Balranald Shire Council

Community Growth Strategy
Forum
8 & 9 October 2018

Briefing Report

8th November 2018
EXECUTIVE SUMMARY

Purpose of the Community Growth Forum

Balranald Shire Council (Council) seeks to be a leader in sustainable local and regional development. To this end, Council is pursuing opportunities to foster strong economic growth through the development and implementation of the Balranald Shire Economic Development Strategy.

The Forum held on the 8th and 9th of October is a key first step by Council towards enabling the people and businesses of the Shire to have greater participation in ‘direction setting’ for their livelihoods and lifestyles.

What is Council doing?

Council is already moving to strengthen and enhance the economic potential of the Shire. Funding has been obtained for community development projects and the economic development agenda is being actioned by initiatives such as:

Block Grant, Wooltrack Special Grant, Road to Recovery, etc (NSW):

- Systematic upgrades to Regional and Local roads and road-related infrastructure
  ➔ These projects are ongoing and are at various stages of completion/planning.

Stronger Country Communities Fund (NSW, Rounds One and Two) $2.29M:

- The ‘Market Streetscape Revitalisation Project’ – aiming to improve the visual attractiveness and increase the utility of Balranald for visitors
  ➔ Consultation complete. Detailed Design nearing completion. Construction set to commence early-mid next year.

- ‘Greenham Park Multi-purpose Centre (The Footy Shed) Renewal Project’ – fit-out of commercial kitchen/bar area, vinyl flooring, ceiling/insulation and air conditioning throughout.
  ➔ Funding secured. Entering tender documentation stage. To be completed next year.

- ‘Janelle Masters Memorial Pool Revitalisation Project’ – refurbishing the toilet/change rooms, the kiosk and adding a new BBQ and shaded spaces.
  ➔ Funding secured. Entering tender documentation stage. To be completed mid-next year

Fixing Country Truck Washes (NSW) $360k:

- Upgrade of existing wash facilities to cater for road trains and lighting for 24hr access.
  ➔ Funding secured. Preliminary design underway. To be completed mid-next year
Regional Growth Fund (Federal) $1.3M

- ‘Our Rivers Our Region Project’ which is a combined objective with six other shires totalling $13.8M.
- Our $1.3M project is a staged riverside and parkland trail development at Balranald township, along the Murrumbidgee River. An all-access, short-course loop trail (including riverside furniture/appurtenances) incorporating a second swing bridge at/near Riverbend Park. It also includes a boat ramp near Euston on the low side of Lock #15 on The Murray River within Euston Regional Park.
  ➔ EOI successful: invited to submit full business case by the end of January. Project is at Concept Stage.

Other focus areas:

- Improvements to Council run community and visitor facilities
- Upgrading domestic water supply and waste water treatment for Balranald and Euston
- Championing the provision of secure and safe domestic water supplies for people on rural and remote properties across the Shire and beyond
- Initiating the collaborative development and implementation of an integrated Rivers and Wetland Management Program
- Formalising a partnership with the Institute for Land, Water and Society at Charles Sturt University (ILWS-CSU) to work collaboratively on sustainable economic development and integrated catchment management projects

Moving forward

This report scopes challenges and identifies prospects for enhancing economic growth across the whole of the Shire and Council is seeking to:

- Find openings to champion the consolidation and expansion of existing economic activities and encourage the establishment of new enterprises.
- Identify priority actions that Council could take (pursuant to the statutory roles and responsibilities of Local Government) to deliver a Balranald Shire Economic Development Strategy that is tailored to geographic realities, current and emerging economic conditions, and business and community expectations.

Participants at the Forum identified, discussed and noted a wide range of limiting and enabling factors for growing cross-cutting activities that could involve governmental bodies, businesses and service providers. As well, they discussed and recorded potential economic prospects across:

- innovative agriculture
- emerging industries
- tourism and small business, and
- natural, land and cultural resources management
This was done in the framework of the core and cross-cutting economic activities that are defined and listed in Attachment A. Deliberations confirmed that there are opportunities to consolidate the existing economic base and foster investment in new enterprises.

**Taking Stock of the Forum**

Council has initiated a process to scope the challenges and opportunities to progress the *Balranald Shire Economic Development Strategy*. Through the *Forum* process, a number of strategic actions have been identified and as the ‘next step’ these need to be prioritised and progressed. Statutorily, Council is only empowered to support, enable and promote economic activities. In this context, key actions include:

- Supporting the establishment of a Chamber of Commerce and Industry and helping to develop engagement and promotion tools such as a business directory.
- Fostering industry sector and inter-industry collaboration to improve understanding the economic base of the Shire.
- Strengthening Council provided infrastructure and services (eg domestic water supplies and waste water treatment).
- Providing advocacy for progressing local and regional industry and business initiatives.
- Improving Council processes for identifying and furthering ideas and projects that could have economic outcomes.
- Establishing a ‘one stop shop’ approach for progressing development proposals.
- Continuing to improve engagement and communications with industry, business and the community.
- Catalysing initiatives to retain, attract and grow the population.
- Working proactively with stakeholders to ensure that there is a ‘stock’ of build ready land in the Shire.
- Revitalising community facilities and enhance the ambience of towns and settlements to enrich liveability as for example maximising the utilisation of river front land for recreational and commercial purposes.
- Reviewing the utility of recreational vehicle (RV) ‘stop-over-stations’ in and near towns and settlements.
- Supporting the idea that Balranald become a *regional knowledge connexon* with a catalytic role in (for example) fostering ‘education and training for jobs and professions’ pathways locally and regionally.

**Inter-governmental Collaboration**

The *Balranald Shire Economic Development Strategy* is not being undertaken in isolation. Rather, Council is working with the NSW Government, Regional Development Australia (RDA) and neighbouring Local Government Authorities (LGAs) on both sides of the border. A specific focus is on interfacing the Council strategy with the economic development initiatives and programs of the Commonwealth and the State Government.
Community Growth Strategy Forum Report

1. INTRODUCTION

Purpose of the Forum

Balranald Shire Council (Council) seeks to be a leader in sustainable local and regional development. The Shire has a progressive well serviced and vibrant community that is committed to continued regional growth and sustainability. The Community Growth Strategy Forum provided an opportunity for Council to tap into the breadth and depth of the experience, expectations and aspirations of people who are living, working and investing in the Shire.

Council is a forward-thinking organisation that has identified and pursued opportunities to foster strong economic growth through the development and implementation of the Balranald Shire Economic Development Strategy.

This action is not being undertaken in isolation. Rather, Council is working with the NSW Government, Regional Development Australia (RDA) and neighbouring Local Government Authorities (LGAs) on both sides of the border. A specific focus is on interfacing the Council strategy with the economic development initiatives and programs of the State Government.

To this end, the Community Growth Strategy Forum has enabled Council to engage with: representatives of the Balranald Aboriginal Land Council; business people and residents in towns and settlements and on rural properties; and operators of commercial and industrial enterprises. The purpose was to identify challenges and opportunities in order to harvest knowledge and ideas to help inform the strategic economic development process. As such, the Forum is a key first step in Council enabling the people and businesses of the Shire to have greater participation in ‘direction setting’ for their livelihoods and lifestyles.

About this report

This report provides a synthesis of the output from the Forum held in Balranald on the evenings of the 8th and 9th October 2018. The goal, strategic objectives and the definitions of the terms used for the opportunities and actions matrix are at Attachment A. The agenda for the two evenings is at Attachment B.

Economic development challenges and possible economic initiatives identified by participants were registered on both nights using the proforma at Attachment C, and on night two using an enlarged opportunities and actions matrix. A considerable amount of information was obtained and is stored electronically by Council as a record of the event. Collated notes from the proforma and matrix have been used to inform this report.

Many of the concerns raised by participants were of a general nature with respect to either their engagement with the Council or the provision of infrastructure and essential services or both. As appropriate, participants were asked to register these on the ‘Challenges’ proforma. These concerns and issues have been noted and are to be addressed through Council procedures and processes.
Also, many participants raised and noted challenges that are the responsibility of the Commonwealth and NSW Governments, as illustrated by:

- the complex taxation regime
- the management of water allocation and environmental flows
- provision of funding for national and state roads
- land allocation and tenure processes
- the utilisation of lands reserved by the State
- biosecurity (plant and animal), and
- the provision of health and education services

Again, these concerns and issues have been noted. As appropriate, they will be raised with the relevant governmental authorities through Council procedures and processes. This approach will ensure effective governance and intergovernmental relations.

The focus of this report is on recognising opportunities for enhancing economic growth across the whole of the Shire. To this end, Council is seeking to:

- find openings to support the consolidation and expansion of existing economic activities
- encourage the establishment of new enterprises
- identify priority actions to be addressed under the statutory role and responsibility of Local Government

And as such, this report is a first step in documenting what will be an exciting journey.

2. ABOUT THE FORUM

**Participation**

A total of 103 people registered for the Forum, with the break up being:

- 72 night 1
- 70 night 2 and
- 39 attended both nights

**How the forum was run**

The forum was convened by Council and facilitated by Michael Kitzelmann, General Manager with the assistance of Gavin Helgeland, Manager Economic and Strategic Development and Adjunct Professor Peter Waterman from the Institute for Land Water and Society at Charles Sturt University (ILWS-CSU).

Operationally, the event was run by key staff from Council namely: Jenny Alvarado, Vivienne McEvoy, Emma Scott, Phil Ruddock, Nikkita Manning-Rayner, Sheridan Coelli and Janelle Dalton. Catering for both nights was provided by Ernest Rebic and table service by the Balranald Junior Football and Netball Club. Food and beverage for the nights was
sponsored (see Attachment B: Agenda). Special thanks are extended to all who helped make the Forum the success that it was.

The Mayor Alan Purtil opened the Forum and provided scene-setting remarks. Welcome to Country was provided by Damien Aidon, CEO of Balranald Local Aboriginal Land Council. Councillors German Ugarte, Trevor Jolliffe were enthusiastic participants. Those who presented at the forum are listed below. The wonderful contribution that they have made is gratefully acknowledged.

<table>
<thead>
<tr>
<th>Name</th>
<th>Representing</th>
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<tbody>
<tr>
<td>Simone Carmichael</td>
<td>National Parks and Wildlife Services – Yanga National Park</td>
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<td>David Gee</td>
<td>Crown Lands - Freehold title conversion process</td>
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<tr>
<td>Peter Waterman</td>
<td>Charles Sturt University – Water chlorination in Rural Australia</td>
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<td>Antonia Peart</td>
<td>Sunraysia Solar Farm, Maoneng</td>
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<td>David Walls</td>
<td>Limondale Sun Farm, Belectric</td>
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<td>Lee Bermingham</td>
<td>QANTAC – Balranald Accommodation Village</td>
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<tr>
<td>Ian Armstrong</td>
<td>Essential Energy</td>
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<tr>
<td>Ray Roberts</td>
<td>Cristal Australia</td>
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<tr>
<td>Rocky Violli</td>
<td>Table Grape Growers, Euston</td>
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<tr>
<td>Tim O’Halloran</td>
<td>Mallee Sustainable Farming</td>
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<tr>
<td>Louie Zaffina</td>
<td>Euston Co-op Rural Society</td>
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<tr>
<td>Srikanth Nuvala</td>
<td>Director, Nuv Petroleum</td>
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<tr>
<td>Peggy 1, 2 or 3</td>
<td>The Three Pegs</td>
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<tr>
<td>Iain Lindsay-Fields</td>
<td>Paika Station</td>
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<tr>
<td>and Diane Williams</td>
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<tr>
<td>German &amp; Lena Ugarte</td>
<td>Outback Geo Adventures</td>
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The General Manager provided participants with essential backgrounding information on the purpose of the Forum and the pathway for the Balranald Shire Economic Development Strategy. Recent successes by Council in obtaining funding for community development projects demonstrate that the economic development agenda is being actioned. Specific projects and actions outlined by the General Manager included:

- Upgrading of roads and related infrastructure
- Identification and protective measures for historic roads and exploration tracks
- The ‘Market Streetscape Revitalisation’ project to improve the visual attractiveness and increase the utility of the CBD main street in Balranald for visitors
- Improvements to Council run community and visitor facilities
- Upgrading domestic water supply and waste water treatment for Balranald and Euston
- Championing the provision of secure and safe domestic water supplies for people on rural and remote properties across the Shire and beyond
- Initiating the collaborative development and implementation of an integrated Rivers and Wetland Management Program
- Formalising a partnership with the Institute for Land, Water and Society at Charles Sturt University (ILWS-CSU) to work collaboratively on sustainable economic development and integrated catchment management projects
Approach

Each evening had a ‘meet and greet session’ as a preliminary activity. This provided industry, governmental and community representatives with a platform to ‘showcase’ their areas of operation and discuss the contributions they are making in the Shire with participants.

The focus for the first night was on current and emerging economic activities. Short presentations were made by representatives covering:

- Innovative Agriculture
- Tourism and Small Business
- Emerging Industries
- Natural, Land and Cultural Resources Management

Accompanying question and answer sessions provided participants with a chance to obtain information from industry representatives on potential job and commercial opportunities and how people and businesses could register their interest in employment or the provision of services.

On the second night a Skype link was made to Austin Evans MLA, the Member for Murray, who articulated his support for the strategic economic development initiative. The very active and stimulating question and answer session made a significant contribution to the night’s proceedings.

Following the Skype link participants were broken into four ‘round table’ groups. Each round table had an enlarged opportunities and actions matrix (based on the framework in Attachment A). Participants identified, discussed and noted a wide range of limiting and enabling factors for growing cross cutting activities that could involve governmental bodies, businesses and service providers. As well, they discussed and recorded potential economic prospects. This was done in the framework of the core and cross cutting economic activities that are defined and listed in Attachment A and broadly encompassed:

- Workforces
- Accommodation
- Infrastructure
- Service provision
- Education and training
- Community development
- Sport and recreation
- Project facilitation
- Governmental administration

Each participant was asked to flag and prioritise three opportunities or actions. These were overviewed and summarised at the end the night by the co-facilitators. Key actions were identified for immediate attention by Council.
The Mayor Alan Purtill closed the Forum and thanked all for participating in the event and supporting the development of a strategic action framework for an **Economic Development Strategy** for the Balranald Shire Council.

3. CHALLENGES AND OPPORTUNITIES

**Limiting factors and enabling activities**

Water security and water quality were identified as key limiting factors that have implications for all four areas of economic activity. Participants noted that although they are an area of issue common to the whole of the Murry Darling Basin (MDB), regional and local solutions were required. And that this was essential to enable the optimisation of arable lands and increasing productivity.

Utilisation of treated run-off from irrigated areas was seen as a potential source of water for hydroponics and aquaculture. Renewable energy could drive the water treatment processes. Bringing the ingredients for new enterprises in these fields was seen as an exciting opening to: attract investment; create permanent professional, skilled and unskilled jobs; and increase the productivity of the Shire and the region.

Biosecurity risks were identified and the implications for primary producers highlighted. Again, this was seen as an area of issue beyond grower’s organisations and Local Government. As such, it needs broader community understanding and governmental collaboration in order to reduce risks.

Continuing access to arable land was raised as a limiting factor for innovative agriculture. Again this was recognised as an area of issue common to the river lands of the southern MDB. Regional and local solutions that are tailored for regional and local realities are required to enable the optimisation of the arable lands and increased productivity. However, again – this is an area of issue outside of the roles and responsibilities of Local Government.

Common cross-cutting limiting factors were identified by participants who noted that they applied to all core economic activities. These include (as examples):

- Availability and reliability of seasonal and permanent rural workers
- Recruitment and management of overseas workers
- Attraction and retention of skilled workers in competitive markets
- Provision of accommodation for casual and permanent primary industry and minerals sector workforces
- Adequacy of existing urban infrastructure, essential services (domestic water, electricity) and human services (medical, health and welfare) to support economic growth in Balranald and Euston as well as in rural and remote areas
- Pre-vocational education and training facilities equipped to upskill and prepare current workers and future workforces
- Transport and communications to keep pace with the needs of primary industry and the minerals sector
Poor understanding of the roles and responsibilities of each level of government was seen as a major challenge to progressing enterprises and projects in all sectors. As well, there was limited appreciation of how to interpret and follow governmental processes with preparing funding applications, the promotion of project proposals and processing land use development applications as examples.

In this context, an opportunity was identified by a participant to turn this limiting factor into an enabling activity. Specifically, by a local enterprise or community group developing and delivering an on-line course in government, governance and processes and procedures. This ‘learning tool’ would be clearly pitched to progressing economic and community development projects through the machinery of government, specifically at the local and state levels.

Other ‘enabling activities’ recognised as having ‘job potential’ included:

- Aboriginal cultural education programs aimed at:
  - Land management - employment as Indigenous rangers, and
  - Tourism: guides for local operators
  - Indigenous crafts for the tourism industry
- Certificate II and III programs at the Central School for the hospitality and care sectors
- Regional placements of medical and health professionals with local institutional and private practice support
- Apprenticeships, cadetships and traineeships delivered through workplace-embedded learning with a focus on agriculture, renewable energy and mining.
- Innovative collaborative delivery of technical training and professional development through shared and non-formal facilities and workplaces
- Sustainability technology programs in the Central School to support the provision of secure and safe domestic water and the interfacing of cultural and healthy water for local and regional Aboriginal communities

**Current and future economic opportunities for the Shire**

Traditionally, the Shire’s economy has relied upon dry-land and irrigated agricultural production of livestock feed, grains/cereal, wool, lamb and beef. Excitingly, primary production is diversifying to encompass horticulture, viticulture, organic agriculture and the growing of fruit and nut trees.

Possibilities were seen for new enterprises such as:

- Food processing to ‘value-add’ to the broad mix of products from the region that are destined for national and international markets.
- Expansion of cottage industries comprising quality local produce and master crafts
- Processing would be in proximity to or coupled with the establishment of a truck freight hub
- Increasing diversification in the range of high quality, high value, low volume food and fibre products
- Establishing a processing works for kangaroo, emu and goat harvesting
• Expanding horticultural and aquacultural potential using renewable energy and recycled water

Tourism is recognised as an important economic driver. Well located along a major arterial highway, with the ambience of the Murrumbidgee River, high profile destination sites such as Mungo and Willandra along with accommodation and food facilities, makes Balranald an ideal spot for a ‘stop-over’. Opportunities were suggested for servicing the expanding tourism sector and maximising the utilisation of the natural and cultural attractions of the region by (for example):

• Recreational activity focused accommodation such as house boats and managed camp sites
• Maximising the potential of the ‘five-rivers’, the regions wetlands and desert zones for active and passive recreation, eco and cultural tourism trails and camping
• Optimising rural and home stay opportunities to help visitors engage with the Aboriginal cultural heritage, the rich pioneering/settlement history and the natural assets of the Shire in its regional setting
• Industry and culturally focused museums, demonstration sites and interpretation points
• Conducting specialised gourmet food festivals and focused events to showcase local and regional produce (eg paddock to plate; farm to fork) and attract visitors and possible new professional and skilled people to live and work in the Shire

Renewable energy and mining are extending the economic horizon of the Shire and business opportunities have been spotted for supporting these emerging industries. These could encompass (for example):

• Technical support
• Maintenance services
• Incentivised (scholarship) professional development and training
• Temporary and permanent accommodation
• Transport

As a key fuelling and rest point for heavy vehicles, the opportunity has been identified to establish a major transportation hub at Balranald for:

• Cargo handling and storage
• Vehicle parking and maintenance
• Regional transport coordination to service the primary industry and minerals industries sectors

Round table discussions demonstrated the extent to which small business underpins the economic core of the towns, industries and commercial enterprises of the Shire and region. For example, emphasis was given to the inextricable link between small business and tourism, advanced agriculture and pioneering industries. Opportunities were identified to strengthen and enhance the small business sector by (for example):
• Encouraging the establishment of businesses for industrial, household and commercial maintenance (eg building, electrical, plumbing, metal fabrication)
• Mentored workplace training and skills upgrading to address technological challenges
• Preparing more ‘job ready’ students
• Adopting innovative measures for up-skilling and professional development
• Extending business hours for tourist focused facilities

4. STRATEGIC ACTIONS

Areas of focus by Council

Although a wide range of constraints and economic opportunities were identified through the Forum process, Council is only statutorily empowered to support, enable and promote economic activities. Strategic actions that Council can focus on are as follows.

• Supporting the establishment of a Chamber of Commerce and Industry and helping to develop engagement and promotion tools such as a business directory.
• Fostering industry sector and inter-industry collaboration to improve understanding the economic base of the Shire.
• Strengthening Council provided infrastructure and services (eg domestic water supplies and waste water treatment).
• Providing advocacy for progressing local and regional industry and business initiatives.
• Improving Council processes for identifying and furthering ideas and projects that could have economic outcomes.
• Establishing a ‘one stop shop’ approach for progressing development proposals.
• Continuing to improve engagement and communications with industry, business and the community.
• Catalysing initiatives to retain, attract and grow the population.
• Working proactively with stakeholders to ensure that there is a ‘stock’ of build ready land in the Shire.
• Revitalising community facilities and enhance the ambience of towns and settlements to enrich liveability as for example maximising the utilisation of river front land for recreational and commercial purposes.
• Reviewing the utility of recreational vehicle (RV) ‘stop-over-stations’ in and near towns and settlements.
• Supporting the idea that Balranald become a regional knowledge connexon with a catalytic role in (for example) fostering ‘education and training for jobs and professions’ pathways locally and regionally.

Summing up and next step

Council has initiated a process to scope the challenges and opportunities to progress the Balranald Shire Economic Development Strategy. A number of strategic actions have been identified and as the next step these need to be prioritised and progressed.
The October 2018 *Forum* is the first small step on an exciting journey. Council invite you to help lead and progress the development and implementation of the *Balranald Shire Economic Development Strategy*.

To this end, – at the discretion of Council, focussed workshops will be conducted in key industry/service areas as appropriate project funding opportunities arise. These workshops will be tailored to guide expressions of interest, robust applications or full business cases.

Michael Kitzelmann  
General Manager  
Balranald Shire Council

Gavin Helgeland  
Manager Economic and Strategic Development  
Balranald Shire Council

Peter Waterman RFD  
Adjunct Professor  
Institute for Land, Water and Society  
Charles Sturt University
Attachment A:

GOAL & OBJECTIVES

Overarching Goal

Develop a strategic action framework for a **Regional Economic Development Strategy** for the Balranald Shire Council.

Strategic Objectives

- To identify current and future economic opportunities for the Shire.

- To identify limiting and enabling factors for growing core economic activities including:
  - Innovative Agriculture
  - Tourism and Small Business
  - Emerging Industries
  - Natural, Land and Cultural Resources Management

- To develop strategies and prioritise actions to strengthen and grow current and emerging industries

- To identify limiting and enabling factors for growing cross cutting activities encompassing governmental bodies, businesses and service providers involved in:
  - Workforces and accommodation
  - Infrastructure and service provision
  - Education, Training and Community Development
  - Facilitation and Administration

- To develop strategies and prioritise actions to strengthen and grow cross cutting activities.
DEFINITIONS & TERMS

**CORE ECONOMIC ACTIVITIES:** Covers selected key industries and enterprises underpinning the local and regional economy.

*Innovative agriculture------*

Primary producers with improved or new ways of being more productive – along with enterprises, growing high value products. And all with a focus on current and future markets in Australia and overseas.

*Tourism and Small Business------*

A broad grouping that covers enterprises who are: directly delivering tourism products; or who are directly or indirectly supporting the tourism industry; or service those who stop or stay on their way through; or underpin the operation of the community by logistics, maintenance or supply; the essential commercial and retail heart of the town and region.

*Emerging industries------*

Includes enterprises who are optimising the utilisation of the environmental resources base (eg climate, land forms, landscapes, water, soils and biodiversity) and the inherent renewable energy and mineral potential of the region.

*Natural, Land and Cultural Resources Management------*

Encompasses departments and agencies with responsibilities for Crown lands, parks, reserves and wildlife conservation, and NGOs and community bodies working on sustaining the natural, cultural and heritage values of land, water and wetland resources.

**CROSS-CUTTING ACTIVITIES:** Encompasses businesses, service providers and governmental bodies involved in:

*Employment and Accommodation------*

Includes businesses and activities covering:

- Labour hire
- Human resources management
- Provision and management of agricultural and mining camps
- Trades people constructing and maintaining residential housing, units and commercial properties
- Motels, hotels, home and rural stay, caravan parks and camping grounds
- Real estate
Infrastructure and Service Provision---------

Public and commercial delivery of:

- roads, communications and transportation
- essential services (eg electricity, gas, fuel, domestic and industrial water, waste management)
- human services (eg medical, dental, health, hospital, paramedical, welfare, child and aged care)

Education, Training, Skills and Lifestyle Development ---------

Encompasses institutions, enterprises, employment and participation in fields such as:

- Education, training and professional development
- Creative arts, conservation and heritage
- Community, sport and recreation organisations
- Cultural and social groups
- Child and aged care

Facilitation and administration----------

Commonwealth and State departments, agencies and statutory authorities and Local Government Authorities with roles and responsibilities for functions by way of:

- Planning and development
- Land and natural resources administration
- Regulation and policing
- Environment and conservation
- Pollution abatement
- Regional and local development facilitation and coordination
- Tourism and recreation asset promotion
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<thead>
<tr>
<th>CROSS-CUTTING ACTIVITIES</th>
<th>CORE ECONOMIC ACTIVITIES</th>
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<tr>
<td>Employment &amp; Accomodation</td>
<td>Innovative Agriculture</td>
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<td>Facilitation &amp; Adminstration</td>
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**Community Growth Strategy:**

**OPPORTUNITIES & ACTIONS MATRIX**
# Day 1: Monday, 8th October

## Setting the Scene: Identifying Opportunities

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<th>Time</th>
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<tbody>
<tr>
<td>4:00pm</td>
<td>In Foyer: Register, Meet &amp; Greet, Informal Discussions, Stalls</td>
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<td>5:30pm</td>
<td>Assemble in Theatre</td>
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### Pitches & Panels

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<tr>
<td>17:45pm</td>
<td>GROUP 1 - Natural Resources &amp; Land Management</td>
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<td>National Parks and Wildlife Services - Simone Carmichael</td>
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<td>Crown Lands - David Gee</td>
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<td>Gayini Nimmie-Caira - Rene Woods</td>
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<td>Charles Sturt University - Peter Waterman</td>
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<td>6:30pm</td>
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<td>Sunraysia Solar Farm - Antonia Peart, Maoneng</td>
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<td>7:15pm</td>
<td>GROUP 3 - Innovative Agriculture</td>
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<td>Tree Nut Farms - AFS/GoFarm, Select Harvests, Kyalite Pistachios - Andrew Bowring</td>
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<td>Table and Wine Grapes - Charlie Costa, The Grape House</td>
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<tr>
<td></td>
<td>Mallee Sustainable Farming - Tim O'Halloran</td>
</tr>
<tr>
<td></td>
<td>Euston Co-op Rural Society - Chair, Louie Zaffina</td>
</tr>
</tbody>
</table>

### Canapes Powered by:

Maoneng

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00pm</td>
<td>GROUP 4 - Tourism &amp; Small Business</td>
</tr>
<tr>
<td></td>
<td>Sri Nuvvala - Director, Nuv Petroleum</td>
</tr>
<tr>
<td></td>
<td>The Three Pegs - Peggy 1, 2 or 3</td>
</tr>
<tr>
<td></td>
<td>Paika Station - Iain Lindsay-Fields and Diane Williams</td>
</tr>
<tr>
<td></td>
<td>Outback Geo Adventures - German &amp; Lena Ugarte</td>
</tr>
</tbody>
</table>

### End-of-session drinks/nibbles fueled by: Nuv Petroleum
## DAY 2: Tuesday, 9th October

### FOUCSSING ON OPPORTUNITIES AND ACTIONS

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>4:00pm</td>
<td>5:30pm</td>
<td>In Foyer: Register, Meet &amp; Greet, Informal Discussions, Stalls</td>
</tr>
<tr>
<td>5:30pm</td>
<td>6:00pm</td>
<td>Review of Day 1: WHAT HAVE WE IDENTIFIED?</td>
</tr>
<tr>
<td>6:00pm</td>
<td>8:00pm</td>
<td>Round Tables: INDUSTRY/ACTIVITY WORKSHOPS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Core Industries: Groups 1 - 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cross-cutting Activities</td>
</tr>
<tr>
<td>8:00pm</td>
<td>8:45pm</td>
<td>FORUM WRAP-UP: WHERE TO FROM HERE?</td>
</tr>
<tr>
<td>8:45pm</td>
<td>9:00pm</td>
<td>Closing remarks, acknowledgements, thanks to organisers and sponsors</td>
</tr>
</tbody>
</table>

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**Tea, Coffee and Cake constructed by:**

![Decmil Logo]

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End-of-session drinks/nibbles accommodated by:

![Qantac Logo]
### A bit about you…

<table>
<thead>
<tr>
<th>What is your name?</th>
<th>What is it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What organisation are you representing?</td>
<td>What is your challenge/opportunity? How can it be overcome/implemented?</td>
</tr>
<tr>
<td>Where are you based?</td>
<td></td>
</tr>
<tr>
<td>Contact details (for further engagement)</td>
<td></td>
</tr>
</tbody>
</table>

- **m:**
- **e:**

### More space (If you need it)

### How does it fit into the Forum?

#### Cross-cutting Activity

- Employment & Accommodation
- Infrastructure & Service Provision
- Education, Training and Skills Development
- Facilitation & Administration

#### Core Economic Activity

- Innovative Agriculture
- Tourism & Small Business
- Emerging Industries
- Natural, Land and Cultural Resources Management

### How important is it?

#### Priority: Compared with others you know

- Critical
- High
- Low-Med

#### Delivery: how long to overcome/implement

- tomorrow
- weeks
- months
- years
- decades

…and use the back of this sheet if you need to.