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April 2023

DRAFT Warren Shire Economic Development Strategy & Action Plan

"To pursue excellence, to be responsive and pro-active in the promotion and improvement of our community through responsible and innovative leadership."

The logo for Warren Shire Council. The word "WARREN" is in a large, bold, sans-serif font. The letter "A" is stylized with a blue and orange wave-like shape. Below "WARREN" is the text "shire council" in a smaller, blue, sans-serif font.

WARREN
shire council

Warren Economic Development Strategy and Action Plan

Partner/ Location: Warren Shire Council Warren NSW

Prepared by: Kerry Palmer, Business Development Facilitator, DRNSW

Date: 9 September 2022 / v2 27 October 2022/ v3 19 December 2022 / v4 24 February 2023/ v5 22 March 2023/v6 24 March 2023/v7 April 2023/v8 May 2023

Goal

To provide Warren Shire with an Economic Development Strategy and Action Plan to progress, evaluate, monitor, and report on progress of Economic Development Opportunities.

The Economic Development Strategy and Action Plan has been developed in collaboration with Warren Shire Council (WSC), WSC Senior Management Team, key industry stakeholders and members of the Warren Shire community. A variety of reference documentation has been sourced, reviewed, and incorporated in the development of the document. This reference material includes Plans, Strategies, Reports, Policy documents and other available articles sourced and reviewed with a view to maximise the return on investment for the Warren Shire. A reference list is provided as the conclusion to this document.

Background

Warren Shire has considerable tourism potential and possibilities to commercialise products and events, however current strategies are not cohesive and are insufficient to meet visitor and resident needs or expectations. Warren Shire has developed a shared vision for tourism and will develop working strategies for visitor economy development.

The Warren Shire community has demonstrated its interest in coming together to both explore and take advantage of the many existing and emerging opportunities for the Shire. This includes the development of a Tourism Strategy and Destination Management Plan that comprehensively explores existing and future opportunities, encouraging visitation and extension to length of stay. This theme should be a key focus of future promotional campaigns.

The Infrastructure for Destination Macquarie Marshes Action Plan (Phase 1) (Regional Growth – Environment and Tourism Fund Program) Project RNSW2215 involved the development of facilities at the Windows on the Wetlands Centre Precinct and the Burrima Boardwalk. This project is expected to be completed by September 2023.

There is renewed interest by key stakeholders; Warren Shire Council, RiverSmart Australia Limited, Warren Chamber of Commerce and Macquarie Wetlands Association Inc. (Burrima Boardwalk) to reform the Destination Macquarie Marshes Taskforce, as a Sub Committee of the Warren Shire Economic Development and Promotions Committee.

In August 2022, DRNSW funded a community forum and structured workshops, facilitated by Lori Modde is from Visitor Economy Development. This consultation resulted in the presentation of the Warren & the Visitor Economy Community Consultation Executive Summary August 2022 V1.2. The sessions were interactive and received positive community engagement, input, and collaboration.

The Workshop participants were drawn from a wide cross section of the community and developed a shared vision, values, and mission statement. Outcomes to be reported back to all community participants and Council has adopted a majority of the recommendations within the Warren & the Visitor Economy Community Consultation Executive Summary August 2022 V1.2.

Warren Shire Overview

Warren Shire is in the Orana Region of NSW and covers an area of 10,860 square kilometres, located 120km from the regional centre of Dubbo and 525km from Sydney, 19km off the on the Mitchell Highway.

Warren Shire includes the administrative town of Warren (population approx 2,000) and villages of Nevertire and Collie. The estimated population for the Shire is 2,716 (ABS 2020). Approximately 20% of people in the shire identify as Aboriginal.

The area covered by Warren Shire sits at the convergence of two Aboriginal Nation groups, the Wongaibon to the southeast: Narromine, Trangie through to Nyngan, and the Weilwan also known as Wayilwan and Ngemba Weilwan to the north and northwest. The Weilwan Nation sits within Warren, Gulargambone, Gilgandra, parts of Coonamble, Quambone and extends into the Macquarie Marshes.

Europeans moved into the area in the 1830s taking up land or “squatting” in the surrounding district. The town of Warren is situated on the banks of the Macquarie River and was gazetted as a town in June 1861. Warren is included in the Central West Slopes and Plains division of the Bureau of Meteorology forecasts. The Shire economy is primarily based around agriculture. The Warren Shire region has a highly productive and diverse agricultural industry - excelling in the production of sheep, wool, cattle, grain, and cotton. Irrigation for farming is sourced directly from the Macquarie River.

The town and its industry faces many challenges as the result of climatic fluctuations. This in turn has a flow on effect upon Warren Shire’s business services, opportunities, population, and overall social and economic health of its Community.

“Tourism is and will continue to be a key pillar for any regional economy in diversifying its product and service output. It is increasingly important to nurture this industry as it creates a level of continuity for the local economy that is heavily reliant on the Agriculture Sector which is inherently a peaks and troughs industry, therefore nurturing supplementary industries softens the impact of the volatility of the economy for the Shire”

Tourism Recommendation Report- for Warren Shire Council- 15 December 2021

Agriculture represents the region’s largest employment sector followed by retail trade, education and training, health care, social assistance and public administration and safety. Gross Regional Product is estimated at \$171.22 Million. Major freight routes intersect the Shire, including the Oxley and Mitchell Highways.

Warren is recognised as the ‘Gateway to the Marshes’. The Macquarie Marshes region is recognised as nationally significant and is an Internationally listed RAMSAR Wetland ecosystem. Warren Shire’s natural local attractions include the Macquarie Marshes Nature Reserve, Macquarie River and Tiger Bay Wetlands which is home to the Window on the Wetlands Centre Precinct. Tourism is an emerging and significant industry sector for the community.

The impacts of the international COVID-19 pandemic, regional drought and recent flooding have impacted significantly on all industries and in particular on agricultural production, visitation, and resourcing.

As a result, our communities must be dynamic and adaptive to continue to survive against these adverse conditions and impacting events.

Warren Shire Community Strategic Plan 2035

Warren Shire Council was established on 1 July 1957. The Council is divided into four wards A,B,C and D is served by 12 Councillors <https://www.warren.nsw.gov.au> (three per Ward). The Council is led by the Mayor and the Deputy Mayor.

The Warren Shire Council is steered by the General Manager who oversees the full services and activities of the organisation including the activities of three Departments:-

- Finance & Administration Services;
- Engineering Services; and
- Health & Development Services.

The current Councillor Delegation list can be viewed by accessing this link [Committees -Warren Shire Council, New South Wales \(nsw.gov.au\)](https://www.warren.nsw.gov.au/committees).

The 'Warren Shire 2035' Community Strategic Plan sets out the Social, Economic, Infrastructure, Environmental and Governance objectives and strategies for the future of the community. It can therefore be categorised as a Community Plan. The objectives and strategies also outline the responsible Council officers who will continue to develop and build the document into a detailed Action Plan. Where direct responsibility does not lie with itself, Warren Shire Council will lobby on behalf of the community to ensure the actions are progressed.

The Warren Shire 2035 Community Strategic Plan links directly into Council's Plans - 2022/2023 - 2025/2026 Delivery Program and Annual Operational Plan. Council's Vision is *"to pursue excellence, to be responsive and pro-active in the promotion and improvement of our community through responsible and innovative leadership"*.

The Integrated Planning & Reporting (IP & R) Framework Documentation are high-level documents that set out what the Council is anticipating to achieve over a period of at least 10 years (as set out in the Community Strategic Plan (CSP)). The CSP is a whole of community plan and includes functions that other Government Agencies and Departments can deliver to meet the needs of the broader community. The Delivery Program outlines the activities and functions that the Council needs to endeavour to achieve do over the life of the current Council (usually 4 years).

The Operational Plan sets out the identified yearly actions that Council is looking to achieve to meet community expectations.

The IP & R Framework also identifies supporting plans and strategies required for resourcing, planning and to meet legislative requirements. This framework provides a base to measure achievements for each 4-year term based on the projects/programs to be delivered.

The Warren Shire 2035 Community Strategic Plan was developed using a Community Engagement Plan and in accordance with Warren Shire Council's Communications & Engagement Policy and Community Engagement Strategy. It was designed as a tool to involve the wider community in reviewing and providing feedback on the current and draft IP & R Framework Documentation.

Warren Shire Delivery Program 2022/2023 – 2025/2026

The sections of the Warren Shire Delivery Program 2022/2023 – 2025/2026 that are relevant to the Economic Development Strategy and Action Plan:

WSC Social Delivery Program

Objective 1.1 Attract and retain community-focussed resources

Objective 1.2 Engage with the community

WSC Economic Delivery Program:

Objective 2.1 Facilitate the diversification of industries within the Shire

Objective 2.2 Proactively support the development of tourism as a key industry for the Shire

Objective 2.3 Support the growth and revitalisation of existing and new local businesses

WSC Infrastructure Delivery Program:

Objective 3.1 Provide reliable and accessible connectivity across the Shire

Objective 3.2 Provide sustainable infrastructure for the community

Objective 3.4 Revitalise the Warren, Nevertire and Collie streetscapes

WSC Environmental Delivery Program:

Objective 4.1 Manage the impact of climate change on our local community

Objective 4.2 Proactively manage environmental-based assets for the community

Objective 4.3 Provide a sustainable waste management service for the community

Objective 4.4 Support environmentally sustainable land management practices

WSC Governance Delivery Program:

Objective 5.1 Ensure strong engagement and collaboration with the community

Objective 5.2 Maintain a financially sustainable Council that provides cost effective services

Objective 5.3 Support our people to provide high-quality services to the community

Objective 5.4 Collaborate with external parties to capture new opportunities for the community

Reference is also made to the CRDC, *University of Melbourne's Rural Innovation Research Group: Thresholds for resilience in regional cotton communities*, Final Project Report, June 2020. *Priorities are as follows:*

- Improve opportunities for participation in local decision-making;
- Diversify industries/ income sources;
- Improve connection/ coordination of existing services and programs;
- Improve connection/ coordination of community level groups and networks;
- Build community capacity and keep it local (projects and skills);
- Raise industry profile;
- Protect environmental assets; and
- Advocate/ influence across sectors and scales: Industries/Government.

Note:

An abbreviation list has been included on Page 23 of this document.

Warren Economic Development Strategy and Action Plan

This document is a live document. Some actions of this plan have been taken directly from Council's planning instruments such as Action Lists and previous Economic Development Strategies.

The status column of this Economic Development Strategy and Action Plan is intended to provide a form of monitoring, evaluation, and awareness of the current outcome/status of each action within the Strategy and Action Plan.

Further refinement of the Strategy and its actions will be ongoing and reviewed at key term periods.

Three Key Strategy have been identified with Priority Enablers as follows:

1. Visitor Economy Development

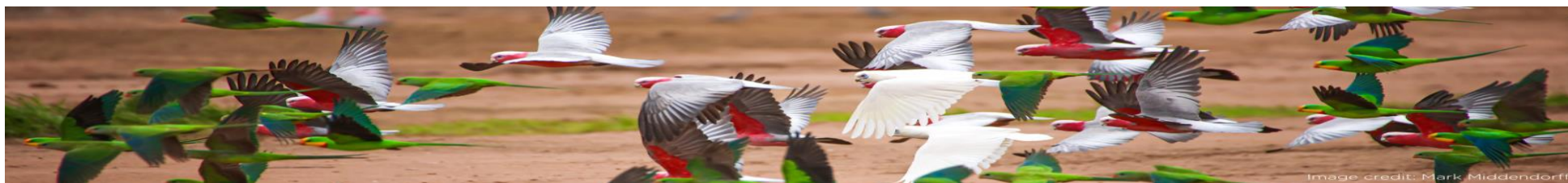
- Initiatives to develop the Destination Macquarie Marshes as a key nature tourism destination;
- Enhanced visitor servicing to better engage visitors and grow awareness of the brand;
- Development of product offerings and supplementary services;
- Progress final stages of the Destination Macquarie Marshes, Burrima Boardwalk access;
- Improved visitor infrastructure, including accommodation, tourism signage and public amenity renewal;
- Development of the Window on the Wetland Centre Precinct including the Macquarie Marshes and Warren Visiting Information Centre; and
- Improvements to the visitor experience to increase visitation.

2. Liveability Enhancement & Infrastructure Development

- Enhance roads, public parks and amenities;
- Housing;
- Health services;
- Educational services;
- Arts and culture services;
- Telecommunications; and
- Law & Order.

3. **Business & Economic Development**

- Business development initiatives and incentives;
- Support for eco-tourism and agritourism experiences such as farm stays and workshops;
- Warren Chamber of Commerce collaboration;
- Skills development & training (customer service); and
- Business Opportunities, Growth and Efficiencies Program Development



STRATEGY 1 VISITOR ECONOMY DEVELOPMENT

Action	When	How	Who Lead/ Support	Status
Build awareness of Warren Shire destination and the Destination Macquarie Marshes brand as a destination for authentic nature-based experiences	Dec 2023	Conduct community consultation and reporting	EDVM BDF WCC ED&PC	ADVENTURE/ NATURE / FOOD /CULTURE Reporting to ED&PC for Council acceptance
Develop Brand Awareness & Promotion	June 2023	Develop clear and consistent destination brand - that is clear to visitors and is utilised across all marketing and collateral by developing <i>Destination Brand Strategy</i>	EDVM DMMT	
	June 2023	Brand position shared with local industry	EDVM	Commenced – Destination brand strategy launch Available on corporate website Region - Warren
	June 2023	Promote Warren Shire EcoTourism and Destination Macquarie Marshes	EDVM	Commenced – Eco-Tourism, Destination Macquarie Marshes, Window on the Wetlands, Burrima Boardwalk, Warren Museum and Art Gallery, Shire Infrastructure and tourist circuit promoted.
	Dec2021- January22	Dec 2021- Jan 2022 with post COVID funding	GM WOW AGENCY (Words of Worth)	Complete – 'Go Beyond' campaign developed and implemented. Good collateral developed

Action	When	How	Who Lead/ Support	Status
	Feb 2023 - ongoing	Continued use and expansion of the Go Beyond Campaign WOW Agency Report & data to be analysed		– market ready – excellent local engagement.
Tourism Advisory	March 2023	Identify the key drivers, and influencers within this industry, highlight growth channels and support mechanisms to facilitate collaboration and establish Tourism Reference/ Advisory group	EDVM GM ED&PC	Commenced
Formation of Tourism Reference/ Advisory groups	March 2023	Establish Destination Macquarie Marshes ‘Taskforce’	EDVM GM ED&PC	Complete - First Meeting Called for 12 April, 2023
Content Development The region, including local businesses, lacks high quality and motivational content for use in digital media, physical collateral and marketing campaigns. Increase use of digital platforms to broaden market reach and improve available visitor information.	Review March 2023 Reprint July 2023	Redevelopment of physical collateral Review <i>Visit Warren</i> – visitor booklet Reprint <i>Visit Warren</i> – visitor booklet Distribute to relevant VICs	EDVM	Commenced – Consultation with WAC, RiverSmart & Macquarie Wetlands Association (<i>Burrima</i>), WAM
	June 2024-ongoing	Develop digital content	EDVM GM Community Groups	Commenced – Image Library created.
	Nov 2023	Increase digital presence of business operators by developing and implementing a training program	EDVM BDF WCC	

Action	When	How	Who Lead/ Support	Status
Marketing Initiatives Marketing initiatives are underpinned by delivery of themes in tourism marketing strategy. Delivery of both targeted and broad-reach marketing initiatives is required to introduce new visitors to the region and motivate travel.	June 2024	Develop Marketing & Promotions Strategy that delivers both targeted and broad reach marketing to attract visitors to the region.	EDVM GM ED&PC BDF	
	June 2023 - ongoing	Cross promotion of events on website e.g. neighbouring Shire's events.	EDVM GM ED&PC BDF	
Industry Training and Development Improved business capability and capacity in digital, as well as development of imagery and content to assist with individual business marketing, is required to attract greater market interest in the region as a tourism destination.	June 2024	Develop and facilitate a training program to Improve business capability and industry professionalism and achieve high level visitor satisfaction. WSC to develop customer service ethos.	EDVM GM ED&PC WCC BDF	
Events & Product Development Continual investment in and enhancement of tourism products, experiences, infrastructure and events is required to facilitate growth in visitation for the region. Development should occur as part of a broader strategy for the region and should be underpinned by market research to ensure it meets market needs, preferences and will motivate travel.	June 2024	Investigate product, event, and infrastructure - Inventory Identify opportunities	EDVM GM ED&PC	Commenced – Cross promotion of events on website e.g. neighboring Shire's events. Neighbours Bogan Shire , Brewarrina Shire , Coonamble Shire , Dubbo , Gilgandra Shire , Lachlan Shire , Narromine Shire Walgett Shire .
	June 2024	Develop Events Strategy Signature, Community and Facility Determination & facilitate any funding opportunities that arise.	EDVM GM ED&PC	
	June 2023	Add a List of Signature Events to the Website	EDVM	

Action	When	How	Who Lead/ Support	Status
Develop and promote Cultural Tourism	June 2024-ongoing	Support, develop and promote Cultural Tourism in Warren Shire to enable economic prosperity for Aboriginal people, communities and businesses, through inclusion in opportunities	EDVM GM ED&PC NSWALC Warren LALC Community Groups	
Develop a shared vision for the Warren Visitor Economy	November 2022	Facilitate Visitor Economy Development and visioning and strategic discussions around economic development, tourism, and events.	GM BDF Contractor/ Facilitator ED&PC	Complete – Conducted one-on-one meetings with key stakeholders, open community forums and structured Stakeholder Workshops. <u>Warren & the Visitor Economy Community Consultation Executive Summary August 2022 V1.2.</u>
	November 2022	Provide Feedback to the Community on Report and Workshop findings	BDF	
	June 2024	Develop an Implementation Plan for the Warren & The Visitor Economy	EDVM BDF	
Tourism Infrastructure Development	June 2024	Secure funding for the Environment and Cultural Educational Training Centre	RiverSmart	
	Feb 2023	Secure funding for Burrima Boardwalk all weather access road.	MWA	Complete – Successful funding announced February 2023 SCCF Round 5 – Work yet to be commenced
	June 2023	Monkeygar Creek Bird viewing platform	WSC	Complete – Funding \$500k from MDBA – Work yet to be commenced

Action	When	How	Who Lead/ Support	Status
	Dec 2024	Support development of Eco-tourism accommodation in the Marshes	WSC Private Operators Tourism	
	Sept 2023	Redevelopment of WOW Centre Precinct carpark area	GM BDF EDVM	
Visitor Information Centre Strategy "Warren and Macquarie Marshes Visitor Information Centre" Economic Development and Visitation Office	June 2024	Develop Visitor Information Centre Renewal Strategy	EDVM GM	
	June 2023	Expressions of interests sought for Volunteers for the Visitor Information Centre and management of roster. The reactivation of Visitor Services Volunteers during peak periods for the Visitor Information Centre.	GM EDVM	Commenced – Continued advertisement for volunteer recruitment and onboarding ongoing.
Economic Development and Visitation Office with a key focus on Tourism and Promotions	June 2024	Warren Shire Council employs a dedicated staff member to manage the Warren and Macquarie Marshes Visitor Information Centre (W&MMVIC)	GM	Complete – The Economic Development and Visitation Manager appointed January 2023.
		Procure Grant Funding to enhance the W&MMVIC experience	EDVM GM	
		Provide all web and printed services for the W&MMVIC	EDVM GM	
		Development of the W&MMVIC Saleable Goods Program	EDVM GM	

Action	When	How	Who Lead/ Support	Status
		Identify and prioritise opportunities that increase visitation, length of stay	EDVM GM	
		Identify key inputs into the Tourism Economy of the Warren Shire	EDVM GM	
		Analyse new areas for growth and deliver recommendations for growth of Tourism in the Warren Shire	EDVM GM	
Warren Tourism Strategy and Destination Management Plan	June 2024	Develop and implement a Tourism Strategy & Destination Management Plan for the Warren Shire including an aligned Destination Macquarie Marshes Plan	EDVM GM ED&PC DMMT	

STRATEGY 2 LIVEABILITY ENHANCEMENT & INFRASTRUCTURE DEVELOPMENT

Action	When	Goals Measures	Who Lead/ Support	Status/ Supporting documentation
Carter Oval Youth Sports Precinct including Warren War Memorial Swimming Pool development	Dec 2023	Develop and implement Concept Plan for the Carter Oval Youth Sports Precinct including Warren War Memorial Swimming Pool	IPM MANEX SFC	Complete – Concept plan complete – 2021 Link:
	June 2023	Seek further funding to complete development	IPM MANEX SFC	Commenced – Grant applications made
Victoria Oval and Warren Sporting and Cultural Centre	Dec 2023	Develop and implement Concept Plan for Victoria Oval and Warren Sporting and Cultural Centre	IPM MANEX SFC	Commenced – Concept plan complete – 2022 Link:
	June 2023	Seek further funding to complete development	IPM MANEX SFC	Commenced – Grant applications made
Warren Showground Racecourse Complex ‘The Randwick of the West’ and Equestrian Centre	Dec 2023	Develop and implement Concept Plan for Warren Showground Racecourse Complex ‘The Randwick of the West’ and Equestrian Centre	IPM MANEX SRC	
	June 2023	Seek further funding to complete development	IPM MANEX SFC	Commenced – Grant applications made
Village Enhancement Program - Collie, Nevertire, Warren	Dec 2023	Develop and implement Concept Plan for Village Enhancement Program	IPM MANEX TIC	Commenced – Concept plan complete – 2018 Grant applications received Warren Village Plan: Nevertire Village Plan: Collie Village Plan:

Action	When	Goals Measures	Who Lead/ Support	Status/ Supporting documentation
Warren Central Business District (CBD) Improvement Program	Dec 2023	Develop and implement Concept Plan for Warren Central Business District (CBD) Improvement Program	TSM MANEX TIC	Commenced – Concept plan draft – 2023
	Dec 2024	Seek further funding to complete development	TSM MANEX TIC	Commenced – Grant applications made
Destination Macquarie Marshes Infrastructure	Dec 2023	Develop and implement Concept Plan for Destination Macquarie Marshes Infrastructure	IPM MANEX RiverSmart MWA DMMT	Complete – Concept Plan – 2022
	Dec 2023	Ensure growth of the visitor economy is appropriately managed to conserve the significant landscape, environmental and cultural values of Warren	DMMT MWA GM EDVM	
	Dec 2024	Seek further funding to complete development	IPM MANEX RiverSmart MWA DMMT	Commenced – Grant applications made
Community Administration Building	June 2023 - Ongoing	Promote the use that will allow a range of community gatherings, entertainment and social interaction as identified by Council.	GM MANEX	
Planning for housing needs	June 2025 - ongoing	Annually gather and analyse data relating to housing availability in Warren shire	MHD EDVM	Commenced – January 2023 engagement with Housing Plus for the provision of Affordable Housing Project.

Action	When	Goals Measures	Who Lead/ Support	Status/ Supporting documentation
				Investigation into commencement of Stage 3 Gunningbar Estate.
	June 2025	Develop Gunningbar Estate Stage 3	GM MHD DMES	
	June 2025 - Ongoing	Seek opportunities and funding for future housing needs	GM MHD EDVM	
Improved Health Services	June 2025 - ongoing	Advocate for further funding to enhance health services and improved medical services including general practitioners and allied health providers.	Mayor GM WHAC	Complete – Warren Family Health Centre Management transfer from RaRMS to RFDS December 2022.
	June 2025 - ongoing	Support the community in their advocacy for improved health services.	Mayor GM WHAC	
Improved Arts and Cultural Services	August 2021	Public Art Strategy. Identify economic opportunities in the arts and culture sector	GM Warren Public Arts Committee Community art groups Outback Arts	Complete – Warren Shire Council Public Art Master Plan August 2021
	June 2025 - ongoing	Seek funding to enhance arts and cultural experiences.	Mayor GM EDVM BDF Warren Public Arts Committee Community art groups Outback Arts	

Action	When	Goals Measures	Who Lead/ Support	Status/ Supporting documentation
Improved Education	June 2025 - ongoing	Advocate for additional and improved educational and training opportunities within Warren Shire.	Mayor GM EDVM BDF	
	June 2025	Support the Business Case Development of a RiverSmart Eco Tourism and Cultural Training Centre	RiverSmart Mayor GM EDVM BDF	Commenced – Pilot Project with TAFE NSW was run in November 2022.
Improved sustainable living and business practices	June 2025 - ongoing	Provide the community with access to education, information and activities that promote sustainable living and business practices	GM MHD EDVM WCC	
		Enhance the ecological corridor and protection of the Macquarie River ecological functions including installation of GPTs (Gross Pollutant Trap)	GM DMES MHD TSM RiverSmart	Commenced – GPT- 1 installed at TAFE
Improved Telecommunications	June 2025	Advocate for an appropriate level of telecommunication services within Warren Shire.	Mayor GM	
Improved Law & Order	June 2025	Advocate for an appropriate level of community safety and policing services.	Mayor GM	

Action	When	Goals Measures	Who Lead/ Support	Status/ Supporting documentation
	June 2024	Promote Warren Shire as a safe community.	Mayor GM EDVM	
Improved Transport Infrastructure	June 2025 – ongoing	Advocate for an appropriate level of transport infrastructure and linkages.	Mayor GM DMES	

STRATEGY 3 BUSINESS & ECONOMIC DEVELOPMENT

Action	When	How	Who Lead / Support	Status
Business Opportunities, Growth and Efficiencies Program Development.	June 2025 – Ongoing	Support the WCC as the peak body and facilitate business development initiatives and incentives	GM BDF EDVM GM Mayor WCC	Commenced – Facilitated meetings with WCC Executive- explore Strategies to Recruit, Collaborate, Partner & Other opportunities
	October 2022- Ongoing	Explore partnerships and event collaboration opportunities in community including support for eco-tourism (agritourism) experiences such as farm stays and workshops.	EDVM GM BDF WCC	
	June 2025 - ongoing	Development of business program to address & reduce economic/cash leakage	EDVM BDF WCC EDPC	
Inland Rail – Opportunities for local business	June 2025 - ongoing	Report to the Economic Development and Promotions Committee on opportunities for local businesses	GM BDF EDVM	
Railway spur line Nevertire to Warren	June 2025	Advocate for fully functioning rail spur line including full repair of damaged railway bridge.	GM Mayor	
Grain silos in Warren	June 2024	Improve use by review of usage by Grain Handling Authority	GM Mayor	
Promote Warren Airport	August 2021 - Ongoing	Utilization of asset for business opportunities	GM IPM	Complete – Stage 1 Airport Subdivision & Fuel, August 2021
Promote recycling	June 2026	Investigations into further recycling processes	MHD	

Action	When	How	Who Lead / Support	Status
Improve the Inland Flat Land Road Route, in conjunction with Coonamble Shire Council and Lachlan Shire Council	June 2024	Advocate funding for Improvement of road conditions and reclassification to a Regional Road status	GM Mayor DMES TfNSW	Commenced – Reclassification application made and funding obtained for improvement of Nevertire-Bogan Road, Warren Road and Tenandra Bridge and Newe Park Bridge replacement.
Promote the Warren Showground Racecourse Complex 'The Randwick of the West' and Equestrian Centre	June 2024 - Ongoing	Development of a Promotions Plan.	GM IPM DMES TSM	Commenced – Equestrian Arena completed.
Improve and Promote the Warren Sporting Facilities - Carter Oval Youth Sports Precinct and Warren Swimming Pool, Victoria Oval and Warren Sporting and Cultural Centre	September 2023 - Ongoing	Fund and instigate the Redevelopment Plan	GM IPM DMES TSM	Complete – Swimming Pool refurbishment, Skate Park construction and Splash Park construction.
	June 2024	Development of a Promotions Plan.	EDVM TSM	
Identification of Value adding industries	June 2024 - ongoing	Conduct review of the Warren Shire Council Business Support Policy 2017. Report to Economic Development and Promotions Committee on proposed value adding industries.	GM EDVM BDF	
Identify opportunities for additional use of any under-utilised facilities	June 2024	Report to Economic Development and Promotions Committee on proposed identified under-utilised facilities.	EDVM GM BDF	
Development of Warren Shire Prospectus	June 2024	Identify available residential, commercial, and industrial lands and other assets, any required rezoning and progress required.	EDVM GM BDF MHD	LEP under review.

Action	When	How	Who Lead / Support	Status
For business, new residents and workforce including the use of the natural advantage of Warren, the 'green oasis of the west'	June 2024	Conduct inventory of community assets and incorporation into the Warren Shire Prospectus	BDF GM EDVM	
Encourage development of industries that support Agriculture.	June 2025	Investigate and report on future activities to promote and improve Agriculture Support Services	GM EDVM BDF	
Support the use and development of renewable energy within the Shire	June 2025	Advocate for the amendment of the Central West and Orana REZ to include Warren Shire and the required upgrading of electricity transmission lines.	Mayor GM EDVM BDF MHD	Completed – 132MW Nevertire Solar Farm development.
		Encourage the uptake of renewable energy for Domestic and commercial use	Mayor GM EDVM BDF MHD	
Encourage business diversification	June 2025 - ongoing	Conduct community consultation regarding possible business diversification.	EDVM Mayor GM BDF WCC MHD	
	June 2025 - ongoing	Promote government services and funding streams	GM EDVM BDF WCC	

Acknowledgements

Warren Shire Council acknowledges the traditional owners of the lands within Warren Shire and acknowledges the Aboriginal and Torres Strait Islander people who reside within this Shire.

The WSC ED&PC would like to acknowledge and thank all individuals who gave their time to be interviewed as part of the targeted stakeholder engagement process for Council's Economic Development Strategy and Action Plan.

Abbreviations

BDF	Business Development Facilitator, Regional NSW
DMES	Divisional Manager Engineering Services
DMM	Destination Macquarie Marshes
DMMT	Destination Macquarie Marshes Taskforce
DMP	Destination Management Plan
DNCO	Destination Network Country & Outback
DPE	Department Planning and Environment
DRNSW	Department Regional New South Wales
ED&PC	Economic Development & Promotions Committee
EDVM	Economic Development and Visitation Manager
IPM	Infrastructure Project Manager
MANEX	Management Executive of Warren Shire Council
MDBA	Murray Darling Basin Authority
MHD	Manager Health & Development Services
MWA	Macquarie Wetland Association Inc (Burrima Boardwalk)
RiverSmart	RiverSmart Australia Limited
RJCF	Regional Job Creation Fund
SFC	Sporting Facilities Committee
SRC	Showground/Racecourse Committee
TfNSW	Transport for NSW
TIC	Town Improvement Committee
TSM	Town Services Manager
VIC	Visitor Information Centre
WAM	Warren Museum & Gallery Association Inc.
WCC	Warren Chamber of Commerce
WHAC	Warren Health Advisory Committee
W&MMVIC	Warren and Macquarie Marshes Visitor Information Centre
WSC	Warren Shire Council

Links

[Visitor Guide - Warren Shire Council, New South Wales \(nsw.gov.au\)](#)

[Projects - Warren Shire Council, New South Wales \(nsw.gov.au\)](#)

[Invest Regional NSW | NSW Government](#)

[Aboriginal Tourism Action Plan 2017 – 2020 | Destination NSW](#)

[Regional Economic Development Strategies/NSW Government](#)

[Economic Overview - Warren Shire Council, New South Wales \(nsw.gov.au\)](#)

[Links to Council IP&R docs](#)

[Orana RDA Economy Profile | Summary | REMPLAN](#)

Warren Visitor Economy _Community Consultation Workshops_ August 2022



Reference List

Carter Oval Youth Sports Precinct including Warren War Memorial Swimming Pool Draft Masterplan, September 2021

CRDC/ University of Melbourne Rural Innovation Research Group: Thresholds for resilience in regional cotton communities, [Final Project Report](#), June 2020

Destination Macquarie Marshes Action Plan, December 2016, by The Tarani Group for RiverSmart Australia Ltd. (added Jan23)

Destination Network Country & Outback Destination Management Plan 2018-2022

Destination NSW - Annual Report - 2020-2021

Draft Plan of Management, Victoria Park & Oxley Park, Warren, September 2021

Far Northwest (NSW) Tourism Marketing Strategy 2021

Invest in the Warren Region Guide 2018

Outback Arts Annual Report 2021

Real Country - Coonamble, Gilgandra, Warrumbungle Shires- Joint Destination Campaign Launch 1 September 2022

RiverSmart Destination Macquarie Marshes Action Plan 2018

RiverSmart Destination Macquarie Marshes Business Plan 2018

Tourism Recommendation Report- for Warren Shire Council- Eoin Clohesy, 15 December 2021

University of Sydney Economic Leakage and Consumer Buying Behaviour – Warren June 2015

Warren & The Visitor Economy, Community Consultation Report- Executive Summary, Lori Modde/ DRNSW August 2022

Warren Local Environmental Plan 2012

Warren Shire 2035 Community Strategic Plan CSP Warren Shire 2027

Warren Shire 2035 Community Strategic Plan, Alison Ruskin-Rowe, 29 April 2020

Warren Shire Council Annual Operational Plan 2021/2022

Warren Shire Council Business Support Policy 2017 (for review)

Warren Shire Council Community Engagement Strategy 2021

Warren Shire Council Community Participation Plan

Warren Shire Council Delivery Program 2017/2018 to 2020/2021

Warren Shire Council Development Control Plan 2013

Warren Shire Council Economic Development & Promotions Committee- Business Papers & Action Lists - March 2022- August 2022

Warren Shire Council Economic Development Action Plan – Former & current

Warren Shire Council Economic Development Strategy – Former & current 2013

Warren Shire Council Local Strategic Planning Statement May 2020

Warren Shire Council Planning Decisions Register

Warren Shire Council Public Art Master Plan August 2021

Warren Shire Council Tourism, Promotion, Marketing, Economic Development and Community Grants Directions Report Date

Warren Shire Council Volunteer Management Procedure 27 September 2018

Warren Shire Council's Plans – 2022/2023 – 2025/2026

Warren Shire Economic Strategic Plan, Eoin Clohesy, 6 October 2021

Western Plains Regional Economic Development Strategy and Supporting Analysis DRNSW 2018-2022

ECONOMIC DEVELOPMENT & PROMOTIONS COMMITTEE

The Economic Development & Promotions Committee is appointed with the following role, responsibility and delegation under the Local Government Act, 1993.

ROLE:

(1) To make recommendations to Council on various proposals in relation to Economic Development in Warren Shire, area including:

- Attract and retain working families and employed young adults;
- Planning for housing needs;
- Planning for future demand on services and facilities;
- Support education facilities to encourage high standards;
- Expand existing economic base through diversification into sustainable industries;
- Enhance the experience of visitors to Warren Shire;
- Actively pursue grant funding;
- Provide training programs that fulfils the needs of the business community;
- Attract and promote events; and
- Promote Warren Shire.

(2) Develop and review the Economic Development Strategy.

Version Control

Version	Date	Author	Reviewer	Rationale
1	October 2022	Kerry Palmer DRNSW	Angela Shepherd, DD Regional Development DRNSW	Draft for DRNSW review
2	December 2022	Kerry Palmer DRNSW	Gary Woodman, GM Warren Shire Council	Draft for Warren Shire Council review
3	January 2023	Kerry Palmer DRNSW	Community Feedback	Amended in response to feedback submissions
4	February 2023	Gary Woodman WSC		
5	March 2023	Economic Development and Promotions Committee		Review and input at Economic Development and Promotions Committee Strategy Workshop 1.3.2023
5	March 2023	Kerry Palmer DRNSW	Gary Woodman, GM Warren Shire Council	Incorporation of Notes from the Economic Development and Promotions Committee Workshop 1.3.2023
6	March 2023	Susan Balogh, EDVM		Incorporation of Notes from the Economic Development and Promotions Committee Workshop 1.3.2023
7	April 2023	Rebecca Christian WSC	Gary Woodman, GM Warren Shire Council	Incorporation of hyperlinks to relevant documents into the document
8	May 2023	Jody Burtenshaw WSC	Susan Balogh, EDVM	Formatting