

#### Timeframe

Short and ongoing

#### Costs

Existing Council resources (potential to contribute to a shared FTE across the region)

#### Rationale

- Increase Narrandera’s access to skilled migrant workers to offset the workforce shortages and overcome difficulties in workforce attraction/retention.

#### Link to KPIs

- Increase in working-aged residents.

#### Link to objectives

- Grow the local skilled workforce.



### PROJECT 1.4: CROSS-REGIONAL POPULATION AND EMPLOYMENT PROGRAMS

#### Key actions

- Support cross-regional programs in collaboration with government agencies, including (for example): Country Change (RDA Riverina), Grow our own (RDA Riverina), NSW GROW (NSW), Move to More (Regional Australia Institute).
- Promote available tools and resources for job seekers, prospective residents and local businesses, to expand the presence of these programs across Narrandera.

#### Council role

Support

#### Stakeholder support

##### Primary

RDA Riverina

##### Secondary

Council, industry

#### Timeframe

Short and ongoing

#### Costs

Existing Council resources (potential to provide marketing contributions as required)

#### Rationale

- Highlight available resources for prospective residents and workers in the region to offset low rates of population growth and workforce shortages.

#### Link to KPIs

- Increase in working-aged residents.

#### Link to objectives

- Grow the local skilled workforce.



## PROJECT 1.5: SUPPORT ATTRACTION OF PRIVATE TRAINING FACILITIES/ REGISTERED TRAINING ORGANISATIONS (RTOS)

### Key actions

- Engage with industry and tertiary institutes to support the attraction of privately operated workforce training programs and RTOs.
- Facilitate connections between industry and training providers to achieve workforce and training outcomes.

### Council role

Support

### Stakeholder support

**Primary**  
Industry

**Secondary**  
Council, TAFE NSW

### Timeframe

Medium

### Costs

Existing Council resources

### Rationale

- Local businesses are experiencing shortages of skilled local workers, as well as issues with attracting a skilled workforce.
- Development of private training facilities will enable businesses to provide relevant training to upskill the local workforce, as well as attract other workers seeking skills improvement.

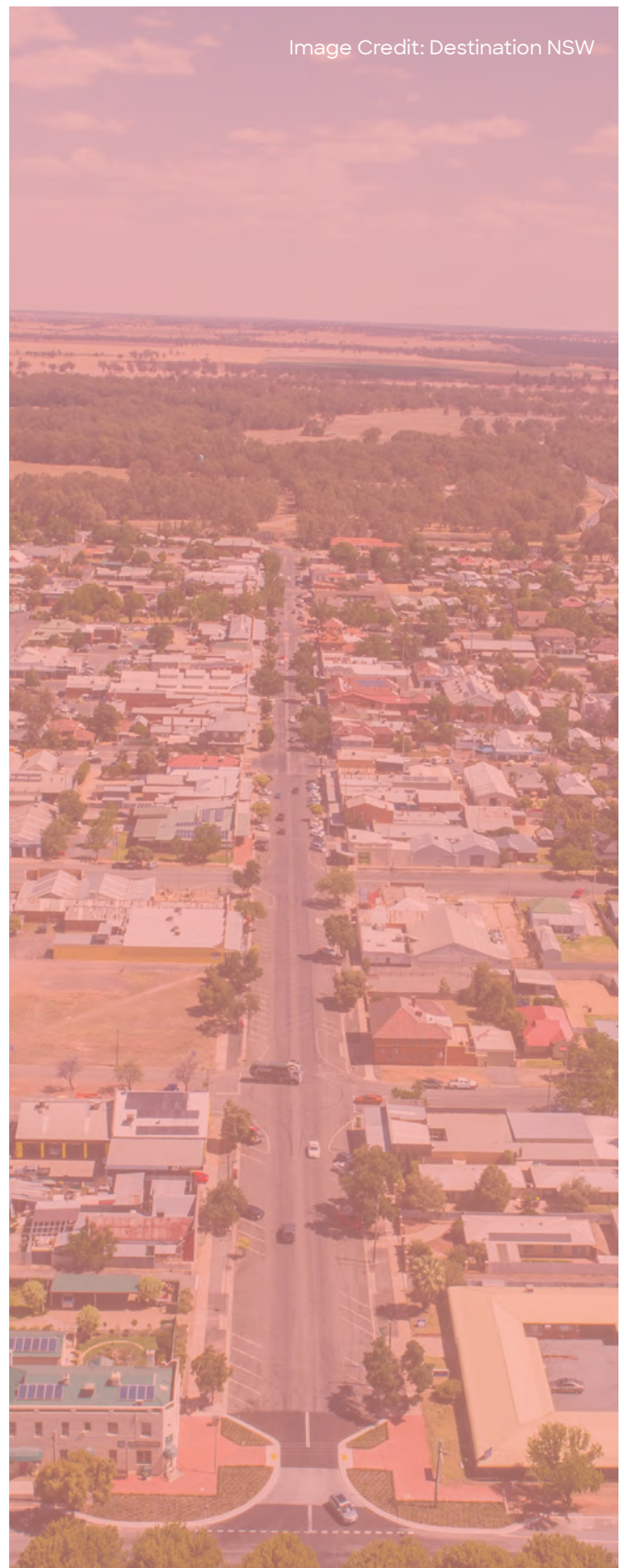
### Link to KPIs

- Increase in working-aged residents.

### Link to objectives

- Grow the local skilled workforce.

Image Credit: Destination NSW





## STRATEGIC PILLAR 2: VISITING

### High Priority Project/s



#### PROJECT 2.1: DEVELOP A NARRANDERA DESTINATION MANAGEMENT PLAN

##### Key actions

- Develop a Narrandera DMP that identifies existing product strengths, gaps and opportunities for product development.
- Consult with relevant industry and government stakeholders and supplement with background research, to form an evidence base for the report.
- Prepare recommendations that prioritises investment in tourism products, experiences and infrastructure – including commercial accommodation, recreation and events.
- Include recommendations to support improvements in visitor servicing (digital and physical), as well as destination marketing.

##### Council role

Lead

##### Stakeholder support

**Primary**  
Council

**Secondary**  
Destination Riverina Murray,  
Murrumbidgee Trails

##### Timeframe

Short

##### Costs

\$40,000-\$50,000

##### Potential funding source/s

NSW Government, Destination Riverina Murray

##### Rationale

- Narrandera Shire has a developing visitor economy that requires targeted actions and initiatives to enable growth of the tourism industry, as well as enhance the visitor experience.
- A targeted plan will provide key actions for Council to raise destination awareness, improve visitor amenity, support investment in tourism products and infrastructure (inc. accommodation), as well as activate existing assets.

##### Link to KPIs

- Increase in investment enquiries, planning and building permits for accommodation and tourism products.

##### Link to objectives

- Grow the value of the visitor economy.
- Increase consumption on local goods and services.



#### PROJECT 2.2: DESTINATION MARKETING CAMPAIGNS

##### Key actions

- Support Destination Riverina Murray and Murrumbidgee Trails in the preparation of destination marketing campaigns, to include a focus on Narrandera.
- Use these campaigns to enhance destination awareness and promote the key destinations and product strengths in the Shire.
- Promote all marketing campaigns through local communication channels (online, social media, etc.).

##### Council role

Support

##### Stakeholder support

##### Primary

Destination Riverina  
Murray, Murrumbidgee  
Trails

##### Secondary

Council

##### Timeframe

Ongoing

##### Costs

Existing Council resources (use existing funding provided to regional tourism bodies)

##### Rationale

- There is an opportunity for improved visibility and promotion of Narrandera as a visitor destination.
- Targeted destination marketing campaigns (both local and regional) should raise brand awareness through clear and consistent marketing, as well as the development of a unique brand/tagline for Narrandera.

##### Link to KPIs

- Increase in visitation and visitor expenditure.
- Increase in investment enquiries, planning and building permits for accommodation and tourism products.

##### Link to objectives

- Grow the value of the visitor economy.

## Medium Priority Project/s



### PROJECT 2.3: DESTINATION AND DISCOVERY HUB ACTIVATION

#### Key actions

- Deliver a high quality visitor experience, including a program of activities and uses at the Destination and Discovery Hub that aligns with its vision.
- Collaborate with user groups, including traditional owners, to support events, temporary exhibitions, interactive displays, artists in residents and other relevant uses.
- Promote the facility and programming through existing destination marketing channels.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
Community groups,  
Traditional Owner groups

#### Timeframe

Short and ongoing

#### Costs

Existing Council resources

#### Rationale

- The new Destination and Discovery Hub provides opportunities to deliver unique experiences for visitor, as well as residents.
- Programming activities, events and exhibitions will help attract users to the Hub, activate the area, as well as cater to visitor markets.

#### Link to KPIs

- Increase in visitation and visitor expenditure.
- Increase in the number of events.

#### Link to objectives

- Grow the value of the visitor economy.



### PROJECT 2.4: SIGNAGE AND WAYFINDING AUDIT

#### Key actions

- Review signage and wayfinding across the Shire to identify issues and gaps.
- Provide recommendations update, streamline and improve signage and wayfinding (in collaboration with regional partners), which should align with a consistent brand, engage visitors, connect tourism product and provide a sense of arrival for attractions.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
Destination Riverina  
Murray, Murrumbidgee  
Trails

#### Timeframe

Short

#### Costs

\$15,000-\$20,000

#### Potential funding source/s

NSW Government, Destination Riverina Murray

#### Rationale

- There is a lack of signage at key attractions in Narrandera to showcase the product to visitors or create a sense of arrival.
- An audit of all signage and wayfinding will help develop clear recommendations for improvements and also connect destinations and attractions across the Shire.

#### Link to KPIs

- Increase in visitor satisfaction with tourism offerings.

#### Link to objectives

- Grow the value of the visitor economy.



## Low Priority Project/s



### PROJECT 2.5: DEVELOP AND PROMOTE TOURING ITINERARIES

#### Key actions

- Develop and promote a range of digital and physical touring itineraries that support the needs of visitor markets, with options provided for different activity types (e.g. nature-based, arts and culture, family-friendly, etc.).
- Promote the range of local tourism experiences in Narrandera, with potential to collaborate with regional experiences, to increase visitor dwell time and encourage dispersal across the Shire.
- Supply itineraries through online channels, as well as through the visitor information centre.

#### Council role

Partner

#### Stakeholder support

**Primary**  
Council

**Secondary**  
Destination Riverina  
Murray, Murrumbidgee  
Trails

#### Timeframe

Medium

#### Costs

Existing Council Resources

#### Rationale

- Packaging tourism experiences helps to grow the visitor economy by showcasing existing products, increase visitor utilisation and support increased length of stay and spend in the region.
- Promoting itineraries will also enhance visitors' awareness of existing assets and attractions.

#### Link to KPIs

- Increase in visitation and visitor expenditure.

#### Link to objectives

- Grow the value of the visitor economy.



Image Credit: Tyson Mayr

## STRATEGIC PILLAR 3: BUSINESS

### High Priority Project/s



#### PROJECT 3.1: CIRCULAR ECONOMY PROGRAM

##### Key actions

- Promote available education and training programs (inc. online tools and resources) to help develop the circular economy within the Shire.
- Focus on current industry, community and Council practices, as well as opportunities to reduce waste, re-use resources and reduce the environmental impact of the Shire.
- Consider initiatives to attract new green industry (e.g. renewables) to support the circular economy and promote sustainability amongst existing businesses.

##### Council role

Lead

##### Stakeholder support

**Primary**  
Council

**Secondary**  
NSW Government, RDA  
Riverina

##### Timeframe

Medium

##### Costs

Existing Council resources

##### Rationale

- Adopting sustainable business practices is important for economic development as it supports business productivity and efficiency.
- A more circular and sustainable industry also supports government policy to achieve emissions reductions.

##### Link to KPIs

- Number of incoming business enquiries.
- Growth in the local business base.
- Increased uptake of renewable energy sources.

##### Link to objectives

- Increase business investment and attraction.



#### PROJECT 3.2: BUSINESS DEVELOPMENT AND ENGAGEMENT PROGRAM

##### Key actions

- Collaborate with NBG to support the development and growth of local businesses through an ongoing calendar of workshops, networking events, mentoring and training (focusing on development opportunities to build capacity and support business growth).
- Promote the program through Council communication channels (physical and online).

##### Council role

Support

##### Stakeholder support

**Primary**  
Council

**Secondary**  
NBG

##### Timeframe

Ongoing

##### Costs

Existing Council resources

##### Rationale

- Majority of the business base in the Shire are 'small to medium' enterprises, which would benefit from networking and training opportunities to improve performance and capabilities.
- A diverse program of NBG business events can support these businesses to grow and develop, as well as promote business resilience to respond to external threats (e.g. extreme weather).

##### Link to KPIs

- Increase in NGB memberships.
- Increase in the level of participation and attendance at training, networking and mentoring events.
- Increase in number of meeting spaces and business facilities.

##### Link to objectives

- Increase business investment and attraction.
- Grow the local skilled workforce.
- Increase consumption on local goods and services.



## Medium Priority Project/s



### PROJECT 3.3: INDUSTRY ATTRACTION INCENTIVE PROGRAM

#### Key actions

- Develop a formal investment incentive package for target industries and businesses to support investment (and complement the Narrandera Industry Prospectus document).
- Incentives to be reviewed can range from financial incentives, planning support and/or access to Council resources.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
-

#### Timeframe

Short

#### Costs

Existing Council resources

#### Rationale

- Provision of incentives and support will enable Narrandera to better compete with comparable destinations and neighbouring Shires for investment and business attraction.

#### Link to KPIs

- Number of incoming business enquiries.
- Growth in the local business base.

#### Link to objectives

- Increase business investment and attraction.



### PROJECT 3.4: RURAL INDUSTRY STRATEGIC PLAN

#### Key actions

- Prepare a strategic plan that identifies challenges for the agricultural sector and opportunities to increase its value, through supporting efficient land use, value-add opportunities and investment (e.g. agri-tourism, renewable energy, etc.).

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
Primary producers

#### Timeframe

Medium

#### Costs

\$30,000-\$50,000

#### Rationale

- Sustain and grow the value of the agricultural sector to ensure it remains a key driver of the economy, employment and social fabric of the Shire.

#### Link to KPIs

- Number of incoming business enquiries.
- Increased uptake of renewable energy sources.

#### Link to objectives

- Increase business investment and attraction.
- Improve community wellbeing and liveability.
- Increase consumption on local goods and services.
- Grow the local skilled workforce.

## Low Priority Project/s



### PROJECT 3.5: BUSINESS ACCELERATOR PROGRAM (BUSINESS HUB)

#### Key actions

- Investigate the feasibility of establishing a Business Accelerator Program (or business hub) in Narrandera town centre to meet the needs of small businesses.
- Identify existing Council or private facilities that could be re-purposed to provide dedicated spaces supporting digital start-ups, micro-businesses, Indigenous/social enterprises, etc.
- Collaborate with NBG to use this space and provide a program of activities to meet business needs.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
NBG

#### Timeframe

Long

#### Costs

0.5 FTE (to manage and coordinate the program and hub).

#### Potential funding source/s

Council

#### Rationale

- Professional meeting spaces and dedicated business infrastructure is needed to support existing small businesses, as well as attract new businesses to the Shire.
- Access to ongoing support, mentoring and training will enable business activity, growth and development.

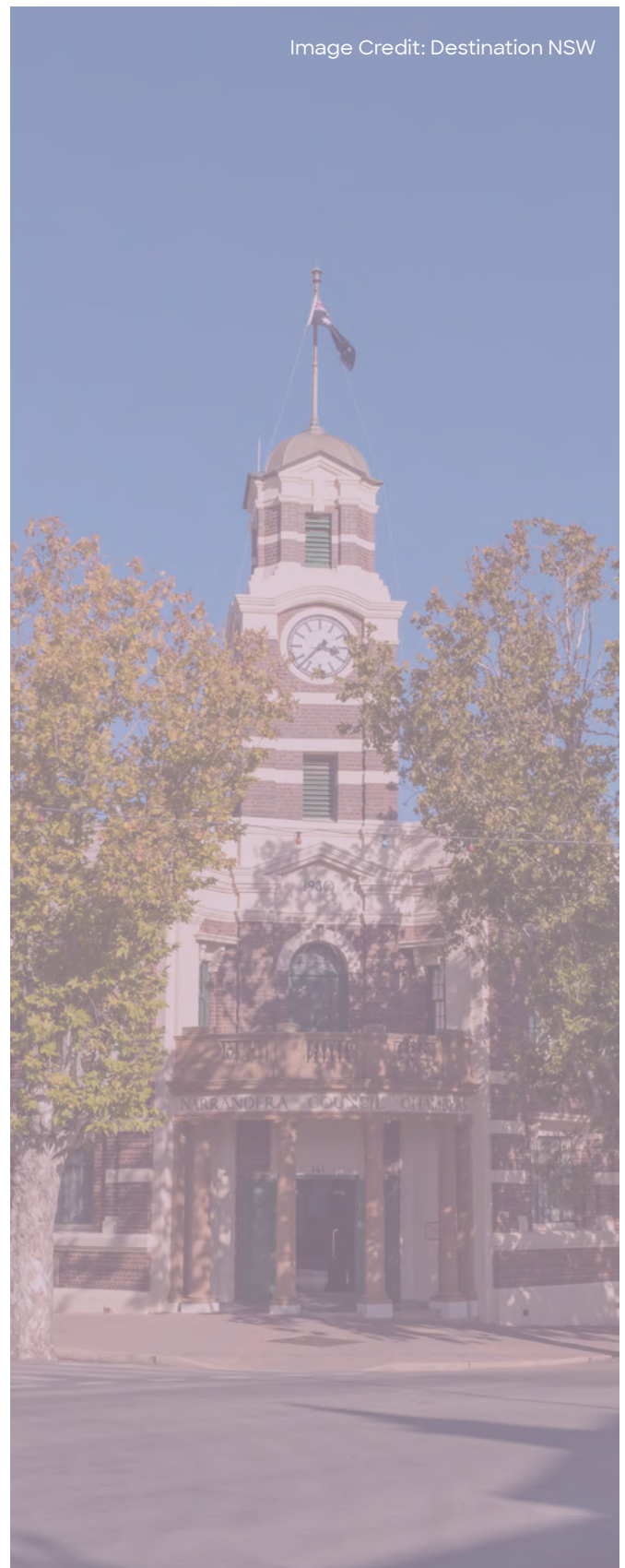
#### Link to KPIs

- Increase in number of meeting spaces and business facilities.

#### Link to objectives

- Increase business investment and attraction.

Image Credit: Destination NSW





## STRATEGIC PILLAR 4: INVESTMENT

### High Priority Project/s



#### PROJECT 4.1: MAJOR INFRASTRUCTURE ADVOCACY DOCUMENT AND PROSPECTUS

##### Key actions

- Prepare an advocacy document that identifies and prioritises major public infrastructure priorities to support economic development.
- This document will list potential projects by priority status (high/medium/low), location, timeframes, funding requirements and funding sources.
- This includes local and cross-regional priorities that require government and/or private contributions, including: community and recreation infrastructure, transport infrastructure (e.g. road improvements, public transport services, shared pathways/trails) digital infrastructure, etc.
- Promote the prospectus, in collaboration with regional bodies, to reach government and private audiences and support funding advocacy.

##### Council role

Lead

##### Stakeholder support

**Primary**  
Council

**Secondary**  
NSW Government, RDA  
Riverina

##### Timeframe

Short

##### Costs

Existing Council resources

##### Rationale

- Investment in key infrastructure projects are important for economic development as they provide economic stimulus throughout construction, as well as deliver economic, employment and community benefits once complete and operational.
- Having a list of infrastructure priorities, including funding requirements, timeframes and projected impacts, will support future Council decision making and advocacy.

##### Link to KPIs

- Increase in public infrastructure investment.
- Increase in investment enquiries, planning and building permits relating to residential, commercial and industrial properties.

##### Link to objectives

- Increase business investment and attraction.



#### PROJECT 4.2: PROGRESS DEVELOPMENT OF THE RED HILL INDUSTRIAL ESTATE

##### Key actions

- Deliver land sales to continue activation of the Red Hill Industrial Estate for job-creating enterprises.
- Achieve income from land sales to offset land development costs.

##### Council role

Lead

##### Stakeholder support

**Primary**  
Council

**Secondary**  
-

##### Timeframe

Short

##### Costs

Existing Council resources (additional resources may be required to implement)

##### Rationale

- The expansion and development of Red Hill Industrial Estate is a key economic opportunity for the Shire, as it will support business investment for key manufacturing, transport and logistics sectors.

##### Link to KPIs

- Increase in supply of zoned employment and residential land.
- Increase in investment enquiries, planning and building permits relating to residential, commercial and industrial properties.
- Growth in the local business base.

##### Link to objectives

- Increase business investment and attraction.
- Grow the local skilled workforce.



### PROJECT 4.3: DELIVER OUTCOMES CONSISTENT WITH THE LOCAL HOUSING AND EMPLOYMENT ZONE LAND STRATEGY

#### Key actions

- Implement the Local Housing and Employment Zone Land Strategy.
- Provide land use recommendations to Council to support planning and zoning changes to meet future housing and employment land needs.
- Actively promote investment and development opportunities in the villages within the Shire, especially regarding land availability for new housing.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
-

#### Timeframe

Short and ongoing

#### Costs

Existing (additional resources may be required to implement)

#### Rationale

- This will facilitate the provision of suitable housing and employment land supply in Narrandera.
- Ensuring the Shire is 'investment-ready' to support residential, commercial and industrial developments, which will enable future economic growth.

#### Link to KPIs

- Increase in supply of zoned employment and residential land.
- Increase in investment enquiries, planning and building permits relating to residential, commercial and industrial properties.
- Growth in housing supply and housing diversity.

#### Link to objectives

- Increase business investment and attraction.

## Low Priority Project/s



### PROJECT 4.4: TRANSPORT AND LOGISTICS HUB FEASIBILITY STUDY

#### Key actions

- Examine the feasibility and viability of establishing a Transport and Logistics Hub in Narrandera (to leveraging its strategic location and access to key transport corridors).
- Consideration should be given to costs of development, preferred site, development requirements, etc.

#### Council role

Lead

#### Stakeholder support

**Primary**  
Council

**Secondary**  
-

#### Timeframe

Long

#### Costs

\$30,000-\$50,000

#### Potential funding source/s

Council, NSW Government, Federal Government

#### Rationale

- Primary industry in Narrandera (e.g. manufacturing, transport and warehousing) could benefit from a dedicated transport and logistics hub, as it will support local business activity and expand export opportunities.
- A hub could also support business activity and investment at Red Hill Industrial Estate.

#### Link to KPIs

- Increase in investment enquiries, planning and building permits relating to residential, commercial and industrial properties.
- Growth in the local business base.

#### Link to objectives

- Increase business investment and attraction.
- Grow the local skilled workforce.





## PROJECT 4.5: NARRANDERA AIRPORT MASTERPLAN

### Key actions

- Support the delivery of a masterplan for Narrandera Airport, in collaboration with Leeton Shire Council, focusing on commercialisation opportunities, investment priorities and recommendations to support airport growth.
- Investigate opportunities to leverage the Airport to support industry (e.g. freight) and future investments (e.g. flight schools, passenger services).
- The masterplan will also examine the surrounding land to support a possible precinct for industry and employment.

### Council role

Partner

### Stakeholder support

#### Primary

Council, Leeton Shire Council

#### Secondary

Airport tenants

### Timeframe

Long

### Costs

\$30,000-\$50,000

### Potential funding source/s

NSW Government, Federal Government

### Rationale

- An activated and commercialised airport will enhance the role of this key economic asset and maximises its contribution to the economy through investment and employment outcomes.

### Link to KPIs

- Increase in investment enquiries, planning and building permits relating to residential, commercial and industrial properties.
- Growth in the local business base.

### Link to objectives

- Increase business investment and attraction.
- Improve community wellbeing and liveability.
- Grow the value of the visitor economy.

Image Credit: Narrandera Shire Council



## APPENDIX B STAKEHOLDER CONSULTATION

The development of the Strategy was underpinned by stakeholder engagement, which identified the unique challenges and opportunities for Narrandera Shire. Consultation was undertaken with the following stakeholders, across June and July 2023. A summary of the industry and community survey responses is available in a separate document.

### T6. CONSULTATION SUMMARY

Engagement Activity	Description
<b>3 Council Workshops</b>	Three council workshops with: <ul style="list-style-type: none"> <li>• Councillors;</li> <li>• Councils Executive Leadership Team; and</li> <li>• Council Officers and Managers, with representatives from:               <ul style="list-style-type: none"> <li>• Building and Planning;</li> <li>• Corporate and Community; and</li> <li>• Tourism Team.</li> </ul> </li> </ul>
<b>3 Industry Workshops</b>	Three industry workshops with representatives from the following businesses: <ul style="list-style-type: none"> <li>• Agriculture and agri-business;</li> <li>• Transport and logistics;</li> <li>• Health and aged care;</li> <li>• Hospitality;</li> <li>• Retail;</li> <li>• Education;</li> <li>• Accommodation;</li> <li>• Manufacturing – processing and fabrication; and</li> <li>• Trades and services industries.</li> </ul>
<b>6 Targeted Interviews</b>	<ul style="list-style-type: none"> <li>• Six interviews with local businesses, government agencies and community groups.</li> </ul>
<b>Industry and Community Survey (52 responses)</b>	<ul style="list-style-type: none"> <li>• Survey for local operators and members of the community, distributed by Council.</li> </ul>

Source: Urban Enterprise, 2023.



# NARRANDERA SHIRE

## ECONOMIC DEVELOPMENT STRATEGY

### 2024-2028

Image Credit: Narrandera Shire Council



Narrandera  
Shire Council