



2018
EMPLOYMENT
LANDS FOCUS
AND STRATEGY

EXECUTIVE SUMMARY

Growth and economic development of the Narromine Shire is a key policy matter for Council. The local community have also identified employment opportunities and business development as an issue of high importance within the Community Strategic Plan 2027. Growth and economic development requires a strategic planning approach, and should specifically target employment generating land uses that also allows for a diversity of industries and value adding of local products.

The Employment Lands Focus and Strategy is tightly aligned with the Narromine Shire Council Economic Development Strategy 2018-2021 which represents a fresh and coordinated approach to improving the economic wellbeing of the Narromine Region, leading to an improved quality of life for residents and an enhanced experience for visitors to the shire.

Further to this, the strategy brings

together information on economic strengths, needs and opportunities in an action plan that supports a cohesive and prosperous business environment for all areas in the Narromine Shire.

Through this, Council has also undertaken a specific review of Industrial Lands and potential growth areas within Narromine and Trangie which has guided the preparation of the Employment Lands Focus and Strategy. This document can be found at appendix A.

The Employment Lands Focus and Strategy will therefore aim to guide future decision making by Council and other stakeholders by:

1. Considering the drivers for economic growth and emerging industries;
2. Identifying and supporting the economic development of industries including those seeking to diversify or value add to existing products;
3. Assessing the current availability of Employment Lands;
4. Assessing the demand for additional Employment Lands, and;
5. Considering coordinated future amendments to the Narromine Local Environmental Plan 2011 to support employment generating land uses.

The focus on Employment Land uses within the Narromine Region specifically targets agriculture, industry, health, commercial and retail areas and has been undertaken to further refine Council's Objectives from the Economic Development Strategy 2018-2021.



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PURPOSE

Employment lands play an important role in the functioning of a community and town. Employment lands provide the population with urban services, supports job growth, encourages business creation and development, and contributes to the wider economy. Therefore, it is important that there is enough land, located in the right places, for this to occur.

The core objective of the development of Employment Lands within the Region is to promote and encourage business, industry and commercial pursuits to stimulate net jobs growth in the Narromine region and build on existing industry sectors and resource strengths.

This Employment Lands Focus and Strategy and the further work that is undertaken as a result will identify the land which will facilitate the growth of our region. This strategy will look to emerging trends and potential industry niche's that will best suit local conditions.

This is also guided by the Narromine Shire Council Economic Development Strategy which highlights that Council will assist to create a modern and self-sustaining industrial region that will leverage road, rail, and air transport modes. This is also identified through Council's consultation work in preparing the Community Strategic Plan 2027 with the community.

The Narromine Shire Council Economic Development Strategy also outlines these key industry pillars that will enhance our economic development.

- Agriculture
- Health
- The Visitor Economy
 - » Day visitors
 - » Events
 - » Accommodation
- Aviation

- Residential land
- Transportation
- Retail

In order to excel in the above key industry pillars and provide for growth, Council must ensure that suitable and affordable land is progressively available, understand the nature of existing and emerging industries and protect the existing and prospective industrial business within the Narromine Region.

The Employment Lands Focus and Strategy has involved the following key tasks:

1. Review of state and local planning policies including the Community Strategic Plan 2027 for Narromine;
2. Analysis of population and employment profiles for the LGA;
3. Audit of the existing supply of employment lands and future demand requirements for the LGA;
4. Analysis of the economic trends which influence employment lands, and;
5. Make recommendations for Council's Planning framework to accommodate future employment growth within the LGA.



BACKGROUND

Narromine Shire

The Narromine Shire is located 40 kilometres west of Dubbo, in the Orana region of New South Wales, Australia. The Shire covers an area of 5224 km² and has a population 6,444. The Shire comprises three urban centres of Narromine (population 4,776), Trangie (population 1,275) 35 km to the west, and Tomingley (population 393) 35 km to the south.

Narromine is a community that is proud of the heritage, history and towns in the region which is shared with residents, businesses and visitors to the Shire. Residents choose to live in the Shire because of its location with access to a regional centre, its picturesque setting and close community connections.

The Wiradjuri people are the original inhabitants and the traditional owners of the area.

Today Narromine has a strong indigenous population of 1000 residents representing 19% of the Shire's total population.

The agriculture sector has long been the mainstay and the region is well known for sheep, cattle, wool and cotton production as well as broad acre cereal crops. Alkane Resources Limited provide important employment opportunities with a significant mining development located in Tomingley.

Economic Drivers

The Shire has an estimated Gross Regional Product of \$378 million and represents 4.4% of the \$6.893 billion value added in Orana region. The Agriculture, Forestry and Fishing sector contributes the largest proportion of value add, contributing more than \$73 million.

Narromine Shire is part of the rich Macquarie Valley, largely producing wheat, beef, sheep, wool and cotton. Irrigated agriculture in the Valley produces over 50% of the region's gross value of agricultural production from less than 5% of the land area and less than 20% of available water resources.

Narromine Shire has a workforce of 2,061 people representing 4.7 % of the 43,968 people employed in the broader Orana region. The Agriculture, Forestry and Fishing sector is the largest industry employing almost a third of the workforce. The Health and Social Assistance Sector and Retail Trade sectors are also significant employers within Narromine Shire.

These drivers are further confirmed in the recent Central West Orana Regional plan.



BACKGROUND



POPULATION

6,444

Narromine 4,776
Trangie 1,275
Tomingley 393
(ABS 2016)



UNEMPLOYMENT

Narromine 3.4%
Orana Region 3.6%
NSW 4.6%
(SALM JUN 2017)



GRP

\$378 MILLION
(NEIR and REMPLAN)

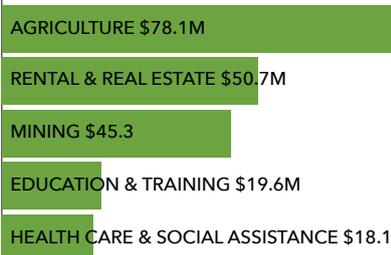


QUALIFICATIONS

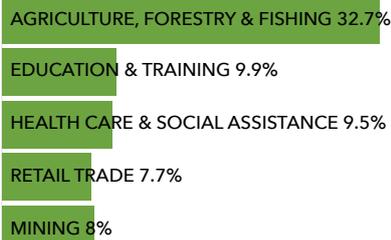
Studying at TAFE or University 9%
Certificate level qualifications 42%
Bachelor Degree 15%
(ABS 2016)

VALUE ADD

\$211.8 MILLION

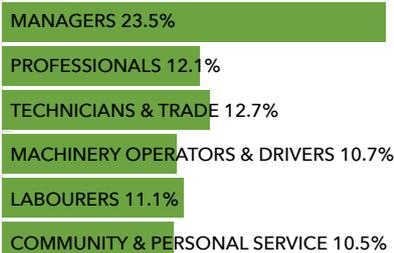


EMPLOYMENT INDUSTRIES



(ABS 2016)

OCCUPATIONS



(ABS 2016)

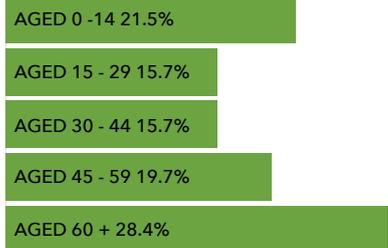
BUSINESS



(ABS Business Entries & Exits 2016)

DEMOGRAPHICS

MEDIAN AGE 42



(ABS 2016)



KEY TRENDS AND ADVANTAGES

The Importance of the Regions

By 2056, **high levels of automation**, increased **freelancing** and **'virtualisation'** and a **strong services economy** will enable a vibrant, modern economy with new industries and jobs of the future growing strongly in Regional NSW and Greater Sydney.

In the future, NSW will be Australia's first trillion dollar state economy, with growth that is broadly-based and diverse. Economic productivity will grow as the network moves people more efficiently to jobs centres and provides firms with access to the right workers, skills and customers. **Future technology** will also enable **productivity enhancing flexibility** in the way people work and the times of day they travel.

NSW **primary industries**, which today contribute around \$14 billion to State Gross Value Product, **will continue to grow strongly**, strengthening links to global export markets. **NSW's freight networks will need rapid innovation** and development to support import and **export markets** and meet growing consumer demands. By 2056, the state will be served by two high performing container ports, with Port Botany and Port Kembla servicing our growing population centres. **Integrated road and rail logistics chains supported by intermodal terminals and dedicated, high performing freight pathways will connect the city and regions.** Regional centres will also play an important role for service provision and employment.

Towns and villages will offer employment and housing and will continue to be important in attracting domestic and international visitors, bringing job opportunities and economic benefits to rural communities. (Future Transport 2056).

Demand for **well-located and serviced employment land will be driven by proximity to Sydney and Newcastle.**

The diversification of agribusiness and value adding manufacturing will require processing and manufacturing facilities in dedicated industrial estates. (Central West and Orana Regional Plan).

Key priority areas

When all of the available information is combined we can see where the key priority areas may be and what sectors are best placed for growth and may be in need of employment land.

These priority areas, as identified in the Narromine Economic Development Strategy include;

- Agribusiness - agrichemicals, breeding, crop production (farming and contract farming), distribution, farm machinery, processing, and seed supply
- Wholesale trade
- Machinery manufacturing
- Food processing
- Financial services
- Transport
- Construction services
- Automotive and Machinery repair
- Health



KEY TRENDS AND ADVANTAGES

Competitive advantage

The Narromine Shire is operating in a competitive environment against other areas within the Orana and Central West Regions. Each LGA is working to attract investment and development that will help drive population and economic growth.

Potential investors consider a number of key attributes when considering a location for further or future development. A number of these considerations are outlined below.

- **Accessibility and Location:** accessibility to suppliers or materials (or other inputs) and/or services. Local supply chain networks, accessibility for employees (and family networks).
- **Market:** access to markets.
- **Infrastructure:** all services required are available for connection and are adequate for current and future demands - electricity, water, gas, telecommunications and waste disposal
- **Access to Employment and Labour** with required skills and qualifications
- **Affordability:** key cost comparisons between different locations, such as site costs, building or factory lease costs, energy costs, insurance costs and freight costs
- **Lifestyle and Amenity:** Quality of life factors and general amenity including education facilities, recreation facilities and quality, availability and cost of housing



KEY STRENGTHS

- Proximity to Dubbo
- Internationally recognised Aerodrome
- Transport linkages
- Aspect of main street in Narromine
- Proximity to new mining developments
- Natural environment

KEY WEAKNESSES

- Declining population
- Limited connection of business community
- Limited coordination of major events
- Lack of funding

KEY THREATS

- Water Licences
- Apathy
- Funding Allocations
- Continued decline of population

KEY OPPORTUNITIES

- Inland Rail
- International Events at Aerodrome
- Innovative Agriculture
- Health Hub
- Main street amenity - day trip market
- Agricultural Education
- Agricultural Sector Growth

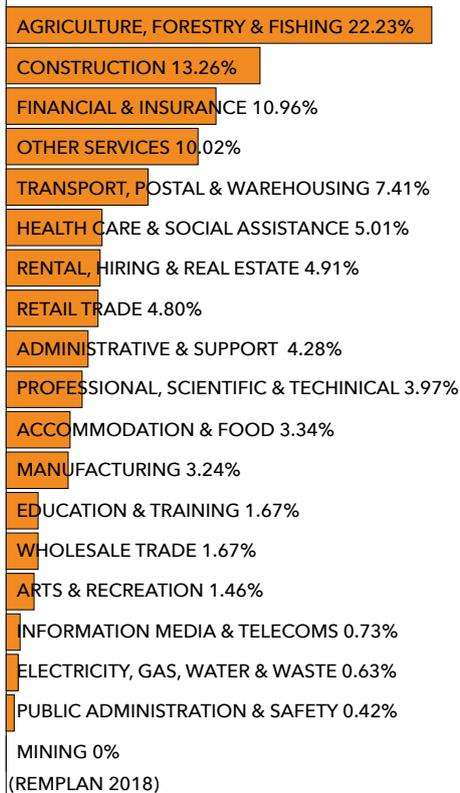
CURRENT ANALYSIS

Demand

According to the 2016 ABS there were 958 businesses trading in the Narromine Shire area.

Businesses within Selected Geography

This graph shows that overall Agriculture, Construction, Financial Services and Health Care have the most number of individual businesses within the LGA. **This is important when considering where the future demand may come from.**



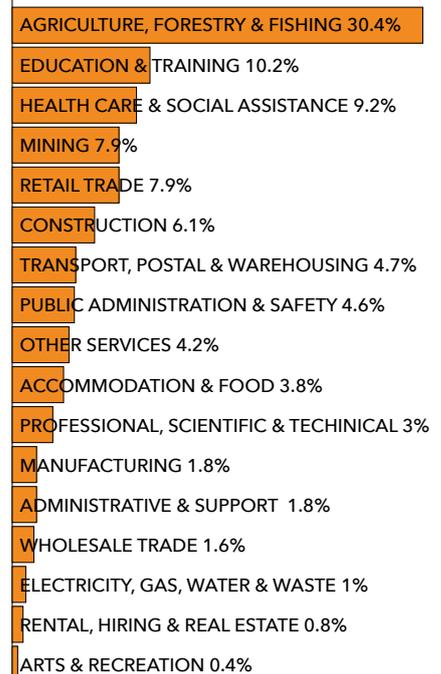
Also of importance is the analysis of what the various economic sectors import into the Narromine region in order to undertake their businesses. This analysis gives some indication of where demand is shown now and if a business in this sector was newly developed what the local demand be.

- Within the Mining sector there are high level of imports of technical equipment, metal manufacturing and civil construction.
- Within the Agricultural sector there are high level of imports of food product, financial services and wholesale trade.
- In the Construction sector there are a high level of imports of metal product and building services.

Employment by industry

In order to foster development within these industries a supply of available lands is required.

This includes lands for industrial development and retail and commercial land within the townships of Narromine and Trangie.



CURRENT ANALYSIS

Key Propulsive Sectors Report

The industry sectors which are the key drivers of the Narromine Region's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) are detailed below.

Industry Sectors	Backward linkages	Exports	Employment	Value-added
Agriculture, Forestry & Fishing Support Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sheep, Grains, Beef & Dairy Cattle	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Road Transport	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Education		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Professional, Scientific & Technical Services		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Non Ferrous Metal Ore Mining		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Other Agriculture		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Construction Services	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Residential Care & Social Assistance Care			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public Administration & Regulatory Services			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Health Care Services			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Gas Supply	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Residential & Non-residential Building Construction	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Retail Trade			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Wholesale Trade		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Electricity Distribution	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Food & Beverage Services			<input checked="" type="checkbox"/>	

Backward Linkages - details the industry sectors which spend the most on locally sourced intermediate goods and services per dollar of output. These industry sectors may not necessarily make the largest contributions to the Region's economy at present however due to well developed local supply chains these sectors have a significant capacity to deliver broad based economic benefits for the region.

The major key propulsive sectors in the Narromine Region have been identified as:

- Agriculture, Forestry & Fishing Support Services
- Sheep, Grains, Beef & Dairy Cattle
- Road Transport

Regional Exports - represents the value of goods and services exported outside of the Narromine Region that have been generated by local businesses / organisations. Another way of defining exports is as an inflow of money into the region, i.e. Motels have an inflow of money from people who live outside the region's boundaries thus they are earning export equivalent dollars.

Employment - the key social outcome of economic development; employment data represents the number of people employed by businesses / organisations in each of the industry sectors in the Narromine Region.

Value-Added - represents the marginal economic value that is added by each industry sector in a defined region. Value-Added is calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector. Value-Added by industry sector is the major element in the calculation of Gross Regional Product.

EXISTING EMPLOYMENT LANDS

Narromine Local Environmental Plan 2011

The Local Environmental Plan aims to make local environmental planning provisions for land in Narromine in accordance with the relevant standard environmental planning instrument under section 3.20 of the Act.

The particular aims of this Plan are as follows:

- a. To encourage economic development through tourism activities, business, employment initiatives and fostering industry growth,
- b. To protect and conserve the natural environment including surface and ground water, soil, air and native vegetation by encouraging sustainable development,
- c. To encourage sustainable agricultural practices, including intensive agriculture, by minimising land use conflicts and facilitating farm adjustments.

The LEP and the various zones that have been applied to the Employment Lands will provide an adequate choice of land size, location, proximity to town, amenity and availability well into the future.

At this time the definitions within the LEP are seen to encompass the strengths of our local economy and likely business development in the agriculture, aviation, manufacturing and processing sectors. Each of the areas that are to be established have their strengths in regards to local amenity issues and as such we would expect that likely business development scenarios will be accommodated.



EXISTING EMPLOYMENT LANDS

Retail and Commercial Precinct

Zone B2 Local Centre

Objectives of zone

- To provide a range of retail, business, entertainment and community uses that serve the needs of people who live in, work in and visit the local area.
- To encourage employment opportunities in accessible locations.
- To maximise public transport patronage and encourage walking and cycling.

Narromine

The Narromine Central Business District comprises primarily of Dandaloo and Burraway Streets, with the majority of this land zoned B2 Local Centre under the Narromine Local Environmental Plan 2011 Figure 1 (below).

Currently there are ninety-seven (97) privately owned allotments within the Narromine (B2 zoned) CBD Precinct. This excludes four (4) Council owned properties and twenty-one (21) properties owned by State Government Agencies or the like.

Of all the privately owned allotments, only 14 shops are currently vacant and only one (1) allotment is not currently developed and is used for private parking to support the existing adjoining business.

For businesses currently operating and located immediately outside of the B2 precinct, the business would be located in the R1 General Residential area and would most likely be operating under existing use right provision of the Environmental Planning and Assessment Act.

Figure 1: Narromine B2 Zoned Land, Narromine LEP 2011

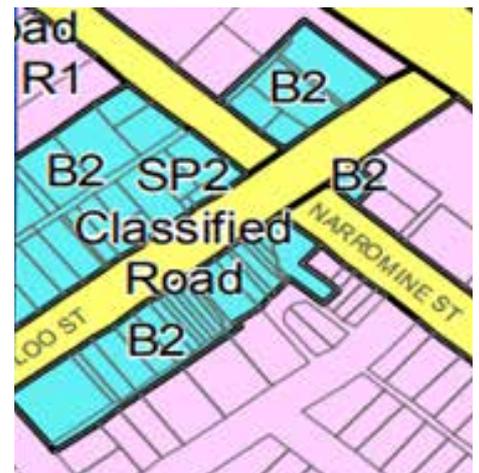


Figure 1

Trangie

Similarly, the Trangie Central Business District is confined to Dandaloo and Narromine Streets which is also zoned B2 Local Centre. Within this precinct, there are forty-three (43) privately owned allotments of a total of fifty-five (55) B2 zoned allotments. There are currently five (5) vacant shops fronting Dandaloo Street and one (1) vacant parcel of B2 zoned land owned by Council.

Figure 2: Trangie B2 Zoned Land, Narromine LEP 2011 (below)



Tomingley

Tomingley does not currently have any retail or commercial zoning within the Village. Existing or historical commercial land uses are located on land zoned RU5 Village which includes a service station, pub and motel. The RU5 Zone permits a range of land uses that is intended to complement a rural village area.

EXISTING EMPLOYMENT LANDS

Industrial Precinct

Zone IN1 General Industrial

Objectives of zone

- To provide a wide range of industrial and warehouse land uses.
- To encourage employment opportunities.
- To minimise any adverse effect of industry on other land uses.
- To support and protect industrial land for industrial uses.
- To minimise any adverse effect of industry on the natural environment.

Narromine

The existing industrial estate of Narromine is currently located off the Mitchell Highway, east of the CBD and is zoned IN1 General Industrial.



Figure 3: Narromine Industrial Zoned Land, Narromine LEP 2011 (above)

The existing industrial estate has forty-five (45) allotments with many of these now amalgamated to form larger blocks and drive ways enabling larger trucks to enter private property. The estate is 18Ha in total with allotments ranging in size from 2,500 to 4,500 square metres. It is largely felt that this estate has minimal available land.

Twenty-six (26) businesses are established in the estate with the largest employer NDF Disc Planters operating just to the east of the industrial estate on a rural RU1 zoned block.

Businesses that have established in this estate include those in the Agribusiness, Construction, Agricultural Manufacturing, Fuel and Automotive sectors.

Further research was undertaken by Council on the existing industrial precinct along with potential industrial growth areas of Narromine (refer to Appendix A).

The research undertaken has found that the existing industrial land yet to be subdivided is designed primarily for small businesses (1,000 to 2,000m² lots) and is unsuitable for larger-scale or heavier industrial development types. As a result, larger-scale 'general industry' or 'light industry' has no identified area to locate within the Shire.

Trangie

The existing industrial estate of Trangie is located to the west of the main CBD and is also zoned IN1 General Industrial. This area comprises of eight (8) allotments with areas between 1,850m² and 1.57ha.

Further research was undertaken by Council on the existing industrial precinct along with potential industrial growth areas of Trangie (refer to Appendix A).

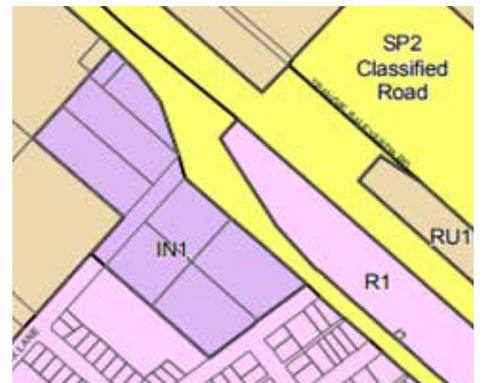


Figure 4: Trangie Industrial Zoned Land, Narromine LEP 2011 (above)

Tomingley

Tomingley does not currently have any industrial zoning within the Village and historical forms of industrial land uses are limited to the RU5 Village Zone provided that it complements the village area.

EMERGING EMPLOYMENT LANDS

Narromine Aerodrome Industrial Park

The Narromine Aerodrome Industrial Park Project will see the construction of a light industrial park including hangar development to capitalise on the Shire's current Aerodrome and assist in positioning the region as an aviation hub. The Project will assist in growing and diversifying the region's economic base, attracting visitors, extending visitors length of stay, generate economic activity through job creation and strengthen Narromine's position as the Gliding Capital of Australia.

The project is focused on creating a 8.695ha, 22 lot Industrial area within the Narromine Aerodrome located on the Mitchell Highway at Narromine. A total of 13 public access lots would be developed for a range of aviation related businesses and nine (9) restricted airside access lots developed for individual aircraft hangars by private owners and small charter operators. Each lot would be serviced by electricity, water and sewer.

The Narromine Shire is an internationally renowned hub for gliding and other aviation pursuits. The Aerodrome is located on the North Western edge of Narromine and is zoned SP2 Infrastructure - Aerodrome. The proposed site within the Aerodrome precinct is zoned SP1 Special Activities (Business Premises, Residential, Tourist and Visitor Accommodation - incidental with Aviation). This designated zoning allows development at the Aerodrome in accordance with the Aerodrome Strategic and Masterplan and in particular, the proposed hangar development.

The Aerodrome is located only 3km from the main town of Narromine, occupies 322.3 ha and is surrounded by agricultural, recreational and residential land uses. Being a relatively flat site, the land provides flexibility in the size of lots created in order to meet market demand and needs of potential industry.

The site is cleared and also allows for water, power, telecommunications and road head-works supporting the 22 industrial lots.

The Narromine Aerodrome is currently owned and operated by Narromine Shire Council. Private operations on the site include agricultural activities, gliders, private and recreational aircraft, ultralight aircraft, as well as emergency services. The Aerodrome is home to the Narromine Aviation Museum, Narromine Aero Club, Narromine Gliding Club, the Sport Aircraft Association of Australia and other private operations in agriculture, gliding and ultralight training.

Strategies relating to the Aerodrome over the past 15 years all cite the importance of growing the Aerodrome and ensuring its long term commercial viability as a key aviation precinct is supported by the 2016 Narromine Aerodrome Strategic and Master Plan which identified the need to ensure the long term viability of the Aerodrome through the establishment of an Industrial Park.

The Project will assist in diversifying the economic base of the Narromine region, strengthening the tourism sector, supporting the ongoing financial viability of the Aerodrome and creating of new employment opportunities for the Region.

The development of the Narromine Aerodrome Industrial Park will provide the region with employment, skill enhancement, business development, access to national opportunities and technological advancements; and further develop the existing aviation supply chain.

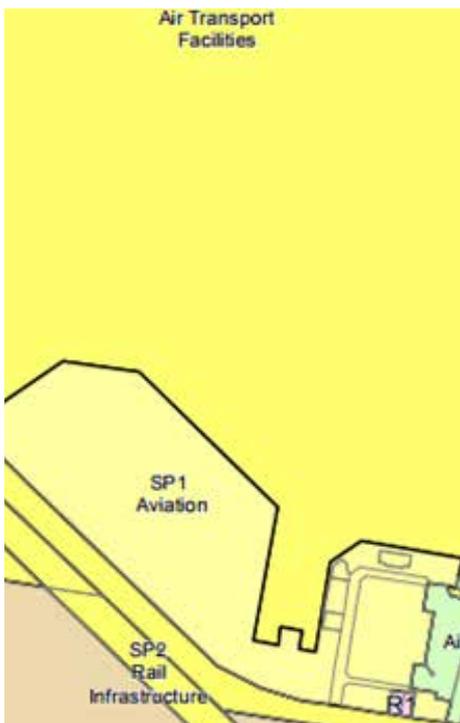


Figure 5: Narromine SP1 and SP2 Zoned Land, Narromine LEP 2011

EMERGING EMPLOYMENT LANDS

Key outcomes of the Project include:

- Provide for aviation activities and aviation support facilities;
- Facilitate compatible and ancillary functions;
- Protect the long-term viability and operational efficiency of Narromine Aerodrome;
- Achieve a balance of built form and landscape to minimise adverse environmental impacts, and maintain the safe and secure movement of people;
- Stimulate Narromine's economic growth through appropriate land use;
- Encourage new industry growth and create employment opportunities; and
- Strengthen the Tourism sector through increased visitation and spending.

Zone SP1 Special Activities

1 Objectives of zone

- To provide for special land uses that are not provided for in other zones.
- To provide for sites with special natural characteristics that are not provided for in other zones.
- To facilitate development that is in keeping with the special characteristics of the site or its existing or intended special use, and that minimises any adverse impacts on surrounding land.

Zone SP2 Infrastructure

1 Objectives of zone

- To provide for infrastructure and related uses.
- To prevent development that is not compatible with or that may detract from the provision of infrastructure.



EMERGING EMPLOYMENT LANDS

Extension to Existing Narromine Industrial Estate

12ha of vacant land adjacent to the existing industrial estate on the Mitchell Highway 1.5km to the east of the town centre is currently zoned IN1 General Industrial.

This land has remained undeveloped for some time largely due to the cost of developing this green field site.

In July 2018 a development application was lodged for the development of 22 blocks within this Estate. Access will be via the existing industrial area.

Larger Lot Agricultural Related Industrial Lands

In order to take advantage of the strong agribusiness in the area, transport links, proximity to Dubbo and the emergence of mining, Narromine Shire Council is working collaboratively with other stakeholders to attract industry, generate jobs and grow the population.

Council are keen to explore development opportunities that leverage off Australian Rail Track Corporation's (ARTC) Inland Rail project and have undertaken a high-level study of available options and engaged with industry to gain feedback on their current operations and the presented options.

With Narromine having existing rail lines to the west, south, east and the proposed Inland Rail running to the north, Council are investigating development adjacent to an existing or proposed rail line that can leverage off the expanded freight potential offered by Inland Rail.

The proposal is for a 40+ year development consisting of an Industrial Precinct and Freight Exchange with infrastructure such as roads, hardstand, rail sidings and utilities developed as part of an overall master plan.

Initial studies regarding the opportunities for an Industrial Precinct and Freight Exchange have been undertaken.

As well as the opportunities that may exist along the existing and future rail corridor there are other opportunities for Agricultural Land to be developed for Agriculture related industrial land. This is further discussed within Appendix A.



STRATEGIC CONTEXT

Attracting new industry, strengthening existing sectors and the creation of new employment is critical to ensuring the sustainability of the Narromine Region. The Narromine Aerodrome Industrial Park Project has been reviewed in terms of federal, state and local strategies to ensure it is meeting best economic and social outcomes. The key policy documents and strategies the project aligns with are detailed below.

Regional Development Australia Orana NSW Regional Plan 2013-2016

Narromine Shire Local Government Area is part of Regional Development Australia Orana NSW. Developed in consultation with key regional stakeholders; local government, community and business organisations, the Regional Plan sets out the economic, environmental and social vision for the region. The Plan identifies key goals and priorities, outlines the strategic direction and describes the actions that will be taken to capitalise on opportunities and address the barriers to economic growth in the Orana.

The Project aligns with four of the five goals identified in the Plan including:

- Economic Growth, Diversification and Innovation
- Business Investment
- Whole of Government Approach to Policy and Planning
- Infrastructure

The Project will see critical infrastructure that will build on the region's comparative advantage.

NSW State Plan 2021

NSW 2021: A Plan to Make NSW Number One sets the Government's agenda for change in NSW. It provides the direction for the public sector for the next 20 years.

Goal 1: Improve Economy of NSW

Diversification is critical to supporting a strong economic base. A strong economy generates opportunities for fulfilling jobs, choices and financial security. The Project will result in strengthening the region's agricultural industry and assist in diversification strategies for the region's industry sectors. The Project will be the catalyst to boost aviation pursuits in the region which will drive new business investment. With a high Aboriginal population of 20% in the Narromine Shire, employment opportunities will be created therefore reducing the gap in employment outcomes assisting the NSW State target.

GOAL 3 Drive Economic Growth in Regional NSW

The Industrial Park will enable the attraction of new businesses to the region and therefore increase the share of jobs. In addition, the Projects infrastructure is noted in the Narromine Shire Council's comprehensive Asset Management Plan as a critical item in the infrastructure backlog. The Project's completion will strengthen the agricultural sector through the development of agricultural aviation.

GOAL 4 Increase the competitiveness of doing business in NSW

The newly created Industrial Park will increase business confidence and act as a catalyst for innovation by creating and fostering new opportunities in the existing business base whilst improving productivity.

Narromine Shire Community Strategic Plan 2027

The Local Government Act requires every Council across NSW to develop a Community Strategic Plan. The Plan is the guiding document that directs Council's strategic business and features the aspirations and priorities for the Local Government Area as identified by its communities.

The Community Strategic Plan must address social, economic, environmental



STRATEGIC CONTEXT

and civic leadership matters in an integrated manner. The Plan is embedded with social justice principals of equality, access, participation and rights.

The Narromine Shire Community Strategic Plan, first developed in 2012, was reviewed in late 2016 with over 700 Narromine Shire residents, businesses, groups and organisations participating in the Community Engagement for the Plan. This accounted for over 10% of the Shire's population demonstrating high levels of involvement and ownership by the community in what is important for today and the Shire's future.

As a result of the ongoing engagement process, the framework for the Community Strategic Plan was developed which has four key guiding principle areas that best described the future directions required in achieving the vision of the community.

These four overarching areas are:

- Vibrant Communities
- Growing Our Economy
- Protecting and Enhancing Our Economy
- Proactive Leadership

The Project is identified as a key priority in the Community Long Term Strategic Plan by the Narromine Community.

Associated Plans

Central West and Orana Regional Plan

This strategic document highlights that the top three economic opportunities for the Narromine Shire area to be those related to Agribusiness, Transport and Logistics and Aviation related. Importantly Agribusiness also features in the areas surrounding the Narromine Shire meaning those businesses that support Agriculture, provide a value add or are manufacturing to support the industry have a wide region to operate in and can base their operation within a central well supported hub.

The direction provided in the Regional Plan provides for the growth of the

agribusiness sector and supply chains. The Plan outlines that the Central West and Orana earns around \$1.3 billion from quality wine, beef, wool, vegetables, cotton, wheat, fruit and timber. This represents 18% of all agricultural production in NSW annually.

'Diversification has helped to expand agricultural activities, businesses and industries, making agribusiness one of the most important economic sectors. The agribusiness sector will grow with better recognition, protection and expansion of the Agricultural supply chain'.

Direction 10 also highlights the need to promote business and industrial activities in employment lands with an action to:

'Encourage the sustainable development of industrial and employment land to maximise infrastructure and connect to the main freight network'.

Large Lot Residential Strategy and Rural Residential Strategy

In 2013 GHD and Council finalised the Rural Residential Land Use Strategy ('2013 Strategy') which assessed the demographics and land uses of the Narromine Shire with a view to earmark new land release areas for large lot residential development (commonly referred to as 'rural residential' development). The 2013 Strategy was developed to satisfy concerns raised by Council regarding a perceived lack of land supply for rural residential development. The 2013 Strategy provided a solid basis for recommending new areas for rural residential development as well as an order for the prioritised release of such new lands. The Strategy Update is reviewing the recommendations of this earlier work in line with current government policy and intended future Shire directions.

Once complete this has the potential to allow for a greater number of opportunities for rural residential blocks offering additional choices of housing for those who choose to live and work in our region.

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'Encourage the sustainable development of industrial and employment land to maximise infrastructure and connect to the main freight network'.

STRATEGIES

The core objective of the development of Employment Lands within the Region is to promote and encourage business, industry and commercial pursuits to stimulate net jobs growth in the Narromine region and build on existing industry sectors and resource strengths.

Actions	Timeline	Partners
1.1 Provide input to the LEP review in 2018/2019	June 30 2019	Community
1.2 Continue to liaise with existing developers of Employment Lands	Ongoing	Developers State Government
1.3 Continue to discuss the options for developing employment Lands related to the Agricultural Industry with developers	Ongoing	Local land owners State Government Federal Government
1.4 Work to develop existing priority area, areas of natural strength and business opportunities identified in the Narromine Economic Development Strategy, Regional Economic Development Strategy and other strategic documents.	Ongoing	Economic Development Group Community State Government Federal Government



SUMMARY

The importance of providing well-resourced and available employment lands is vital to the success of our region and the future growth and economic sustainability of the Narromine region.

This region's location to the important growing areas to the West together with our proximity to the main centre of Dubbo along with present and future road and rail links to all locations on the east coast will drive an increased demand for employment land, particularly industrial lands, bringing increased employment opportunities.

The strengths of our economy are well known and existing businesses will take advantage of increased opportunities and grow while other businesses not

already in the area will look to business opportunities taking advantage of lower establishment costs, improved transport links and closer proximity to agricultural lands.

It will be important to establish these areas to allow ease of entry and remove any uncertainties about suitability and local amenity issues.

It will also be important to ensure that suitable housing and residential lands are available to house employees, ensure the local availability of sewer and water for future employment land uses and ensure access to technology and good telecommunications.

