

Business and Employment Development Committee

Meeting Date: Monday, 21 August, 2017

Location: Jervis Bay Rooms, City Administrative Centre, Bridge Road, Nowra

Attachments (Under Separate Cover)

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Building Better Regions Fund funding offers

Last updated: 04/08/2017

The list of successful applicants that have been offered funding under the Building Better Regions Fund Infrastructure Projects stream.

Applicant Organisation	Project Name	Project Description	Project Location	State	Grant Approved	Total Project Cost
Ballina Tennis Club Inc	Community Inclusion Project Ensuring a Healthy Lifestyle for all Ages	Construction of disabled access ramps, change room facilities, expansion of clubhouse and upgrade of kitchen.	Ballina	NSW	\$93,000	\$226,000
Banyan Park Playcentre Inc	Auwas Letl Salan, Norfolk Island's Kids	Upgrade to a Norfolk Island's childcare facility.	Norfolk Island	NSW	\$899,900	\$999,900
Bathurst Regional Council	Velocity Park	Construction of new facilities at the Velocity Park part of the Mount Panorama racing circuit including pit facilities, fuel storage areas, parking and amenities.	Bathurst	NSW	\$10,000,000	\$52,402,787
Byron Shire Council	Upgrading Byron's Export and Economic Connections	Road upgrade of the intersection of Bayshore Drive and Ewingsdale Road to a dual lane concrete roundabout.	Byron Bay	NSW	\$2,640,254	\$5,280,508

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Cessnock City Council	Hunter Valley Wine Country Tourism Signage Implementation Project	New signage, information bays and tourism precinct markers at key sites along the Hunter Valley Wine Region. The new infrastructure includes braille and QR coding technology to assist visitors to the region to explore key tourist areas.	Cessnock	NSW	\$1,250,000	\$2,500,000
Coffs Harbour City Council	Building an EPIC Stadium for the Future	Construction of a sports stadium to improve spectator seating, player facilities, corporate hospitality and media broadcast facilities, and pedestrian integration.	Coffs Harbour	NSW	\$6,560,000	\$13,440,000
Community Carers Accommodation South East Inc	Community Carers Accommodation South East - Stage 2 Construction	Construction of a carer's accommodation facility at the new South East Regional Hospital in Bega. The project will build 6 rooms and a communal kitchen, dining and lounge space.	Bega	NSW	\$310,000	\$876,685
Cootamundra-Gundagai Regional Council	Gundagai Sewage Treatment Plant Replacement Project	Replacement of sewage treatment plant.	Gundagai	NSW	\$3,500,000	\$7,000,000
Far North Coast Hockey Incorporated	Far North Coast's Regional Hockey Centre Development	Upgrade and expansion of existing hockey complex.	Goonellabah	NSW	\$764,478	\$1,528,956

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Federation Council	Howlong Industrial & Export Precinct Project	The project will invest in new distribution, freight and logistics infrastructure, secure the region's share of the pet food export market, and encourage other regional industries to use the site.	Howlong	NSW	\$6,983,325	\$15,712,545
Friends Of Eurobodalla Regional Botanic Gardens	Eurobodalla Regional Botanic Gardens Visitor Centre Redevelopment	The redevelopment will deliver a purpose built facility for 13,500 plant specimens in the heritage listed Wallace Herbarium. It will provide increased amenities including designated space for training and education, exhibitions and a large retail space.	Batemans Bay	NSW	\$460,000	\$920,000
Goulburn Mulwaree Council	Rocky Hill Museum Extension and Precinct Improvements	The Museum extension will incorporate increased exhibition space, increased storage space, education space, secure room for firearms, and improved space for volunteers and public toilets. The precinct improvements include increased car parking facilities, bus turning circle and new footpaths.	Goulburn	NSW	\$1,250,000	\$2,500,000

Applicant Organisation	Project Name	Project Description	Project Location	State	Grant Approved	Total Project Cost
Greater Hume Shire Council	Walla Walla Early Childhood Hub Project (ECHP)	Development of a purpose built Children's Services building that will enable the establishment of a 5 day week long day care service, providing a preschool program including before and after hours school care.	Walla Walla	NSW	\$277,000	\$514,000
Gunnedah Shire Council	A pipeline for Curlewis in northwest NSW a lifeline of quality water	Construction of a gravity fed pipeline and reservoirs to address significantly poor water quality.	Curlewis	NSW	\$2,600,000	\$5,200,000
House With No Steps	Commercial Laundry Upgrade	The House With No Steps Commercial Laundry will be upgraded with efficient, high speed plant and equipment for people with disabilities and increase volunteering opportunities in the region.	Warabrook	NSW	\$1,425,378	\$2,850,757
House With No Steps	Aussie Biscuit Factory Move and Re-build	Purpose designed factory fitout including cool room, amenities block and upgrade to power and gas.	Forbes	NSW	\$210,000	\$420,000
Housing Plus	Orange Crisis Centre for Women and Children	The Orange Crisis Centre will provide 6 self-contained crisis accommodation and intensive case management for women and children.	Orange	NSW	\$588,800	\$1,472,415

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Illawarra Basketball Association Ltd	Basketball Illawarra Facility Upgrade	Installation of carpark lighting and security system, installation of stadium air conditioning and adjustable backboard system, and upgrade to stadium lighting.	Gwynneville	NSW	\$60,000	\$124,482
Kyogle Council	Kyogle Memorial Institute Hall Revitalisation Project	Upgrade of historic community building including reinstatement of original entrance, enlarge first floor workspace, new lighting, sound booth, lift, display areas and upgrade emergency exits.	Kyogle	NSW	\$267,000	\$540,000
Lachlan Council	Tottenham Pool Multipurpose Facility Project	Construction of a café with an outdoor dining area, office with first aid facilities and upgrade to existing amenities including toilets and change rooms.	Tottenham	NSW	\$181,450	\$461,450
Lake Macquarie City Council	Connection of Munibung Road: driving economic growth in Lake Macquarie	Construction of a road link in the Glendale -Cardiff area of Lake Macquarie to support access to and growth of new housing developments and a major industrial centre.	Boolaroo	NSW	\$2,227,500	\$4,455,000

Applicant Organisation	Project Name	Project Description	Project Location	State	Grant Approved	Total Project Cost
Moree Aged & Disability Services Inc	Growing Moree Aged & Disability Services	Upgrade existing building to include additional facilities (additional bedroom for respite services, outdoor space, air conditioning, multi-use space) to suit clientele that include aged and disabled citizens from local and remote areas of the region.	Moree	NSW	\$95,000	\$190,000
Open Arms Care Incorporated	OAC Stage two - Expansion of Disability Day Program Facilities	Upgrades to a disability day centre facility to improve conditions and increase capacity from 20 to 30 people per day.	Nambucca Heads	NSW	\$24,945	\$49,890
Petaurus Education Group Incorporated	Wirraminna Discovery and Learning Centre Extension	Extension to the Wirraminna Discovery and Learning Centre to create a community resource, education and administration space to meet the growing needs of the community of Burrumbuttock and surrounding districts.	Burrumbuttock	NSW	\$38,210	\$76,420
Richmond Valley Council	Woodburn Riverside Precinct Multi-Use Building, Jetty and Pontoon	Construction of a new Function Centre, Pontoon and Jetty. The centre will include community rooms, visitor information centre, terrace and public toilets; and is aimed largely at being a watersports hub.	Woodburn	NSW	\$700,000	\$1,400,000

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Snowy Monaro Regional Council	Upgrade and Augmentation of the Bombala Sewage Treatment Plant	Upgrade to the infrastructure at the Bombala Sewage Treatment Plant including storm flow treatments, electrical switch room and mechanical works include pipe, pumps and valves.	Bombala	NSW	\$3,500,000	\$7,000,000
Surfing Australia Limited	Expand multi-purpose surfing centre in Casuarina	Expansion to the multi-purpose surfing centre in Casuarina.	Casuarina Beach	NSW	\$2,536,000	\$5,636,000
Sustainable Agriculture and Gardening Eurobodalla	SAGE home site accessibility and consolidation project	Upgrade of existing shed to develop a prototype SAGE inCUBEator, enabling attraction of further funding and helping to build commitment to farming partnerships with landholders.	Moruya	NSW	\$46,890	\$98,400
Trangie Community Connection Incorporated	Trangie Community Connection Inc Respite Centre	Construction of a respite care facility including 3 bedrooms for clients, 1 bedroom/office for a carer and shared kitchen, dining room, laundry and bathrooms.	Trangie	NSW	\$176,000	\$352,000
Upper Hunter Shire Council	Scone Regional Livestock Selling Centre Upgrade Project	Major upgrade to the saleyards to ensure the yards can remain competitive in servicing Upper Hunter local livestock producers.	Scone	NSW	\$2,827,248	\$7,068,119

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Weddin Shire Council	Weddin/Grenfell Health Hub - A Sustainable Modern Medical Facility	Construction of a modern medical centre that has six consulting rooms, dental spaces and meeting rooms, ambulance bay, minor operating room, practice manager room, practice nurse room, reception area, e-Health support spaces, storage facilities and kitchen.	Grenfell	NSW	\$950,000	\$2,750,000
Barkly Regional Council	Elliott Community Sport & Recreational Facilities Upgrade	Refurbishment of the Elliott Sport & Recreational facilities, the only multi-purpose building in the community and a hub for diverse activities and events within the community. Key upgraded areas include the office, kitchen, indoor recreation area, basketball courts, storage room, gym/fitness and training facility and outside shaded seating.	Elliot	NT	\$136,505	\$182,006
Buku Larrnggay Mulka Incorporated	Yirrkala Guesthouse	Installation of 3 transportable buildings comprising of 6 self-contained units, site landscaping, car parking and disabled access.	Yirrkala	NT	\$744,851	\$993,135

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East Arnhem Regional Council	Milyakburra Roads Upgrade Program 2017	Comprehensive road renewal and sealing package in the community of Milyakburra. Reduce vulnerability of road surfaces and roadsides during the wet season; eliminate corrugations; and increase safety through standard traffic width.	Milyakburra	NT	\$2,000,000	\$3,600,000
NT Cattlemen's Association Inc	Roe Creek Training and Accommodation Facility	Construction of a specialised training centre at Roe Creek which will provide accommodation for up to 30 young people.	Hugh	NT	\$446,340	\$595,120
Roper Gulf Regional Council	Borroloola Government Business Hub Development	Construction of a new building to include new offices, a library, multi-purpose function rooms and amenities.	Borroloola	NT	\$978,714	\$1,304,952
Tiwi Land Council Incorporated	Tiwi Islands Welcome Centre & Pontoons Project	Construction of a pontoon at Paru on Melville Island and Wurrumiyanga on Bathurst Island and a Visitors Welcome Centre at Wurrumiyang.	Winnellie	NT	\$3,610,000	\$6,900,000
Top End Association For Mental Health Inc.	Top End House	Construct a new mental health facility containing rehabilitation and transitional housing elements.	Malak	NT	\$1,900,000	\$3,883,400

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Blackbutt & Benarkin Aged Care Assoc. Inc	Blackbutt Benarkin Aged Care - Building up our Hart Street housing	Construction of 2x2 bedroom dwellings as part of an Independent Living Complex.	Blackbutt	QLD	\$204,740	\$421,500
Buderim Men's Shed	New Buderim Men's Shed and Space for Use by Other Community Groups	Constructiton of a workshop building for woodwork, woodturning, toy making, metalwork and leatherwork activities; and an administration building for administration functions, art/sketching, lead lighting, fitness, computer classes, recreation (pool) room and french polishing groups.	Kuliun	QLD	\$500,000	\$1,015,573
Bundaberg Regional Council	Burnett Heads Town Centre Redevelopment	Redevelopment of the Burnett Heads Town Centre including the widening of footpaths, landscaping, installation of public art, improved street lighting, public Wi-Fi, CCTV and the provision of on-street parking.	Burnett Heads	QLD	\$2,905,268	\$5,810,536

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Bundaberg Regional Council	Marine Industry Site - Port of Bundaberg	The project will secure a \$15 million shorefront development at the Port of Bundaberg and lay the foundation for a \$35 million Marine Industry Site at the Port to provide integrated services for commercial vessels.	Port Bundaberg	QLD	\$6,000,000	\$12,951,000
Calliope Central Bowls Club Inc	Calliope Community Hub Stage 1: Weatherproof Roof and Community Hub	The Project provides a weather proof roof to an all-weather facility for Calliope residents to enjoy current and new recreational activities and functions, irrespective of conditions.	Calliope	QLD	\$360,000	\$722,000
LifeFlight Australia Limited	The LifeFlight Toowoomba Permanent Base Construction Project	This project seeks to build a new base to accommodate flight crew on-site and to provide for a new helicopter fleet, increased on-site maintenance capacity, and improved training facilities.	Toowoomba	QLD	\$2,046,534	\$4,335,116
Douglas Shire Council	Noah Creek Bridge Renewal	This project will replace and renew the Noah Creek Bridge using new technology. This is a key coastal transport route for communities north of Cape Tribulation including Wujal Wujal and Cooktown.	Cape Tribulation	QLD	\$1,125,000	\$1,500,000

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Flinders Shire Council	Construction of the Hughenden Recreational Lake	The construction of a recreational lake in Hughenden covering 219ha and including 4 recreational areas allowing rowing, fishing and water-skiing.	Hughenden	QLD	\$4,109,075	\$6,078,058
Gympie Regional Council	Upper Mary Street Precinct Revitalisation Project	Upgrade of Mary St, Gympie, including undergrounding of powerlines, street lighting, street furniture, paving and landscaping.	Gympie	QLD	\$1,500,000	\$3,000,000
Indigenous Wellbeing Centre Ltd	IWC Stage 2 Health and Wellbeing Centre	The construction of a two storey medical health and wellbeing centre to provide facilities for healthcare services and practitioners.	Bundaberg	QLD	\$7,400,000	\$14,816,304
Mackay Regional Council	Mackay District Skate Park & Wheeled Sports Plaza	Construction of a skate park and wheeled sports plaza.	Mount Pleasant	QLD	\$1,000,000	\$2,258,000
Mapoon Aboriginal Council	Mapoon Accommodation Project	The project will provide critically needed short stay accommodation for visiting works and service delivery agencies in the Mapoon Community.	Mapoon	QLD	\$1,564,646	\$1,664,646

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Murweh Shire Council	Morven Rail Hub	Construction of road-train loading and unloading facilities, rail loading and unloading facilities, cattle yards for spelling and drafting, a live-weight livestock weighing facility and associated storage and amenities facilities.	Charleville	QLD	\$4,181,157	\$4,181,157
Palm Island Aboriginal Council	Bwgcolman Retail & Business Precinct Stage 2	Construction of retail and commercial premises, including associated service areas and amenities, a lobby with all-access lift and stairs, undercover civic areas and off-street parking.	Palm Island	QLD	\$9,994,432	\$9,994,432
Reef And Rainforest Research Centre Ltd	The establishment of a RRRC Education Centre at Cairns Aquarium	Installation of educational infrastructure to showcase four different far north Queensland Habitats within the new Cairns Aquarium.	Cairns	QLD	\$995,000	\$1,995,000
Richmond Early Education Centre Inc	REEC Outdoor Infrastructure & Sustainability Project	Installation of a new safe and functional children's playground and outdoor facilities including play equipment, vegetable garden, bike track and performance stage.	Richmond	QLD	\$139,000	\$185,399

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Rockhampton Regional Council	Rockhampton Airport Pavement Upgrade Project	Delivery of asphalt resurfacing to the main runway; surface enrichment to the taxiways, runway shoulders, and both the military and regular public transport aprons.	West Rockhampton	QLD	\$5,000,000	\$10,184,047
Somerset Regional Council	Brisbane Valley Rail Trail	Construction of the final connecting 27km of rail trail between Moore and Toogoolawah into a recreational trail.	Moore	QLD	\$1,450,000	\$3,353,689
Southern Downs Regional Council	Establishment of Regional Cold Storage Infrastructure Facility	Construction of a regional cold store facility.	Warwick	QLD	\$4,977,377	\$9,954,754
Spinal Life Australia Ltd	Construction of the Spinal Life Healthy Living Centre, Cairns QLD	A purpose-built Centre to provide allied health services for people with spinal cord injuries and other disabilities. The Centre will include supported transitional, respite and holiday accommodation, a full suite of specialised allied health services, a hydrotherapy pool and gymnasium.	Cairns North	QLD	\$4,400,000	\$8,800,000
Sunshine Coast Regional Council	Redevelopment of The Events Centre at Caloundra	Upgrade to the Events Centre in Caloundra including the box office, lift, entrance and theatre acoustics.	Caloundra	QLD	\$2,956,546	\$5,998,891
Bordertown Racing Club Inc	New Bordertown Racing & Community Centre	Provision of a new two storey Racing & Community Centre.	Bordertown	SA	\$400,000	\$936,310

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District Council Of Elliston	Elliston to Wudinna Fibre Radio Communications System	The project will deliver a new radio fibre telecommunication system including the installation of optic fibre, transmission equipment and tower upgrades.	Wudinna to Elliston	SA	\$1,341,500	\$2,562,232
District Council Of Loxton Waikerie	Fitness for Horticulture Recreation Facilities	The construction of multiple new community and sporting facilities in the Murray Darling Basin town of Loxton.	Loxton	SA	\$4,527,879	\$10,061,954
District Council Of Orroroo Carrieton	Southern Flinders Business and Services Growth Strategy- Orroroo CWMS	Construction of new community wastewater management scheme.	Orroroo	SA	\$387,337	\$1,137,337
Light Regional Council	Freeling Agriculture Multi-Purpose Centre	Construction of a new display facility which will provide space for agricultural trade shows, events and export orientated show. Extension and education activities for the fodder industry will be a key part of the facility.	Freeling	SA	\$2,191,500	\$4,870,000
Mid Murray Council	Murray River Maritime Trail - Mid Murray	Upgrade to the facilities at the Murray River Trail including work on the moorings and pontoon to create better access to the river.	Mannum	SA	\$402,263	\$804,527
Penneshaw Progress Association Incorporated	Kangaroo Island Sculpture Trail	Construction of sculpture trail.	Penneshaw	SA	\$202,288	\$288,983

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Riverland Field Days Inc	Riverland Exhibition Centre Presentation Pavilion	Construction of a pavilion with air-conditioning and a multi-purpose kitchen to cater for functions, events and demonstrations.	Barmera	SA	\$405,090	\$810,180
Ryder-Cheshire Mount Gambier Home Foundation Incorporated	A Second Home for Ryder-Cheshire Mount Gambier	Construction of a new residential home that will provide permanent accommodation for five physically and /or intellectually disabled adults.	Mount Gambier	SA	\$530,000	\$1,100,343
The Uniting Church In Australia Property Trust (SA)	Making Connections, Building Capacity - Victor Harbor Men s Shed	Construction of a Men's Shed in Victor Harbor containing workshops, recreational space and meeting facilities.	Victor Harbor	SA	\$255,933	\$312,183
Thoroughbred Racing S.A. Limited	Mount Gambier All-Weather Race Track	Rebuild the Mount Gambier thoroughbred horse race track to provide a high quality outcome to ensure the sustainability of racing in the region.	Glenburnie	SA	\$1,500,000	\$3,184,625
Brighton Council	Bridgewater Parkland	Construction of parkland in Bridgewater including playground equipment, public toilets, BBQ facilities, outdoor furniture and associated infrastructure.	Bridgewater	TAS	\$430,000	\$879,997

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Flinders Council	Flinders and Cape Barren Islands Telecomms Transformation Project	Upgrade to the ageing radio network between its Islands and mainland Tasmania by installing a state of the art, multi-bearer high capacity microwave IP radio link.	Whitemark	TAS	\$7,879,960	\$10,616,675
King Island Council	King Island Airport Airfreight Precinct Development	Development of a freight precinct comprised of landside freight loading area, a freight building which includes charge points for operators forklifts, dedicated airfreight apron, sealed taxiway and connectors and powered pad for landside aircraft refuelling facility.	Currie	TAS	\$223,603	\$298,139
Kingborough Council	Kingston Park Community Hub	Construction of a multipurpose hall, meeting rooms, reception/office, public toilet, flexible workspace, café and covered town square, and adjacent landscaping.	Kingston	TAS	\$2,800,000	\$5,763,000
Ballarat Basketball Association Inc	Expansion of the Ballarat Sports & Events Centre	The Ballarat Sports and Events Centre Project will add six new sports courts and include a show court for 3000 spectators, and meeting facilities for daytime community and school use.	Wendouree	VIC	\$10,000,000	\$23,410,000

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Birregurra Community Group Inc	I Have a "HALL" in my Heart	Upgrade of community hall and surrounding area including audio visual performance technology and external landscaping.	Birregurra	VIC	\$245,500	\$491,000
Buloke Shire Council	Recreational Lake Amenities Upgrade	Extension to and upgrade of Tchum Lake amenity building and the construction of new amenity buildings at Wooroonook Lake and Watchem Lake, upgrade of walking trails, provision of disabled car parking and the replacement of interpretive signage.	Wycheproof	VIC	\$735,000	\$980,000
Cardinia Shire Council	Bunyip Recreation Reserve Community Soccer Pavilion	Construction of a new community multipurpose sports pavilion, primarily for Soccer.	Bunyip	VIC	\$900,000	\$1,950,000
Cardinia Shire Council	Lang Lang Community Recreation Precinct Pavilion	Construction of a new community sports pavilion, encouraging and supporting children of all genders to take up sport.	Caldermeade	VIC	\$1,500,000	\$4,500,000

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East Gippsland Shire Council	Mallacoota Community Clubrooms Project	The project will deliver a multi-function, centrally located, accessible community facility which will support a range of community based activities, events and exhibitions. It will also provide accommodation and meals functionality during emergency situations.	Mallacoota	VIC	\$725,590	\$975,590
Geelong Ethnic Communities Council Inc	Diversability Centre	Construction of 200sqm Diversability Centre at Diversitat's Northern Community Hub.	Norlane	VIC	\$314,000	\$628,000
Gippsland Lakes Community Health	Building Better Community Support Facilities For East Gippsland	Reconfiguration of a building recently purchased by Gippsland Lakes Community Health to accommodate the needs of an additional allied health treatment spaces, individual/family counselling rooms, group meeting spaces, and staff offices.	Bairnsdale	VIC	\$500,000	\$1,000,000

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Kids Plus Foundation	Kids Plus Foundation Centre for Therapy, Research and Training	Construction of a purpose built facility enabling the provision of specialist multidisciplinary therapy programs and services for babies, children and young adults with complex neurodevelopmental disabilities primarily focusing on Cerebral Palsy.	Geelong	VIC	\$1,477,000	\$2,972,000
Mallee Accommodation And Support Program Limited	Mallee Accommodation & Support Program Ltd Service and Community Hub	Construct a purpose built Community building with reception, consultation rooms, restrooms, client waiting and activity rooms, office space, kitchen, parking, storage, fencing and landscaping.	Mildura	VIC	\$2,450,000	\$4,925,000
Mildura Rural City Council	Mildura Arts Centre Forestage Lift	Construction of a Forestage Lift for the recently built Mildura Arts Centre. This multipurpose addition will allow for extra seating, orchestra pit and a larger stage area, depending on requirements.	Mildura	VIC	\$200,000	\$400,000
Parklands Albury Wodonga Limited	Lake Hume Foreshore Enhancement	Construction of new gravel trail, foreshore enhancement and new toilet and amenities block with power and water supply.	Huon	VIC	\$125,000	\$250,000

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Pyrenees Shire Council	Beaufort Walkability Stage One	Construction of walking and cycling paths that link community, recreation, education, transport and business precincts. Establishment of additional supportive infrastructure such as way finding signage, seats, bike racks and pram ramps, and disability access to the railway station.	Beaufort	VIC	\$149,650	\$299,300
Surf Coast Shire	Winchelsea Netball Pavilion Upgrade Project	The Winchelsea Netball Pavilion Upgrade project will provide a fit for purpose multi-purpose facility.	Winchelsea	VIC	\$200,000	\$509,000
Wangaratta Turf Club Incorporated	Wangaratta Turf Club Stage 2 Development Upgrade	Stage 2 racecourse development upgrade including new entrance, stable boxes, student accommodation and multi-purpose grandstand, function and equine learning facility.	Wangaratta	VIC	\$2,400,000	\$5,820,000
City Of Busselton	Busselton Jetty Tourism Precinct - Busselton Foreshore Redevelopment	Construction of a stage, amphitheatre, market stalls, pathways and gardens at the Busselton Jetty foreshore precinct.	Busselton	WA	\$1,500,000	\$4,500,197
City Of Swan	Ellen Brook Bridge	Construction of a long bridge and single carriageway road.	Upper Swan	WA	\$3,061,201	\$6,122,402

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Juluwarlu Group Aboriginal Corporation	Juluwarlu Group Archive & Cultural Maintenance Centre	Construction of a stand-alone open-plan workspace and archive facility including an insulated roof/ceiling and integrated communications and cabling system to support the work of the Indigenous cultural and heritage centre.	Roebourne	WA	\$255,851	\$341,134
Mangkaja Arts Resource Agency Aboriginal Corporation	Mangkaja Arts Infrastructure Enhancement Project - Phase One	Construction of additional temporary housing for short term staff and artists, new workshop space and redevelopment of back office spaces to create media rooms.	Fitzroy Crossing	WA	\$476,000	\$767,500
Mimbi Aboriginal Corporation	Mimbi camp ground infrastructure development	Construction of camp kitchen facilities including BBQ shelter to enable the Mimbi community to host self-drive tourists and group tour operations in the Kimberleys.	Fitzroy Crossing	WA	\$498,000	\$665,000
Nyamba Buru Yawuru Ltd	Liyan-ngan Nyirrwa	Construction of a new building, renovation to existing building and new open spaces to facilitate a cultural revitalisation and healing centre.	Cable Beach	WA	\$2,944,400	\$6,694,400

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Quambie Park Waroona Inc	Waroona Housing Options Village: Affordable Accommodation for the Aged	Construction of accommodation for the aged including nine disability modified accommodation units for aged people; one community hub building; and communal gardens, grounds and pathways modified to accommodate mobility aids.	Waroona	WA	\$1,674,940	\$3,349,880
Shire Of Ashburton	Pilbara Regional Class IV Waste Management Facility	Construction of a new Waste Management Facility in Onslow to accept regional Class I to IV domestic, mining and industrial waste.	Onslow	WA	\$9,082,620	\$12,975,171
Shire Of Beverley	Construction of Beverley Cornerstone	The construction of a multi-purpose facility for community-based activities, events and business incubation services. The project will provide community resource centre, Tourist Bureau/Museum, Toy Store, Library and offices spaces.	Beverley	WA	\$1,320,000	\$4,000,000

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Shire of Broomehill-Tambellup	Great Southern Housing Initiative (GSHI)	The project will construct 79 housing units for independent seniors and regional employees, across nine shires, including Broomehill-Tambellup, Cranbrook, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling.	Bremer Bay, Kattanning, Broomehill, Cranbrook, Gnowangerup, Ongerup, Woodanilling, Mt Barker, Pingrup, Jerramungup	WA	\$10,000,000	\$27,742,884
Shire Of Capel	Capel Civic Precinct Stages 3-4	Construction of a multipurpose community centre, youth space, skateable link, amphitheatre and all abilities play space.	Capel	WA	\$2,361,900	\$7,581,604
Shire Of Collie	Truckstop Toilet and Dump Point	Construction of a new truckstop and waste dump point for RV tourists in the town of Collie.	Collie	WA	\$74,131	\$149,131
Shire Of Dundas	Norseman Cultural, Visitor and Community Precinct	Redevelopment of a current vacant building into a visitor centre, gallery, library and café, including new courtyard and playground.	Norseman	WA	\$449,738	\$2,464,538
Shire Of Manjimup	South West Energy Experience	Construction of a multi-purpose facility consisting of museum exhibition space, retail and function spaces, workshop and collection storage and plant equipment.	Manjimup	WA	\$2,677,725	\$5,950,500

Applicant Organisation	Project Name	Project Description	Project Location	State	Grant Approved	Total Project Cost
Shire Of Murray	Dwellingup National Trails Centre	Expansion of existing visitor centre to include café, gift shop and bike shop and improved parking facilities.	Dwellingup	WA	\$1,279,129	\$2,599,200
Shire of Northam	Northam Aquatic Facility	Construction of a new sustainable Northam Aquatic Facility at the Northam Recreation Centre. This will include a 50 meter, 8 lane outdoor public swimming pool, a family leisure pool, change rooms and ablutions.	Northam	WA	\$3,200,000	\$8,060,000
Shire of Nungarin	NEWROC Telecommunications Solution	Installing new telecommunication infrastructure across the north eastern Wheatbelt region of Western Australia.	Burran Rock	WA	\$701,875	\$958,500
Shire of Williams	Williams Lions Park Redevelopment	The project will see the refurbishment and revitalisation of a major rest stop servicing the travellers on the Albany Highway as well as the community of Williams.	Williams	WA	\$360,000	\$774,325
Shire of Yalgoo	Upgrade Shire of Yalgoo Dual Use Sports Oval and Facilities	Upgrade of the Yalgoo sports oval and the construction of club rooms, storage and change rooms to support the creation of a dual purpose oval and rifle range.	Yalgoo	WA	\$787,000	\$937,000

Applicant Organisation	Project Name	Project Description	Project Location	State	Grant Approved	Total Project Cost
Unity of First People of Australia Limited	Off grid solar and water treatment infrastructure for 5 Mile Community	Construction of an off-grid solar and water treatment solution for the Five Mile community which will serve as a pilot for other remote Aboriginal communities located in Western Australia.	Karratha	WA	\$545,700	\$727,600
Wunan Foundation Inc.	Integrating Aboriginal communities and the rare earth industry	The construction of a purpose-built training to work facility and pilot plant including administration offices, laboratory and accommodation upgrade.	Shire of Halls Creek	WA	\$4,800,000	\$8,112,335



Shoalhaven City Council
Economic Development Strategy 2017-2026
Implementation Action Plan

May 2017



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1. Introduction and Overview

This Implementation Action Plan provides directions relating to the implementation of Recommended Actions of the *Shoalhaven Economic Development Strategy 2017 - 2026*.

The Action Plan is divided into two areas, the first concentrating on the “broad based actions” and the second focusing on the “key industry actions” to be targeted. Each of these two sections mirrors the *Economic Development Strategy* in their order, providing additional details on the implementation of the recommended actions and as such needs to be read in conjunction with that document.

Each subsection adds the following details via a series of “implementation action tables”:

- A summary of the proposed action and its corresponding action reference number (cross-referenced to the *Economic Development Strategy*);
- Steps or sub-actions to be undertaken in implementing the overarching action - referred to as “Implementation Details”;

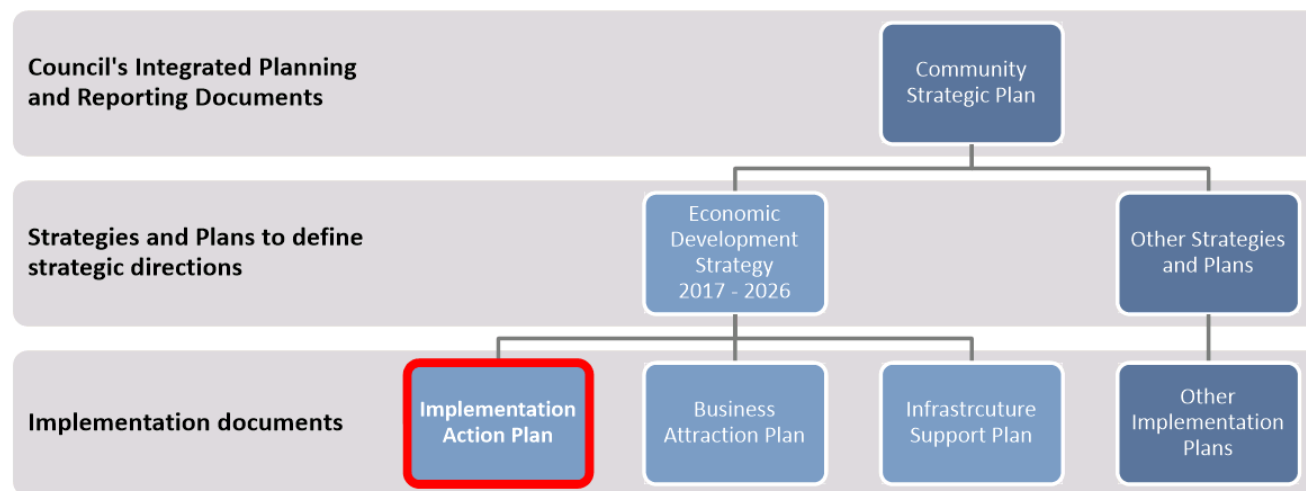
- The priority level of the action, which will be used when considering year to year resourcing implications;
- Timeframes for implementation indicated as either short-term, being in the first three years of the implementation of the overarching Strategy, or long-term being in years 4-10. This part also provides an indicative year of implementation where considered to be possible and/or accurate (for short-term actions); and
- The proposed “owner” and “partners” to each action, which provide an indication of who is best placed to lead and assist in its implementation.

These tables should be updated over time as interim steps to the renewal of the overarching *Economic Development Strategy* at the end of the 10 year horizon.

The context of this document to the overarching Strategy and Council’s broader strategic planning documents is provided overleaf.



Figure 1: Document Context



2. Broad Based Actions

This section provides the details of the “broad based actions” proposed to be undertaken in the implementation of the *Shoalhaven Economic Development Strategy 2017 - 2026*. These actions include the following areas:

- Sustaining and Improving Productivity;
- Leadership and Innovation;
- Stimulating Catalytic Investment;
- Creating liveability and Place;
- Council’s Employment Lands;
- Communicating Economic Development; and
- Marketing and Promotion

Further discussion on these areas can be found in the Strategy document, with the tables in the coming pages being used to provide the details of proposed implementation of the Strategy’s recommended actions.

For ease of reference, the numbering of these areas matched the *Economic Development Strategy* numbering.



6.1. Sustaining and Improving Productivity

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.1.1 Local business support services				
Maintain a networked approach to business assistance through the availability of, and connection to, a comprehensive suite of business support services	6.1.1.1 - Maintain a co-ordination network to catalogue and make publicly available (through Council's business website) business services opportunities including those operated by Council, lead organisations (e.g. Shoalhaven Business Chamber, SPBA etc.), State and Federal Government, RDA and others.	Low	Ongoing (As required)	EDO / NSW Industry
	6.1.1.2 - Reinstate the co-ordination meetings of business support service providers, including Council, government agencies and Shoalhaven Business Chamber.	Medium	Ongoing (Quarterly)	EDO / NSW Industry
	6.1.1.3 - Continue to provide 1 to 1 support services for new and expanding businesses through known networks, relationships and broader business sector involvement.	Medium	Ongoing (As required)	EDO
	6.1.1.4 - Consider options to deliver a business and employee mentoring scheme to help new business establish connections and to integrate within the locality.	Low	Long-term	EDO / Lead industry groups



Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.1.2 Business training delivery				
Continue to work with local business and business leaders to deliver targeted business training and strategic development	6.1.2.1 - Continue to deliver localised business training services that meets the needs of local businesses through close collaboration and with recognition of services being provided by others. (currently 20-30 sessions undertaken per annum in conjunction with 6.1.3.1 below)	Medium	Ongoing (1-2 per month)	EDO - Lead industry groups
6.1.3 Start-up and entrepreneurial support				
Continue to joint venture with business groups or other organisations / individuals to host information sessions for start-ups and to provide entrepreneurial support, including mentoring programs for them	6.1.3.1 - Continue to investigate and implement business training, mentoring and hosting of events through co-ordination and where applicable outsourcing these activities for start-ups and others (currently 20-30 sessions undertaken per annum in conjunction with 6.1.2.1 above).	Medium	Ongoing (1-2 per month)	EDO / General Managers Office - Funding agencies
	6.1.3.2 - Consider additional options to support (potentially including the funding thereof) start-ups and entrepreneurial opportunities with, for example, dedicated flexible business spaces, administration support and/or dedicated internal assistance.	Low	Long-term	EDO



6.2. Leadership and Innovation

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.2.1 Engage with broadband and other technologies				
Continue to work with NBN Co and others to facilitate the implementation of high speed broadband and to recognise associated opportunities with the development of technologies that assist business and lifestyle outcomes	6.2.1.1 - Continue to work with NBN Co on the rollout of the National Broadband Network to all areas of the Shoalhaven in the most expedient and effective way.	High	Short-term (As required)	EDO - NBN Co and external agencies
	6.2.1.2 - Continue to undertake appropriate training and mentoring activities to encourage the take-up of high speed broadband technologies and to assist businesses in recognising the opportunities presented by its introduction.	Medium	Ongoing	EDO
6.2.2 Explore technology opportunities				
From renewables to creative industries and technology start-ups, create a platform for exploring the use of technologies that enhances lifestyle, creates sustainability and provides leadership for the jobs of the future	6.2.2.1 - Continue to explore opportunities to increase the level of high technology businesses and employment present in the Shoalhaven as opportunities arise.	Medium	Ongoing (As required)	EDO
	6.2.2.2 - Evaluate the success of the "ShoalHub" initiative and seek to improve the concept through continuation of a shared work space / co-working arrangement targeted at business start-ups, technology and creative industries.	Medium	Short-term (2016/2017)	EDO / Arts Centre



Action	Implementation Details	Priority	Timeframe	Owner - Partner
	6.2.2.3 - Undertake a review of potential Council (or partnership) based projects which may dovetail with innovation and technology agendas of government, such as the Smart Cities and Suburbs program, with a view to having project proposals available for future grant applications.	High	Short-term (2017/2018)	EDO / Strategic Planning
6.2.3 Council taking the lead				
Explore opportunities for Council to increase its participation in key areas that enable improvement to the diversity of its income streams, increase liveability of the area and provide long-term opportunities	6.2.3.1 - Undertake a review of potential service areas where Council may be able to increase its presence, through joint venture or other arrangements, either as a service provider or business unit for example, with a view to ultimately diversifying income streams and facilitating the establishment of addition services in the area. Examples may include affordable housing, aged care, training and employment services.	Medium	Long-term	General Manager - EDO / Group Directors
6.2.4 Leverage partnership opportunities				
Explore opportunities to leverage economic growth through existing and potential future partnerships with international relationships, trade partners or local partners, such as not-for-profits and other agencies	6.2.4.1 - Undertake a review of existing arrangements in terms of formalised partnerships (and ad-hoc requests) with a concerted view of identifying potential leverage opportunities that relate to established business sectors of the Shoalhaven.	Low	Short-term (2017/2018)	EDO
	6.2.4.2 - As opportunities arise, continue to pursue partnership arrangements with external bodies in the delivery of economic development related projects	High	Ongoing (As required)	EDO



Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.2.5 Be responsive to opportunity				
The Economic Development Office remain responsive to unforeseen opportunities and ideas that may arise through business networks or other contacts to nurture these to a productive state where possible	6.2.5.1 - Undertake research (for EDO and others) as required to place regional and local context around potential opportunities, before evaluating how such opportunities may be delivered in the Shoalhaven.	Medium	Ongoing (As required)	EDO
	6.2.5.2 - Assist Council and partners to pursue regional and local opportunities in an informed manner through, for example, grant funding applications, policy / legislative submissions and the like.	High	Ongoing (As required)	EDO



6.3. Stimulating Catalytic Investment

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.3.1 Planning and associated legislation				
Continue to advocate for changes to planning and associated legislation to enable a more strategic and visionary approach to planning and implementation of development	6.3.1.1 - Advocate for comprehensive planning reform to occur at the State level, with a view to providing a more strategic and visionary based approach to planning and delivery of major catalytic projects.	High	Ongoing (As required)	Strategic Planning / EDO - Business Sector
	6.3.1.2 - Advocate for new or more frequently used State or regional level delivery models for catalytic opportunities - such as "development corporation" or multi-level government co-operation models.	High	Ongoing (As required)	Strategic Planning / EDO - Business Sector
6.3.2 Implementing catalytic investment opportunities				
Establish a resource (or resources) to assist catalytic project proponents to establish viable concepts, work through planning approvals systems, engage with potential investors (public or private) and deliver projects through a whole of Council approach	6.3.2.1 - Identify the level of resourcing necessary to assist in catalytic opportunity delivery, envisaged to be in the form of a role with high level planning and development and/or development investment skills to be located within the Economic Development or General Manager's office.	High	Short-term (2017/2018)	EDO / General Manager
	6.3.2.2 - Resource role to include co-ordination of an "opportunity focus group" (see 6.3.2.4), client liaison, internal co-ordination of whole of Council responses to proposals and exploration of funding opportunities such as grants and partnerships.	High	On-going	EDO / General Manager

Action	Implementation Details	Priority	Timeframe	Owner - Partner
	6.3.2.3 - Where necessary, engage appropriate expertise to assist in delivery, particularly in terms of funding or where Council has a role in implementation (e.g. joint venture).	Medium	As required	EDO / General Manager
	<p>6.3.2.4 - Establish a catalytic opportunity focus group that comprises a cross-section of high level staff, and where applicable external agencies, that meet with and review potential catalytic opportunities.</p> <p>Identify members and establish a meeting process for the group, suggested to include:</p> <ul style="list-style-type: none"> o General Manager; o EDO representative; o Strategic Planning representative; o Development Planning representative; o Assets & Works representative; and o Government agency representatives as required. 	High	Short-term (2017/2018)	EDO / Strategic Planning - State agencies as required
	<p>6.3.2.5 - Establish an agreed process for considering the designation of "catalytic investment opportunities" based on agreed criteria such as:</p> <ul style="list-style-type: none"> o Creates new, or provides significant expansion of existing, high value industries; o Provides for high levels of sustained employment, including high export potential and value-add to the local economy; o Creates activation of key sites within the Nowra CBD and other centres; and/or o Provide lifestyle opportunities that are unique, regionally significant or important to targeted communities. 	High	Short-term (2017/2018)	EDO / Strategic Planning / General Manager - State agencies as required



Action	Implementation Details	Priority	Timeframe	Owner - Partner
	6.3.2.6 - Maintain a register of "catalytic investment opportunities", and regularly meet and provide updates to the group on their progress and implementation.	Medium	Quarterly or as required	EDO



6.4. Creating Liveability and Place

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.4.1 CBD revitalisation and local business participation				
Continue to participate in CBD and town centre revitalisation processes, building capacity within the business community of the importance of placemaking	6.4.1.1 - Continue to advocate for a balance between place making and infrastructure improvement within the Nowra CBD, through the CBD Revitalisation Committee where appropriate, but ensuring that place making activities continue to occur throughout the CBD area.	Medium	Short-term (2017/2018)	Strategic Planning / EDO / Executive Strategy / Assets & Works
	6.4.1.2 - Through a proactive approach, co-ordinate CBD place making opportunities with other areas of Council, presenting a consistent approach to efforts over time including specific CBD events, markets, buskers and the like.	Medium	Ongoing (Weekly / monthly or as required)	Strategic Planning / EDO / Executive Strategy / Assets & Works
	6.4.1.3 - Establish a "Business Capacity Building" program to increase business exposure and understanding of liveability, place making and economic development including: <ul style="list-style-type: none"> Increased understanding and participation in place making initiatives; Improved customer services in changing environments; and Understanding and working with catalytic projects and other major projects as a core element of economic development. 	Medium	Ongoing and as required	EDO / Strategic Planning / Executive Strategy - Business Sector



Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.4.2 Affordable housing opportunities				
Explore alternatives for implementation of affordable housing within the Shoalhaven through a range of opportunities and processes associated with a comprehensive approach	6.4.2.1 - Working with Strategic Planning and their Shoalhaven Affordable Housing Strategy, explore the most appropriate directions for sustained implementation of affordable housing in the Shoalhaven area, and particularly in the Nowra / Bomaderry urban area.	High	Short-term (2016/2017)	EDO / Strategic Planning / Property
	6.4.2.2 - With consideration of the options available, liaise with other LGAs and Industry groups, to establish potential for a regional approach and regional leadership for implementation.	High	Short-term (2017/2018)	EDO / Strategic Planning / Property - Other LGAs - ISJO - Industry groups
	6.4.2.3 - Along with the preparation of a medium to long-term strategy for implementation, establish processes to facilitate implementation.	High	Short-term (2017/2018) Medium to Long-term implementation	Strategic Planning / EDO / Property
6.4.3 Youth orientated infrastructure				
Continue to explore and advocate for active youth orientated infrastructure that has economic potential and creates a unique offering for the area	6.4.3.1 - In conjunction with Recreation and Strategic Planning, continue to develop implementation plans for the proposed youth precinct concept.	Medium	Ongoing	EDO - Recreation and Strategic Planning
	6.4.3.2 - Advocate for active orientated activities that create a health and wellbeing focus that is attractive to younger generations through increased sporting and recreational facility provision.	Medium	Ongoing	Recreation and Strategic Planning - EDO



Action	Implementation Details	Priority	Timeframe	Owner - Partner
	6.4.3.3 - As required, advocate for economic components to be included in recreational and other infrastructure to create more holistic precincts which have viable income streams to support community and youth based outcomes.	Medium	As required	EDO
6.4.4 Activation opportunities				
Research and develop options to encourage both day and night time activation opportunities, potentially targeting selected urban centres before broader roll-out	6.4.4.1 - Undertake initial discussions and literature reviews / research to identify potential options for creating enlivened day, evening and night time economies within the key urban centres of Nowra and Ulladulla, as well as options for smaller selected villages such as Berry, Huskisson or Milton.	Low	Short-term (2017/2018)	EDO / Strategic Planning
	6.4.4.2 - Establish an agreed direction and prepare a strategy for the implementation of day and evening economy actions, seeking to build up the sector over time and as densities and growth enable more sustained efforts.	Low	Short-term (2018/2019) Long-term implementation	EDO / Strategic Planning
6.4.5 Strategic land activation				
Explore options and opportunities for activation of key village, town centre and other land parcels owned by Council, the Crown, not-for-profits or Aboriginal Land Councils	6.4.5.1 - In conjunction with Strategic Planning and Property, establish a list of land parcels in key locations that could be used to revitalise and enliven villages and centres, or of other strategic importance - highlighting a prioritised short-list of sites for further investigation.	Medium	Short-term (2017-2018)	EDO / Strategic Planning / Property



Action	Implementation Details	Priority	Timeframe	Owner - Partner
	6.4.5.2 - Undertake a preliminary study/s of the highest priority sites to determine development potential, barriers to implementation and directions for initiating delivery over the medium to long-term.	Medium	Short-term (2018-2019)	EDO / Strategic Planning / Property - NSW Planning / Land owners
	6.4.5.3 - As an initial project by identifying a high potential opportunity and pursue options for implementation including possible partnership arrangements with land owners or others.	Medium	Short-term (2019-2020)	EDO / Strategic Planning / Property - Land owner
6.4.6 Cultural Precinct development				
Continue to develop and explore opportunities to facilitate the Nowra CBD Cultural Precinct (and in other locations were applicable).	6.4.6.1 - Continue to examine opportunities for the development and integration of cultural activities that support and enhance CBD revitalisation in Nowra, as well as like opportunities in other localities such as Huskisson (Jervis Bay Maritime Museum) and Ulladulla.	Medium	Ongoing	EDO / Strategic Planning / Recreation Planning



6.5. Council's Employment Lands

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.5.1 Business strategy and implementation plans				
Update formal business strategies and implementation plans for Council's industrial land stock that outlines Council involvement in and how the land will be developed over the long-term	<p>6.5.1.1 - Update and maintain a co-ordinated set of strategies and plans to provide a basis for the Employment Lands as a distinct business opportunity to include:</p> <ul style="list-style-type: none"> ◦ Reviewing existing land stock, its availability and opportunities for roll-out over time (a stocktake); ◦ Establishing a strategic process for land release, including triggers and priorities; ◦ Establishing a policy direction for village based employment lands; ◦ Establishing flexible market activities for the business lands as a distinct activity of the Economic Development Office; and ◦ Responsibilities over the short and long-term for development, sale and participation in the sector. 	Medium	Short-term (2016/2017)	EDO / General Managers Office - NSW Industry



6.5.2 Continue to link economic development with land delivery

Maintain a close link between industrial land delivery and economic development outcomes through the continued reinvestment of funds into economic development projects and objectives	6.5.2.1 - Continue a strategic position of maintaining a stock and range of available land for sale, within a context of financial sustainability, and with a view to linking land to business and economic development needs.	Medium	Ongoing (As required)	EDO / Project Delivery (A&W)
	6.5.2.2 - Council to continue to seek out and make application to appropriate funding agencies and programs to support delivery of employment lands and benefits to business.	Medium	Ongoing (As required)	EDO
	6.5.2.3 - Development case studies to highlight key success stories in conjunction with recommendations of the Business Attraction Plan.	Medium	Short-term (2017/2018)	EDO



6.6. Communicating Economic Development

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.6.1 Internal understanding of economic development				
Improve internal understanding of economic development and business through regular interaction at a number of staff levels	6.6.1.1 - Establish regular "Brown Bag Meetings" (say twice a year) for economic development to present to a range of interested staff on a variety of projects, initiatives and activities.	Medium	Short-term (2017/2018)	EDO / Others as applicable
	6.6.1.2 - Establish regular meetings (say quarterly) with various teams (e.g. Strategic Planning, Recreation Planning, Executive Strategy) to discuss EDO activities and to co-ordinate information and activities from other groups.	Medium	Short-term (2017/2018)	EDO / General Manager / Others as applicable
	6.6.1.3 - Review and seek to improve the development assessment referral and pre-DA meeting process for major development to enable better interaction between the EDO and development planners on the benefits and broader understanding of the Shoalhaven economy, including the utilisation of REMPLAN.	High	Short-term (2017/2018)	EDO / Development Planning
	6.6.1.4 - Continue to subscribe to the REMPLAN package, making this available to all staff with suitable training.	High	Ongoing (As required)	EDO



Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.6.2 Economic development “internships”				
Establish “internship” type arrangements of internal staff to expose them to the activities and processes of the EDO	6.6.2.1 - Encourage cross-pollination of economic development ideas and processes through “internship” style placements of a set period where staff from various areas can gain a better understanding of the activities of the EDO and how to best work with them.	Medium	Short-term (2017-2018)	EDO / General Manager
6.6.3 High level management / director meetings				
Maintain regular high level discussion between EDO and other senior Council staff to ensure a broad understanding of current EDO projects	6.6.3.1 - Continue current regular meetings between EDO staff and senior managers, directors and the General Manager to ensure co-ordination of high level projects and how these may be pursued as “whole of Council” projects.	High	Ongoing (At least quarterly)	EDO / General Manager / Directors
6.6.4 Work with external business groups				
Maintain support, involvement, collaboration and communication with key external lead industry and business groups to best share information and maintain a strong networking ethos within Shoalhaven businesses	6.6.4.1 - Continue to work closely with key industry and business networks including: <ul style="list-style-type: none"> Shoalhaven and Illawarra business chambers; Shoalhaven Professional Business Association; Shoalhaven Defence Network; Shoalhaven Business Forum; and Other industry sector groups as required. 	High	Ongoing (at least quarterly with each)	EDO
	6.6.4.2 - Consider reviewing the Business and Employment Development Committee to establish greater interaction with industry through specialised working groups / sub-committees to encourage direct participation (based on the Shoalhaven Tourism Advisory Group model).	Medium	Short-term (2016/2017)	EDO / General Manager



Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.6.5 Work with external agencies				
Continue to communicate, collaborate and partner with industry and government to deliver on shared economic development projects in a proactive and positive way	<p>6.6.5.1 - Continue to work closely with various industry organisations and government agencies including, but not limited to:</p> <ul style="list-style-type: none"> Property development organisations (e.g. Property Council, UDIA); Transportation infrastructure organisations (e.g. SEATS); Tertiary education institutions (e.g. UoW, TAFE); Illawarra Shoalhaven Joint Organisation; RDA's (Far South Coast / Illawarra); NSW Government (including Industry, Crown Lands, RMS, Premier & Cabinet and Planning & Environment); and Commonwealth Government (including Defence and Community Services). 	Medium	Ongoing (As required)	EDO / General Manager
6.6.6 Communicate economic development issues				
Develop and issue a regular range of information to industry and public, aiming to raise the background level of understanding of economic development activities and successes	<p>6.6.6.1 - Establish a range of regular communication tools including:</p> <ul style="list-style-type: none"> EDO E-news (say quarterly) with call to action to click-through for additional details on articles; Regular press releases with positive economic development or development planning outcomes (for catalytic opportunities for example); and Secondary school orientated EDO E-news (say two per year) to go to high schools and TAFE to highlight future job opportunities and career planning. 	Medium	Short-term (2017/2018)	EDO / Executive Strategy

Action	Implementation Details	Priority	Timeframe	Owner - Partner
	6.6.6.2 - Establish lead generation and contact lists through collection of contact details on websites and through other as identified.	Medium	Short-term (2016/2017)	EDO / Information Technology



6.7. Marketing and Promotion

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.7.1 Shoalhaven “Business Attraction Plan”				
Develop and implement a Shoalhaven Business Attraction Plan as a structured approach to marketing activities	<p>6.7.1.1 - Resource and implement an Business Attraction Plan that:</p> <ul style="list-style-type: none"> Seeks to establish a level of market research on core opportunities; Develops (or builds upon existing) branding for the area and associated campaigns; and Enables additional specific sector marketing efforts to be added over time. <p>The Plan would aim to provide a balance of business attraction initiatives that can then be matched to available employment lands (refer Action 6.5.1). The Plan would also be used to inform communication initiatives under Action 6.6.6.</p>	Medium	Short-term (2017/2018)	EDO
6.7.2 Business champions and success stories				
Establish a range of “business champions” and “success stories” that provide positive factual examples of business in the region to be used in promotional activities	6.7.2.1 - In conjunction with Action 6.7.1, identify from existing known examples, or undertake a search for new, business success stories and engaging business champions to be utilised in promotional activities and publications.	Medium	Short-term (2017/2018)	EDO / Business leaders



Action	Implementation Details	Priority	Timeframe	Owner - Partner
6.7.3 External promotion				
Support activities such as attendance at key trade shows, events, awards and conferences where the Shoalhaven's opportunities can be highlighted	6.7.3.1 - In conjunction with Action 6.7.1, identify opportunities and preferred options for the promotion of the Shoalhaven in targeted business markets such as trade shows, events, awards and conferences.	Medium	Ongoing (As required)	EDO



3. Key Industry Actions

This section provides the details of the “key industry actions” proposed to be undertaken in the implementation of the *Shoalhaven Economic Development Strategy 2017 - 2026*. These actions include the following industry areas:

- Defence and public administration;
- Manufacturing;
- Professional and technical services;
- Transport, logistics and wholesale trade;
- Agriculture and aquaculture;
- Health care and human services;
- Education and training;
- Tourism, accommodation and food services; and

Further discussion on these areas can be found in the Strategy document, with the tables in the coming pages being used to provide the details of proposed implementation of the Strategy’s recommended actions.

For ease of reference, the numbering of these industry areas matched the *Economic Development Strategy* numbering.



7.1. Defence and Public Administration

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.1.1 Support retention of Defence facilities				
Continue to support the long-term presence of Defence facilities through ongoing land use planning and co-operation between Council, State Government and Defence agencies	7.1.1.1 - Continue to support the presence of HMAS Albatross, and other Defence facilities as applicable, through land use planning protections, including the residential development buffer and other LEP controls.	High	Ongoing (As required)	Strategic Planning / EDO - Defence
	7.1.1.2 - Continue to have an ongoing dialogue with senior Defence personnel and relevant State agencies and industry groups to ensure a strong relationship between Council and long-term Defence activities.	High	Ongoing (Quarterly or as required)	EDO / General Manager - Defence / NSW Industry / Shoalhaven Defence Network
	7.1.1.3 - Support and co-operate with the NSW State Government in the implementation of Regional Plan Actions relating to supporting the growth of defence-related industries at the Albatross Aviation Technology Park.	High	As required	NSW Planning - Strategic Planning / EDO / Defence
7.1.2 Maintain Defence industry group relationships				
Maintain and continue to support the Shoalhaven Defence Industry Group as an important industry liaison and lobby group	7.1.2.1 - In conjunction with NSW Department of Industry, continue to support and engage with the Shoalhaven Defence Industry Network to ensure that the needs of the industry are being met and to best position the network leverage further opportunities as they become available.	High	Ongoing (Quarterly or as required)	EDO / NSW Industry - Defence / Defence contractors

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.1.3 Renew the Defence Industry Sector Strategy				
Review and renew the Defence Industry Sector Strategy to reflect change over the last five years and to better establish a detailed direction for Defence support services	7.1.3.1 - With the Strategy now having reached its implementation horizon, a full review and renew of the document will provide a further period of implementation, including greater industry consultation, and emphasis in value adding opportunities, Defence support services, marketing and business attraction.	High	Short-term (2017/2018)	EDO / NSW Industry - Defence / Defence contractors



7.2. Manufacturing

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.2.1 Industry co-ordination				
Consider options for a greater level of industry co-ordination through, for example, the establishment an industry forum or showcase opportunities with a focus productivity and entrepreneurialism capacity building at the local level	7.2.1.1 - Review options for, and if considered to be viable, implement a manufacturing focused industry group reflecting its strong and ongoing presence in the area.	Medium	Short-term (2019/2020)	EDO - NSW Industry
	7.2.1.2 - Should an industry group not be considered viable, consider options to better promote and recognise the sector, such as regular showcase events that highlight local success stories in the sector.	Medium	Short-term (2019/2020)	EDO - NSW Industry
7.2.2 Target manufacturing through focused programs				
In developing localised training and networking programs, target manufacturing as a core, strong and valuable local sector.	7.2.2.1 - When developing localised jobs programs, ensure strong linkages to the manufacturing sector, potentially in association with "Jobs & Skills" programs that are to be targeted to the region at the State and Federal levels.	Medium	Short-term (2017/2018 or earlier as dictated by funding opportunities)	EDO - NSW Industry
	7.2.2.2 – When developing localised training and networking opportunities, ensure strong linkages to the manufacturing sector through specific industry needs such as quality assurance, environmental sustainability and intermodal transportation for example.	Medium	Ongoing (As required)	EDO - NSW Industry

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.2.3 Leverage the manufacturing sector				
Target new related industries that have the potential to strengthen the manufacturing sector, including being open and reactive to new opportunities within the sector, so as to ensure complementary growth opportunities are captured	<p>7.2.3.1 - Consider the need for more detailed investigations or strategies to capture new opportunities within or related to the manufacturing sector. Current opportunities may include;</p> <ul style="list-style-type: none"> ○ Motorsports manufacturing and related industries; ○ Marine manufacturing industries; ○ Defence manufacturing / aviation industries; and ○ Biotechnology initiatives. 	High	Ongoing (As required)	EDO



7.3. Professional and Technical Services

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.3.1 Support the Shoalhaven Professional Business Association				
As an established industry group, continue to support the Shoalhaven Professional Business Association in their efforts to grow and support this sector	7.3.1.1 - Continue to support the SPBA as an important industry liaison, lobbying and co-ordination group which provides an important ongoing role in attracting and retaining professionals in the area, whilst strengthening a growing and value adding industry support sector.	Medium	Ongoing (Quarterly meetings or as required)	EDO / NSW Industry - SPBA
7.3.2 Continue to address skills gaps				
Continue to work with relevant agencies and organisations to identify and co-ordinate responses to ongoing and recognised future skills gaps in the professional services industries	7.3.2.1 - Continue to work with NSW Industry, RDAs, Illawarra Joint Organisation, TAFE, SPBA, UoW and others to identify and put in place actions to address current and recognised future skills gaps (including professional services and others).	Medium	Ongoing (As required)	EDO - NSW Industry / RDAs / ISJO / TAFE / UoW / SPBA



7.4. Transport, Logistics and Wholesale Trade

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.4.1 Advocate for necessary infrastructure				
Advocate for necessary infrastructure: Continue to advocate for completion of "missing links" and infrastructure connections on the Princes Highway and Main Road 92, and for the maintenance and improvements of freight rail services and handling facilities at Bomaderry	7.4.1.1 - Advocate for the completion of the following highway and State road projects: <ul style="list-style-type: none"> ○ Berry to Bomaderry upgrade on the Princes Highway; ○ Albion Park bypass on the Princes Highway; ○ Completion of the inland connection "beyond Nerriga" (Main Road 92); ○ Princes Highway upgrades to the south of Nowra; and ○ Upgrades to bridges as required for transportation routes. 	High	Ongoing (As required)	EDO
	7.4.1.2 - Advocate for the maintenance and improvement of the South Coast Rail Line and associated connected freight lines to improve freight productivity as well as providing consistent and safe infrastructure for freight movement, as well as passenger services.	High	Ongoing (As required)	EDO



Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.4.2 Prepare an Industry Sector Strategy				
Prepare an industry sector strategy for the “transport, logistics and wholesale trade sector” that capitalises on increased road and rail access, land availability and distribution networks	<p>7.4.2.1 - Undertake a new sector strategy for the transport, logistics and wholesale trade industry, capitalising on increased road and rail access, land availability and distribution networks. Strategy to include short, medium and long-term actions including:</p> <ul style="list-style-type: none"> o Land needs to establish suitable development ready industrial allotments; o Detailed infrastructure needs to enable access and distribution; o Access to intermodal facilities; and o Potential for growth through Canberra international airport. <p>Strategy to include detailed marketing and business attraction opportunities.</p>	High	Short-term (2017-2018)	EDO - Sector participants



7.5. Agriculture and Aquaculture

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.5.1 Approach agriculture from a regional perspective				
Advocate for a regional approach to the agricultural sector, including strong involvement of the local councils and regional organisations	<p>7.5.1.1 - Recognising the importance of the sector to the character and amenity of the area, as well as its economic values, identify and advocate for regional opportunities to strengthen the sector including:</p> <ul style="list-style-type: none"> o Resourcing at the regional level (e.g. with the ISJO or liaison position with Local Land Services); o Developing strategies to detail desired directions and to highlight opportunities (see Action 7.5.3); o Linking to other sectors such as tourism, food services and food security; o Vertical integration and intensification of the sector across the region; and o Co-ordinating efforts to best utilise related State or Federal programs. 	Medium	Short-term (2017/2018)	EDO - RDAFSC / ISJO / LLS
7.5.2 Long-term position of agriculture				
	7.5.2.1 - Following CSIRO and other studies into the depletion of suitable agricultural lands due to climate change (rising temperatures, rainfall reliability etc.), consider research opportunities to develop sustainable agriculture within the Shoalhaven / South Coast and neighbouring localities.	Medium	Long-term	EDO – RDAs, External agencies

Action	Implementation Details	Priority	Timeframe	Owner - Partner
Undertake research and establish findings for how the Shoalhaven / South Coast may be positioned to respond to changing climatic conditions on the national scale, and changing population in the Sydney basin and its impacts on surrounding peri-urban areas.	7.5.2.2 - Continue to explore opportunities to link with pressures on agricultural activities and existing agribusiness within the Sydney peri-urban surrounds, including participation in the Sydney Peri Urban Network group.	Medium	Ongoing	EDO, Strategic Planning
7.5.3 Review and update Industry Sector Strategy				
Prepare an updated version of the Agri-business Sector Strategy to integrate the needs of specific industry subsectors	<p>7.5.3.1 - As part of a broader approach to the sector, update the existing Sector Strategy to include a broader view across both the Shoalhaven and surrounds (or wider as applicable) including consideration of the following opportunities:</p> <ul style="list-style-type: none"> ◦ Linking agriculture to international markets through Canberra airport (and other ports); ◦ Farming collaboration and co-operation; ◦ Equine activities; ◦ Niche tourism opportunities; and ◦ Longer-term opportunities (refer 7.5.2.1). 	Medium	Medium-term (2018/2019)	EDO – Councils, RDAs
7.5.4 Continue support of the Blue BioTech Shoalhaven				
	7.5.4.1 - Consistent with the current Aquatic Biotechnology Sector Strategy, continue participation and facilitation of the Blue BioTech Shoalhaven group, as well as broader opportunities within the sector.	High	Ongoing (Quarterly or as required)	EDO - Blue BioTech Shoalhaven group

Action	Implementation Details	Priority	Timeframe	Owner - Partner
Continue to pursue opportunities in the bio-technology sector through Blue BioTech Shoalhaven, measuring and reporting on successes and on Council's return on investment	7.5.4.2 - Report on successes demonstrating the establishment of a world renowned "Blue Economy" (e.g. mariculture, aquaculture and other bio-technologies including medical and pharmaceutical) and its associations with a clean environment, eco-organic and sustainable sector for the Shoalhaven.	Medium	Short-term (2017/2018)	EDO - Blue BioTech Shoalhaven group



7.6. Health Care and Human Services

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.6.1 Plan and implementation of the Shoalhaven Health Campus				
Work with the State Government to complete master planning and to commence the co-ordinated implementation of the Shoalhaven Health Campus (Regional Plan Action 1.3.1)	7.6.1.1 - With consideration of the long-term needs of the Shoalhaven community, high value of the sector and its links to education and skills, co-operatively work with State Government agencies to plan the future of the precinct with a view to enable implementation in the long-term.	High	Short-term (2016/2017)	EDO / Strategic Planning
	7.6.1.2 - Following adoption of an agreed master plan, facilitate changes to planning documents to enable commencement of precinct development as and when complementary opportunities arise - including around the broader health precinct area.	High	Medium-term (2018/2019)	Strategic Planning / EDO
7.6.2 Prepare a “Positive Aging” Industry Sector Strategy				
Prepare an Industry Sector Strategy to guide long-term needs for population change forecast to occur in coming years from an economic development perspective	7.6.2.1 - Consider options for an economic development focused Shoalhaven “Positive Aging” Industry Sector Strategy which establishes a proactive platform for Council’s involvement in: <ul style="list-style-type: none"> the aged care or retirement living sectors; maintaining older people within the workforce through, for example, retraining, part-time work and mentoring; establishing and reinforcing related sub-sectors such as home care services; and attracting and retaining people within the active employment cohorts. 	High	Short-term (2017-2018)	EDO / Strategic Planning / Social Planning

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.6.3 Prepare a “Human Services” Industry Sector Strategy				
Prepare a “Human Services” Industry Sector Strategy from an economic development perspective and with a focus on the not-for-profit community services and rated industries	<p>7.6.3.1 - In conjunction with external agencies prepare a Human Services Industry Sector Strategy that has a focus on the co-ordination and delivery and human and community services with the Shoalhaven and which establishes a proactive platform for Council’s involvement in:</p> <ul style="list-style-type: none"> o supporting business in adapting to the introduction and ongoing operation of the NDIS; and o supporting existing or new not-for-profits and non-government organisations in developing business models to sustain and grow employment in the Shoalhaven. 	Medium	Short-term (2018/2019)	EDO / Social Planning - External agencies (e.g. Illawarra Forum)
7.6.4 Advocate for provision of infrastructure and services				
Continue to advocate at State and Federal levels for infrastructure and services spending on health, allied health, aged care and community services needs in the Shoalhaven	7.6.4.1 - In conjunction with plans and strategies identified in 7.6.1, 7.6.2 and 7.6.3, lobby and advocate for funding of necessary health and related care infrastructure throughout the Shoalhaven, and particularly with the Shoalhaven Health Campus.	Medium	Ongoing (As required)	EDO / General Manager
	7.6.4.2 - In the longer term, consider options for the use of nutrition and active lifestyles as a core agenda for creating a point of difference for inclusion in the Shoalhaven Health Campus, including development of curriculum and training by UoW and ISAHS and connection with other elements of the Shoalhaven economy (e.g. aging population and BlueBioTech) and lifestyle (e.g. recreation facilities).	Medium	Long-term	EDO – External agencies



7.7. Education and Training

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.7.1 Strengthen the presence of tertiary institutions				
Continue to work with, and to lobby on behalf of, tertiary institutions in the Shoalhaven to encourage their retention and expansion into areas which best connect to community and business needs locally and more broadly	7.7.1.1 - Work with the University of Wollongong to continue to strengthen their presence at the Shoalhaven Campus through new collaborative projects (such as Mind the GaP), and co-ordination of courses and facilities to best meet the current and future needs of the Shoalhaven community, business sector and known skills gaps.	High	Ongoing (As required)	EDO - UoW
	7.7.1.2 – Promote and nurture the ability for students and staff to be “based” at the Shoalhaven Campus whilst accessing the entire offerings of UOW and its practical affiliations.	High	Ongoing (As required)	EDO - UOW
	7.7.1.3 - Work with NSW TAFE to maintain and where possible strengthen their presence at their Nowra and Ulladulla Campuses through close co-ordination and continuation of mutually beneficial groups such as the Shoalhaven Business Forum.	High	Ongoing (As required)	EDO - TAFE / Shoalhaven Business Forum
	7.7.1.4 - Work with all tertiary education providers to encourage targeted course offerings in the Shoalhaven on an as needs basis.	Medium	Ongoing (As required)	EDO - RTOs

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.7.2 Strengthen the UoW Shoalhaven Campus position within the urban fabric				
Ensure future development in and around the existing UoW campus includes a strong relationship between new urban areas, existing local centres and the University	7.7.2.1 - Work with Strategic Planning, Property and the University to ensure opportunities are captured to integrate future urban releases and any revised plans for the University to ensure a long-term approach to creating a vibrant, student friendly locality from which to build upon into the future.	High	Ongoing (As required)	Strategic Planning / EDO / Property - UoW
7.7.3 Strengthen links between skills gaps, education and jobs				
Identify skills gaps based on existing research and information and ensure that education and training providers are able to deliver on these needs via an Education, Training and Employment Strategy	7.7.3.1 - Working with RDA Far South Coast, NSW TAFE and business leaders (e.g. Shoalhaven Business Forum), identify agreed skills gap areas, linking these to TAFE programs under the "ONE TAFE" proposals and others as applicable, to create an agreed direction for the Shoalhaven on training and skills requirements.	Medium	Short-term (2016/2017)	EDO / TAFE / RDA - Business leaders
	7.7.3.2 - Engage with State and Federal programs targeting skills development, such as the South Coast Jobs & Skills Package, Illawarra Youth Employment Strategy and the Jobs for NSW Regional Solutions Program, to obtain funding and resourcing for the delivery of the requirements identified by Action 7.7.3.1 and other specialised training requirements of local business/industry on an "as needs" basis.	Medium	Short-term (2017/2018) (or as otherwise required by program opportunities)	EDO / TAFE / NSW Industry - Business leaders



Action	Implementation Details	Priority	Timeframe	Owner - Partner
	7.7.3.3 - In conjunction with above processes, establish an Education, Training and Employment Strategy that identifies and plans for education, training and employment opportunities for community members who face barriers to participation, with socio-economic and social capital improvements as the core focus.	Medium	Short-term (2017/2018)	Community Development and Social Infrastructure Planning Unit / EDO



7.8. Tourism, Accommodation and Food Services

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.8.1 Advocate for the implementation of enabling tourism infrastructure				
Continue to advocate for major projects and precinct developments which have a significant tourism and other economic generation role	7.8.1.1 - Working with project proponents, continue to plan and advocate for large scale and longer-term transformative tourism infrastructure, particularly where related with broader economic development opportunities such as waterfront infrastructure and major recreational / sporting complexes.	High	Ongoing (As required)	EDO / Strategic Planning / Tourism
7.8.2 Continue to develop and refine the tourism experience				
In conjunction with outcomes of the Sustainable Tourism Plan, continue to work with tourism operators and those seeking to engage with the sector to develop and refine offerings, products and experiences that enriches visitation	7.8.2.1 - Working with Council's Tourism Section (and by association the Destination Sydney Surrounds South network), continue to assist and develop opportunities for enhancement of the tourism experience that assists to diversify from a purely nature based experience to include additional niche opportunities with an economic development focus.	Medium	Ongoing (As required)	Tourism / EDO - Destination Sydney Surrounds South

7.9. Retail Trade

Implementation Action Table

Action	Implementation Details	Priority	Timeframe	Owner - Partner
7.9.1 Ensure an integrated and lively retail sector				
Continue to plan and advocate for integrated and lively place based retail sectors in the Nowra CBD and other centres that are attractive for residents, business and visitors	7.9.1.1 - Working with the Strategic Planning and Development Planning sections of Council, advocate for improved integration of major retail area centres (primarily the Stockland Nowra Shopping Centre) to create a more lively, walkable and attractive Nowra CBD.	High	Ongoing (As required)	Strategic Planning / Development Planning / EDO
	7.9.1.2 - Working with the Nowra CBD businesses and internal stakeholders, structure co-ordinated place making opportunities in the Nowra CBD (and other key locations over time) to enliven visitor experiences, improve retail opportunities and expand retail potential outside business working hours.	Medium	Ongoing (As required)	Nowra CBD businesses / Strategic Planning / EDO / Executive Strategy
	7.9.1.3 - Based on place making needs (i.e. recognising the distinct attributes of each locality), ensure development opportunities in smaller centres and villages best meet the economic and other needs of the locality in terms of retail activation, increasing social interactions and in creating lively centres.	Medium	Ongoing (As required)	Development Planning / Strategic Planning / EDO
	7.9.1.4 - Consider opportunities to link retail and customer service training to the region's tourism role, to be delivered by business leader groups or RTO's.	Low	Ongoing (As required)	EDO / Business Leasers



4. Review

Review and Revision

This Implementation Action Plan is designed as a 10 year plan, delivering short term actions leading to long-term opportunities. A mid-term review is recommended to identify what short-term actions have been completed, and to review remaining actions and to re-establish the next stage of short and long term requirements through the 4 - 10 year stage of the implementation of the overarching *Economic Development Strategy*.

As required, review of this document should also be undertaken to identify any changes required within various sectors following the preparation and approval of “Industry Sector Strategies” and other strategic planning works which identify implementation needs.



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