



COOTAMUNDRA-
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COUNCIL

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Attachments

**UNDER SEPARATE COVER
ORDINARY COUNCIL MEETING**

6:00PM, TUESDAY, 30 April, 2019

Table of Contents

8.3.1	Final Tourism and Economic Development Strategy		
	Attachment 1	Final Tourism and Economic Development Strategy	4
	Attachment 2	Appendices Final	67
8.10.1	Waste Site Assessment Report		
	Attachment 1	Waste Strategy Issues and Actions Report	145
	Attachment 2	Waste Strategy Site Assessment Report	159



Tourism and Economic Development Strategy

Cootamundra-Gundagai Regional Council

March 2019



2 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY



Prepared by the Western Research Institute for Cootamundra-Gundagai Regional Council

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TABLE OF CONTENTS

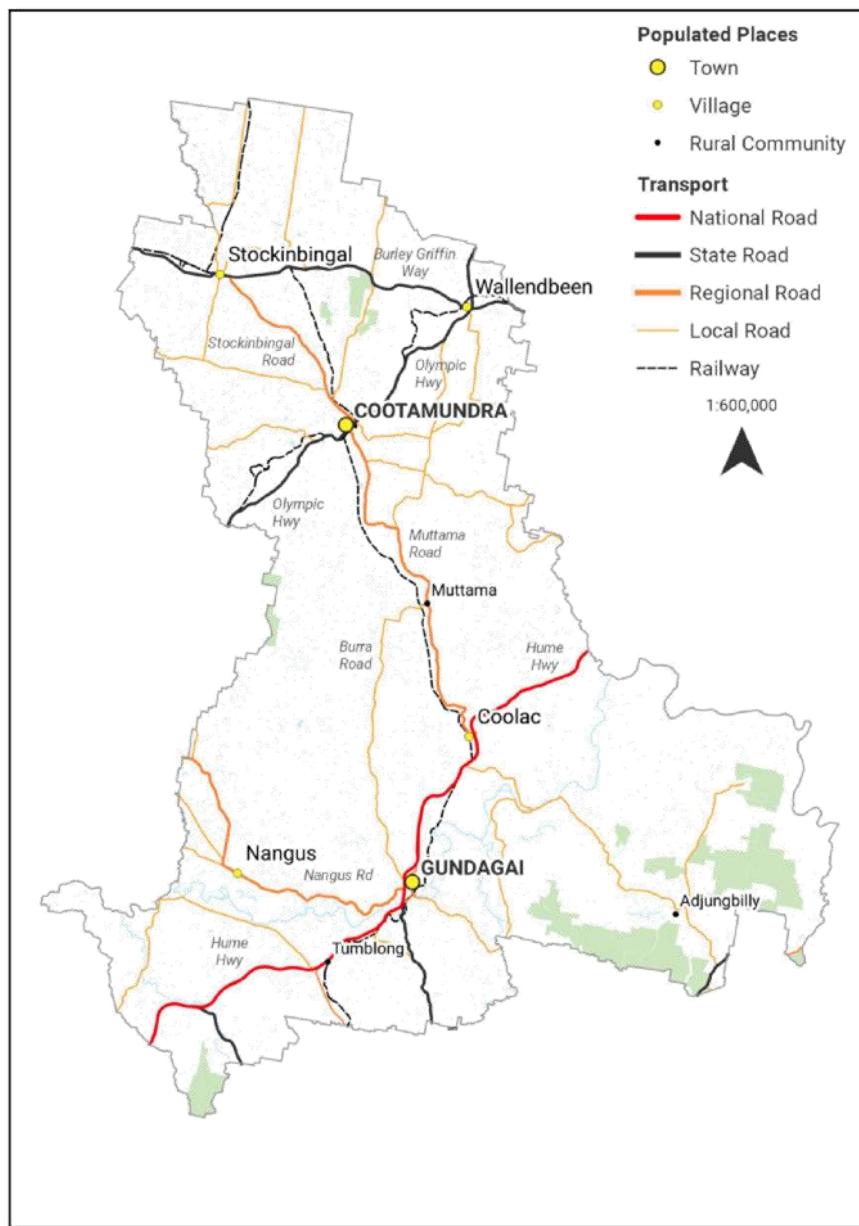
INTRODUCTION	4
CONSULTATION PROCESSES	5
TOURISM AND ECONOMIC DEVELOPMENT STRATEGY FOCUS AREAS	6
NEXT STEPS	7
PRIORITY ACTION PLAN TO IMPLEMENT THE TOURISM AND ECONOMIC DEVELOPMENT STRATEGY.....	8
 <u>STRATEGIC FOCUS AREAS:</u>	
IMPROVING LIVEABILITY	17
SUPPORTING BUSINESS	22
MANAGING PLANNING ISSUES	25
DEVELOPING THE VISITOR ECONOMY	27
BRANDING AND MARKETING	35
 STRATEGIC ALIGNMENT	
RISK ASSESSMENT	39
VISITORS SERVICES REVIEW	40
TOURISM ASSETS AUDIT 2018.....	41
APPENDICES	52
WESTERN RESEARCH INSTITUTE.....	60
.....	61

4 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

INTRODUCTION

The Cootamundra-Gundagai Regional Council has created the Tourism and Economic Development Strategy to define how to grow and sustain the economic base of the region.

The Cootamundra-Gundagai Regional Council area is shown in the map below.



Note: The Cootamundra to Tumblong rail line has closed.

CONSULTATION PROCESSES

The Strategy used a range of community consultation processes to gather information including:



Consultation processes undertaken to prepare the Council's Community Strategic Plan "Our place, our future 2018-2028" and other consultation sessions held prior to the commencement of the Strategy as supplied by Council were also considered.

6 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY FOCUS AREAS

Five strategy focus areas have been identified to drive tourism and economic development in the Cootamundra-Gundagai Local Government Area (LGA).

The focus areas have been identified from feedback from an online survey, one on one interviews, workshops, economic and demographic data gathering and analysis plus consideration of a large array of strategic work already done by the Cootamundra-Gundagai Regional Council and NSW Government.

Council has already identified over 60 activities which will enable economic growth in its key strategic planning documents, including the Community Strategic Plan and Delivery Program. Additional activities to augment the existing program of works as identified in the creation of the Tourism and Economic Development Strategy are provided in the priority action plan.

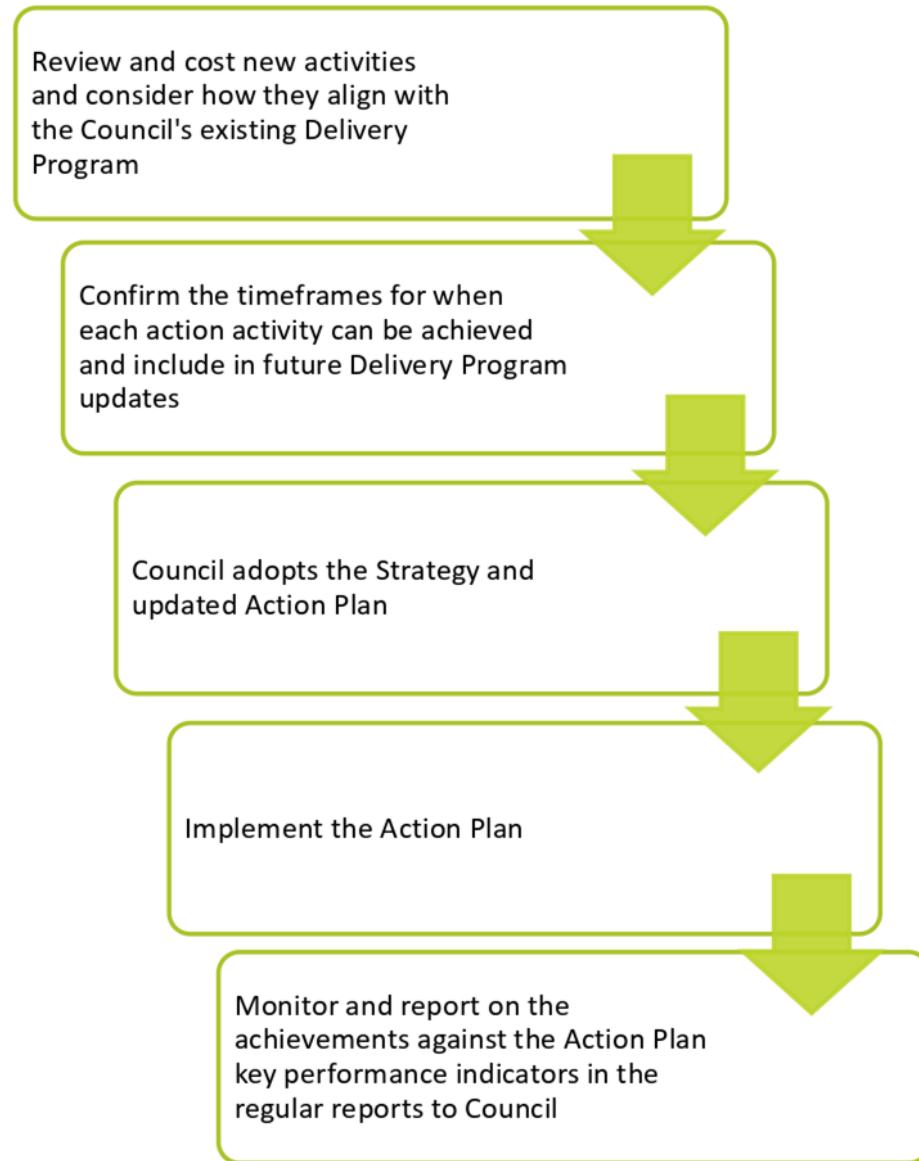
The five strategic focus areas for tourism and economic growth and sustainability are:



Priority action activities on each of the above focus areas are provided below followed by more detailed commentary on each of the focus areas. This Strategy's activities have been linked to activity areas of the Council's Community Strategic Plan (CSP) to illustrate how they could be incorporated into and align with Council's existing programs.

NEXT STEPS

Council needs to consider the Action Plan activities and determine the commitment of resources. Processes to progress the Action Plan are:



8 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

PRIORITY ACTION PLAN TO IMPLEMENT THE TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

	Recommended actions:	Responsibility	KPI	Related CSP strategy	
1.	<p>Develop and keep current centralised information on the LGA's attributes in the towns and villages including features, events and services. Make information available for:</p> <ul style="list-style-type: none"> Events organisers – to assist in scheduling events, organisers to provide details of their events to enable events calendar to be kept current Residents – for their information on events Residents – for them to distribute information to people staying with them/visiting the area New resident's kits updates Investors – to promote the region's features <p>Host data on Council's website.</p>	<p> </p>	<ul style="list-style-type: none"> Council Community 	<ul style="list-style-type: none"> Complete the online events calendar and host on Council's website by July 2019. Weekly updates to events calendar based on organiser supplied information. Annual updates on services and attributes of the LGA on Council's website by July 2019, and then July annually. Advise residents of information. 	1.1a
2.	<p>To build the population, actively market the LGA in a specific advertising campaign delivered in two tranches:</p> <ul style="list-style-type: none"> For residents - to encourage them to stay local For new residents - to attract relocations <p>The marketing should articulate the region's liveability attributes by identifying the unique features including:</p> <ul style="list-style-type: none"> Cost of living savings by living in the region Cost and availability of industrial and residential land, houses to buy, rentals (housing and commercial) etc. Proximity to larger centres and good transport access options Reduced travel times to work, cycling to work options, providence of produce and other healthy life benefits Life/work balance benefits <p>The existing new residents' packs could be updated with the information generated to assist in the effectiveness of the packs.</p>	<p>  </p>	<p>Council</p>	<ul style="list-style-type: none"> Liveability attributes of the region defined by June 2020. New residents pack completed annually. Liveability information available and promoted to residents via Council's website by July 2020. Budget allocation in 2020-21 budget for marketing campaign to attract new residents by July 2020. Marketing campaign targeting new residents undertaken August -December 2020. 	1.1a

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 9

	Recommended actions:	Responsibility	KPI	Related CSP strategy
3.	<p>Encourage the local event culture by implementing a competitive application based events funding program in the LGA that is monitored to assess value for money and impact of the event on the visitor economy. Categories to include:</p> <ul style="list-style-type: none"> • Cultural and arts related events • Community run events • Sporting events • Applications that offer a refresh of ideas in existing events to build their attendances 	Council	<ul style="list-style-type: none"> • Guidelines for grant process and eligibility criteria developed by December 2019. • Advertise for applications by February 2020. • Events grant included in 2020-21 budget and onwards annually. • Initial grants awarded by July 2020 and then annually. 	1.1a 1.1b 1.1c
4	<p>Assistance offered by Council to event organisers in preparing applications seeking funding from NSW and Federal Government programs.</p>	Council	Regular updates provided to community on grant opportunities as they arise.	1.1a
5	<p>Include in the proposed Youth Strategy (CSP 1.1e(2)) <i>Develop and implement a Youth Strategy which meets the needs of young people within our community</i>, the following elements:</p> <ul style="list-style-type: none"> • An assessment of programs that would encourage the retention of youth in the LGA • Identification of education pathways to develop skills in areas of current and projected skills needs to deliver a locally sourced labour supply (see action activity number 19 below) • Host a jobs expo for school students to determine their intentions and interest areas for employment matching opportunities • Meet with Vocational Education Training (VET) sector and universities regarding courses delivered locally/by distance related to current and future skills gaps (see action activity item 19 below) • Review the online capabilities for course delivery under NBN (see activity action item 10 below) • Design and implement a youth wellness and mentoring program. 	<ul style="list-style-type: none"> • Council • VET training organisations • Universities • NBN • Schools • Youth Council 	<ul style="list-style-type: none"> • Jobs Expo for school students by July 2021. • NBN engagement includes online course delivery parameters. • Youth wellness and mentoring program implemented by July 2021. 	1.1e

10 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

	Recommended actions:	Responsibility	KPI	Related CSP strategy
6	<p>Develop a masterplan for the revitalisation of the Cootamundra CBD that includes:</p> <ul style="list-style-type: none"> capital upgrades strategies for the utilisation of vacant shops for popup opportunities local produce outlets promotion of the CBD signage arts precinct masterplan completion for The Arts Centre Cootamundra    	<ul style="list-style-type: none"> Council Businesses Cootamundra Development Corporation Local producers The Arts Centre Cootamundra 	Masterplan prepared by December 2020.	1.2c
7	<p>Specifically relating to 2.1a(2) of the CSP "Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives":</p> <p>Add: Work with NSW Business, Cootamundra Development Corporation and businesses across the LGA to form one Council committee to support businesses in all LGA locations.</p> <p>Add: Masterplan access to the Murrumbidgee River and be shovel ready to seek funding assistance to action the capital improvements.</p> <p>Add: Work with businesses to develop display marketing materials (brochure stands, A4 "what's on table place mats" for example).</p>  	<ul style="list-style-type: none"> Council Businesses Tourism Action Committees NSW Business Cootamundra Development Corporation 	<ul style="list-style-type: none"> Council host a meeting of businesses across the LGA annually to discuss business conditions and issues impacting growth. Establish one Council committee with representatives from businesses across all of the LGA by July 2021. Murrumbidgee River masterplan developed and project shovel ready for funding opportunities by December 2021. Identify businesses who would partner with Council in a program of regularly updated information distributed from their premises by July 2020. 	2.1a

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 11

	Recommended actions:	Responsibility	KPI	Related CSP strategy
8	<p>Implement the branding and marketing activities:</p> <p>Branding activities</p> <ul style="list-style-type: none"> Continue the <i>G'day Gundagai</i> tag line Continue the <i>Cooee Coota</i> tag line Develop tag lines for Villages Identify Council support on marketing materials (when appropriate) <p>Marketing campaigns</p> <ul style="list-style-type: none"> Implement a standard survey for capturing data to build an accurate visitor profile Develop promotional campaigns highlighting: <ul style="list-style-type: none"> The Murrumbidgee River. Events promotions History and heritage Nature based experiences Agricultural experiences including agritourism, farm stay, pick your own and produce specialisations of the region Arts and culture Sports related activities and facilities Develop online resources and digital promotion to deliver from tourism websites Review signage Identify funding for an LGA wide promotional documentary 	<ul style="list-style-type: none"> Council Businesses Tourism Action Committees Tourism operators The Arts Centre Cootamundra Community Agriculture sector Destination NSW - Riverina Murray 	<ul style="list-style-type: none"> Implement standardised visitor data capture by July 2019. Analyse data to build a visitor profile by July 2020. Update marketing campaigns to target the visitor profile market segments by July 2021. Schedule and undertake listed topic specific marketing campaigns. Create and keep updated tourism websites by December 2020. Plan signage upgrades for entry to towns and villages by July 2020. Council to determine costing and funding source for an LGA wide promotional documentary by July 2020. 	2.1a

12 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

	Recommended actions:	Responsibility	KPI	Related CSP strategy
9	<p>Implement the Villages Strategy recommendations that relate to tourism and economic development including:</p> <ul style="list-style-type: none"> Developing trails for canola, rail (inclusion in the Eastern Riverina Rail Trails Alliance), art (Coolac, Muttama and Nangus), trail (Coolac-Gundagai-Tumblong), walking and riding trails Create a brochure promoting the economic opportunities of the LGA villages (see also action activity items 1 and 2 above) Review Developer Contributions Plan to assist in funding village development Develop camping/long stay accommodation sites 	Council	<ul style="list-style-type: none"> Assess trails capital and operational expenditure and consider in budget development deliberations for 2019-20 and beyond. Promotional campaigns as trails become active. Village related elements of the Developer Contributions Plans updated. Budget for and develop campsites / long stay accommodation in the villages and promotional activities to drive RV visitation by July 2022. 	2.1a
10	<p>Specifically relating to 2.1d(3) of the CSP - <i>Offer and promote free public Wi-Fi internet access in key public spaces across the local government area.</i></p> <p>Add: Optimise the benefits of the NBN and promote connectivity as an attribute of the region to attract new businesses.</p> <p>Add: Ensure the connectivity will support course delivery to enable skills development and keep students/workers local.</p>	<ul style="list-style-type: none"> Council NBN Businesses Education sector 	<p>Council's engagement with NBN specifically drives high quality connectivity to meet business and student needs.</p>	2.1d

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 13

	Recommended actions:	Responsibility	KPI	Related CSP strategy
11	<p>Identify value adding opportunities (use of new technology, processes and packaging, collaborations, shared transport costs, use of waste materials for new products etc.) to maximise the opportunities in the sectors where Cootamundra-Gundagai's competitive advantage exists:</p> <ul style="list-style-type: none"> • Agriculture • Manufacturing • Health and social assistance including: <ul style="list-style-type: none"> ◦ Aged care (including understanding the impacts of the ageing nature of the population and the capacity of the facilities that already exist/will be needed). ◦ Disability services accommodation and service delivery programs <p>This action will also assist with potential jobs growth to support the sustainability of the LGA and make it an attractive place to move to or stay living in.</p>	<ul style="list-style-type: none"> • Council • Community • Businesses • Facility owners • Agriculture sector • Manufacturing sector • Aged health sector • Investors • NSW Government • Federal Government • Care service providers in the disability sector 	<ul style="list-style-type: none"> • Value adding additions to the three sectors identified and opportunities promoted to existing and new business by July 2022. • Identify opportunities for aged care (new facilities and expansion to existing) and assisted housing/ special needs services developments in collaboration with investors, other tiers of government and the community by July 2023. 	2.1e
12	<p>Work with business owners to extend hours of operation and ensure a range of services are available to encourage visitation to the LGA.</p> <p>Recruit an events officer to manage Council events and assist with the development of new events across the LGA. (see also activity action item 17 below regarding the recruitment of an economic development/tourism officer).</p>	<ul style="list-style-type: none"> • Council • Tourism Action Committees • Tourism sector Businesses 	<ul style="list-style-type: none"> • Workshop with businesses and Tourism Action Committees to plan for growth in the visitor economy held by December 2020. • Recruit an events officer to assist with Council wide events creation and management across the LGA by July 2022. • Complete the online events calendar identified in the Delivery Program by July 2020. 	2.1e

14 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

	Recommended actions:	Responsibility	KPI	Related CSP strategy
13	<p>Specifically relating to 2.1f(2) of the CSP: <i>Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.</i></p> <p> </p> <p>Add:</p> <ul style="list-style-type: none"> Collaboration with industrial land owners to establish a timeframe for the development of their land and create promotional materials outlining land availability for new/expanding businesses. Consideration of development opportunities at the Airport to develop value adding opportunities. This could include accommodation opportunities for extensions to drag racing, camping and RV friendly facilities. 	<ul style="list-style-type: none"> Council Businesses Land owners 	<ul style="list-style-type: none"> Develop a list of available industrial land and publish quarterly updates on Council's website by July 2020. Develop marketing materials that include the available land to attract new businesses/support existing businesses seeking to expand by July 2021. Masterplan Airport development by July 2023. 	2.1f
14	<p>Regularly hold joint meetings of the Tourism Action Committees to assist in the implementation of the Tourism and Economic Development Action Plan and work towards unified promotions of the LGA.</p> <p></p> <p>Work towards merging the two committees into one.</p>	<ul style="list-style-type: none"> Council Tourism Action Committees Tourism businesses 	<ul style="list-style-type: none"> Two annual joint meetings with the Cootamundra Tourism Action Committee and the Gundagai Tourism Action Committee. Reports to Council on achievements against the Action Plan. Merge the two committees into one by July 2022. 	2.1f
15	<p>Work with investors/developers to improve facilities for a premier food/agritourism distribution point.</p> <p> </p>	<ul style="list-style-type: none"> Council Businesses Agriculture sector Investors 	<ul style="list-style-type: none"> In collaboration with investors/owners, assist in the creation of a masterplan for an outlet for local produce at the Old Gundagai Mill site. Collaborate with producers to jointly fund an LGA wide premier food/agritourism products marketing campaign by July 2021. 	2.1f

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 15

	Recommended actions:	Responsibility	KPI	Related CSP strategy
16	<p>Work with the community to develop ways to promote regional produce.</p>  	<ul style="list-style-type: none"> • Council • Community • Agriculture sector • Businesses 	<ul style="list-style-type: none"> • Community run farmers markets held on a regular basis by July 2022. • Consideration of agritourism business requirements in land use planning instrument updates. 	2.1f
17	<p>Improve the Cootamundra visitor information service levels:</p> <ul style="list-style-type: none"> • Recruit an Economic Development/Tourism officer to be located in the Cootamundra Heritage Centre (as space permits) • Seek grant funding to improve the facilities of the Heritage Centre 	Council	<ul style="list-style-type: none"> • Appointment of an economic development/tourism officer in Cootamundra by July 2019. • Masterplan improvements to Heritage Centre and have shovel ready for grant applications by July 2020. 	2.3c
18	<p>Reduce the cost base of visitor information services by:</p> <ul style="list-style-type: none"> • Designing services that are best practice • Developing more online resources for the whole LGA • Implement kiosk services/brochure displays for information delivery 	Council	<ul style="list-style-type: none"> • Implement best practice visitor information service delivery by July 2021. • Complete website upgrades/creation by July 2020. • Consider kiosk/brochure display and other options for information distribution by July 2021. 	2.3c

16 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

	Recommended actions:	Responsibility	KPI	Related CSP strategy
19	<p> Analyse the current and future skills gaps in order to develop skills in locals, particularly youth, to provide a skilled workforce.</p> <p> Identify the locations where those with required skills live and market opportunities to those locations to encourage them to relocate.</p> <p> Work with business to assist in filling vacancies and developing required skills.</p>	<ul style="list-style-type: none"> • Council • Business • Education sector • NSW Government • Federal Government 	<ul style="list-style-type: none"> • Complete skills gap analysis by July 2021. • Marketing campaign directed at locations where people with needed skills live undertaken by December 2021. • Through the new Council wide business committee, work with the business sector on filling jobs by July 2022. 	2.4a
20	<p> Work with the schools, VET and university sector to build educational pathways aligned to skills needs to retain youth in the region.</p>	<ul style="list-style-type: none"> • Council • Education sector 	Workshop with schools, universities and VET training organisations on education pathways to ensure courses that will develop skills needed locally are being delivered locally by March 2021.	2.4a

Note there are over 60 additional actions to those listed above in Council's Community Strategic Plan and Delivery Program that are easily identified as offering improvements in areas that underpin the tourism and economic health of the Cootamundra-Gundagai LGA that are already planned and being implemented.



IMPROVING LIVEABILITY

Population impacts

Liveability attracts new residents and retains existing residents. Population sustainability is an essential component for economic stability and growth. Residents stay because of employment and services and businesses stay because the population is constant/growing, they can make money and they have access to a skilled workforce. New residents are attracted by the level of services and jobs they can easily identify in the locations they are considering.

Cootamundra-Gundagai LGA has many reasons for residents to work and live locally:

- The towns and villages provide a range of attractive locational options
- There is a diverse and resilient economic base
- The physical location provides access to Sydney (4 hours), Melbourne (5 hours) and Canberra (2 hours) and closer proximity to major regional centres (Wagga Wagga, Griffith and Albury) via major transport infrastructure.
- 2 hospitals
- 8 schools

Liveability is how connected, enjoyable and attractive a place is to live in and includes visual amenity, natural features, the range of services and the infrastructure available for community use, the costs associated with living in the area and the quality of the built landscape.

- Rail and air services

Promoting liveability

Ensuring the existing community is aware of the LGA's features assists in building the level of satisfaction with their location and therefore their intention to remain local.

The power of word of mouth advertising shouldn't be under estimated.

Council acknowledges the need to ensure the community is kept informed. Well informed residents bragging about their locality is a cost effective marketing method. With **39,000 visitors** (31% of all visitors) staying with friends or relatives in 2017¹, some visitors may be convinced to relocate if they are shown the attributes and taken along to local events every time they visit. An association with regional areas helps the decision making process of moving out of cities.

The survey undertaken to prepare the Tourism and Economic Development Strategy identified an opportunity to improve local

¹ Tourism Research Australia, Gundagai Local Government Area Profile, 2017. Accessed online February 2019.

18 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

knowledge of the LGA's features which would extend the awareness of services and provide useful information to residents for them to share with visitors staying with them.²

Employment opportunities

The LGA's three main areas of employment are:

- Agriculture
- Manufacturing
- Health care and social assistance.

These are sectors that are influenced by external forces including commodity prices, movements in the value of the Australian dollar, trade conditions and government budgets.

One of Cootamundra-Gundagai LGA's strength is the diversity of the economic base. In addition to the three sectors above, the LGA has competitive advantage³ in Transport, Postal and Warehousing, Accommodation and Food Services and Electricity, Gas, Water and Waste Services sectors.

There is a high level of connectedness, and thus internal reliance, within the LGA's business sector.⁴ This delivers regional self sufficiency advantages.

However, the level of reliance within the business sector on local customers can create issues should larger businesses falter or change

location. Ongoing engagement with businesses is therefore recommended to ensure the health of the business sector is understood.

A whole of LGA Council business committee is recommended as the means to effectively engage businesses across the region.



Milestones sculpture

² See Appendix C for survey results

³ Specific industry employment distributions and comparative advantage analysis is provided in Appendix B.

⁴ Survey results indicated 68% of Cootamundra's customer base and 80% of Gundagai's customer base comes from within the LGA. The high connectedness creates a solid economic base but one exposed to risk if a large operator changes focus or relocates. See Appendix C for full survey details.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 19

Maximise the benefits from existing advantages

The NSW Government's South West Slopes Regional Economic Development Strategy 2018-2022 assessed the Cootamundra-Gundagai LGA and 4 neighbouring LGAs (Bland Shire, Temora Shire, Weddin Shire and Hilltops). The region was estimated to provide **\$2.4bn** to the NSW Gross Regional Product (GRP) in 2015/16.⁵ Endowments of the region were identified as:

- Transport and logistics infrastructure
- A relatively rare mineral resource base
- Favourable climatic conditions including rainfall patterns
- Livestock selling facilities
- Central location with access to major centres
- Lifestyle infrastructure to improve quality of life choices
- Education infrastructure

Specific suggested activities to maximise the endowments include:

- Identifying current and future skills gaps
- Working with the Vocational Education Training (VET) sector, schools and universities to identify training needs for current and future skills demand
- Building capacity and skills of existing residents to keep them local

- Identifying the unique needs of youth to ensure they stay in the LGA
- Understanding the impacts of the ageing population and seeking to maximise opportunities this presents – the aged care sector was identified in the consultation as being stronger in Cootamundra, while opportunities exist in Gundagai for new infrastructure. A suggestion was made that the redevelopment of the old hospital site could be considered.
- Assisted/ special care accommodation and servicing was identified in the consultation processes as an opportunity in the health sector. Opportunities exist for Council to partner with care and service providers in the delivery of services/accommodation to those with special needs.
- Considering the requirements to provide readily accessible premises was also identified as a point of difference that would improve the attractiveness of the LGA to residents.

Placemaking and community infrastructure

Investment in local infrastructure and services makes the LGA a more attractive place to live.

Council has a broad range of assets maintenance and renewal expenditure already planned and detailed in its strategic documents.

Council's Community Strategic Plan and Delivery Program identifies over 60 individual activities to support tourism and economic activity already programmed and budgeted that will deliver placemaking outcomes to maintain or augment the amenity of the Cootamundra-Gundagai region.

⁵ NSW Government, South West Slopes Regional Economic Development Strategy, 2018-2022, p 11

20 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

The activities in locations in the current Delivery Program and the activities suggested in this Strategy provide the place making community infrastructure needed to maintain vibrancy in the LGA.

Council's creation of a Place Plan identifies it will include the issues raised in this Strategy as part of its land use planning framework.

Events development

A Tourism Services Review⁶ conducted with the Tourism and Economic Development Strategy identified that developing the existing events portfolio is an opportunity for the LGA. This action can be commenced in the short term, while other recommendations require longer time frames for implementation.

Capturing better intelligence and building a visitors profile that details who is visiting the LGA is also a key need but will take time to arrange. In order to understand where to direct activities for the most effective marketing that will drive visitation, the Council needs information on who is coming to town and where from, why they are coming, how long are they staying and how much they are spending.

It is also suggested that the Council initiate an annual grants process and incorporates it in the budget annually to give existing events a boost and encourage community members to start new events. Implementing a competitive application based approach (as used in many other councils) is a quick win for Council and the community.

A further recommendation is to recruit an events officer to assist with the management of Council's events and to support those creating new events or building on the existing events. This position is in addition to the

recommended position of an economic development/tourism officer to be based in Cootamundra.



The Great Rescue of 1852 sculpture

⁶ Provided at the end of the Strategy

Cootamundra Central Business District revitalisation

Community feedback identified a need for the Cootamundra streetscape to be refreshed to make a more inviting place to live, work and socialise.

The Destination NSW Riverina Murray Destination Management Plan identifies streetscape improvement and beautification as important to increasing tourism visitation.

There is also an opportunity to develop outlets for the sale of regional produce and the possibility of using vacant store fronts for popup ventures.

Many in the community support value adding to agriculture. Agritourism activities development were identified as possible additional features to improve liveability and attract visitors to the LGA.

The Arts Centre Cootamundra has identified it is preparing a masterplan to develop the Centre. Adding this initiative as part of the CBD revitalisation, would add value to the Centre and to the assets and attractions in Cootamundra.

Promoting the region's liveability is paramount to ensuring residents are willing to stay and in order to attract new residents.



Dad, Dave, Mum and Mable- photo credit Tahlia Crane



SUPPORTING BUSINESS

Work with local businesses

Businesses benefit from strong professional networks and local leadership. A forum for businesses to meet from across the whole of the LGA provides the opportunity for broad networking and support.

A strong business chamber can provide formalised services for its members that includes:

- Advocacy
- Business to business connections
- Business advice
- Support and solutions

The Cootamundra Development Corporation identifies it is providing a number of the services in the Cootamundra area. Council supports the Corporation financially to undertake some economic development activities.

In the short term, a meeting held annually for all businesses to attend would offer a forum for the business community's input to Council's priority setting processes.

Longer term, the creation of one Council committee with representatives from businesses across the whole of the LGA who could discuss business conditions and identify economic drivers for business growth is recommended.

Encourage businesses to extend hours

Opening hours were identified as being an issue in the consultation processes.

Availability of services is particularly relevant for the visitor economy. If visitors can't find attractive places to purchase food, beverages and goods, they are unlikely to form a positive opinion of the LGA and are unlikely to return or promote the LGA to friends and family.

There is significant community support for businesses to remain open longer. The top response on new ideas from survey respondents (rated at 9.5 out of a possible 10) was to encourage businesses to open on weekends, public holidays and when community events are run.

Opening additional hours must be worthwhile for the businesses.

A recommendation is made for Council to work with the business sector to develop operating hours that cater for visitors, particularly when events are being held and numbers of potential customers can be expected.

Work with local businesses to expand value adding

Value-adding has been defined as including *any process or service in the supply chain that adds to or enhances the value of products to customers.*⁷

Value-adding may include supplying new products or different varieties of products, collaborative efforts between local producers, use of new technology, changing presentation/packaging to meet market requirements, providing expertise and/or services and promotion and marketing activities to differentiate products.⁸

The Cootamundra-Gundagai LGA is a large agricultural producer with food manufacturing businesses of various sizes. Economic structure analysis using the location quotient technique identified that the LGA has a competitive advantage in both agriculture and manufacturing sectors compared to NSW⁹.

That is, the LGA has more people employed in these sectors than would be expected and therefore these sectors can be seen as areas of strength that differentiates the region from other areas.

The region has significant value adding capacity for utilising existing businesses (such as the meat processor and a grain milling businesses) and exploring new value adding opportunities.

It is recommended that Council work with interested businesses to establish opportunities for value adding processes.

Council could monitor grant opportunities to assist business in offsetting costs associated with value adding additions to existing businesses.

⁷ RDA Central West, Value Adding to Agriculture in Central West NSW, 2016, p 9.

⁸ Ibid.

⁹ See location quotient analysis in Appendix B

Employment, training and qualifications

High unemployment is being experienced in the LGA. The 7% unemployment rate for September 2018 in the Cootamundra-Gundagai LGA compared with the NSW rate of 4.4% and the Riverina region rate of 5.9%¹⁰ illustrates the position.

In 2016, 57% of Cootamundra-Gundagai's population were of working age (15-64 years old) while 24% were over 65 years of age. By 2036, it is projected that 51% of Cootamundra-Gundagai's population will be working age and 31% will be 65 or over¹¹. The declining working population is a notable risk for sustaining a skilled available workforce in the LGA.

Businesses are having difficulties recruiting in Cootamundra-Gundagai. 34% of survey respondents identified issues in attracting suitable staff. A wide range of skills across most industry sectors were identified as gaps in the skills base.

A collaborative effort by Council, NSW Government, businesses, the vocational education and training (VET) sector, schools and universities to address the education pathways needed to fill current skills gaps is recommended.

To ensure future skills needs are also identified, the skills gap assessment should also document the future infrastructure/expansion plans. This will assist in identifying future skills needs alongside the current skills gaps. It will also be useful information to encourage people to relocate to a region that is forward looking and planning for sustainable jobs.

¹⁰ Small Area Labour Market data, September 2018. Accessed March 2019.

¹¹ NSW Department of Planning and Environment, state and local government area population projections, 2016. See Appendix B for further detail.

24 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Understanding what skills are needed now and into the future will assist in identifying courses and the educational pathways needed to deliver skilled **local** workers. Current and new residents will see a Council that is looking to ensure jobs are available locally and is planning for a prosperous and vibrant community. 100% of survey respondents who identified difficulties in recruiting said that lack of skills /training was a contributing factor. High pay expectations and applicants being unwilling to travel/relocate to the region also featured highly in why recruitment was difficult.

Therefore, a recommendation to identify where potential candidates live who have the skills that are currently missing in the local labour force is made. This will provide the basis for a targeted recruitment campaign to promote the Cootamundra-Gundagai region and to fill jobs.

Supporting business will build the capacity and diversity of the workforce, improve employment opportunities and develop long term skills and capacity building advantages.



MANAGING PLANNING ISSUES

Industrial land issues

A growing region needs to be able to illustrate where development can occur.

Council is confident there is adequate land zoned for industrial purposes, albeit site development may not have commenced and identification of readiness for development might not be readily evident.

An up to date register of zoned land populated with likely development timeframes for individual blocks would provide useful market information to potential new or expanding businesses. This tool would illustrate to potential new businesses or to existing businesses thinking of expanding, that the Council is proactive in encouraging development. Council would build a solid working relationship with the property developers by engaging them in the process of creating an available land register.

The quick provision of useful data to a business contemplating a regional presence can be a defining decision point – the easier the LGA is to do business with, the easier location selection becomes.

Agricultural land issues

Smaller agricultural lots have support in the LGA¹².

Smaller agricultural lots can diversify the agricultural offering in the LGA by allowing new agricultural businesses to get a foothold (particularly assisting younger farmers with less available capital), by allowing for more

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 25

intensive agricultural enterprises and by encouraging the development of tourism focussed agritourism businesses.

Developing a value add approach in any economy opens opportunities to maximise the endowments that exist as identified above.

Agritourism is an opportunity for value adding identified across the consultation and research processes and features in Council's own strategic planning documents. It involves people travelling to a region to engage with agricultural pursuits/products and includes:

- Visits to and possible stays on farms
- Participating in pick your own activities for their own consumption
- Being employed to pick produce for farm production sales
- Visits to rurally based wineries and restaurants
- Attending farmers markets
- Visiting natural attractions in rural settings

Importantly, agritourism has the capacity to support farming businesses by deriving a second income to supplement farm income.

Council planning rules need to be flexible enough to enable agritourism initiatives to be attractive to the developer with viable projects being able to be readily approved.

¹² Cootamundra-Gundagai Regional Council, Rural Lands Issues Paper: Agritourism, 2018, p 30.

26 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Council flagged in its 2018 Rural Lands Issue Paper on agritourism the willingness to enable rural enterprise to develop. Promoting this willingness to the existing farming community would be a good initiative.

Villages strategy

Council prepared the Cootamundra-Gundagai Regional Council Villages Strategy in 2018. The purpose of the strategy is to provide clear strategic indicators for the development of the villages of Cootamundra-Gundagai LGA over the next 30+ years.

The recommendations from the Villages Strategy are endorsed and implementation is recommended.

Activities in the Villages Strategy that support economic growth include various proposed trails, streamlining planning processes, considerations on land use zoning to assist development and infrastructure upgrades.

Consultation in preparing this Strategy also suggested campaigns to promote the villages specifically would boost visitation and a recommended action is identified. Ideas included promotion of bird watching opportunities and heritage based tours were identified in the consultation processes.

Free camping and provision of dump sites for RV travellers in villages were also mentioned as ways to improve visitation to the villages.

Land use planning that is structured around enabling suitable development will support sustainability.



DEVELOPING THE VISITOR ECONOMY

The development of the Cootamundra-Gundagai visitor economy featured in all the strategic documents that were reviewed in creating this Strategy. Both NSW Government and Council see the visitor economy's growth as a key ambition to assist in economic sustainability and growth for the LGA.

Destination NSW's Travel to Regional NSW report highlights that the top activities for visitors in regional NSW include:

- Eating out, dining at a restaurant or café
- Visiting friends and relatives
- Going shopping for pleasure.¹³

This information gives key insights into the activities that visitors to the Cootamundra-Gundagai LGA are likely to seek and the types of tourism assets the region will need to develop to attract these visitors.

This Strategy is informed by the Visitor Services Review which was completed as part of the research phase. A copy of the findings is provided at the end of the Strategy.

An assessment of the value of the current visitor information service levels compared to 5 other regional council tourism services was one part of the

Visitor Services Review and highlighted some areas where process improvement may lift efficiencies.

A range of ideas are listed below as recommended actions in this focus area.

Develop Gundagai Old Mill into a premier food/agritourism site

It is recommended that Council work with operators to utilise the Old Gundagai Mill premises as a premier food/agritourism site. Opportunities exist for a range of products including:

- Craft beverage facilities
- Winery cellar doors and expansion of on-site tourism facilities (accommodation, function centre etc)
- Destination dining businesses
- Quality food establishments focusing on local produce
- Special events and festivals celebrating and promoting local produce.¹⁴

¹³ Destination NSW, Travel to Regional NSW (Year ended June 2018). Accessed 24 January 2019

¹⁴ Destination NSW Riverina Murray Destination Management Plan

28 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

This would assist the town to develop its food and beverage assets and align with the Destination NSW Riverina Murray Destination Management Plan for growth product offering in food, agritourism and heritage themes.

Improve access to the Murrumbidgee River

The Murrumbidgee River is a key natural asset and there are opportunities to improve access to the River to make it an attractant that brings visitors to the region.

A range of ideas were raised in the consultation processes around maximising the River environment including:

- specifically featuring the River in branding exercises
- promotion of the natural beauty and facilities along the River
- highlighting the heritage value of the Prince Alfred Bridge as the first major river crossing.
- Completion of a masterplan to enable access to the River so that Council is shovel ready when funding opportunities arise.
- Improvements suggested included a deck and boat ramp.

Creating a masterplan is recommended that designs and costs infrastructure improvements. Having this level of planning completed will have the project shovel ready when grant opportunities arise.

Promotional activities would then be enhanced by featuring the River access improvements.



Develop Cootamundra attractions

The Strategy recommends a masterplan for the Cootamundra CBD to establish plans and designs for improvements to the amenities in the town.

The Arts Centre Cootamundra masterplan for an arts precinct is in the planning stage and is a project which would build visitor attracting assets for Cootamundra and supplement the CBD masterplan.

Having a Cootamundra CBD masterplan prepared will assist Council in scheduling works through the budget processes plus enable Council to put forward works that are shovel ready for grant funding as programs available.

Food

An attractive food and beverage offering is a key tourism asset. Failure to provide a memorable food experience can impact on the reputation and repeat business that a region offers.

Noting that some existing businesses are currently doing this well, community feedback and the audit of local tourism businesses/activities highlights that there could be improvement to these services.

Some observations made in the consultation processes in developing the Strategy relating to food and beverage offerings in the region were:

- that there is a limited range of food options (particularly at certain times of the day)
- these options are more oriented towards locals (membership-based clubs, takeaway options, lower level of décor)
- some offerings are tired and in need of refreshing.

Key factors to consider when providing these services include:

- Attractive décor and surroundings
- Quality food

- Dietary options
- Findable (visitors can find premises quickly online)
- Good service
- Open at times convenient to visitors

Council can work with businesses to ensure they are aware of events that are likely to bring potential customers to their location and thus encourage extended operating hours.

The planned events calendar that is already identified in the current Delivery Program will enable businesses to tailor their services and potentially attract more sales.



Moonlite's grave



1924 Chevrolet at the Australian Road Transport Heritage Centre



Morning view

30 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Events

Events attract visitors to a region.

The audit of tourism assets and activities for the Cootamundra-Gundagai LGA highlights that there are already a reasonable number of events in the LGA. The review highlighted that these are of varying size and success.

Cootamundra has a good range of events including:

- Antique Car Rally
- Drag Racing
- Tubby's Ride and Family Day
- Local Unlimited
- Make it Local
- Cootamundra Show
- Father's Day Swap Meet
- The Cootamundra Cup
- Bachelors and Spinsters Ball
- Haycarters (Cycling)
- Haycarters Recovery (Cycling)
- Cootamundra Annual Classic (Cycling)
- Cootamundra Annual Classic Recovery (Cycling)
- Organic Farm Tour
- The Arts Centre Cootamundra *Make it Local* Shared Dinner
- Coota Beach Volleyball Festival

- Cootamundra Wattle Time Festival
- Touch football competition
- Cootamundra picnic races



Gundagai has fewer events, with a greater focus on equine and agricultural themes:

- Anglican Flower Show
- Australian Busking Championships
- Battle on the Bidgee

- Gundagai Show
- New Year Races
- Popped up at Kimo
- Gundagai Rodeo
- Snake Gully Cup (Horse Race)

Working on building Cootamundra's strength, existing events could be grown and more broadly promoted to attract more visitors. For example:

- The popularity of Cootamundra's cycling events could be built upon to include mountain biking events at Pioneer Park.
- Expansion and wider promotion of the Coota Beach Volleyball Festival – it is point of difference in the events market. Link up with Volleyball NSW as a sponsor and seek cross promotional opportunities.
- Revitalise the Wattle Festival given the unique naming of Cootamundra Wattle
- Highlight the arts and crafts skills of the region by promoting an arts trail across the whole LGA
- Joint promotion of the Bradman Birthplace Museum, Captains Walk and Bradman Oval (and other ovals) targeting cricket enthusiasts – this is a significant key point of difference for tourists and could include a "test match" on the Don's birthday (27 August) annually – celebrity players, retired players, current NSW/Australian players, hold the Prime Minister's 11 game in Cootamundra, seek a Big Bash or similar pre-season game be held at Bradman Oval and investigation of a Cricket NSW Centres of Excellence opportunity.
- As the Strategy identifies improving access to the Murrumbidgee River, promotions specifically feature events on the River arise as future possibilities.
- Expand the Wattle Festival with a "wattle swap" feature
- Promote the heritage of the region and its cemeteries for those researching family history
- Promote the region as part of the canola trail
- Promote the rail trails in the region

32 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY



Captains' walk

Improve tourism industry liaison

The Cootamundra Tourism Action Committee and Gundagai Tourism Action Committee are separately run.

Closer affiliation and having the two groups work jointly on a whole of LGA approach to tourism would be beneficial in building awareness of the strengths and knowledge across the tourism sector.

The committees currently meet annually. More frequent joint meetings may offer opportunity to collaborate further.

Ultimately, the merging of the two groups into one section 355 Council Committee should be considered to assist in whole of LGA promotion and capacity building between members and across the community.

Visitor Services

The Visitor Services Review completed to guide Council's management of visitor services as part of this Strategy's development is provided at the end of the Strategy.

In the consultation processes, the need for a dedicated economic development/tourism staff member in Cootamundra was noted. Council advised there is currently an annual contribution to the Cootamundra Development Corporation for the delivery of economic development/tourism services.

Support in the community is also in favour of a standalone Visitor Information Centre in Cootamundra.

The Review highlighted Council is already contributing the highest expenditure per visitor of the 5 other visitor information centres used in the benchmarking exercise (see Review at the end of the Strategy for details). The costs for visitor services are being contained given services are offered by volunteers in Cootamundra at the Heritage Centre. Cost efficiencies across the visitor services expenditure would need to be identified to be able to afford a Cootamundra standalone VIC in Cootamundra when consideration of the capital and annual operational additional costs that would arise.

The visitation to the Gundagai VIC was the highest in terms of the percentage of total visitors who presented at VICs against the other 5 VICs benchmarked. 23% of visitors to Gundagai go to the VIC. Only 2% of visitors go to the Cootamundra centre.

Some of the results are influenced by the lack of reliable and comparable data on visitors across the Cootamundra-Gundagai VICs and tourism

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 33

assets. While data is and has historically been collected, it is ad hoc and an opportunity exists to improve the collection processes.

A standardised short survey is recommended to be distributed to tourism operators. Information would also be collected at the VICs. Council would then be able to collate accurate information on the demographics of visitors and make details known to businesses who participate in the data collection as an incentive. Those participating would thus have better information to inform their own marketing efforts.

Consideration of the efficiency of the current services should be undertaken to identify cost savings areas in the VICs given the Review identified a high current cost base per visitor. Kiosks offer a cost effective means to disseminate information. It is acknowledged that Council has already tried kiosks but reconsidering them along with improved brochure displays may offer efficiencies.

Rather than create a standalone VIC in Cootamundra, it is recommended that an economic development/tourism officer to be located at the Heritage Centre. This offers value for money and service improvement outcomes. Improvements to the Heritage Centre would be required and funding for the works identified. It is recommended that the improvements be costed to have a shovel ready project available when grant funding is identified. The officer could be employed prior to the completion of the upgrade and could be charged with managing the upgrade project works.

Various models for levels of service were identified in the Visitor Services Review. The recommended model for tourism services across the Cootamundra-Gundagai LGA is as follows (see the Review at the end of the Strategy for details):

Lower level of services, Council operated	
Features	<ul style="list-style-type: none"> • VIC operation utilises a mixture of Council staff and volunteers. • Council manages marketing on a smaller scale plus some marketing/event management managed by Council • Event management is supportive and community driven.
Level of Tourism Development	<ul style="list-style-type: none"> • Emerging tourism assets may or may not be fully developed – limited funding often influencing. • Smaller LGA visitation rate. • Tourism markets not well defined.
Budget	<ul style="list-style-type: none"> • Lower cost - between \$300,000 and \$700,000 – salaries most significant cost - blend of paid and volunteer staff control costs.
Strengths	<ul style="list-style-type: none"> • Strong local knowledge of events and attractions. • Council has control of tourism direction. • Consistency of tourism brand and messages. • Good feedback channels directly from visitor to Council. • Ability to react quickly to negative feedback and manage issues.
Weaknesses	<ul style="list-style-type: none"> • Expensive - particularly VIC services. • Cost of VICs absorb potential expenditure from marketing and branding activities. • Management of volunteer staff – training requirements • Lower brand recognition.

Suggestions for VIC operations from the Review are summarised as follows:

- Develop the online tourism information resources for use across websites that cover the towns and villages in the LGA
- Develop one survey instrument for completion at tourism service provision points (VICs, accommodation providers, facilities etc). Collate data into longitudinal data sets that are comparable and offer better knowledge of the characteristics of the visitors who are coming to the LGA. Better understand the existing market will improve marketing campaign effectiveness. It will also highlight missing market segments that Council may seek to pursue.

34 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

- Engage with locals and keep them informed on local events – 39,000 people stayed with friends and relatives in 2017¹⁵ which equates to over 31% of all visitors. Better informed locals offer a cost effective means of promoting local events and facilities to their guests.
- Continue to deliver visitor services from the Heritage Centre in Cootamundra
- Construct the adventure playground and complete the improvements to the Gundagai VIC
- Review the economic development services provided to Council from the Cootamundra Development Corporation
- Employ an economic development/tourism officer to be located at the Heritage Centre in Cootamundra
- Employ an events officer to assist in managing Council's events and to assist community members to create new events

Building the visitor economy across the whole LGA will create jobs and build capacity in multiple areas.



Rusconi marble masterpiece

¹⁵ Tourism Research Australia, Gundagai (A) tourism profile, 2017



BRANDING AND MARKETING

Closely related to the development of the tourism economy is the potential to brand and market the region as a destination for visitors.

Some confusion can exist around what a brand is. One definition describes a brand as follows:

Unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind (positioning).

Thus brands help harried consumers in crowded and complex marketplaces, by standing for certain benefits and value. The legal name for a brand is trademark and, when it identifies or represents a firm, it is called a brand name.¹⁶

Branding for the Cootamundra-Gundagai LGA was developed when the council was created. This section relates to tourism branding exercises as further marketing initiatives for the region.

Cootamundra-Gundagai's online presence will be key in promoting the region to potential visitors. A greater focus on developing online marketing content to profile the LGA for residents, tourists and businesses is recommended as the first step.

The Council's website is attractive and well laid out and is an excellent tool. Increasing content and ensuring currency of data is critical. Linking from and to the Council's website will allow for consistent messaging on tourism marketing materials.

Branding to align with Destination NSW Riverina Murray Destination Management Plan

Branding and marketing activities will benefit from maintaining alignment with the Destination Riverina Murray Destination Management Plan.

The Plan has developed a number of key visitor experiences for consistent development of the brand in the Eastern Riverina region (including Cootamundra-Gundagai). These include:

- History and heritage
- Nature-based and recreation
- Agriculture and local produce
- Arts and culture
- Sport
- Touring region

¹⁶ The Online Business Dictionary, Accessed 19 February 2019.

36 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Given the assets in the Cootamundra-Gundagai LGA can be allocated to all of these categories, alignment can be easily achieved in targeted marketing campaigns which are identified in the Action Plan.



Don Bradman sculpture

Brand development

60% of survey feedback favoured a two-brand strategy for tourism promotion resulting in separate marketing for Cootamundra and Gundagai. Some commentary also suggested the villages need to be separately promoted.

Cootamundra-Gundagai Regional Council has already established its branding. It should be used in conjunction with specific locations tag lines (for example, G'Day Gundagai, River crossing town and Cooee Coota), when appropriate, particularly when Council is contributing to the costs of promotions.

Respondents identified that Cootamundra and Gundagai are seen to have a different tourism offering, separate geographies and different people are likely to be travelling to each town.

To identify future marketing direction, the online survey conducted as part of the development of the Strategy sought comments from respondents on the most popular themes and actions for tourism development.

Gundagai based survey respondents rated the following top 5 themes and actions to develop the tourism sector:

- Sport and recreation
- Events and festivals
- History and heritage
- Rivers and waterways
- Improving the accommodation offering

Gundagai has previously been promoted around themes including nature, active recreation and history, with *G'day Gundagai* and historic river crossing as key tag lines used in signage and promotional activities.

The Murrumbidgee River is seen as a key attribute, but respondents agreed that access and facilities need to be improved as identified above.

Cootamundra based respondents rated the top 5 themes and actions to develop the tourism sector as:

- Events and festivals
- Sport and recreation
- History and heritage
- Improving the accommodation offering
- Arts and culture

Only one respondent in the consultation processes identified Cootamundra has used Cooee Coota as a tagline while G-Day Gundagai and the River Crossing town taglines were identified by a number of respondents. There is not a significant online nor branding presence for Cootamundra or the Villages in the LGA. There is a stronger presence for Gundagai.

The G'day Gundagai and Cootamundra tag lines should be continued to be used. Villages should also use tag lines on promotions.

Utilise data and information

As identified above, there is currently a lack of data about who is travelling to the region, where they are from and what they are interested in doing.

Little is known about gaps in the services offered to enable Council to tailor branding and promotion to businesses to fill voids which should be addressed over time.

Whilst detailed surveying and information gathering would be ideal, Council has a range of information at hand that is not being fully utilised.

VICs are currently capturing limited data on visitor origin, but this data is inconsistent - sometimes captured via postcode, sometimes by locality name and sometimes by state.

It is also apparent that visitor origin data is being captured by other organisations. At least one (and likely more) accommodation business interviewed in the engagement process is capturing postcode data, but admitted that they are not utilising this data. The Sir Donald Bradman Birthplace Museum is capturing postcode data but this data was not being forwarded to Council for use in understanding visitor origins.

The standard simple survey tool answered on a tablet identified in the visitor economy focus area should be developed and implemented with low costs to Council.

Tourism target market development

While more information on potential markets will be known once there is better understanding of who is visiting the region, promotion to Victoria, ACT and Wagga Wagga in the short term as an option was identified in the survey data that helped inform this Strategy.

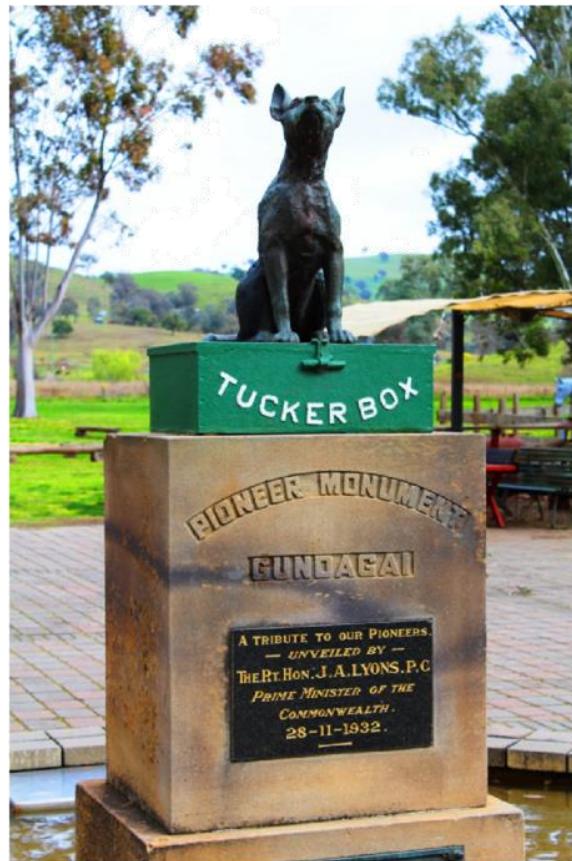
This could be a starting point while the data to properly profile visitors is captured.

Assist local businesses to develop digital marketing and online presence

19% percent of survey respondents advised that marketing was barrier to growth for their business.

There is an opportunity therefore to seek training for businesses to assist them in the development of their online presence.

38 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY



Dog on the tuckerbox- photo credit Jessie-Lee Waite

Consistent messaging that highlights the features of the region will improve the impact of marketing campaigns.

STRATEGIC ALIGNMENT

Developing the 5 strategy focus areas was done within the context of a range of existing strategic documents and their recommendations. This ensures alignment and acknowledgement of the significant amount of work Cootamundra-Gundagai Regional Council has already done in building the economic base of the LGA.

Document	Improving liveability	Supporting local business	Managing planning issues	Developing the visitor economy	Branding and Marketing
					
South West Slopes Regional Economic Development Strategy	✓	✓	✓	✓	
Destination NSW Riverina Murray Destination Management Plan	✓	✓		✓	✓
Cootamundra-Gundagai Regional Council Our place, Our future Community Strategic Plan 2018-2028	✓	✓	✓	✓	✓
Riverina Murray Regional Plan		✓	✓		
20 Year Economic Vision for Regional NSW	✓	✓	✓	✓	✓
NSW Premier's priorities	✓		✓	✓	
Cootamundra-Gundagai Regional Council Rural Lands Issue paper: Agricultural Tourism				✓	
Cootamundra-Gundagai Regional Council Villages Strategy	✓	✓	✓	✓	

Appendix A summarises the relevant content from these strategic documents and other materials consulted in preparing this Strategy .

RISK ASSESSMENT

The Strategy identifies a range of activities which may give rise to issues including the following:

- Inability to engage the community to promote and grow the Cootamundra-Gundagai LGA as a whole
 - Action: Communications plan developed that outlines how and who will be engaged and messaging to be delivered
- Failure to identify and see implemented value adding ventures such as agritourism activities to grow the agricultural sector income streams
 - Action: Council to investigate opportunities and work with NSW Government and local businesses to build capacity of local businesses to initiate new enterprises.
 - Action: Funding opportunities to assist businesses to grow could also be identified by Council and communicated to the community.
- Population declines
 - Action: Identify areas where skills are needed and specifically target potential new residents to fill vacancies.
 - Action: Identify the skills gaps and build education pathways for existing residents so they remain local.
 - Action: Maximise the opportunity to create retirement options to services the needs of the ageing population.
 - Action: Identify and collaborate with service providers for special care needs of residents.
- Land use planning restrictions
 - Action: Council to consider the limitations of land use restrictions on economic growth in the development of the key planning instruments.
- Impacts of drought
 - Action: Council to work with the Joint Organisation of Councils and Regional Development Australia to identify drought assistance packages and how information is being communicated to those impacted by drought.
 - Action: Council work with the NSW Business regional coordinator/NSW Farmers/Department of Primary Industry to identify farm management practices to assist management of farms through drought and communicate to the community.

VISITORS SERVICES REVIEW

Introduction

WRI undertook a review of Cootamundra-Gundagai Council visitor services to understand the effectiveness of previous strategies and provide direction for the future provision of visitor services.

A range of research, engagement and assessment activities were done, including:

- Review of existing tourism strategies in the Cootamundra-Gundagai LGA
- Assessment of the Cootamundra-Gundagai Council Visitor Information Centre (VIC) services against VIC services in five other regional NSW council areas
- Site visits to Cootamundra-Gundagai VICs and various tourism sites across the LGA
- Update to Council's previous audit of tourism businesses, sites and assets across the LGA
- Interviews with a range of tourism business owners, managers and council staff
- Assessed available tourism statistics to understand visitation to the region

This Review assesses *Where are we now?* in relation to the provision of tourism services and offerings in the Cootamundra-Gundagai LGA. The Review also assesses the current servicing in Cootamundra-Gundagai benchmarked against 5 other locations, value for money, event management and levels of service.

Where are we now?

Review of previous strategy

WRI conducted a review of previous strategic documentation for visitor services in the Cootamundra-Gundagai LGA. Pre-amalgamation, Cootamundra and Gundagai had separate strategic directions and their respective visitor economies vary considerably.

An important finding was that Cootamundra has had no tourism related strategy to engage local tourism businesses, gather key information or provide direction. As a result, the tourism sector in Cootamundra has had little development and industry organisation is still in its infancy.

In contrast, Gundagai has an existing tourism strategy (Gundagai Tourism Strategy 2014 - 2019), a well organised tourism sector and has made good progress in reaching previous strategic goals. The existing Gundagai strategy lists five main goals:

- Support the regeneration and protection of our natural, cultural and built heritage
- Showcase our history as a River Crossing Town
- Develop primary attractions in the town
- Utilise the Visitor Information Centre as a tool to promote the town's attractions
- Become the go-to place for events in the Riverina

Feedback from the Gundagai Tourism Action Committee is that the previous Tourism Strategy was well regarded:

- The strategy has been largely effective and most of the outcomes have been successful. A review of strategy actions highlights that most of these items are partially complete or complete.

42 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

- Groups such as the Gundagai Tourism Action Committee and the Gundagai Racecourse and Showground Committee were seen to be the drivers behind the success of the local tourism sector. The main street upgrade, improved highway signage and events held at the Gundagai showground and racecourse were identified as successful outcomes.
- Key visitor cohorts identified in the previous strategy were believed to still be largely relevant, although there could be potential to capture more international visitation. Identified cohorts include RV travellers, transit traveller – diverted from highway, destination travellers, events and experience seekers/participants, Asian/International market with indigenous and iconic Australian town draw cards.
- There was agreement that any future tourism strategy should be consistent with the previous tourism strategy and build upon it.

A review of actions in the Gundagai Tourism Strategy 2014 – 2019 found that the majority of actions have been commenced or are completed.

Council tourism services

Currently, limited VIC services are provided in Cootamundra in a shared site and more extensive VIC services are offered in a standalone VIC in Gundagai. The Gundagai VIC offers marketing and digital activities and assistance to local tourism businesses. A more detailed breakdown of VIC and tourism services is provided below.

Cootamundra

The Cootamundra VIC services are run from the Cootamundra Heritage Centre. A limited range of VIC services are provided, including:

- Accommodation bookings
- Information and referral services
- Souvenirs
- Tea and coffee
- Ticketing for small events

There is currently no dedicated Council staffing providing tourism services in Cootamundra.

Observations on Cootamundra's tourism services after site visits and interviews :

- Location on a main road but not in CBD.
- Close to rest areas with good parking.
- Services are run by volunteers.
- The VIC provides a basic set of face-to-face services, including referral and information services, tea/coffee, accommodation bookings and souvenir sales.
- VIC does not have an online presence operated by Council and has no direct email address.
- Heritage Centre staff identified Cootamundra needed a standalone VIC in order to deliver better visitor services.
- Insufficient data has been captured to understand the trends in visitation to the VIC and to other tourism assets in Cootamundra.

Gundagai

The Gundagai VIC provides a range of services to visitors including:

- Produce and distribute the Gundagai Visitor Guide, Gundagai Heritage Walk and local information flyers
- Accommodation and Eateries Guide which also includes information on RV friendly locations/dump point
- Produce including souvenirs, Gundagai region wines, local products, kiosk items and a range of history books
- Viewing Rusconi's Marble Masterpiece
- Self-guided audio tours of the Old Gundagai Gaol
- Compendiums in accommodation rooms (updated each August)
- New residents pack to welcome and inform people moving to the area
- Assistance in finding available accommodation during peak periods
- General local information service (road updates, local business information etc.)
- Provide maps of local area, maps and brochures of other regional towns plus NSW and Victoria
- Historic town tours
- Advertising
- Coach and rail bookings

Observations on Gundagai's tourism services after visits and interviews:

- Good location on the main street and close to shops.
- Adventure playground being built soon.
- Has marble masterpiece which is a draw card, generally popular with children and older visitors.
- Planned improvements scheduled for the Centre.
- Employed VIC staff can undertake a wider range of activities - manage stock, sell alcohol, complete sales returns, book for coach tickets, update Destination NSW webpage etc.
- Most common requests look for family activities, and highlights in the town. Ask 'what's to do?' and 'Where is the dog?'.
- Challenging to get businesses to provide information to the VIC marketing staff.
- Approximately 40% of current visitors to the VIC are locals booking tickets on transport services out of Gundagai.

Tourism services operating models

WRI assessed Cootamundra-Gundagai Council VIC and tourism services against similar services in 5 other regional NSW council areas to understand operational issues and best practice approaches in other regions.

Interviews with other tourism locations were undertaken to understand different tourism services models, VIC services, financial considerations and assess their suitability for Cootamundra-Gundagai Regional Council.

44 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Research was also undertaken to compare certain visitor service metrics across the five LGAs.¹⁷

Visitor service models

Four distinct VIC operational models have been identified and their key features are summarised in the table below. These models are:

- High level of services, Council operated
- High level of services, operated by external contractor
- High level of services, operated by Council and an external contractor
- Lower level of services, Council operated

Comparative information has been compiled below to show strengths weaknesses and operational attributes of the four operating models.

High level of services, Council operated	
Features	<ul style="list-style-type: none"> ● A high level of tourism services provided fully internally by Council. ● VIC operation, marketing and branding, event management, tourism partnerships all run and managed by Council staff.
Level of Tourism Development	<ul style="list-style-type: none"> ● Mature visitor economy with well-established tourism assets (motor racing, food and accommodation). ● Large LGA visitation rate. ● Major annual tourism events managed by dedicated Council events team.
Budget	<ul style="list-style-type: none"> ● High, approximately \$1 million
Strengths	<ul style="list-style-type: none"> ● Provides local expertise to visitors expecting more specific information than they can gather online. ● Council has total control of tourism direction. ● Dedicated staff team for major tourism events and marketing.
Weaknesses	<ul style="list-style-type: none"> ● Expensive. ● Balancing retail/business side of VIC with tourism services is challenging – low return on souvenir sales. ● Challenges in justifying relevancy given volume of information available online.

¹⁷ WRI has made certain assumptions and utilised a number of methodologies to account for a range of data issues to develop processes that allowed comparisons of operational data.

High level of services, operated by external contractor	
Features	<ul style="list-style-type: none">• VIC operation, marketing and branding, event management, tourism partnerships and tourism research all managed by contractor• Council funding provided.
Level of Tourism Development	<ul style="list-style-type: none">• Mature visitor economy with well established tourism assets (wineries, food and accommodation).• Large LGA visitation rate.• Well-defined tourism markets which are specifically advertised to.
Budget	<ul style="list-style-type: none">• High, approximately \$1 million primarily funded through a combination of Council and membership funding.
Strengths	<ul style="list-style-type: none">• Overnight visitation rate experiencing strong growth for past 4 years.• Successful in funding applications.• Marketing targets are very focused, good knowledge of target markets.• Representatives from Council on board of directors retain Council input.• Consistency of tourism branding messages.
Weaknesses	<ul style="list-style-type: none">• Expensive.• High need for funding.• High capital requirements in terms of building space/location of VIC. VIC would need to be co-located with another service such as museum/caf� to be effective.

46 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

High level of services, operated by Council and an external contractor	
Features	<ul style="list-style-type: none"> • A high level of tourism services provided partially by Council, partially by an external contractor (a membership based tourism industry entity). • Marketing and branding, event management and tourism partnerships managed by the external contractor. • Council provides financial support to the external contractor – they are also funded by 2 adjoining LGAs • Council has retained some functions – including funding and management of the VIC and some sponsorships/management of separate events and marketing.
Level of Tourism Development	<ul style="list-style-type: none"> • Mature visitor economy with well-established tourism assets (wineries, food and accommodation). • Large LGA visitation rate. • Well-defined tourism markets which are specifically advertised to. • Council is strong on data collection and understands its markets.
Budget	<ul style="list-style-type: none"> • High - approximately \$1 million. • Contractor is funded through a combination of 3 Councils contributions and membership funding.
Strengths	<ul style="list-style-type: none"> • Visitor expenditure and length of stay trending up. • Enables marketing and branding services by industry. • Cohesive branding and marketing strategy for region. • Council retains operational control over VIC, Council-run events and other tourism services. No bias basis as all operators, not just members of the external contractor, are supported. • Industry involvement in grant processes increased.
Weaknesses	<ul style="list-style-type: none"> • Coordination of agendas of stakeholders can be difficult. • External contractor membership base requires a lot of resourcing • External contractor undertaking limited tourism research. • In early stages – long term outcomes hard to identify – engagement is on a performance based contract with outcomes (increased visitation, increased average nights stayed, event attendance analysis etc) to assist in measuring the value for money of the contract. • If tourism businesses do not wish to become members, the external contractor doesn't market them. Causes equity issues. • Difficulty servicing smaller tourism operators and events who cannot afford contractor membership subscription.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 47

Lower level of services, Council operated	
Features	<ul style="list-style-type: none"> • A more limited range of tourism services provided fully internally by Council. • VIC operation utilises a mixture of Council staff and volunteers. • Council manages marketing on a smaller scale. • Council's event management role is supportive and community driven.
Level of Tourism Development	<ul style="list-style-type: none"> • Emerging tourism assets may or may not be fully developed – limited funding. • Smaller LGA visitation rate. • Events are more community focused rather than tourism based. • Tourism markets not as well defined.
Budget	<ul style="list-style-type: none"> • Lower cost - between \$300,000 and \$700,000. • Cost heavily influenced by number of VICs and if VIC staff are paid or volunteer.
Strengths	<ul style="list-style-type: none"> • Strong local knowledge of events and attractions. • Council has total control of tourism direction. • Consistency of tourism brand and messages. • Good feedback channels directly from visitor to Council • Ability to react quickly to negative feedback and manage issues.
Weaknesses	<ul style="list-style-type: none"> • Expensive - particularly VIC services. • Cost of VICs absorb potential budgets for marketing and branding. • Management of volunteer staff can be difficult. • Lower brand recognition.

48 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Comparison of tourism services

Visitor service metrics, population and visitor data, expenditure and council tourism income were compared to understand the efficiency of Cootamundra-Gundagai Regional Council's tourism services.

Tourism service metrics compiled below include:

- Tourism services provided internally or externally.
- VICs staffed by paid staff, by volunteers or by both.
- Annual visitation rate in each LGA and attendance at their respective VICs.
- Recent revenue and expenditure figures.

Data for Cootamundra and Gundagai have been identified separately for comparison.

A range of key findings can be made from the comparative data:

- Cootamundra VIC visitation is poor and is well below the levels of other VICs.
- The Gundagai VIC is performing in line with its peers on a number of metrics.
- Gundagai sees the highest per centage of total visitors coming to the LGA who go to the VIC of all the VICs evaluated.
- Cootamundra-Gundagai Regional Council is spending more on its tourism and visitor services, per visitor, than peer councils.

Council's VIC budget is funding the provision of coach booking services in Gundagai. This activity was estimated to take up considerable amount of the VIC time. While offering a service to locals, some commentary identified it is not adding to visitation. A number of the other VICs assessed also provide coach booking services.

This is also an opportunity that Council could events participation by enhancing the information given to locals about events given the high proportion of visitors who stay with friends and relatives.

The tourism budgets in other areas are greater than Cootamundra-Gundagai Regional Council.

Council 5 is the closest fit visitor services model for Cootamundra-Gundagai in all operational metrics and is similar to current services provided in Gundagai VIC.

A summary of key metrics is provided below illustrating how the Cootamundra and Gundagai visitor information services compare with the other 5 council operations.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 49

	Council 1	Council 2	Council 3 ¹⁸	Council 4	Council 5	Gundagai	Cootamundra
Tourism services provided by Council or external contract	Council	Council and External contract	External contract	Council	Council	Council	Council
VIC Staff Mode	Paid Staff	Paid Staff	Paid Staff	Staff and Volunteers	Staff and Volunteers	Paid Staff	Volunteers
Annual VIC Visitation¹⁹	51,000	84,583	33,225	47,691	27,524	16,781	1,211
Annual LGA Visitation²⁰	902,000	985,000	573,000	384,000	124,000	74,560	54,440
LGA Population²¹	41,301	40,348	24,079	14,398	6,110	3,597	7,570
Visitors Per Capita	22	24	24	27	20	21	7
% of LGA Visitors Attending VIC	6%	9%	6%	12%	22%	23%	2%
Council Tourism Revenue²²	\$244,800	\$81,000	\$865,067	\$62,950	\$61,000	\$43,000	\$13,519
Council Tourism Expenditure	\$985,892	\$980,000 ²³	\$935,724	\$1,037,564 ²⁴	\$358,699	\$400,000	
Council Expenditure per LGA Visitor	\$1.10	\$1.00	\$1.60	\$2.70	\$2.90	\$3.10	

¹⁸ Financial data sourced from an external contractor¹⁹ Annual visitation rates from most recent available full year statistics.²⁰ Annual LGA visitation rates from 2017 Tourism Research Australia statistics. Gundagai and Cootamundra visitor data has been split out based on pre-amalgamation visitor attendance data.²¹ Population data from 2016 ABS Census.²² Council revenue across a range of visitor services, such as merchandise, memberships, ticket sales, etc.²³ Includes contract cost paid to external contractor of \$400,000. This relates to one only of the three councils who have engaged the external contractor to deliver part of the tourism services option – excluding VIC services. Additional contributions are paid to the contractor by the other 2 neighbouring councils above the \$400K.²⁴ Includes National Parks and Wildlife Services contribution of \$362,961.

50 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Value for money

Cootamundra-Gundagai Regional Council is paying more per visitor in VIC and tourism services than the other councils considered in the benchmarking process.

Opportunities arise for the streamlining of services to provide a more efficient, focussed set of services and a performance based review of operations may identify ways to streamline processes and reduce costs.

Consultation processes identified a desire for a stand alone VIC in Cootamundra. The vacant Roads and Transport Authority Building was identified as a possible location. On the visitation numbers provided by Council, there is little evidence to warrant Council expending more money on tourism services given the low visitation levels. It could of course be argued that a more prominent facility in Cootamundra with dedicated tourism staff may increase VIC visitation. However, the cost base for a standalone VIC in Cootamundra would increase even further the currently expenditure levels.

Council could investigate the return on investment of the creation of a Cootamundra VIC using a cost benefit analysis. On past assessment of VICs, it is unlikely that a positive cost benefit ratio would be returned unless the visitation is increased given the high cost base already in place in Cootamundra-Gundagai LGA.

In terms of the essential services undertaken within a VIC (customer facing services predominately relating to the provision of information), many of these tasks can now be undertaken online and via appropriate signage directing visitors to relevant digital platforms, at a much lower cost to Council.

Whilst VICs often provide additional services, such as marketing and branding activities, booking and a range of other services, these can be undertaken within other Council buildings/offices as they do not require face-to-face contact with visitors.

Services could also be made more cost competitive by utilising more online services that could be available in multiple locations in the LGA and via kiosks as utilised by many other VICs.

It may be a better option for Council to allocate funding to a dedicated economic development/tourism officer for Cootamundra. This would enable the development of the resources and services required to raise the profile of the Cootamundra area.

VIC services and budget allocation

Based on the review of tourism services provided of various VIC models, the service model which fits the current tourism services model for Cootamundra-Gundagai is the **lower service internal model** – meaning that VIC services and tourism services are Council run but, in response to lower visitation, provide a lower level of service and have a lower budget.

Given that tourism within the Cootamundra-Gundagai LGA is still emerging rather than being a highly established and developed market, it is believed that this model is a good fit for the continued cultivation of a tourism economy in the LGA.

Once visitation grows in response to more targeted marketing initiatives (discussed below), the model could be reviewed.

Event management

Feedback from the business community and Council is that tourism development and the management of events needs to be led by the local community.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 51

Council does have a supportive role in the development, management and marketing of events and assisting with organisational and red tape issues, such as accessing Council facilities, permits and traffic management.

One respondent suggested that an external organisation should be engaged to manage events.

Events need to be aligned to the endowments and features of the area. For example, the previous Gundagai Tourism Strategy identified an action of contacting NSW and National Sheep Dog Trials committees to see if either would be interested in hosting an event in Gundagai. This event would be a good fit for Gundagai, aligning with the iconic image of the Gundagai Dog on the Tuckerbox.

Maintaining the audit of tourism assets (provided below) by adding new/amended details and better understanding the needs of visitors coming to events is also needed. Visitors are information hungry and currency of the resources in a location is paramount to ensure the visitor experience is a good one.

Council could consider establishing a grant process to assist new events or to expand existing events as part of the annual budget creation. This could provide community groups with an opportunity to partner with Council to enrich the event offering. Council offering assistance/information resources to be used by community members seeking grant funding from NSW and Federal governments may also offer solid returns.

It is also recommended that a standard, short survey instrument be developed for event attendees and visitors who go to the VICs and accommodation to complete. Tourism data at the LGA level is extremely limited and what is available is dated. It does not separate Gundagai from Cootamundra and this would make it difficult to assess the impact of the initiatives to develop the Cootamundra visitor economy.

Capturing information will enable Cootamundra-Gundagai Regional Council to identify its target markets. Postcodes of who is visiting/attending events plus how many days they have stayed, what did they spend, where did they stay and how did they hear about the LGA can be easily captured on tablets. It takes minimal time but provides a wealth of information to formulate new event strategies and to understand who and where to direct marketing initiatives.

There is potential for Council to pick a small number of successful events that could be invested in that provide a good return on investment in terms of greater visitation and expenditure. These events would likely be already successful, have strong organisational capacity, be ready/willing to grow the event, able to provide a plan for how Council investment would grow visitation to the region.

52 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

TOURISM ASSETS AUDIT 2018

Gundagai

Asset	Type	Description
Bushman's Retreat Motor Inn	Accommodation	The Bushman's Retreat Motor Inn is located within a short drive of the town centre and offers comfortable accommodation as well as an outdoor pool, a laundry service and a dry cleaning service.
Church House B and B	Accommodation	Three bedrooms with ensuite, shared lounge and large modern kitchen. Situated 2 minutes from town centre of Gundagai.
Comfort Inn Sovereign Gundagai	Accommodation	Comfort Inn Sovereign Gundagai has 37 units and family suites.
Criterion Hotel	Accommodation	The Hotel features a large back deck area with a VIP lounge. The front bar features original oil painted murals of early Australian Bush-rangers and the Great Flood of 1852 that washed away "Old" Gundagai.
Darblara- The Coach House	Accommodation	Farm stay on the river in a restored 1870s coach house on property of Darbalara. One couple only, second room for second couple strictly by request.
Gabriel Motor Inn	Accommodation	The Gabriel Motor Inn is centrally located accommodation in Gundagai, 800 metres off the Hume Highway and is close to the shopping centre, golf course, swimming pool, pubs and services club.
Gundagai Cabins and Tourist Park	Accommodation	The Gundagai Cabins and Tourist Park is located two minutes drive off the Hume Highway, close to the centre of town. The business offers 14 park cabins all with internal ensuite, 40 undercover ensuite sites with television access, 30 powered sites and 50 unpowered sites located on the grass.
Gundagai Motel	Accommodation	The Gundagai Motel provides a range of accommodation and food services, including room service, breakfast room and access to BBQ facilities.
Gundagai River Caravan Park	Accommodation	The Gundagai River Caravan Park is situated on the banks of the Murrumbidgee River, within easy walking distance to the town centre and are the only river frontage accommodation in Gundagai.
Hillview	Accommodation	This business is situated just south of Gundagai along the Hume Highway, has been operating as a farm stay since 2006. It offers five cottages and one luxury "glamping" tent. It is not listed on AirBnB but has its own website.
Poet's Recall Motel and Restaurant	Accommodation	The Poet's Recall Motel & Restaurant is in the centre of Gundagai, located just off the Hume Highway. The business offers accommodation and a restaurant.
Tarrabandra Fishing Retreat	Accommodation	A 400 hectare livestock and crop farm south of Gundagai. Fishing is the main attraction for guests. Accommodation is provided in a four bedroom house.
Tuckerbox Motor Inn	Accommodation	The Tuckerbox Motor Inn is located just off the Hume Highway. It features free Wi-Fi, a solar heated swimming pool, BBQ area, and licenced room service dinner and breakfast are available.
Damasque Rose Oil Farm	Agritourism	Previously offered tours
Darbalara Farm Pty Ltd Poultry Farmers and Dealers	Agritourism	Sells eggs at Knight's Meats in Wagga Wagga and at Gundagai IGA.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 53

Asset	Type	Description
Highfield Farm and Woodland (Mt Adrah)	Agritourism	This business sells lamb, eggs and kombucha at farmer's markets, offers farm tours on the State Government funded website Visit My Farm and has hosted events.
Anglican Flower Show	Event	Held in October at the Gundagai District Services Club. As well as the exhibition, includes a luncheon, plant stalls, cakes and craft.
Australian Busking Championships	Event	Gundagai hosts a Regional Busking Competition annually, the winners of which attend the Australian National Busking Championships.
Battle on the Bidgee	Event	Battle on the Bidgee is a Stockman's Challenge which includes stock handling, packhorse, whip crack, dry work pattern, bareback obstacle, horseshoeing & cross country, and other events. It is held annually over three days at the Gundagai showground.
Gundagai Show	Event	Held annually at the Gundagai showground, organised by the Gundagai Show Committee. Includes exhibitions of local produce and livestock, and various events and entertainment.
New Year Races	Event	Horse racing event held on New Year's Day at Gundagai Racecourse. Features a bookmaker's ring, catering, and bar facilities.
Rodeo	Event	The Gundagai Rodeo is a premier event on the national rodeo circuit, held at the Gundagai Rodeo Grounds. Includes full bar and canteen facilities.
Snake Gully Cup (Horse Race)	Event	Horse racing event which attracts thousands of racegoers each November at the Gundagai racecourse. Held over two days and includes fashions on the field.
Cafes	Food and beverage	There are a range of cafes and coffee shops in Gundagai.
Australian Road and Transport Heritage Centre	Heritage	National transport museum dedicated to the preservation, upkeep and display of vehicles and equipment. Open Thursday to Sunday 10am-3pm.
Bridges	Heritage	Prince Alfred Bridge built in 1866, first major crossing spanning the Murrumbidgee River. It is the longest timber viaduct in Australia and has been classified as essential to Australia's heritage by the National Trust. Railway Bridge completed in 1902, 819.4m long.
Captain Moonlite's Grave	Heritage	Bushranger 'Captain Moonlite' is buried near his friends in the North Gundagai Cemetery, under the shade of a eucalypt.
Dog on the Tuckerbox	Heritage	An internationally recognised Australian icon located 5 miles north of Gundagai near the Hume highway. Features a garden precinct with a café. Events benefitting a range of charities are held at the site throughout the year.
Gabriel Gallery	Heritage	Home to a private collection of historic photographs which are now internationally known as the Gabriel Collection. More than 150 photos from the collection are on permanent display in the Gabriel Gallery.
"The Great Rescue of 1852" Sculpture	Heritage	A larger than life-size, bronze sculpture to commemorate the 165th anniversary of the Great Flood of Gundagai in 1852.
Gundagai Gaol	Heritage	The Old Gundagai Gaol stands at the corner of First Avenue and Byron St, surrounded by a high wall of local slate with sandstone capping. Entertaining and informative self-guided audio tours of this heritage site are available daily between the times of 9:00am – 3:30pm.
Gundagai Old Mill Art and Cultural Centre	Heritage	This building is the oldest building in Gundagai and the only surviving representative of the original Gundagai township on the river flat.

54 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Asset	Type	Description
Gundagai Rail Trail	Heritage	Not yet developed. Council has created plans for the development of a rail trail linking Gundagai and surrounding villages.
Gundagai Railway	Heritage	Displays within the railway station recall the travelling past when trains ran regularly on the now closed Cootamundra-Tumut branch line.
Gundagai Stagecoach Tours	Heritage	No longer in operation. A 1900s Coach ride to historic sites in Gundagai. Rides formerly held on last Sunday of every month, and by appointment.
Main Street Walking Tour	Heritage	2km stroll viewing many historic points of interest.
The National Pen Museum	Heritage	
Old Gundagai Common	Heritage	
Rusconi's Marble Masterpiece	Heritage	The Marble Masterpiece stands 1.2 metres high and is permanently on display at the Visitor Information Centre.
Gundagai Historical Museum	Heritage	The Gundagai Historical Museum is a treasure trove of memorabilia and displays. The Museum is managed entirely by volunteers. Open daily 9am-3pm.
Sundy in Gundy Market	Market	Various market stalls held on the last Sunday of the month from 9am-12pm in Sheridan Street, Gundagai.
Regional Sporting Grounds	Recreation	Gundagai features a range of sporting facilities
Crown Lands along the Murrumbidgee River – Canoe and Kayak Trail maps	Recreation	The trail maps cover 230km of river between the Burrinjuk Dam and Wagga Wagga. There are any Crown land reserves along the trial to camp overnight or stop for a lunch break.
Dog on the Tuckerbox Recreation Trail	Recreation	Walking/Cycling/Horse Riding Trail is a 4.6 km trail connecting the Dog on the Tuckerbox with the town of Gundagai.
Ellerslie Nature Reserve	Recreation	Covers an area of 1877 hectares containing six distinct forest ecosystems are found within the reserve and a diverse range of native animals. The reserve also contains a number of Aboriginal sites.
Gundagai River Walk Lookouts	Recreation	A paved, shared, off-road cycle track links North and South Gundagai.
The Murrumbidgee River	Recreation	Rotary Lookout, Mount Kimo , Mount Parnassus and Reno
Gundagai Emporium	Retail	The river plays host to all manner of activity - from water sports, to bushwalking.
Gundagai IGA	Retail	Antique store situated on Sheridan Street in the centre of Gundagai.
Remote Control Office	Services	This business sells Darbalara Eggs from Darbalara Farm near Gundagai.
		Provides office/retail, shared office, and meeting spaces for professionals. Facilities include Wi-Fi printing, mail delivery, conference room, TV, and coffee.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 55

Gundagai Visitor Information Centre	VIC services	The Gundagai Visitor Information Centre is located on the main street and provides visitor services including coach booking, as well as jail audio tours, sale of local produce and souvenirs, and houses the marble masterpiece on display.
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Cootamundra

Asset	Type	Description
Bradman Motor Inn	Accommodation	The Bradman Motor Inn consists of 20 units, situated in a quiet location, 1.5 kilometres south of the town centre on Sutton Street (the Olympic Highway).
Cootamundra Caravan Park	Accommodation	The Cootamundra Caravan Park offers a variety of accommodation, including motel rooms, ensuite cabins, onsite vans, and spacious powered and unpowered sites for caravanners and campers.
Cootamundra Gardens Motel	Accommodation	The Cootamundra Gardens Motel has 23 rooms set in a courtyard shape around the central pool and spa area and has an in-house licensed dining room and function centre.
Cootamundra Heritage Motel	Accommodation	The Cootamundra Heritage Motel is situated right on the golf course at Cootamundra. The property consists of 16 executive rooms, seven king spa rooms, one wheelchair access room and four two bedroom villas.
Elm and Wren	Accommodation	Guesthouse accommodation with 22 rooms, a short walk from the main street.
Southern Comfort Motor Inn	Accommodation	Motel offering queen, twin, and family rooms located approximately 1.7kms from the centre of town.
Wattle Tree Motel	Accommodation	The Wattle Tree Motel is the closest motel to the main Cootamundra central business district. It is only a short walk to the RSL Club, hotels, coffee shops, bakery, Post Office and Railway Station.
Woodie's Cottage	Accommodation	Located in central Cootamundra, Woodie's Cottage is a fully furnished, self-contained, four bedroom house which accommodates up to nine people.
Claron Park Produce and OBryan's Natural Products	Agritourism	The owner used to grow vegetables and native 'bush tucker' plants on her property in Cootamundra to be made into sauces and preserves. Business now closed.
Organic Farm Tour	Agritourism	Take the tour bus to visit two organic farms: Planted Cootamundra and The Patch Homegrown organic farm.
Antique Car Rally	Event	Held at the Airport annually
Bachelor and Spinster Ball	Event	Held annually every Easter Saturday at the showground.
Coota Beach Volley Ball Festival	Event	The annual Coota Beach Volleyball Festival is held every February. Games are held on the Saturday and Sunday, and the event includes beach sprints competition, music/entertainment, food and beverage stands. The event is free for spectators to attend.
Cootamundra Annual Classic (Cycling)	Event	Annual cycling event traditionally held on the last Saturday in August. It is one of the oldest open road races in New South Wales. The Cootamundra Annual Classic Recovery is a shortened version of the Classic course held on the Sunday.
Cootamundra Show	Event	The Cootamundra Show is held every year on the third weekend of October. The show is run by the Cootamundra Show Society, and includes pavilion classes, livestock competitions, the Showman's Guild (sideshow alley), trade stalls and family entertainment.
Drag Racing	Event	Held at the Airport annually
Father's Day Swap Meet	Event	The Cootamundra Antique Motor Club have been running their Father's Day Swap Meet for 26 years. Attracts crowds of 2,500+. Held on the first Sunday in September.

56 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Asset	Type	Description
Haycarters (Cycling)	Event	The First Coota Haycarters race was run as a fundraising interclub race. It has grown from a 40 field race to one of the biggest handicap races for its distance staged in NSW. The race is held annually on the 2nd Saturday of May The Haycarters Recovery is a shortened version of the Haycarters course held on the Sunday.
Local Unlimited	Event	Local Unlimited was a local food event held at The Arts Centre Cootamundra on 25 May 2018. It featured a presentation on the benefits of local food production by blogger Sophie Hansen and a tasting of local food from producers around Cootamundra.
Make it Local	Event	Make it Local is a quarterly shared dinner where attendees bring a plate of food made with ingredients sourced from a 100 mile radius of Cootamundra.
The Cootamundra Cup	Event	Horse racing event held annually at the Turf Club on Sunday of the long weekend in October. Includes covered betting ring and bar facilities.
Tubby's Ride and Family Day	Event	An event to recognise and appreciate the overwhelming support of the Cancer Council. The ride will start from two locations: Queanbeyan and Cootamundra, with other riders joining in on along the way. Includes a barbecue lunch, coffee van, jumping castle, face painting, kids activity table, fire engine on display, raffles, car and motorcycle display, fund raising merchandise.
Corridor 37 Cafe	Food and Beverage	This cafe in Cootamundra buys produce from backyard growers and sells it in its store Providore 37.
Dusty Road Coffee Roasters	Food and Beverage	Dusty Road Coffee Roasters is a coffee shop located on Cooper Street. They offer a collection of locally-roasted coffee blends for sale.
Planted Cootamundra Wholefoods Cafe	Food and Beverage	Planted Cootamundra is a wholefoods cafe specialising in local organic seasonal food. It also offers local sauces, cooking oils and jams for sale.
Aboriginal Girls Training Home	Heritage	The Cootamundra Aboriginal Girls' Training Home provides an example of the historical practice of Aboriginal wards of the State being denied their Aboriginality and cultural heritage which was the subject of a National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from the Families in 1997 (Commission of Inquiry).
Captain's Walk	Heritage	The Captains Walk features 42 bronze sculptures of Australian Test Cricket Captains, along with Unaarrimim the leading Aboriginal player in the first Australian cricket team to tour England in 1868. It is located in the Jubilee Park
Milestones sculptures in Cootamundra	Heritage	The sculptures are in two locations - in Mackay Park at Wallendbeen and in Parker Street next to the Catholic School in Cootamundra. These fibre optic lit sculptures were opened in 1997 by the then Governor General and are very beautiful and significant.
Railway Station	Heritage	Cootamundra railway precinct is of state significance as a major railway complex on the Main Southern line dating from a period of rapid railway expansion in NSW. Generally in good condition.
Sir Donald Bradman's Birthplace Museum	Heritage	The Donald Bradman's Birthplace Museum is located at the building in which Donald Bradman was born in 1908. The building has been restored and contains a collection of memorabilia. It is open 9 to 5, 7 days a week and offers souvenirs for sale.
WWII Ampol Aviation Fuel Depot	Heritage	The site elements surviving from World War II. The site has been disused since 1995 when Caltex closed it down. The key original elements built during World War II - notably the fuel tanks - remain intact and in fair to good condition.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL | 57

Asset	Type	Description
Cootamundra Heritage and Visitor Information Centre	Heritage	The Heritage Centre (former Railway Barracks Railway Complex) houses an eclectic display of historical items relevant to Cootamundra and district in a large main gallery (former dining room), kitchen and 14 smaller galleries which house items including locally built motorcycle from 1912.
Cootamundra Girl Guide's Sunday Market	Market	The markets are held on the second Sunday of the month at Fisher Park on Bourke Street in Cootamundra from 9am – 1pm. Some local producers/vendors.
Apex Park	Recreation	RV Dumping Point
Camp Grounds	Recreation	Jindalee National Park, Cootamundra Caravan Park, Pioneer Park, Buthungra Dam Reserve.
Cootamundra Country Club	Recreation	The Cootamundra Country Club is the oldest golf club in NSW since 1895. Offers sporting facilities for golf, bowls and croquet. Social activities include Bridge, Bingo, TAB, poker machines and a bar. Conference Room Facilities are available.
Jindalee National Park	Recreation	Jindalee National Park is located approximately 10 kilometres north of Cootamundra and covers an area of 1076 hectares
Migurra Reserve	Recreation	Activities at the reserve include bird watching, nature walks, Gardiners Lookout viewing place and picnic area.
Parks	Recreation	A range of parks are available in town
Rugby Club Grandstand	Recreation	Host games
Swimming Pool	Recreation	Cootamundra/Gundagai Council operates an Olympic Pool complex for the benefit of both residents and visitors.
Ulandra Nature Reserve	Recreation	Ulandra Nature Reserve was created in June 1981 to protect the Cootamundra wattle. It covers an area of 3931ha.
Bethungra Dam	Recreation	Bethungra dam is located near the settlement of Bethungra. Fishing and camping available.
Regional Sporting Grounds	Recreation	A range of sporting facilities including 9 cricket ovals, and recently upgraded tennis courts
Mountain Bike Track, Little Hurley Lane	Recreation	An extended series of mostly single track and a few fire trails behind the Cootamundra Country Club and Golf Course. Can be easily linked up with Pioneer Park via connecting fire trail for an extended ride.
The Arts Centre Cootamundra	Recreation	The Arts Centre Cootamundra is a community built, organised and controlled arts facility. It exists to provide a venue and facilities for Arts activities in the Cootamundra Gundagai Regional Council area.
Cootamundra Art and Craft Centre	Recreation/Event	The Cootamundra Art and Craft Centre offers locally handmade items for sale. There is a weekly gathering of a craft group on Monday, Tuesday and Thursday.
Cootamundra Butchery	Retail	Sells locally grown meat, including a breed of lamb called Texel which is produced at the property Hillside in Cootamundra.
Cootamundra SUPA IGA	Retail	Cootamundra IGA sells beef from Sunny Point farm in Oberon, locally produced olive oil and Harden Honey.
Quality Junk	Retail	Antique and collectibles shop located near Planted café in Cootamundra.
The Patch	Retail	This business sells eggs and seedlings at the Riverina Producer's Market in Wagga Wagga, Murrumbateman Village Markets and Cootamundra Sunday Markets. Potential to offer farm tours and set up a farm shop selling seedlings in the future.

58 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Villages and Rural

Asset	Type	Description
Adjungbilly		

Coolac		
Coolac Cabins and Farmstay	Accommodation	The cabin and farm stay business offers three cabins for hire on a 90 acre beef cattle farm.
The Rabbit's Hut	Accommodation	Offers accommodation in a two bedroom house on a cattle station bordered by the Murrumbidgee River.
The Beehive Hotel	Accommodation/ Recreation	The Coolac Beehive hotel offers meals, accommodation, and hosts a range of events.
Coolac Memorial Hall	Heritage	Coolac Memorial Hall was erected in memory of those who have served in conflicts in which Australia has been involved. The hall was erected around 1959 to replace an earlier hall that burnt to the ground the previous year.

Muttama		
Carinyah Homestead	Accommodation	A four bedroom farmhouse situated between Cootamundra and Muttama on a crop and livestock farm. It is listed on Airbnb as 'Homestead der Farm Carinyah'.
Wired Lab Festival	Events	The Wired Lab is an artist led organisation evolving interdisciplinary art practices in rural Australia. The 2017 Wired Open Day Festival was held in Muttama, showcasing the 'agri(culture)' project, a collaborative series with artists collaborating with farmers to explore emerging and ancient agricultural systems.
Muttama Recreation Ground Memorial Gateway	Heritage	2 Brick pillars either side of steel ramp with Memorial plaques for World War I attached to Left Hand Pillar and World War II attached to Right Hand Pillar.

Nangus		
Kimo Estate	Accommodation	Luxury accommodation, wedding and reception venue in Nangus on a 7,000ac sheep and cattle farm. It offers onsite accommodation for up to 28 people in four buildings.
Nangus Public Hall War Memorial and Gates	Heritage	War memorial hall with decorative blue and white 'sunburst' gates, displaying "Lest We Forget" in the metal work. Inside the grounds, a granite roll of honour, mounted on a stone. This memorial is displayed in an area framed by a garden arch
Popped up at Kimo	Event	Popped up at Kimo was held in November 2018 and featured a range of pop up shops at Kimo Estate.

Asset	Type	Description
Stockinbingal		
Balcraggan Accommodation	Accommodation	Country house accommodation situated 800 metres off the Burley Griffin Way. New and modern cabin surrounded by native trees can comfortably accommodate up to eight people. Features an outdoor swimming pool and children's playground.
Village Fair	Events	Held annually at Elwoods Hall, for the community and surrounding areas. Includes market stalls, food and beverage, and various displays.
Bowling Club	Recreation	Provides social and community interaction, e.g. lawn bowls, croquet tournaments and a meeting point for groups such as the Bike Riding Club, the Stop and Mingle Club, Housie nights and Foody Theme nights. Run by the community and volunteers.
Commercial Hotel	Recreation	Built in 1892 to cater for the Cobb & Co coaches which used the village as a staging post for the trip from Harden to Temora. Now permanently closed.
Ellwood's Hall	Recreation	Community function centre and a meeting place used all year round. Suitable for markets, parties, trivia nights and fairs.

Tumblong		
Paterson's Gundagai Vineyard Cellar Door	Agritourism	The cellar door has now closed, and the owner sells most of his stock to China online.
Tumblong State Conservation Area	Heritage	Tumblong State Conservation Area covers 746 hectares and lies 30 kilometres northwest of Tumut and 15 kilometres north of Adelong on the south west slopes of New South Wales.
Tumblong Tavern	Recreation	Café meals and coffee available, great atmosphere and beer garden. Bar Open 7 Days

Wallendbeen		
Wallendbeen Park Farm	Accommodation	A 150 acre farm producing mixed breed pigs and Speckled Park cattle. Farm stay accommodation is available in a cottage renovated from a former schoolhouse for up to three guests.
Station Master's House	Accommodation	3 Bedrooms, large enclosed garden, as well as a newly paved terrace and outdoor setting. There is opportunity to develop the house into a commercial facility.
Allawah Old Methodist Church	Accommodation	Allawah is a restored 100 year old Methodist church, located in Wallendbeen. It provides accommodation suited for couples.
Wallendbeen Hotel	Recreation	Originally a Cobb and Co office and stables, the Hotel has been operating since 1982. Currently serves as the hub of the Wallendbeen Community, offering drinks, as well as meals and accommodation on the weekend.

APPENDICES

- A – Strategic documents review summary**
- B – Economic and Tourism profile**
- C – Survey results, forums and consultation commentaries**
- D – Tourism Committee Workshop summaries**
- E – Previous consultation by Council summary**

61 | TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

WESTERN RESEARCH INSTITUTE

WRI is a regional development research organisation located in Bathurst, New South Wales. WRI holds a wealth of knowledge on employment, business development and investment issues affecting regional Australia. It has worked with Commonwealth, State and Local Governments and industry groups on numerous investment and development programs in regional areas. WRI has strong credentials in business and commercial market consulting and applied economic modelling including input-output analysis, shift-share, agribusiness and regional socio-economic surveys and analysis

Ms Kathy Woolley – Chief Executive Officer

GAICD, MIIA, Change Management Qualification (AGSM), Public Participation Certification (IAP2)
BComm (Economics- with merit) (UWO), CertIV Training and Assessment.

Kathy joined the WRI team in February 2018 having previously worked on a variety of boards and in senior management roles across sectors including media, health, education, regional development, government, event management, research and sales.

For a number of years Kathy also ran a consultancy specialising in services for not for profit entities, focusing on best practice techniques in management and governance.

With formal qualifications in change management, company directorship, community engagement, economics and training, and well developed skills in human resources, information technology, finance and economic development, Kathy offers a unique skill set to assist with most business needs.

This is the second time Kathy has worked for WRI, previously fulfilling the role of Business Development Manager. A position as a research officer for a similar organisation in the Illawarra rounds off the experience in economic modelling and research.

Mr Alistair MacLennan – Senior Research Consultant**BA Political Economy, First Class Honours (UNE)**

Having served in a variety of parliamentary, public service and private sector roles, Alistair provides brings a wealth of research experience to WRI. Alistair has well developed skills in data analysis, economics and business and has a wide understanding of government. In addition, Alistair also has experience in policy development in the energy sector, where he engaged with industry, government agencies and Non Government Organisations to inform policy. Alistair's experience in engaging with clients, stakeholders and the public assists WRI to fully understand its clients' needs and provide tailored research.

Mr Chris Mullen – Research Officer**BEcon UNE**

Chris is an Economics graduate from the University of New England currently undertaking a Master of Economics course. Throughout his degree, Chris has gained skills in benefit-cost analysis, business statistics and economic modelling. Chris has a great interest and passion for macro and microeconomics, policy analysis, and development economics.

Having grown up on a property on the mid-north coast, Chris has a strong understanding of life in regional Australia and the issues rural communities face.

Ms Dale Curran – Executive Officer**BA ANU**

Dale is responsible for all administrative processes at WRI including executive support, finance, and management of the Board of Directors and maintenance of policies. She has worked in a variety of roles at WRI, including Fieldwork Supervisor and Research Assistant, and has worked on several community and business surveys. Dale brings a high level of organisational skill to her role as Executive Officer.

Ms Heather Waters – Administration Officer

Heather joins WRI in a Business Traineeship through Skillset and brings strong skills in customer service from her experience working in the retail industry. Raising a family in regional NSW, Heather is passionate about building strong rural communities and help businesses grow.



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Tourism and Economic Development Strategy

Appendices

Cootamundra-Gundagai Regional Council



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TABLE OF CONTENTS:

APPENDIX A: ALIGNMENT WITH STRATEGIC DOCUMENTS.....	4
APPENDIX B: ECONOMIC AND TOURISM PROFILE COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL LOCAL GOVERNMENT AREA.....	28
APPENDIX C: SURVEY, FORUMS AND INTERVIEW RESULTS.....	53
APPENDIX D: SUMMARY OF OBSERVATIONS FROM WORKSHOPS WITH COOTAMUNDRA AND GUNDAGAI TOURISM ACTION COMMITTEES.....	73
APPENDIX E: PREVIOUS CONSULTATION BY COUNCIL.....	76

APPENDIX A: ALIGNMENT WITH STRATEGIC DOCUMENTS

The following summarises the alignment of the Tourism and Economic Development Strategy focus areas formulation with key strategic documents from Council and the NSW Government.

Cootamundra-Gundagai Regional Council – Integrated Planning and Reporting framework documents including:

- Our place, Our future - Community Strategic Plan 2018-28
- Delivery Program 2018-19 to 2020-21
- Operational Plan 2018-19
- Resourcing Strategy – inclusive of the Long Term Financial Plan 2018-28, Workforce Management Plan and assets management planning documents.

Community Strategic Plan

The Community Strategic Plan was developed by Council after community consultation to determine the priorities and aspirations of the Cootamundra-Gundagai community over the next 10 years and how those objectives will be achieved.

Summary of consultation undertaken in the creation of the Plan:

- Community Listening sessions
 - 109 people attended 12 workshops in the Community Listening Sessions
 - 1 all staff workshop attended by 87 staff members
- Council brand consultation
 - 200 people attended the community meetings and workshops on Council's brand
 - 600 respondents to the brand related survey
 - 200 school students engaged as part of the brand considerations
 - 160 people provided feedback on Council's logo
- Village consultation
 - 103 people attended the Village Strategy sessions
 - 4 schools were visited and 74 students commented
 - 92 submissions were received on the Village Strategy
- Disability Inclusion Access Plan
 - 24 people participated in the workshops to create the Plan
- Economic Development Strategy (phase 1)¹
 - 4 workshops attended by 50 community members

¹ Note, phase 2 consultations were undertaken as part of the finalisation of the Tourism and Economic Development Strategy that this document supports.

The Community Strategic Plan details four key directions and twelve objectives:

Key Directions	Objectives
1. A vibrant and supportive community: all members of the community are valued and connected	1.1 The community is inclusive and connected. 1.2 Public spaces provide for a diversity of activity and strengthen social connections. 1.3 Community members are healthy and safe.
2. A prosperous and resilient economy: we are innovative and “open for business”.	2.1 The local economy is strong and diverse. 2.2 Strategic land-use planning is co-ordinated and needs-based. 2.3 Tourism opportunities are actively promoted. 2.4 The local workforce is skilled and workplace ready.
3. Sustainable natural and built environments: we connect with the places and spaces around us.	3.1 The natural environment is valued and protected. 3.2 The built environments are supported to enhance liveability.
4. Good governance: an actively engaged community and strong leadership team.	4.1 Decision-making is based on collaborative, transparent and accountable leadership. 4.2 Active participation and engagement in local decision-making. 4.3 Cootamundra-Gundagai Regional Council is a premier local government Council.

Cootamundra-Gundagai Regional Council Delivery Program 2018-19 to 2020-21

The Program provides an overview of Council's proposed activities over the term of the Council. The principal activities are linked to the Community Strategic Plan directions and objectives.

Principal activities noted in the Delivery Plan that were aligned and significant in formulating the Tourism and Economic Development Strategy are listed below:

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.1: Our community is inclusive and connected.

Strategy 1.1a: A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion.

No.	Principal Activities
1.1a (1)	Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.
1.1a(2)	Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.
1.1a(3)	Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.
1.1(a)4	Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.1: Our community is inclusive and connected.

Strategy 1.1b: Cultural and arts facilities and services are promoted and supported.

No.	Principal Activities
1.1b(1)	Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support activities and to secure funding for cultural and arts development in the local government area.
1.1b(2)	Provide assistance to art and cultural bodies to promote and develop programs and facilities.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.1: Our community is inclusive and connected.

Strategy 1.1c: Local groups, clubs, and volunteer organisations are recognised, promoted and supported.

No.	Principal Activities
1.1c(3)	Provide support and funding where possible to support a range of community groups to deliver positive outcomes for the local community.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.1: Our community is inclusive and connected.

Strategy 1.1e: Develop and implement a range of activities and initiatives which promote a culture of accessibility and inclusiveness.

No.	Principal Activities
1.1e(2)	Develop and implement a Youth Strategy which meets the needs of young people within our community.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections

Strategy 1.2a: Maintain and enhance the amenity of our main streets and public spaces so that they are attractive, clean and people feel safe.

No.	Principal Activities
1.2a(1)	Enhance the amenity and appearance of our towns' main streets.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections

Strategy 1.2b: Promote our sense of identity and enhance the attractiveness of our region by investing in town and village entrances.

No	Principal Activities
1.2b(1)	Improve the amenity of town and village entrances.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections

Strategy 1.2c: Encourage the wide-spread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community.

No	Principal Activities
1.2c(5)	Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.3: Our community members are healthy and safe**

Strategy 1.3a: A broad range of services are provided and supported to meet the needs of all members to promote personal health and well-being and encourage a healthy lifestyle.

No	Principal Activities
1.3a(2)	Promote a wide range of health and community services offered by various agencies in the local government area.
1.3a(4)	Promote programs which encourage healthy lifestyle choices and activities.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.3: Our community members are healthy and safe**

Strategy 1.3b: Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.

No	Principal Activities
1.3b(1)	Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.
1.3b(2)	Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.
1.3b(3)	Construct a large-scale Adventure Playground in Gundagai.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.3: Our community members are healthy and safe**

Strategy 1.3c: Work with key partners and members of our community to maintain low levels of local crime and deliver community safety.

No	Principal Activities
1.3c(1)	Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse****Strategy 2.1a:** Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region

No	Principal Activities
2.1a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.
2.1a(2)	Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.
2.1a(3)	Implement strategies which encourage the growth of the local population.
2.1a(4)	Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse****Strategy 2.1b:** Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region

No	Principal Activities
2.1b(1)	Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.
2.1b(3)	Provide, maintain and upgrade as funding permits the Saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1c: Ensure transportation networks link our local government area with other regional centres and cities and support economic, environmental and community needs.

No	Principal Activities
2.1c(1)	Work with key partners to explore and advocate for opportunities to better utilize and develop transportation and freight networks which meet our community needs.
2.1c(2)	Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1d: Ensure communication and electronic technologies are accessible to all, meet the current and future needs of our community, and provide consistent and reliable coverage across the local government area

No	Principal Activities
2.1d(1)	Promote the development of efficient telecommunications technology for business, land owners, education and health needs.
2.1d(2)	Support and advocate for the installation of the National Broadband Network across the local government area.
2.1d(3)	Offer and promote free public Wi-Fi internet access in key public spaces across the local government area.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1e: Identify, promote and incentivise the strategic and innovative investment opportunities that exist in our region.

No	Principal Activities
2.1e(1)	Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.
2.1e(2)	Promote to the community and industry groups potential growth opportunities and development efficiencies.
2.1e(3)	Encourage growth in development and construction locally.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1f Develop and strengthen effective partnerships with, and between, locally-based organisations and business operators to enhance connectivity and working together.

No	Principal Activities
2.1f(1)	Work in partnership with agencies and other levels of government to support local businesses.
2.1f(2)	Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.
2.1f(3)	Maintain a close liaison and continue to work with Regional Development Australia.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

Objective 2.2: Strategic land-use planning is co-ordinated and needs-based

Strategy 2.2a Develop integrated land-use strategies which meet the community's current and future needs.

No	Principal Activities
2.2a(1)	Develop a new, comprehensive Local Environmental Plan for the local government area.
2.2a(2)	Identify and address current and future land-use needs through integrated strategic planning and development.
2.2a(3)	Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

Objective 2.2: Strategic land-use planning is co-ordinated and needs-based

Strategy 2.2b: Develop integrated land-use strategies which meet the community's current and future needs.

No	Principal Activities
2.2b(1)	Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.
2.2b(2)	Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

Objective 2.3: Tourism opportunities are actively promoted

Strategy 2.3a: Develop and implement strategies which provide opportunities for increased tourism.

No	Principal Activities
2.3a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

Objective 2.3: Tourism opportunities are actively promoted

Strategy 2.3b: Actively promote the local government area and local programs, activities and events to attract visitors to the region

No	Principal Activities
2.3b(1)	Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.
2.3b(2)	Work with the community to develop a marketing strategy for the local government area as a tourist destination.
2.3b(3)	Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.3: Tourism opportunities are actively promoted****Strategy 2.3c:** Invest in improvements to visitor amenity and experiences

No	Principal Activities
2.3c(1)	Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.
2.3c(2)	Undertake a redevelopment of the Gundagai Visitor's Information Centre.
2.3c(3)	Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.
2.3c(4)	Undertake connection of water supply to the Dog on the Tuckerbox site.
2.3c(5)	Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.4: Our local workforce is skilled and workplace ready****Strategy 2.4a:** Develop and implement strategies which increase the knowledge, skills and health of our local workforce.

No	Principal Activities
2.4a(1)	Promote local employment and training opportunities within the Council organisation.
2.4a(2)	Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.1: The natural environment is valued and protected****Strategy 3.1b:** Investigate and implement renewable energy technologies to reduce our environmental footprint.

No	Principal Activities
3.1b(1)	Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2b:** Ensure a variety of housing options are made available

No	Principal Activities
3.2b(1)	Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2c:** Deliver and maintain infrastructure to meet the current and future needs of our community

No	Principal Activities
3.2c(1)	Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.
3.2c(3)	Investigate options for the connection of a water supply to Nangus Village, and consult with the community.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2d:** Develop and implement strategies to deliver safe and accessible local roads, bridges, footpaths and parking.

No	Principal Activities
3.2d(4)	Develop and implement asset management plans and strategies for all transport assets.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2e:** Supply local public transport networks to cater for the current and future needs of residents, businesses and visitors

No	Principal Activities
3.2e(1)	Provide, maintain and renew Council-controlled public transport infrastructure within the local government area.
3.2e(2)	Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.

Key Direction 4: Good governance: An actively engaged community and strong leadership team**Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership****Strategy 4.1a:** Council is representative of the community and works together to meet the needs of our local government area.

No	Principal Activities
4.1a(3)	Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members.

Key Direction 4: Good governance: An actively engaged community and strong leadership team**Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership****Strategy 4.1b:** Strengthen strategic partnerships with the community, business and all levels of government.

No	Principal Activities
4.1b(3)	Participation in relevant REROC activities that will benefit the local government area.
4.1b(5)	Continue to foster and support the Youth Council.
4.1b(6)	Work in partnership with community members, businesses and all levels of government to deliver community priorities.

Key Direction 4: Good governance: An actively engaged community and strong leadership team**Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership****Strategy 4.1c:** A clear strategic direction is outlined in Council's corporate plans and guides Council's decision-making and future planning.

No	Principal Activities
4.1c(1)	The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities
4.1c(3)	Determine development applications in an efficient and effective manner based on merit
4.1c(4)	Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies

Operational Plan 2018-19

The Operational Plan provides the budget and operating initiatives Council has already budgeted for in the current financial year offering more detail against the items listed in the Delivery Program. The activities relating to tourism and economic development planned for 2018/19 as listed in the operational plan include:

- *Focus resources where a competitive advantage (cost, difference or focus) exists to maximise return.*
- *Support local business with promotion and training.*
- *Encourage a positive business culture by creating partnerships.*
- *Apply consistent effort on key priorities to encourage and identify investment opportunities.*
- *Actively support and promote a proactive planning environment which facilitates sustainable and socially responsible business development.*
- *Continue the strong focus on lobbying for new infrastructure and infrastructure renewal.*
- *Promote and support a range of activities, programs and community groups which improve visitor experience.*

Key Objectives are noted as:

- *Provide facilities and services within our towns and villages that make them attractive places to live and conduct business.*
- *Work with regional and broader business and industry to develop and service our visitor economy as a key contributor to local economic sustainability.*
- *Engage with Federal and State Government in supporting local business and local infrastructure.*
- *Facilitate, advocate and work with business, government, community, key stakeholders and groups to enhance our local economy.*

Projects are noted as:**Tourism and Economic Development Strategy**

- Council have undertaken some initial work on the Economic Development Strategy including some community consultation. Council will now work to create a comprehensive Tourism & Economic Development Strategy covering the whole local government area.

Gundagai Visitor Information Centre Redevelopment

- The redevelopment of the Gundagai Visitor Centre will include removal of the internal visitor toilets, building a theatrette space and upgrading the premises to enable greater accessibility for visitors.

Cootamundra Tourism Website and Event Newsletters

- Using the established models developed in Gundagai, Council will work to develop a standalone Cootamundra tourism website and both hard copy and email event newsletters.

New Residents Pack

- Council will develop a new resident's folder with general information on the Council area and services, which is able to be supplemented with additional information on the relevant preferred residential locality.

Develop integrated Calendar of Events

- Create and maintain a Calendar of Events of activities, programs and community events across the local government area and promote them to encourage community and visitor participation.

Implementation of the Gundagai Gaol Masterplan

- Begin implementation of the recommendations of the Gundagai Gaol Masterplan.
Main Street interpretative signage at Gundagai

Increase visitor and community awareness of sites of historical interest along Sheridan Street, Gundagai through the installation of interpretive signs.

Placemaking Plan

- Placemaking is a multi-pronged approach to the planning, design and management of public spaces. Placemaking draws on a local community's assets, inspiration and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. The intention of the Council Placemaking Plan is to document a culture for our newly created Council area by giving an aspirational goal of the kind of place we want to live and creating action plans for the different aspects that need to change in order to realise that goal.

Key Performance Measures are noted as:

- *Growth in the number of businesses operating locally.*
- *Sustained growth in the size of the local economy including the visitor economy.*
- *Increased investment in infrastructure.*
- *Increased population.*
- *Increased community participation in tourism and economic development committees and/or groups.*

NSW Government Riverina Murray Regional Plan 2036

The NSW Department of Planning and Environment's Riverina Murray Regional Plan 2036 establishes a framework to grow the region's cities and local centres, supports the protection of high-value environmental assets and makes developing a strong, diverse and competitive economy central to building prosperity and resilience in the region.

The plan will guide the land use planning priorities and decisions over the next 20 years.

The plan's vision is to continue to leverage the regions strategic location by strengthening and supporting regional cities and infrastructure delivery. The Plan identifies four main goals and directions for each of these goals to deliver the plan, listed below.

Goal 1: A growing and diverse economy

- *Protect the region's diverse and productive agricultural land.*
- *Promote and grow the agribusiness sector.*
- *Expand advanced and value-added manufacturing.*
- *Promote business activities in industrial and commercial areas.*
- *Support the growth of the health and aged care sectors.*
- *Promote the expansion of education and training opportunities.*
- *Promote tourism opportunities.*
- *Enhance the economic self-determination of Aboriginal communities.*
- *Support the forestry industry.*
- *Sustainably manage water resources for economic opportunities.*
- *Promote the diversification of energy supplies through renewable energy generation.*

- *Sustainably manage mineral resources.*

Goal 2: A healthy environment with pristine waterways

- *Manage and conserve water resources for the environment.*
- *Manage land use along the river corridors.*
- *Protect and manage the region's many environmental assets.*
- *Increase resilience to natural hazards and climate change.*

Goal 3: Efficient transport and infrastructure networks

- *Transform the region into the eastern seaboard's freight and logistics hub.*
- *Enhance road and rail freight links.*
- *Support and protect ongoing access to air travel.*
- *Identify and protect future transport corridors.*
- *Align and protect utility infrastructure investment.*

Goal 4: Strong, connected and healthy communities

- *Promote the growth of regional cities and local centres.*
- *Build resilience in towns and villages.*
- *Create a connected and competitive environment for cross-border communities.*
- *Build housing capacity to meet demand.*
- *Provide greater housing choice.*
- *Manage rural residential development.*
- *Deliver healthy built environments and improved urban design.*
- *Protect the region's Aboriginal and historic heritage.*

Destination NSW Riverina Murray Destination Management Plan 2018

The Riverina Murray Destination Management Plan will guide and assist Destination Riverina Murray to stimulate growth in the region's visitor economy.

The key outcomes of the Destination Management Plan include:

- Strategic development themes which provide a framework for the identification of development opportunities across the region.
- Priority projects that will be a catalyst for driving increased visitation to the region
- A suite of destination development opportunities.
- Consideration of strategic cross-border projects which will have an impact on both sides of the river.
- A number of regional positioning projects which aim to strengthen the Riverina Murray region.

The Strategic Development themes include:

- Major centre development.
- Nature-based tourism.
- Rivers and waterways.
- Food and agritourism.
- Major touring routes.
- Sports and recreation.
- Festivals and events.
- Accommodation.

- Infrastructure and servicing.

Projects listed for the Cootamundra-Gundagai LGA and the Eastern Riverina sub-region in the Destination Management Plan include:

Cootamundra-Gundagai LGA

- Gundagai Rail Trail
- South Gundagai Café and Canoe Hire
- Kimo Estate Eco-huts
- Lanigan Abbey Estate

Eastern Riverina sub-region

- Canola Trail Signage
- NSW Silo Art Trail
- Riverina Agritourism Trail

South West Slopes Regional Economic Development Strategy 2018-2022

The South West Slopes Regional Economic Development Strategy sets out a long-term economic vision and associated strategy for the region's economic development for the five local government area comprising Bland Shire Council, Cootamundra-Gundagai Regional Council, Hilltops Council, Temora Shire Council and Weddin Shire Council. It builds on the endowments and economic strengths and specialisations of the region to guide investment over the next four years.

The Strategy for the region builds upon the opportunities presented by its endowments and specialisation, and also aims to address some of the key risks identified in the region. The vision and strategies of the plan are:

Vision

The South West Slopes Region will be a thriving community of choice, working together to leverage its endowments and core competencies in agriculture, mining, manufacturing, and tourism to achieve sustainable growth.

Strategies

- Support and grow Agriculture, Food Production and Mining sectors.
- Improve utilities, energy and telecommunications to grow the agricultural, food processing and mining industries, as well as business start-ups throughout the region.
- Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation.
- Continue to develop and grow the visitor economy.
- Enhance the liveability and grow the population of the South West Slopes Region.

Specific actions for the Cootamundra-Gundagai LGA mentioned in the Strategy include:

- Develop the Cootamundra Turner's Lane Industrial precinct.
- Development of an indigenous cultural and interpretation Centre at the Gundagai Old Mill Art and Cultural Centre.
- Develop the Gundagai Rail Trail.

Cootamundra-Gundagai Regional Council - Villages Strategy 2018

The purpose of the Cootamundra-Gundagai Regional Council Villages Strategy 2018 is to provide clear, strategic indicators for the development of the villages of Cootamundra-Gundagai Regional Council Local Government Area over the next 30+ years.

The Strategy aims to inform residential and economic growth whilst being flexible and responsive to opportunities.

The Strategy is based on extensive community consultation and planning analysis to provide a blueprint for village planning and associated projects. This process has focused on identifying community direction with opportunities for growth, be that population and/or economic.

Actions to achieve these outcomes are listed and a works schedule has been created to assist in the delivery of these actions.

Key, regionwide actions identified in the strategy relating to environment, connections, economic opportunity, and planning principles are:

Environment

- *Develop a village chapter in the Development Control Plan which promotes a passive environmental design in dwellings.*
- *Create a street tree master plan for all villages and rural communities.*
- *All village subdivision is to have a minimum vegetation requirement to enhance existing flora and fauna habitat.*
- *Stormwater networks will be designed to incorporate water sensitive urban design principles.*

Connections

- *Develop a costed route plan for a rail trail Coolac-Gundagai-Tumblong.*
- *Survey Murrumbidgee walking and riding trail and identify enabling works.*

Economic opportunity

- *Dedicate an individual page to each village on the Council's website.*
- *Create a single brochure which covers the Cootamundra-Gundagai Regional Council Local Government Area promoting economic opportunities and experiences in the villages and towns.*
- *Review Contributions Plans to identify opportunities for funding for village works which will also provide opportunity for works in kind arrangements for developments in the villages.*

Planning principles

- *Create a how to guide for developing in villages.*
- *Implement zoning changes proposed for the villages no later than 2020.*

Gundagai Shire Visitor Information Services Report – Prepared for Gundagai Shire Council March 2013 by Tilma Management

The Gundagai Shire Visitor Information Services Report provided a review of the Gundagai Visitor Information Centre (VIC) and its operations including staff, day-to-day operations, ambience and appeal, and industry liaison. The report then makes a series of key recommendations, detailed below.

Future opportunities and recommendations

- *Develop an overarching strategic plan for the development for Gundagai as a visitor destination.*
- *That travel services operations, including coach, rail, and holiday bookings, be removed from the VIC. It was found that Travel Centre operations are currently generating 25% of all revenue and at the same time are consuming approximately 80% of staff hours.*
- *Renovations should be undertaken to improve signage, displays, fit out and furniture of the VIC.*
- *A local awareness campaign should be run to promote the VIC.*
- *Income generation strategies at the VIC should be expanded.*
- *The VIC could act as an event hub, assisting with promotion, ticket sales, and information during events.*
- *A restructuring of staff and a clear and effective organisational structure be implemented.*
- *Implement a brochure policy to ensure appropriate and relevant brochures only are displayed.*
- *Consider the establishment of an industry supported Local Tourism Organisation.*
- *Consider offering additional Council services at the VIC to reduce costs.*
- *Introduce a volunteer program at the VIC.*
- *Review the need to operate as a level 1 VIC and consider operating as a level 2 VIC to reduce operating hours and overhead costs.*

Economic Development Strategy – Cootamundra-Gundagai Regional Council - May 2017 prepared by Crowe Howarth

Cootamundra-Gundagai Regional Council prepared the draft Economic Development Strategy in 2017, however it was not adopted by Council. The purpose of the Strategy was to support the ongoing growth and sustainability of communities within the Cootamundra Gundagai Regional Council it is important to have strong economic foundations.

The Strategy was informed by community input, desktop research into successful economic development in regional communities and a review of the most recent socio-economic data available.

The Strategy identified 5 strategic initiatives to support economic development in the Cootamundra-Gundagai Region. An implementation plan was also outlined to achieve these strategic initiatives through key activities. These strategic initiatives and key activities are listed below.

Strategic initiative one: Grow the economy through existing and new businesses

Key Activities

- Establish a Business Council to drive economic initiatives.
- Ensure a responsive Council staff and systems.
- Model innovative business practices at Council.
- Develop information packs to support business operations and investment.
- Undertake strategic planning to support future commercial and industry needs.
- Work with education providers to support a small business “showcase”.

Strategic initiative two: Marketing and promotion as a great place to live and invest

Key Activities

- Develop and implement a digital marketing strategy to promote the community.
- Identify and incentivise a targeted population for relocation to the region.

Strategic initiative three: Product development to become a “destination”

Key Activities

- Product development.
- Identify and address gaps in tourism servicing.
- Partner with tourism providers.

Strategic initiative four: Drive agricultural enterprises

Key Activities

- Ensure the planning scheme allows for smaller, more intensive agricultural enterprises.
- Consider opportunities to support young farmers establish agricultural enterprises.
- Support farmers (and broader businesses) in accessing export opportunities.
- Assess gaps in service industries to support agricultural businesses.

Strategic initiative five: Work with government to encourage economic infrastructure investment

Key Activities

- Identify key initiatives that require further funding from partners.
- Advocate for funding to support infrastructure development.

Cootamundra-Gundagai Regional Council – Rural Lands Issues Paper: Agricultural Tourism 2018

The Cootamundra-Gundagai Regional Council Rural Lands Issue Paper on Agricultural Tourism 2018 provides direction for the management of rural lands of the area.

The Paper provides opportunities on agritourism to the Cootamundra-Gundagai Regional Council which include:

- Location and accessibility.
- Natural resources and landscape.
- Community support for agritourism.
- Increasing the range of accommodation options.
- An inviting region for business.
- Diversity of tourism products.
- No local small-scale mixed-species abattoir.
- No local produce store in Cootamundra or Gundagai.
- Development of markets in Cootamundra and Gundagai.
- Support for farmers to develop agritourism enterprises.
- On-farming learning experiences.
- Domestic visitor market.
- International visitor market.
- Development of a producer list.
- Local planning.

The research and discussion with farmers revealed that there are few agritourism businesses in the Council area. For this reason, initiatives aimed at increasing agritourism in the region were recommended to focus on:

- Promotion, support and business development for existing agritourism businesses.
- Support and assistance for farmers to start agritourism businesses.
- Providing appropriate land use zoning, infrastructure and transport links to support the development of agritourism.
- Attracting more tourists to make agritourism a more profitable and sustainable enterprise.

NSW Government – The Premier's Priorities

The Premier's Priorities lists 12 of the Premier's personal priorities aimed at keeping the NSW economy strong, creating jobs, delivering world class services, protecting the vulnerable and ensuring that all NSW citizens and communities share the state's success.

The 12 Premier Priorities that highlight this document are:

- Creating jobs.
- Protecting our kids.
- Tackling childhood obesity.
- Delivering infrastructure.
- Keeping our environment clean.

- Making housing more affordable.
- Improving education results.
- Driving public sector diversity.
- Improving government services.
- Improving service levels in hospitals.
- Reducing domestic violence reoffending.
- Reducing youth homelessness.

[NSW Government – A 20-Year Economic Vision for Regional NSW – July 2018](#)

The NSW Government's 20-Year Economic Vision for Regional NSW outlines principles for accelerating economic growth in key industry sectors such as agribusiness, tertiary education and health care, while taking full advantage of trade and tourism opportunities with Asia to ensure regional NSW continues to play a critical role in the Australian economy.

The document outlines the state of the regional NSW economy, main global trends and principles for achieving economic growth in regional NSW over the next 20 years.

The 20-year vision is an extension of the Regional Development Framework, which launched 3 core objectives:

- Amenity – Providing quality services and infrastructure in Regional NSW.
- Growth - Aligning effort to support growing Regional centres.
- Potential – Identifying and activating economic potential.

The 20-Year Economic Vision for Regional NSW identifies 7 key principles for regional economic development:

- *Improved travel between regional centres and from cities and international gateways.*
- *Freight networks that will increase the competitiveness of key regional sectors.*
- *Affordable, reliable and fast internet to support people and business.*
- *Reliable accessible water and energy.*
- *A skilled labour force for current and future needs of the regions.*
- *Recognising each region's strengths and underlying endowments.*
- *Regulation and planning to promote commercial opportunities.*

The 20-Year Economic Vision lists the key priorities for the NSW government. These priorities will complement the initiatives already committed and recommended under other government strategies and long-term plans, such as the Future Transport Strategy 2056, NSW State Infrastructure Strategy and regional economic development (REDS) plans, which are already aligned with this vision. These priorities are:

- *Leverage existing infrastructure and other technologies.*
- *Make regional travel faster and easier.*
- *Improve freight networks.*
- *Manage vital energy and water resources sustainably.*
- *Provide clear skills pathways.*
- *Boost regional NSW's knowledge economy and excellence in innovation.*
- *Draw in more domestic and international tourists.*
- *Attract more domestic and international students.*
- *Provide an attractive environment for businesses.*
- *Grow vibrant places to live and work.*

APPENDIX B: ECONOMIC AND TOURISM PROFILE COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL LOCAL GOVERNMENT AREA

The Cootamundra-Gundagai Regional Council Local Government Area LGA) is profiled in this section of the report. This component should be read in conjunction with the NSW Government's South West Slopes Regional Economic Development Strategy and the Regional Development Australia (RDA) Riverina profile information.

This profile provides current information and updates as available on key economic and social profile issues. Council did not require the repetition of data in the two documents above that were still current.

Issues identified in the profiling exercise include:

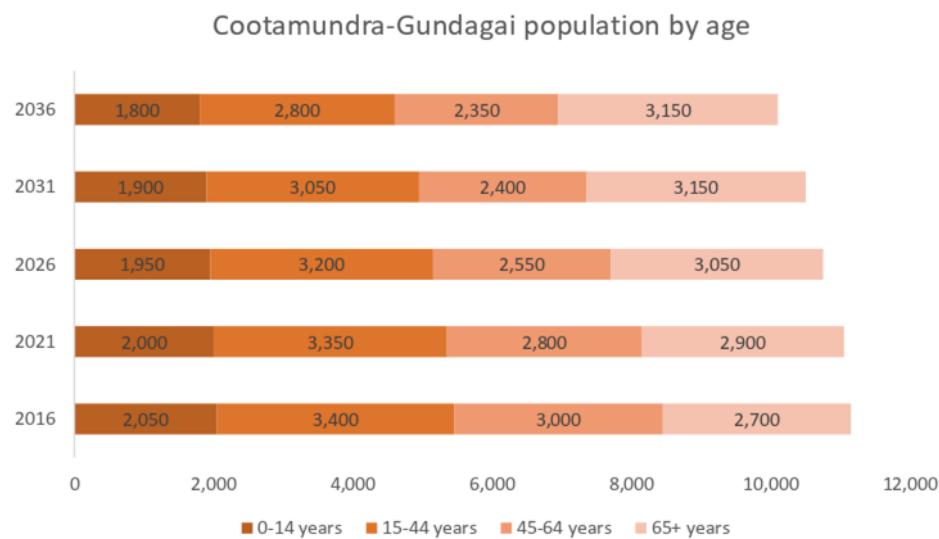
- A declining and ageing population – the projections identified that the 0-14 years cohort will drop from 2,050 in 2016 to 1,800 in 2036 while the 65+ age cohort will increase from 2,700 to 3,150 in the corresponding time frame.
- Workers earn lower salaries than the regional Riverina worker and NSW worker – average salaries from the 2016 Census of \$37,489 are lower than the Riverina (\$41,416) and NSW levels (\$45,819). 59% of workers in Cootamundra-Gundagai LGA were identified to be earning under \$1,000 per week.
- Give salaries are lower, consideration of cost of living savings from residing in the LGA are suggested as a part of campaigns that seek to encourage new residents is recommended.
- There has been some movement in employment in economic sectors between the 2011 and 2016 census periods but Agriculture, Forestry and Fishing, Manufacturing and Health Care and Social Assistance remained the largest sectors. Gundagai also showed some strength in the Accommodation and Food Services sector.
- Diversity in the employment base was noted in the South West Slopes Regional Economic Development Strategy for the Cootamundra-Gundagai LGA.
- The visitor economy was assessed. Visitor Information Centres in Gundagai and Cootamundra are offered but use different delivery approaches. More detail is provided in the Visitor Services Review attached to the Tourism and Economic Development Strategy.
- Visiting friends and relatives was identified in the South West Slopes Regional Economic Development Strategy as the main reason for staying locally. This raises two issues:
 - a. The expenditure levels are lower than the Riverina and NSW levels due to minimal accommodation spend
 - b. There is an enhanced need to ensure locals are well briefed on the events and facilities on offer to attend with their visitors.
- Visiting friends and relatives market segment was identified in the South West Slopes Regional Economic Development Strategy as needing to offer good quality food and drinks and good access to cultural and arts assets.² The Visitor Services Review identified a need to improve the quality and availability of food outlets.
- There is a need to consider the impact of access routes into the region given the reliance on the Newell Highway and Hume Highway for major freight and tourist routes.
- Maximising the location of the region relative to Sydney, Melbourne and Canberra was identified as an opportunity. Canberra Airport's access to international markets was also noted as an opportunity.

² Supporting Analysis document relating to the Regional Economic Development Strategy, p28

Population

The population figure estimated by the Australian Bureau of Statistics (ABS) for the Cootamundra-Gundagai LGA was 11,244 as of June 2017.³ This population is projected to decline based on a Compound Annual Growth Rate (CAGR) of -0.54 percent from 11,250 in 2016 to 10,100 in 2036.⁴ This is lower than both the NSW population CAGR of 1.25% for the same period and Riverina-Murray Planning Region population CAGR of 0.20%.

The chart below shows in 2016, 57% of Cootamundra-Gundagai's population were working age (15-64 years old) while 24% were over 65 years of age. By 2036, it is projected that 51% of Cootamundra-Gundagai's population will be working age and 31 percent will be 65 or over.



Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

Compared to NSW and the Riverina-Murray planning region, Cootamundra-Gundagai has a lower concentration of working age population and a higher percentage of people aged over 65.

In 2016, 65 percent of NSW's population were working age, while 16% were over 65.

It is projected that by 2036, 61% of the NSW population will be working age, with 21% over 65. For the Riverina-Murray Planning Region in 2016, 63% of the population were of working age and 17% were over 65. By 2036, it is projected that 57% of the Riverina-Murray Planning Region will be working aged, and that 26% will be over 65.

³ ABS, Release No. 3218.0 Regional Population Growth Australia.

⁴ Based on statistics from NSW Department of Planning and Environment population projections 2016.

Cootamundra-Gundagai LGA Population

	2016	2021	2026	2031	2036
Working age population	6,400	6,150	5,750	5,450	5,150
Working age %	57%	56%	53%	52%	51%
65+ years %	24%	26%	28%	30%	31%
Under 15 %	18%	18%	18%	18%	18%

Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

Riverina-Murray Planning Region Population

	2016	2021	2026	2031	2036
Working age population	167,750	169,000	167,400	163,750	160,450
Working age %	63%	62%	60%	58%	57%
65+ years	17%	19%	21%	24%	26%
Under 15	20%	19%	19%	18%	18%

Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

NSW Population

	2016	2021	2026	2031	2036
Working age population	5,044,600	5,279,850	5,506,450	5,765,700	6,051,900
Working age %	65%	64%	62%	61%	61%
65+ years	16%	17%	19%	20%	21%
Under 15	19%	19%	19%	19%	18%

Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

Together these statistics reveal a population that is in decline and aging with a shrinking working age population and growing number of retirees which will impact the economy of Cootamundra-Gundagai in the future.

The percentage of people of working age is projected to fall for the Cootamundra-Gundagai LGA, the Riverina-Murray and NSW, and the percentage of the population aged 65 and over is projected to increase for the three regions. However, the decline in working age population and increased

percentage of people aged 65 or over is more pronounced in the Cootamundra-Gundagai LGA, both at present and into the future.

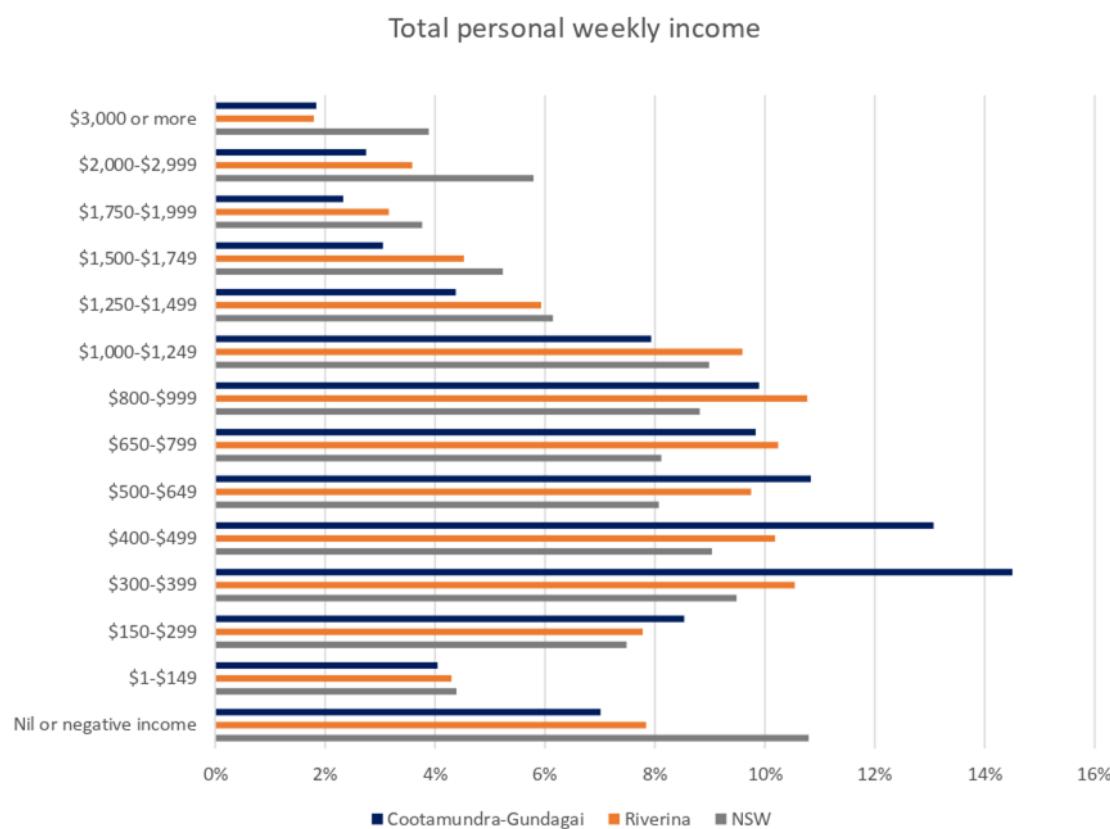
Income

2016 ABS Census data shows Cootamundra-Gundagai has an average annual income of \$37,489.

This is low compared the Riverina average of \$41,416 and the NSW average of \$45,819.

59% of people aged 15 years or older in the Cootamundra-Gundagai LGA made less than \$650 per week compared to 50% for the Riverina and 51 percent for NSW while only 10 percent of people aged 15 years or older in Cootamundra-Gundagai made over \$1,500 compared to 13% for the Riverina and 19% for NSW.

The graph below shows weekly earnings for the Cootamundra-Gundagai LGA compared to the Riverina and NSW.



Source: ABS Census, 2016

Employment by industry and location quotients

In 2016 there were 4,129 people employed in the Cootamundra-Gundagai LGA.⁵ At the Level 2 Statistical Area (SA2) level, 2,669 people were employed in Cootamundra and 1,440 in Gundagai.⁶

Employment by industry statistics were taken from the 2016 Census for the Cootamundra and Gundagai areas (SA2), Cootamundra-Gundagai LGA and Riverina area (SA4) percentage of total employment per sector for each area are shown below.

	Cootamundra-Gundagai LGA	Cootamundra (SA2)	Gundagai (SA2)	Riverina (SA4)
Agriculture, Forestry and Fishing	16%	14%	22%	12%
Manufacturing	14%	13%	14%	11%
Health Care and Social Assistance	11%	12%	10%	13%
Retail Trade	10%	10%	9%	11%
Accommodation and Food Services	9%	6%	14%	7%
Education and Training	8%	8%	8%	9%
Transport, Postal and Warehousing	6%	8%	3%	4%
Public Administration and Safety	5%	6%	5%	9%
Construction	5%	5%	5%	6%
Professional, Scientific and Technical Services	4%	5%	2%	3%
Other Services	3%	4%	3%	4%
Administrative and Support Services	2%	2%	2%	3%
Wholesale Trade	2%	2%	2%	2%
Electricity, Gas, Water and Waste Services	1%	1%	1%	2%
Financial and Insurance Services	1%	1%	1%	2%
Arts and Recreation Services	1%	1%	1%	1%
Rental, Hiring and Real Estate Services	1%	1%	0%	1%
Mining	0%	0%	0%	0%
Information Media and Telecommunications	0%	0%	0%	1%

Source: ABS Census, 2016

The three biggest employing industries for Cootamundra are Agriculture, Forestry and Fishing, Manufacturing, and Health Care and Social Assistance. For Gundagai, the three largest employing

⁵ ABS Census 2016.

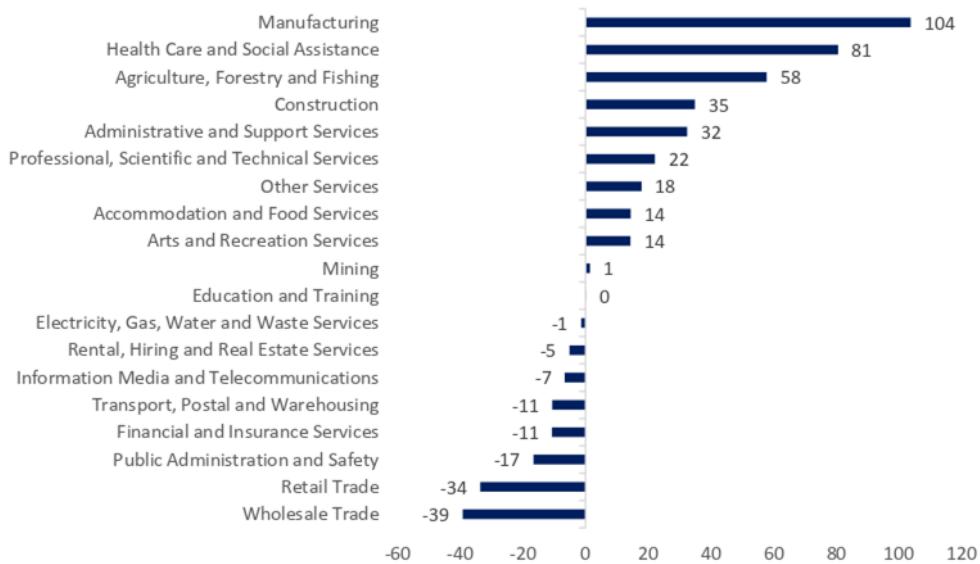
⁶ Ibid. Note that totals may not add due to data manipulation for privacy concerns.

industries were Agriculture Forestry and Fishing, Manufacturing, and Accommodation and Food Services.

Overall the employment composition of Cootamundra and Gundagai is relatively similar, with a greater concentration of Agriculture, Forestry and Fishing and a noticeably larger Accommodation and Food Services industry in Gundagai. The three largest sectors in terms of employment for the LGA as a whole overall mirror Cootamundra, which are Agriculture, Forestry and Fishing, Manufacturing, and Health Care and Social Assistance. These industries are also the three largest in terms of employment for the Riverina with employment composition similar between the Riverina and Cootamundra-Gundagai LGA.

Using Census data from 2011 and 2016, changes in the number of people employed in each industry sector was determined for the Cootamundra-Gundagai LGA as shown below.

Cootamundra-Gundagai change in employment by industry
2011-2016



Source: ABS Census, 2011 and 2016. Data for 2011 was calculated from the sum of Cootamundra and Gundagai LGAs.

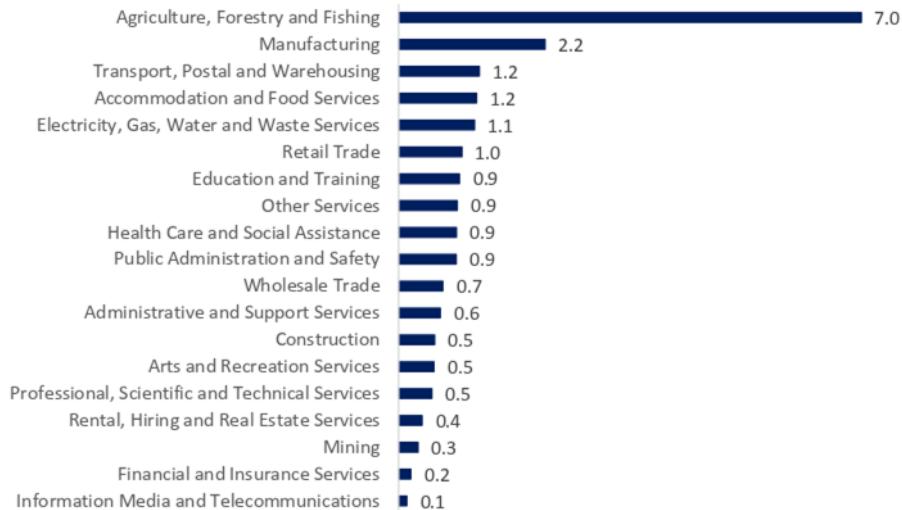
The largest increase in employment over the 5 year period was in the Manufacturing sector with 104 additional people employed in the sector. Health Care and Social Assistance and Agriculture, Forestry and Fishing sectors also experienced significant employment growth. The Wholesale Trade sector experienced the biggest decline in employment with 39 fewer jobs in 2016 than 2011, closely followed by the Retail Trade sector. Overall there were 256 more people employed in the Cootamundra-Gundagai LGA in 2016 than in 2011.

Using data from the 2016 ABS Census, analysis using the location quotient methodology was undertaken for the Cootamundra-Gundagai LGA and Riverina (SA4) for comparison. Location quotients measure the concentration of employment in an industry sector for a region, relative to the concentration of employment in the industry for NSW. A location quotient is calculated by comparing

employment in an industry sector as a percentage of total employment for a region to employment in an industry sector as a percentage of total employment for NSW.

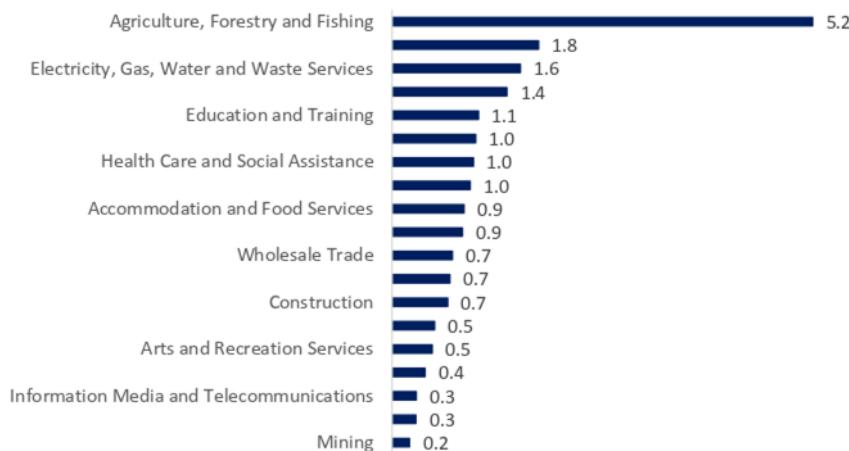
Sectors with a score above one have a concentration of employment higher than the NSW average and a score of 1.5 or above suggests local competitive advantage.⁷ Location quotients for the Cootamundra-Gundagai LGA and the Riverina SA4 are displayed below.

Cootamundra-Gundagai



Source: ABS Census, 2016

Riverina



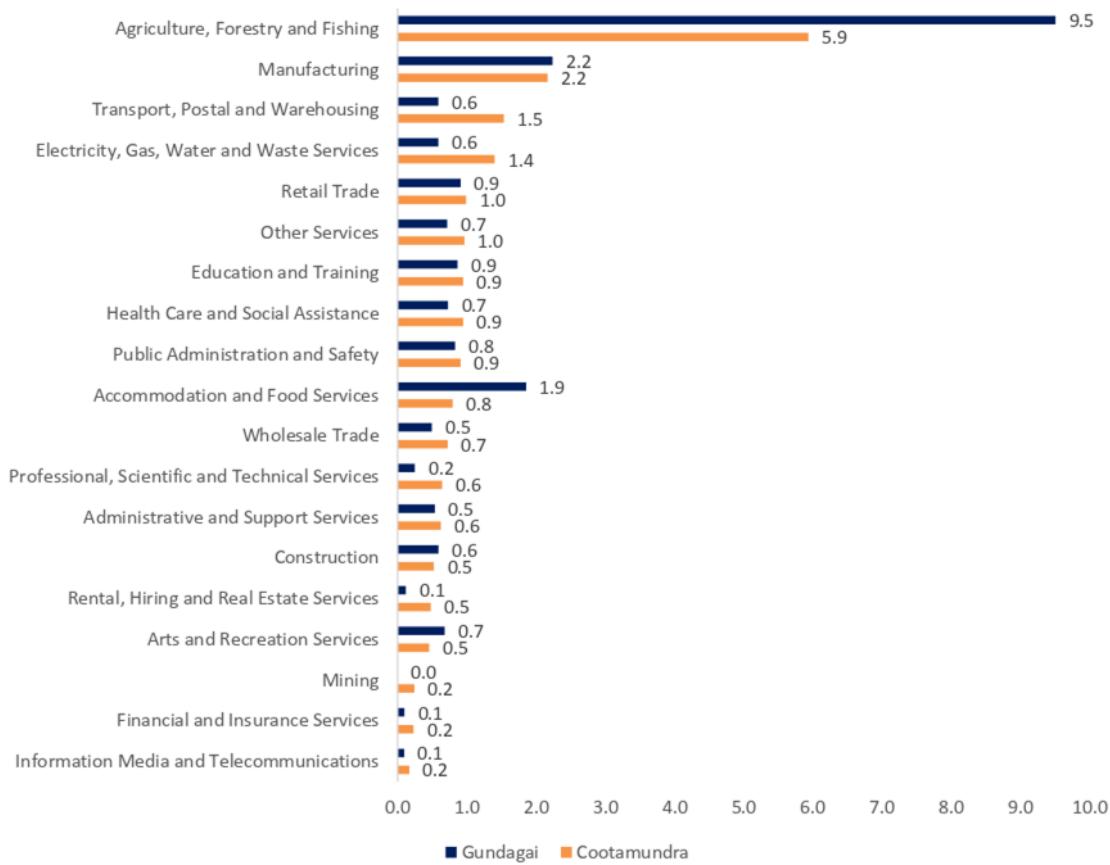
Source: ABS Census, 2016

⁷ Economy ID, Blog Article 25 March 2014. Accessed 23 January 2019

The location quotient analysis suggests that Agriculture, Forestry, and Fishing and Manufacturing are important key sectors for Cootamundra-Gundagai and that there is a low concentration in employment in the Information Media and Telecommunications, Mining, and most of the Services Industries relative to NSW.

This is consistent with the industry of employment concentration of the Riverina, although the Cootamundra-Gundagai LGA has even greater concentration in the Agriculture, Forestry, and Fishing and Manufacturing industries. Agriculture, Forestry and Fishing industry sector is very high for the Riverina also.

Location quotient data was also analysed at the SA2 level for Cootamundra and Gundagai to understand how employment concentration varies in each town. This data is displayed below.



Source: ABS Census, 2016

As was found in the previous comparison of the percentage breakdown of employment by industry for Cootamundra and Gundagai, there was a large concentration of employment in the Agriculture, Forestry, and Fishing industry sector, especially in Gundagai.

Gundagai also has a noticeably larger Accommodation and Food Services industry compared to Cootamundra.

There was a similar concentration of employment in the Manufacturing industry sector although it should be noted that the data is from 2016 and the meat manufacturing facility in Cootamundra has since shut down.

Cootamundra held greater employment concentration in a range of other industry sectors, notably the Transport, Postal and Warehousing, Electricity, Gas and Waste Services, and the Professional, Scientific, and Technical Services industry sectors.

The data suggests that Cootamundra has a more diversified economy, whilst Gundagai is more specialised.

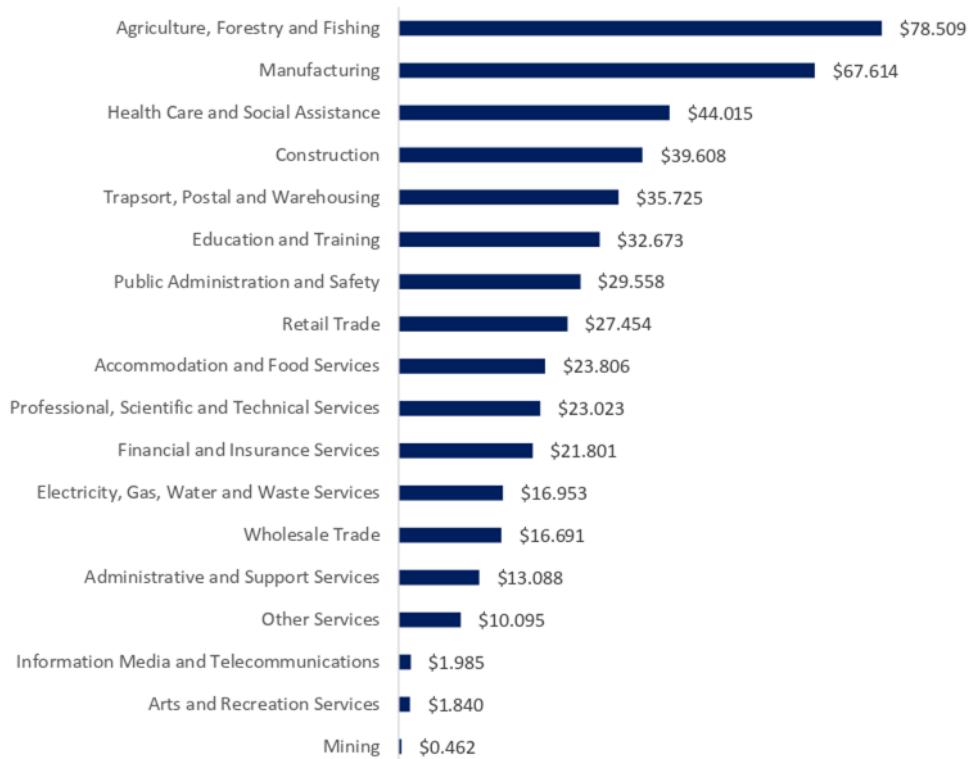
Gross Regional Product by industry

The contribution to Gross Regional Product (GRP) for each industry in the Cootamundra-Gundagai LGA has been calculated and is displayed below.

GRP is the local equivalent of Gross Domestic Product (GDP) and is the amount the value of an article is increased at each step of its production exclusive of its initial cost. Also known as value added, the ABS defines GDP as *“the total market value of goods and services produced in Australia within a given period after deducting the cost of goods and services used up in the process of production, but before deducting allowances for the consumption of fixed capital”*.⁸

⁸ ABS Release No. 1345.0, Key Economic Indicators, 2018.

Gross Regional Product (\$ millions) Cootamundra-Gundagai LGA



Source: Regional Development Australia (RDA) Riverina, Cootamundra-Gundagai Regional Profile, June 2018.

The total GRP for Cootamundra-Gundagai was estimated by RDA Riverina as \$484.9 million. This represents 5% of the Riverina's GRP and 0.1 percent of Gross State Product for NSW.⁹

The biggest contribution to GRP for Cootamundra-Gundagai came from the Agriculture, Forestry and Fishing industry sector which contributed \$78.509 million (16.2% of GRP). This was followed by the Manufacturing industry sector which accounted for \$67.614 million (13.9% of GRP).

Unemployment and labour force statistics

The most recent labour force statistics for Cootamundra-Gundagai show a labour force of 5,300 people with 370 people unemployed and an unemployment rate of 7 percent for the 2018 September quarter.¹⁰

⁹ Regional Development Australia Riverina, Cootamundra-Gundagai Regional Profile, June 2018.

¹⁰ Australian Department Jobs and Small Business, Small area labour markets, September 2018

Trending information from labour force and unemployment statistics from December 2010 to September 2018 are displayed below. There is also a chart that shows a comparison of trends for the LGA against the Riverina and NSW results.

Cootamundra-Gundagai LGA Unemployment (persons)

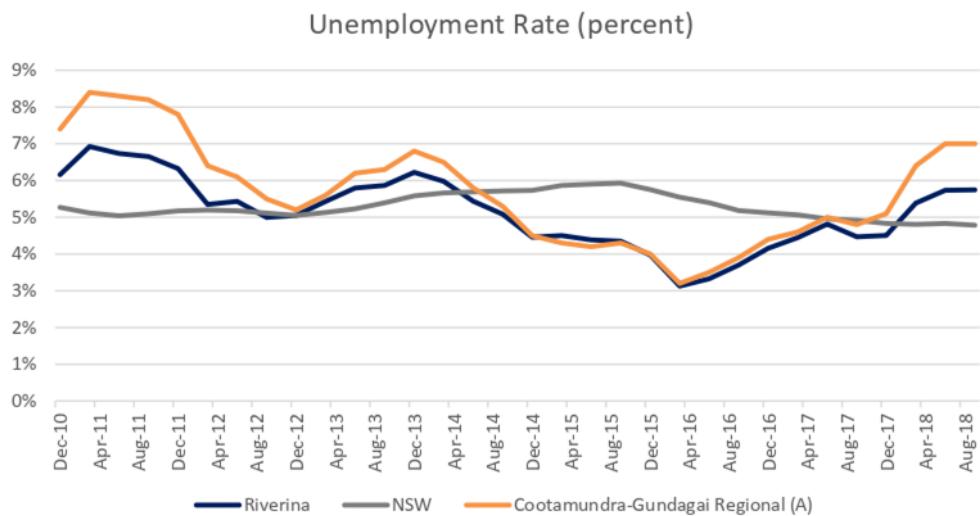


Source: Australian Government Department of Jobs and Small Businesses, small area labour markets, September quarter 2018

Cootamundra-Gundagai labour force (persons)



Source: Australian Government Department of Jobs and Small Businesses, small area labour markets, September quarter 2018



Source: Australian Government Department of Jobs and Small Businesses, small area labour markets, September quarter 2018

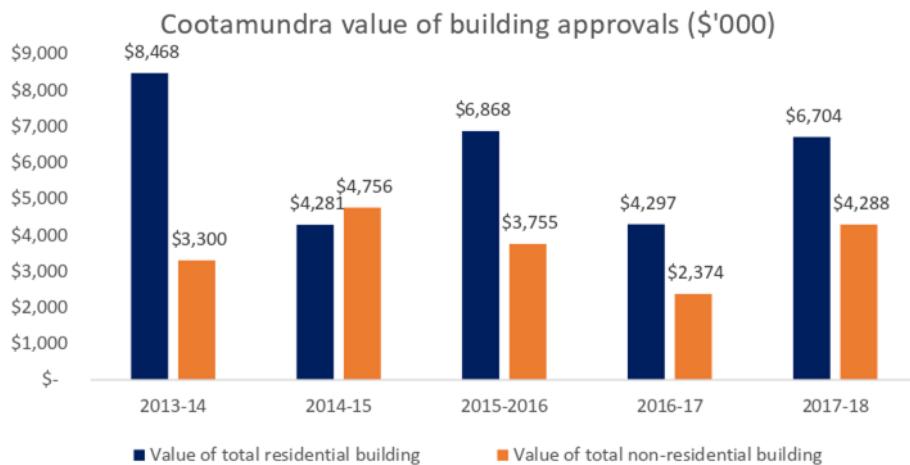
From the graph, the unemployment rate for Cootamundra-Gundagai follows the trend of the Riverina very closely although usually the unemployment rate for Cootamundra-Gundagai is higher than the Riverina.

The unemployment rate trend for Cootamundra-Gundagai and the Riverina is more volatile than that of NSW and has been increasing since March 2016. This may be due to a large concentration of employment in the agricultural sector for the region reacting to the impacts of the drought, particularly given the greater concentration in agricultural employment in the LGA relative to the Riverina and NSW levels. The closure of meat processing facility in Cootamundra as a large employer influence the results considerably.

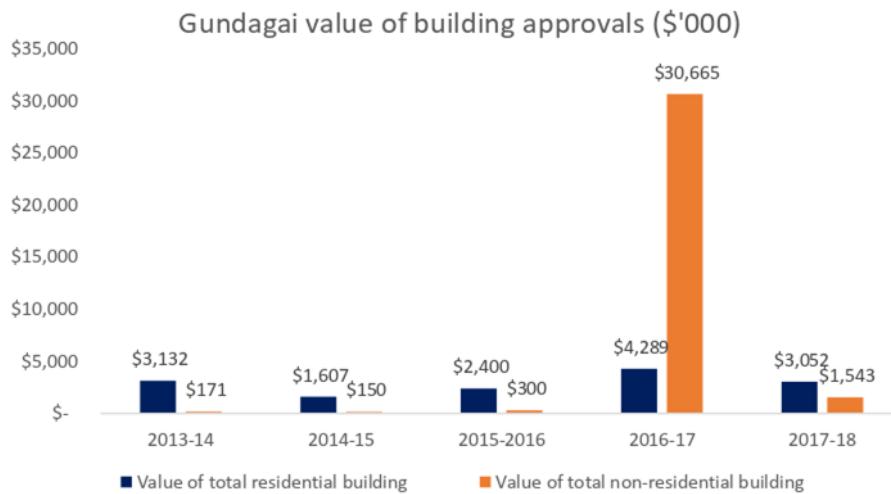
Building and dwelling approvals

ABS data was used to analyse trends in total value of residential and non-residential building approval value for Cootamundra and Gundagai (SA2 level) the Riverina area (SA4) and NSW.

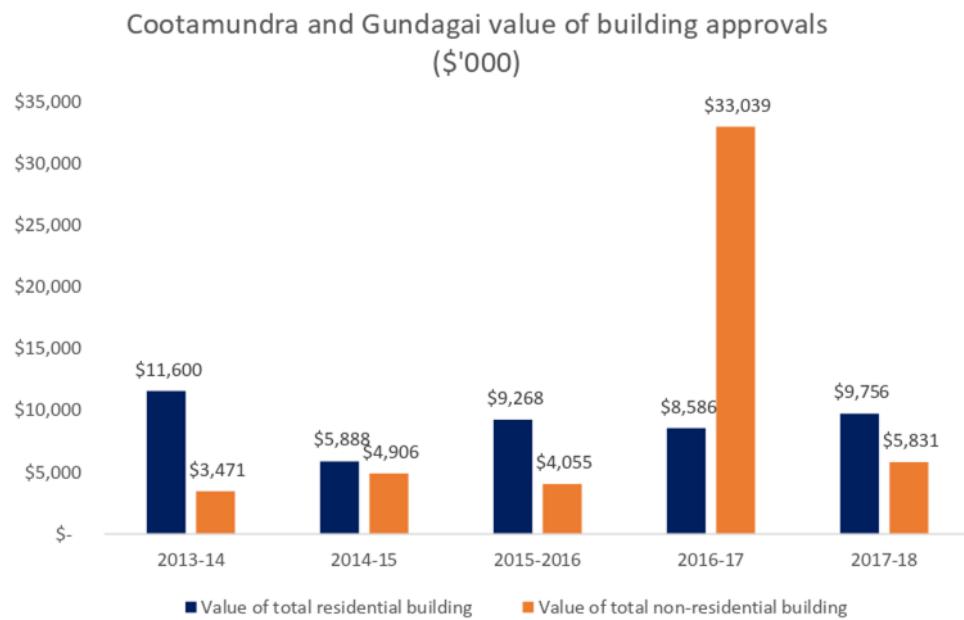
Data was gathered from the 2013-14 to 2017-18 financial years to give a 5-year trend in building approval value. A reasonably consistent level of development is seen year on year.



Source: ABS Release No. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19



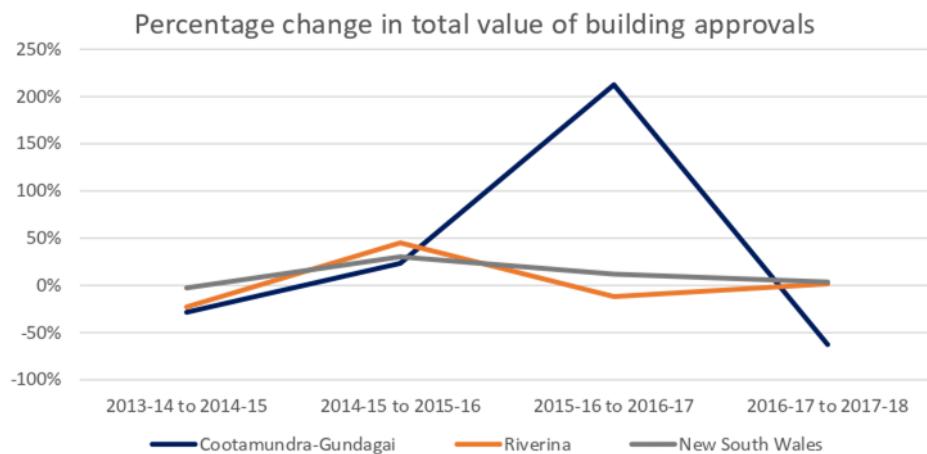
Source: ABS Release No. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19



Source: ABS cat. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19. Data is summed from Cootamundra and Gundagai SA2s.

The substantial amount of non-residential building approvals in Gundagai in 2016-17 relative to other years is attributed to a \$30 million expansion of the abattoir in 2016.¹¹ Apart from this expenditure, there are no clearly discernible trends in the value of building approvals for Cootamundra or Gundagai.

¹¹See <https://gmpgundagai.com.au/about/>



Source: Calculated by WRI from ABS cat. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19. Data for Cootamundra-Gundagai is summed from Cootamundra and Gundagai SA2s.

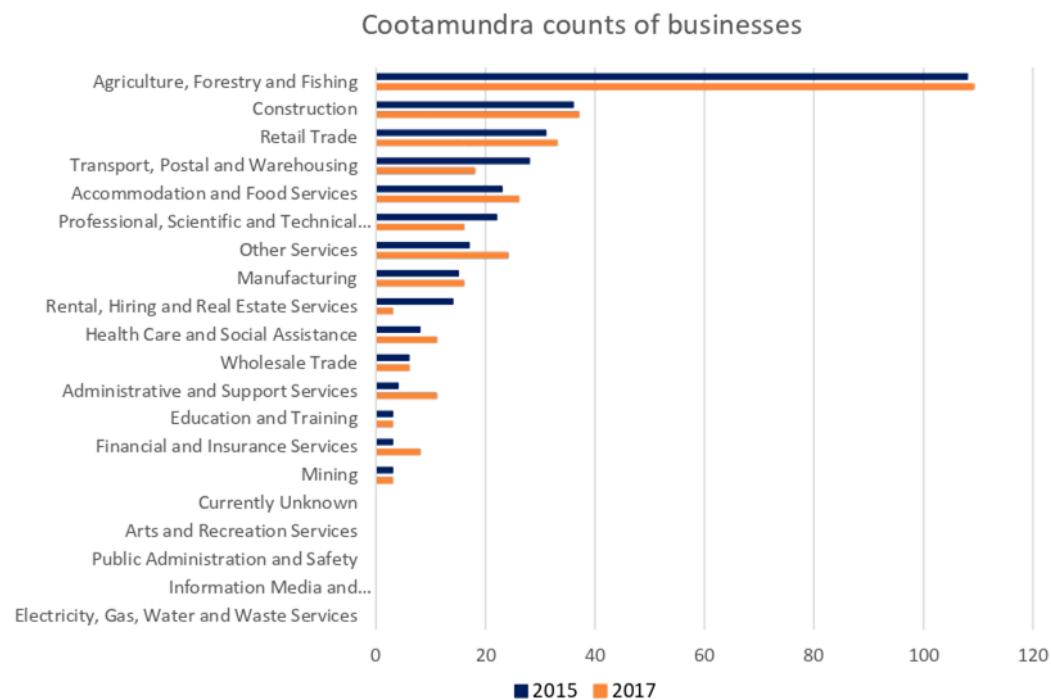
When the percentage change in the total value of building approvals is analysed year on year, there is a greater amount of volatility in the Cootamundra-Gundagai LGA compared to the Riverina and to NSW.

The source of this volatility can be attributed to the abnormal increase in building approval value in 2016-17 from the \$30 million abattoir expansion and subsequent fall in building approval values in the proceeding year.

Apart from this there is no discernible variation relative to the Riverina or NSW in this indicator.

Business counts

Business count data was collated for Cootamundra and Gundagai from the ABS from June 2015-2017. Only employing businesses were included in the analysis.

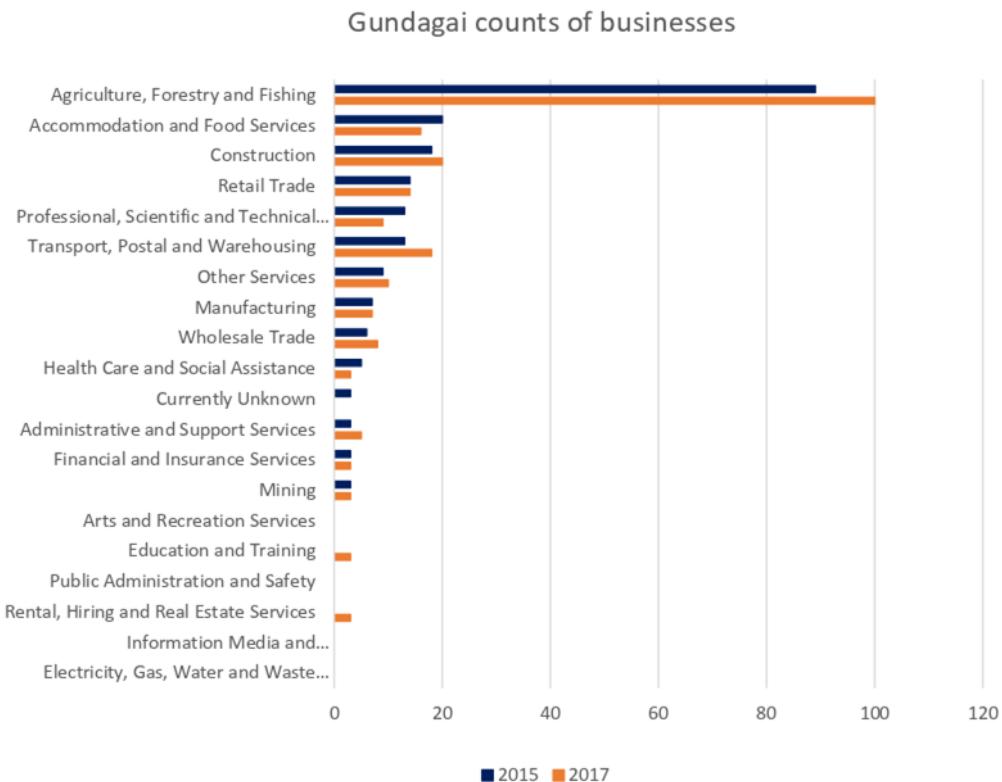


Source: ABS cat. 8165.0, Counts of Australian Businesses, including Entries and Exits, Jun 2013 to Jun 2017

For Cootamundra, the largest number of employing businesses were in the Agriculture, Forestry and Fishing, Construction, and Retail Trade industries for both 2015 and 2017. The number of these businesses increased slightly between 2015 and 2017. Other industries with increasing business counts included Accommodation and Food Services, Other Services, Administrative and Support Services and Financial and Insurance Services.

Manufacturing grew marginally over the period.

Sectors where business numbers declined included Transport, Postal and Warehousing, Professional Scientific and Technical services. The Rental, Hiring and Real Estate Services businesses number notably fell significantly.



Source: ABS cat. 8165.0, Counts of Australian Businesses, including Entries and Exits, Jun 2013 to Jun 2017

In Gundagai, the largest number of employing businesses were in the Agriculture, Forestry and Fishing, Accommodation and Food Services, and Construction industries for 2015.

In 2017, the largest number of employing businesses were in the Agriculture, Forestry and Fishing, Construction, and Transport Postal and Warehousing industries. The number of businesses in the Transport, Postal and Warehousing industry, Wholesale Trade and Administration and Support Services.

Two new sectors, Education and Training and Rental, Hiring and Real Estate Services, were notable entries into the profile of the business sector in the period analysed.

The number of businesses in the Accommodation and Food Services industry decreased. There was also a moderate decrease in the number of businesses in the Professional, Scientific and Technical Services industry.

Tourism profile

Using statistics from the ABS, Tourism Research Australia and the Visitor Information centres (VICs) in Cootamundra and Gundagai, the following tourism profile has been developed to understand the tourism economy in the Cootamundra-Gundagai LGA. An overview of visitation statistics for the Riverina SA4 is presented first to show the wider tourism market into which the Cootamundra-Gundagai LGA fits. Data for visitation, accommodation, and visitor location of origin is then provided for Cootamundra-Gundagai, with comparisons made to the Riverina where appropriate.

Riverina region tourism profile

An overview of tourism in the Riverina is provided using data from Tourism Research Australia's Tourism Region Profile for the Riverina Tourism Region for September 2018.

	International	Domestic overnight	Domestic day
Visitors ('000)	26	1,163	1,764
Nights ('000)	636	2,948	-
Spend (\$m)	25	479	234
Average spend per night (\$)	40	162	133

Source: Destination NSW, Travel to Riverina Snapshot, September 2018.

The data shows that most visitors to the Riverina Tourism Region are domestic day visitors, followed by domestic overnight visitors, with a small number of international visitors. The spend per night for domestic overnight visitors is \$162. Domestic day visitors spend an average of \$133 per trip.

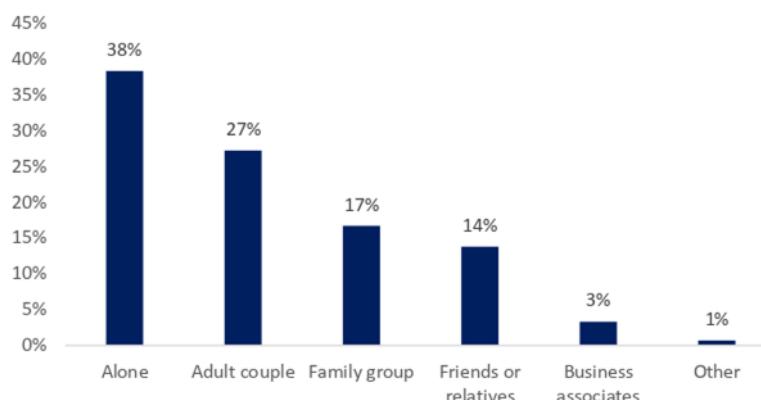
Riverina area visitors by place of residence and mode of transport are shown below:

Transport (visitors '000)	International	Domestic overnight	Domestic day	TOTAL
Drive	15	827	1,271	2,113
Other	7	np	np	np

Source: Tourism Research Australia, Tourism Region Profiles, 2015. np means the estimate is unreliable and cannot be published

Nearly all visitors to the Riverina in 2015 travelled by road transportation. Given their proximity to highways, Cootamundra and Gundagai are well situated to capture this visitation.

Riverina domestic overnight visitors travel party

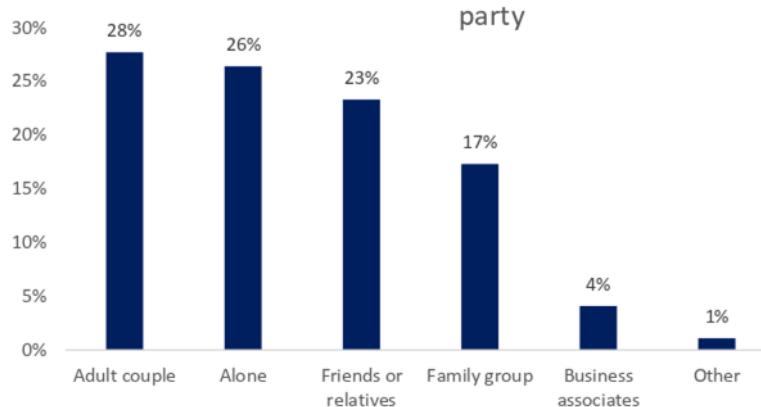


Source: Destination NSW, Travel to Riverina Snapshot, September 2018.

The data above shows most domestic overnight visitors travel unaccompanied or as an adult couple, although family groups and friends/relatives travelling together are still a significant portion of visitors. The solo traveller rate is high for the Riverina region.

Compared to Regional NSW, the Riverina had a greater concentration of visitors travelling alone, a lower concentration of domestic overnight visitors travelling as friends or relatives, and similar concentrations for other travel party types.

Regional NSW domestic overnight visitors travel party



Source: Destination NSW, Travel to Regional NSW Snapshot, June 2018.

Cootamundra-Gundagai tourism statistics

2017 data from Tourism Research Australia detailing visitation and expenditure statistics for the Cootamundra-Gundagai LGA are displayed below. These have been compared to tourism statistics for NSW and the Riverina Tourism Region.

Tourism Statistics Cootamundra—Gundagai LGA	International	Domestic overnight	Domestic Day	Total
Visitors ('000)	2	127	np	np
Nights ('000)	30	253	-	283
Average stay (nights)	16	2	-	2
Spend (\$m)	1	33	np	np
Average spend per night (\$)	35	131	-	121

Source: Tourism Research Australia, Local Government Area Profiles, 2017. Data is based on a four year average from 2014 to 2017. Np means the data is unreliable and can not be published.

Tourism Statistics Riverina	International	Domestic overnight	Domestic day	Total ¹²
Visitors ('000)	26	1,163	1,764	2953
Nights ('000)	636	2,948	-	3584
Average stay (nights) ¹³	24	3	-	3
Spend (\$m)	25	479	234	738
Average spend per night (\$)	40	162	133	141

Source: Destination NSW, Travel to Riverina Snapshot, September 2018.

Tourism Statistics NSW	International	Domestic overnight	Domestic Day	Total
Visitors ('000)	4,158	31,575	57,942	93,676
Nights ('000)	94,407	100,104	-	194,511
Average stay (nights)	23	3	-	5
Spend (\$m)	10,423	18,644	6,120	35,187
Average spend per night (\$) ¹⁴	110	186	-	149

Tourism Research Australia, Local Government Area Profiles, 2017. Data is based on a four year average from 2014 to 2017

¹² Numbers in total column have been calculated and are not in the publication.

¹³ Numbers in average stay (nights) row have been calculated and are not in the publication.

¹⁴ These values have been calculated by WRI from Tourism Research Australia data

These statistics show that average spend per night for both international and domestic overnight visitors to Cootamundra-Gundagai at \$121 is lower than the NSW average of \$181 and the Riverina average of \$133.

Average length of stay in nights for both domestic overnight and international visitors in the Cootamundra-Gundagai LGA is lower than that of the Riverina Tourism Region and NSW.

Tourism Research Australia also publishes the number of tourism businesses within an LGA. For Cootamundra-Gundagai there were a total of 129 tourism businesses most of which employed between 1 and 4 people in 2017. The employment distribution is shown below:

Tourism businesses	Number
Non-employing	34
1 to 4 employees	50
5 to 19 employees	35
20 or more employees	3
Total	129

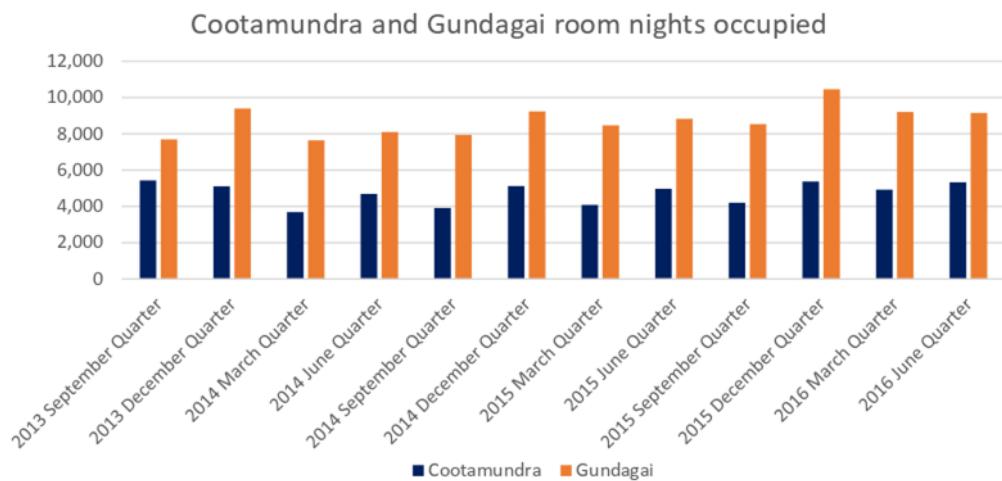
Source: Tourism Research Australia, Local Government Area Profiles, 2017. For the purposes of confidentiality, Tourism Businesses data has been perturbed, therefore data may not match totals.

Tourist accommodation

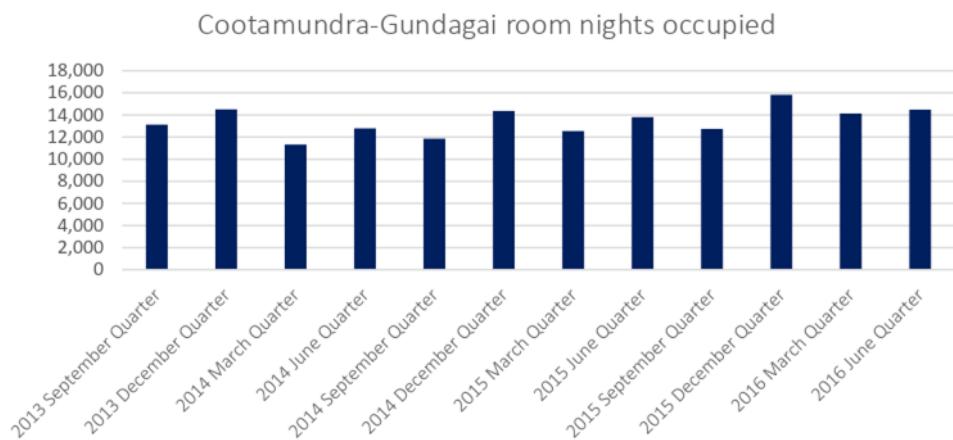
The ABS publishes data for takings from accommodation and room occupancy rates for motels, hotels and serviced apartments with 15 or more rooms each quarter.

ABS data from 2013 to 2016 for tourism accommodation in Cootamundra and Gundagai has been analysed and compared to the Riverina Tourism Region. The Riverina Tourism Region was chosen instead of the Riverina area as determined by ABS (SA4) because it excludes the Snowy Valleys LGA, which given its unique national park tourism assets may capture a tourism market which is not representative of tourists who visit Cootamundra-Gundagai or the rest of the Riverina.

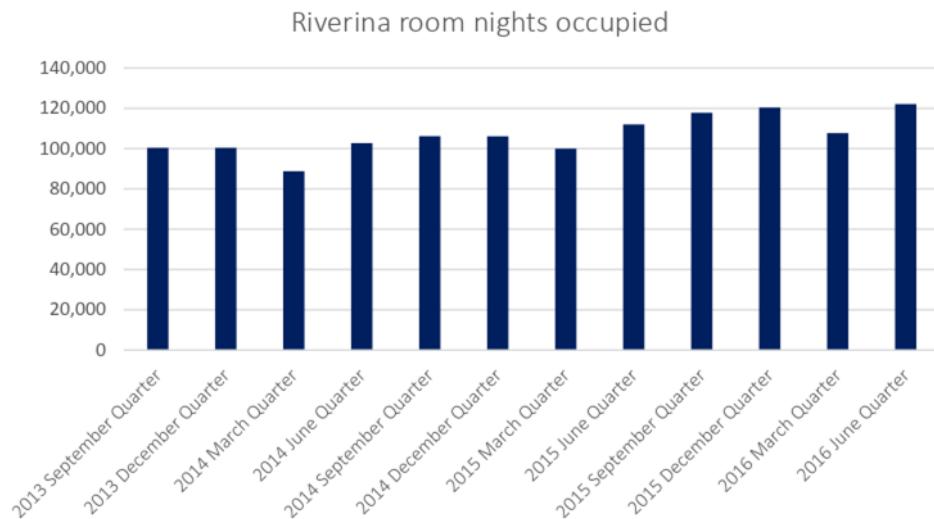
The accommodation metrics captured were room nights occupied (which measures the total number of nights visitors booked rooms for in the quarter) and room occupancy rate (which is a percentage measurement of room nights occupied against total room nights available for the quarter).



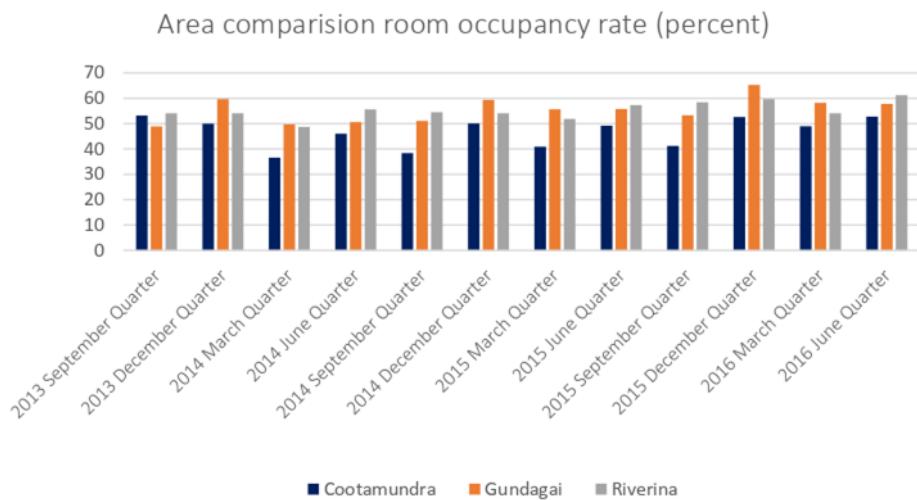
Source: ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16



Source: ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16. Data is summed from Cootamundra and Gundagai SA2s



Source: ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16



ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16

The data shows that Cootamundra has a consistently lower rate of room nights occupied than Gundagai and a lower room occupancy rate apart from the September 2013 quarter.

Gundagai's room occupancy rate seems to be similar to that of the Riverina Tourism Area with some quarters (noticeably December and March quarters on occasion) slightly higher. This is a solid performance.

Room nights occupied and room occupancy rate have both remained fairly stable in the Riverina from the 2013 September quarter to 2016 with an occupancy rate between 49 – 61%.

This suggests opportunity to improve the accommodation sectors in both towns, with possibly greater opportunity in Cootamundra as an opportunity.

Visitor Information Centre statistics

Statistics from the Cootamundra and Gundagai Visitor Information Centres (VICs) were gathered to better understand VIC visitation rates and where visitors to the LGA were coming from.

Visitation rates from 12 month periods were determined for the Cootamundra and Gundagai VICs. A larger proportion of those coming into the VICs are locals booking coach travel and their visitation has been excluded to enable a count of tourists. These were divided by the total LGA visitation rate to give a percentage of visitors to the LGA who used the VIC. Postcode data was used to breakdown the percentage of visitors to the VIC by each state to estimate the composition of visitation to each LGA.

VIC location	Cootamundra	Gundagai
Annual VIC visitation	1,211	16,781 ¹⁵
Annual LGA visitation ¹⁶		129,000
VIC visitation as a percentage of LGA visitation	1%	13%

Source: Cootamundra-Gundagai Regional Council VICs

State	Visitor postcode data	Visitor postcode data
	Cootamundra VIC ¹⁷	Gundagai VIC
VIC	24%	58%
NSW/ACT	43%	31%
QLD	13%	5%
SA	4%	3%
WA	4%	2%
TAS	7%	1%
NT	2%	0%

Source: Cootamundra-Gundagai Regional Council VICs

Gundagai VIC receives a much higher visitation rate than the Cootamundra VIC.

Together, the VICs were visited by 14% of all visitors to the LGA, with 13% attending the Gundagai VIC but just 1% attending the Cootamundra VIC. This is an obvious opportunity to consider how to grow attendance at Cootamundra.

VIC attendance rates were also analysed based on estimated visitation to Cootamundra and Gundagai separately. To determine these rates, the combined annual LGA visitation figure of 129,000 was split based on a ratio of visitation to the Cootamundra and Gundagai LGAs from pre-amalgamation data

¹⁵ A number of assumptions and adjustments were made in determining VIC visitation rates to provide the most accurate and realistic statistics possible due to the quality of data provided.

¹⁶ Tourism Research Australia, Local Government Area Profiles, 2017. Data is based on a four year average from 2014 to 2017

¹⁷ Percentages do not add up to 100% due to rounding issues.

provided by Tourism Research Australia in 2014. The results of this analysis are displayed in the table below.

VIC location	Cootamundra	Gundagai
Annual VIC visitation	1,211	16,781 ¹⁸
Annual LGA visitation ¹⁹	54,440	74,560
VIC visitation as a percentage of LGA visitation	2%	23%

In the process of preparing the Tourism and Economic Development Strategy, analysis of 7 VICs was undertaken which highlighted that the attendance at the Cootamundra-Gundagai combined VICs of all tourists to the areas was mid range in terms of the percentage of visitors in the other 5 locations analysed. The range of visitor attendance at the other locations VICs ranged between 3% and 23% of visitors to other locations. Looking at Cootamundra and Gundagai separately, there is an opportunity to improve the attendance at the Cootamundra VIC to lift it to comparable levels of overall area visitation.

The origin of visitors to each VIC differs significantly. More than half of all visitors to the Gundagai VIC came from Victoria, with NSW/ACT being the next highest response at 31%. Only 11 percent came from a state other than NSW/ACT or Victoria. For the Cootamundra VIC, 43% of visitors came from NSW/ACT, 24% from Victoria and 30% from another state or territory.

¹⁸ A number of assumptions and adjustments were made in determining VIC visitation rates to provide the most accurate and realistic statistics possible due to the quality of data provided.

¹⁹ Annual LGA visitation rates from 2017 Tourism Research Australia statistics. Gundagai and Cootamundra visitor data has been split out based on pre-amalgamation visitor attendance data.

APPENDIX C: SURVEY, FORUMS AND INTERVIEW RESULTS

Survey

An online survey of business was undertaken in late 2018 to augment community comments collected by Council in a variety of other consultation processes, including the preparation of previous work on Economic Development Strategy 2017 and in the preparation of the Council's Our Place, our Future Community Strategic Plan 2018-28.

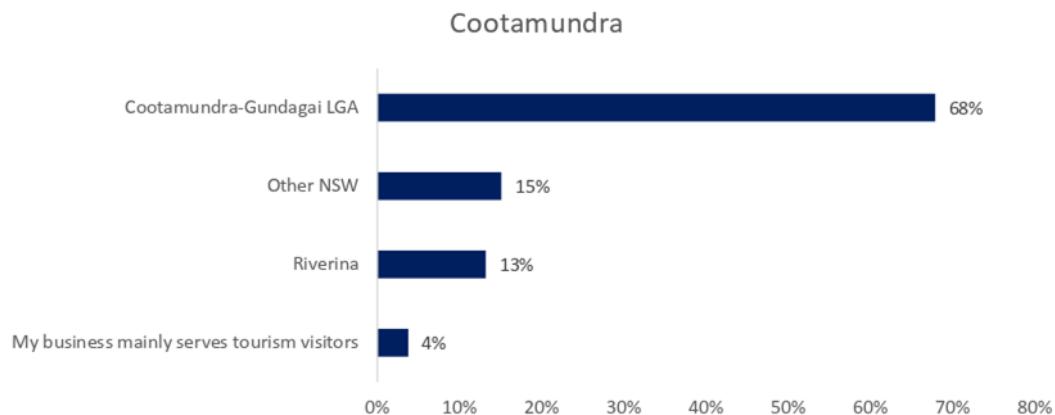
There were 117 responses to the survey with 92 completions. Some specific questions were asked of tourism businesses in addition to those asked of all businesses.

It should be noted that for some questions in the survey, particularly those related to tourism businesses and skills shortages, there was a low response rate which do not give a statistically valid representation.

However, insights can be gained from the responses to questions. Additional investigation to better understand tourism operator issues may be beneficial.

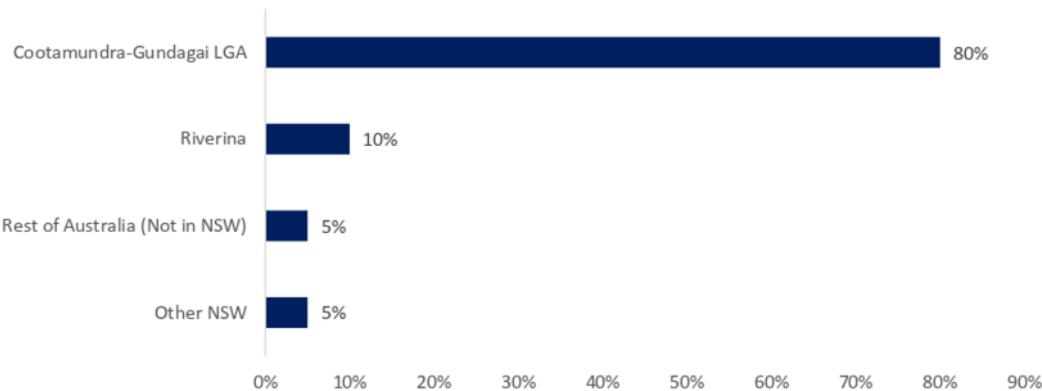
Survey response analysis

Where are the majority of your customers based?



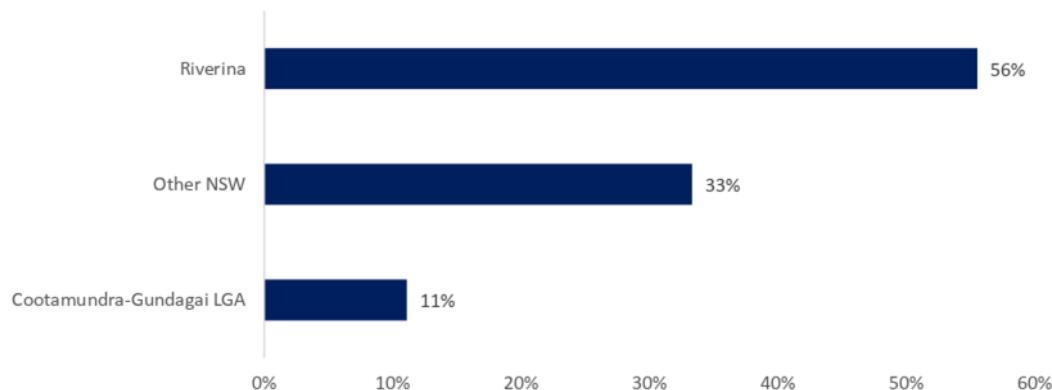
When asked where the majority of their customers are based, 68 percent of Cootamundra respondent businesses are supplying the majority of the services/products to local businesses. This suggests a lower level of sales to external regions, bringing money into the LGA.

Gundagai



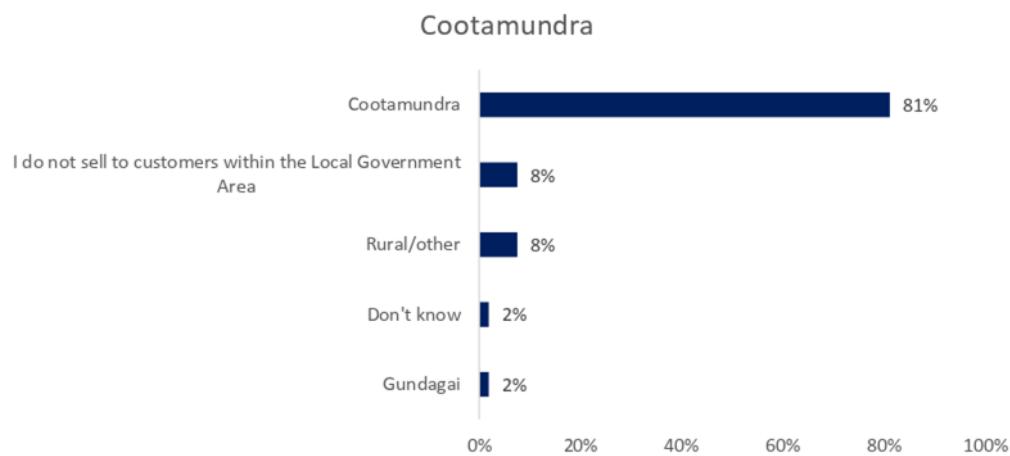
In Gundagai, 80 percent of respondent businesses are supplying the majority of the services/products to local businesses. This is higher than Cootamundra and is consistent with a smaller industrial sector.

Villages and Rural

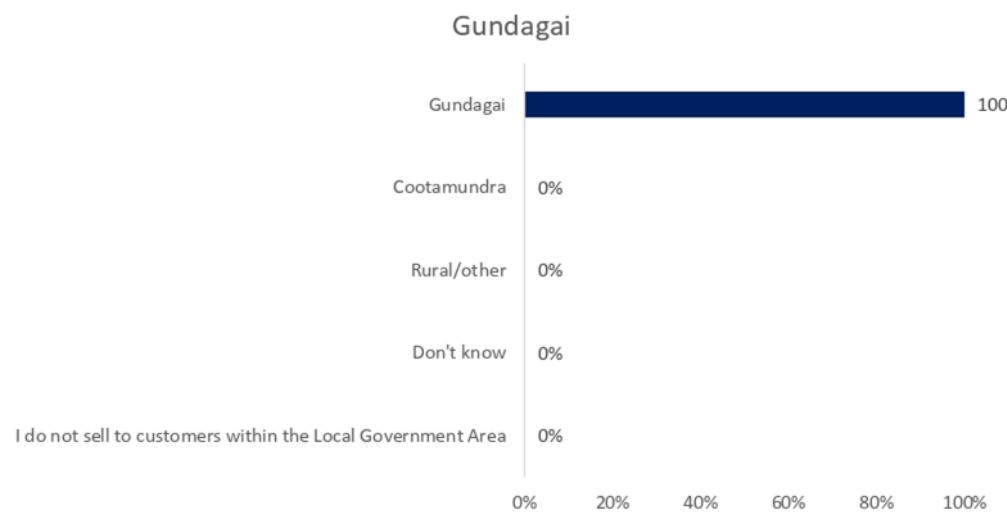


Consistent with its agricultural focus, village and rural businesses sell a low proportion of their produce locally, with the Riverina region the largest market for this produce.

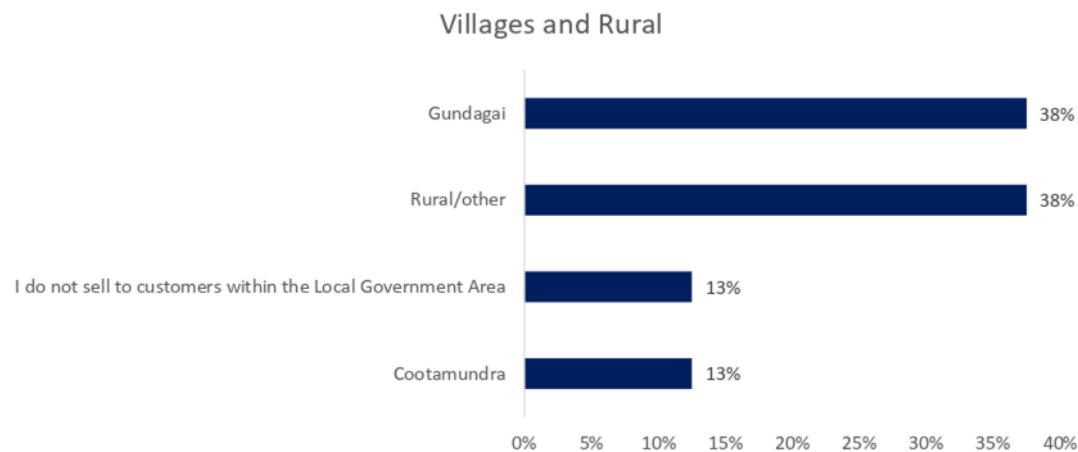
If you serve customers from within the Cootamundra-Gundagai LGA, where are the majority of these customers based?



Cootamundra businesses are serving an 81% majority of Cootamundra businesses.

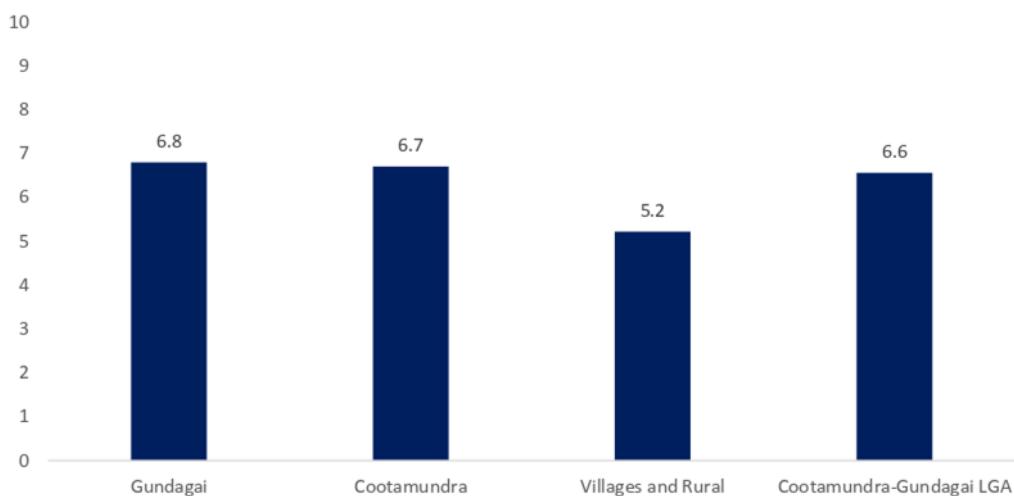


100% of Gundagai business respondents advised that the majority of their customers were based in Gundagai. This illustrates a high level of connectedness between the communities. While this offers the benefit of a support economic backbone, it also exposes the region if there are a number of large employers who could move or reduce volumes which would have significant flow on impacts.



Village and rural businesses advised that the majority of their customers based in the LGA are split fairly evenly across the LGA.

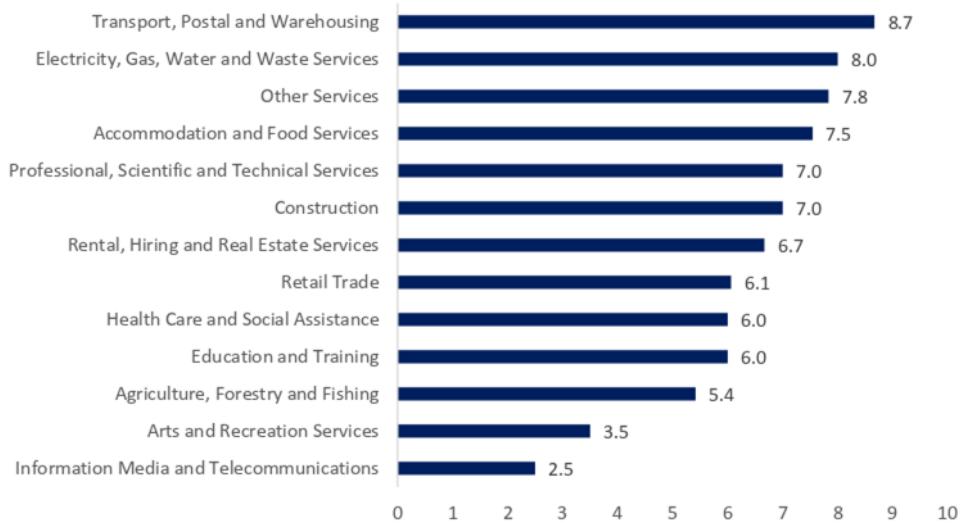
How would you rate your business outlook?



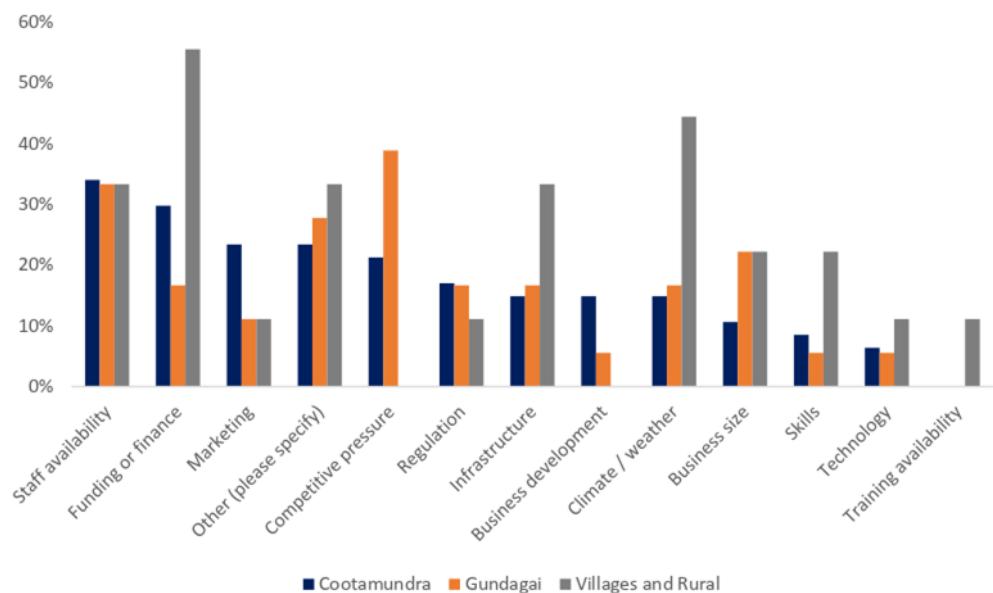
Business outlook across the region is fairly even, although villages and rural businesses are less optimistic about their business outlook.

When business outlook is segmented by industry, it is clear that outlook is impacted by sectoral issues. Agriculture as one of the major employment areas is relatively pessimistic about its outlook, most likely impacted by drought conditions.

On the positive side, there are a large number of sectors that have a positive outlook, offering a sustainability assessment to the local economic outlook.



What, if any, are the current barriers to growing your business?



When asked about barriers to growing their business, respondents across Cootamundra and Gundagai had relatively similar responses.

Gundagai businesses highlighted competitive pressure as a bigger issue and their Cootamundra counterparts had a higher response for funding/finance and marketing.

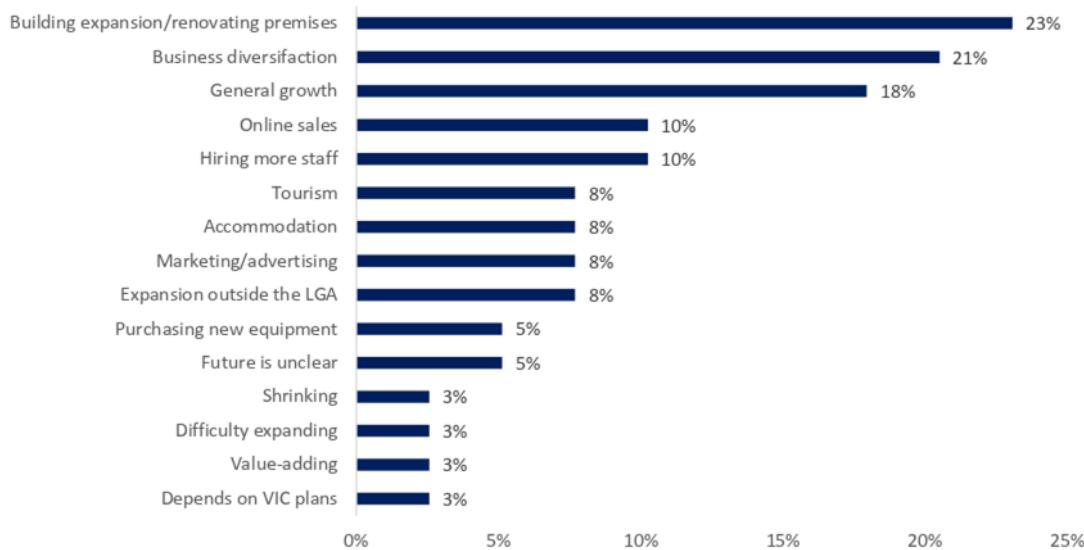
Village and rural respondents highlighted significantly different issues, citing funding/finance, infrastructure and climate as the main barriers.

Other barriers identified by businesses included:

- Lack of Council support
- Declining demand/population
- Lack of labour supply
- Production/wage costs
- Inadequate Internet/mobile
- Inadequate VIC services
- Competition from new service centre
- Competition from online shopping
- Lack of support for local business
- Government regulation/red tape

Opportunities for future expansion

Businesses identified opportunities to expand their businesses. This feedback was analysed thematically and has been provided below. Building expansion/renovating premises, Business diversification and General business growth were the 3 top opportunities. This suggests that Council could work with these businesses to support future potential development applications via pre Development Application lodgement and could assist with facilitation of capacity building skills to achieve growth opportunities.

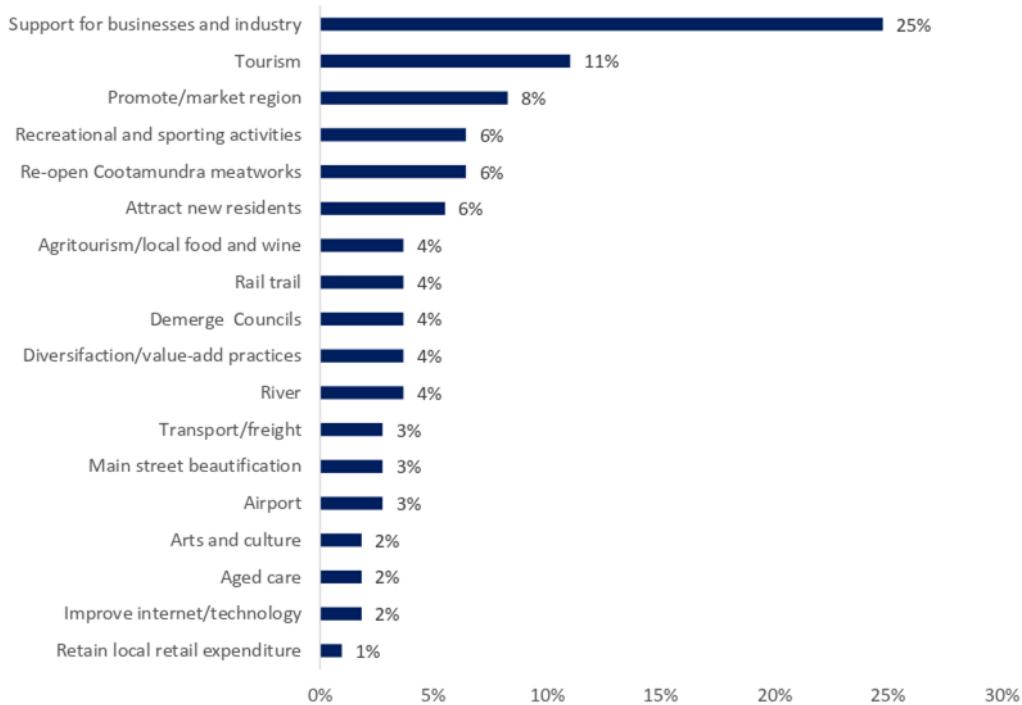


What do you feel are the opportunities for the Cootamundra-Gundagai region to expand its economy?

When asked about opportunities to expand the LGA economy, respondent answers were analysed thematically and are provided below.

The top response included a range of feedback that generally supported the attraction and retention of industry, without providing specific detail. Further testing of the business community could add detail here.

Developing tourism and marketing/branding exercises were the next two most popular responses.



Rating of key infrastructure

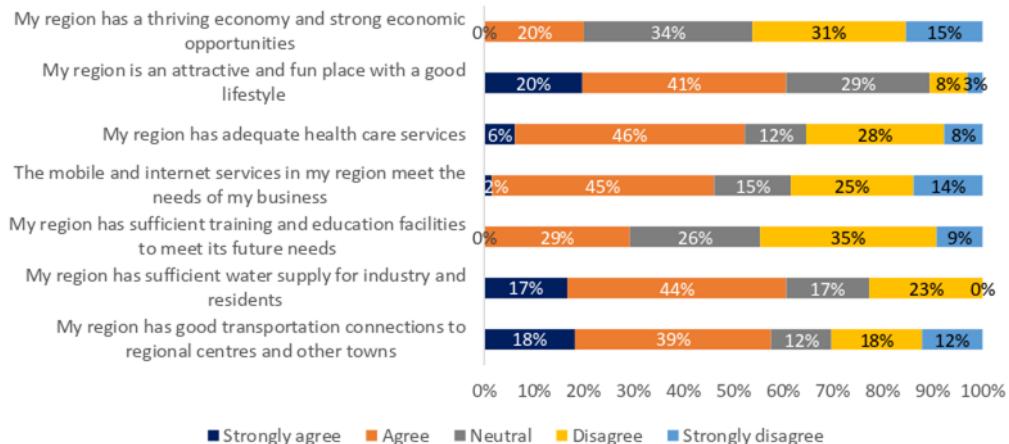
Respondents were asked to rate key infrastructure in the Cootamundra-Gundagai LGA. The region rated relatively poorly in the responses labelled a thriving economy and strong economic opportunities and training/education facilities.

The response relating to rating the attractiveness, fun and lifestyle question was 61% favourable. But 29% of respondents are neutral and 11% who are negative on this issue suggests an opportunity that this element of liveability could be reviewed in the LGA. The majority of respondents also agreed that there was sufficient water supply (61% agreed or strongly agreed), that transportation infrastructure was good (57% agreed or strongly agreed) and that the region has adequate health care services (52% agreed or strongly agreed). However, there are substantial portions of respondents who were neutral or disagreed with these statements suggesting that there is potential for improvements.

When asked if the region had sufficient training and education facilities, 44% of respondents disagreed and 26% were neutral. This suggests that training and education facilities may be an issue within the Cootamundra-Gundagai LGA and this area should be reviewed.

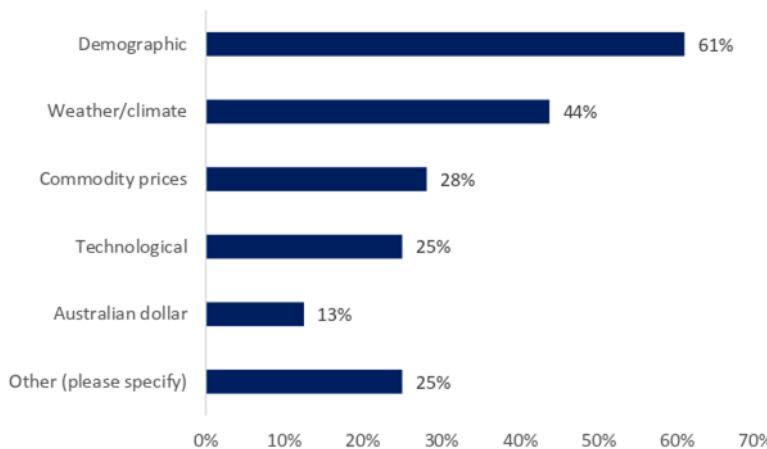
Only 20% of respondents agreed with the statement "My region has a thriving economy and strong economic opportunities" suggesting that the LGA's economy is another area for review.

The response rating internet and mobile services in the LGA was also mixed, with just 47% of respondents agreeing that mobile and internet services in the LGA meet the needs of their business. Improvements in telecommunications infrastructure may be required.



What are the main external risks to the Cootamundra-Gundagai region economy?

Demographics issues (including concerns about the declining population and the need for young people to move to the area) was seen by respondents as the largest risk to the local economy.



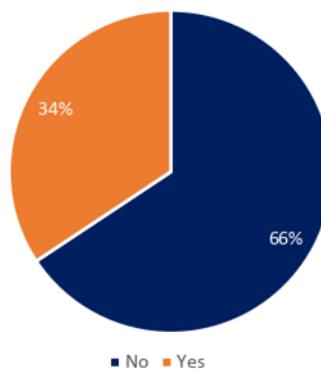
Other responses included:

- Lack of support.
- Competitive pressures.
- Lack of industry and threats to existing industry.
- Disconnect with the Local community due to council resources moving to Cootamundra.
- Lack of jobs.
- Lack of water and infrastructure.

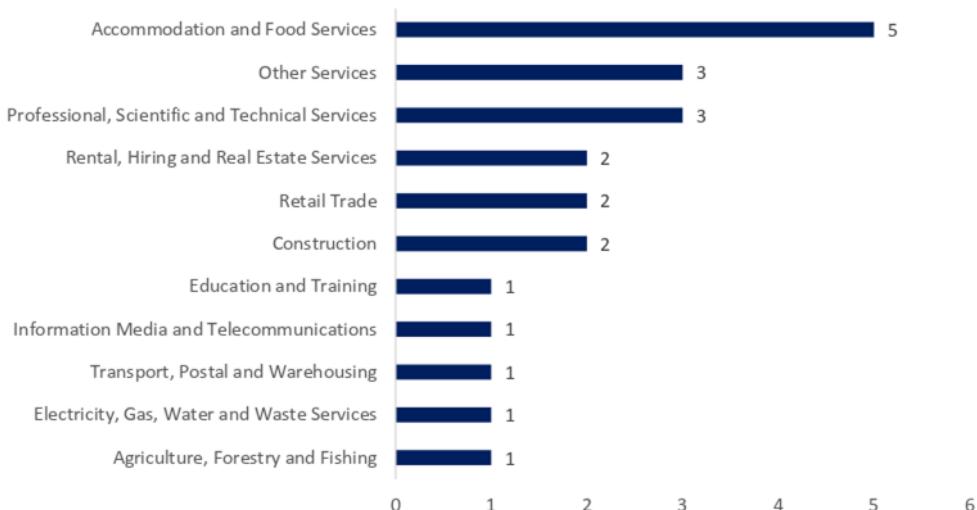
- Limited NBN.
- Lack of good political leadership at all levels.
- We need to encourage small business, help with relocation of businesses from larger centres, in turn this will increase the employment prospects and other associated benefits.

Is your business having any difficulty in finding and recruiting specific skilled staff?

When asked if they were having difficulty in finding and recruiting staff, 34% of respondents businesses advised that they were challenged in this area.



Of the respondents who indicated they were having difficulty in finding and recruiting specific skilled staff, most were in the Accommodation and Food Services sector, followed by Other Services then and Professional, Scientific and Technical Services industry sectors.



When recruiting for your business, do the following issues impact on recruitment process?

Respondents who advised that they are experiencing difficulty in finding and recruiting staff were asked to rate key difficulties. By grouping responses, certain insights are apparent. A lack of qualifications, lack of applicants, lack of suitable applicants and high pay expectations are causing employers difficulties in recruiting.

Given the high current unemployment rate, this suggests that the LGA may have both education/training issues and a lack of willing workers. It should be noted that a major employer in Gundagai has expressed difficulties in accessing any workers, even when free training is provided.



Please list your top three skills shortages in order of difficulty to recruit

Respondent skill shortages have been organised by industry sector below.

Accommodation and Food Services	Other Services	Professional, Scientific and Technical Services
<ul style="list-style-type: none"> Chefs Coffee maker Staff willing to work weekends Hospitality staff Experienced front of house/ floor manager Cafe assistant Trades Skilled staff IT 	<ul style="list-style-type: none"> Hair dressers Veterinarians Beauty Vet Nurses Cleaners 	<ul style="list-style-type: none"> Butcher Technical staff Engineers Specialist
Rental, Hiring and Real Estate Services	Retail Trade	Construction
<ul style="list-style-type: none"> Real Estate agents professionals with local knowledge Chefs Retail 	<ul style="list-style-type: none"> Basic Maths Junior staff Spelling Managers 	<ul style="list-style-type: none"> Tradesmen Welders Labourers
Education and Training	Information Media Telecommunications	and Transport, Postal, and Warehousing
<ul style="list-style-type: none"> Disabled employees Disability support staff 	<ul style="list-style-type: none"> Security Information technology 	<ul style="list-style-type: none"> Truck drivers

- Teacher

Electricity, Gas, Water, and Waste Services

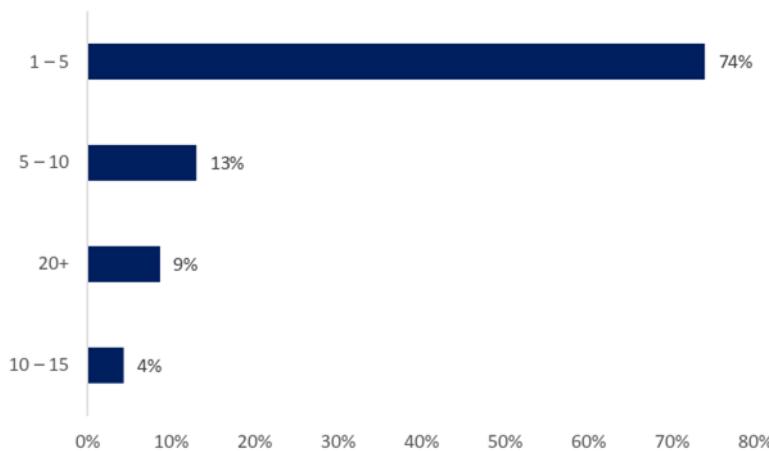
- Nursing
- Allied health
- Trades e.g. builders

Agriculture, Forestry, and Fishing

- Machinery operators
- Fruit pickers
- Shearers

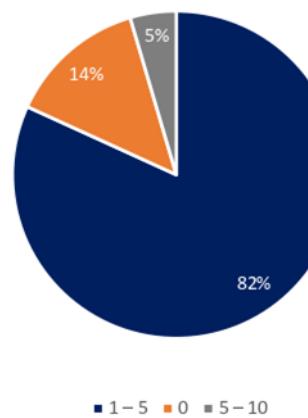
How many Full Time Equivalent staff currently work at your business?

The majority of respondents who advised that they are experiencing difficulty in finding and recruiting staff employed 1 – 5 people on a Full Time Equivalent (FTE) basis.



How many additional Full Time Equivalent staff would you hire right now if the right skills were available?

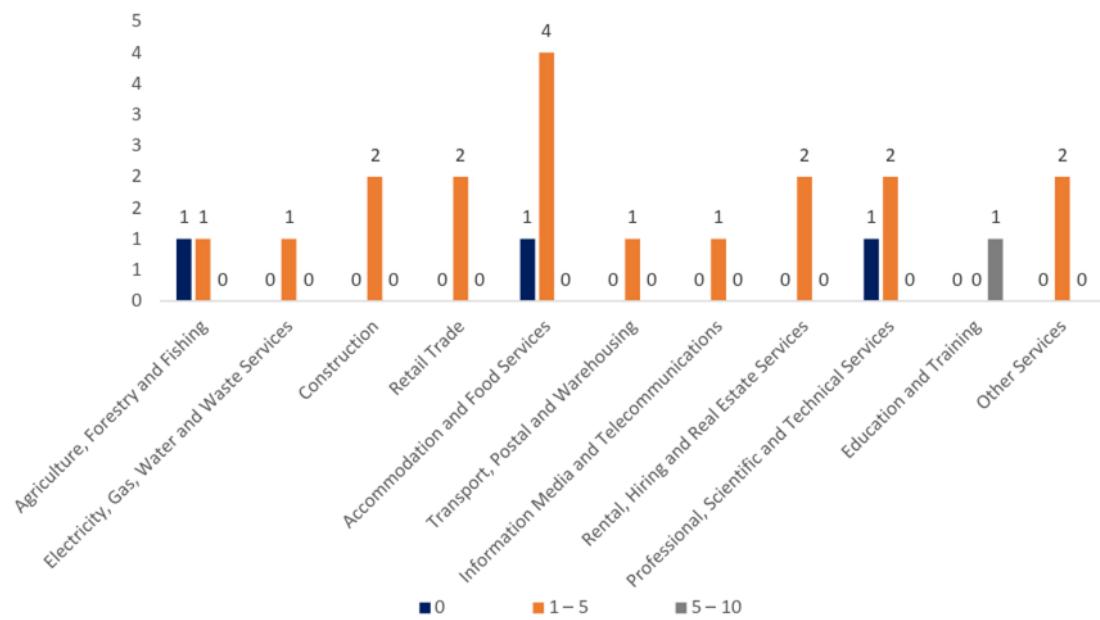
Respondents who advised that they are experiencing difficulty in finding and recruiting staff, were asked how many additional FTE staff they would employ right now if available.



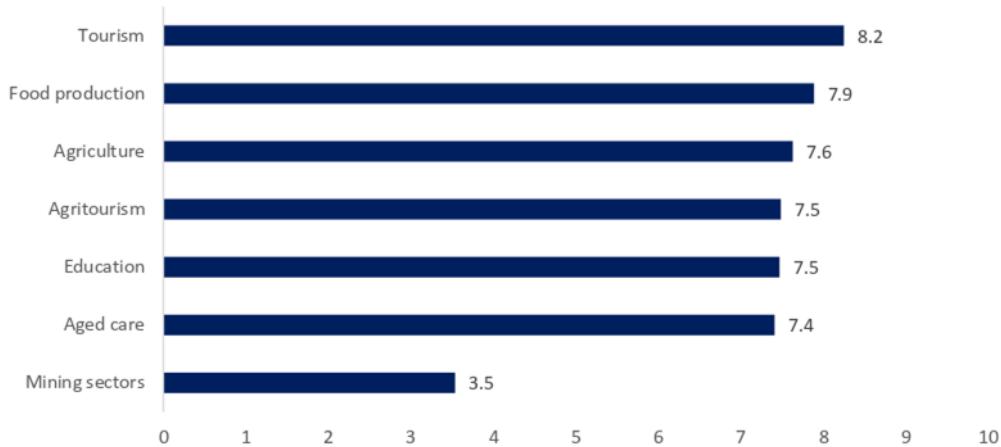
■ 1 – 5 ■ 0 ■ 5 – 10

Of these, 82% would employ 1 – 5 additional staff. A small number of businesses would employ 5 – 10. This suggests that skills and a lack of suitable applicants is actively holding back economic development in the LGA.

When analysed by industry, the largest skills shortage appears to be in the Accommodation and Food services, with 4 business managers indicating that they would hire between 1-5 additional staff. This is followed by the Education and Training industry sector, with 1 business manager indicating they would hire between 5-10 additional staff.



Support for a strategic focus on certain industries in the Cootamundra-Gundagai Tourism and Economic Development Strategy



Survey respondents were asked to rank their support for a strategic focus on certain industries identified across the Council and NSW Government strategic planning documents. Tourism, food production, agriculture and agritourism are related industries that all ranked at the upper end of the scale.

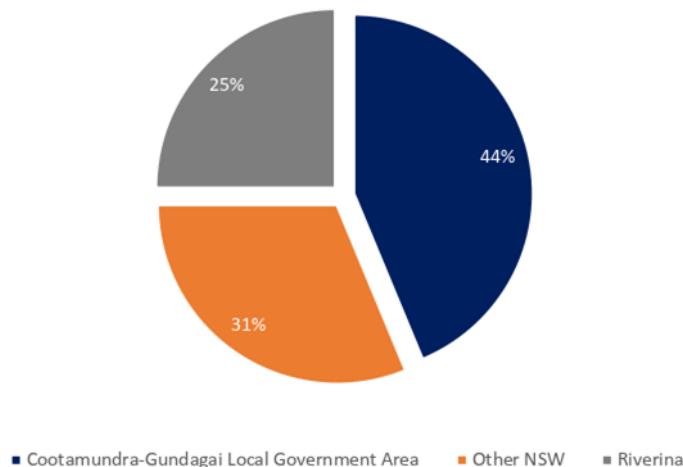
Other industries for strategic development provided by respondents included:

- Arts/culture
- Disability support services
- Boutique retail
- Sports
- Warehousing/logistics
- Develop and support what industry we already have
- Freight and transport
- Professional services
- Tree change, the benefits of country living, health and wellness
- Encourage new industry to town
- Business
- Industry
- Tourism around retreats- particularly for women

Tourism Businesses

Survey respondents that primarily rely on serving visitors to the region were asked a number of additional questions to provide further insights into the visitor economy in the LGA.

Where do you make the majority of your tourism business purchases?

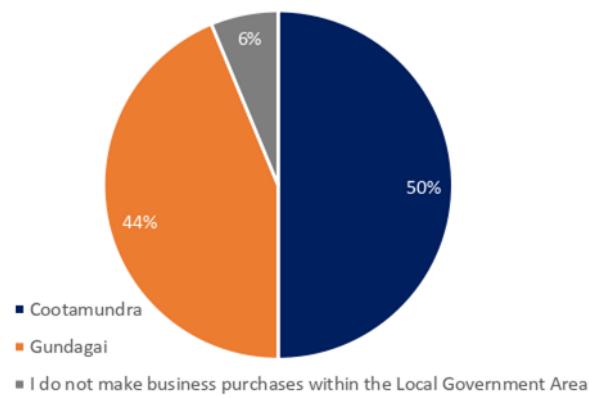


Tourism businesses in Cootamundra make majority of their purchases within the LGA and nearly all of their purchases either in the LGA or the Riverina.

In contrast, just over 2 thirds of tourism businesses in Gundagai make most of their purchases from locations in NSW outside the Riverina.

There were a small number of respondents and the data should not be used without clarifying the small sample size impacts.

If you make tourism business purchases from within the Cootamundra-Gundagai Local Government Area, where do you make the majority of these purchases?



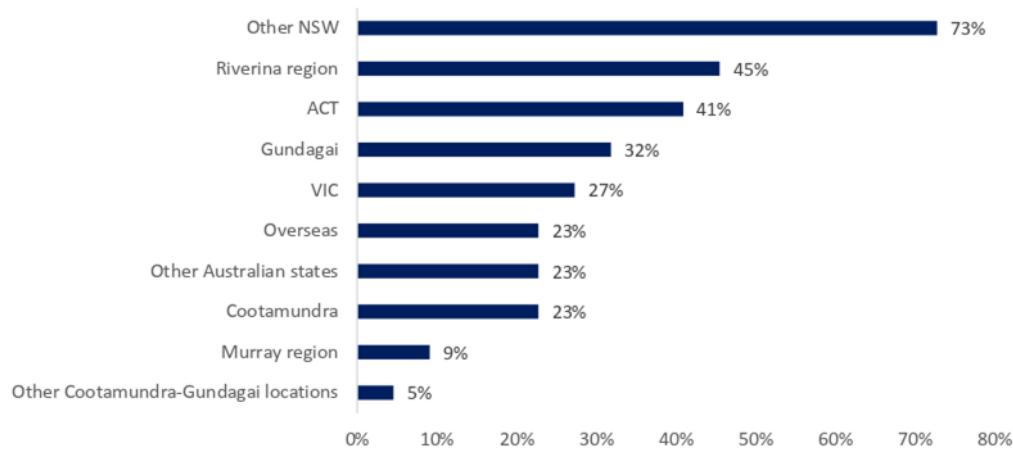
For those that do make tourism business purchases inside the LGA, 50% of these were made in Cootamundra. 65% of survey respondents were based in Cootamundra suggesting that some level of Cootamundra expenditure in Gundagai.

When the data is analysed by the location of the tourism businesses, nearly all tourism businesses in Cootamundra make most of their purchases from within the LGA from Cootamundra, and nearly all businesses in Gundagai make most of their purchases from within the LGA from Gundagai.

There were a small number of respondents and the data should not be used without clarifying the small sample size impacts.

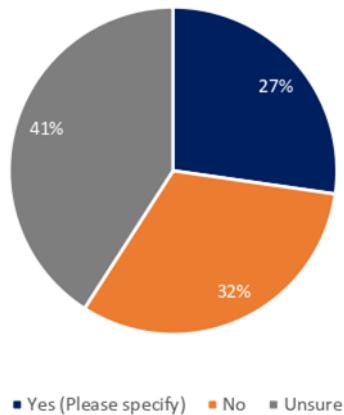
What are the top 3 regions where your clientele come from?

Other NSW was the leading point of origin for visitors to the Cootamundra-Gundagai LGA. This was followed by the Riverina and the ACT.



Is your business reliant on specific local infrastructure? (for example, Visitor Information Centre, specific roads or venues)

Most tourism businesses are not reliant on specific local infrastructure.

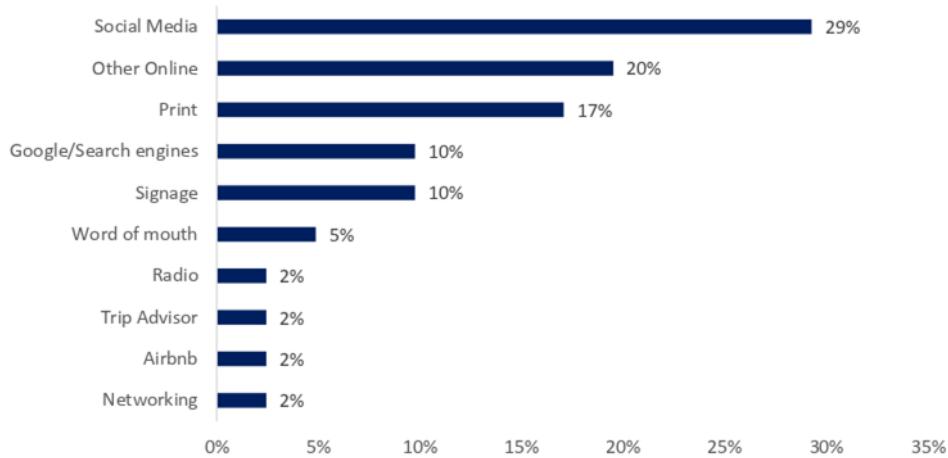


Six respondents advised that they were reliant on local infrastructure, including:

- Main Street
- RV Free Parking
- Yarri sculpture
- Visitor Information Centre
- Local roads and signage
- Annie Pyers Drive

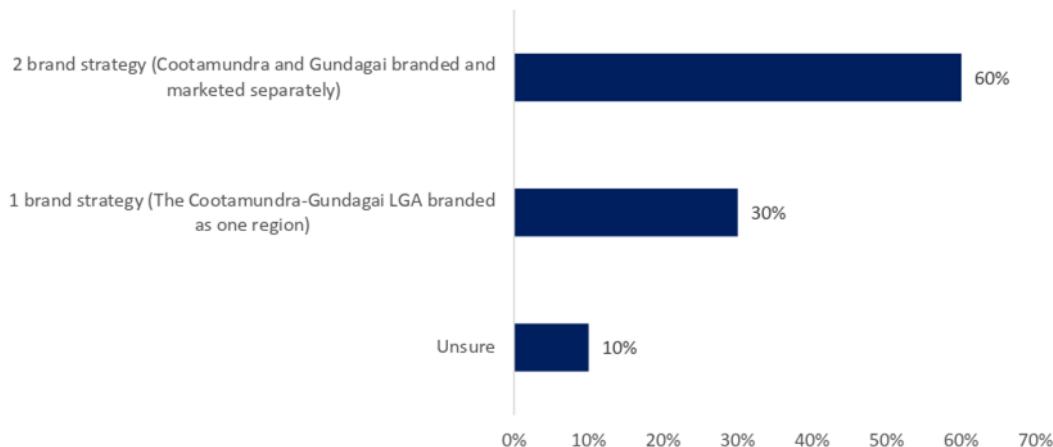
Please list your top three successful marketing strategies

Social media, other online and print marketing strategies were highlighted by respondents as the most successful means of reaching new clients.



What is the best branding strategy to promote the Cootamundra-Gundagai Local Government Area?

The majority or survey respondents prefer a two-brand strategy to promote Cootamundra and Gundagai separately.



When asked to nominate potential ideas to promote/brand/market their region, respondents provided similar ideas and imagery across the regions.

Cootamundra brand:

- Country lifestyle
- Agriculture and local produce
- Antiques and collectibles hub
- Sport, Donald Bradman
- Railways
- Local history

Gundagai brand:

- Country lifestyle
- Murrumbidgee River
- History and folklore
- Local produce and hospitality
- Scenery

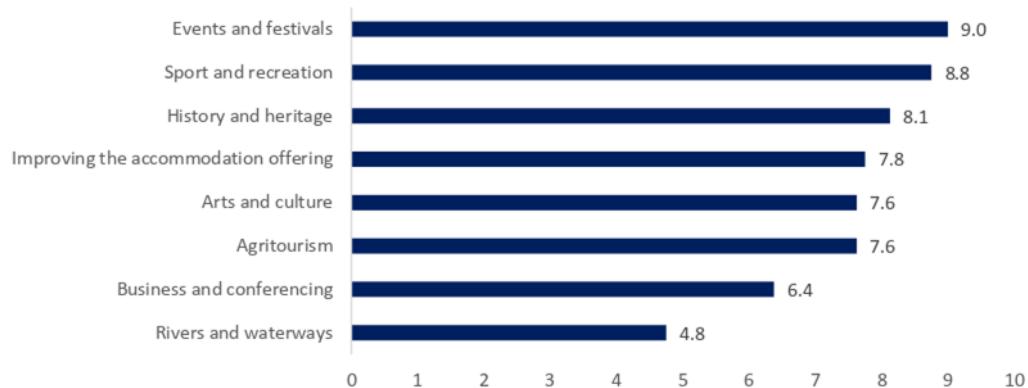
Combined Cootamundra-Gundagai brand:

- Country lifestyle
- Local history
- Agriculture
- Scenery

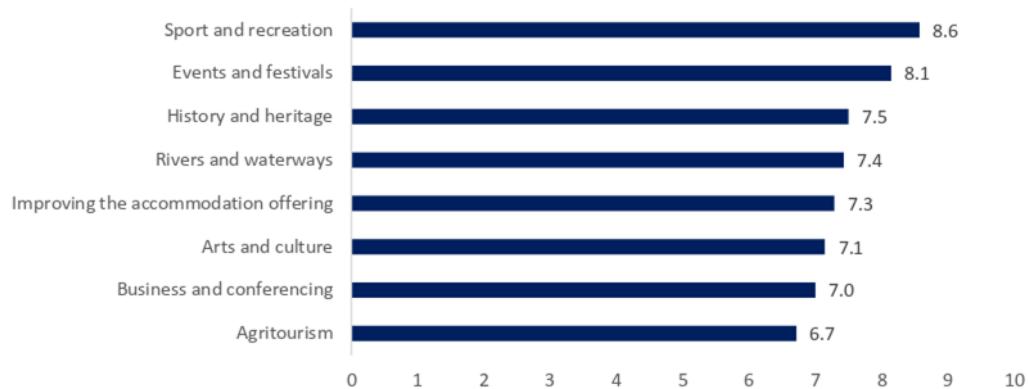
Rate your preference of themes and actions for developing the Cootamundra-Gundagai tourism economy

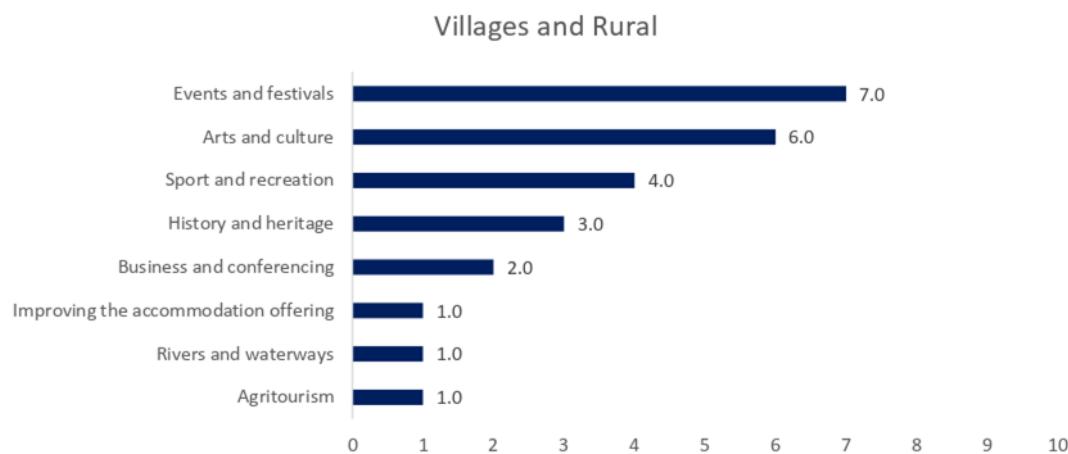
Drawing from various regional strategic documents, respondents were asked to rate their preference for themes and actions to develop the local tourism sector. This feedback has been split out by geographical region to inform deliberations in a two-brand strategy. It is important to reiterate for this question that the following question feedback is based on a low number of responses and is not statistically significant.

Cootamundra



Gundagai





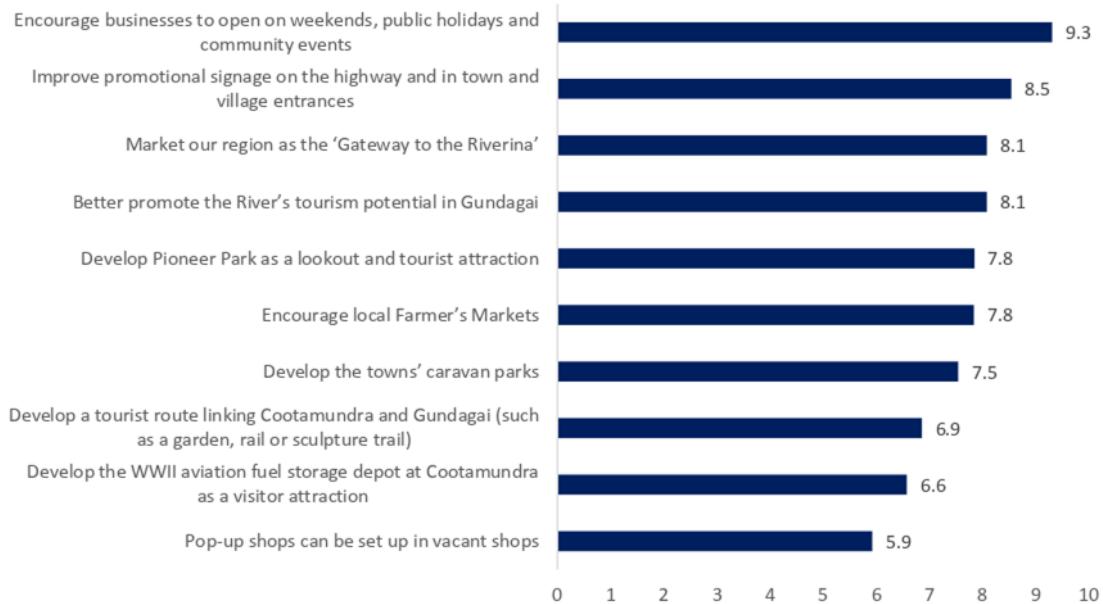
Are there any specific tourism issues that need to be covered in the Strategy?

When asked for open ended feedback on specific issues that need to be covered in a tourism strategy, general feedback was provided on the following themes:

- Improved signage
- Improved accommodation options
- Improved hospitality quality and opening hours
- Heritage/cultural assets
- River access/activities
- Events
- Better promotion of region

Please rate the following Big Ideas from the Cootamundra-Gundagai Community Strategic Plan out of 10

When asked to rate the Big Ideas from the Cootamundra-Gundagai CSP relating to economic development, tourism survey respondents favoured longer opening hours, better signage and marketing and promotion activities.



APPENDIX D: SUMMARY OF OBSERVATIONS FROM WORKSHOPS WITH COOTAMUNDRA AND GUNDAGAI TOURISM ACTION COMMITTEES

Note these are **verbatim** notes of comments made at the workshops

Cootamundra Tourism Committee

Comments on past strategies

- Agricultural businesses have had an interest in agritourism.
- Captains Walk has a successful attendance rate.
- Several tourism group strategies, but nothing really eventuated.
- Tourism groups have increased visitation in Cootamundra with families staying for 3 nights and more overnight stays in the BnB.
- Volleyball event is very popular, but it isn't very well known.
- Regional Shire Councils have done a "country change" expo detailing positives of living Cootamundra to visitors but this has had limited engagement and success.

Current state of tourism

- Not much in Cootamundra to attract visitors to stop.
- Nominated reasons for stopping - Rest or coffee, to see Bradman's birthplace, to visit friends and family.
- Cootamundra gets overflow accommodation from visitors attending events in other towns such as Temora.
- Google maps skip Cootamundra, potentially diverting highway traffic.
- There are plentiful motels/hotels and some farm stays around Cootamundra.
- There are few places for visitors to eat and most cafes are shut on Sundays. A need for more food options was identified.
- Overall, it was agreed that Cootamundra is not so appealing to visitors.
- There is some poor maintenance in the main street of town and there are some vacant buildings.
- Town lacks a cohesive welcome.
- There is increasing interest from visitors in farm stays.
- Some events are well attended, others are declining. Sporting events are generally successful.
- Event goers are not being capitalised on effectively.

Branding/marketing

- There is a need to establish a regional agricultural brand.
- Currently Cootamundra and Gundagai are branded separately with a strong Gundagai brand.
- There is a perception that tourism in Gundagai has had more effort and money invested into it.

- It was believed that a branding strategy should connect the two towns, keep the areas distinct but emphasise connections between Cootamundra and Gundagai.
- Infrastructure and agritourism should be developed.
- Council should drive the marketing of the region.
- There is a need for more Council tourism staff.
- There is a need for greater digital marketing. Some businesses do not understand or are resistant to digital marketing.
- The visit Cootamundra site is under development.

Future strategy

- It was believed that the villages should have a major role in tourism, but many villages lacked drawcards and it was noted that it would take entrepreneurs to provide the impetus for tourism in the villages. Infrastructure requirements for villages were also mentioned.
- Storytelling festival to link Cootamundra, Gundagai and Villages.
- Silo art was mentioned.
- Rejuvenation of Wattle festival.
- Road and signage improvement.
- Perception that Cootamundra needs a new standalone VIC.
- Link the towns via the railway.
- Aboriginal connections link the towns together.
- Offer intensive farming and top-quality produce such as food bowl events.
- Wattle botanical garden.

Gundagai Tourism Committee

Comments on past strategies

- Numerous successes, driven by community groups such as the TAC
- Recent signage and main street upgrade have been successful. Main street opening event was successful, and the main street upgrade has revitalized businesses. Improved town beautification.
- Showground and racecourse noted as tourism assets, potential for these to hold larger events. Racecourse and showground committee a good example of an effective community group.
- Committees viewed as essential to promoting tourism.
- Main points of previous strategy are still relevant.

Current state of tourism

- Gundagai is very accessible both to and from other towns. Great location for overnight stays.
- Current key tourism market still consistent with what was listed in previous strategy.

- History, heritage, and convenience nominated as reasons for why visitors would stop in Gundagai.
- Gundagai has a good reputation for visitors.
- Highway traffic is a source of visitors.
- Strong volume of events held in Gundagai, large number of weddings.
- Lack of venue space, there is a need for greater accommodation.
- There is a need for more food options, but sustainability of running a restaurant in Gundagai was questioned.

Branding/marketing

- Emphasised that Cootamundra and Gundagai are distinct towns with different tourism markets.
- Preference for a 2-brand strategy with some room for links or synergy between towns.
- Mentioned that overnight and daytrip visits will not visit both Cootamundra and Gundagai. Visitors to Gundagai are more likely to visit Tumut and Snowy Valleys LGA.
- The Gundagai tourism strategy is more advanced than Cootamundra's, and there was a few of going backwards if the strategies were combined.
- Basic level of internet marketing needs to be increased so more tourists are aware of what is to offer in the towns
- Supported the marketing theme of Gundagai as a river crossing town.

Future strategy

- Future strategy should be consistent with the old strategy, but with additions.
- Greater focus on international tourism for the future.
- Need to incorporate the Murrumbidgee River, identified as a tourism opportunity.
- Rail trail was mentioned to link the towns and villages.
- Potential access to the river through the rail trail between villages
- It was mentioned that the consistency of message for the highway signage could be improved.
- The main focus should be on the Cootamundra and Gundagai towns rather than the villages. Council could look at providing infrastructure such as waste collection points and RV friendly sites in the villages and assist with event promotion.

APPENDIX E: PREVIOUS CONSULTATION BY COUNCIL

Previous consultation undertaken by Council was also considered.

Council undertook consultation in the preparation of the draft Cootamundra-Gundagai Economic Development Strategy prepared in 2017.

Insights from the consultation were as follows:

Strengths of the region
Economic
Productive agricultural land with good rainfall and access to water leading to a strong agribusiness sector with good support infrastructure for agricultural enterprises
Good freight and logistics access across the local government area
Strong retail business sector providing products and services to the community
Good utility infrastructure (reticulated water, gas, NBN) in major towns
Gundagai tourism product has been developed on the back of its well-known name / brand
Business confidence is strong as demonstrated by recent expansion of large employer businesses
Good visitor support services available to support increased visitation
Social
Safe, affordable and liveable towns and villages
Access to excellent recreational facilities including golf, bowling, sporting fields and pools
Excellent cultural and recreational opportunities for adults, youth and children (including Arts Centre, creative and sporting groups)
A range of diverse lifestyle opportunities exist to support a diversity of living styles including town block sizes, rural living and farm living available
A welcoming community that has an appetite for diversity
Excellent community facilities and services: medical (including availability of specialists), regional universities in close proximity, aged care
Active volunteers and an engaged community
Environment
Significant natural beauty (including the Murrumbidgee River) with great amenity
Heritage buildings
General
Central location to a number of large cities – Canberra, Sydney and Melbourne
Access to international visitors and freight due to proximity to Canberra International Airport
Good proximity to popular places associated with recreational pursuits (snowfields, dams etc)

Barriers within the region	
Economic	
Lack of affordable land to support farming start-ups	
Small mixed lot farms have been subsumed into large scale operations reducing employment and population, especially in outlying villages	
Labour is hard to access for some skill sets and businesses, especially if the work is physically demanding. One major employer is experiencing significant difficulties in attracting and retaining workers	
Land is tightly held and is hard to get access to small parcels of land (and approval for an associated home) for agricultural use (less than 100 acres)	
Lack of understanding as to whether there is adequate land appropriately zoned to support new business and industry initiatives	
Government funding to support infrastructure development is hard to access	
Key roads require upgrade to support heavy vehicle movements	
Village utility infrastructure (i.e. reticulated water, NBN) is limited thus impacting opportunities in these areas	
Social	
Heavy reliance on Council to advocate and support initiatives – these may not get sufficient support from private businesses	
Limited public transport options between villages and towns	
Communities can be change averse and resist approaching issues innovatively and creatively	
General	
Legislative requirements mean initiatives take a long time to get approval	
Appearance of some town entries is poor thus discouraging pass-through traffic from entering	
A lack of strategic vision and planning for the community. A grand plan is not evident and Council's approach is generally reactive	
Council can be perceived as a "blocker" and more "can't do" than "can do"	

Opportunities	
Sector	Opportunity
Agriculture and food processing	Improved accessibility to affordable land for emerging farmers
	Intensive farming on smaller lots, including niche farming
	Export preparedness
Tourism, retail and hospitality	Product development
	Marketing and promotion of region
	Access to international visitors
	Improved accessibility to natural resources for tourism purposes
	Long term community and business capacity building to support visitor servicing
Transport and logistics	Improved public transport linkages between towns and villages
	Improvement of road and rail infrastructure to support product and heavy vehicle movements across the local government area
General	Co-investment in facilities to support small business establishment
	Business mentoring to support start-ups and growing businesses
	Enhancement of liveability in communities through the provision and maintenance of basic infrastructure
	Provide access to a ready workforce
	Growth of small businesses, including online businesses
	Creation of LEP planning zones that can support current and emerging business needs
	Development of long-term relationships with large industries in order to encourage relocation into the region
Professional, streamlined, accessible Council services	

Stage 2: ISSUES AND ACTIONS REPORT

Cootamundra-Gundagai Regional Council

April 2019

TABLE OF CONTENTS

Document Preparation	1
Introduction	2
Summary of current Issues	3
Mission Statement	5
Strategic Objectives	5
Key Focus Areas	6
Strategic Actions	8
Assessment of Strategic Actions	12

DOCUMENT PREPARATION

DATE	VERSION	PREPARED FOR:	PREPARED BY:
February 2019		On-site Councillor Workshop	Right Corporate Strategy
April 2019		Sayne Bennett	Right Corporate Strategy

INTRODUCTION

This document, *Stage 2 Issues and Actions Report*, follows on from the *Stage 1 Situation Review* and *Waste Sites Assessments*, taking up Issues identified and developing strategic Actions for positive change. From both Stage 1 and 2, Wright Corporate Strategy will develop Council's new *Waste Strategy and its Action Plan*, whilst a financial assessment of the Strategy's impact will be prepared within the project's final stage. Summary content from Stages 1 and 2 will be presented within the Waste Strategy document.

Stage 2 commences with development of the new Strategy's Mission Statement and Objectives using "guiding principles" discussed and developed within the Councillor Workshop. During this workshop separate Councillor Information material relating to Issues identified and draft Actions was provided to inform and guide discussion. A two week period following the Workshop was also provided for further distillation of thoughts and feed-back, with all input and feedback incorporated into this Report.

Strategic Actions to be delivered by the new Waste Strategy have been prepared and assessed herein within strategic Key Focus Areas. These Areas were developed by Wright Corporate Strategy in consideration of Stages 1 and 2, prevailing waste policy and experience gained, describing principal components for change for Council. Assessment of Actions produced a relative ranking, suggested by Wright Corporate Strategy to provide priority for delivery within the Strategy's Action Plan.

Council recognises the disparity in the operating standards of its waste sites, service provision and fees charged between the former Cootamundra and Gundagai Shire Councils, and wishes the new Waste Strategy to consider this also.

SUMMARY OF CURRENT ISSUES

A summary of Issues identified from the Situation Review and Waste Site Assessments is presented below. These were presented and discussed during the Councillor Workshop.

Table 1. Summary of Issues identified with current waste services

Operational Area	Issue identified
Road transport of waste and recycling	<ol style="list-style-type: none"> 1. Putrescible waste periodically transported from Gundagai to EcoFill, Bald Hill in un-compacted bulk transport 2. Some inefficient “runs” of Council kerbside collection vehicles identified 3. Lack of cost/benefit assessment of operating own kerbside collection vehicles 4. Five waste transport providers provide services within six different arrangements 5. Some waste site bin servicing without proof or requirement and/or recently reviewed/re-negotiated agreements
Waste Site Operations	<ol style="list-style-type: none"> 1. Gundagai site has numerous, significant residual and long-standing high and medium environmental risks requiring attention 2. Lack of plant at Gundagai site hampers resource recovery operations 3. Multiple waste site daily management models used across network 4. Site Overseer for major projects does not currently report to the Waste Services Manager 5. Semi-controlled regional transfer station access – site security issues 6. Lack of filling plan and evidence of “cells” at Cootamundra landfill – wasteful and inefficient, reducing long-term capacity and increasing future maintenance 7. Inconsistent bulk bin/MGB supply at regional transfer stations 8. Unknown remaining useful asset life of own landfills and uncertainty of total useful life remaining at Bald Hill 9. Landfill cell planning, including absence of a Landfill Environmental Management Plan for Cootamundra landfill 10. Receipt of liquid waste (drilling mud) at Cootamundra and Gundagai (classification and source unknown) 11. Inability of some bores to provide groundwater data to meet licence conditions at Cootamundra 12. Lack of regulatory compliance evidence of composted greenwaste with EPA Resource Recovery Exemption/Order requirements at Cootamundra 13. Operating conditions at Stockinbingal and Wallendbeen landfills, including site access to Wallendbeen 14. Current stockpile management of kerbside food & garden waste delivered to Gundagai
Contracted Services	<ol style="list-style-type: none"> 1. Expired term agreement with Elouera for MRF 2. Signed CDS entitlements agreement for 5 years with Elouera although agreement to operate MRF expired 3. Evidence of lack of site management at Cootamundra within Elouera agreement terms 4. The MRF plant is aged and partly owned by both Council and Elouera, posing potential issues of ongoing obligations and responsibilities, process train upgrades etc. 5. Inconsistent entitlement to “salvaging” across waste sites

Waste Site Network/Management	<ol style="list-style-type: none"> 1. Relative over-servicing in Wallendbeen and Stockinbingal areas 2. Potential re-purposing of former Cootamundra Shire Council regional landfills possible 3. Relative under-servicing in Adjungbilly area 4. Site visitation rates may be under-reported 5. Significant operational control/management issues at Cootamundra landfill – significant, multiple risks to Council 6. Security and illegal dumping issues at regional transfer stations with 24/7 key access 7. Evidence of ongoing closure maintenance required at former landfill sites of Coolac, Muttama and Nangus 8. Risks of cash handling and ongoing rotation of operational staff re under/non-charging and experience to prevent illegal dumping
Recycling Rate	<ol style="list-style-type: none"> 1. Domestic recycling rate assessed as 58% - state target 70% 2. Commercial and Industrial recycling rate assessed as 7% - target 70% 3. Construction and Demolition recycling rate assessed as 21% - state target 80% 4. Absence of C+D sorting at Cootamundra landfill 5. Absence of waste sorting at Cootamundra transfer station 6. Kerbside bin “leakage” and “contamination” issues 7. Cootamundra township not collecting food waste
Financial Sustainability	<ol style="list-style-type: none"> 1. Absence of detailed asset use planning 2. Capital Renewal expenses from the Asset Management Plan are reportedly unbudgeted 3. Absence of a detailed long-term Capital Plan or Long Term Financial Plan 4. Grant Funding already provided to Council – reported past-project underspending and uncompleted works, and/or lack of grant acquittal requirements 5. Inconsistent annual charges and site fees between former LGAs for kerbside services, site disposal fees and components of the DWMC 6. Lack of evidence of “whole of life” costs to operate domestic and non-domestic components of services, and hence determination of “reasonable” DWMC in line with DLG Rating and Revenue Raising Manual
Kerbside Services	<ol style="list-style-type: none"> 1. Inconsistent kerbside services between former LGAs
Illegal Dumping	<ol style="list-style-type: none"> 1. Partial use of EPA RID Online 2. Partial reported documentation of real costs 3. Impact on operational budget 4. Absence of prevention strategy 5. Periodic and ongoing dumping of white goods and bulky items at regional transfer stations

MISSION STATEMENT

Wright Corporate Strategy have prepared Council's Mission Statement for its new Waste Strategy as:

"Provision of sustainable services focussed on the benefits of increased resource recovery and recycling supported by local processing and re-purposing of waste"

STRATEGIC OBJECTIVES

The Waste Strategy's Objectives, below, were developed to guide the structure of Actions within Key Focus Areas. They represent the corner-stones of the new Waste Strategy, supporting the Mission Statement and providing minimum criteria, or requirements, for the Strategy to deliver.

The three (3) strategic Objectives to deliver the new Waste Strategy have been developed as:

- Increase resource recovery and recycling with compliant, best practice operations at waste sites, moving towards the State's recycling targets
- Support employment and local opportunity to transform and repurpose waste
- Provide cost effective and equitable waste services which best-fit the whole community, applying full cost recovery and user pays principles within the determination of reasonable fees and charges

KEY FOCUS AREAS

Seven (7) KFAs were developed to align with important regional strategy and State waste policy. This included the *Themes of the Riverina Eastern Regional Organisation of Councils' (REROC) Regional Waste Strategy* and the *Key Result Areas (KRAs)* of the *Environment Protection Authority's (EPA) NSW Waste Avoidance and Resource Recovery Strategy 2014-21 (WARR Strategy)*.

Including the *Themes of the Regional Waste Strategy* supports and encourages coordinated regional efforts, aligning the strategic framework of the new Waste Strategy with that of the State's makes reporting change simple whilst also making the most of grant funding opportunities provided by the *EPA's Waste Less, Recycle More (WLRM)* program. Alignment is demonstrated within a two-step process within Tables 2 and 3, below.

Table 2. Alignment of CGRC's Waste Strategy Key Focus Areas with Themes of REROC's Regional Waste Strategy

CGRC Key Focus Area	REROC Regional Strategy Themes
Deliver cost-effective waste services	4.1 Explore the opportunity to establish regional collection and processing facilities 4.2 Promote investment in regional and rural infrastructure by all tiers of government and private enterprise
Review contract services arrangements	3.1 Implement regional solutions for e-waste 3.2 Facilitate and coordinate regional collections of metal waste 4.1 Explore the opportunity to establish regional collection and processing facilities 4.2 Promote investment in regional and rural infrastructure by all tiers of government and private enterprise 4.3 Work with Councils to implement best practice approaches to the operation of waste facilities
Avoid and reduce waste generation	1.1 Yours2Take becomes the first stop for households wanting to dispose of waste that has a reuse value
Increase recycling rates	1.2 Increase the opportunities for households to recycle organic waste 1.3 Increase levels of recyclables collected from households in the REROC region 2.1 Increase in usage by businesses of the Yours2Take website 2.2 Encourage the commercial and industrial sector to more effectively manage waste and resource recovery 3.1 Implement regional solutions for e-waste 3.2 Facilitate and coordinate regional collections of metal waste 3.4 Monitor developments for the disposal of other problem wastes
Engage the whole community	6.1 Promote sustainable living options to the community 6.2 Increase councillor and council staff awareness....
Ensure financial sustainability of waste services	None Apply
Ensure regulatory compliance	None Apply

Table 3. Alignment of CGRC's Waste Strategy Key Focus Areas with Key Result Areas of the NSW WARR Strategy

CGRC Key Focus Area	WARR Strategy Key Result Areas and targets
Deliver cost-effective waste services	None Apply
Review contract services arrangements	None Apply
Avoid and reduce waste generation	Target for reducing waste generation By 2021–22, reduce the rate of waste generation per capita
Increase recycling rates	Target for increasing recycling By 2021–22, increase recycling rates for: <ul style="list-style-type: none"> • Municipal solid waste from 52% (in 2010–11) to 70% • Commercial and industrial waste from 57% (in 2010–11) to 70% • Construction and demolition waste from 75% (in 2010–11) to 80%.
Engage the whole community	None Apply
Ensure financial sustainability of waste services	None Apply
Ensure regulatory compliance of sites and operations	None Apply

Illegal dumping and littering were not reported by Council or assessed within Stage 1 as requiring a Key Focus Area of their own, and have instead incorporated within the *Engage the whole community* Area. Council is reportedly taking significant steps to utilise RID Online whilst Actions for Regional Transfer Stations and waste sites in general address principal concerns of reported dumping and assessed litter.

STRATEGIC ACTIONS

In total, 19 Actions were developed. A summary description of each Key Focus Area and Action is provided below. Each will be described in greater detail within the new Waste Strategy.

A subjective multi criteria analysis (MCA) was used to sort Actions on the basis of their assessed ability to firstly deliver the strategic Objectives and secondly, the magnitude of positive change expected to be delivered by them *from the perspective of reducing waste to landfill*. The results of this process were used by Wright Corporate Strategy to recommend Council's priority for delivery within the Strategy's Action Plan.

Within the MCA, each Key Focus Area was firstly assigned a score of 1-3 in accordance with its delivery of the three strategic Objectives, before each Action was assigned a score of 1-5 on the assessed quantum of each to deliver positive change. Multiplying the Key Focus Area score with the score of each Action produced a weighted score, with higher weighted scores assigned the highest priority.

KFA 1: Deliver cost-effective waste services – focusses on opportunity to carry out services more efficiently and/or for lower cost, and includes daily operations and management of waste sites within the network, including use of kerbside collection vehicles:

1. Waste site operations

- Develop Filling Plans and evaluate options for higher compaction of residual waste within Cootamundra Landfill to reduce consumption of void space
- Evaluate options for single-entity daily management across the waste sites network, retaining experience gained and minimising operational risk
- Assign management of major site development projects jointly to Waste Services Manager to ensure development in accordance with planning
- Improve security at sites, especially Regional Transfer Stations, by reviewing options for keyless, personal, logged access
- Develop site plans for Cootamundra and Gundagai sites to facilitate one-way traffic flow dropping off recyclables before disposing of mixed waste for sorting and non-recyclable waste for disposal
- Assess optimal requirement for waste and recycling bins, including their size, number, access height and ease of opening for residents, capacity and servicing frequency at Regional Transfer Stations
- Prepare a business case for compaction of waste from Gundagai landfill to Bald Hill

2. Waste sites network

- Prepare a business case for development of a new Regional Transfer Station at Adjungbilly

KFA 2: Develop contract services arrangements – develop new tendering and service engagement agreements for operational requirements including:

1. MRF operations

- Prepare tendering and a new commercial engagement document in consideration of asset ownership, repairs and upgrades, risk management, change of operations to meet new markets and/or new kerbside services (such as a dedicated paper/cardboard service and/or bagged soft plastics), income sharing options (including market value for recyclates, scrap metal and other salvaged recyclables and refunds for eligible containers under the Container Deposit Scheme), options to add secondary processing (such as glass crushing) to make more use of low value recyclates locally, options to also process local problem wastes (such as mattresses and agricultural bags), and day labour and management options for the MRF in consideration of requirements for these elsewhere on-site (such as sorting waste at the Waste Transfer Station) and at other waste sites

2. Transport of waste and recycling

- Supply and collection of bins from Regional Transfer Stations

KFA 3: Avoid and reduce waste generation – support and encourage both the avoidance and reduction of waste generation:

1. Avoid generation of waste

- Encourage use of the regional Yours2Take program within the community, as well as local buy, swap, sell initiatives including backyard sale trails and mobile phone apps

2. Reduce generation of waste

- Encourage participation by the community in State initiatives such as *Love Food, Hate Waste* and provide education resources to stimulate initiatives such as home composting

KFA 4: Increase recycling rates – increase recycling rates from kerbside and self-haul waste, simultaneously reducing waste disposed to landfill, in particular organic waste, including:

1. Sort self-haul waste

- Sort residential and small commercial vehicle waste delivered to Cootamundra Waste Transfer Station, as well as mixed commercial and industrial (C+I) and construction and demolition (C+D) waste delivered to Cootamundra and Gundagai sites

2. Kerbside bin system

- Standardise bin size for residual waste
- Deliver a regional FOGO kerbside service for residents and commercial premises
- Evaluate provision of a fourth dedicated paper/cardboard kerbside bin with a corresponding decrease in collection frequency for co-mingled recyclables

3. Regional Recycling Hub/Resource Recovery Park

- Prepare a concept plan to develop the Cootamundra site to facilitate secondary waste processing and re-purposing on site, encouraging both specialist technology providers to manage select waste streams under individual commercial arrangements (such as tyre, soft plastics and glass) and local community groups to provide value-add services to re-purpose/up-cycle waste (such as waste soil, timber, building materials, clothes)

KFA 5: Engage the whole community – actively engage all sectors of the community to participate in waste reduction, recycling, waste sorting initiatives and protection of the environment within the new Waste Strategy, including:

1. Community waste awareness and education program

- Deliver a program for all sectors of the community which both reduces the generation of waste and increases its separation at source, using tools such as community leaders, waste audits, policy development and reward/incentives to actively engage the community

2. Illegal dumping and litter management

- Engage with State and regional initiatives to reduce illegal dumping and away-from-home littering

KFA 6: Ensure financial sustainability of waste services – review assets, services, expenses and income streams, developing long-term plans, including:

1. Income

- Review sources and magnitude of income from waste processing, ensuring its consideration within long-term services agreements

2. Full cost of services

- Assess full cost of waste services and operations, including full operational cost and asset whole-of-life (WoL) expenses, ensuring consideration of fair and reasonable apportionment to service provision to domestic and “other” sources, and remaining useful asset life, and regulatory compliance and risk management requirements of both open and closed sites

3. Asset planning

- Prepare a detailed Asset Management Plan (AMP) and long-term asset use plans for waste sorting, waste disposal, resource recovery and recycling, including

development of a Regional Recycling Hub/Resource Recovery Park at Cootamundra

4. Fees and charges

- Determine region-wide, equitable fees and charges for kerbside services and self-haul waste, along with a planned, step-wise implementation period

5. Long-term financial plan

- Prepare a 20 year plan using data and information from 1-4 above, projecting balance of the Waste Reserve, or similar, in consideration of a risk-based minimum balance approach, ensuring delivery of the new Waste Strategy is adequately funded

6. Grant funding

- Align capital works budgets and select components of operational budgets with the Waste Less, Recycle More project funding opportunities

KFA 7: Ensure regulatory compliance of sites and operations – plan and deliver improvements to waste sites and waste transformation processes, including:

1. Waste sites

- Meet minimum standards of regulatory compliance for site and site activities (such as the legal defence for unlicensed sites, requirements of compliance and annual reporting for Cootamundra, development and use of an Environmental Management Plan for Cootamundra, and legal receival/management of all waste types at all sites, including liquid waste)

2. Waste processing

- Review options for processing FOGO from region-wide collections at Cootamundra, including compliance with relevant Resource Recovery Order and Exemption requirements, and ensure processing of other waste streams for recycling (such as self-haul, clean greenwaste and clean concrete/brick/tile) similarly meets minimum requirements for compliance with relevant Resource Recovery Orders and Exemptions

ASSESSMENT OF STRATEGIC ACTIONS

Figure 1 below summarises outcomes from the MCA. Delivery priority is in the order of 1 (first) to 9 (last) as indicated within the last column.

Figure 1. Assessed priority of Action delivery within the Waste Strategy's Action Plan

<u>CGRC Action Assessment</u>					
KFA	KFA Rating (1-3) to deliver Objectives	<i>Action Description</i>	Action rating (1-5) to deliver positive change	Action weighted score	<i>Delivery priority of Actions</i>
Deliver cost-effective services	1	<i>Waste site operations</i>	3	3	8
		<i>Waste sites network</i>	2	2	9
Develop contract services arrangements	2	<i>MRF operations</i>	4	8	4
		<i>Waste and recycling transport</i>	2	4	7
Avoid and reduce waste generation	3	<i>Avoid generation of waste</i>	1	3	8
		<i>Reduce waste generation</i>	2	6	5
Increase recycling rates	3	<i>Sort waste</i>	5	15	1
		<i>Kerbside bin system</i>	4	12	2
		<i>Develop a Regional Recycling Hub/Resource Recovery Park</i>	5	15	1
		<i>Develop a community waste awareness and education program</i>	3	9	3
Engage the whole community	3	<i>Illegal dumping and litter management</i>	2	6	5
Ensure financial sustainability	1	<i>Income</i>	3	3	8
		<i>Full cost of services</i>	4	4	8
		<i>Asset planning</i>	3	3	8
		<i>Fees and charges</i>	4	4	7
		<i>Grant funding</i>	3	3	8
		<i>Prepare a long-term financial plan</i>	5	5	6
Ensure regulatory compliance	3	<i>Waste sites</i>	5	15	1
		<i>Waste processing</i>	4	12	2



Cootamundra Gundagai Regional Council – Waste Facility Assessment



Simon Smith
Environment Improvement Projects
24 January 2019

0 | Page

Table of Contents

1. Executive Summary.....	2
2. Project description.....	2
3. Method.....	3
a. Minimum standard compliance.....	3
b. Risk and Priority.....	3
c. Remedial actions and costs.....	4
4. Key Findings:	
a) Closed sites.....	4
b) Transfer Stations.....	5
c) Landfills.....	6
5. Appendices:	
A. S 111 POEO Waste Regulations 2014.....	13
B. Site questionnaires.....	14
C. Minimum standards checklists.....	58
D. Works costings.....	66
E. Site location table.....	67
F. Site photographs.....	68

CGRC -Waste Facility Assessment Report**1. Executive Summary**

As part of a project to revise the waste strategy for Cootamundra Gundagai Regional Council (CGRC), Environment Improvement Projects (EIP) has inspected the operating landfills and transfer stations in the local government area. The work done by EIP aims to inform Council about the current sites, highlight risks, and suggest a priority for remedial works and actions. The information in this report provides Council with information about the status of the current sites, identifies potential liabilities, highlights deficiencies, and provides evidence to assist Council in its decisions about the future management of the sites and its decisions to revise its waste strategy.

This report provides the data gathered before, during and after the inspections, provides selective site photographs, location data, responses to questionnaires, and risk assessment checklists. The assessment focused on determining compliance with current guidelines and regulations relevant to rural landfill and transfer stations.

EIP has assessed the environmental conditions at the sites, assessed compliance against a set on minimum operating standards, determined the likelihood and consequence of environmental harm, estimated the risks, identified works and actions to reduce the risks, and estimated the cost of those works and actions.

2. Project description

Waste management facilities that are operated without adequate environmental safeguards or controls, pose an environmental hazard, pose a risk of causing critical incidents, create a major liability for ongoing long-term management, cause legal, health and safety liabilities, and significantly underestimate the real and total cost of waste management.

This project assesses the environmental aspects of landfill sites and waste transfer stations as part of a wider project to update and revise a waste strategy for CGRC. The aim of this project is to identify significant risks and prioritize those works necessary to ensure that waste management facilities are operated in an environmentally sound manner. Consequently, this assessment should be a benefit in determining how to minimize the probability and consequence of environmental harm, minimize the risk of future liabilities, reduce long-term costs, and improve local amenity and environmental sustainability.

In undertaking this project, we have assessed how sites are being operated compared to what we believe are a set of minimum operating standards, identified where the sites are, and are not, complying with those standards, estimated the likelihood and consequence (risk) of environmental harm occurring due to any non-compliance, suggested works or actions that would reduce the risk and improve performance, and estimated the cost of those works or actions.

On the 17th and 18th of December 2018, we visited four (4) landfill sites and four (4) transfer stations with an officer from CGRC. Council staff provided advice and information about the sites and their management and answered any subsequent questions.

CGRC -Waste Facility Assessment Report

Prior to the inspections, general information was gathered on the site location and landscape setting, environment protection licenses, and Council provided data on annual waste volumes. Following the inspections, areas and distances were measured using air photographs on the SIX Maps spatial data viewer (<https://maps.six.nsw.gov.au/>).

3. Method**a. Minimum Standard Compliance**

Section 111 of *"Protection of the Environment Operations (Waste) Regulation 2014"* (Appendix "A") outlines the operating requirements that provide a defense to an offence of polluting land at an unlicensed landfill site. That is, if the occupier of a site can demonstrate that it is operating the site in accordance with s. 111, it is unlikely to face legal action due to harm caused by waste management activity on the site.

In our view, s. 111 provides a set of operating principles that not only provide a legal defense but, if complied with, also minimizes the probability and consequence of causing environmental harm and creating an environmental legacy. That is, s. 111 provides a set of minimum operating requirements or "minimum standards" for both licensed and unlicensed landfills, recognizing that licensed landfill have additional requirements, due to the scale of activity and range of materials being managed, that relate to the development consent and conditions of the environment protection license.

During our site inspections, we made observations and gathered information to determine if the site was being operated in accordance with s. 111. We have developed questionnaires that reflect s. 111 and guidelines relevant to small landfills and rural recycling or transfer centers. The questionnaires for each of the sites are included in Appendix "B".

b. Risk and Priority

The project included a qualitative assessment of risk, that is, a combination of the relative probability (likelihood) of environmental harm, and the comparative consequence should harm occur. The environmental assessment considered among other things: the nature and volume of materials observed and likely to be on the site, site location and history, the landscape setting, geophysical characteristics, soils and climate, site operation and design, exposure to external threats, the proximity to sensitivity of receptors and receiving waters and pathways for off-site movement of contaminates.

A table has been prepared for each site (Appendix "C") that lists the minimum standard operating requirements, provides a determination of compliance (Yes or No), an assessment of

CGRC -Waste Facility Assessment Report

probability/consequence and risk of environmental harm, and a list of suggested remedial works or actions.

Risk was determined to be high (H), medium (M) or low (L) according to the matrix below:

Probability	High	Medium	Low
Consequence			
High	H	H	M
Medium	H	M	L
Low	M	M	L

c. Remedial actions and costs

Where we identified non-compliance with the “minimum standards” we have suggested works or actions that would either, and/or, reduce the likelihood or consequence of environmental harm. We have also attempted to estimate the cost of remedial works or actions based on costs provided by other rural Councils or companies undertaking comparative work.

We have provided these estimates in the “*Minimum standards checklists*” attached in Appendix “C” to provide a comparative assessment of likely costs and to identify the scale of possible costs. The estimates are based on limited observations and measures made from air photographs and would be greatly improved by making on-site volume and area quantifications.

Appendix “D” contains a table of recommended costs and an assessment of the priority for those works and actions.

4. Key Findings

a) Closed sites

During the site visits we briefly observed evidence of past landfilling activity near Coolac, Muttama, and Nangus TFSs and inside the Wallendbeen landfill site. We did not inspect the sites, did not gather any data, or assess the extent of works required. However, from our limited observations, we recommend that the sites need ongoing maintenance works.

The sites at Coolac, Muttama and Nangus all appear to require relatively extensive capping to fill depressions, created by differential settlement and erosion, to restore the cap integrity (in order to shed water and minimize water infiltration), and the sites require surface water diversion works to prevent water ingress and control water egress.

CGRC -Waste Facility Assessment Report**b. Transfer Stations**

All current transfer stations (TFSs) have a common design and operate similarly. As part of the assessment we inspected Coolac, Muttama, Nangus and Tumblong TFSs on 17 December 2018.

All TFSs have a hardstand base made from compacted road base material. They all have man-proof fencing and have a similar array of 360 L and 120 L bins for general waste and recycling. All sites were locked and had stand-alone CCTV cameras.

Coolac, Muttama and Tumblong TFSs are located adjacent to roads on road reserves and it is unclear what occupation rights and conditions might exist. That is, are the sites leased, if so, are there conditions relating to site use, and do the sites have planning approval? Nangus is located on a separate Lot and DP, which suggests the site may have been excised as part of an approval.

Most of the sites present a low risk of harm to the environment and there are no high risks. There are medium risks in relation to security that may result from unauthorized use, and dumping of contaminated wastes i.e. asbestos, oils, oversized goods, and other materials not accepted at the sites.

While all TFSs have locked man-proof fencing and "stand-alone" CCTVs, keys have been distributed to local rate payers and there is significant risk that keys have been copied and distributed more widely. That is, the current system of providing keys means Council may not be certain who is accessing the site.

For example, during the inspections we spoke to a local resident who told us that people from outside the district were recovering materials from the Tumblong TFS to claim the container deposit. That could result in a minor loss of income to Council but also constitutes a risk if those people cause harm, are harmed or damage infrastructure while sorting through the bins.

There is also a risk that the stand-alone CCTV systems may be damaged, either accidentally or intentionally, and data, needed to better manage the sites and determine a response to inappropriate use, may be lost.

New technology is available that would provide Council with much greater control over who has access to the site i.e. electronic key access and remotely connected multiple camera CCTV systems. Updated and remotely connected systems would provide Council with the opportunity to monitor site use and adjust services or respond to an incident. For example, respond to fires, extreme rainfall, and dumping, scavenging and forced entry. Consequently, we have recommended an upgrade at all TFSs to provide a remotely accessible CCTV system and an electronic key system for ease of management, to restore control and minimize the risk of dumping or tampering.

All TFSs require minor works to minimize onsite run-on and the capture potentially contaminated site run-off. Capturing run-off is important to minimize the risk of litter and waste residues being washed off

CGRC -Waste Facility Assessment Report

the site and provides control in the event of an accidental spill. I have recommended diversion works to minimize the risk and provide adequate control of surface water and leachate.

Tumblong TFS is receiving more waste than the site can currently cater for with bins appearing to "overflow" frequently. The site may need either more bins to cater for the extra use or more frequent servicing.

The Tumblong site also contained far more litter and leachate and presented a greater risk of water pollution. Tumblong is also more difficult to enter from the road, and mud/soil was being tracked onto the sealed road from the unsealed areas potentially dispersing dust and contaminating water.

The paper and cardboard recycling bins provided by Bellette's do not have covered lids. The bins may therefore partially fill with water and create leachate and result in spills during loading. We recommend that the bin lids be replaced to prevent water ingress.

c. **Landfills**

The assessment included four (4) landfill sites: Gundagai, Cootamundra and two (2) small landfills at Wallendbeen and Stockinbingal.

i. **Cootamundra**

Due to the scale of the activity and proximity to sensitive receivers, there are several high and medium risk issues at the Cootamundra site. Significantly, the site is receiving liquid waste, most recently due to horizontal drilling for NBN installations. There is a high risk that the liquid waste could contain contaminated material. In addition, there is a "temporary" overflow storage pit for putrescible waste in the north-eastern side of the site.

The Environment Protection License (EPL) does not permit the disposal of liquid wastes. Council needs to clarify that the site can legally receive liquid waste and determine if it is legally able to "store" putrescible wastes when the transfer station compacter is inoperable. If Council can receive and landfill these wastes, it needs to develop a properly designed liquid waste receival and storage system and re-engineer the temporary putrescible waste pit.

We note that the EPL Annual Return for 2016/2017 identified several non-compliances, including a failure to supply monitoring data, and test the PIRMP. While there is again no data for many of the monitoring sites in the 2017/2018 Annual Return, the PIRMP has been tested and was activated on 25th May 2018. Council should put in place QA/QC procedures to ensure that the required monitoring is carried out and that samples are handled correctly. Where monitoring is not possible, the circumstances need to be explained fully in the Annual Return and samples taken as soon as possible (Council reports it is considering installing a new piezometer at greater depth to obtain more reliable data).

CGRC -Waste Facility Assessment Report

The EPL was varied in 2015 to allow the use of treated contaminated soil under a specific immobilization approval (SIA2015-S-02). We observed that treated soil was being used as final capping material and was similarly being used at Wallendbeen. Council needs to be fully aware of the terms of applicable Resource Recovery Exemptions and ensure that it is also complying with the terms of the SIA.

The old fill areas appear to have been progressively capped, but the face of the current “tipping zone” is exposed and is very unstable. Tipping is occurring over the “internal” faces, and not within defined and managed “cells”. The waste, largely construction and demolition material, is not being regularly compacted and there does not appear to be a coordinated “filling plan”.

The lack of a filling plan and the fact that waste is not being compacted, means that the capacity of the landfill is reducing at a faster rate than necessary. That is also wasting the long-term asset value of the site and is increasing the longer-term probability that there will in the future be issues associated with differential settling.

Differential settlement will make the final capping unstable, make rehabilitation and closure much costlier, and extend the time and cost of post closure management. There is also a clear risk of harm should a face collapse especially if machinery is working near the face. There is a significant amount of work required to stabilize and cap the old cells.

The current construction and demolition (C&D) waste disposal area should be improved by reducing the tipping area to a defined cell, providing staff to ensure proper waste separation and placement, and providing an incentive to recovery resources from the C&D waste that are currently being buried.

There are significant security and control issues at the Cootamundra landfill. The site is fenced however, the northern and eastern fences are damaged, missing in places and there is evidence of unauthorized entry. The site should be fully fenced with man-proof fencing to reduce the risk of unauthorized entry and we also recommend installing a remotely connected multi-camera CCTV system to provide data on waste disposal activity and verify operating performance.

Most importantly, there is a major risk in relation to the site management. Currently, the site is managed by Elouera Association Inc., who operates the materials recovery facility (MRF), controls the main gate and weighbridge, and collects fees from users entering the site. Council operates a dozer and loaders to manage waste areas, shape cells, and cover waste material. It does not appear that Elouera Inc. is supervising other parts of the site and there is no clarity about the roles and responsibilities separating Council and Elouera Inc. This situation creates very high risks.

A coordinated filling plan should be part of the Landfill Environmental Management Program (LEMP). A LEMP is fundamental to complying with the EPL and with using the site in a manner that minimizes environmental risks. We were not able to locate a LEMP.

CGRC -Waste Facility Assessment Report

Because of the management uncertainty, it is not clear who would be responsible to implement a LEMP and who would be responsible for compliance (or non-compliance) with the EPL. That gap poses a significant legal risk as well as compromising the security, integrity, and environmental performance. From our observation this management arrangement, greatly increases the risk of harm, is most likely that waste is being deposited inappropriately, and the site is not being managed to adequately to address key risks and legal requirements.

We recommend Council immediately locate a LEMP if it exists and prepare one if one is not available. If a LEMP has been produced, the LEMP needs to be audited to determine if the site is being operated as intended, and the operations need to be revised where necessary. Council also needs to urgently review the site management arrangements to clarify roles and responsibilities and ensure the lease reflects the necessary actions to implement the LEMP. Alternatively, Council may consider operating the site with its own staff to maximize control and minimize uncertainty.

The “temporary” putrescible waste overflow storage pit appears to have a larger than necessary surface area and is partially filled with water. As well as addressing the legal issues concerning the pit, Council should re-engineer the pit to minimize the surface area and minimize rainwater capture, divert surface water to prevent ingress, and control contaminated run-off and leachate.

Similarly, there are other minor internal drainage issues on the north-eastern and south-eastern side (upslope) of the site that would be improved by installing extra diversion works to ensure the water does not enter cells, capture any leachate and ensure it is diverted into stable waterways via sediment dams and controlled exit points.

There are other medium risks at the site. We understand that the Community Recycling Centre (CRC) is being significantly upgraded and the traffic flow will be improved. Currently, entry to the site is “congested” with people crossing the traffic with bins from the MRF. There is also a large amount of litter around the entrance, around the MRF and surrounding the waste compactor and transfer facility. There are risks that the litter and leachate are being transported offsite by water moving along the entrance road and/or blown from the site.

ii. Gundagai

Gundagai landfill has significant residual and long-standing high and medium environmental risks. The site has three (3) distinct areas including an area at the “top” of the site that contains “legacy material”, a transfer area in the middle of the site and the more recent resource recovery area at the front of the site.

We suggest the site needs significant earthworks to divert water flowing onto and through the site from outside and to realign and better manage internal drainage. The site should be fully

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fenced with man-proof fencing, and a remotely connected multi-camera CCTV system should be installed to provide adequate security.

There is evidence of recent waste (C&D and organics) being dumped inappropriately, asbestos in both C&D waste and garden waste and a general lack of attention to segregation resulting in cross contamination. This can result in significantly greater cost to Council to manage the waste materials e.g. dispose of asbestos or render waste streams unsuitable for recovery. We highly recommend extra staff be assigned to supervise the tipping faces when the site is open, to provide direction and education and ensure waste is deposited properly.

Within the top area there are deposits of unconfined and inadequately stored waste including some 50 -60 by 200 L drums containing what we understand is oil/tar residues, tyres, liquid waste ponds, an oil recycling shed and piles of contaminated garden organics.

There is a significantly high risk posed by the liquid waste ponds at the top or western end of the site. The ponds are inadequate, do not appear to be sealed, and have water flowing into them. Council needs to determine if the site can legally accept liquid waste, determine the volume and frequency of use, identify alternative disposal options and decide if it wishes to continue receiving the waste before deciding if it can or should upgrade the system.

The drum storage area is bunded, but the drums are rusting, and the floor of the cell does not appear to be adequately sealed to minimize groundwater contamination. Similarly, there is evidence of oil spills and overflows at the waste oil recycling shed. The recycling shed is not bunded and the area around the shed is not sealed.

There are internal drainage issues around the current waste transfer area and CRC, with significant amounts of litter, mud, dust, and uncontrolled surface water flowing across the site. The area needs to be re-designed, needs to be sealed, and there needs to be changes to the operational practices to minimize off-site movement of spills, waste and leachate.

The most recent resource recovery area is sitting on old cells (asbestos was evident in some of the C&D waste) and the old cells need some attention to capping especially around the edges.

iii. **Stockinbingal**

Stockinbingal landfill is a smaller rural landfill staffed by an Elouera Association Inc. when open. The site is fenced with stock-proof fencing but due to its proximity to roads and villages, we recommend that the site have man-proof fencing and a remotely connected multi-camera CCTV system to provide better site security, reduce the risk of inappropriate dumping, scavenging and vandalism, and allow Council to respond should an incident occur.

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The larger than necessary surface area and volume of the existing pit creates a risk due to increased rainwater capture generating leachate and odor and exposing the waste to vermin, fires and exposing litter to wind dispersion.

There are a very limited opportunities at the site to separate and recovery resources and reduce the amount of material going to the pit. There appears to be a high potential to expand the materials recycling and resource recovery activity by providing recycling bins and better designated and accessible areas.

Water is entering the site from upslope and moving off the site. We recommend diversionary earthworks to manage run-on and to capture potentially contaminated run-off.

iv. **Wallendbeen**

Wallendbeen landfill is also operated by Elouera Association Inc. and has limited capacity to receive more waste. The larger open pit has limited capacity and is being capped as it nears its limit.

Both recently past and the current cells are being capped with treated soil from Cootamundra. We understand that treated soil is being used as capping material at the Cootamundra landfill, in accordance with the EPL and a specific immobilization approval (SIA2015-S-02). Council needs to be fully aware of the terms of applicable Resource Recovery Exemptions (RRE) and ensure that it is also complying with the terms of the SIA. That is, while the material should meet required standards and be able to be used in a controlled landfill, Council should ensure that it is legally able to use the material at an uncontrolled site.

As with the Stockinbingal landfill, there are limited opportunities to dispose of segregated recyclable materials at the landfill and we recommend that infrastructure be improved to allow materials recycling and resource recovery.

The site has stock-proof fencing, but due to the proximity of the site to main roads and the Wallendbeen village, there is a risk of dumping and unauthorized use. We recommend that the site have man-proof fencing and a remotely connected multi-camera CCTV system to provide better site security, reduce the risk of inappropriate dumping, scavenging and vandalism, and allow Council to respond should an incident occur.

There is water moving through the site, and from run-on water entering the current pit. We recommend diversionary earthworks to manage run-on and to capture potentially contaminated run-off, especially as run-off flows towards the Wallendbeen village and onto what appears to be alluvial flats. Consequently, there is a high risk of contaminating groundwater.

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There is evidence of uncapped older cells to the east of the current cells. Where possible material should be recovered and buried within the new cells and the area of the old cells shaped and capped.

CGRC -Waste Facility Assessment Report

5. Appendices

- A. S 111 POEO Waste Regulations 2014**
- B. Site questionnaires**
- C. Minimum standards checklist**
- D. Works costings**
- E. Site location table**
- F. Site photos**

APPENDIX - A**Protection of the Environment Operations (Waste) Regulation 2014**

As at 24 June 2016

111 Defence to offence of polluting land at unlicensed landfill site

(1) The defense provided for in section 142E of the Act (relating to the introduction of a substance into or onto land that is an unlicensed landfill site) is available to the occupier of an unlicensed landfill site if, when the substance was introduced:

- (a) **particulars of the location** of the landfill site, and of the name and address of the occupier, had been notified to the EPA (if required to be notified under clause 110), and
- (b) there was **lawful authority to use the land as a landfill site**, and
- (c) the **landfill site was being operated in accordance with the operating requirements**.

(2) The "operating requirements", in relation to a landfill site, are as follows:

- (a) all reasonable steps are to be taken to minimize the emission of any offensive odor or offensive noise beyond the boundaries of a landfill site,
- (b) all reasonable steps are to be taken to avoid discharges from the landfill site causing water pollution,
- (c) all reasonable steps are to be taken to ensure that any plant at the landfill site that is used for the purposes of disposing of, or moving or covering, waste is properly maintained so as to avoid land pollution,
- (d) all reasonable steps are to be taken to ensure that any plant at the landfill site that is designed to control or prevent land pollution at the site (including any gas collection system and any leachate collection system) is maintained in an efficient condition,
- (e) all reasonable steps are to be taken to secure the site against uncontrolled public access (for example, by the provision of fencing and other security measures),
- (f) all reasonable steps are to be taken to minimize the emission of dust beyond the boundaries of the landfill site,
- (g) all reasonable steps are to be taken to minimize the tracking of dust or mud from the site on to any public road providing access to the site,
- (h) all reasonable steps are to be taken to minimize the risk of fire at the landfill site,
- (i) if the substance is asbestos waste--the requirements of clause 80 relating to covering that waste are to be complied with,
- (j) if the substance is clinical or related waste--the requirements of clause 113 relating to the disposal of that waste at a landfill site are to be complied with.

112 Requirement relating to storage of waste generally

(cf clause 48 of 2005 Reg)

A person who stores waste on premises (whether or not the waste was generated on the premises) must ensure that it is stored in an environmentally safe manner.

APPENDIX B - Site questionnaires

I. Coolac

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Coolac Transfer Station
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Location:			
Address:	Coolac Road - 148.178124 E -34.911991 N		
Lot and DP:			

Interviewer:	SSS/JB	Date:	17 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Transfer Stations go to:	Transfer Stats	sheet
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TRANSFER STATIONS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Site appears to be located on road reserve. Need to check title details and planning approval.
AMENITY		
2	How far away is the closest neighbour?	+500m
3	Have there been any complaints about noise, odor, litter or dust?	NA
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	NA
6	Are there controls to minimize dust or mud being tracked of the site?	Site has a compacted road base hardstand. Some soil tracking on to and off site from small area unsealed area adjacent to site
7	Is there hardstand under the unloading/loading areas?	Yes
COVER		
8	Are bins and storage areas enclosed or covered?	All bins covered except for paper/cardboard bin provided by Bellette's
9	Is the loading area enclosed?	Yes
10	Is there evidence of material falling off incoming loads?	Small amount, possible during loading
11	Are there litter screens or fences?	Yes

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WATER		
12	Does water run onto the site?	No
13	Is there any run-off leaving the site?	Potential for small amount and uncontrolled spills
14	Where does it go to and how far the nearest creek or dam?	400 m
15	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	No
16	Are the loading/unloading and storage areas sealed?	Yes
17	Is there a water collection system below potentially contaminated area?	No
18	Are there bare areas around the facility?	Yes - small areas
FIRE		
19	If any, when was the last fire at the site?	NA
20	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
21	What plant and equipment is used on the site?	No
22	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	NA
23	Is there any monitoring and pollution control equipment at the site?	No
24	Is there a routine maintenance program for the monitoring and control equipment?	NA

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FENCING		
25	Is the site fenced?	Yes
26	If so, describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Full man-proof fence
SITE SECURITY		
27	Does the site have power?	No
28	Do you have CC TV or surveillance programs?	Yes
29	Are there gates on the site and is the site locked?	Yes
30	If the site is locked, how often is it open and for how long?	Access by key to residents 24/7
31	Who controls the keys?	Keys are provided to local ratepayers. Very difficult to control key distribution /copying
32	Is there any evidence of people forcing entry to the site?	No
33	Is there any waste dumped outside the site?	Yes, there is approximately 200 – 300 m of recovered road pavement dumped outside the site.
34	If the site is locked is the site manned when it is open?	No
SPECIAL WASTE		
35	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste or waste oil?	No
36	What happens if you find this type of waste?	Removed by Council staff when required
37	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes

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38	If so, how often and how much material has been deposited at the site in the last 12 months?	NA
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II. Cootamundra

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Cootamundra Landfill/TFS
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Location:	Address: Turners Lane 148.044155 E -34.660186 N		
	Lot 556	DP 820859	
	Lot 21	DP 1197449	
	Lots 231,438, 475	DP 753601	

Interviewer:	SSS/JB	Date:	18 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Landfill sites go to: [Landfill](#) sheet

Transfer Stations go to: [Transfer Stats](#) sheet

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LANDFILLS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Long established landfill site. Site licensed (EPL 5985) as solid waste landfill with putrescible waste being transported offsite. Site is receiving liquid waste and treated soil from the neighbouring treatment facility.
AMENITY		
2	How far away is the closest neighbour?	250 m
3	Have there been any complaints about noise, odor, litter, or dust?	Not determined
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so what was done about the complaints?	ND
6	Are there controls to minimize dust or mud being tracked of the site?	No
COVER		
7	How often is the waste covered and when was it covered last?	As required but there is a temporary (overflow) pit for putrescible waste that is partially filled with water. The pit requires minimising and intermediate cover to reduce water ingress and leachate generation

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8	How is waste covered and what with? For example, is the waste covered with local soil using an excavator and truck or with a loader/dozer or is soil brought in from outside the site?	Council earthmoving equipment. Old cells have been capped and covered as a base for reuse/recycling area. Cell walls on old landfill area is exposed and need further rehabilitation.
WATER		
9	Does water run onto the site?	Yes – upslope diversion requires improvement and extension to prevent water ingress
10	Is there any run-off leaving the site?	Yes – internal drainage is diverted through a series of “polishing dams” and well vegetated waterways.
11	Where does it go to and how far the nearest creek or dam?	850 m to Muttama Creek with final discharge from the site passing through vegetated area on northern side of water treatment facility.
12	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	Yes, 4 dams
FIRE		
13	If any, when was the last fire at the site?	NA
14	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
15	What plant and equipment is used on the site?	Council dozer and loader
16	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	Maintained and serviced on-site
17	Is there any monitoring and pollution control equipment at the site?	Yes
18	Is there a routine maintenance program for the monitoring and control equipment?	Yes

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FENCING		
19	Is the site fenced?	Partially
20	If so describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Man-proof fence along Turners Lane, damaged stock proof fencing on eastern boundary, new stock proof fences have been constructed on northern side along "Old Treatment Works Lane" and there is evidence of forced entry and waste disposal.
SITE SECURITY		
21	Does the site have power?	Yes
22	Do you have CC TV or surveillance programs?	Yes
23	Are there gates on the site and is the site locked?	Yes
24	If the site is locked, how often is it open and for how long?	Mon, Tues, Thurs & Fri 8:30 am – 4:30 pm Wednesday 1.30 pm – 4.30 pm Saturday 1:00 pm – 5:00 pm Sunday 9:00 am – 5.00 pm
25	Who controls the keys?	Council
26	Is there any evidence of people forcing entry to the site?	Yes
27	Is there any waste dumped outside the site?	No
28	Is the site manned when it is open?	Yes, site operated by Elouera Association (Inc.)
SPECIAL WASTE		
29	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste, or waste oil?	Yes
30	What happens if you find this type of waste?	Collected by Council staff and buried in dedicated area
31	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes

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32	If so how often and how much material has been deposited at the site in the last 12 months?	NA
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TRANSFER STATIONS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Need to check DA and EPL for site to receive liquid waste and store temporary putrescible waste "overflow"
AMENITY		
2	How far away is the closest neighbour?	250 m
3	Have there been any complaints about noise, odor, litter, or dust?	ND
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so what was done about the complaints?	NA
6	Are there controls to minimize dust or mud being tracked off the site?	Yes
7	Is there hardstand under the unloading/loading areas?	Yes

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COVER		
8	Are bins and storage areas enclosed or covered?	No
9	Is the loading area enclosed?	Yes
10	Is there evidence of material falling off incoming loads?	Yes
11	Are there litter screens or fences?	Yes
WATER		
12	Does water run onto the site?	Yes
13	Is there any run-off leaving the site?	Yes
14	Where does it go to and how far the nearest creek or dam?	800 m from final dam to Muttama Creek via all vegetated waterways
15	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	4 dams
16	Are the loading/unloading and storage areas sealed?	Yes
17	Is there a water collection system below potentially contaminated areas?	Yes
18	Are there bare areas around the facility?	Yes
FIRE		
19	If any, when was the last fire at the site?	NA
20	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
21	What plant and equipment is used on the site?	Council dozer and loaders plus Elouera equipment

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22	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	Maintained on-site
23	Is there any monitoring and pollution control equipment at the site?	Yes
24	Is there a routine maintenance program for the monitoring and control equipment?	Yes
FENCING		
25	Is the site fenced?	Partially
26	If so describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Man-proof fence along Turners Lane, damaged stock proof fencing on eastern boundary, new stock proof fences have been constructed on northern side along "Old Treatment Works Lane" and there is evidence of forced entry and waste disposal.
SITE SECURITY		
27	Does the site have power?	Yes
28	Do you have CC TV or surveillance programs?	Yes
29	Are there gates on the site and is the site locked?	Yes
30	If the site is locked, how often is it open and for how long?	Mon, Tues, Thurs & Fri 8:30 am – 4:30 pm Wednesday 1.30 pm – 4.30 pm Saturday 1:00 pm – 5:00 pm Sunday 9:00 am – 5.00 pm
31	Who controls the keys?	Council
32	Is there any evidence of people forcing entry to the site?	Yes
33	Is there any waste dumped outside the site?	No
34	If the site is locked is the site manned when it is open?	Yes

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SPECIAL WASTE		
35	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste, or waste oil?	Yes
36	What happens if you find this type of waste?	Removed by Council staff to a special area within the CRC or buried within a dedicated area, as appropriate
37	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes
38	If so how often and how much material has been deposited at the site in the last 12 months?	NA

CGRC -Waste Facility Assessment Report

III. Gundagai

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Gundagai Landfill/TFS
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Location:	Address: Burra Road 148.075395 E -35.036622 N
Lot and DP:	Lot 1 DP 554128

Interviewer:	SSS/JB	Date:	17 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Landfill sites go to: Landfill sheet

Transfer Stations go to: Transfer Stats sheet

CGRC -Waste Facility Assessment Report

LANDFILLS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	
AMENITY		
2	How far away is the closest neighbour?	410 m
3	Have there been any complaints about noise, odor, litter or dust?	Not determined
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	ND
6	Are there controls to minimize dust or mud being tracked of the site?	No
COVER		
7	How often is the waste covered and when was it covered last?	Insufficient. Liquid waste is uncovered. There are approximately 60 drums that appeared to contain oil/bitumen residue located on an unsealed pad. The drums are exposed and rusting.
8	How is waste covered and what with? For example, is the waste covered with local soil using an excavator and truck or with a loader/dozer or is soil brought in from outside the site?	Council earthmoving equipment. Old cells capped and covered as a base for reuse recycling area. Cell walls on NW side are exposed and need further rehabilitation.

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WATER		
9	Does water run onto the site?	Yes
10	Is there any run-off leaving the site?	Yes - 3 drainage lines – the western drain has 2 dams the middle drain has a 1 final dam
11	Where does it go to and how far the nearest creek or dam?	340 m to Jones Creek along western drain from site boundary, 120 m to Jones Creek on middle drain from dam.
12	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	Yes, 3 dams – no dam on eastern drain which is less likely to receive run-off from the current waste storage and processing areas and from past landfill operation
FIRE		
13	If any, when was the last fire at the site?	NA
14	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
15	What plant and equipment is used on the site?	Council loader
16	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	Maintained offsite but appears to have been serviced on-site
17	Is there any monitoring and pollution control equipment at the site?	No
18	Is there a routine maintenance program for the monitoring and control equipment?	No
FENCING		
19	Is the site fenced?	Partially
20	If so, describe the fencing, for example is there man proof fencing around the tip area and/ or stock proof fencing around the site?	Stock proof fencing, in some case new fences have been constructed to replace damaged or old fences

CGRC -Waste Facility Assessment Report

SITE SECURITY		
21	Does the site have power?	No
22	Do you have CC TV or surveillance programs?	No
23	Are there gates on the site and is the site locked?	Yes
24	If the site is locked, how often is it open and for how long?	Monday – 7am to 11am Tuesday Closed Wednesday 1pm to 5pm Thursday Closed Friday 7am to 11am Saturday 11am to 5pm Sunday 7am to 1pm
25	Who controls the keys?	Council
26	Is there any evidence of people forcing entry to the site?	No
27	Is there any waste dumped outside the site?	No
28	Is the site manned when it is open?	Yes
SPECIAL WASTE		
29	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste or waste oil?	Yes
30	What happens if you find this type of waste?	Collected by Council staff and removed to Cootamundra
31	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes
32	If so, how often and how much material has been deposited at the site in the last 12 months?	NA

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TRANSFER STATIONS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Need to check DA for site to operate as a transfer station and receive liquid waste and store potentially hazardous oil/tar residue
AMENITY		
2	How far away is the closest neighbour?	410 m
3	Have there been any complaints about noise, odor, litter or dust?	ND
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	NA
6	Are there controls to minimize dust or mud being tracked of the site?	No
7	Is there hardstand under the unloading/loading areas?	Partial
COVER		
8	Are bins and storage areas enclosed or covered?	No
9	Is the loading area enclosed?	Partial
10	Is there evidence of material falling off incoming loads?	No
11	Are there litter screens or fences?	Yes

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WATER		
12	Does water run onto the site?	Yes
13	Is there any run-off leaving the site?	Yes
14	Where does it go to and how far the nearest creek or dam?	200m from waste transfer shed to northern boundary on western drainage line
15	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	2 dams
16	Are the loading/unloading and storage areas sealed?	Partial
17	Is there a water collection system below potentially contaminated areas?	Yes
18	Are there bare areas around the facility?	Yes
FIRE		
19	If any, when was the last fire at the site?	NA
20	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
21	What plant and equipment is used on the site?	Council loader
22	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	Maintained off site but appears to have been serviced on-site
23	Is there any monitoring and pollution control equipment at the site?	No
24	Is there a routine maintenance program for the monitoring and control equipment?	No

CGRC -Waste Facility Assessment Report

FENCING		
25	Is the site fenced?	No
26	If so, describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Stock proof fencing, in some case new fences have been constructed to replace damaged or old fences
SITE SECURITY		
27	Does the site have power?	No
28	Do you have CC TV or surveillance programs?	No
29	Are there gates on the site and is the site locked?	Yes
30	If the site is locked, how often is it open and for how long?	Monday – 7am to 11am Tuesday Closed Wednesday 1pm to 5pm Thursday Closed Friday 7am to 11am Saturday 11am to 5pm Sunday 7am to 1pm
31	Who controls the keys?	Council
32	Is there any evidence of people forcing entry to the site?	
33	Is there any waste dumped outside the site?	No
34	If the site is locked is the site manned when it is open?	Yes
SPECIAL WASTE		
35	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste or waste oil?	Yes
36	What happens if you find this type of waste?	Removed by Council staff to Cootamundra

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37	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes
38	If so, how often and how much material has been deposited at the site in the last 12 months?	NA

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IV. Muttama

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Muttama Transfer Station
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Location:	Address: Muttama Road - 148.118271 E -34.783620 N
Lot and DP:	

Interviewer:	SSS/JB	Date:	17 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Transfer Stations go to: Transfer Stats sheet

TRANSFER STATIONS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Site appears to be located on road reserve. Need to check title details and planning approval.
AMENITY		
2	How far away is the closest neighbour?	1100m
3	Have there been any complaints about noise, odor, litter or dust?	NA
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	NA
6	Are there controls to minimize dust or mud being tracked of the site?	Compacted hardstand base
7	Is there hardstand under the unloading/loading areas?	Yes
COVER		
8	Are bins and storage areas enclosed or covered?	All bins covered except for paper/cardboard bin provided by Bellette's
9	Is the loading area enclosed?	Yes
10	Is there evidence of material falling off incoming loads?	Small amount, possible during loading
11	Are there litter screens or fences?	Yes

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WATER		
12	Does water run onto the site?	No
13	Is there any run-off leaving the site?	Potential for small amount and uncontrolled spills
14	Where does it go to and how far the nearest creek or dam?	50 m
15	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	No
16	Are the loading/unloading and storage areas sealed?	Yes
17	Is there a water collection system below potentially contaminated areas?	No
18	Are there bare areas around the facility?	Yes – road reserve and there is a partially rehabilitated landfill immediately to the SW on the TSR
FIRE		
19	If any, when was the last fire at the site?	NA
20	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
21	What plant and equipment is used on the site?	No
22	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	NA
23	Is there any monitoring and pollution control equipment at the site?	No

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24	Is there a routine maintenance program for the monitoring and control equipment?	NA
FENCING		
25	Is the site fenced?	Yes
26	If so, describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Full man-proof fence
SITE SECURITY		
27	Does the site have power?	No
28	Do you have CC TV or surveillance programs?	Yes
29	Are there gates on the site and is the site locked?	Yes
30	If the site is locked, how often is it open and for how long?	Access by key to residents 24/7
31	Who controls the keys?	Keys are provided to local ratepayers. Very difficult to control key distribution /copying
32	Is there any evidence of people forcing entry to the site?	No
33	Is there any waste dumped outside the site?	No
34	If the site is locked is the site manned when it is open?	No
SPECIAL WASTE		
35	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste or waste oil?	No
36	What happens if you find this type of waste?	Removed by Council staff when required

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37	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes
38	If so, how often and how much material has been deposited at the site in the last 12 months?	NA

CGRC -Waste Facility Assessment Report

V. Nangus

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Nangus Transfer Station
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Location:	
Address:	Oakhills Road 147.916403 E -35.056498 N
Lot and DP:	Lot 1 DP 1205780

Interviewer:	SSS/JB	Date:	17 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Transfer Stations go to:	Transfer Stats	sheet
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CGRC -Waste Facility Assessment Report

TRANSFER STATIONS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Check title details and planning approval.
AMENITY		
2	How far away is the closest neighbour?	340 m
3	Have there been any complaints about noise, odor, litter or dust?	NA
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	NA
6	Are there controls to minimize dust or mud being tracked of the site?	Compacted hardstand base
7	Is there hardstand under the unloading/loading areas?	Yes
COVER		
8	Are bins and storage areas enclosed or covered?	All bins covered except for paper/cardboard bin provided by Bellette's
9	Is the loading area enclosed?	Yes
10	Is there evidence of material falling off incoming loads?	Small amount, possible during loading
11	Are there litter screens or fences?	Yes

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WATER		
12	Does water run onto the site?	No
13	Is there any run-off leaving the site?	Potential for small amount and uncontrolled spills
14	Where does it go to and how far the nearest creek or dam?	200 m to offsite dam
15	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	No
16	Are the loading/unloading and storage areas sealed?	Yes
17	Is there a water collection system below potentially contaminated areas?	No
18	Are there bare areas around the facility?	Yes – adjacent road and neighbouring paddocks
FIRE		
19	If any, when was the last fire at the site?	NA
20	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
21	What plant and equipment is used on the site?	No
22	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	NA
23	Is there any monitoring and pollution control equipment at the site?	No
24	Is there a routine maintenance program for the monitoring and control equipment?	NA

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FENCING		
25	Is the site fenced?	Yes
26	If so, describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Full man-proof fence
SITE SECURITY		
27	Does the site have power?	No
28	Do you have CC TV or surveillance programs?	Yes
29	Are there gates on the site and is the site locked?	Yes
30	If the site is locked, how often is it open and for how long?	Access by key to residents 24/7
31	Who controls the keys?	Keys are provided to local ratepayers. Very difficult to control key distribution /copying
32	Is there any evidence of people forcing entry to the site?	No
33	Is there any waste dumped outside the site?	No
34	If the site is locked is the site manned when it is open?	No
SPECIAL WASTE		
35	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste or waste oil?	No
36	What happens if you find this type of waste?	Removed by Council staff when required
37	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes

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38	If so, how often and how much material has been deposited at the site in the last 12 months?	NA
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VI. Stockinbingal

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Stockinbingal
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Location:	Address:	Stockinbingal Road 147.900285 E -34.515408 N
Lot and DP:	Lot 335	DP 75636

Interviewer:	SSS/JB	Date:	18 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Landfill sites go to: Landfill sheet

CGRC -Waste Facility Assessment Report

LANDFILLS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Appears to be long established site. Check occupation/lease conditions and planning approval.
AMENITY		
2	How far away is the closest neighbour?	450 m
3	Have there been any complaints about noise, odor, litter, or dust?	Not determined (ND)
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	ND
6	Are there controls to minimize dust or mud being tracked of the site?	No
COVER		
7	How often is the waste covered and when was it covered last?	As needed but not sufficiently to prevent windblown litter/odor/leachate
8	How is waste covered and what with? For example, is the waste covered with local soil using an excavator and truck or with a loader/dozer or is soil brought in from outside the site?	Loader brought onto site. Covered with local excavated soil.
WATER		
9	Does water run onto the site?	Yes
10	Is there any run-off leaving the site?	Yes

CGRC -Waste Facility Assessment Report

11	Where does it go to and how far the nearest creek or dam?	Drains SW – approx. 800m to unnamed creek
12	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	No
FIRE		
13	If any, when was the last fire at the site?	Not apparent
14	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
15	What plant and equipment is used on the site?	Council loader
16	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	NA
17	Is there any monitoring and pollution control equipment at the site?	No
18	Is there a routine maintenance program for the monitoring and control equipment?	No
FENCING		
19	Is the site fenced?	Partially
20	If so, describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Litter fence on around 2 sides of current cells, stock proof around remainder
SITE SECURITY		
21	Does the site have power?	No
22	Do you have CC TV or surveillance programs?	No

CGRC -Waste Facility Assessment Report

23	Are there gates on the site and is the site locked?	Yes
24	If the site is locked, how often is it open and for how long?	2 days per week 8:00 am – 12 noon
25	Who controls the keys?	Council
26	Is there any evidence of people forcing entry to the site?	No
27	Is there any waste dumped outside the site?	No
28	Is the site manned when it is open?	Yes, site staffed by Elouera Association (Inc.) from Cootamundra
SPECIAL WASTE		
29	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste, or waste oil?	Yes
30	What happens if you find this type of waste?	Removed and recovered by Council staff for disposal at Cootamundra
31	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes
32	If so, how often and how much material has been deposited at the site in the last 12 months?	ND

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VII. Tumblong

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Tumblong Transfer Station
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Location:	Address:	Old Hume Highway 147.974906 E -35.127151 N
Lot and DP:		

Interviewer:	SSS/JB	Date:	17 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Transfer Stations go to: Transfer Stats sheet

TRANSFER STATIONS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Site is located on Road Reserve. Check title details and planning approval.
AMENITY		
2	How far away is the closest neighbour?	1100 m
3	Have there been any complaints about noise, odor, litter or dust?	NA
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	NA
6	Are there controls to minimize dust or mud being tracked of the site?	Compacted hardstand base. Entry - mud/dirt is being tracked onto the Old Hume Highway
7	Is there hardstand under the unloading/loading areas?	Yes
COVER		
8	Are bins and storage areas enclosed or covered?	All bins covered except for paper/cardboard bin provided by Bellette's
9	Is the loading area enclosed?	Yes
10	Is there evidence of material falling off incoming loads?	Small amount, possible during loading. Larger amount of material along eastern fence behind bins. Appears that bins overflow regularly.
11	Are there litter screens or fences?	Yes

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WATER		
12	Does water run onto the site?	No – limited upslope diversions need upgrade
13	Is there any run-off leaving the site?	Yes – site rainwater with litter, soil from the disturbed entry road, and potential for egress of spills
14	Where does it go to and how far the nearest creek or dam?	Drains into road drainage with creek 50 m downslope
15	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	No
16	Are the loading/unloading and storage areas sealed?	Yes
17	Is there a water collection system below potentially contaminated areas?	No
18	Are there bare areas around the facility?	Yes – adjacent entry road and neighbouring paddocks
FIRE		
19	If any, when was the last fire at the site?	NA
20	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
21	What plant and equipment is used on the site?	No
22	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	NA
23	Is there any monitoring and pollution control equipment at the site?	No

CGRC -Waste Facility Assessment Report

24	Is there a routine maintenance program for the monitoring and control equipment?	NA
FENCING		
25	Is the site fenced?	Yes
26	If so, describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Full man-proof fence
SITE SECURITY		
27	Does the site have power?	No
28	Do you have CC TV or surveillance programs?	Yes
29	Are there gates on the site and is the site locked?	Yes
30	If the site is locked, how often is it open and for how long?	Access by key to residents 24/7
31	Who controls the keys?	Keys are provided to local ratepayers. Very difficult to control key distribution /copying
32	Is there any evidence of people forcing entry to the site?	No
33	Is there any waste dumped outside the site?	No
34	If the site is locked is the site manned when it is open?	No
SPECIAL WASTE		
35	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste, or waste oil?	No
36	What happens if you find this type of waste?	Removed by Council staff when required

CGRC -Waste Facility Assessment Report

37	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes
38	If so, how often and how much material has been deposited at the site in the last 12 months?	NA

CGRC -Waste Facility Assessment Report

VIII. Wallendbeen

Local Government Area:	Cootamundra Gundagai Regional Council	Site Name:	Wallendbeen
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Location:	Address: Burley Griffin Way 148.168021 E -34.530595 N
Lot and DP:	Lot 264, 333 DP 753630

Interviewer:	SSS/JB	Date:	18 December 2018
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Person Responding:	
Contact details:	
Email:	
Phone:	

Landfill sites go to: Landfill sheet

CGRC -Waste Facility Assessment Report

LANDFILLS

SITE APPROVAL		
1	Does the site have approval to be used as a landfill site and how long has it been used as a waste disposal site? E.g. Development Approval.	Appears to be long established site. Check occupation/lease conditions and planning approval.
AMENITY		
2	How far away is the closest neighbour?	290 m
3	Have there been any complaints about noise, odor, litter, or dust?	Not determined (ND)
4	Is there any litter blowing off site or collecting on fences around the site?	Yes
5	If so, what was done about the complaints?	ND
6	Are there controls to minimize dust or mud being tracked of the site?	No
COVER		
7	How often is the waste covered and when was it covered last?	As needed but not sufficiently frequently to prevent windblown litter/odor/leachate
8	How is waste covered and what with? For example, is the waste covered with local soil using an excavator and truck or with a loader/dozer or is soil brought in from outside the site?	Loader brought onto site. Covered with local excavated soil plus treated material from Waste Services P/L soil recycling facility at Cootamundra under EPL 5985. Need to check that treated soil can be received at this site where there are limited controls and no environmental monitoring.
WATER		
9	Does water run onto the site?	Yes, water runs through the site between the main gate and the landfill
10	Is there any run-off leaving the site?	Yes

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11	Where does it go to and how far the nearest creek or dam?	Drains west to alluvial flats and Wallendbeen village
12	Are there any dams or banks on the site to collect run-off and what happens to any water that is collected in the dams?	Drainage on toe of cell wall - wester side of cells - small depression on low point on western boundary
FIRE		
13	If any, when was the last fire at the site?	Not apparent
14	If there have been recent fires, what was done about it?	NA
MAINTENANCE		
15	What plant and equipment is used on the site?	Council & ESRI loader
16	How is the plant and equipment maintained? For example, is there a routine maintenance program and/ or is the plant and equipment maintained at the site or in a centralised workshop?	NA
17	Is there any monitoring and pollution control equipment at the site?	No
18	Is there a routine maintenance program for the monitoring and control equipment?	No
FENCING		
19	Is the site fenced?	Partially
20	If so, describe the fencing, for example is there man proof fencing around the tip area and/or stock proof fencing around the site?	Litter fence on eastern side of current cells, stock proof around remainder
SITE SECURITY		
21	Does the site have power?	No
22	Do you have CC TV or surveillance programs?	No

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23	Are there gates on the site and is the site locked?	Yes
24	If the site is locked, how often is it open and for how long?	2 days per week 1:00 pm – 5:00 pm
25	Who controls the keys?	Council
26	Is there any evidence of people forcing entry to the site?	No
27	Is there any waste dumped outside the site?	No
28	Is the site manned when it is open?	Yes, site staffed by Elouera Association (Inc.) from Cootamundra
SPECIAL WASTE		
29	Is there any evidence of asbestos waste, clinical waste, tyres, pesticide waste, or waste oil?	Yes
30	What happens if you find this type of waste?	Removed and recovered by Council staff for disposal at Cootamundra
31	Is the waste consistent with materials from the local community and region? For example, has there been large loads of material that look like it has come from outside the local area?	Yes
32	If so, how often and how much material has been deposited at the site in the last 12 months?	ND

APPENDIX C - Minimum standards checklists

I. Coolac

Cootamundra Gundagai Regional Council

Minimum Standard Compliance Checklist

Coolac TSS

Site: Coolac Transfer Station		Risk			Work needed	Time £1200 per			
Operating Requirements	Complies (Y/N)	Probability	Consequence	Priority		Work	Units	Cost/unit	Total cost
Site Approval	NA	L	L	L	Check DA and site approval/lease		\$300	\$300	
Minimise the emission of any offensive odour or offensive noise	Y	L	L	L					
Avoid discharges from the site causing water pollution	N	L	L	L	Install diversion banks and dam below site to capture sediment, litter and spills.	100 m diversion banks 500 m ³ , 200 m ³ first flush dam	\$5 - \$10/m ³	\$1,000	
Operating plant is properly maintained so as to avoid land pollution	NA	L	L	L					
Pollution prevention plant is maintained in an efficient condition	NA	L	L	L					
Secure the site against uncontrolled public access	N	M	M	M	Upgrade current CCTs with remotely operated cameras and replace current key system with e-tag type system.	1 multi camera/e-tag system with solar power and annual licence	\$5,000 + \$1,200 lic	\$6,200	
Minimise the emission of dust	Y	L	L	L					
Minimise the tracking of dust or mud from the site	N	M	L	L	Extend bitumen seal to existing road pavement				
Minimise the risk of fire	Y	L	L	L					
Covering of asbestos waste (clause 80 relating)	Y	L	H	M	ECC load inspection and entry data review. If waste identified				
Disposal of clinical or related waste (clause 113 relating)	Y	L	L	L	Load inspection and data review. If waste identified				
Waste stored in an environmentally safe manner	N	L	L	L	Replace lid on paper/cardboard recycling bin to prevent water ingress	1 contractor bin	\$1,500	\$1,500	
					Remove recycled road pavement from 300 m ² recovered road pavement	55/m ²	\$1,000		
						TOTAL		\$2,400	

II. Cootamundra

CGRC -Waste Facility Assessment Report

Cootamundra Gundagai Regional Council

Minimum Standard Compliance Checklist

Cootamundra Landfill

Site: Cootamundra Landfill/TFS		Risk			Date: 18 December 2018	Works needed	Time: 8:00 am		
Operating Requirements	Complies (Y/N)	Probability	Consequence	Priority			Works	Units	Cost/unit
Site Approval	N/A	M	L	M		Check EPL and LEMP for site operations re liquid waste and temp storage			\$500
Minimise the emission of any offensive odour or offensive noise	N	M	L	M		Revise LEMP			
Avoid discharges from the site causing water pollution	N	M	M	H		Install drainage above site to divert run-on water Develop liquid disposal area Decommission internal drainage to improve the control of leachate from old cells and capture drainage/leachate from compactor areas Stabilise and cap walls on old cells Cover and cap C&D tipping area to minimise exposure	500 m (5000 m ²) 4 X Liquid waste drying beds (8000 m ²) 400 m ² plus 1500 m ² dams below compactor 2,500 m ² 10,000 m ²	\$5 - \$10/m ² \$5 - \$10/m ² \$5 - \$10/m ² \$25/m ² \$2 - \$3/m ²	\$25,000 \$40,000 \$9,500.00 \$62,500 \$30,000
Operating plant is properly maintained so as to avoid food pollution	N	M	L	L					
Pollution prevention plant is maintained in an efficient condition	N/A	L	L	L					
Secure the site against uncontrolled public access	N	H	M	H		Install man-proof fencing Install CCTs with remotely operated cameras.	2000 m 2 multi camera CCT system with solar power and annual license	\$30/m \$5,000 + \$1,200 lic	\$60,000 \$12,400
Minimise the emission of dust	N	L	L	L		Water cart use during dry conditions	Plant hire 4 x per year		\$5,000
Minimise the tracking of dust or mud from the site	N	M	L	L		Hard stand internal roads	570 m (x 3 wide)	\$10/m ²	\$50,000
Minimise the risk of fire	Y	L	L	L					
Covering of asbestos waste (clause 80 relating)	Y	L	H	M		Supervise C&D tipping face and CCT load inspection and entry data review if waste identified			
Disposal of clinical or related waste (clause 113 relating)	Y	L	L	L		Load inspection and data review if waste identified			
Waste stored in an environmentally safe manner	N	H	H	H		Audit LEMP implementation and review adequacy Re-negotiate landfill operations with Cleaners Association (Inc.) to require LEMP to be implemented Develop greenwaste composting/FOGO systems Demolish, build and reduce size of "temporary" putrescible waste storage cell Supervise tipping face to improve waste separation and placement	Audit and revise LEMP 12 hours (total extra staffing) \$25/m ²	\$30,000 \$60,000.00 \$25,000.00 \$62,400 TOTAL	\$401,800.00

CGRC -Waste Facility Assessment Report

III. Gundagai

Gundagai Landfill

Minimum Standard Compliance Checklist

Gundagai Landfill

Operating Requirements	Complies (Y/N)	Risk			Works needed	Works		Total cost
		Probability	Consequence	Priority		Units	Cost/unit ^a	
Site Approval	NA	M	L	M	Check DA/lease for site to receive liquid waste		\$500	\$500
Minimise the emission of any offensive odour or offensive noise	N	M	L	M	Re-engineer liquid waste disposal areas	3 X Liquid waste drying beds (20000 m ²)	\$5-\$10/m ²	\$100,000.00
Avoid discharges from the site causing water pollution	N	M	M	H	Install drainage above site to divert run-on water	700 m (700 m ²)	\$5-\$10/m ²	\$3,500
Operating plant is properly maintained so as to avoid land pollution	N	M	L	L	Remove oil/other stains, remove potentially contaminated soil	50,000 l (50 x 2000 drums)	\$5000/m ²	\$250,000
Pollution prevention plant is maintained in an efficient condition	NA	L	L	L	Re-engineer internal drainage to improve the control of leachate from old cells and capture drainage/leachate from CRC and other areas	700 m ²	\$5-\$10/m ²	\$3,500.00
Secure the site against uncontrolled public access	N	H	M	H	Stabilise and cap old cells	50,000 m ²	\$3/m ²	\$150,000
Minimise the emission of dust	N	L	L	L	Install man-proof fencing	1800m	\$30/m	\$54,000
Minimise the tracking of dust or mud from the site	Y	L	L	L	Install CCTs with remotely operated cameras	1 multi camera CCT system with solar power and annual licence	\$1,000 + \$1,200 lic	\$6,200
Minimise the risk of fire	Y	L	H	M	Hard stand internal roads	450 m (x 3 wide - 1350 m ²)	\$12/m ²	\$16,200
Covering of asbestos waste (household related)	Y	L	H	M	Water cart use during dry conditions	Plant hire 4 per year		\$5,000
Disposal of clinical or related waste (household related)	Y	L	L	L	Hard stand internal roads	as above		
Waste stored in an environmentally safe manner	N	H	M	H	Supervise tipping faces and CCT load inspection and entry data review if waste identified			
					Load inspection and data review if waste identified			
					Remove legacy contaminated recyclable materials and tyres	1500 m ²	\$200/load	\$40,000.00
					Install sealed pad and bunding for oil recycling shed			\$4,800.00
					Develop greenwaste compacting/FOGO system			\$45,000
					Move CRC to front of site			\$40,000.00
					Supervise tipping face to improve waste separation and placement	21 hours (total extra staffing)	\$2600 (h/weekly/year)	\$54,000
							TOTAL	\$361,000

CGRC -Waste Facility Assessment Report

IV. Muttama

Contamundra Gundagai Regional Council

Minimum Standard Compliance Checklist

Muttama Transfer Station

Site: Muttama Transfer Station		Risk			Date: 17 December 2018	Time: 10:35 am		
Operating Requirements	Complies (Y/N)	Probability	Consequence	Priority	Works needed	Works		Total cost
						Units	Cost/unit	
Site Approval	N	L	L	L	Check DA and site approval/lease		\$500	\$500
Minimise the emission of any offensive odour or offensive noise	Y	L	L	L				
Avoid discharges from the site causing water pollution	N	L	L	L	Install diversion banks and dam below site to capture sediment, litter and spills.	300 m diversion banks (500 m ³), 200 m ³ front flush dam	\$5 - \$10/m ³	\$3,500
Operating plant is properly maintained so as to avoid land pollution	N	L	L	L				
Pollution prevention plant is maintained in an efficient condition	N	L	L	L				
Secure the site against uncontrolled public access	N	M	M	M	Upgrade current CCTs with remotely operated cameras and replace current key system with e-tag type system.	1 multi camera/e-tag system with solar power and annual licence	\$5,000 + \$1,200 lic	\$6,200
Minimise the emission of dust	Y	L	L	L				
Minimise the tracking of dust or mud from the site	N	M	L	L				
Minimise the risk of fire	Y	L	L	L				
Covering of asbestos waste (clause 80 relating)	Y	L	H	M	CCT Load inspection and data entry review if waste identified			
Disposal of clinical or related waste (clause 113 relating)	Y	L	L	L	Load inspection and data review if waste identified			
Waste stored in an environmentally safe manner	N	L	L	L	Replace lid on paper/cardboard recycling bin to prevent water ingress	1 contractor bin	\$1,200	\$1,200
						TOTAL	\$33,400	

CGRC -Waste Facility Assessment Report

V. Nangus

Cootamundra Gundagai Regional Council

Minimum Standard Compliance Checklist

Nangus Transfer Station

Site: Nangus Transfer Station		Risk			Date: 17 December 2018	Time: 2:35 pm		
Operating Requirements	Complies (Y/N)	Probability	Consequence	Priority	Works needed	Units	Cost/unit	Total cost
Site Approval	NA	L	L	L	Check DA and site approval/lease		\$200	\$500
Minimise the emission of any offensive odour or offensive noise	Y	L	L	L				
Avoid discharges from the site causing water pollution	N	L	L	L	Install diversion banks and dam below site to capture sediment, litter and spills.	300 m diversion banks (500 m ³ , 100 m ² bank flush area)	\$5 - \$10/m ³	\$3,500
Operating plant is properly maintained so as to avoid land pollution	NA	L	L	L				
Pollution prevention plant is maintained in an efficient condition	NA	L	L	L				
Secure the site against uncontrolled public access	N	M	M	M	Upgrade current CCTs with remotely operated cameras and replace current key system with e-tag type systems.	3 multi cameras/e-tag system with solar power and annual license	\$5,000 + \$1,200 lic.	\$6,200
Minimise the emission of dust	Y	L	L	L				
Minimise the tracking of dust or mud from the site	N	M	L	L				
Minimise the risk of fire	Y	L	L	L				
Covering of asbestos waste (clause 80 relating)	Y	L	M	M	CCT Load inspection and entry data review if waste identified			
Disposal of clinical or related waste (clause 113 relating)	Y	L	L	L	Load inspection and data review if waste identified			
Waste stored in an environmentally safe manner	N	L	L	L	Replace lid on paper/cardboard recycling bin to prevent water ingress	1 contractor bin	\$1,200	\$1,200
						TOTAL	\$11,400	

CGRC -Waste Facility Assessment Report

VI. Stockinbingal

Gootamunda Gundagai Regional Council

Minimum Standard Compliance Checklist

Stockinbingal Landfill

Site: Stockinbingal Landfill		ID: 147,900,285 W-M,515408			Date: 18 December 2018	Time: 1:20 pm		
Operating Requirements	Complies (Y/N)	Risk			Works needed	Works		Total cost
		Probability	Consequence	Priority		Units	Cost/unit	
Site Approval	NA	L	L	L				
Minimise the emission of any offensive odour or offensive odore	N	L	L	L				
Avoid discharges from the site causing water pollution	N	M	M	H	install drainage above site to divert run-on water install diversion banks and dam below site to capture sediment, litter and spills. Reduce cell area from current 1000 m ² to 300 m ² Min 3 monthly intermediate cover	150 m (1500 m ²) 240m (2400 m ²) banks and 1500 m ² dam Compact and cover 700 m ² 4000 m ² /yr	\$5 - \$10/m ² \$5 - \$10/m ² \$25/m ² \$1/m ²	\$7,500 \$10,500 \$17,500 \$12,000
Operating plant is properly maintained so as to avoid land pollution	N	M	L	L				
Pollution prevention plant is maintained in an efficient condition	NA	L	L	L				
Secure the site against uncontrolled public access	N	H	M	H	install man-proof fencing install CCTs with remotely operated cameras.	750 m 1 multi camera CCT system with solar power and annual licence	\$30/m \$5,000 + \$1,200 lic	\$23,500 \$6,200
Minimise the emission of dust	N	L	L	L	Hard stand entry road	250 m (x 3m wide - 750 m ²)	\$10/m	\$7,500
Minimise the tracking of dust or mud from the site	N	M	L	L	Hard stand entry from existing road pavement	as above		
Minimise the risk of fire	Y	L	L	L				
Covering of asbestos waste (clause 80 relating)	Y	L	H	M	CCT Load inspection and entry data review if waste identified			
Disposal of clinical or related waste (clause 113 relating)	Y	L	L	L	Load inspection and data review if waste identified			
Waste stored in an environmentally safe manner	N	M	M	M	Provide more recycling bins	4 x 360 l recycling bins	\$1200/bin	\$4,800
						TOTAL		\$87,500

CGRC -Waste Facility Assessment Report

VII. Tumblong

Coorongina Gundagai Regional Council

Minimum Standard Compliance Checklist

Tumblong Transfer Station

Site: Tumblong TFS		E-147.874904 M-101.127153			Date: 17 December 2018	Time: 140hrs		
Operating Requirements	Complies (Y/N)	Risk			Works needed	Works		Total cost
		Probability	Consequence	Priority		Unit	Cost/unit	
Site Approval	NA	L	L	L	Check DA and site approval/lease		\$500	\$500
Minimise the emission of any offensive odour or offensive noise	N	M	L	M	Increase bin numbers/site or increase service frequency to account for waste volumes being received	(* See below)		
Avoid discharges from the site causing water pollution	N	M	L	M	Increase capacity of upslope diversion drain. Install diversion banks and dams below site to capture sediment, litter and spills.	200 m diversion banks (1000 m ³ , 200m ³ first flush dam)	\$5 - \$50/m ³	\$4,000
Operating plant is properly maintained so as to avoid food pollution	NA	L	L	L				
Pollution prevention plant is maintained in an efficient condition	NA	L	L	L				
Secure the site against uncontrolled public access	N	M	M	M	Upgrade current CCTs with remotely operated cameras and replace current key system with e-tag type system.	1 multi camera/e-tag system with solar power and annual licence	\$5,000 + \$1,200 lic	\$6,200
Minimise the emission of dust	Y	L	L	L				
Minimise the tracking of dust or mud from the site	N	M	L	L	Extend bitumen seal to entry from existing road pavement			\$10,000
Minimise the risk of fire	Y	L	L	L				
Covering of asbestos waste (clause 80 relating)	Y	L	H	M	CCT Load inspection and entry data review if waste identified			
Disposal of clinical or related waste (clause 113 relating)	Y	L	L	L	Load inspection and data review if waste identified			
Waste stored in an environmentally safe manner	N	M	L	M	Replace lid on paper/cardboard recycling bin to prevent water ingress	1 covered bin	\$1200/bin	\$1,200
					Increase bins to cater for extra usage	* 3 x 300 l waste bins & 6 x 120 l recycling bins	\$1200/large bin \$200/recycling bin	\$4,800
							TOTAL	\$16,200

CGRC -Waste Facility Assessment Report

VIII. Wallendbeen

Cootamundra Gundagai Regional Council

Minimum Standard Compliance Checklist

Wallendbeen Landfill

Site: Wallendbeen Landfill			E- 140-368023	H- JM-530595	Date: 18 December 2018			Time: 2:00 pm	
Operating Requirements	Complies (Y/N)	Risk			Works needed	Works	Unit	Cost/Unit	Total cost
		Probability	Consequence	Priority					
Site Approval	N/A	L	L	L					
Minimise the emission of any offensive odour or offensive noise	N	L	L	L					
Avoid discharges from the site causing water pollution	N	M	M	H	Install internal drainage to separate through drainage	200 m (2000 m ³)	\$5 - \$10/m ³	\$10,000	
					Install diversion banks and dam below site to capture sediment, litter and spills	300m (3000 m ³) banks & 1500 m ³ dam	\$5 - \$10/m ³	\$32,500	
					Recover and cap previous waste cells	500 m ²	\$25/m ²	\$12,500	
					Secure treated soil cover material with engineered ENM or VENM cap	2000 m ³	\$5/m ³	\$10,000	
Operating plant is properly maintained so as to avoid land pollution	N	M	L	L					
Pollution prevention plant is maintained in an efficient condition	N/A	L	L	L					
Secure the site against uncontrolled public access	N	H	M	H	Install man-proof fencing	900 m	\$30/m	\$27,000	
					Install CCTs with remotely operated cameras..	1 multi camera CCT system with solar power and annual license	\$5,000 + \$1,200 lic	\$6,200	
Minimise the emission of dust	N	L	L	L	Hard stand entry road	200 m (x 3 m wide - 600 m ²)	\$10/m	\$6,000	
Minimise the tracking of dust or mud from the site	N	M	L	L	Hard stand entry from existing road pavement	as above			
Minimise the risk of fire	Y	L	L	L					
Covering of asbestos waste (clause 80 relating)	Y	L	H	M	CCT Load inspection and entry data review if waste identified				
Disposal of clinical or related waste (clause 113 relating)	Y	L	L	L	Load inspection and data review if waste identified				
Waste stored in an environmentally safe manner	N	M	M	M	Provide additional recycling bins	4 x 300 l recycling bins	\$1200/ bin	\$4,800	
							TOTAL	\$95,000	

APPENDIX D - Works costings

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APPENDIX E – Site location table

FacilityName	Type	Longitude	Latitude	LOT/DP
Coolac	Transfer Station	148.178124	-34.911991	
Coolac	Closed	148.167792	-34.911131	Lot 7003 DP 1026488 & Lot 437 DP 753622
Cootamundra	Landfill	148.044155	-34.660186	Lot 556 DP 820859, Lot 21 DP 1197449, & Lots 231, 438, 475 DP 753601
Gundagai	Landfill	148.075395	-35.036622	Lot 1 DP 554128
Muttama	Transfer Station	148.118271	-34.783620	
Muttama	Closed	148.116710	-34.784061	Lot 7006 DP 1118977
Nangus	Transfer Station	147.916403	-35.056498	Lot 1 DP 1205780
Nangus	Closed	147.945605	-35.078924	Lot 329 DP 751420
Stockinbingal	Landfill	147.900285	-34.515408	Lot 335 DP 750636
Tumblong	Transfer Station	147.974906	-35.127151	
Tumblong	Closed	147.974359	-35.119247	Lot 236 DP 727816
Wallendbeen	Landfill	148.168021	-34.530595	Lots 264, 333 DP 753630

APPENDIX F - Site photographs

I. Coolac



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II. Cootamundra



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III. Gundagai



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IV. Muttama



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V. Nangus



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VI. Stockinbingal

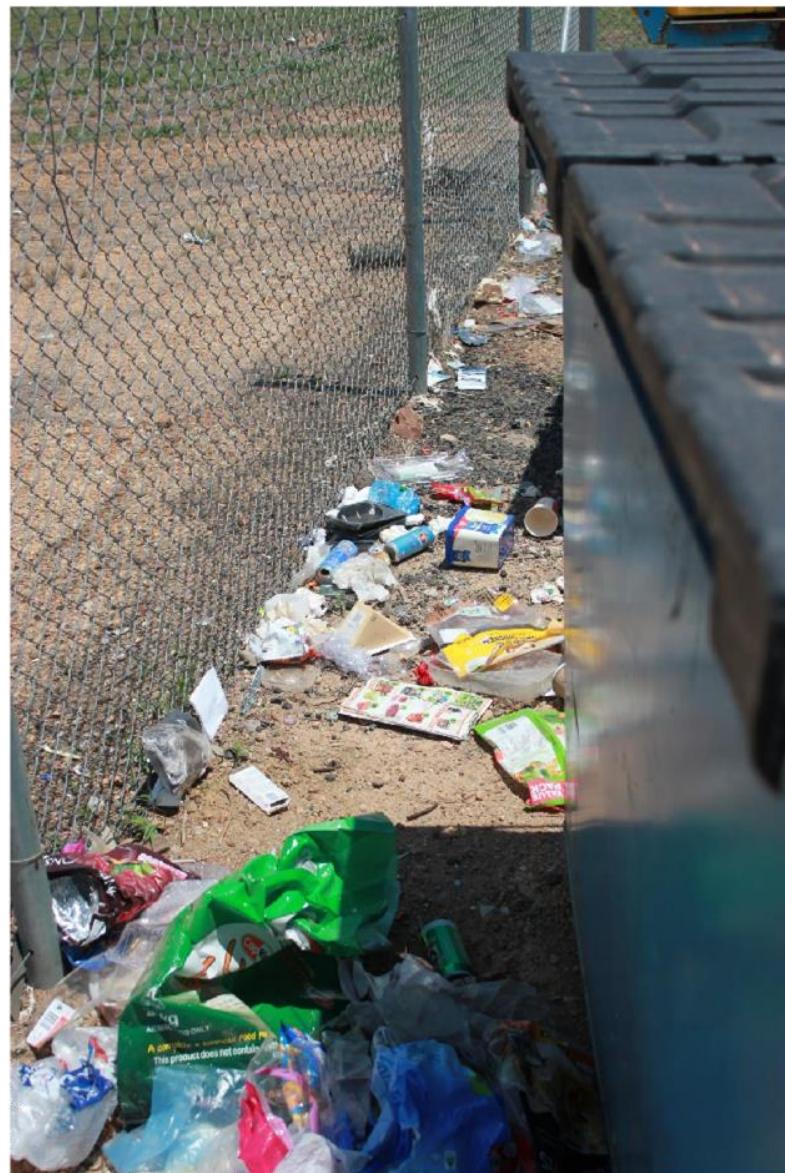


CGRC -Waste Facility Assessment Report

VII. Tumblong



CGRC -Waste Facility Assessment Report



CGRG -Waste Facility Assessment Report

VIII. Wallendbeen

