



NARROMINE SHIRE COUNCIL  
**ECONOMIC DEVELOPMENT  
STRATEGY**

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The Narromine Shire Council Economic Development Strategy was adopted by the Narromine Shire Council.

Narromine Shire Council acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council also recognises that we are situated on the traditional lands of the Waridjuri, members of the Waridjuri who have lived here for thousands of years. We offer our respect to their elders past and present and through them, all Aboriginal and Torres Strait Islander people.

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### **Acknowledgements**

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### **Disclaimer**

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# INTRODUCTION

Economic development is about improving the economic wellbeing of a community through attraction of employment generating investment, leading to improved quality of life.

The Narromine Shire Council Economic Development Strategy (EDS) 2018 - 2021 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.

The Economic Development Strategy incorporates objectives and strategies which aim to achieve a united vision for the region's economic growth, by strengthening the economic base of the Narromine Shire. The Economic Development Strategy focuses on creating a framework for enhanced growth and development across key economic sectors including agriculture, retail, aviation, transport and tourism.

The creation and nurturing of partnerships and alliances with all tiers of government, business, investment and industry is an essential element which will assist in achieving the Shire's vision for economic growth.

To stimulate economic growth, Narromine Shire Council has implemented a focussed economic development strategy that:

- aligns local, regional, state, national and international strategies;
- will become a pillar in the strategic direction of the Shire;
- builds and participates in partnerships and collaborations with business and industry;
- provides guidance for education and training providers, business groups, community organisations, Government, authorities and regional organisation; and
- will continue to be updated through the latest research on current and future industry trends, gaps and deficits and plans for future growth.

The Strategy recognises Council's ongoing commitment to provide high quality services, programs and events for businesses and the community.

The purpose of the EDS is to bring together information on economic strengths, needs and opportunities in an action plan that supports a cohesive and prosperous business environment for all areas of the Narromine Shire. It is both a guide and a resource, helping to inform future decisions and actions to expand the economic base of the Narromine Shire.

Local Economic Development, as defined by the World Bank, is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which government, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

The Economic Development Strategy is designed to:

- Complement and interact with other Council strategic planning documents, notably the Community Strategic Plan and the Local Environmental Plan (LEP);
- Recognise the importance of community development for the Shire;
- Ensure that economic development builds upon and supports the values and attributes that make Narromine unique to its residents;
- Ensure the right mix of infrastructure to retain existing and attract new residents;
- Actively market and promote Narromine Shire to potential investors and strategic partners; and
- Be regularly monitored and reviewed to ensure it remains synchronized with actual economic activity and related infrastructure investments.

### **Strategic Framework**

The Economic Development Strategy is closely aligned to the Narromine Shire Community Strategic Plan 2027. The Community Strategic Plan shares the community vision and aspirations for the future of the Narromine Shire and provides the long term framework on how all stakeholders will work towards the future of the Narromine Community.

The Economic Development Strategy is a direct result of an action detailed in the Community Strategic Plan under the Growing our Economy Goal. It will assist in meeting objectives identified in the Narromine Shire Community Plan 2027.

## **Implementation**

Narromine Shire Council recognises the importance for the Narromine Shire to have a strong, diverse and sustainable economy. The Economic Development Strategy will include the development of an annual plan and identify the priorities, key stakeholders, resources and critical steps required to meet the desired outcomes of the Strategy. Council's communication strategy will support the action plan to ensure that the Narromine Shire community are informed on the on-going actions and outcomes from the Economic Development Strategy.

## **Monitoring and Evaluation**

The Economic Development Strategy will be monitored by the Economic Development Unit within Narromine Shire Council. The team, led by the Executive Manager, Economic Development, will collaborate with the Narromine Shire Council Economic Development Group and other key stakeholders, to undertake an annual review to ensure that the Economic Development Strategy remains relevant and responsive. A progress report on the strategy's actions and outcomes will be provided annually to Council.

As with any program, it is important to monitor and evaluate the success of the Economic Development Strategy and associated Action Plans. Monitoring of the Strategy will focus on the extent the actions within this Strategy are being successfully implemented and meeting their objectives. It is intended that the Economic Development Strategy will be reviewed by Council every second year from the date of Council adoption.



# ECONOMIC SNAPSHOT

Narromine Shire is located within the Orana region of New South Wales, 430 kilometres west of Sydney. The Shire is centrally located in the State with excellent links to Brisbane, Melbourne and Adelaide and the port of Newcastle. The Shire covers an area of 5,224 square kilometres and is bounded by six Local Government Areas; Parkes, Lachlan, Cabonne, Dubbo, Gilgandra and Warren.

Narromine Shire has a population of 6,599 people (ABS: 2016) with a median age of 42 years. The Shire comprises of three urban centres, Narromine (population 4,690), Trangie (population 1,191) 35 km to the west and Tomingley (population 303) 35 km to the south. The remaining residents live in the surrounding rural areas. The Shire is located within Wiradjuri Country and almost 20% of Narromine's population identifies as Aboriginal or Torres Strait Islander.

There are three main population centres within the Shire. Narromine has a diverse economic base and is the main centre of Government Services including medical and education services and a host of non government organisations. The main street of Narromine hosts a busy retail sector and a number of regional manufacturing and agricultural value adding businesses can be found within the industrial areas. Large grain revival businesses have developed along the rail corridor and abundant recreation facilities can also be found.

Trangie to the west of Narromine is an important agricultural hub with family and corporate farms enjoying the good soils, water allocations and general climate that provides this region with growing agricultural opportunities. Two cotton gins, grain handlers, value adding agricultural businesses and the Trangie research station are all important employers. The ability to load directly to rail along with the Mitchell Highway are important transport linkages.

Tomingley to the South of Narromine makes an important contribution to the agricultural wealth of the region and most importantly is home to the regions largest business. Tomingley Gold Operations began in 2014 and produce between 50,000 and 70,000 ounces of poured gold each year. Just over 200 people are either directly employed or contracted to the mining operations with many businesses form Narromine supplying to the mine.



# NARROMINE SHIRE



## POPULATION

**6599**

Narromine 4690  
Trangie 1191  
Tomingley 303  
(ABS 2016)



## GRP

**\$378million**

(NEIR and REMPLAN)



## VALUE ADD

Agriculture \$78.1m  
Rental Hiring & Real Estate \$50.7m  
Mining \$45.3m  
Education & Training \$19.6m  
Health Care & Social Assistance \$18.1m  
(NEIR and REMPLAN)



## BUSINESS

1-4 employees 286 (30%)  
5-19 employees 78 (8%)  
20-199 employees 6 (1%)  
(ABS Business Entries & Exits  
2016)



## EMPLOYMENT

Agriculture, Forestry & Fishing 712 (32.7%)  
Education & Training 239 (9.9%)  
Health Care & Social Assistance 215 (9.5%)  
Retail Trade 185 (7.7%)  
Mining 185 (8%)  
(ABS 2016)



## UNEMPLOYMENT RATE

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



## OCCUPATIONS

Managers 617 (23.5%)  
Professionals 298 (12.1%)  
Technicians & Trade Workers 289 (12.7%)  
Machinery Operators and Drivers 288 (10.7%)  
Labourers 233 (11.1%)  
Community & Personal Service Workers 231 (10.5%)  
(ABS 2016)



## AGE GROUPS

Under 15 22.6%  
65+ 21.5%  
Median Age 42 years  
(ABS 2016)



## QUALIFICATIONS

Undertaking tertiary study at  
TAFE or university 9%  
Cert level qualifications 42%  
Bachelor Degree 15%  
(ABS 2016)





## Regional Connections

Narromine and Trangie are situated on the Mitchell Highway and provide vital transport linkages to and from the western area of the state. The village of Tomingley, located on the Newell Highway, is the southern access point for the Tomingley/Narromine/Gilgandra loop, which is becoming an increasingly important road freight corridor in NSW.

Rail lines service western NSW through Dubbo, Narromine and Trangie providing a transportation network for bulky goods from the agricultural and mining sectors. Narromine is a centre for aviation, boasting a fully-serviced, CASA-accredited aerodrome with sealed runways, conference facilities and is located within an easy walking distance to town. The Aerodrome is world renowned for its gliding facilities, regularly hosting national and international events attracting significant visitation to the region.

Additionally, Narromine Shire is well serviced by Dubbo Regional Airport which has four major airlines that provide around 200 direct return flights per week to and from Sydney, Brisbane, Melbourne, Broken Hill, Newcastle, Canberra and Cobar.

## Economic Drivers

The Shire has an estimated Gross Regional Product of \$340 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.

# STRATEGIC CONTEXT

Strengthening local businesses as well as the attraction and retention of new industry is vital to the economy of Narromine Shire, however this does not occur by itself. The Narromine Shire Council Economic Development Strategy has been informed by a range of local, regional, state and national policies and plans. The key policy documents and strategies are detailed below.


## **Narromine Shire Council 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 addresses social, economic, environmental and civic leadership matters in an integrated manner. The Plan is embedded with social justice principles of equity, access, participation and rights.

The Narromine Shire Council Community Strategic Plan was first developed in 2012 and 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 almost 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.

The Community Strategic Plan shares the community vision and aspirations for the future of the Narromine Shire. It provides the long term framework on how all stakeholders will work towards the future of the Narromine Shire Community. The Economic Development Strategy is a plan that will deliver on a range of goals and objectives outlined in the Community Strategic Plan.



The Narromine Shire Council Community Strategic Plan addresses social, economic, environmental and civic leadership matters in an integrated manner. The Plan is embedded with social justice principals of equity, access, participation and rights.

The four overarching goals were:

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

Goal 2: Growing our Economy: We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options. (2.1.1 *Develop and implement an economic development strategic framework that supports the growth of the local population base.*) The Strategy provides a framework to support growth in current key sectors of agriculture, tourism and aviation and diversify the economy via attraction of new businesses and events to the region.

### **Regional Development Australia Orana NSW Regional Plan 2013-2016**

Narromine Shire is a 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 Economic Development Strategy identifies key industries within the Shire and provides actions to sustain and grow existing businesses as well as opportunities to diversify into growth sectors. It recognises the slowing of population growth and the challenges this provides for workforce planning. The consultation process identified the commitment of local business to encouraging growth and the relocation of a workforce to Narromine Shire.

The Strategy will drive new business investment in the region through the attraction of new industries particularly in the aviation sector, agriculture and tourism sectors. This will support existing industries located in the region through flow on effects, as a result of localised procurement and employment generation. The Strategy identifies the key infrastructure required to drive the regional economy and outlines actions to ensure that these requirements are met.

The Narromine Shire Council Economic Development Strategy supports the goals identified in the Orana NSW Regional Plan including:

- Economic diversification & sustainability
- Workforce planning & development
- Business investment
- Infrastructure
- Whole-of-government planning

## Central West and Orana Regional Plan 2036

The Central West and Orana Regional Plan 2036 applies to 20 local government areas, covering an area of 125,666 square kilometres. The region is made up of two equally important areas – the Central West and the Orana. The notes that “each has its own unique economy, environment and settlements. Recognising and strengthening the role of the Central West and Orana will mean that communities can continue to access the infrastructure and services they need to sustain healthy, vibrant lifestyles.”

Narromine Shire falls within the Orana region and the agribusiness, transport and logistics and aviation sectors were identified as the “top three economic opportunities” for Narromine LGA during the strategic planning process.

The Regional Plan identified 4 key priorities for Narromine Shire including:

- Promote Narromine as a recreational aviation and gliding hub, encouraging aviation-related development around Narromine Aerodrome.
- Continue to invest in health care and education to support a steady urban and rural population.
- Identify and protect regionally significant agricultural land, including commercial irrigated crops and horticulture.
- Provide for strategically located employment lands and support the development of value-added agricultural industries.

These priorities are addressed as part of this Economic Development Strategy.

## NSW Premiers Priorities

The NSW Premier’s Priorities sets 12 key priority areas which reflect the NSW Government’s commitment to whole-of-government approaches to tackling important issues for NSW. The Narromine Shire Economic Development Strategy aligns directly with these objectives including:

- Improve the performance of the NSW economy
- Building Infrastructure
- Drive economic growth in regional NSW
- Protect our natural environment
- Making housing more affordable
- Improving government services
- Driving public sector diversity
- Improving education Results

Diversification is critical to supporting a strong economic base. A strong economy generates opportunities for fulfilling jobs, choices and financial security. The Narromine Economic Development Strategy outlines actions to support the region’s industry strengths and assist in diversification strategies for other industry sectors such as the establishment of a Feedlot in the shire and supporting Agribusiness. With an Aboriginal population of 20% in the Narromine Shire, new employment opportunities will be created therefore supporting the reduction in employment outcomes for this key group, assisting to meet the Premier’s objective. The central focus of the Narromine Shire Economic Development Strategy is supporting the development of key industry sectors that can deliver economic growth and enhance the liveability of the Shire through increased employment opportunities for all key groups, training and skills development for the Shire’s workforce, infrastructure development and investment attraction. This clear focus will result in an overall increase in the Shire’s economic capacity delivering on the NSW Premiers Priorities.



## **Indigenous Economic Development Strategy 2011– 2018**

The Indigenous Economic Development Strategy 2011–2018 sets out a long-term agenda for Indigenous economic participation that will guide government decision-making and program development through to 2018. The Strategy also details a program of specific initiatives and reforms that translate the Australian Government’s priorities into actions. These identified actions will be assessed and updated every three years to ensure that the Narromine Shire Strategy responds to changing circumstances and continues to remain relevant and results orientated.

The five priorities of the Strategy are to:

1. Strengthen foundations to create an environment that supports economic development
2. Invest in education
3. Encourage participation and improve access to skills development and jobs
4. Support the growth of Indigenous business and entrepreneurship
5. Assist individuals and communities to achieve financial security and independence by increasing their ability to identify, build and make the most of economic assets

Narromine Shire is located within Wiradjuri Country with almost 20% of Narromine’s population identifying as Aboriginal or Torres Strait Islander. The Economic Development Strategy supports a pathway for the indigenous in the region and supports the Commonwealth Government’s National Indigenous Economic Development Strategy.

Supporting jobs growth in the region will increase demand for indigenous employment, whilst improving and supporting job readiness, skills development, education and knowledge management will assist with closing the gap in Indigenous disadvantage and strengthen the economic growth across the Shire.



### **Murray Darling Basin Plan 2012**

The Basin Plan (2012) is a coordinated approach to water management across the Murray–Darling Basin’s 4 states (South Australia, Victoria, New South Wales and Queensland) and the Australian Capital Territory.

The Plan was developed as a requirement of the Water Act 2007 (Cwlth) and is a significant step in the ongoing process of managing the Basin’s water for the benefit of all its users and the environment. The Basin Plan guides governments, regional authorities and communities to sustainably manage and use the waters of the Basin. Water allocation for the irrigated agriculture sector was raised as part consultation with key groups and businesses in the community. The Economic Development Strategy recognises the importance of water in the region for industry attraction and ensuring the growth and sustainability of the irrigated agricultural sector.

### **The Visitor Economy Action Plan**

The Visitor Economy Action Plan outlines a number of key priority actions to enable the achievement of the NSW Government’s goal ‘to increase tourism in NSW with double the overnight visitor expenditure by 2020’.

A number of actions are outlined in the plan which are pertinent to the supply of tourist related infrastructure and activities to encourage increased length of stay. The Visitor Economy Action Plan also advocates implementation of a Destination Management Plan to enable a coordinated approach to addressing demand and supply, policy and planning issues including infrastructure requirements and the role of Crown land within the identified zones.

Narromine Aerodrome attracts six major local, regional, national and international events annually, due to the absence of a regular passenger transport services as this provides unrestricted airspace for light aircraft and the gliding fraternity. The importance of these events to the regional economy was highlighted as part of the consultation process. Capitalising on existing visitation and expanding this market are actions in the Narromine Shire Economic Development Strategy and directly support the aim of the Visitor Economy Action Plan to increase the length of stay of overnight visitors to NSW.

# 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. To attract new investment into the Shire, Narromine Shire’s competitive advantages must be considered against factors potential investors and developers take into consideration when relocating.

These include but are not limited to:

- 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.
- Ecosystem Support: networks.
- 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.

<p><b>KEY STRENGTHS</b>            Proximity to Dubbo            Internationally recognised Aerodrome            Transport linkages            Aspect of main street in Narromine            Proximity to new mining developments            Natural environment</p>	<p><b>KEY WEAKNESSES</b>            Declining population            Limited connection of business community            Limited coordination of major events            Lack of Funding</p>
<p><b>KEY THREATS</b>            Water Licences            Council Amalgamations            Apathy            Funding Allocations            Continued decline of population</p>	<p><b>KEY OPPORTUNITIES</b>            Inland Rail            International Events at Aerodrome            Innovative Agriculture            Health Hub            Main street amenity - day trip market            Agricultural Education</p>

A photograph of two women standing outdoors at what appears to be a community event. They are both wearing sleeveless dresses with the Australian flag design (blue, white, and red with a white star). The woman on the left has blonde hair and is smiling. The woman on the right has dark hair and is also smiling. In the background, there are trees and a brick wall. A semi-transparent grey box with a white border is overlaid on the lower-left portion of the image, containing text.

## VISION

“The Narromine Shire will be a key hub in regional NSW with sustainable growth and investment in a local economy increasingly structured around innovative, highly skilled, and service oriented businesses.”



# KEY INDUSTRY PILLARS

## Agriculture

The Agriculture, Forestry and Fishing Industry is the largest employer within the Narromine Shire, accounting for almost a third of all jobs (711). The Sector contributes almost a quarter of value add in Narromine LGA (\$74 million) with regional exports valued at \$162 million in 2017. Sheep, cattle and wool production, as well as broadacre cereal crops and citrus fruit and cotton production being the major contributors. The Shire is home to thriving businesses and organisations such as Narromine Transplants, Enza Zaden, Grain Corp, Auscott, Agrigrain, Namoi Cotton and the Trangie Agricultural Research Centre.

The Central West and Orana Regional Plan 2036 indicates that Narromine Shire's agricultural contribution to GRP relies on water allocations from upstream Burrendong Dam, with groundwater allocations during drier periods softening downturns. The shifting water allocations under the Murray Darling Basin Plan have proved challenging to many producers in the region which was raised throughout the stakeholder consultations. However, the changing nature of agriculture in the region has resulted in some innovative farming methods and new products being introduced within the Shire.

The "Farming Smarter" section within the 2015 Agricultural White Paper, addressed the need for Australian agriculture to have continued access to the most advanced farming technologies and practices and the skills and labour to drive innovation and growth.

In 2013, Narromine Shire Council recognised the need for agricultural innovation and developed a policy supporting intensive farming practices. The Intensive Plant Agriculture Strategy had two main objectives including the identification and protection of existing land utilised for intensive plant agriculture and the identification of any additional land appropriate for intensive plant agriculture.



The pristine soils and open spaces in and around Narromine Shire lend themselves to continued diversification into these intensive farming practices in the future.

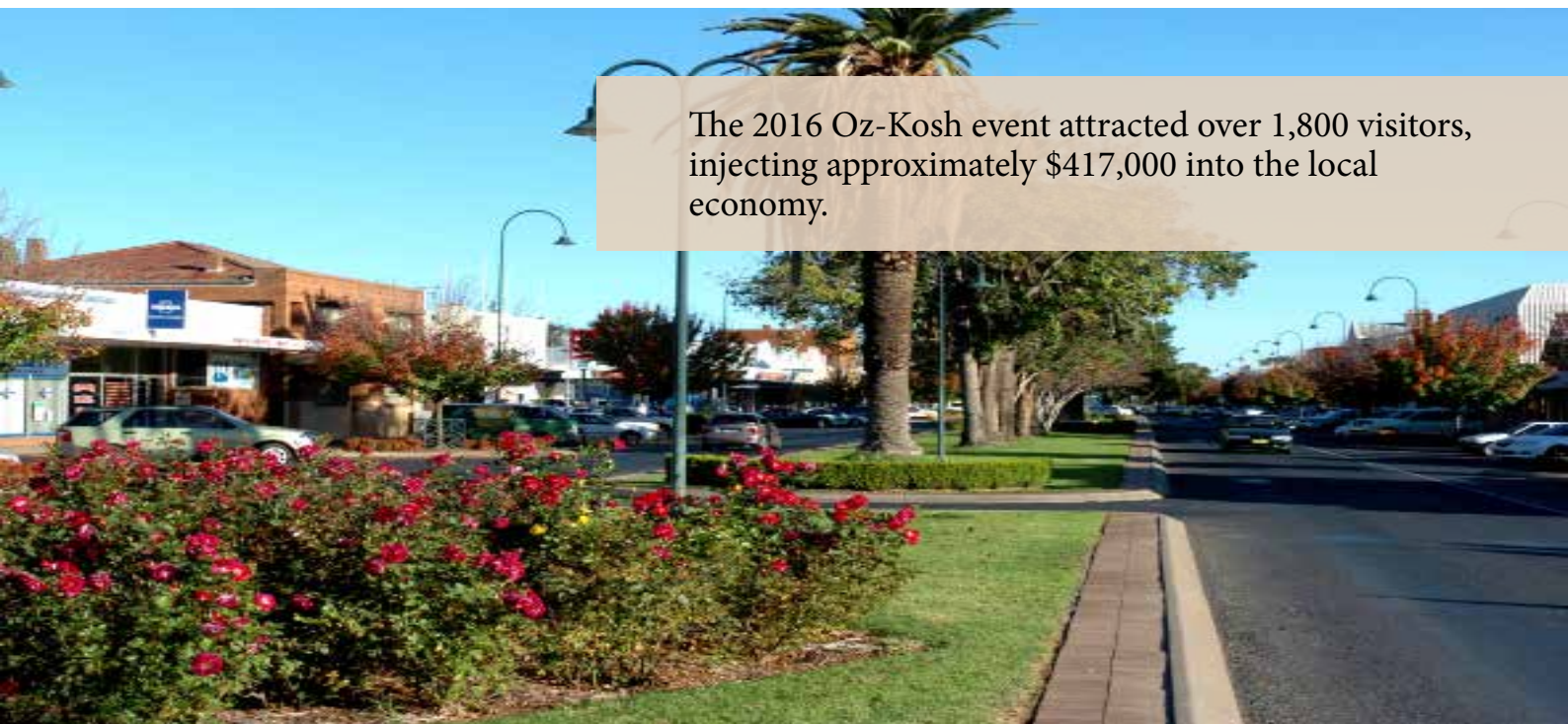
Stakeholder feedback also identified an opportunity to develop feedlots within the Narromine region. Currently the closest feedlots are 400 kilometres to the north and south. It was noted that Narromine Shire is ideally located to develop feedlots given the access to available spacing and excellent transport linkages.

In addition to primary agricultural production, Narromine Shire has a large supporting agribusiness sector. Feedback from stakeholders estimated that 90% of all business for machinery agents in Dubbo, occurs to the west of Narromine. This presents an opportunity to attract this type of business to Narromine. The Central West and Orana Regional Plan 2036 identified containerised freight of grain as an opportunity that may trigger new infrastructure investment in the Orana region with Narromine LGA being identified as a key area, especially with planned links to the Inland Rail Project.

### **The Visitor Economy**

Tourism is an important driver for the overall economy of the Narromine Shire. Positioned close to Dubbo, Narromine offers a day trip option for regional visitors or a stopover on a longer drive through regional NSW. The aviation related tourism activity associated with the Aerodrome attracts national and international visitors to the Shire.

Tourism is a key component of the Narromine Region's economy. The Sector contributes \$13.7million to GRP and \$6.2 million in value add to the regional economy. The Sector employs 69 FTE workers and contributes more than \$3.44 million in household income.



The 2016 Oz-Kosh event attracted over 1,800 visitors, injecting approximately \$417,000 into the local economy.

### Visitation

There is limited research data available into the Shire's tourism industry. However, the National Visitor Survey rolling four-year average to September 2014 suggests that 28,000 domestic overnight visitors stayed an average of 2.6 nights, spending \$10 million in the last period (Destination NSW LGA Profile September 2014). In comparison, Dubbo LGA attracted over 863,000 overnight and domestic day-trip visitors, staying a total of 1,152,000 visitor nights and contributing \$209 million into the local economy during the same period. The Tourism Satellite Account reports that on average, a dollar spent by a visitor to Narromine benefits local industries. In 2015-2016 the key industries were Accommodation and Food Services (\$0.35), Transport, Postal and Warehousing (\$0.23) and Retail Trade (\$0.14)

### Accommodation

Narromine has 3 tourist accommodation establishments with 15 or more rooms and a total stock of 63 rooms. (ABS Tourist Accommodation June 2016) and approximately 140 available beds. Trangie has a well established caravan park with other accommodation available at the towns two hotels. There are approximately 40 available beds in Trangie. The occupancy of these establishments varies over the year often linked to events being held at the Aerodrome. Over the July 2015 to June 2016 year, the highest occupancy rates occurred in April (49.1%) and the lowest in January (26.2%).

On average over the 12 months, Narromine had an occupancy rate of 38.1%. Over the same period, the Central NSW Tourism Region produced an occupancy rate of 55.6% and NSW 68.7% demonstrating Narromine has the capacity to increase length of stay.

### Events

Aviation events attract significant visitation to Narromine contributing significantly to the visitor economy. The Aerodrome attracts six major local, regional, national and international events annually due to the perfect gliding conditions and the facilities available for gliding at the Aerodrome.

Narromine continues to attract and host large scale aviation events largely due to the absence of a regular passenger transport service as this provides unrestricted airspace for light aircraft and the gliding fraternity. National events include the Two Seat Nationals, NSW Aerobatic Club Trials and Nationals and hosts Australia's premier aviation event Oz-Kosh. In 2015, Narromine Aerodrome hosted the Junior World Gliding Championships, an international event attracting participants from 18 countries.

Narromine Aerodrome hosted the Australian Two Seat Nationals in February 2017. The eight-day event was hosted by volunteers and attracted more than 30 participants including six internationals from Holland, Belgium, New Zealand and the UK. Narromine Aerodrome was the venue for the 2016 Oz-Kosh event which was jointly hosted by number of aviation organisations including AOPA, Australian Parachute Federation, Australian Warbirds, SAAA, Recreational Aviation Australia, Australian Sports Rotorcraft Association and the Hang Gliding Federation of Australia. Narromine is scheduled to host the event again in October 2017.

Narromine has limited accommodation with only two motels and a caravan park in the area. Despite relatively low occupancy experienced at accommodation establishments at periods of the year, during major events, accommodation providers have 100% occupancy rates and the Shire is experiencing leakage to outlying centres. Accommodation during the Oz-Kosh event was fully booked in Narromine and Trangie with a large overflow staying in Dubbo, highlighting the need for additional accommodation at peak times to support major events.

The attraction of national and international visitors to Narromine presents a unique opportunity to leverage other attractions in and around the local region. Coordinating activities and ensuring that operators are aware that events are scheduled will allow Narromine to capitalise on visitors to the Aerodrome.

## **Aviation**

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.

### **Industrial Precinct-Aviation Cluster**

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, generating economic activity through job creation and strengthening Narromine's position as the Gliding Capital of Australia.

The core objective of the Narromine Aerodrome Industrial Park is to create a vibrant self-sustaining industrial aviation hub that will leverage road, rail and air transport modes.

The Industrial Park will 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 capability strengths.

The Aerodrome site provides the basis to attract agricultural aviation businesses as well as capitalise on the existing gliding market with additional activities such as training and light aviation manufacturing. It is anticipated that most of the regional demand will come from the local market within the Narromine Shire. However, the cluster effect of the Aerodrome, the gliding sector and the Skypark Residential Development should provide economic linkages for businesses looking to support this sector.

Local businesses are usually a primary source of land sales in any community and the available land will encourage existing local business owners and entrepreneurs to expand into the industrial park.



Expansion from their existing location will ensure that they retain their workforce, resources and business support networks whilst providing the business with suitable land and facilities. This is reinforced and supported through the strategic planning frameworks for the Aerodrome.

“The specific goal of the Aerodrome Industrial Park is economic gain for the community through increased employment and the expansion of industry and commerce. Additional benefits accrue through increased usage of the aerodrome facilities and air transport services, the attraction of compatible neighbours to the aerodrome, and direct revenue from rates or lease payments.”  
*(Aerodrome Planning Strategy Review 2004)*

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. Construction and release of the land will be in stages to ensure expenditure is closely linked with sale revenue.

### **Residential Land**

The Narromine Aerodrome Residential Skypark is a unique development located on the eastern boundary of the Aerodrome. It has been designed primarily for people with an aircraft, who want to park their plane in their backyard and have taxiway access onto the two (2) sealed runways.

The Skypark Residential Estate has proved remarkably successful with all lots within Stages 1, 2 and 3 sold. Stage 4 contained 10 lots which were developed in 2014, and currently has only one (1) lot remaining. In all, Council has developed 43 Skypark blocks with 42 being sold so far.



Planning for Stage 5 of the development is due to commence shortly as a result of the strong demand. There is sufficient land available for 70 Lots in the Skypark which can be developed given continued demand.

### **Transportation - Inland Rail**

The Inland Rail Project presents a key opportunity for the Narromine Shire. The 1,700km line will connect key production areas in Queensland, New South Wales and Victoria with export ports in Brisbane and Melbourne, and provide linkages between Melbourne, Brisbane, Sydney, Adelaide and Perth. It will reduce freight transit times, reduce congestion on rail and road networks and enable the movement of larger freight volumes via rail by making longer and double stacked trains possible. It is the largest freight rail infrastructure project in Australia.

The Parkes to Narromine (P2N) section is one of the priority projects that completes Inland Rail and is an upgrade of an existing rail corridor, extending approximately 107 kilometres from the Goobang Junction at Parkes. This project also includes approximately 6km of new rail connection at Parkes and is identified as a key priority Project.

The Narromine to Narrabri (N2N) section comprises approximately 307 kilometres of new track. It is the longest and most significant new project within Inland Rail. This new track will reduce transit times and complete one of the missing freight rail links between Melbourne, Adelaide, Perth and Brisbane.

There is an opportunity to create a secondary inland hub focussing on agricultural commodities and assist in removing congestion at Parkes. In addition surrounding mining development such as Fifield, Tomingley and the newly proposed Alkane Zirconia mine outside of Dubbo may provide opportunities to centralise mining transport.



“It will enhance the national freight rail network – connecting our capital cities, farms, mines and ports, creating jobs, reducing supply chain costs and making Australian exports more competitive.” (The case for Inland Rail - ARTC)

There is a strong argument to ensure a high functioning road network to the Shire including the upgrade of the Narromine to Dubbo road to support the functioning of the siding. In addition, due to Narromine being situated in a high food production zone there is opportunity to investigate the transportation of snap freeze products and cotton. It is further identified the need for adequate industrial zoned land to support development in the region.

### **Health Hub**

The Health sector has two important roles in economic development. Firstly, the sector provides significant employment within communities generating household income, which subsequently flows through the local economy. Secondly, health care is a quality of life factor impacting the retention and attraction of employment in other industries.

The Health Care and Social Assistance Sector contributes to \$24.4 million (or 6.8%) in value add to the Narromine economy. The Sector is the largest in both NSW and Australia mostly due to an ageing population and the rise of chronic disease. In Narromine, the Health Care and Social Assistance Sector is the second largest, representing 10.8% of employment or 196 jobs in 2016.

Over the last five years the Health Care and Social Assistance Sector has grown nationally by 16.8% and is expected to continue to grow 2.8% per annum (Labour Market Information Portal). The Orana and Far West Region is also expected to record strong growth in this sector, with the NSW Department of Industry projecting an increase of 13.8% in employment in the sector between 2015 and 2020.

Narromine is centrally positioned to the western communities to become a health hub. It is estimated that there are more than 16,000 people registered on medical books within Narromine which indicates a demand for medical services stretching beyond the Shire. This presents an opportunity for Narromine to capitalise on this market and become a medical centre for the communities that lie to the west. Narromine offers an alternative location for accessing health services for the broader region with abundant parking and good shopping, making it an attractive option, away from the busyness of Dubbo.

The ageing of the population of the community in the Narromine Shire, as well as in the bordering shires to the west and north west, indicate that the demand for the health services will only increase in the future. The population across this area is forecast to decline by approximately 10% between 2016 and 2036 (Department of Planning and Environment). However, the number of residents aged 65 and over is expected to increase by 12% over the same time period.

“With an ageing population, demand for health services will increase in both cities and local centres, as will demand and opportunities for skilled workers to provide these services”. (Central West and Orana Plan 2036)

With an ageing population, investment in health care could create new business and employment opportunities for Narromine Shire. The Australian Bureau of Statistics reports that Australian Government spending on aged care (including associated health services) will increase from 0.8% of Gross Domestic Product in 2009-10 to 1.8% in 2049-50. It is estimated that total government expenditure on aged care services was around \$15.8 billion in 2014–15, with the Federal Government providing approximately 95 per cent of this funding (Productivity Commission). With the ageing population more evident in rural areas than metropolitan areas, it could be expected that significant funding associated with ageing and health services will be invested in regional areas into the future.

As Narromine Shire currently provides health care services for a wider population, creating and sustaining a hub-based approach to the integration and coordination of comprehensive health services for the region could greatly increase the demand for health and aged care workers and lead to a substantial financial flow into the Shire. A recent example is the funding of the Trangie Community Connection Inc Respite Centre in the recent Australian Government's Building Better Regions Program. The Centre will provide respite for adults and children with a disability and enables these members of the community to remain close to their families. It will also provide additional employment opportunities for the residents of the Shire.

The Central West and Orana Regional Plan 2036 noted the importance and growth of the Health Services sector in the region. The Plan identified that the "ageing population will increase demand for higher-order and specialist medical services and tailored community-based healthcare facilities such as Multi-Purpose Services and e-health initiatives". The Plan also indicated that "smaller-scale clustering opportunities can be provided through complementary, flexible and adaptable health services in local service centres that respond to the needs of their local community." This presents a significant opportunity for Narromine Shire to develop a hub approach to health service delivery, to support not only the residents of the Shire, but as a service centre to the wider region.





# IMPLEMENTATION PLAN



# IMPLEMENTATION PLAN

Narromine Shire Council recognises the importance for the region to have a strong, diverse and sustainable economy. The Implementation Plan provides a focussed three-year delivery plan to assist in:

- Ensuring the effective use of Council resources
- Deliver a targeted approach to ensure effective economic outcomes
- Understanding the local issues
- Ensure improved knowledge management and fosters a culture that shares new knowledge and values experience.

The Implementation Plan provides suggested key activities during the next three year period which will unpin the major strengths of the Narromine economy and assist in achieving the Shire’s vision for Economic Development. It is recognised that not all may achieved due to new opportunities arising and available funding to implement infrastructure projects. The activities identified can be summarised as the continuation of existing activities or new projects that will required consideration in each years budgetary process.

The Implementation Plan and the EDS will be reviewed from time to time to reflect the changing conditions, lessons learnt and available resources.

TABLE LEGEND		
TIMEFRAME	RESOURCES	COUNCILS ROLE
✓ Short Term (Priority)	\$ Officer time / Process reform Limited / Recurrent	● Actions Council can implement alone
✓ ✓ Long Term	\$\$ Moderate	● ● Council Advocacy Actions where Council influences others to act
✓ ✓ ✓ Ongoing	\$\$\$ Significant	● ● ● Council Collaboration Actions where Council works with other stake- holders

## GOAL 1: PLAN FOR A SHIRE THAT SUPPORTS INDUSTRY GROWTH, PRODUCTIVITY AND LONG TERM SUSTAINABILITY

No.	PROJECT	TIMEFRAME	RESOURCES	COUNCILS ROLE
1.1	Resolve issues relating to the levy and insurance premiums to foster affordable land development within Narromine.	✓	\$	● ●
1.2	Establish a register of industrial and commercial land available for sale in the Shire.	✓ ✓ ✓	\$	● ● ●
1.3	Review planning for appropriately zoned Industrial land within the Shire.	✓	\$	● ● ●
1.4	Continue to refine and streamline internal processes to minimise the time taken for a decision on development applications.	✓ ✓ ✓	\$	●
1.5	Ensure a coordinated approach when dealing with new investor and developer enquiries including effective procedures and protocols in handling development enquiries and applications.	✓	\$	● ● ●
1.6	Maintain a centralised developer/new business/investor enquiry database. Maintain and follow up on a regular basis	✓ ✓ ✓	\$	●
1.7	Investigate hosting grant writing training sessions for business and community organisations	✓	\$	● ● ●
1.8	Monitor mining developments in the region, especially around Tomingley, Dubbo and Lachlan Shire to ensure employment opportunities are accessed in the region.	✓	\$	● ● ●

## GOAL 2: ENHANCE AND GROW THE KEY INDUSTRY PILLARS IN THE NARROMINE SHIRE

No.	PROJECT	TIMEFRAME	RESOURCES	COUNCILS ROLE
<b>AVIATION</b>				
2.1.1	Seek funding and support for the establishment of a light industrial park (aviation related) at Narromine Aerodrome.	✓	\$ \$	●
2.1.2	Prepare a needs analysis for business attraction at the light industrial park at Narromine Aerodrome	✓	\$ \$	● ● ●
2.1.3	Investigate creation of aviation cluster at Aerodrome	✓ ✓	\$ \$	● ● ●
2.1.4	Continue to develop and promote the Skypark concept	✓	\$	●
<b>HEALTH HUB</b>				
2.2.1	Conduct a demand and needs analysis within the regional health sector to identify gaps that could be serviced through a Health Hub	✓	\$ \$	● ● ●
2.2.2	Explore models of Health Provision in other regional locations that could be implemented in Narromine	✓	\$	●
2.2.3	Ensure adequate provision of appropriate zoned land for the development of a range of aged care facilities providing independent, supported and full care residential facilities and support services to meet longer term demand.	✓ ✓ ✓	\$	● ● ●
2.2.4	Support the development of the Trangie Respite Centre	✓	\$	● ● ●

## GOAL 2: ENHANCE AND GROW THE KEY INDUSTRY PILLARS IN THE NARROMINE SHIRE

No.	PROJECT	TIMEFRAME	RESOURCES	COUNCILS ROLE
2.2.5	Continue support for diverse aged care housing development across residential areas of the Narromine Shire.	✓ ✓ ✓	\$	●
<b>TOURISM</b>				
2.3.1	Enhance the visitor experience through the development of a Tourism Destination Management Plan	✓	\$ \$	● ● ●
2.3.2	Develop a Narromine Shire Main Street MasterPlan to improve the amenity of the shopping precinct to accommodate a "boutique feel".	✓ ✓	\$ \$	● ● ●
2.3.3	Develop a Narromine Shire Town Entrance Plan which links and supports the Main Street Beautification Plan	✓ ✓	\$ \$	● ● ●
2.3.4	Explore the option of a boutique shopping and food day trip market	✓	\$	● ● ●
2.3.5	Work with the Trangie Arts Community to develop a visiting artist program	✓ ✓	\$	● ● ●
2.3.6	Develop a strategy to maximise the accommodation options for major events including home hire, temporary camping etc	✓	\$	● ● ●
2.3.7	Develop a strategy to leverage current events and support creation of additional events	✓	\$	● ● ●
2.3.8	Work with other Councils and tourism organisation to develop the Bland/Lachlan/Gilgandra alternative driving tour to the Newell.	✓	\$	● ● ●
2.3.9	Develop a business plan for the redevelopment of the wetlands as a tourism opportunity	✓	\$ \$	●
2.3.10	Explore an education tourism model based around the Trangie Agricultural Research Station	✓ ✓	\$ \$	● ● ●
2.3.11	Explore opportunities to package/partner Wunjunja Cultural Centre with other cultural tourism attractions.	✓ ✓	\$ \$	● ● ●
2.3.12	Investigate the delivery of a customer service training model for tourism related business	✓	\$ \$	●
<b>AGRICULTURE</b>				
2.4.1	Work with industry groups within the sector to lobby for adequate water licences for agricultural production.	✓	\$	● ● ●
2.4.2	Partner with key water management stakeholders to pursue regional and catchment scale approaches to better managing our water resources	✓	\$	● ● ●
2.4.3	Ensure Council policies recognise the value associated with the Shire's rural land and the areas which should be retained indefinitely to support agricultural production and flora and fauna ecosystems, protect heritage sites and to safeguard lifestyle and tourism attributes	✓ ✓	\$	● ● ●
2.4.4	Explore the potential for a feedlot development within the Shire	✓	\$	●

## GOAL 2: ENHANCE AND GROW THE KEY INDUSTRY PILLARS IN THE NARROMINE SHIRE

No.	PROJECT	TIMEFRAME	RESOURCES	COUNCILS ROLE
2.4.5	Further the links between industry, universities and the Trangie Research Centre	✓ ✓	\$	● ● ●
2.4.6	Investigate and a develop a strategy to attract and relocate agricultural support businesses to Narromine Shire	✓	\$	●
2.4.7	Support industry in furthering intensive agriculture	✓	\$	● ● ●
2.4.8	Develop and update case studies of innovative agricultural businesses	✓	\$	● ● ●
<b>TRANSPORT</b>				
2.5.1	Support initiatives to expand air services and increase air freight capacity through Dubbo Regional Airport	✓	\$	● ● ●
2.5.2	Work with the Economic Development Group to develop a business case utilising industry case studies that support the development of the Inland Rail Project.	✓ ✓	\$	● ● ●
2.5.3	Establish a Working Party: to guide the Shire's role in the Inland Rail to ensure Narromine maximises opportunities from this Project.	✓	\$	● ● ●

### GOAL 3: FOSTER AND PROMOTE A CONNECTED, WELL SUPPORTED BUSINESS ENVIRONMENT

No.	PROJECT	TIMEFRAME	RESOURCES	COUNCILS ROLE
3.1	Maintain an economic profile for the Shire (eg Remplan)	✓ ✓ ✓	\$\$\$	●
	Facilitate and support a business network, industry partnerships and alliances	✓	\$	● ● ●
3.2	Review existing databases (internal and external) to develop and maintain a database of the region's businesses and other relevant organisations by name, address, email, industry code etc Prepare a GIS layer to identify industry clusters	✓	\$	● ● ●
3.3	Establish an effective communication tool to enable quick and effective communication with, and from, the Shires business community	✓	\$	●
3.4	Ensure that developers / investors and potential new residents and businesses have access to up to date, comprehensive information on Narromine Shire.	✓ ✓ ✓	\$	● ● ●

### GOAL 4: BUILD EFFECTIVE PARTNERSHIPS AND STRATEGIC ALLIANCES THAT ASSIST IN THE GROWTH AND SUSTAINABILITY OF THE NARROMINE SHIRE.

No.	PROJECT	TIMEFRAME	RESOURCES	COUNCILS ROLE
4.1	Continue to build and strengthen existing strategic alliances with Councils in the Orana, Central West and Far West regions.	✓ ✓ ✓	\$	●
4.2	Host meetings of regional organisations including OROC and RDA Orana	✓ ✓ ✓	\$	●
4.3	Foster relationships with Parkes and Narrabri Councils to discuss progress and initiatives of the Inland Rail Project.	✓	\$	●
4.4	Work with the NSW Government to deliver the priorities for Narromine from the Central West and Orana Plan	✓ ✓ ✓	\$	●
4.5	Work with State and Federal Governments to deliver key infrastructure needs	✓ ✓ ✓	\$	●



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