

Shoalhaven Economic Growth & Advocacy Group

Meeting Date: Wednesday, 15 March, 2023
Location: Jervis Bay Rooms, City Administrative Centre, Bridge Road, Nowra
Time: 4.00pm

Please note: Council's Code of Meeting Practice permits the electronic recording and broadcast of the proceedings of meetings of the Council which are open to the public. Your attendance at this meeting is taken as consent to the possibility that your image and/or voice may be recorded and broadcast to the public.

Agenda

1. **Apologies**
2. **Confirmation of Minutes**
 - Shoalhaven Economic Growth & Advocacy Group - 23 November 2022 1
3. **Declarations of Interest**
4. **Presentations**
 - EG23.1 Update on City Futures
Verbal update to be provided by Carey McIntyre – Director City Futures
 - EG23.2 Update on Nowra Riverfront Action Taskforce (NRAT)
Verbal update to be provided by Carey McIntyre - Director City Futures.
5. **Reports**
 - EG23.3 Community Led Strategic Plans 6
 - EG23.4 Advocacy and Growth - Staff Update 11
 - EG23.5 Defence Industry in the Shoalhaven - Update 19
 - EG23.6 Update on Advocacy 22
 - EG23.7 Action Update 42
6. **General Business**

Membership

Mayor

All Councillors - maximum of 3 voting (1 from each ward) to be determined at each meeting

Ms Anna Finch – Human Resources

Ms Brenda Sambrook – Tourism

Ms Holly Pastor – Education

Mr Iain Chalmers – Human Resources and Small Business

Mr John Lamont – Manufacturing

Ms Kaye Morris – Education –

Ms Michelle Bishop – Tourism

Mr Robert Crow – Tourism

Ms Sandra Gray – Small Business Operator

Quorum: Half + 1

Note: Any non-voting Councillor in attendance at any of the above Committees may act as an alternate voting member in circumstances where achievement of a quorum is required.

Role and Purpose

- Inform the development, implementation, and review of council economic growth strategies
- Providing advice and make recommendations to Council on matters relating to business and economic growth in the Shoalhaven.
- Provide advice and recommendations on key advocacy opportunities to support business growth in the region

Delegated Authorities

- Make recommendations on actions and priorities
- Provide feedback on economic growth key issues or growth opportunities
- Appoint suitable representatives to fill casual vacancies
- Research contemporary methodologies to achieve advocacy, business growth and economic development.
- Inform and recommend policy for business growth
- Partner and liaise with other Council Advisory Groups on key issues as required

MINUTES OF THE SHOALHAVEN ECONOMIC GROWTH & ADVOCACY GROUP

Meeting Date: Wednesday, 23 November 2022
Location: Jervis Bay Rooms, City Administrative Centre, Bridge Road, Nowra
Time: 4.00pm

The following members were present:

Mr John Lamont – Manufacturing - Chairperson
Clr Matthew Norris – Voting Councillor ward 1 (Remotely)
Clr John Kotlash – Voting Councillor ward 2 (Remotely) – Left 5:19pm, Returned 5:40pm
Clr Patricia White - Voting Councillor ward 3
Clr Mark Kitchener
Clr Tonia Gray (Remotely) – Arrived at 4:12pm
Ms Anna Finch - Human resources
Ms Brenda Sambrook - Tourism
Ms Holly Pastor - Education
Mr John Lamont - Manufacturing
Ms Michelle Bishop - Tourism
Ms Sandra Gray - Small business operator
Mr Jared Brown – Aboriginal Business Sector

Others present:

Ms Jemma Tribe - President - Shoalhaven Business Chamber (Remotely) – Left at 5:28pm
Ms Tania Goodman - President - Shoalhaven Professional Business Association
Mr Carey McIntyre – Director of City Futures – Left 5:08pm, Returned 5:37pm
Ms Coralie Bell – Tourism & Economic Development Manager
Ms Kristy Mayhew - Tourism Marketing Specialist
Mr Ryan Schulter - Senior Economic Development Officer
Mr Jim Fraser - Manager - Corporate Performance & Reporting
Ms Brooke Aldous – Governance Coordinator

Note: Clr White assumed the Chair until the election of a new Chairperson.

Apologies / Leave of Absence

Apologies were received from Clr Copley, Iain Chalmers, Peter Masterson, Kaye Morris and Laurie Koster.

Declarations of Interest

Nil

PRESENTATIONS

EG22.1 City Futures Update

HPERM Ref:
D22/459637

Carey McIntyre, Director, City Futures provided an update on;

- His vision for City Futures
- Opportunities for partnership with SEGA

Ms Michelle Bishop suggested that clearer expectations need to be set by Council if a community chooses to pursue a community led strategic plan for their own CCB.

Ms Brenda Sambrook raised a concern that the views of the whole community are not always being represented by their own CCB.

EG22.2 Presentation - Governance - Brief Induction

HPERM Ref:
D22/459771

Ms Brooke Aldous – Governance Coordinator – provided a brief induction on the following:

- Code of Conduct
- Declaration of Interest
- Code of Meeting Practice
- Delegations

EG22.3 Corporate Performance & Reporting Presentation - Jim Fraser

HPERM Ref:
D22/463186

Mr Jim Fraser - Manager - Corporate Performance & Reporting – presented to the committee regarding Integrated Planning & Reporting within Council.

The Group questioned where the community led strategic plans sit in terms of their relationship to Council's Community Strategic Plan, and what input they have.

Staff advised that they would take this question on notice and report back to the Group regarding the current status of the community led strategic plans within Council, and how they are being utilised, at the next meeting.

Note: Carey McIntyre – Director City Futures, left the meeting, the time being 5:08pm.

REPORTS

EG22.5 Shoalhaven Advocacy

HPERM Ref:
D22/459882

Ms Coralie Bell advised members that they can send through project suggestions to her by the end of the week.

Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Growth and Advocacy Group (SEGA)

1. Receive the report for information.
2. Suggest projects to be considered for inclusion in future editions.

RESOLVED (John Lamont / Brenda Sambrook)

That the Shoalhaven Growth and Advocacy Group (SEGA)

1. Receive the report for information.
2. Suggest projects to be considered for inclusion in future editions.

CARRIED

EG22.6 Project Update: Nowra Riverfront Activation Taskforce (NRAT)**HPERM Ref:**
D22/462393**Recommendation (Item to be determined under delegated authority)**

That the Shoalhaven Economic, Growth and Advocacy Group receive the report for information

RESOLVED (Sandra Gray / Clr White)

That the Shoalhaven Economic, Growth and Advocacy Group receive the report for information.

CARRIED

EG22.7 Advocacy and Growth - Staff Update**HPERM Ref:**
D22/463126

Note: Clr Kotlash left the meeting, the time being 5:19pm

Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Economic Growth and Advocacy Group receive this report for their information.

RESOLVED (John Lamont / Brenda Sambrook)

That the Shoalhaven Economic Growth and Advocacy Group receive this report for their information.

CARRIED

EG22.4 Election of Chairperson and Notification of Council Resolution**HPERM Ref:**
D22/430172

Ms Coralie Bell – Tourism Manager, assumed the Chair and asked the members present if there were any nominations for the role of Chairperson.

Mr John Lamont was nominated for the position of Chairperson and Mr Jared Brown for the position of Deputy Chairperson. There were no further nominations received.

Mr John Lamont was declared as Chairperson and assumed the Chair for the remainder of the meeting.

Recommendation

That the Committee:

1. Receive the report regarding Council Resolution – Re-establishment for information.
2. Elect (insert name) as Chairperson and (insert name) as Deputy Chairperson for the period to September 2023, noting that the appointment will be reaffirmed by Council.
3. Determine the meeting commencement time to be (insert time) for future quarterly meetings as per the Council Resolution.

RECOMMENDATION (Clr White / Michelle Bishop)

That the Committee:

1. Receive the report regarding Council Resolution – Re-establishment for information.
2. Elect John Lamont as Chairperson and Jared Brown as Deputy Chairperson for the period to September 2023, noting that the appointment will be reaffirmed by Council.
3. Determine the meeting commencement time to be 4.00pm for future quarterly meetings as per the Council Resolution.

CARRIED

EG22.8 Open Discussion - Economic Growth**HPERM Ref:
D22/464538**

Note: Ms Jemma Tribe left the meeting, the time being 5:28pm

Note: Mr Carey McIntyre re-joined the meeting, the time being 5:37pm

Note: Clr Kotlash re-joined the meeting, the time being 5:40pm

The Group entered into a discussion to identify strengths, threats and opportunities regarding the regional economy. The following are some of the comments and feedback received:

Strengths:

- Growth in indigenous owned businesses
- Connection to Sydney

Opportunities:

- Increase the capacity of employers to employ and retain aboriginal employees
- Revitalization of the Nowra CBD
- Active transport to Nowra CBD – bike paths
- Growth in the education sector – provide more access to all three levels of education

Threats:

- Changing Industrial Relations (IR) reforms for small businesses
- Compliance requirements for small businesses
- Skills shortages
- Natural disasters and the impact on infrastructure

Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Economic Growth and Advocacy Group receive this report and attachments for their information and participate in an open discussion about the strengths and opportunities for the regional economy.

RESOLVED (By consent)

That the Shoalhaven Economic Growth and Advocacy Group receive this report and attachments for their information and note the comments of the open discussion about the strengths and opportunities for the regional economy.

CARRIED

GENERAL BUSINESS

- The Shoalhaven Economic Growth and Advocacy Group congratulated Mr John Lamont on his election to the position of Chairperson.

There being no further business, the meeting concluded, the time being 5:53pm.

Mr John Lamont
CHAIRPERSON

EG23.3 Community Led Strategic Plans

HPERM Ref: D23/1175

Department: Corporate Performance & Reporting
Approver: Stephen Dunshea, Chief Executive Officer

Reason for Report

To provide background on the current status of community led strategic plans and how they are being utilised in Council's integrated planning and reporting framework.

Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Economic Growth and Advocacy Group note the update on community led strategic plans and how they are being utilised in Council's integrated planning and reporting framework.

Options

1. Receive this report for information

Implications: The SEGA group will be provided with an update on community led strategic plans and how they are utilised by Council.

2. Request additional information

Implications: Staff will provide additional information during the meeting if possible, or at a later time after further investigation.

Background

Community led planning is a community engagement and strategic planning technique where the community undertake a discussion and consultation with their own community and develop a plan. Community led planning is popular in the UK where regional councils utilise community networks to develop plans for their own communities. The technique has also been used in New Zealand and to a lesser degree in Victoria, Australia.

Shoalhaven City Council is one of a few councils that recognises and supports this type of process and unique in the NSW Council group classification (regional town/city) with such an active Community Consultative Body (CCB) network. CCBs are resident representative groups that are endorsed by Council as the representative group for residents and ratepayers in a given geographic area with a common interest.

Several Shoalhaven communities have undertaken various forms of community led planning, which has resulted in the development of strategic plans for particular towns and villages. Each plan has been carried out in a different way and contains different themes, actions and focus areas. Most have used a consultant or other external facilitator to assist in the community engagement process and development of the plan. All plans have demonstrated that detailed community engagement has been undertaken. Not all plans have had complete community agreement, but most of the community have supported the outcome of the final plans.

Community Led Strategic Plans (CLSPs) that have been developed and recognised by Council include:

- **Shoalhaven Heads Community Strategic Plan:** The first CLSP in the LGA. Created by the community with the assistance of a consultant (Locale). This plan was endorsed by Council in April 2013 and received an allocation of \$80,000 for implementation. The focus of this plan is on infrastructure, tourism, planning, community development, streetscape, heritage and the riverfront. Council staff provided some support to the implementation working group organised through the Shoalhaven Heads CCB. An updated version was created in 2018.
- **Berry Community Strategic Plan:** This CLSP was created by the community with the assistance of a consultant (Locale). The plan was created as a result of the bypass and received joint funding from both the RMS and Council. Endorsed by Council in November 2016, the plan is being implemented by the community through working committees of the Berry Forum. Technical advice has been sought from staff within Council in relation to specific council related projects. No specific funding has been provided for implementation. Some funding that was remaining from the development process was reallocated to projects within the plan.
- **Conjola District Strategic Action Plan 2014-2030:** This CLSP was created through research undertaken by Griffith University in conjunction with Council. The researchers assisted the community through the provision of a framework and assistance with workshops to develop a draft plan which was then exhibited to the community. The CCB took carriage of the process once the University was no longer involved. This plan focuses on community resilience particularly in emergency management and climate adaptation. Several actions in the plan may not be supported by Council, however the plan sets a good framework for actions the community can achieve/advocate for. The implementation of this plan is being carried out by the Conjola Community Association (CCB) working groups. This plan was formally recognised by Council in November 2017.
- **Sussex Inlet & District Strategic Action Plan 2015-2030:** This CLSP was created by the community with the support of Griffith University and Council. The process involved the Sussex Inlet CCB and representatives from many of the other community groups and service providers within the Sussex Inlet area and surrounds. The plan sets out actions that the community can implement and provides guidance for Council in some areas. This plan is being implemented by a working party consisting of representatives of the CCB and other community groups. This plan was formally recognised by Council in November 2017. A revised version was issued in December 2019.
- **Bay & Basin Community Led Strategic Plan:** This CLSP was created by the community with the support of Bay & Basin Community Financial Services Board (Sanctuary Point Bendigo Community Bank) with Council funding and assistance from a consultant (Locale). The Project Reference Group involved representation from all interested CCBs. The plan was accepted by Council in September 2021. Council staff are currently in conversation with the implementation committee on collaboration opportunities.
- **Red Head Villages Masterplan (in progress):** In July 2021, Council endorsed a contribution towards the development of a community driven masterplan for the villages of Manyana, Bendalong, North Bendalong, Cunjurong Point and Berringer Lake. The plan is under development and being led by the Red Head Villages Association CCB with the assistance of a consultant (Locale).
- **Community Led Adaptation and Resilience Strategy for Shoalhaven (in progress):** This strategy was developed by community (Shoalhaven Community Resilience Network Working Group) facilitated by Griffith University. The project was

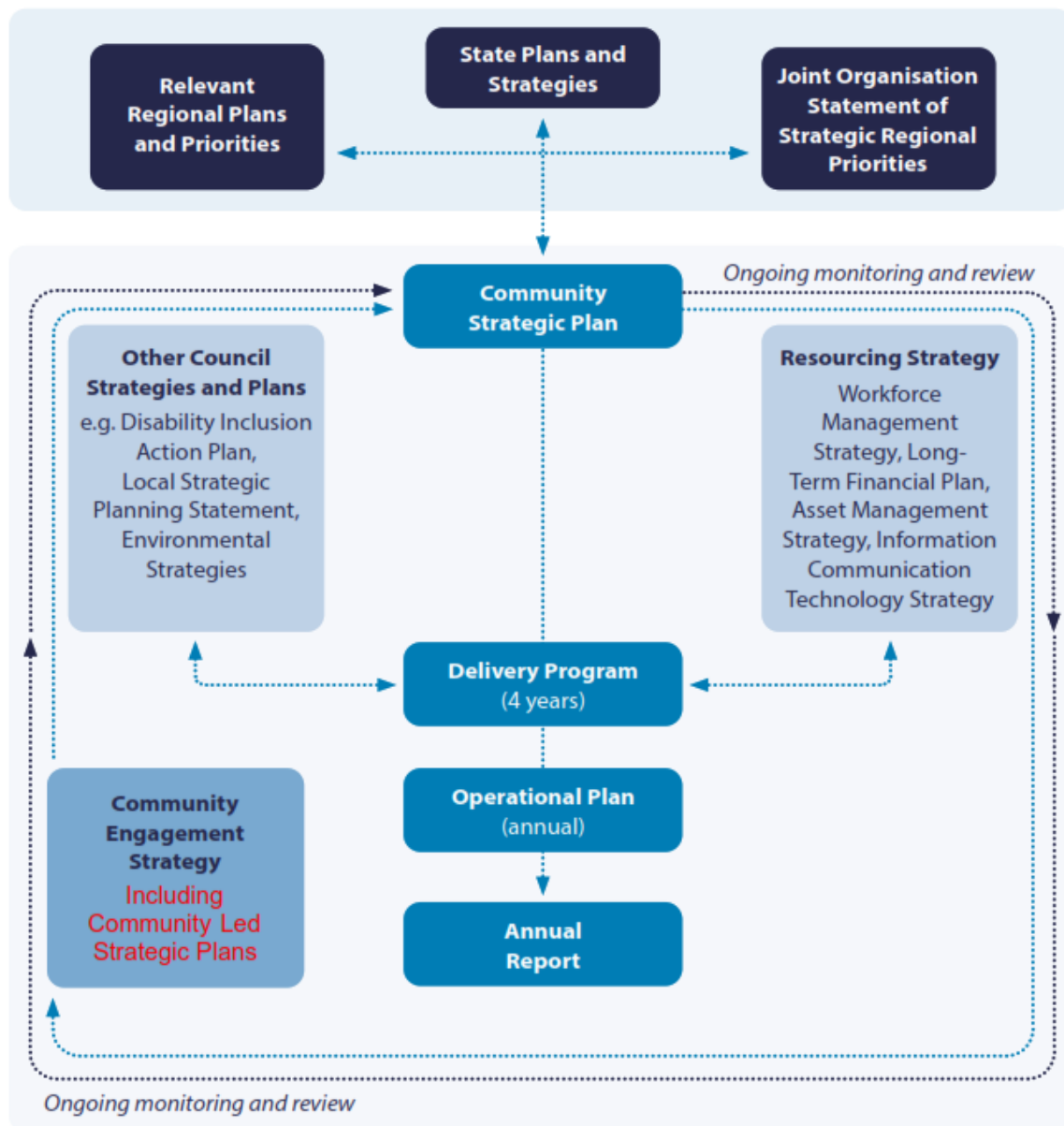
part of the Recovery Into Resilience Project - a joint grant from Federal and State Governments. The strategy is due to be reported to Council in early 2023.

Role within Council's Strategic Planning Framework

Community led planning can be an excellent community engagement process and encourages and motivates communities to be active, inclusive and participate in activities within their neighbourhoods. However, to be successful it is important that the expectations of both the community and Council are clear before the use of this engagement method is adopted more broadly across the City.

Community led strategic plans currently fit into Council's overall Community Engagement Strategy and form part of Council's engagement with our community. The plans provide an important insight into individual community priorities and future directions. Most of the existing CLSPs are in implementation stage with many actions already completed.

These plans are included alongside other feedback and are considered when developing priorities, objectives and activities for the suite of Council's Integrated Planning & Reporting documents. Figure 1 below shows how these plans fit into the community engagement cycle of Council's planning process.



(Figure 1): Integrated Planning and Reporting Framework

Utilisation within Council planning

Council reviews existing Community Led Strategic Plans when developing Council's own strategic documents. Most recently, an assessment was undertaken on the alignment of the CLSP priorities as part of update of the [Community Strategic Plan 2032](#) and development of Council's Delivery Program 2022-26. A copy of this assessment can be found in the [CSP Community Engagement report](#).

Guidance on future community led plan development

The following should be noted by community groups wishing to develop their own plans:

- The plans are an excellent community engagement process and tool to help communities to take ownership of their towns and villages.

- The plans provide an opportunity for communities to focus on their own future directions and to clearly articulate their needs.
- The plans provide a great opportunity to advocate for the needs of communities and for grant funding opportunities.
- That the implementation of the plan needs to be driven by the community.
- Implementation of the plan and any actions contained within the plans need to be considered as part of Council's own plan development.
- Individual staff members may be identified for particular issues or actions and provide input into these as required, for existing and adopted Council projects.
- The actions included in the plan may not necessarily be supported by Council.

Council does not currently have the resources to actively participate in the development of CLSPs or implement the actions contained within plans. Council staff will continue to provide support to CCBs through the provision of advice, examples, contacts, grant opportunities and template suggestions. Council staff should not sit on the working party or be actively involved in the planning process as it needs to be community led.

Advice from Council staff should be provided at the commencement of the planning project, a review of the draft undertaken and during the delivery of the plan to Council by the community. Council has commenced investigations into developing a community led planning framework to assist communities and also establish clear expectations and outcomes of such processes.

Council has generally encouraged the development of such plans and has supported the community (in-kind) with development. The plans provide the community with direction and a "plan of action". They are an important instrument for seeking grants, advocacy and developing community projects. Council continues to encourage the development of these plans especially given the evidence of positive outcomes for the community.

EG23.4 Advocacy and Growth - Staff Update

HPERM Ref: D23/48963

Department: Tourism

Approver: Carey McIntyre, Director - City Futures

Attachments: 1. Tourism Recovery Action Plan 2022-2023 (under separate cover) [⇒](#)
2. Post Event Completion Report - Financial Year 2021/22 (under separate cover) [⇒](#)

Reason for Report

The purpose of this report is to provide the Shoalhaven Economic Growth and Advocacy (SEGA) group with an update on key projects in the City Futures Directorate.

Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Economic Growth and Advocacy Group receive this report for their information.

Options

1. Receive this report for information.

Implications: The SEGA group will be provided with a high-level overview of key priorities and projects.

2. Request additional information.

Implications: Staff will provide additional information during the meeting if possible, or at a later time after further investigation.

Growth Update

Council staff have participated or provided feedback towards the following:

- Meetings Council have attended and contributed to:
 - Illawarra South Coast Local Jobs and Skills Taskforce
 - Regional Economic Development Managers Working Group meetings
 - South Pacific Offshore Wind Project
 - Workforce Australia Providers introductions meetings
 - Australian Regional Tourism Board meetings
 - Nowra Riverfront Action Taskforce
 - Origin Energy, proposed Shoalhaven Power Station Expansion, Kangaroo Valley
 - Vincentia Shopping Village reactivation project discussions
 - Shoalhaven Careers Advisors Network (SCAN)
 - Shoalhaven Business Chamber – Business After Hours

- Shoalhaven Professional Business Association meetings and events
- Shoalhaven Defence and Industry Group (SDIG) meetings and events
- Shoalhaven CEO Business Forum
- Illawarra Shoalhaven Defence Industry Development Strategy Working Group
- Telstra – Blackspots and connectivity in the Shoalhaven
- UOW Industry 4.0 Hub tour
- Australian Taxation Office – eInvoicing rollout and benefits for business
- FlowPower – Proposed Shoalhaven Solar Farm
- TfNSW – Nowra Bypass
- Liquor and Gaming NSW – Introduction to Hospitality Concierge
- Centre of Excellence collaborations
- Strategy Reviews
 - The review of the [Regional Economic Development Strategy](#) including workshops and feedback sessions
 - [The 6 Cities Strategy](#)
 - The implementation of the Shoalhaven Community Wellbeing Plan
 - Finalisation of the Advocacy Guide for 2023
 - Site visits for the development of a Harbour Activation Strategy – NSW Government
 - Workshops for the development of an economic profile of the South Nowra Employment Precinct – NSW Government
 - Part of the working group for the preparation of the Illawarra Shoalhaven Defence Industry Development Strategy
 - Tourism Recovery Action Plan - **Attachment 1** is the updated version of the Tourism Recovery Action Plan with status updates on key actions.
- Defence and Manufacturing Sector Development
 - Shoalhaven Defence Industry and Manufacturing Workforce Round Table
 - Shoalhaven Defence Industry Group (SDIG), member of the steering Committee
 - Regional Defence Industry opportunities working group, cross government
 - Manufacturing Sector working groups and school's visit
- Industrial Land
 - EOI recently open for Flinders Stage 10 – Closing 21 February 2023
 - Ongoing development of Flinders stage 11 and AATP stage 5
 - DPE - Economic Analysis of South Nowra Employment Precinct
- Flood Support

- Farming and Agriculture Dairy Sector Support
- Oyster Lease support cross agency support
- Kangaroo Valley recovery
- Other Council Committees
 - Motor Sports Working Group – 6 February 2023

Council Resolutions

CL23.17 Notice of Motion - Proposed Offshore Wind Farm At the Ordinary Meeting on 23 January 2023, Council noted community concerns regarding this proposal and resolved to request a Councillor briefing. View a copy of the [agenda online](#), and the meeting minutes [here](#). Watch the recorded meeting [here](#).

Advocacy

- Tourism Talk After Hours
 - Co-hosting an after-hours event with Tourism Australia, Shoalhaven Business Chamber and Huskisson Chamber of Commerce on March 21 at Jervis Bay Brewing Co.
 - Special guests: including Dominic Mehling from Tourism Australia will give an update on international tourism trends and tips; Coralie Bell will give an update on Tourism and Economic Development at Council; Jemma Tribe at Shoalhaven Business Chamber; and Danny Payne from Huskisson Chamber of Commerce will bring all the local business news and opportunities.
 - To RSVP, email ashlea.seveque@shoalhaven.nsw.gov.au or RSVP [here](#).

Tourism Marketing Snapshot

- Shoalhaven ranked #21 of the most loved destinations around the world according to the [Tourism Sentiment Score®](#). For the second year, destinations around the world have been ranked to uncover those that are most loved. These Leading Places are the 100 most loved destinations according to consumer sentiment – what people really feel. Being named in the rankings means Shoalhaven has offered positive experiences and instilled the kind of happiness that visitors must talk about, measured across billions of conversations online throughout 2022.
- Year to date September 2022 figures* show a record total estimated expenditure of \$1.3 billion. A record number of visitor nights of \$6.35 million is 21% up year on year. This equates to around 3.5 nights length of stay. However, summer holidays accommodation bookings were down up to 40% on previous years (according to Localis Data Company). These results show a mixed lens of recovery, with cost of living and market competition affecting the industry.
- The new [Visitor Guide](#) and campaign was launched in December 2022. 80,000 copies have been distributed to local operators, NSW Visitor Centres, with 5,000 to

be displayed in Sydney venues during World Pride in March and 10,000 tipped-on to the May/June newsstand edition of Australian Geographic.

- Top-level results from off-peak campaigns 2022:
 - FeelINSW co-operative South Coast Campaign (9 Aug – 18 Sep) yielded 22.5 million ad impressions, 6.3 million video views, and 39,000 link clicks. Ad studies showed 70% of those who saw the campaign are more likely to visit and 33% now believing the South Coast is a good place to visit in cooler months.
 - FeelINSW Shoalhaven Food & Wine Campaign (21 Jun – 15 Aug) which featured food and drink itineraries delivered 6.6 million ad impressions, and an average read across articles of 4:30 where the average on visitnsw.com is 2:15.
 - Awarded Silver in the Destination Marketing category at the NSW Tourism Awards for Wine & Whales Campaign.
- The key marketing campaign for 2023, Wellness, launched in February 2023. Extensive product development was undertaken to discover new and collate existing product into eight categories on the shoalhaven.com/wellness landing page: Retreat; Flow; First Nations; Indulge; Nourish; Rewild; Create; Attend. 12 journalist famils, paid digital and social activity; advertising partnerships; and a partnership with [Well Traveller](https://welltraveller.com.au) for promotion and product development are underway this Autumn, generating leads direct to industry.
- Digital Marketing Update:
 - 2022 YOY there was 413,000 total users of shoalhaven.com, 99% are new users. This is down 10% year on year due to travel deterrents such as natural disasters
 - Social media followers on Instagram 40,000 and 55,000 on Facebook, TikTok channel was created to explore and engage with younger users
 - Shoalhaven paid search terms delivered 17 million impressions across google search, up 254% year on year.
 - There are 9406 consumer monthly newsletter subscribers and a 30% open rate.
 - 66% of our total web users are viewing content on mobile devices.

*Tourism Research Australia Shoalhaven and Jervis Bay Monitor year to Date September 2022.

Events

- Event Update General
 - Between Sept-December event approvals returned to pre-covid levels with 45 events occurring on Council owned and managed land. It was great to see Christmas and New Year's events return over the summer period.

- While approvals were up over summer, we are still seeing short booking periods, and higher costs for insurance and supplies. This continues to be an ongoing challenge for organiser going forward.
- The Events Team is currently in the final stages launching a Sustainable Event Toolkit which is designed to be shared with event owners across the region. Its purpose is to provide a clear outline of how events of all sizes can operate sustainably.
- Event Support Program
 - The event Support Program is designed to drive visitors to the Shoalhaven outside of peak season.
 - Round 2 of the [Tourism Event Support Program](#) 2023 closed on February 20. The Events Team in collaboration with the Event Support Panel are currently in the process of assessing new applications.
 - From September – December 14 supported events went ahead with a total Return On Investment (ROI) of \$11,741,000.
 - Events included the Bay Games (returned after 2 years), The Gin Flight Festival (new event), The South Coast Food and Wine Festival (returned after 2 years), NSW Masters Waterpolo (new event) and the Sand and Sea Festival.
 - **Attachment 2** is a review of the 2021/22 Event Support Program. This includes an overview of all events supported throughout the financial year. Noting covid restricted events from occurring between June - October.
- Kangaroo Valley Recovery
 - Following the March 2022 Floods which heavily impacted Kangaroo Valley, an event support program (75% funded by State Government) was launched with the intention to drive foot traffic back into The Valley and support both businesses and community.
 - To date, 11 of the 13 events have successfully gone ahead.
 - The Tourism Team have received great feedback around the value of the grants and impact the events had following the floods.
 - Council also contracted the Kangaroo Valley Chamber of Business & Tourism to deliver marketing activities for the town with the road closures.

Grants Updates – Business Focus

- The Stronger Communities Programme
 - The Stronger Communities Programme supports the Australian Government's commitment to deliver social benefits in communities across Australia. Round 8 of the program, will provide \$22.7 million to fund small capital projects in each of the 151 federal electorates.
 - The program intends to encourage and support participation in local projects, improve local community participation and contribute to vibrant communities. For this round, grant funding will be up to 100% of eligible project costs. In consultation with their community, each local MP must identify potential applicants and projects in their electorate and invite them to apply for a grant. Invited applications will be assessed against the program's eligibility criteria through a closed non-competitive process.
 - Each electorate has total funding of up to \$150,000 that can be allocated to successful applications. A maximum of 20 projects will be funded in each

electorate. Eligible projects include upgrades to men's sheds, community centres, scout halls, bike paths, streetscapes, skate parks, sporting facilities. Projects must be completed by 31.12.2023.

- Grant guidelines and additional program information can be found [here](#)
- Critical Producer Grant – NSW Government Rural Assistance Authority
 - Applications Close 30 June 2023
 - Grants Between \$30,000 and \$100,000
 - The NSW and Australian governments are committed to providing ongoing support for communities impacted by severe weather and flooding that occurred from February 2022 onwards (AGRN 1012), announcing the \$100 million Critical Producer Grant.
 - The Critical Producer Grant provides funding to help impacted primary producers and primary production enterprises to rebuild and recover in the medium to longer term. Funding supports the following industries - agriculture, horticulture, aquaculture, and forestry industries.
 - Grant guidelines and additional program information can be found [here](#)
- Regional Skills Relocation Grant – Department of Regional NSW
 - Applications Close 15 December 2023
 - Grants Up to \$12,500
 - The Regional Skills Relocation Grant aims to support economic growth in regional NSW by supporting businesses and organisations to find and attract skilled workers to live and work in regional NSW. Includes filling regional job vacancies, increasing the strength, diversity and size of regional economies. Eligible industries are key industries that drive growth in regional economies and are typically categorised as 'engine industries,' 'emerging engine industries', and enabling industries. Examples of eligible industries include:
 - agribusiness and forestry
 - resources and mining
 - tourism
 - health and aged care
 - freight and logistics
 - advanced manufacturing
 - renewable energy
 - technology-enabled primary industry
 - Grant guidelines and additional program information can be found [here](#)
- Export Market Development Grant – Australian Trade and Investment Commission
 - Round 3 Applications Close 14 April 2023
 - Grants between \$15,000 and \$36,600 depending on application Tier
 - Austrade's Export Market Development Grants (EMDG) program helps Australian businesses grow their exports into international markets. These

- grants encourage small to medium enterprises to market and promote their goods and services into new markets.
- Grants are available in three stages (tiers). Each tier gives a different level of support based on the maturity of the SME and how far along their export journey they have gone. Grant agreements can be for one year or two years, with a possibility of extension subject to the availability of funds.
- Grant guidelines and additional program information can be found [here](#)
- Return to Work Pathways Program – Women NSW
 - Applications 11 April 2023, 11.59 pm
 - Grants From \$100,000 to \$250,000
 - The aim of the Return-to-Work Pathways Program is to reduce barriers for women wanting to enter or re-enter the workforce. The program will address the needs of women experiencing complex and persistent barriers to employment.
 - It will fund a variety of bespoke and tailored projects, to provide wraparound supports including training, mentoring and pathways to employment. Projects will be targeted to focus communities, responding to their specific needs, life stages and circumstances.
 - Applicants must be a legally constituted Australian-based entity. This includes:
 - not-for-profit organisations, including community organisations
 - industry bodies and the private sector working in partnership with the community or government on projects directly supporting women and girls
 - local councils and shires, including regional organisations of councils and consortia of councils.
 - Grant guidelines and additional program information can be found [here](#)

Visitor Information Services

- After another busy school holidays, it was great to welcome back a higher return of international visitors to the area, predominantly Europe and the USA. Mobile visitor services were provided at White Sands Park Huskisson for a total of 11 days across December 2022 and January 2023. 65% of interactions were with visitors from Sydney and regional NSW, with most people (45%) staying 7+ days in the Shoalhaven. Anecdotally although a busy summer pre-bookings for accommodation and activities were down, however, we are still receiving lots of enquiries from the next wave of visitors.
- The team have been out delivering visitor guides to operators across the Shoalhaven and will be providing mobile visitor services at some upcoming local events.
- The next prioritised project will be the implementation of online sales for the merchandise sold at the centres.

Staff Updates

Updates to staff changes in Economic Development and Tourism

- **Greg Pullen** – Has now retired from his role as Economic Development Manager
- **David King** – Contract with Economic Development has now ended, the team would like to thank David for his assistance and support.
- **Emelie Einarsson** has returned from maternity leave and is currently job sharing the Visitors Centre Manager role with Lindsay Conway until the end of the 2023
- **Coralie Bell** - Continues to be in both the Tourism Manager and Economic Development Manager roles.

EG23.5 Defence Industry in the Shoalhaven - Update

HPERM Ref: D23/54306

Department: Economic Development

Approver: Carey McIntyre, Director - City Futures

Reason for Report

The purpose of this report is to update the Shoalhaven Economic Growth and Advocacy Group (SEGA) on the Defence Industry in the Shoalhaven, including the alliance and upcoming events of the Shoalhaven Defence and Industry Group (SDIG).

Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Economic Growth and Advocacy Group receive this report for their information.

Options

1. Receive this report for information.

Implications: The SEGA group will be provided with a high-level overview of the Defence industry in the Shoalhaven.

2. Request additional information.

Implications: Staff will provide additional information during the meeting if possible, or at a later time after further investigation.

Background

NSW is home to the largest number of defence bases and capabilities of any state or territory and is home to nearly 30% of Australia's Military and Defence civilian personnel. According to the *NSW Government's Defence and Industry Strategy 2017*, defence makes a substantial contribution to the NSW economy and plays a vital role in areas such as jobs growth, regional activation and industry investment.

The NSW Government recognises the significant contributions made by Defence and defence-related industries to the state in terms of attracting investment, economic growth and job creation.

The Defence Industry supports 1740 jobs in the Shoalhaven, or 4.2% of the total Shoalhaven workforce. The Gross Value Added (GVA) by the Defence Industry in the region is approximately \$960m. The Defence Industry has received 9.1% year-on-year growth from 2011 to 2020.

The SDIG is an alliance between the Shoalhaven Defence Industry, Shoalhaven City Council, Shoalhaven Business Chamber, and the NSW Government. The SDIG has a common goal to strengthen the Shoalhaven economy by securing additional defence contracts through individual businesses and joint venture alliances.

In late 2021 the NSW Government invited tenders for consortiums to form and gain access to financial resources to help build and grow the defence industrial base of NSW. The aim was to boost the State's commitment to sovereign defence industry capabilities with the launch of

a new \$1.23 million Regional Defence Networks Program aimed at making it easier for local businesses to expand and supply to the defence and aerospace industry.

Although the Shoalhaven has a natural aviation strength, there are many local businesses that interact with the Australian Defence Force (ADF) and Military in other nations that are not solely aviation related. This strength was presented as part of the tender process by the SDIG.

Following a competitive procurement process, four partner agencies were identified to deliver the Regional Defence Networks Program:

- Ai Group for the Western Sydney region
- Shoalhaven City Council (SDIG) for the Shoalhaven/Illawarra region
- Hunter Defence Cooperative for the Hunter region
- NSW Business Chamber for the Riverina-Murray region.

The SDIG are now in the process of delivering the Regional Defence Networks Program over 2022, 2023 and 2024.

SDIG and the Regional Defence Networks Program

The SDIG's network of defence contractors, government agencies and other related businesses are the group that administers the program and funding. A steering committee has been formed and a program of events has been created. The program operates over 3 years with a budget of \$257,950.

Events proposed under the program include:

- Annual Defence Industry Showcase
- Thought Leadership Events
- Defence Ready Training
- Capability Mapping
- Supply Chain Development
- Trade Show Expo
- Aboriginal Procurement
- Monthly meetings of SDIG

Services of the SDIG include assistance with key local introductions, site selection, decision support material, networking opportunities and advice on government regulations, policies and incentives.

Additional information, support and details of involvement can be found on the website <https://www.shoalhavendefence.com.au/>

Upcoming Events

- SDIG Lunch events occur monthly, with a guest speaker presenting at each event. The schedule is currently being finalised and guest speakers booked in. Upcoming dates of SDIG lunches include:
 - 16 March 2023
 - 20 April 2023

- 18 May 2023
 - 15 June 2023
 - 20 July 2023
- Avalon Air Show - Shoalhaven Defence Industry Group, Invest Wollongong, and i3Net were accepted to exhibit on the NSW Government stand at the 2023 Avalon Air Show from 28 February – 05 March 2023 in Geelong, Melbourne.

The Air Show is a global business event, attracting senior aerospace, aviation, space and defence industry, military and government decision-makers from around the world. It will give Australian and international industry, government and academia a platform for engagement via a premium industry exhibition, static aircraft display and corporate hospitality.

Other Partnerships

Illawarra Shoalhaven Defence Industry Development Strategy Working Group

Shoalhaven City Council is part of the working group to prepare a Defence Industry Development Strategy. The working group comprises of staff from State Government, Local Government, Chambers of Commerce, defence industry, and relevant organisations.

The Working Group is chaired by Business Illawarra and provides a platform for collaboration between government and industry in the development of strategy for the Illawarra-Shoalhaven.

The Strategy will be informed by *NSW Government's Defence and Industry Strategy 2017* and will provide a framework to guide existing activities supporting expansion of regional SME participation in the defence supply chain, attraction of defence prime contractors and identify new opportunities for business expansion and infrastructure needs.

EG23.6 Update on Advocacy

HPERM Ref: D23/61906

Department: Tourism

Approver: Carey McIntyre, Director - City Futures

Attachments: 1. Advocacy Document - January 2023 [↓](#)

Reason for Report

To update the Shoalhaven Growth and Advocacy Group on the Shoalhaven City Council Advocacy document.

Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Growth and Advocacy Group note the new updated Advocacy Document for information.

Options

1. As Above.

Implications: Council relies on this document as a key advocacy document regionally across all levels of government.

Background

Council, in partnership with the Shoalhaven Growth and Advocacy Group (SEGA), have created an Advocacy document to highlight key important projects for our city that require funding and advocacy across all levels of government.

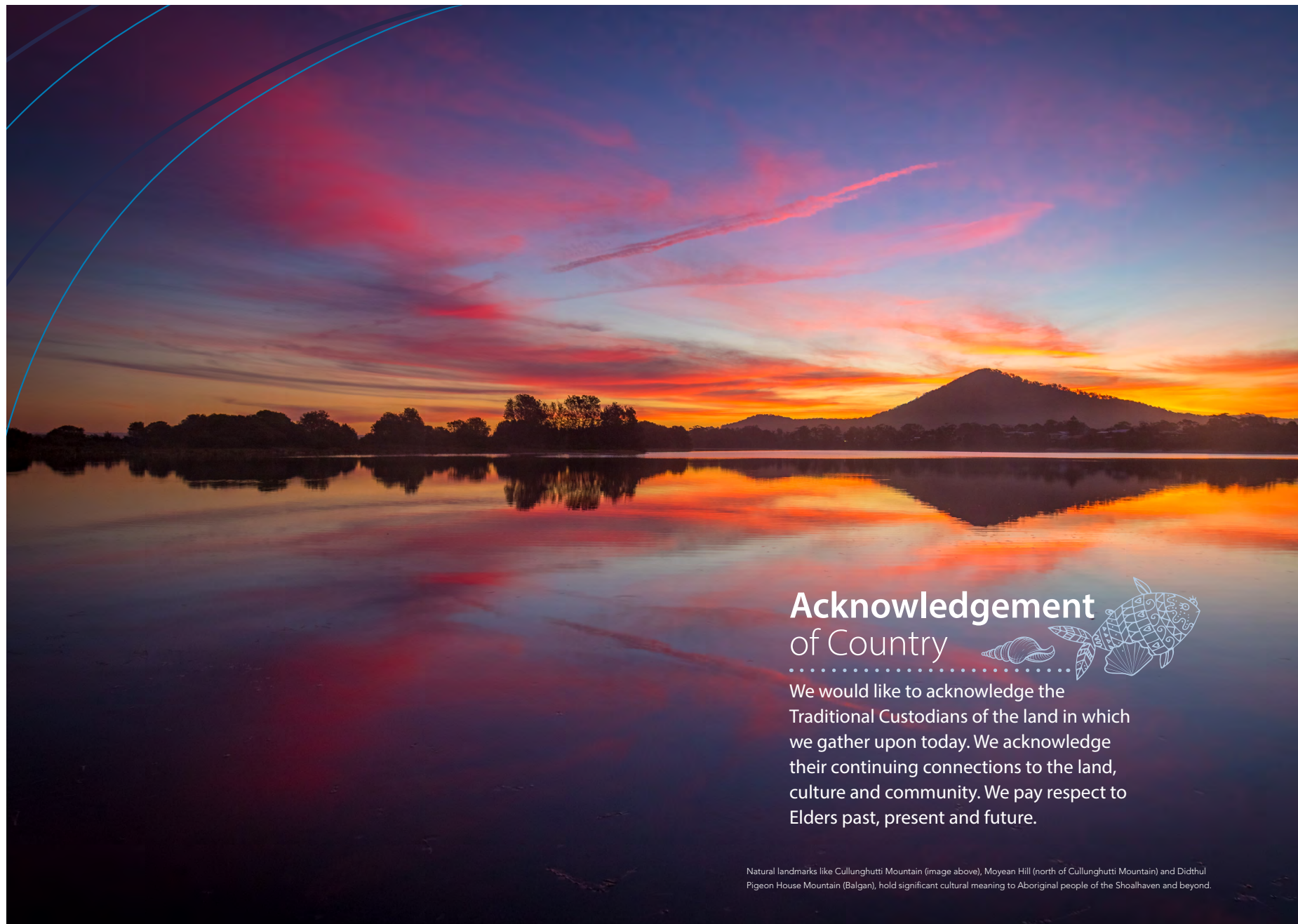
Council updated this document in early 2023 and a copy is provided to the group for information.

See Attachment 1.



Advocacy Projects 2023







A Message from the CEO Stephen Dunshea

Shoalhaven is a wonderful place to live, work, stay and play. Just two hours from Sydney and Canberra the region has a strong relationship with Federal and NSW Governments to help grow and serve our 100,000 locals and three million annual visitors.

Shoalhaven City Council is committed to building on and supporting this growth by delivering strategic projects in to provide jobs and a strong vibrant community. Innovation that delivers sustainability and builds resilience is more important than ever since the impacts of the Currowan Bushfires, floods and COVID-19.

Made up of 49 towns and villages, Shoalhaven is one of the largest local government areas in NSW and includes commercial centres in Berry, Bomaderry, North Nowra, Nowra, Culburra Beach, Huskisson, Sanctuary Point, Sussex Inlet, Milton, Ulladulla with South Nowra hosting one of the largest available industrial areas south of Sydney.

With your support and our dedicated team Council looks forward to continuing building the Shoalhaven economy and securing our future.

Overview

Only two hours from both Sydney and Canberra the Shoalhaven region is looking forward. The upgrade of the Princes Highway from Sydney to Nowra and beyond is making our part of NSW even more accessible to the world.

More than \$15 billion will be invested by the NSW Government over the next 20 years to duplicate the entire Princes Highway between Nowra and the Victorian border. The recently completed Albion Park Bypass (\$630 million) has changed the trip length from Sydney to the coast, and further improvements are already under construction including the Berry to Bomaderry upgrade (\$450 million) and the Nowra Bridge Project (\$310 million).

You can see that the opening up of the South Coast will bring a level of development not seen in the past, and we need a meaningful partnership with the NSW and Federal Government to be ready to bring jobs and investment to the region.

High-speed broadband makes interstate, international operations or telecommuting viable. For international or interstate distribution, rail and road connections are critical. Sydney and Canberra International Airports are less than 2.5 hours away and the growing Shellharbour regional airport less than an hours drive.

A wide range of industries operate in Shoalhaven with many international businesses operating from the city. Manufacturing is strong, with food, chemicals, construction products, marine craft and

more. High technology companies provide aviation maintenance and systems support to the Royal Australian Navy.

The logistics sector is growing as are education, building and construction, retail and tourism. Significant growth in population is continuing across the region.

Shoalhaven is committed to local jobs and has an innovative vocational education sector, with a university, TAFE, Community College and private options. The region has an ongoing investment in tertiary education to ensure a skilled workforce with the newly established Country University Centre in Ulladulla and the University of Wollongong, Shoalhaven Campus.

As a major regional centre with a maturing economy, you won't go far to find professional business services and availability of skilled employees, including a constant inflow of talented sea/tree changers.



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KEY ROADS PROJECTS - \$1.84 BILLION

Key Roads Project

Keep the South Coast moving

Funding Request: up to \$1.84 billion

The region has benefited from significant investment from both NSW and Federal Governments, including upgrades of the Princes Highway, and the development of Illawarra Shoalhaven Regional Transport Plan, however, more investment is required to ease highway bottlenecks and local road congestion.



Nowra Bypass

Stop the bottleneck and plan for the future

Funding Request: up to \$1 billion

The Nowra Bypass is the vital missing link between already committed Princes Highway projects to the north and south of Nowra.

The projects omission from the current Illawarra Shoalhaven Regional Transport Plan will see Nowra - Bomaderry turn into the next Albion Park bottleneck, which routinely saw traffic backed up for over 5km in the summer months.

For nearly 40 years, the need for a bypass has been recognised as critical. Land west of Nowra has been earmarked since 1986 and the time to move on this important project is now, which will benefit residents, and visitors, as well as Sydney-Melbourne traffic.

- The project would benefit from a \$100 million commitment over the first five years to investigate options and prepare the project for construction.
- A further \$900 million + in funding would be required to see the project through the five year delivery phase.
- It is estimated that the \$1 billion + Nowra Bypass would require a 10-year program for planning, development, design and delivery.



PHASE	DESCRIPTION	YEAR	FUNDING
1	Strategic Options	1	\$5 million
2	Business Case	2	\$5 million
3	Environmental Assessments and Design Development	3-4	\$30 million
4	Land Acquisition and Procurement	4-5	\$60 million
5	Delivery	6-10	\$900 million +

KEY ROADS PROJECTS - \$1.84 BILLION

Princes Highway Upgrade

Six lanes to the bay -
Boost tourism access

Funding Request: \$550 million

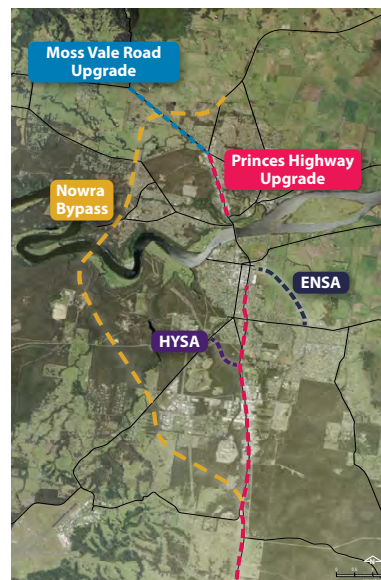
Currently the Princes Highway through Nowra-Bomaderry is mainly four lanes, with the only six-lane section being in Nowra's CBD.

Even with the completion of the Nowra Bridge Project (which will see the six-lane section extend north to Bolong Road), just 20% of the Princes Highway running through Nowra and Bomaderry will be six lanes.

A continuous six-lane would significantly reduce congestion through the city.

Planning is currently underway with Transport for NSW on delivery of the Jervis Bay intersection to reduce congestion and improve safety on this dangerous part of the highway.

Funding is urgently needed to effectively manage the 300% population surge experienced during the school holidays.



Moss Vale Road Upgrade

Cambewarra linkage -
Enable investment in housing

Funding Request: \$150 million

Moss Vale Road forms part of the NSW Road Network through the northern Shoalhaven. The subject section is a 100kph rural road, reducing to 60kph at the entry to the Bomaderry urban area.

With an estimated 3,622 dwellings set for construction in the approved urban release area, work to radically improve safety for new families is imperative.

Under the proposed plan, work required to improve the area includes road widening and additional lanes.



ENSA

East Nowra linkage -
Open Nowra CBD

Funding Request: \$100 million

The proposed East Nowra Sub Arterial road (ENSA) removes traffic from congested parts of the network (e.g. Kalar Street) and facilitates more efficient travel along the Princes Highway.

The project would connect Greenwell Point Road (at Old Southern Road) to the Princes Highway in the Nowra CBD, spreading the load and removing traffic from numerous local roads.

Additional works, costed and included in the project, on the eastern side of the Highway (est. \$20 million) would add value and could be performed concurrently.

- ENSA forms part of the adopted Nowra Bomaderry Structure Plan (supported by both Council and the NSW Government)
- ENSA is integral to the adopted Nowra CBD strategy to expand the road network to the east of the Princes Highway
- Improving local connections and accessibility would remove thousands of traffic movements from the Princess Highway and local rural roads

HYSA Corridor

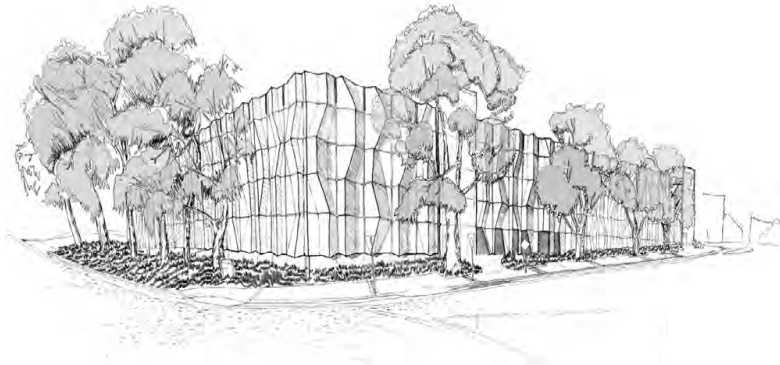
Southern linkage -
Access for industry

Funding Request: \$40 million

The Hillcrest to Yalwal Sub Arterial road (HYSA) would deliver similar benefits to ENSA (East Nowra Linkage) but on the southern side of the Princes Highway/ Kalar Street intersection.

Part of the adopted Nowra Bomaderry Structure Plan, the project would connect Yalwal Road (at Albatross Road) to the Princes Highway (at Hillcrest Avenue), easing congestion along Albatross Road and Kalar Street, improving access to the growing industrial precincts at south and west Nowra as well as visitors, locals and those heading to the Navy base.

TRANSPORT INFRASTRUCTURE - \$140 MILLION



Multi-storey Car Park, Nowra

More spots, more jobs, more money in the CBD

Funding Request: \$20 million

Beginning with a 2,000-signature petition in 2012, a proposal for a five-storey parking facility in the Nowra CBD is shovel-ready and crucial to progressing Nowra's economy. To be built on the existing ground-level car park at the intersection of Worrigee Street and Berry Street, the 462 car and 18 motorcycle spaces will directly benefit local small businesses, with increased commercial activity leading to more jobs and a stronger local economy.

- Provides an extra 234 car spaces
- Allowance for additional levels to be built as Nowra grows
- Allowance for future upgrades as retail/commercial space

Doubling Freight Capacity into Industrial Area

Delivering for Shoalhaven

Funding Request: \$60 million

From 2024, larger trucks (HML - Higher Mass Limited) vehicles will have unrestricted access south across the Shoalhaven River at Nowra.

To accommodate the increase in heavy vehicle traffic, the 'first' and 'last mile' roads in and out of Nowra's industrial facilities will need upgrading.

Shoalhaven City Council will be seeking Federal and NSW funding to upgrade freight access into the South Nowra industrial precinct, Yalwal Road and Slaughterhouse Road.

Improvements to the productivity of these Council-owned roads will improve domestic supply and export sales, improving the prospects of local manufacturing businesses.

This project will also form part of the integrated road network solution required for Nowra, Bomaderry and the future bypass.



Local Road Improvement Package

Bringing local roads up to speed

Funding Request: \$30 million

Over 20% of the 1,770 km of roads in Shoalhaven City Council area are in "poor" to "very poor" condition, with impacts on safety and efficiency for both residents and the three million people who visit the region every year.

Council's \$36 million roads allocation is insufficient, with several natural disasters in the past three years and roads to new developments continually increasing the burden placed on the region's 100,000 ratepayers. Currently, each ratepayer is effectively paying for 177 metres of road.

A one-off support package of \$30 million would bring Shoalhaven's sprawling roads network up to a condition that could be maintained ongoing by Council under its current allocation and improve future resilience of the region.

The importance of this work can't be overstated. Whether it's mums and dads going to work, children to school, or millions of tourists stimulating the economy, safe roads are vital, especially in the regions.



Local Roads Linked to Sites of National Significance

Connecting the world to significant facilities

Funding Request: \$15 million

Shoalhaven has several nationally significant facilities and access has never been more important to welcoming the world to our doorstep. A critical project to improve ongoing and future resilience to these assets through upgraded road access.



Bundanon

A reimagined art destination

Funding Request: \$5 million

Bundanon is many things. An art museum embedded in the landscape. A wildlife sanctuary set on 1,000 hectares. A gift to the Australian people. The vast array of experiences at this South Coast art destination means every visitor's journey here will be different. The Australian Government has granted Bundanon \$22 million along with NSW Governments contribution of \$8.5 million for completion of the Riversdale masterplan project.

Recognised as a venue of national significance for art and tourism, ongoing investment in operational funding is critical for the assets and its long-term success. The road to the Bundanon Homestead and Riversdale is in disrepair and requires significant upgrades.

Willinga Park

Leading equestrian centre

Funding Request: \$10 million

Willinga Park is one of Australia's leading equestrian centres, and an events destination renowned for exceptional quality and beauty.

The 2300-acre park is peppered with world-class, architecturally-designed equestrian facilities. Equally as stunning are Willinga Park's conference facilities, gardens and public art features, however, the local road access requires significant investment.



Riverfront Precinct

A Shoalhaven gateway Nowra can bank on

Funding Request: \$49.7 million

The Shoalhaven Riverfront Precinct Project serves two key outcomes – connecting Nowra's city centre to its beautiful river while elevating Nowra as the region's civic, community, tourism and recreational hub.

Situated near the Princes Highway, and boasting an abundance of natural splendour, judicious riverfront development will deliver for Nowra an uplifting 'sense of place'.

Shoalhaven City Council and the NSW Government are committed to progressing with proposed urban design and the planning control changes necessary to realise this exciting vision including repurposing the old Nowra Bridge as a community space.

A vision document for the precinct has now been created as a guide in the determination of the site.

All tiers of government partner on the Nowra Riverfront Advisory Taskforce, a true cross-government team approach to be proud of.

RIVERFRONT PRECINCT - \$50.6 MILLION



\$200K will fund remaining technical studies 50/50 with NSW Government

\$25,000

Strategic cultural framework

\$50,000

Graham Lodge Conservation Management Plan

\$25,000

Non-Indigenous heritage review

\$50,000

Traffic review and plan

\$25,000

Economic feasibility review

\$25,000

Social Impact Study - Housing Affordability

Flagship Park and Leisure Facilities

Driving investment with open space

Funding Request: \$39 million

The lynchpin to reinvigorating Nowra's relationship with the Shoalhaven River is a riverfront park which would transform the area into a vibrant community precinct.

A boardwalk and riparian enhancements will lift the riverbank's accessibility and aesthetic value, while an amphitheatre and stage build on the site's already significant cultural value.

A forecourt and plaza connect the aquatic centre to the river, with bus pickup and set down, grassed areas, shade trees, shelters, BBQs and seating bringing amenity to the site.

A nature-inspired stream with wetlands, endemic vegetation and creek play areas offer an adventure play-scape for children, with educational opportunities arising from interpretive displays.



Paringa Park, Nowra

Making the most of the riverfront

Funding Request: \$6.9 million

Paringa Park is located on the western edge of the Shoalhaven Riverfront Precinct. This popular picnic and swimming spot is located on the southern edge of the Shoalhaven River and is surrounded by tall sandstone cliffs. The site faces north, overlooking the water and riverbanks opposite.

Concept plans have been developed to accommodate additional community facilities on the site, including multi-watercraft storage and boat launching facilities.

The proposed building format will be multi-storey, providing space on the ground floor for storage of accessible sailing craft, which is a growing sport in the region. Upper levels will house multi-function rooms and a breakout space for meetings or small group gatherings.

Concept plans include space for formalised parking and a watercraft launching facility. Pedestrian pathways will provide connectivity to the adjacent riverfront areas, including the nearby Nowra Aquatic Centre. Funding is being sought to progress concept plans (complete) through to detailed design and construction.

Precinct Road Linkages

Take me to the river

Funding Request: \$4.5 million

The proposed park would absorb Scenic Drive, making the establishment and construction of a new route into the riverfront precinct critical to the development.

The alternative route would deliver safe access from Hyam Street for vehicles, cyclists and pedestrians and play a role in the precinct's visual transformation.

In addition to the new section of road, the development would also see traffic lights or a roundabout at the Bridge Road and Hyam Street intersection, a roundabout at the Hyam Street and Keft Avenue intersection, the new 220 metre access road from Hyam Street, and the required property acquisition to make the plan possible.

SOCIAL & AFFORDABLE HOUSING - \$200.85 MILLION

Social and Affordable Housing

Helping provide housing for all

Funding Request: \$200 million over 4 years

The entire nation is in the grip of a housing affordability crisis, and, sadly, Shoalhaven is no exception.

Housing insecurity, mortgage stress and the spectre of homelessness looms in all of NSW, but is especially pronounced in popular lifestyle destinations.

The situation has been exacerbated by trends associated with the COVID-19 pandemic and in May 2021, Council declared a "housing crisis".

Council has been extremely proactive in this space following the release of the Affordable Housing Strategy in early 2018, including work with community housing provider Southern Cross Housing to deliver up to 40 additional housing units on a former Council site at Bomaderry.

Council is also strongly advocating for a broader Shoalhaven urban renewal project with potential to deliver a significant increase in affordable housing stock locally.

The Federal Government currently provides approximately \$1.6 billion in funding to support the NSW Governments in delivering housing and homelessness services and programs. This funding eventually finds its way to the local level via a range of programs or initiatives. While this is welcomed, much more is needed to provide safe, secure and affordable homes for Shoalhaven families.

Bomaderry Urban Renewal Planning

Creating linkages from housing, shopping and communities

Funding Request: \$200,000

Bomaderry is the last point of contact by rail to Shoalhaven and the town shopping strip has been identified as a key revitalisation project. With a passionate and active community wanting to engage, there is a real opportunity to plan for the future health and wellbeing of our communities by providing future linkages, open spaces and shopping precincts. Cross-government collaboration is needed to address social, rail, open space and jobs growth on this project to assist with broader renewal planning.

Building on the planned affordable housing project that is already underway, an investment of \$200,000 in a new master planning exercise for this key precinct considering retail, housing, transport linkages and place making would involve community and cross government consultation and collaboration. This will deliver a blueprint for future revitalisation activities and associated infrastructure delivery.

Funding for Crisis and Transitional Housing

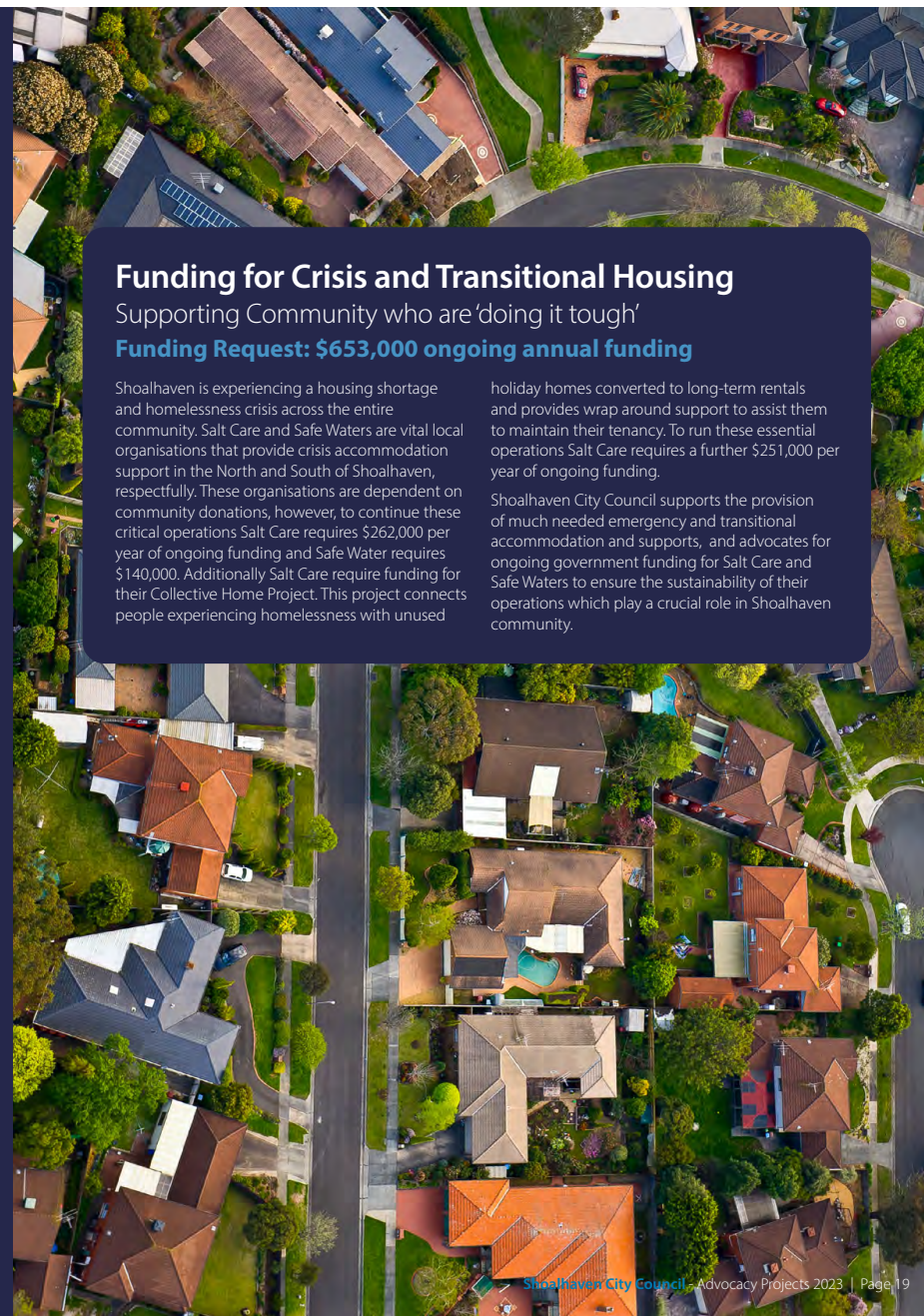
Supporting Community who are 'doing it tough'

Funding Request: \$653,000 ongoing annual funding

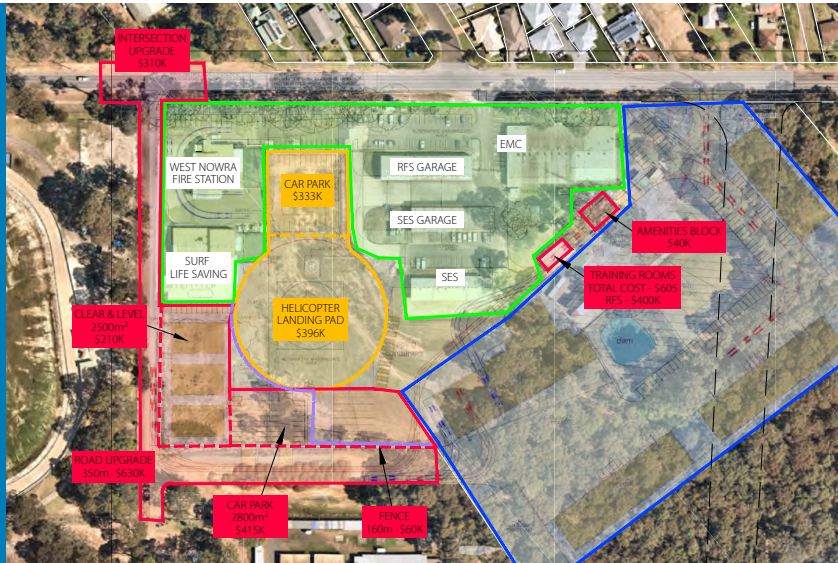
Shoalhaven is experiencing a housing shortage and homelessness crisis across the entire community. Salt Care and Safe Waters are vital local organisations that provide crisis accommodation support in the North and South of Shoalhaven, respectfully. These organisations are dependent on community donations, however, to continue these critical operations Salt Care requires \$262,000 per year of ongoing funding and Safe Water requires \$140,000. Additionally Salt Care require funding for their Collective Home Project. This project connects people experiencing homelessness with unused

holiday homes converted to long-term rentals and provides wrap around support to assist them to maintain their tenancy. To run these essential operations Salt Care requires a further \$251,000 per year of ongoing funding.

Shoalhaven City Council supports the provision of much needed emergency and transitional accommodation and supports, and advocates for ongoing government funding for Salt Care and Safe Waters to ensure the sustainability of their operations which play a crucial role in Shoalhaven community.



IMPROVING RESILIENCE - \$101.3 MILLION



Masterplan for the Integrated Emergency Management Centre

Prepared for the worst and working together

Funding Request: \$2.8 million

Development of Shoalhaven City Council's Integrated Emergency Management Centre in Nowra has progressed incrementally in line with the 2015 masterplan.

Currently, the site accommodates the Shoalhaven Rural Fire Service Fire Control Centre (FCC), West Nowra RFS Brigade, SES Nowra Unit, Surf Life Saving and the region's primary Emergency Operations Centre.

For the past decade, the facility has been the command central for responses to numerous events including storms, tornados, bushfires, structure fires, mass cattle deaths, equine disease outbreaks and, most recently, the COVID-19 pandemic.

Support to implement future stages of the masterplan would realise:

- Enhanced cooperation by facilitating co-location and consolidated facilities for other emergency response agencies
- The construction of a helicopter landing pad to enhance emergency operations in response to fires and major floods
- Improved logistics management

Shoalhaven Reclaimed Water Management Scheme (REMS) Stage Two

Improved water recycling for sustainability outcomes

Funding Request: \$26 million

Stage one of the northern Shoalhaven Reclaimed Water Management Scheme (REMS) reclaims 14 million litres of high-quality water from six wastewater treatment plants every single day.

With infrastructure improvements, bulk storage (600 million litres) and a wastewater treatment facility, Stage one has maximised water efficiency at farms, sporting fields and golf courses, while significantly reducing river and ocean discharge.

Stage two will build on this achievement by adding another 900 million litre (total 1.5 billion) bulk storage dam, reducing demand on potable water and building a war chest against certain drought and fires.

The benefits of REMS Stage 2:

- Address agricultural demand for additional water needed for increased economic activity
- Provide a reserve of water for emergency use including bushfires like Currowan in 2019/20
- Future-proof water supply for a growing population. Identified as crucial in strategies including: the Environmental Impact Statement - Shoalhaven Northern Regional Effluent Management Scheme – 1997; Shoalhaven Delivery Program and Operational Plan (DPOP) 2021/22; and the Draft Review of Environment Factors 2021
- Stimulate the economy by increasing the amenity of sporting facilities, parks and gardens for community and visitors alike
- Council has committed \$8 million in the 2022/23 draft budget for this project

IMPROVING RESILIENCE - \$101.3 MILLION

Shoalhaven Circular Economy Model of Waste

A fresh start - Improving environmental and financial sustainability

Funding Request: \$2.5 million

Lots of plastics from the recycling bin are dirty and still covered in food or waste. If it's not sorted and cleaned then it's not ready to be reused. Shoalhaven has plans for a plant that will shred, flake and wash the plastics so that they can be readily sorted and sold to produce plastic pellets suitable for manufacturing plastic products. Working towards long term sustainability will provide an opportunity for Council to secure income, even in the most difficult times.

- Council has committed \$2.5 million in funding for the \$5 million project budget
- Strategically aligned, this project is supported by cross-government strategies including: NSW Waste and Sustainable Materials Strategy 2041; DPIE June 2021 (particularly the target to triple plastics recycling rate by 2030). This project is also supported by the Federal Government Recycling and Waste Reduction Act 2020, in particular addressing the ban on the export of plastic waste in July 2021



Bewong to Milton Water Pipeline

Securing water to the south

Funding Request: \$70 million

A 20km long water supply trunk main is proposed from Bewong to Milton. This extension to the previously constructed main from Bamarang to Bewong will provide water supply security and added resilience to the growing southern Shoalhaven area.

Identified in the Shoalhaven City Council Water Supply Augmentation Strategy Report – 1993, a recent feasibility study has been completed and a preferred alignment identified. Council has committed \$35 million in future budgets towards this project.



South Nowra Industrial Lands

More growth, more jobs, help secure our future

Funding Request: \$30 million (out of \$150 million)

An additional 110 hectares of land at South Nowra was rezoned to Industrial in 2014 by Shoalhaven City Council.

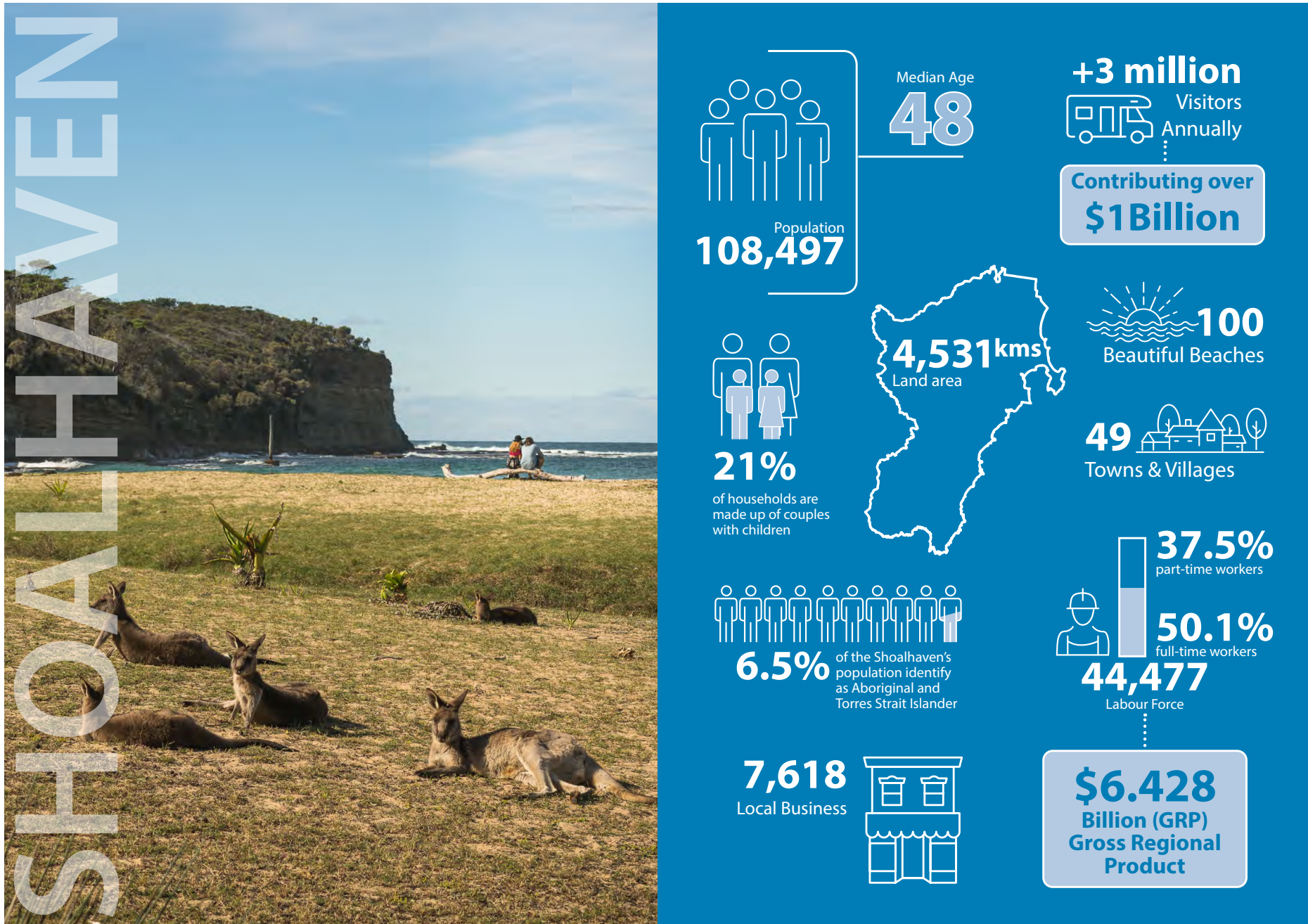
To bring this land to a marketable state approximately \$150 million is required in infrastructure build - roads, drainage, water, sewer and electricity.

An infrastructure facilitation fund needs to be established by all three levels of government to

kick start this vital employment precinct. Capable of being reimbursed and delivering further infrastructure, Council will be seeking seed capital loans to enable the facilitation of this project.

If northern Shoalhaven is to increase in population by 50,000, then approximately 10,000 jobs need to be generated at South Nowra. The future of Shoalhaven is dependent on this project which needs to commence roll out within five years.

SOUTH NOWRA INDUSTRIAL LANDS - \$30 MILLION



IMPROVING FACILITIES - \$139.9 MILLION

Shoalhaven Community and Recreational Precinct (SCaRP)

Wellness hub for a community in need

Funding Request: \$81 million

The Shoalhaven Community and Recreation Precinct (SCaRP) aims to provide open space and community facilities in one location. This includes a community pavillion, rugby league, soccer and synthetics athletics facility and community support and wellness facilities.

SCaRP is intended to meet the needs of a growing community now and in the future. The project enhances the potential for the Nowra Bomaderry Structure Plan (2008) with the development of the Moss Vale Road North and South Urban Release areas progressing currently.

The objectives of the precinct are to:

- Deliver a precinct which meets today's community needs and growing demands
- Create spaces that address community needs
- Provide a safe community meeting place and quality sports facilities in one location
- Deliver community services which integrates with sporting groups

The net present value of the project is estimated at \$16.5 million over a 30-year period and represents a benefit-cost ratio of 1.18:1. The project will result in an increase in the level of participation in sport,

recreational and community activities. This benefit is estimated at \$41 million, around 37% of total benefits.

- Council secured \$8 million for the southern precinct from the Bushfire Local Economic Recovery (BLER) Package, with the total spend to date \$43 million
- Stage one delivery is well underway assisted by Federal and NSW funding. The new Shoalhaven Indoor Sports Centre is complete and officially open, plus construction works are underway on new AFL, cricket and croquet facility, including fields, amenities, landscaping, carparking and more! The planning and design options for the refurbishment of the original Bomaderry Basketball Stadium are also at an advanced stage
- Stage two requires an \$81 million investment for a new community pavillion including a 50m indoor pool, children's play areas, and a community hub to deliver health, fitness, education, rehabilitation and wellbeing services facilities. This stage also includes a regional synthetic athletics facility and a NRL senior competition standard rugby league facility - completing the vision for a true community wellness hub.

[click here to flyover](#)



Bomaderry Basketball Stadium Redevelopment

Creating a sporting centre of excellence

Funding Request: \$8.5 million

The old Bomaderry Basketball Stadium was originally constructed in 1966 and is being re-developed to complement and build on the success of the recently opened Shoalhaven Indoor Sports Centre.

The Bomaderry Basketball Stadium will form part of the Shoalhaven Community and Recreation Precinct (SCaRP). Works are required to refurbish the stadium to align with current building standards, and to adhere to the relevant sporting codes, creating a state-of-the-art sporting precinct, which will service the current and incoming population, as well as attract interstate visitors.

The new design includes an extended building footprint and renewed exterior façade. The internal layout will provide an additional two basketball courts, taking it to a total of six basketball courts, which facilitate six volleyball courts, two basketball mini courts, six futsal courts, and six netball courts. It will also allow for two changerooms to cater for larger events, and provides additional storage for a wide range of user groups. This project has already undergone several rounds of community consultation, and detailed design is anticipated to be completed by March 2023.



IMPROVING FACILITIES - \$139.9 MILLION

Marriott Park Nowra

Green space and play space for a growing CBD

Funding Request: \$10 million

Marriott Park is located on the southeast fringe of the Nowra CBD, and is within walking distance of both the commercial centre and surrounding residential areas.

A master plan has been developed for the site, involving significant community consultation. The masterplan aims to transform the site into a calming and attractive green oasis, offering play spaces and passive recreation at a strategically significant location within the Nowra Urban Area.

The project aims to maximise the site's potential by delivering safe and welcoming parkland facilities connected to surrounding streetscapes. The project will support increased usage of the site, and will improve quality of life outcomes for Nowra residents.

A play space has been designed in accordance with Everyone Can Play guidelines, and is supported by consultation with the community. Plans for the play space are endorsed by the elected Council.



Bay and Basin Skate Park

Masterplan implementation for a valued community asset

Funding Request: \$1 million

In response to population growth in the Bay and Basin area, Council is developing the Bay and Basin Leisure Centre and surrounding sporting precinct to create a Community and Sporting Hub. In October 2019, Council endorsed the location of the Bay and Basin Skate Park. Detailed design is now complete, and the project is shovel ready.

The Bay and Basin Skate Park would be co-located with the heavily utilised Bay and Basin Leisure Centre, is within walking distance of Vincentia High School and Public School, and is surrounded by picturesque, native bushland that has a number of walking trails.

The development of the proposed skate park and broader precinct provides an opportunity for Council to provide active recreation infrastructure suitable for a wide range of ages and skill levels. It will become a key community asset and a contemporary skate park that meets current industry trends. This facility will cater to all wheeled sports and skill levels and provide a mix of street and transition features, as well as shade and spectating opportunities.



Boongaree Recreation Precinct

Transforming how we play

Funding Request: \$8 million

Boongaree (pronounced: boon-ga-ree) is a destination park located on the northeast edge of Berry, which is experiencing rapid population growth. Census data indicates the Berry – Kangaroo Valley area grew by 7.9% between 2016 and 2021 (ABS, QuickStats). This growth is placing significant pressure on public places and recreation facilities in the area.

The Boongaree Recreation Precinct projects aims to transform existing, aging local recreation facilities into a contemporary destination park. Boongaree has already cemented its role a popular gateway attraction to the Shoalhaven area.

The Rotary Nature Plan Park and learn to ride facility were delivered in January 2022. Construction has commenced on the: skate park; pump track; cricket nets; and netball courts. Construction is yet to commence on the: reconciliation garden, playing field upgrades; long vehicle parking; and a fenced dog off-leash exercise area.

The net present value of the project is estimated at \$24.7 million over a 20-year period, with a cost-

benefit ratio of \$2.73 based on a 7% discount. This means that for every dollar invested, the project is expected to generate \$2.73 of economic and community benefit.

It is expected the project will:

- Create a four-fold increase in visitation to the site (from around 46,000 p/a to around 175,000 p/a).
- Result in increased localised expenditure of more than \$4 million p/a, which will directly benefit local businesses in Berry.
- Support the creation of 41 new full-time equivalent jobs over the long term (32 direct, and 10 indirect).
- Result in significant improvements to social interaction and wellbeing.
- Help prevent social isolation.

Funding is being sought to support the delivery of Stages four b (reconciliation garden), five (junior sports oval), six (dog fenced off-leash area) and seven (senior sports oval and car parking).

IMPROVING FACILITIES - \$139.9 MILLION

Building the Shoalhaven as an Arts and Cultural Destination

Create, stay, play

Funding Request: \$3.25 million

Based on investment made by the NSW Government into the creative and cultural life of the Shoalhaven through the new Bundanon Art Museum and the South Coast Regional Arts Development office, Council is looking to develop a targeted and strategic approach to ensuring Shoalhaven is the next regional creative destination for NSW.

Destination Sydney Surrounds South's (DSSS) Destination Management Plan notes a vision for the region to be the number one overnight destination for visitation – including domestic and international arts and cultural visitors.

To grow the visitor market Shoalhaven needs to strategically develop an annual sustainable cultural tourism offer. Through the development of guiding strategies, masterplanning our cultural facilities, and delivering destination festivals that are funded for growth across three years, Shoalhaven will support DSSS to meet their targets and be a year-round destination for cultural tourism.

The suite of works includes:

- The development of a Shoalhaven Creative Economy Strategy (\$200K)
- The development of a new Public Art Policy and Strategy (\$100K)
- Investigation and planning for a new Shoalhaven Regional Gallery (\$1.2 million)
- Masterplanning for the Shoalhaven Entertainment Centre (\$150K)
- Three to five year investment into two destination arts festivals produced by Council:
 1. The Arty Farty Party – a family focused festival bringing world class art experiences to children and families across the South Coast (\$150K per year)
 2. South Coast Country – an all-ages festival celebrating local and national country music artists (\$170K per year) This highly successful two-day event, which attracted people from Victoria, ACT and across NSW was made possible in 2022 with Reconnecting Regional NSW funding.



Nowra Showground

Masterplan implementation for a valued community asset

Funding Request: \$23.5 million

Nowra Showground is located on the western edge of the Nowra Urban Area, near the highest point in town. The site offers spectacular views over the Shoalhaven River, and to coastal land to the east. It is an important community facility used by both Shoalhaven residents and visitors alike.

Shoalhaven City Council has developed a master plan for the site, which is underpinned by extensive community consultation. The master plan will be used to guide future management and improvement works.

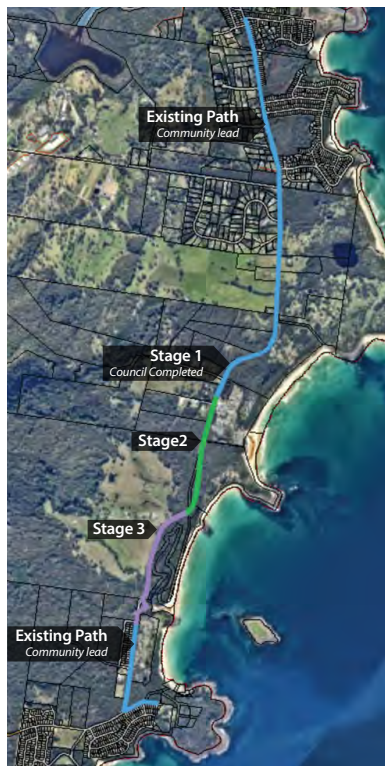
Flagship projects identified in the master plan include:

- Improvements to the internal circulation networks including internal road upgrades, delivery of active transport infrastructure, accessible parking, and community multipurpose facilities (\$9.6M)

- Transformation of Hanging Rock Lookout including new play space, destination viewing point, and picnic facilities (\$4.7M)
- Delivery of a second sports oval, fenced dog off leash exercise area (\$3.1M)
- Upgrade to the main arena, including spectator facilities, tennis courts, entrance upgrade (\$3.1M)
- Rejuvenation of the internal camping facilities approximately (\$1.3M)
- Upgrade to the agricultural area including livestock holding areas and truck/ trailer parking (\$740K)
- Embellishment of the main memorial entrance to Junction Street, main access road (\$955K)

Council is seeking a funding commitment of \$23.5M over ten years to implement works identified in the master plan.

IMPROVING FACILITIES - \$139.9 MILLION



Murramarang Shared User Pathway

Connecting the villages of Bawley and Kioloa

Funding Request: \$1.5 million

A nearly 7 kilometre long shared user pathway will connect residents and tourists safely between the coastal villages of Bawley Point and Kioloa. This shared pathway will provide local residents and tourists with a safe walking/cycling route for exercise, access to the village shops, beaches and holiday and caravan parks. Local community volunteers have championed this project and already completed the 3.5 kilometres of pathway at both ends of the villages. In October 2022, one kilometre of the 'missing' pathway between the two villages was completed by Council.

To complete this project, 2.2 kilometres of pathway are required at an estimated cost of \$1.5 million. The first part traverses Tasman Holiday Parks, Racecourse Beach to Shelley Beach Access Carpark and is shovel ready for an estimated cost of \$650,000. The final section continues on from Shelly Beach Access Carpark to the O'Brien Street intersection, has preliminary designs complete and requires \$850,000 of funding.

Ulladulla Sports Park Clubhouse for the Milton Ulladulla croquet club

Funding Request: \$700,000

Council is working with the Milton Ulladulla Croquet Club to support their efforts to establish clubhouse facilities at the Ulladulla Sports Park. The clubhouse is the final stage of works to relocate the club from existing, aging facilities at the Milton Showground to fit-for-purpose, modern court facilities at the Ulladulla Sports Park complex.

The club has led work to develop a design for the facility, in coordination with Council staff. Plans are in place, and the project is considered shovel-ready.

A funding commitment is being sought to deliver clubhouse facilities in line with the Milton Ulladulla Croquet Club's aspirations.



Callala Bay Shared User Pathway

Connecting round the bay walking track safely

Funding Request: \$350,000

During summer holidays the area becomes a loved tourist destination, with families from all over visiting the beautiful beaches in the Shoalhaven including Callala Bay. Sheaffe Street is the main pedestrian access to the foreshore and the main vehicle access to the only boat ramp fronting the northern half of Jervis Bay. Existing shared user paths are available on either end of Sheaffe Street, connecting to the Round the Bay Track.

The Round the Bay Track is a shared pathway for pedestrians and cyclists that runs along the bay and waterfront, past the boat ramp and over a picturesque bridge. The shared user path along Sheaffe Street would complete the connection from Callala Bay town centre, sports fields, basketball courts, skate park, community garden, community centre and primary school all the way to the foreshore. The path will keep people off the road improving safety and encourage an active healthy lifestyle.



Drawing Room Rocks Walking Trail Carpark

Safe parking - peace of mind for walkers and residents

Funding Request: \$250,000

Drawing Room Rocks Walking Trail is located in the Barren Grounds Nature Reserve which is part of NSW National Parks and Wildlife Service (NPWS). Access to the walk is via Brogers Creek Road. This walk is an increasingly popular activity within the Shoalhaven attracting locals and tourists alike.

The increasing numbers of visitors is posing new challenges in the area, in particular the lack of available parking. This project aims to provide a new carpark with 30 standard and two accessible car spaces to service the Drawing Room Rocks Walking Trail.



Shoalhaven
City Council

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2023 Edition 1 - correct as of 20/12/2022

For most up to date version please go to www.shoalhaven.nsw.gov.au/Invest-in-Shoalhaven



EG23.7 Action Update

HPERM Ref: D23/61850

Department: Tourism

Approver: Carey McIntyre, Director - City Futures

Attachments: 1. SEGA Action Table [↓](#)

Reason for Report

To provide the Shoalhaven Economic Growth & Advocacy Group with a progress report on outstanding actions.

Recommendation (Item to be determined under delegated authority)

That Shoalhaven Economic Growth & Advocacy Group note the update to the Action Table and remove Item EG22.3 – now complete.

Options

1. As recommended.

Implications: The Action Table will be updated and the completed action removed.

2. Note the update to the Action Table and request more information.

Implications: Additional information as requested will be provided to the group at the next meeting.

Background

Council records an Action Table of actions requested by the group to track progress and update the group on their status. See Attachment 1.

Shoalhaven Economic Growth & Advocacy Group
Action Sheets Report

Uncompleted as at "Date"

Completed: "Date From" to "Date to"

COMPLETED ACTIONS – NOT REPORTED
PLEASE NOTE: These actions were completed by staff but have not been formally removed from the action table in a Committee Meeting.

Meeting Date: 23/11/2022	Item No: EG22.3	Officer: Fraser, Jim	Completed: 03/01/2023
Title: Corporate Performance & Reporting Presentation - Jim Fraser			
<p>Mr Jim Fraser - Manager - Corporate Performance & Reporting – presented to the committee regarding Integrated Planning & Reporting within Council.</p> <p>The Group questioned where the community led strategic plans sit in terms of their relationship to Council's Community Strategic Plan, and what input they have.</p> <p>Staff advised that they would take this question on notice and report back to the Group regarding the current status of the community led strategic plans within Council, and how they are being utilised, at the next meeting.</p>		<p>Notes:</p> <p>07 Dec 2022 12:35pm Fischer, Ben Report back requested by SEGA Group.</p> <p>03 Jan 2023 2:24pm Fraser, Jim - Completion Completed by Fraser, Jim (action officer) on 03 January 2023 at 2:24:38 PM - Report provided to Kate Selig / Carey McIntyre ahead of the next meeting on 15 March 2023.</p>	