

## SOUTHERN HIGHLANDS Agribusiness & Equine



## FACILITIES Summary Plan for the Future

## BACKGROUND STATEMENT

The Agribusiness & Equine Industry Development Project was developed as a strategic response to industry needs identified by the Southern Highlands Key Stakeholders Group (SHKSG), Agribusiness & Equine Strategic Working Group (AESWG). Post drought, bushfires, and Covid-19, local farmers requested assistance to drive economic recovery outcomes and to build resilience for the future. With the strong link to agritourism and the visitor economy, Destination Sydney Surrounds South (DSSS) agreed to take on the critical role of Lead Agency for this pilot project, and to also be a funding partner. Wingecarribee Shire Council (WSC) was identified as an obvious project partner given the capacity of council to enable strategic outcomes through planning. WSC had demonstrated a clear commitment to supporting farmers after developing, with industry engagement and collaboration, a proactive Rural Tourism Policy. WSC also agreed to be a funding partner. With DSSS as Lead Agency, in collaboration with WSC, and SHKSG, the Southern Highlands Agribusiness and Equine industry Development Project, Phase 1 (12 months), commenced in July 2020. The project focused on engaging with farmers (growers and producers) and other stakeholders to identify actions (strategies) and projects that could be implemented to drive financial viability and to futureproof the sectors, including encouraging diversification into agritourism to supplement traditional farming income. Long term resilience can also be achieved by assisting farmers to embrace innovation, sustainability, and best practice farming including landscape regeneration, reducing carbon emissions, producing nutritious food, and maximising yield. An important outcome for residents, visitors, and the regional economy is that supporting working farms to remain viable preserves the 'green between' towns and villages, which is the essence of a rural ambience and a point of difference for the Southern Highlands as a destination, uniquely located within 90 minutes of three international airports in 2026.

## ACKNOWLEDGEMENT OF FUNDING

Thank you to farmers (growers and producers), industry body representatives, agribusiness and equine sector operators, stakeholders, community members, and government agency representatives, who attended workshops and consultation events, invested time in carrying out surveys and/or participated in direct interviews with the Project Team during the 12 months, Phase 1 of the Project.

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**Photographers: Dee Kramer, James Horan, Destination NSW and supplied.**

## GLOSSARY OF ORGANISATION ABBREVIATIONS

DPIE – Department of Planning, Industry and Environment (NSW)  
DPI – Department of Primary Industries (NSW)  
DSH – Destination Southern Highlands  
DSSS – Destination Sydney Surrounds South  
EPA – Environmental Protection Authority  
RDA – Regional Development Australia (SI – Southern Inland)  
SHKSG – Southern Highlands Key Stakeholders Group  
SNSWDRAIH – Southern NSW Drought Resilience Adoption and Innovation Hub  
WSC – Wingecarribee Shire Council

## PROJECT FOREWORD

I am proud to introduce this report, a summary of a key aspect of the substantial work undertaken as part of the **Southern Highlands Agribusiness and Equine Industry Development Project**. On the back of significant disruption to industry including many years of drought, the 2019/2020 bushfires, and from March 2020 the emergence of Covid-19, there was a critical need to scope out and implement a project to help develop a clear vision, build resilience, and action opportunities to stimulate economic recovery for the agribusiness and equine sectors.

Scoping began with industry insisting that this project be focused on actions and outcomes, unlike past strategic documents that were not implemented. The NSW Government Wingecarribee Regional Economic Development Strategy 2018 – 2022 correctly identified priorities such as the significance of Beef Cattle Farming, Horse Farming, Dairy Cattle Farming, high quality fresh horticultural produce, "a growing opportunity to service and value add this produce locally, grow the cool climate wine, distilling and brewing sectors...Facilitate the development of agriculture as a key strength and specialisation and grow the visitor economy based on food, wine and events.", "Agricultural Infrastructure including 'fit for purpose' marketing and transport infrastructure...Create an equestrian facility in the Wingecarribee region.", "Secure the future of relevant agricultural infrastructure such as the Southern Regional Livestock Exchange", and "Develop a plan for long term collaboration between the University Of Wollongong (UOW) and TAFE Illawarra, Moss Vale Campus."

In my capacity as Co-Chair, with Brigid Kennedy, of the Southern Highlands Key Stakeholders Group, Agribusiness and Equine Strategic Working Group, I would like to acknowledge that the deliverables associated with Phase 1 of this project were only possible due to collaboration with, and funding support from, Destination Sydney Surrounds South (DSSS) and Wingecarribee Shire Council, and positive engagement with the local community including farmers. This was an important project and not a job for a volunteer. The joint funding allowed for Bridie George to be recruited and appointed to the contract role of Agribusiness and Equine Industry Development Coordinator to facilitate on the ground activation during the first 12 months phase of the project. Thank you Bridie for your experience, professional approach, and passion, that successfully drove things forward during extremely challenging times for industry. Hopefully, this pilot project will benefit other regions. The UTS Sydney Food Futures study identified that due to urban sprawl the Greater Sydney basin would lose up to 60% of its fresh food production by 2031. Wingecarribee Local Government Area (LGA) had the greatest potential to increase fresh food production, by more than one million tonnes a year, of all LGAs in the Greater Sydney basin, providing there was a strategic intervention to support agriculture. The next three LGAs with the highest potential to increase agricultural production, up to one million tonnes a year, are Wollondilly, Shoalhaven, and Hawkesbury. Three of the top four LGAs for growth potential (excluding Hawkesbury) are located within the DSSS region.

It is a strategic advantage to a destination if a framework is in place that enables agribusiness and equine operators, who are committed to innovation and sustainability, to easily diversify into agritourism. Industry commends Wingecarribee Shire Council for the outstanding collaboration and engagement, led by their planning team, that developed a proactive Rural Tourism Policy. Work related to this project also included advocacy for changes to planning at a state level including the incorporation of agritourism definitions and land uses into the NSW Standard Instrument. Supporting these sectors to thrive delivers outcomes such as up-skilling staff, raising awareness of and creating opportunities around education linked to best practice farming, landscape regeneration including traditional indigenous land management methods, reducing carbon emissions, aspiring to achieve a circular economy, jobs growth, and food security. Agritourism is an integral part of the visitor economy in rural areas. The long supply chain of the visitor economy is a major embedded component of an overall regional economy. This project identified, through engagement and collaboration with stakeholders, opportunities for industry to attract investment and leverage and support game changing economic development outcomes. Industry is delighted to welcome Racing NSW to the Southern Highlands, establishing their presence with the intent to provide world-class thoroughbred training.

The value of collaboration facilitated through this project cannot be underestimated. New strategic alliances have been formed and these will accelerate the disaster recovery process, especially economic recovery. Many thanks to the numerous people who have contributed to, and continue to actively support, this project.

The right structure is required to continue achieving goals and leave a meaningful legacy for the Southern Highlands, such as establishing a premium quality Southern Highlands produce brand.

This is the beginning. There is much more work to be done. Let's make it happen!

*Hugh Clarke*

*Farmer*

*Director - Destination Sydney Surrounds South*

*Co-Chair - Southern Highlands Key Stakeholders Group, Agribusiness and Equine Strategic Working Group*

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*The Southern Highlands Agribusiness and Equine Industry Development Project video, to accompany this document is available for viewing and can be accessed via the QR code (left).*



## Executive Summary

The Southern Highlands, in regional NSW, is a popular destination with a rural ambience. Three towns and more than forty villages, each with its own character, are surrounded by working farms, wineries, nature reserves and National Parks. The Wingecarribee River meanders east to west, and there are several lakes and reservoirs, across the Shire. The main arterial route between Sydney and Canberra, the Hume Motorway, runs north to south through the centre of the Shire. Attractions include Fitzroy Falls, villages, shops, antiques, galleries, wineries, cafes and restaurants, Bradman Museum, and Illawarra Fly. The scenic landscape features lush green rolling hills. The fertile land is well suited to supporting growth in the agribusiness, equine, and agritourism industries. In 2026 the region will be uniquely positioned in the centre of three international airports.

The agribusiness, equine, and agritourism sectors, and the associated supply chains, have been impacted by a prolonged drought compounded by bushfires and Covid-19. Industry determined that a project was urgently required to implement meaningful actions and establish a roadmap to drive economic recovery and build future resilience. When scoping this Agribusiness & Equine Industry Development Project the most relevant existing document identified, prepared by the NSW Government, was the Wingecarribee Regional Economic Development Strategy 2018 – 2022. A solid vision is articulated for the Southern Highlands. Unfortunately, there was no implementation. It remains valid, recognising the significance of beef cattle, horse, and dairy cattle, farming, high quality fresh horticultural produce, and “a growing opportunity to service and value add this produce locally, grow the cool climate wine, distilling and brewing sectors.” An opportunity exists to facilitate “the development of agriculture as a key strength and specialisation and grow the visitor economy based on food, wine and events.” Agricultural infrastructure ‘fit for purpose’ includes creating “an equestrian facility in the Wingecarribee region” and securing the future of the Southern Regional Livestock Exchange. The critical role of skills training and education is identified “Develop a plan for long term collaboration between the University Of Wollongong (UOW) and TAFE Illawarra, Moss Vale Campus.”

Phase 1 of this project, 12 months, facilitated engagement and collaboration among relevant stakeholders, industry, community, and all tiers of government, and maintained an outcomes focus.

Developing facilities and activating assets will support the agribusiness and equine industries to build resilience and assist operators to diversify and grow their businesses.

The creation of an Agribusiness Hub will provide a produce aggregation point for a premium Southern Highlands produce brand and will facilitate education for landowners and managers on best practice methods for building drought resilience, including sustainable and regenerative methods to produce high quality produce. It will also support local producers to extract premium value for their produce through streamlining supply chains and adopting innovations such as using mobile abattoirs. It is important for agricultural production to remain a viable land use and to be recognised as a preferred method of preserving the ‘green between’ towns and villages.

Significant opportunities exist to facilitate upgrades and improvements to community-owned assets such as the Moss Vale Showground and Bong Bong Picnic Racecourse. Further activation of community hubs will support education, equine events, and jobs creation. Racing NSW has established a presence in the Southern Highlands with a vision for a world-class training hub. This could be complemented by an Equine Centre of Excellence with supporting equine quarantine and biosecurity station, transport hub, and veterinary surgical facility. Such facilities coupled with existing world-class equestrian facilities and privately owned assets would create an infrastructure platform that could boost the development of the equine industry at a state level. Advocating to incorporate equine definitions and land uses in the NSW Standard Instrument would assist with improving planning controls at a Local Government level. Ideally, equine would be recognised as a standalone land use within Development Control Plans and LEPs. The Southern Highlands can be positioned as a leading region for equine excellence in the Southern Hemisphere.

Across the agribusiness, equine, and agritourism industries there is an immediate need to partner with TAFE, universities, and other education providers to facilitate practical training and professional placements for students to equip them with the hands-on, skills-based, training needed to competently enter industry employment. The Southern Highlands could emerge as a leader in practical (vocational) training and build on the education tourism market. The establishment of an Education Precinct, catering to agriculture and equine courses and skills development, would establish a strategic advantage.

Swift action is required to drive outcomes that maximise the full potential of the regional economy including the prospect of creating a world-class, industry best practice, agribusiness and equine circular economy in the Southern Highlands.

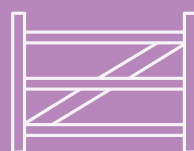
## Southern Highlands Equine Industry Snapshot

**\$7.4M** direct value added  
**\$7.5M** indirect value added  
**\$15M** total value added

**54** direct jobs (FTE)  
**46** indirect jobs (FTE)  
**100** total jobs



**200** total equine properties  
**\$2.5M** median value  
**\$500M** total value



**25** specialist thoroughbred properties  
**\$6M** median value  
**\$150M** total value



**8** top equestrian assets in the region  
**\$100M** combined value



**\$30M combined value** of community owned assets that support equestrian activities (showgrounds & Bong Bong racecourse)



### Thoroughbred Industry

**721** broodmares covered  
**491** live foals

*(AgriFutures Thoroughbred Horses - Measurement of Economic Impact of the Australian Thoroughbred Breeding Industry)*

**162** yearlings offered for sale in 2021

**96** yearlings offered in 2017 (70% increase)

**\$25M** total value of yearlings sold in 2021

**\$11M** total value for sales in 2017 (130% increase)

*Figures are based on estimates for the Southern Highlands region*

## Southern Highlands Agribusiness Industry Snapshot

agriculture, forestry & fishing **4<sup>th</sup> largest industry** in the region

**546 businesses** (9.3% of local businesses)  
**employing 655 people** (3.7% of local workforce)\*  
 incl. 456 sole traders  
 90 businesses employing between 1-19 staff

\*Economy.id (based on 2016 census data)



**50,000ha** total productive agricultural land  
**\$35,000/ha** median value  
**\$1.75B** total land value

**30% agricultural land currently underutilised**



**\$42M** gross value of food focused agricultural goods



**\$23M** slaughtered livestock (beef, poultry, sheep, pigs)

incl. **\$15.2M** beef production and **\$7.7M** poultry meat



**\$2.1M** potato production (4,000 mt/yr)

**\$1.4M** other fruit, vegetables & grapes

**\$377k** egg production

(Agrology from 3.75.5.1 SH RPH Feasibility Study\_Draft\_20210505.

Using Census data, Value of Agricultural Commodities Produced - NSW and LGAs 2015-2016)



**\$25M** total value

**31** growers, **16** cellar doors, **8** wineries producing  
**750 tonnes** of fruit across **140 hectares**

(NSW Wine Industry Association)

## Agribusiness Facilities SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Conveniently located on the Hume Motorway, the main arterial route between Sydney and Canberra and Melbourne, with access to international airports (a third airport in 2026).</li> <li>The Southern Regional Livestock Exchange services beef producers well, has a solid reputation for offering quality cattle and attracts a wide pool of buyers.</li> <li>Existing infrastructure, such as the Southern Regional Livestock Exchange (providing it is maintained into the future) supports working farms and is the most efficient method of preserving the 'green between' towns and villages and rural character and appeal of the Southern Highlands.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of an operational beef abattoir in the region.</li> <li>Lack of a central aggregation point for local produce to be value-added and distributed to key domestic and export markets.</li> <li>Lack of a local Agribusiness Industry Advisory Group to provide government with industry feedback and guidance on key opportunities and issues.</li> <li>Perceived difficulty in dealing with Council, particularly in relation to development applications and community consultation.</li> <li>Gap between industry and Council expectations for a Produce Hub and what a successful local Produce Hub would look like.</li> <li>Reduction in the size of the Dairy industry in the region, due largely to profitability versus land value.</li> <li>The opposition from some residents regarding applications for relatively large footprint agricultural buildings necessary for farms highlights a difference in expectations between farmers and residents who support working farms versus some residents who want a magazine style rural lifestyle. Unless reconciled the region could become unsuitable for intensive agriculture and the land will be sold to developers to become urban residential sites.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Significant education assets in the region including the TAFE and University of Wollongong campus at Moss Vale could provide more agricultural education courses, if supported by students and industry.</li> <li>Establishment of an Education Precinct, incorporating practical agricultural training facilities and student accommodation.</li> <li>Further develop the Southern Regional Livestock Exchange into an Agritourism and visitor economy destination and offer 'paddock to plate' immersive experiences.</li> <li>Develop an Agribusiness Hub incorporating a Produce Hub and premium Southern Highlands brand, supporting producers to extract value from their products and increase margins, while allowing producers to focus on best practice sustainable production and leveraging expert skills in the areas of marketing and distribution.</li> <li>Develop an Agricultural Land Use Plan to address rural land use conflict.</li> <li>Develop a Food Resilience Project including sustainable food production and a land bank to operate on, preferably alongside the potential thoroughbred training hub, aspire to achieve a circular economy.</li> <li>Assess options for establishing an industry-funded mobile abattoir to service beef producers in the region.</li> <li>Explore opportunities for the construction of a new beef abattoir facility in the region.</li> <li>Continue to work with the Moss Vale Show Society to seek funding and support for development of a strategic plan, upgrades and improvements to existing assets and activation of the facility as an agribusiness community hub. Note that the site served as an essential animal shelter during recent bushfires.</li> <li>Explore opportunities for the development of an autonomous small farm machinery project in conjunction with the University of Wollongong Industry Hub 4.0 and TrueGreen electric vehicle plant.</li> </ul>	<ul style="list-style-type: none"> <li>Growth of the thoroughbred industry in the region could see an increasing amount of productive farmland converted to studs.</li> <li>Uncertain future of the Hume Coal owned land.</li> <li>Communication breakdown between industry and local government. Likely to be mitigated with the appointment of a new General Manager.</li> <li>How a lessee of the Southern Regional Livestock Exchange will contribute to directing the asset and its operations into the future.</li> <li>Loss of remaining dairy operations and working dairy cattle farms through decreasing profitability and attractive sale prices for land.</li> <li>The loss of productive agricultural land due to urban sprawl (land sold to become urban residential developments) or small lots not used productively (farmers subdivide and sell off smaller lots of land and the purchasers desire a rural lifestyle without agricultural production).</li> </ul>



## Agribusiness Facilities Gap Analysis

### PRODUCE HUB

**Focus Area:** Support local producers and the future of agricultural production through establishing a Southern Highlands Produce Hub, as part of an overall Agribusiness Hub (please refer to Project Summary).

**Current State:** Local producers distribute their produce through varied channels including town and village markets, supplying local food outlets, boutique retailers, and subscription services. A handful of producers are excelling in their go-to-market strategies and are experiencing success and growth through their current methods. Other producers could be further supported to increase production and returns through a centralised Produce Hub.

**Desired Future State:** A Southern Highlands Produce Hub, with both physical and digital components, will support producers to build resilience and extract maximum value. Processing will value-add (e.g. ready meals) and extend the perishability (shelf life) of fresh produce. The Produce Hub will include a physical main facility (e.g. Moss Vale Showground) providing a local aggregation point, satellite facilities (e.g. commercial kitchens with underutilised capacity) providing processing capability, and a digital platform to facilitate management including distribution direct to consumers. Producers will gain market access, supply chain, processing, and logistics solutions, marketing support, and regulatory compliance. The main Produce Hub facility will incorporate agritourism experiences such as a café showcasing local produce. Distribution will be boosted by establishing a premium Southern Highlands produce brand that positions and promotes the region as a fresh produce destination and leader in innovative and sustainable food production – an appealing agritourism destination.

Gap	Suggested Actions	Suggested Partners
1. No Produce Hub structure or platform exists to facilitate collaboration among Southern Highlands producers to build resilience and work cooperatively to share resources, mitigate risks, achieve economies of scale with processing and distribution, and extract maximum value from produce.	<ul style="list-style-type: none"> <li>a. Facilitate and support local producers to participate in and benefit from the establishment of a Southern Highlands Produce Hub, a physical facility aggregation point, satellite processing facilities, and a digital platform to drive innovative and sustainable processing and distribution outcomes that will build resilience and extract maximum value.</li> <li>b. Appoint an Agribusiness Industry Development Coordinator to assist industry with participation to access processing, value-adding, marketing, and distribution. Stage 1 includes Beef Producers and Winemakers as a first mover producer cohort.</li> <li>c. Establish a mobile abattoir solution for Beef Producers.</li> <li>d. Implement a pathway for the Produce Hub to transition to self-sustainability/self-funding and achieve a circular economy.</li> </ul>	<p><b>Lead:</b> WSC</p> <p><b>Partners:</b> DSSS, SHKSG Agribusiness &amp; Equine Strategic Working Group, Industry, RDA ACT, RDA SI</p> <p><b>Possible partners:</b> Resilience NSW, Dept. Regional NSW</p>
2. No alignment of different approaches or unlocking resource sharing. In the absence of a premium Southern Highlands produce brand a few producers have each created a viable pathway with their own brand, processing and distribution channels (includes duplication of costs). Other producers struggle to reach, or aspire to reach, a viable business model.	<ul style="list-style-type: none"> <li>a. Implement a Produce Hub model that offers producers a viable pathway, at whatever capacity they are currently operating, with the ability to scale up over time. Activate a range of supply chain and distribution options that will benefit the majority of, or all, producers. Aspire to build a circular economy model.</li> <li>b. Facilitate the participation of producers in the Produce Hub, educate operators on the benefits of resource sharing, not duplicating costs, and maximising margins through efficiencies and economies of scale.</li> <li>c. Activate the benefits of processing and value-adding, including extending produce perishability (shelf-life).</li> </ul>	<p>2a. <b>Lead:</b> WSC</p> <p>2b/c. <b>Lead:</b> WSC, SHKSG</p> <p><b>Partners:</b> RDA ACT, RDA SI, DSSS, Industry, SHKSG Agribusiness &amp; Equine Strategic Working Group</p>
3. No existing supply chain or distribution channels or direct to consumer ready markets established to extract at scale maximum value for Southern Highlands producers.	<ul style="list-style-type: none"> <li>a. Activate appropriate supply and distribution channels and direct to consumer ready markets for local producers.</li> <li>b. Collaborate with stakeholders including Regional Development Australia ACT (RDAACT) Agrifood Hub, and Regional Development Australia Southern Inland (RDASI) to develop and activate Canberra, Sydney, and other NSW ready market opportunities.</li> </ul>	<p><b>Lead:</b> WSC, RDA SI, RDA ACT</p> <p><b>Partners:</b> SHKSG, DSSS, Industry</p>
4. Currently no Produce Hub site. If resolved it has potential to be a major agritourism attraction.	<ul style="list-style-type: none"> <li>a. Implement an agritourism strategy to enhance the Produce Hub and ensure the design of the site is suited to welcoming visitors to experience the processes and logistics that sit behind fresh produce. Visitors could sample and purchase produce (subscribe to direct-to-consumer packages). As an agritourism visitor economy attraction it will boost the regional economy. A possible suitable location is Moss Vale Showground.</li> </ul>	<p><b>Lead:</b> WSC</p> <p><b>Partners:</b> DSSS, RDA SI</p>

## Agribusiness Facilities Gap Analysis CONTINUED

### EDUCATION PRECINCT

**Focus Area:** Further develop the Southern Regional Livestock Exchange into an agritourism and education tourism experience and visitor economy attraction. It could offer 'paddock to plate' immersive experiences such as showcasing the production of local beef.

**Current State:** The Southern Regional Livestock Exchange is an authentic operational agricultural infrastructure facility. It attracts a diverse pool of buyers. Funding was received to upgrade the facility and create a visitor experience. There has been relatively small scale agritourism visitation, including school groups, however there is an opportunity to boost that.

**Desired Future State:** For Southern Regional Livestock Exchange to be a key agritourism and education experience showcasing the working farm ambience of the Southern Highlands as a genuine rural destination. Support local producers by raising awareness of beef and other produce. Offer an onsite 'paddock to plate' experience, part of a paddock to plate trail, that teaches visitors and consumers about agricultural processes, ideal cooking methods, and supports education tourism.

Gap	Suggested Actions	Suggested Partners
1. Southern Regional Livestock Exchange has an opportunity to realise its full potential as a visitor economy asset by boosting agritourism and education tourism, through showcasing the logistics of working farms and agricultural production and featuring local produce such as beef.	a. Activate agritourism and education tourism experiences at Southern Regional Livestock Exchange including guided/self-guided tours showcasing the logistics of working farms and agricultural production and featuring local produce such as beef, possibly paddock to plate immersive experiences via a café on sale days. b. Part of the Agribusiness Industry Development Coordinator role is to develop and implement an agritourism and education tourism experience and events strategy for Southern Regional Livestock Exchange.	<b>Lead:</b> WSC, DSH <b>Partners:</b> DSSS, SHKSG Agribusiness & Equine Strategic Working Group, Industry Possible partners: DPI
2. A circular economy opportunity exists at Southern Regional Livestock Exchange for organic waste such as cattle manure to be commercialised for re-sale, and the site could be a best practice example of waste stream separation and recycling.	a. Implement a cost-effective programme for handling and processing organic waste from the Saleyards, including treatment for biosecurity and impact during natural disasters. b. Collaborate with Council's Manager of Business Services to identify best practice methods and available technology to process organic waste into a form that is saleable, easily transportable, and generates a viable return.	<b>Lead:</b> WSC <b>Partners:</b> DPI, EPA
3. Need for a designated large animal evacuation point and biosecurity and natural disaster management plan for livestock.	a. Develop a Biosecurity and Disaster Management Plan in conjunction with industry, WSC, RFS, DPI and EPA with consideration of the Saleyards potentially being a designated large animal evacuation point and quarantine facility.	<b>Lead:</b> WSC, DPI, EPA
4. No recognised Southern Highlands 'paddock-to-plate' trail and/or agritourism trail that raises awareness of and promotes local food produce such as beef and agricultural infrastructure such as the Saleyards as a visitor experience.	a. A key part of the Agribusiness Industry Development Coordinator role is to develop and implement an agritourism and education tourism experience and events strategy for the Southern Highlands including a 'paddock to plate trail', Southern Regional Livestock Exchange and other compelling experiences. b. Engage with local farmers (growers and producers) and identify and assist to promote compelling experiences such as farm tours, farmstays and farm gate (e.g. content listed on ATDW and bookable experiences listed via Destination NSW and the GetConnected programme).	<b>Lead:</b> WSC, DSH, DSSS <b>Possible partners:</b> DPI, ART

## Agribusiness Facilities Gap Analysis CONTINUED

### ABATTOIR FACILITIES

**Focus Area:** Establish an abattoir solution in the Southern Highlands to support local producers to streamline their supply chain and processing to extract maximum value. A Stage 1 solution is a mobile abattoir and a Stage 2 solution, depending on demand, may be a fixed location facility.

**Current State:** A small number of local beef producers are processing their own product through out of region abattoir facilities (e.g. Cowra) and retailing products under their own brand. Most producers sell their cattle through the Saleyards or supply other local buyers who may go on to process their product under a boutique brand. A very small number of local beef producers have standing relationships with large national outlets (e.g. Woolworths).

**Desired Future State:** Local producers control their own supply chain that supports maximum value extraction, local processing, and production of a premium product. Stage 1 processing will be through a mobile abattoir solution and Stage 2 potentially through a fixed location abattoir. By-products and offcuts are also processed into saleable products at locally available facilities, in conjunction with the abattoir, to generate further value extraction and to achieve a circular economy.

Gap	Suggested Actions	Suggested Partners
1. Absence of an operational abattoir in the region, with the closest viable option for beef producers located at Cowra, which poses supply chain cost-effectiveness issues.	a. Establish a producer-backed abattoir solution and on-farm butchery solution to streamline processing and increase margins. At the time of project implementation conduct a quick feasibility assessment (with a 3 year projection) of the Stage 1 mobile solution being either using an existing mobile abattoir service provider or creating a new producer-funded, cooperative structure, local abattoir vehicle. Stage 2 may involve the establishment of a fixed location abattoir solution, depending on demand. With a Include input from Meat & Livestock Australia (MLA) and Australian Meat Industry Council (AMIC).	<b>Lead:</b> Industry, SHKSG Agribusiness & Equine Strategic Working Group <b>Partners:</b> WSC <b>Possible partners:</b> MLA, DPI



## Equine Facilities SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Conveniently located on the Hume Motorway, the main arterial route between Sydney and Canberra and Melbourne, with access to international airports (a third airport in 2026).</li> <li>• A concentration of high-performance equestrian and Olympic discipline athletes present in the region, including industry-leading coaches, express strong support for a multi-purpose equine and events centre.</li> <li>• A growing thoroughbred breeding industry in the region would most likely further expand if additional support and satellite facilities were established.</li> <li>• Racing NSW has established a presence in the Southern Highlands and has a vision for a world-class training facility similar to Newmarket in the UK.</li> <li>• Several well-appointed private equestrian facilities, equipped to host state, national, and in some cases international events, as well as Bong Bong Picnic Racecourse.</li> </ul>	<ul style="list-style-type: none"> <li>• Council's planning policy is restrictive for maximum building footprint (1,400 sqm based on the size of an indoor arena).</li> <li>• A perceived difficulty in dealing with Council in relation to development applications and community consultation.</li> <li>• Some members of the community seek to influence Council to oppose development applications to expand or progress agricultural operations and production, such as large sheds, barns, stables, under cover arenas, buildings, and intensive production infrastructure, claiming visual impact on the landscape.</li> <li>• Lack of a surgical equine veterinary facility in the region and a foal critical care unit, limiting treatment that can be provided locally and requiring sick and injured horses/foals to travel.</li> <li>• No equine specific definition or land use in the NSW Standard Instrument.</li> <li>• Lack of a local Equine Industry Advisory Committee/Group to provide government with industry feedback and guidance on key opportunities and issues.</li> <li>• Council's rural roads are not all capable of having heavy, large, vehicles passing over them regularly due to the surface material and width.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Racing NSW to progress the vision of a world-class training hub in the Southern Highlands.</li> <li>• Work with Council and the NSW Government to develop specialist equine definitions in the NSW Standard Instrument and develop appropriate land use planning controls to recognise equine as a stand-alone entity within the LEP to support the development of the equine industry.</li> <li>• The establishment of a world-class internationally recognised equine hub would present national and international visitor economy opportunities for the region.</li> <li>• Establish a world-class Equine Centre of Excellence offering industry access to leading equine veterinary and equine science education and practical training and professional development.</li> <li>• Establish an education precinct incorporating practical training facilities and student accommodation for equine qualifications and short courses.</li> <li>• Establish an equine quarantine and biosecurity station and road and air transport depot near the Hume Motorway.</li> <li>• Establish a specialist equine veterinary facility including artificial breeding technology, surgical facility, and foal critical care unit, which could be a shared facility among existing local veterinary practitioners and visiting experts.</li> <li>• Continue to work with the Moss Vale Show Society to seek funding and support for the development of a strategic plan, upgrades and improvements to existing assets, and activation of the facility as a community hub that includes a multi-purpose equine and events centre.</li> <li>• Explore opportunities for upgrades to the Bong Bong Picnic Racecourse with the Committee, including options for improvements that would meet the requirements for staging listed thoroughbred racing events.</li> </ul>	<ul style="list-style-type: none"> <li>• Racing NSW not proceeding with a world-class training hub in the Southern Highlands.</li> <li>• Inability to insert equine specific definitions and land uses into the NSW Standard Instrument and subsequent interpretations do not flow down into local planning policies, LEPs, leading to possible future loss of development and economic opportunities.</li> <li>• Communication breakdown between industry and local government and a 'not open for business' perception of Council among local industry operators, and prospective industry operators, who may seek to relocate to, or setup satellite facilities in, the region.</li> <li>• Location within the Sydney drinking water catchment region often means additional planning conditions are required to be imposed on developments to maintain water quality.</li> <li>• Uncertain future of the Hume Coal-owned land.</li> <li>• Operators unable to negotiate permission with Council to hold more events per year at their facilities, or get permission to host ad-hoc events during the year because of a misalignment with planning controls.</li> </ul>



## Equine Facilities Gap Analysis

### MULTI-PURPOSE EQUINE AND ENTERTAINMENT CENTRE

**Focus Area:** Develop a multi-purpose equine and entertainment centre in the Southern Highlands, suitable for holding international standard equestrian events and supporting community activities including equine, agribusiness, food and wine, and arts and cultural events.

**Current State:** There are several excellent private facilities, however, most of them are subject to event restrictions. The Southern Highlands does not have a multi-purpose equine and entertainment centre that can be hired and has the facilities and capacity to host large competitor events across all levels of the multiple equestrian disciplines.

**Desired Future State:** A multi-purpose equine and entertainment centre is developed as a facility that can operate all year round and offer infrastructure and surfaces suitable for dressage, showjumping, campdrafting, rodeo, cutting and other western disciplines, holding thoroughbred auctions, breed showcases, staging concerts, sporting and community events (similar to the Australian Equine and Livestock Events Centre in Tamworth, or the recently constructed arena at White Park, Scone).

Gap	Suggested Actions	Suggested Partners
1. Despite the ideal location of the region there is no multi-purpose equine and entertainment centre in the Southern Highlands. Project scoping is required to confirm user groups and major annual events, design requirements, a suitable location, and cost. A management plan needs to be developed. Moss Vale Showground is a potential site.	<p>a. Engage and collaborate with Moss Vale Show Society to undertake strategic planning focussing on upgrading and improving the facilities at the site with development plans to create a multi-purpose equine and entertainment centre and supporting infrastructure. Assist the Show Society to identify potential sources of grant funding and lodge a compelling submission.</p> <p>b. Identify other potentially suitable sites that could offer better truck access, more supporting infrastructure (such as stabling etc.), and be large enough to allow for future expansion of the facility.</p>	<p>1a. <b>Lead:</b> DSSS <b>Partners:</b> Moss Vale Show Society</p> <p>1b. <b>Lead:</b> WSC, SHKSG Agribusiness &amp; Equine Strategic Working Group <b>Partners:</b> DSH, DSSS</p>
2. Need to understand the full vision and potential of the Racing NSW Training hub development and explore options for the co-location of a multi-purpose equine and entertainment centre.	<p>a. Engage with Racing NSW to understand their full vision of the local facility and aspiration for a world-class Training Hub and explore if there is any potential to collocate strategic equine assets.</p> <p>b. Collaborate with stakeholders to maximise the benefits associated with an equine lifestyle precinct that would support thoroughbred retraining, education, industry skills development, and equestrian activities.</p>	<p><b>Lead:</b> DSSS, SHKSG Agribusiness &amp; Equine Strategic Working Group <b>Partners:</b> Racing NSW, WSC</p>





## Equine Facilities Gap Analysis CONTINUED

### EQUINE EVENTS

**Focus Area:** Work with existing equine facility owners and operators to support them staging more events and grow the equine event industry including increasing event usage of current and future facilities in the Southern Highlands.

**Current State:** There are several existing world-class and industry leading facilities in the Southern Highlands, some of which are subject to tight event restrictions linked to planning controls and risk management criteria. This limits the number and type of events that can be held. The region's location along the Hume Motorway, the main arterial route between Brisbane and Sydney to Canberra and Melbourne, is ideally suited for interstate and overseas competitors to access events.

**Desired Future State:** Existing equine event facilities complemented by new infrastructure such as a potential multi-purpose equine and events centre would represent a compelling case for the Southern Highlands to host some of Australia's flagship equine events. A collection of world-class facilities and convenient location would position the region as a destination of choice for national and international level events, high performance squads, and equestrian experiences.

Gap	Suggested Actions	Suggested Partners
1. Currently the Southern Highlands is not hosting the number of, size of, or type of high-level, equine events that it could be hosting if there were more enabling planning controls in place and additional and enhanced facilities.	<ul style="list-style-type: none"> <li>a. Engage and collaborate with existing equine event facility owners and managers to advocate for changes required to planning controls to make it easier to secure permission to host more equine events and larger events in a safe manner.</li> <li>b. Assist volunteer Committees managing community-owned facilities suited to equestrian events such as Moss Vale Showground and Bong Bong Picnic Racecourse to develop strategic plans that identify priorities and a pathway to maintain, upgrade, enhance, and construct new, facilities to support an increased number of, size of, and type of high-level, equine events that could be held.</li> </ul>	<p><b>Lead:</b> DSH/WSC, DSSS</p> <p><b>Partners:</b> DSSS, private facility owners and operators, Community facility management Committees.</p> <p><b>Possible partners:</b> RDA SI</p>
2. Currently the Southern Highlands is not attracting key equine industry events such as Equitana, Olympic and World Cup qualifying events and thoroughbred horse sales. Upgrades to existing facilities and new facilities and infrastructure are required. This will boost visitation including 'equitourism' as a subset of agritourism.	<ul style="list-style-type: none"> <li>a. Engage with organisers of key equine events, across multiple disciplines, to understand the facility and infrastructure requirements and any other factors relevant to a compelling bid.</li> <li>b. Engage with local operators to scope and develop a plan for upgrades and enhancements to existing facilities and development of new facilities and infrastructure aligned with hosting major and high-level events.</li> <li>c. Engage with local thoroughbred stud owners to explore the potential of staging Southern Highlands boutique thoroughbred sales, using existing facilities and infrastructure and scoping a cost-effective improvements budget and timeline required to meet industry standards.</li> </ul>	<p><b>Lead:</b> DSSS, DSH, SHKSG Agribusiness &amp; Equine Strategic working Group</p> <p><b>Partners:</b> WSC, private facility owners and operators, Community facility management Committees.</p>
3. Planning controls that currently apply to available parcels of land may not enable the development of the equine including constructing industry standard event facilities. If not resolved this may restrict or prevent growth of the sector.	<ul style="list-style-type: none"> <li>a. Engage with industry operators and equine organisations to educate prospective land buyers, equine investors, to check planning controls prior to purchase. Recommend investors to meet with Council to get accurate advice on planning controls and for efficiency request a Pre-Development Application meeting.</li> <li>b. Advocate for industry (e.g. Equine Industry Advisory Committee) and Council to participate in regular meetings to discuss key issues and concerns and opportunities for sector growth.</li> <li>c. Industry to collaborate with Council to create an Equine and Rural Events Toolkit, containing information relevant to prospective land purchases and investment in the equine sector.</li> </ul>	<p>3a. <b>Lead:</b> WSC</p> <p>3b. <b>Lead:</b> DSSS, WSC</p> <p><b>Partners:</b> DPIE</p>

## Equine Facilities Gap Analysis CONTINUED

### EQUINE PLANNING DEFINITIONS

**Focus Area:** Encourage further growth of the equine industry sector, including thoroughbred stud operators, by facilitating a 'soft landing' for operators and investors looking to relocate to the Southern Highlands and build facilities in the region.

**Current State:** There are several industry-leading, world-class, equine facility operators in the Southern Highlands. Some of them have experienced challenges developing their facilities due to planning controls and restrictions which in some instances has halted further growth. Awareness across the sector of such challenges has discouraged prospective operators from relocating to and investing in the region.

**Desired Future State:** That the NSW Standard Instrument contain equine specific definitions and land uses that support the development of the equine industry sector by recognising equine as a stand-alone category of business operation. Councils being able to easily adopt equine amendments to the NSW Standard Instrument into their LEP thereby enabling growth in the equine sector.

Gap	Suggested Actions	Suggested Partners
1. Equine is not recognised as a stand-alone category of business operation in the NSW Standard Instrument and therefore equine is not recognised in most council LEPs.	a. Advocate to the Minister for Planning & Public Spaces to amend the NSW Standard Instrument to include equine specific definitions and land uses that will support the development of the equine industry sector by recognising equine as a stand-alone category of business operation. Councils will then be able to easily adopt equine amendments into their LEP thereby enabling growth in the equine sector.	<b>Lead:</b> DSSS <b>Partners:</b> WSC, Industry



## Equine Facilities Gap Analysis CONTINUED

### EQUINE QUARANTINE AND BIOSECURITY STATION

**Focus Area:** Establish an equine quarantine and biosecurity station, including an equine road transport depot with access to the Hume Motorway to support equine import and export through Sydney and Canberra airports, and Western Sydney Airport from 2026.

**Current State:** With Western Sydney Airport becoming operational in 2026 the Eastern Creek Quarantine Facility may not be able to support equine import and export activities for both Sydney and Western Sydney airports. There is no dedicated equine road transport depot in the Southern Highlands to service the large number of horse movements that occur between Sydney, Canberra, Melbourne, and Brisbane.

**Desired Future State:** An equine quarantine and biosecurity station and an equine road transport depot located in the Southern Highlands to support the importing and exporting of horses via Sydney, Canberra, and Western Sydney (2026) airports and horse movements stretching between Brisbane and Melbourne. These facilities would service the thoroughbred and performance horse operators by offering horse transport stopover and care solutions. A conveniently located and well-equipped facility to help NSW manage any equine biosecurity risks or disease outbreaks.

Gap	Suggested Actions	Suggested Partners
1. The Southern Highlands does not have the quarantine or equine transport facilities required to deal with a major outbreak or natural disaster or service the growing thoroughbred industry in the region and to leverage the economic opportunity of increased demand when international borders reopen (post Covid-19) and Western Sydney Airport commences operation in 2026.	<p>a. Engage with local equine operators and other relevant equine stakeholders to determine the priority service deliverables of a Southern Highlands quarantine and biosecurity station including an equine road transport depot including recommendations on revenue model and management structure and identify existing similar successful operations.</p> <p>b. Scope the projected optimal capacity required for the quarantine and biosecurity station including equine road transport depot.</p> <p>c. Develop a Southern Highlands Equine Quarantine Station and Transport Depot Project Plan including potential sites, construction cost, and financial viability modelling.</p>	<p>1a <b>Lead:</b> Industry. <b>Possible partners:</b> Dept. Agriculture, Water and Environment, International Racehorse Transport, private quarantine providers, local and interstate equine road transport providers, SHKSG Agribusiness &amp; Equine Strategic Working Group</p> <p>1b. <b>Lead:</b> WSC <b>Possible partners:</b> SHKSG Agribusiness &amp; Equine Strategic Working Group</p>
2. The Southern Highlands (Wingecarribee Local Government Area) does not have an equine and large animal biosecurity risk, disease outbreak, or natural disaster evacuation management plan.	a. Facilitate industry, including equine operators and farmers, engaging with Wingecarribee Shire Council and Racing NSW and Department of Primary Industries to develop a Southern Highlands Large Animal Biosecurity and Natural Disaster Evacuation Management Plan. The plan could identify potential evacuation sites such as Moss Vale Showground (used following 2019/2020 bushfires), Southern Regional Livestock Exchange, and Bong Bong Picnic Racecourse.	<p><b>Lead:</b> WSC, DPI, LLS <b>Partners:</b> EPA, Dept. Agriculture &amp; Water Resources</p>

## PROJECT SUMMARY | Southern Highlands Agribusiness Hub

### OVERVIEW

The creation of a Southern Highlands Agribusiness Hub (SHAH) would support local producers and contribute to agricultural production remaining a sustainable and viable land use and preferred method of preserving the 'green between' towns and villages. The SHAH would facilitate industry-leading education, developing a skilled agricultural workforce to support industry growth, and incorporate practical, hands-on, training for students. Furthermore, it would deliver education initiatives to assist in upskilling local and regional landowners and managers in implementing measures addressing improved resilience against drought, dealing with climate change and catastrophic events, and best practice methods in regenerative and sustainable land management to produce high-quality produce - all of which would assist in future proofing the region's agribusiness industry. Additionally, the SHAH could support an aggregation point for a regional, boutique, premium Southern Highlands produce brand, including a flagship beef brand, supporting local producers to extract premium value for their produce by streamlining supply chains and forming a central structure for specialist functions such as marketing and distribution. These support services could further aid producers in becoming export ready, and to leverage the region's proximity to Sydney and Canberra Airports and Western Sydney Airport from 2026. Premium products at premium prices could reach export and specialty markets and assist with achieving financial viability. By assisting producers to expand and grow the economic benefit of the agribusiness industry in the region would strengthen the regional economy, jobs would be created, and existing agricultural infrastructure such as the Southern Regional Livestock Exchange would be supported and preserved.

### PROJECT INCLUSIONS

- » Education and training, supporting leading innovation and advancements in sustainable practices, yield increase, regenerative farming, indigenous land management and carbon sequestration and farming methods, thus increasing produce and food quality and security.
- » Education and training on improving resilience and responsiveness of the agribusiness industry and farming enterprises to natural disasters, climate risk and extreme events.
- » A Produce Hub, including an aggregation point with facilities for value-adding to products and streamlined distribution, supporting local producers to extract premium value for their produce.
- » An export-ready pipeline to support producers in leveraging proximity to major international airports and targeting export and specialty markets, with a focus on Asia's premium beef demand.
- » Education and training initiatives to support fresh food producers to expand and diversify their production.
- » Southern Highlands regional, boutique, produce brand, including a flagship beef brand.
- » An Agribusiness Toolkit, available to all new and existing landowners and business operators, including agritourism resources.
- » Agritech development and trials, including potential autonomous small farm vehicle development.
- » Education and skills training in collaboration with TAFE, University of Wollongong, Charles Sturt University and Training Services NSW and relevant RTOs.
- » Vertical and urban farming trials and demonstration sites.
- » A Southern Highlands base for the University of Wollongong's Industry 4.0 Hub and centre for their agribusiness-focused projects.
- » Collaborate with Southern NSW Drought Resilience Adoption and Innovation Hub, UOW is in partnership with CSU.



## Southern Highlands Agribusiness Hub CONTINUED

### FOOTPRINT OPTIONS

- » A suitable site of approx. 5,000 acres, incorporating an Agribusiness and Agritourism Hub and Food Resilience project.
- » An online platform, supported by a physical aggregation point for local produce and centralised value-adding and support services and supply chains.

### POTENTIAL PARTNERS

- » Southern NSW Drought Resilience Adoption and Innovation Hub
- » University of Wollongong (Shoalhaven Industry 4.0 Hub)
- » Charles Sturt University (Agriculture, animal, and veterinary sciences)
- » University of Sydney (Agriculture and veterinary science)
- » Southern Cross University (Regenerative agriculture)
- » TAFE NSW
- » Training Services NSW
- » Regional Development Australia ACT and Regional Development Australia Southern Inland
- » South East Local Land Services
- » NSW Department of Primary Industries
- » Skills Impact Agricultural, Food & Animal Management ITAB





## Southern Highlands Agribusiness Hub CONTINUED

### ALIGNMENT WITH STRATEGIC PRIORITIES

#### Wingecarribee Regional Economic Development Strategy 2018-2022 (NSW Government)

- » "Strategy Focus...the key engines for growth sectors...Agriculture" (pg. 40)
- » "The most common genuine rural land use in the LGA is beef cattle farming. The next most significant is horse farming, dairy cattle farming, mushroom growing and nursery production (outdoors) and vegetable growing" (pg. 48)
- » "Facilitate the development of agriculture as a key strength and specialisation and grow the visitor economy based on food, wine and events." (pg. 58)
- » "Infrastructure priorities...Agricultural infrastructure including 'fit for purpose' marketing and transport infrastructure" (pg. 60)
- » "Secure the future of relevant agricultural infrastructure such as the Southern Regional Livestock Exchange" (pg. 69)
- » "Develop a plan for long term collaboration between the University of Wollongong and TAFE, Moss Vale Campus" (pg. 71)

#### Southern Highlands Destination Strategy 2020-2030

- » Agribusiness Hub listed as a Key Catalytic Project (pg. 24)

#### Southern Highlands & Tablelands Regional Action Plan NSW 2021 (NSW Government)

- » "Competitive advantages...expansive rural landscape close to major cities...Strong viticulture, dairy, horticulture and farming industries...Rural amenity and natural beauty offering high quality of life for residents...Proximity to Sydney and Canberra for employment and distribution hubs..." (pg 4)
- » "To strengthen and diversify our economy we need to: Support existing business and industry to expand and grow" (pg 6)
- » "the NSW Government will support key growth sectors to revitalise the Southern Highlands and Tableland economy including value adding agribusiness...to improve growth, resilience, productivity...international education and research sectors" (pg 6)
- » "Effectively manage natural resources and agricultural land." (pg 9)
- » "Build on the information developed for the region to identify responses and opportunities to improve the resilience of local communities to extreme events and climate risk" (pg 18)

#### South East and Tablelands Regional Action Plan 2036 (NSW Government)

- » "Direction 1" Leverage access to the global gateway of Canberra Airport" (pg 16)
- » "Direction 4: Leverage growth opportunities from Western Sydney...Australia's third largest economy...The new Western Sydney Airport..." (pg 19)
- » "Direction 5: Promote agricultural innovation, sustainability and value-add opportunities" (pg 21)
- » "Direction 8: Protect important agricultural land" (pg 25)
- » "Direction 28: Manage rural lifestyles (pg 56)
- » "Local Government Narratives" Wingecarribee...Protect important agricultural land as a resource for food security...Grow and diversify the areas agricultural base, including value-added activities, and capitalize on access to national and international markets in Sydney" (pg 59)

#### Sydney Food Futures Report 2011-2013 (University of Technology Sydney)

- » If there is an intensified focus on Agriculture, the Wingecarribee Local Government Area has the capacity to increase fresh food production by up to 1 million tonnes per year.

#### NSW Government's 20 Year Economic Vision for Regional NSW (February 2021)

- » Agribusiness classed as an "engine industry".

## PROJECT SUMMARY | Southern Highlands Equine Centre of Excellence

### OVERVIEW

A Southern Highlands Equine Centre of Excellence (SHECE) would lead the strategic direction of the equine industry on a state-wide scale, championing education, high-performance, innovation and best practice to a world's-best standard. The SHECE would support the equine industry overall with a particular focus on the development of the thoroughbred racing and breeding sector, and Olympic and western performance disciplines. Collaboration with other regions that offer complimentary specialisations, such as the Hunter Valley for thoroughbred breeding, could drive statewide industry growth and jobs creation through clear strategic goals. The SHECE would contribute to extracting maximum growth and value for the multi-billion-dollar equine industry in NSW. Furthermore, the SHECE would partner with and support education providers, registered training organisations, and professional organisations to deliver practical, hands-on training, skills development, and continuing professional education, whilst also supporting innovative technology and research initiatives through a physical hub.

### PROJECT INCLUSIONS

- » An education and training hub, specialising in hands-on practical training with horses, in an environment that equips students to develop industry-leading skills to enter the workforce and support industry growth.
- » Industry leading, hands-on, training in specialist skills such as foaling down and yearling preparation, incorporating placements at local studs.
- » A facility for Short Courses, Summer Schools, and continued professional education.
- » Infrastructure to support resident and visiting industry specialists being based out of the Centre of Excellence.
- » State of the art technology to support training in equine and veterinary sciences, thoroughbred industry professions and research, including riding simulators and gait analysis equipment.
- » A network of 'supporting facilities' in the region to facilitate specialist education and care, such as rehabilitation and technology advancements in artificial insemination and breeding.

## Southern Highlands Equine Centre of Excellence CONTINUED

### FOOTPRINT OPTIONS

- » A physical centre positioned within a potential Racing NSW Thoroughbred Training Hub, and supported by an online platform with access to information, updates and educational resources.
- » An independent physical hub, located within the Southern Highlands region with adequate land to enable large animals to be kept for training purposes, or with proximity to another site that could support practical training (e.g. Moss Vale Showground). Supported by an online platform with access to information, updates, and educational resources.
- » Combined with the Southern Highlands Education Precinct Project, and potentially based at the current TAFE Moss Vale and University of Wollongong Campus to further activate these existing assets. Practical training would be delivered offsite with the Moss Vale Showground being ideally situated to support this.

### POTENTIAL PARTNERS

- » TAFE NSW (Performance Horse, equine and short courses)
- » Charles Sturt University (Equine and Veterinary Sciences)
- » Racing NSW
- » Team Thoroughbred NSW (Racing NSW's welfare and education RT0)
- » University of Sydney (Equine and veterinary science)
- » Western Sydney University (Equine studies)
- » Equestrian Australia/Equestrian NSW
- » Thoroughbred Breeders Australia/Thoroughbred Breeders NSW
- » Thoroughbred Industry Careers
- » Australian Horse Industry Council
- » Multiple discipline-specific organisations (e.g. Dressage NSW, National Cutting Horse Association Australia)
- » Skills Impact Agricultural, Food & Animal Management ITAB





## Southern Highlands Equine Centre of Excellence CONTINUED

### ALIGNMENT WITH STRATEGIC PRIORITIES

#### Wingecarribee Regional Economic Development Strategy 2018-2022 (NSW Government)

- » "The [second] most significant agricultural activity [in the LGA] is horse farming" (page 48)
- » "Infrastructure priorities...Create a multi-purpose equestrian facility in the Wingecarribee region" (page 60)
- » "The Wingecarribee Shire is an attractive area for equestrian events. With appropriate infrastructure, the Wingecarribee Shire could be part of the equestrian circuit which would further strengthen the regional visitor economy" (page 62)

#### Southern Highlands Destination Strategy 2020-2030

- » Agriculture and equine industries identified as key opportunities for regional growth and "thriving agriculture & equine industries" specified in "The Desired Future 2041" (page 18)
- » "Expansion of local equine industry and events" identified under Future Economic Opportunities (page 23)
- » "Equine Centre of Excellence" listed as a "Key Catalytic Project" (page 24) and an opportunity to partner with local industry to deliver (page 31)
- » Equine a "Priority Activity" under "Pillar 3: Prosperity" (page 27)

#### Southern Highlands & Tablelands Regional Action Plan NSW 2021 (NSW Government)

- » "To strengthen and diversify our economy we need to: Support existing business and industry to expand and grow" (page 6)

#### The South East and Tablelands Regional Action Plan 2036 (NSW Government)

- » "Direction 4: Leverage growth opportunities from Western Sydney...Australia's third largest economy...The new Western Sydney Airport..." (page 19)



## PROJECT SUMMARY | Southern Highlands Education Precinct

### OVERVIEW

A Southern Highlands Education Precinct (SHEP) would support the education sector to deliver industry-leading training in the agribusiness and equine sectors and strengthen the two accompanying priority shovel ready projects for the region, an Equine Centre of Excellence, and an Agribusiness Hub. By upskilling a local and regional workforce these existing engine industries would be supported to expand and grow with trained and skilled employees, contributing to the economic strength and resilience of the region and increasing gross regional product. Additionally, the SHEP would assist in addressing the ageing demographic of the Wingecarribee Local Government Area by creating education opportunities and career paths that encourage school leavers and jobs seekers to transition into agribusiness and equine industry workplaces in which labour is in demand, thus allowing them to stay living and working locally. Existing education assets within the region such as TAFE Moss Vale and the University of Wollongong campus could be further activated by forming a collaborative SHEP and expand to offer amenities such as affordable student accommodation to support broader collaboration with other education providers out of the region and develop the education tourism market.

### PROJECT INCLUSIONS

- » A collaborative precinct specialising in agribusiness and equine TAFE and university qualifications, short courses, practical training programs and continued professional education. The facility could provide contract hands-on training services to universities and RTOs.
- » Affordable student accommodation.
- » Facilities to accommodate large animals for training purposes, or an agreement with a suitable site in convenient proximity such as the Moss Vale Showground to house the animals.
- » Infrastructure to support resident and visiting industry specialists to base at the SHEP.
- » Trial sites to showcase innovative agricultural practices, such as carbon testing and urban farming.
- » A network of 'supporting facilities' in the region to facilitate specialist education programs, such as equine rehabilitation and cattle breeding.



## Southern Highlands Education Precinct CONTINUED

### FOOTPRINT OPTIONS

- » A physical hub, consisting of the current TAFE Moss Vale and University of Wollongong campuses.
- » A newly created education precinct, placed on land within the region deemed suitable or advantageous, e.g. alongside a Jobs Activation Precinct or Agribusiness Hub.

### POTENTIAL PARTNERS

- » TAFE NSW (agriculture and equine)
- » University of Wollongong (Industry Hub 4.0)
- » Charles Sturt University (Agriculture, equine and veterinary sciences)
- » University of Sydney (Equine and veterinary science)
- » Western Sydney University (sustainable agriculture and food security, equine studies)
- » Southern Cross University (regenerative agriculture)
- » Multiple discipline-specific organisations (e.g. Dressage NSW, National Cutting Horse Association Australia)
- » Skills Impact Agricultural, Food & Animal Management ITAB





## Southern Highlands Education Precinct CONTINUED

### ALIGNMENT WITH STRATEGIC PRIORITIES

#### Wingecarribee Regional Economic Development Strategy 2018-2022 (NSW Government)

- » "Develop a plan for long term collaboration between the University of Wollongong and TAFE, Moss Vale Campus" (page 71)

#### Southern Highlands Destination Strategy 2020-2030

- » Education identified as a "new and emerging sector" (page 3)
- » Agriculture and equine industries identified as key opportunities for regional growth and "thriving agriculture & equine industries" specified in "The Desired Future 2041" (page 18)
- » "Local and specialised education and training opportunities" identified under "Our Opportunities" (page 23)
- » Education a "Priority Activity" under "Pillar 3. Prosperity" (page 27) and a "priority Activity" within Pillar 1. People" (page 28)
- » "Local Education Precinct" listed as a "Key Catalytic Project" (page 24) and an opportunity to partner with local industry to deliver (page 31)

#### Southern Highlands & Tablelands Regional Action Plan NSW 2021 (NSW Government)

- » "Our education system will provide education and training pathways for young people encouraging them to stay in the region" (page 1)
- » "Offer a range of strategies to support student's transition from school to higher education and the workforce" (page 15)

#### The South East and Tablelands Regional Action Plan 2036 (NSW Government)

- » Education identified as a "priority growth sector" under Goal 1 (page 15)
- » "Facilitate joint venture opportunities to share community and education facilities" (page 45)



## Project Contributors

During the Southern Highlands Agribusiness and Equine Industry Development Project, a series of events and industry consultation took place. The following organisations and individuals attended these events and provided contributions that were used to inform the preparation of this document.

- » Craig Young - Australian Bushmen's Campdraft & Rodeo Association Ltd
- » Melissa Wortman - Agrifood Industry Training Advisory Board
- » Levi Nupponen - Agrologo Pty Ltd
- » Fiona Buining - Ainslie Urban Farm
- » Patrick Hutchinson - Australian Meat Industry Council
- » Andrew Forbes
- » David Trebeck - Appellation Oysters
- » Simon & Anne Footit - Argyle Farm
- » Frank & Joe Scarf - Barranca
- » Barry Anstee
- » Bowral Coop
- » Christine Beasley - Bowral High School
- » Brett Parbery
- » Ben McInnes - Brushtop Wildflower Farm
- » Peter Beauman - Carrington Park Stud
- » Rob Woodgate & Hayley Randle - Charles Sturt University
- » Charlie Fenton
- » Colin Westman
- » Janie Forrest - Coolawarra Alpacas
- » Craig Hooke
- » David Kunde
- » Jane Crowley - Dirty Janes & SHKSG Community SWG
- » Doug Stapleton
- » Daryl Quinlivan - Agricultural Commissioner, Department Primary Industries
- » Leanne Cleary - ECM livestock
- » Jeff Morrison - Freshwater Horses
- » Sandra Salteri & Rhon Levin - Greenhills Equine
- » Greg Hickling
- » Jack & Jess Hayden - Hayden Equestrian
- » Helen Vlahakis
- » Darren Hogan - Hogan Planning
- » Hugh Cooke
- » Ian Carroll - Ian Carroll Farm Management
- » Ian Scandrett
- » Joey Rheinberger - Ironmines Veterinary Clinic
- » Lachlan Ford - International Transport of Horses (IRT)
- » Jack Saack
- » Jeanette Bamford
- » Ben Hindmarsh - Jim Hindmarsh & Son Livestock Agencies
- » John Mumm
- » Scott Lee - Lee Environmental Planning
- » Jo Griffin - Lime Country
- » Henry Clutterbuck, Joe Stammers & Matt Lieschke - Local Land Services
- » John Mauger - Maugers Meats
- » Rob McLean - McLean Foundation & Ramsay Foundation
- » James Galbraith - Medway Farm
- » Michael Everett & Sue Woodcock - Meredith Park
- » Scott Holcombe - Milburn Creek
- » Suzanne Gearing - Mongarlow Group
- » Phil Lavers & Karon Di Francesco - Moonacres Kitchen
- » Neil Parker - Moss Vale Show Society
- » Moss Vale Show Society
- » Meredith Lawson - Moss Vale Show Society Horse Committee
- » Nathaniel Smith MP, Member for Wollondilly
- » Phil Mason - NFP Plus Grants
- » Niall Blair
- » Dave Banham - NSW Farmers
- » Mark Bourne - NSW Wine Industry Assoc.
- » John Palmer - Nutrien
- » Suzannah Cowley - Nviro Media/Bong Bong Picnic Race Club
- » Annette O'Donnell - Ornum Park
- » Priscilla Blackadder
- » Quentin Olde
- » Graeme Hinton, Leeann Olsen & Stuart Rich - Racing NSW
- » Randall Walker - Randall Walker Consulting
- » Ray Carless
- » Alistair Rayner - RaynerAg
- » Michael Claessens - Regional Development Australia (ACT)
- » Carisa Wells & Fleur Flanery - Regional Development Australia (Southern Inland)
- » Ian Hasslacher - Regen Ag
- » Kirsty Willis - Rheinwood Thoroughbreds
- » Richard Halmarick
- » James & Michelle Arkins, Rosthwaite Farm
- » Sam Kennard
- » Sam McLean
- » Sean Hanrahan
- » Chris Blaxland - Southern Highlands Botanic Gardens
- » Sheryl Leibowitz - Shibumi Equestrian Centre
- » Rob Petith & Jenny Sassier - Silverdale Farm
- » Steve Grant - Silverdale Farm & Grant Bloodstock
- » Narelle Blackadder - Southern Region BEC
- » Sue Lee
- » Mark Burrows - Sugarload Farm Kangaloon & USYD
- » Liam Walsh - Sustainable East
- » Kathryn Blissett - Sutton Farm
- » Noelle Baxter - Sydney Equine Clinic
- » Jennifer O'Donnell, Jillian Atkinson, John Wilde, Kathy Teall, Linda Molloy, Michelle Pontello, Ryan Harding - TAFE NSW
- » Frank Vigilante - Taluca Park
- » Terry Oakes-Ash OAM
- » Brigid Kennedy - The Loch
- » Robyn Dove - The Pines Pastoral Co
- » Tim Miller - Thenford Farm
- » Lindy Maurice - Thoroughbred Industry Careers
- » Toby & Margot Rofe
- » Jeff Aston - Tractorless Vineyard
- » Christen Trainor - Trainor Equestrian
- » Laura Fisher, Lucas Ihlein, Stephen Lowe - University of Wollongong
- » Alex Townsend - Wallaby Hill Farm
- » Oliver Koolamn - Waratah Thoroughbreds
- » Wendy Tuckerman MP, Member for Goulburn
- » Mark Kay - Western Parkland City Authority
- » Peter Chargaris - White Chapel Grove
- » John Keats - Wildwood Hill
- » Arthur Inglis - William Inglis & Son
- » Geoff Spears - Wilmslow Park
- » Derek White, Clive West, Kirstine McKay & Miles Lochhead - WinZero
- » Wollondilly Shire Council
- » Mark Dowling - Woodside Warmbloods



## APPENDIX 1 | Project Briefings

- » Moss Vale Showground
- » Southern Highlands Jobs Activation Precinct



## PROJECT BRIEFING | Moss Vale Showground

### WHY THIS PROJECT?

The Southern Highlands Key Stakeholders Group (SHKSG) and Destination Sydney Surrounds South (DSSS) support the Moss Vale and District A H & I Society (Show Society) to develop a Strategic Plan. The Moss Vale Showground is a land bank of approximately 28 acres adjacent to the town centre of Moss Vale. It presents a significant opportunity to become a more active community hub that can accommodate a wide array of user groups including agriculture, equine, sustainability, education, and fresh produce and agritourism experiences that would be a point of difference for the Southern Highlands and boost the visitor economy.

The Show Society has been hosting its annual agricultural show for more than 135 years. There is an impressive history linked to the origins of agriculture in the Shire and changes over time. The Show Society would like to honour and commemorate the heritage of agriculture and offer new events and experiences that reach out to a new audience and continue to raise awareness of the importance of agriculture and fresh food production. So much can be celebrated and taught about the innovation and sustainability such as landscape regeneration and the use of indigenous land management techniques that has been applied to modern agriculture. Moss Vale Showground deserves to be a fit-for-the-future site with facilities relevant to community needs and showcasing innovation and resilience.

### PROJECT DESCRIPTION

**A masterplan with site and facilities enhancements endorsed by the Show Society will ensure that Moss Vale Showground remains viable and becomes a the fit-for-the-future community asset. Moss Vale Showground has the potential to preserve the heritage of Moss Vale and District A H & I Society and the rich history of agriculture in the Shire including innovations and changes that have occurred over time, as well as showcasing the diversity of contemporary fresh and processed local produce, current best practice farming techniques that build resilience, and immersive agritourism experiences.**

Southern Highlands growers and producers would benefit from an opportunity to showcase local fresh and processed produce and hold agricultural events. This includes food, wine, beer, spirits, crops, cattle and equine. The arts and culture section of the community would appreciate access to facilities that can support all-weather festivals, events, performances, concerts, and experiences. An enhanced site and facilities would further support agribusiness operators to diversify their income streams and create a more resilient industry. Other outcomes include economic growth through education tourism, agritourism a new subset 'equitourism'.

Large scale improvements to Moss Vale Showground would also support the growing thoroughbred racing industry in the Southern Highlands, which has attracted significant investment and the establishment of some world-class facilities. Any additional equine facilities, coupled with Racing NSW recently establishing a presence with an aim to create a world-class training hub, strengthens the aspiration for the Southern Highlands equine industry contributing to NSW being positioned as the Capital of the Horse in the Southern Hemisphere if not the world. An Equine Centre of Excellence could be established in collaboration with Team Thoroughbred NSW. It would also provide a suitable facility for the staging of thoroughbred sales and showcases featuring elite bloodstock bred and raised in the region. A wide array of equine events could be attracted to the region along with international level riding coaches, horse trainers, and equine athletes further establishing the Southern Highlands as a leader in high-performance equine activities.

The development of a Strategic Plan would enable Moss Vale Showground to establish a biosecurity and natural disaster evacuation location for livestock. Implementing a disaster and disease outbreak plan for livestock evacuations for the showground (which was used as an equine evacuation point during the 2019/2020 bushfires), supported by improved infrastructure, would contribute to the community and region's resilience and ability to deal with and be equipped to face future natural disasters in a planned and safe manner.

Dynamic multi-purpose improvements to the showground site would present significant education opportunities, providing a facility for hands-on practical training of students through multiple education platforms and training providers. This is an important contribution to creating a local pool of skilled agribusiness and equine industry staff, a shortage of which is currently threatening business operations and industry growth in the region.

**“This valuable facility in the heart of Moss Vale could be the centre of the region’s agribusiness and visitor economy. With strategies in place, the showground could fulfil its potential to host more events and generate employment for locals.”**

**Catherine Shields**

Chair, Destination Sydney Surrounds South

## Moss Vale Showground CONTINUED

### PROJECT INCLUSIONS

- » A **Strategic Plan** produced for Moss Vale Showground to set out a sustainable path to create a fit-for- the-future asset and solidify the financial future of the Show Society and detail the community benefit from the site and facilities. This plan would also include a biosecurity and natural disaster action plan that could be executed with the showground acting as an evacuation point.
- » **Upgrades and improvements** to the main arena, pavilion, grandstand, canteen, stabling and animal holding facilities.
- » **New surfaces** for the main arena and campdraft arena, completed to a level that attracts elite equine events, a roof covering the campdraft arena and extension to create a multi-purpose equine and entertainment centre.
- » **Construction of two new pavilions** on the site to house paying permanent tenants, creating 365-days a year visitor attractions at the Showground. Expressions of Interest have already been received by local operators to occupy these tenancies. Further tenancies could be sought once upgrades to existing infrastructure are undertaken, such as the canteen.
- » **The creation of a Showground & Events Coordinator position**, a paid role to be filled by a suitably qualified professional to coordinate the development and attract investment and business for the facility.

**Benefit:** Contribute to boosting Gross Regional Product by \$500 million a year by 2030 (\$3.67 billion) and support local producers to increase profit margins on beef production, conserving agricultural land and promoting high quality food production.

### STRATEGIC ALIGNMENT

- » Agribusiness classed as an ‘engine industry’ in the NSW Government’s 20 Year Economic Vision for Regional NSW (February 2021)
- » Wingecarribee Regional Economic Development Strategy 2018-2022
  - “Facilitate the development of agriculture as a key strength and specialisation and grow the visitor economy based on food, wine and events.” (page 3).
  - “Create a multi-purpose equestrian facility in the Wingecarribee region (page 22).
- » Southern Highlands Destination Strategy 2020-2030
  - Agribusiness Hub listed as a Key Catalytic Project (page 24).
  - Agriculture and equine Industries identified as key opportunities for regional growth and “thriving agriculture & equine industries” specified in “The Desired Future 2041” (page 18).





**“Professional assistance and support for existing community and under performing assets will unlock value and drive innovation as well as industry collaboration.”**

**Hugh Clarke**

Farmer, Director - DSSS,  
Co-Chair - SHKSG Agribusiness and  
Equine Strategic Working Group

## Moss Vale Showground CONTINUED

### WHO ARE THE PROJECT COLLABORATORS?

Moss Vale and District A H & I Society, Southern Highlands Key Stakeholders Group Agribusiness & Equine Strategic Working Group, Destination Sydney Surrounds South, Wingecarribee Shire Council, and ongoing engagement with local agribusiness and equine industry operators.

### WHAT IS REQUESTED OF GOVERNMENT?

1

Provide funding for the creation of a **Strategic Plan** for the Moss Vale Showground

2

**Development applications** to undertake the identified upgrades, improvements and construction of new assets

3

**New surfaces** for the main arena and campcraft arena, completed to a level that attracts elite equine events, **a roof covering the campdraft arena and extension** to create a multi-purpose equine and entertainment centre

### LEAD PROJECT PARTNERS



**Destination  
Sydney Surrounds South**



**SOUTHERN HIGHLANDS  
KEY STAKEHOLDERS GROUP**



## PROJECT BRIEFING | Southern Highlands Jobs Activation Precinct

### WHY THIS PROJECT?

There is an opportunity to drive economic recovery and build future resilience for the regional NSW economy through a collaboration of industry, all tiers of government, and Racing NSW to explore the full vision of establishing a world class Southern Highlands Agribusiness & Equine Jobs Activation Precinct. Sustainability is a vital component of any project. This pilot project is a test case for the development of a circular economy that sets the standard for jobs growth in sustainable regional economies.

Peter V'landys, CEO of Racing NSW, identified the Southern Highlands as having the potential to be Australia's premier training hub, similar to Newmarket in the UK. Such a facility could feature as the epicentre of a larger proposed project – Southern Highlands Agribusiness & Equine Jobs Activation Precinct. This project will significantly boost the regional economy and create hundreds of new full time equivalent sustainable jobs. It represents an opportunity to position New South Wales as the horse capital of the southern hemisphere, with these three integral regions showcase:

- » Hunter Valley - world class thoroughbred horse breeding
- » Sydney - largest prize money events for thoroughbred sprint racing, The Everest and The Golden Slipper
- » Southern Highlands - a world class racehorse training and equine industry development hub



#### Racing NSW World Class Training Hub

**Required land space approximately 1,000+ acres (400+ hectares)**

- World class training centre modelled on Newmarket in the UK.
- Australia's premier training hub.
- Favoured location is the Hume Coal site near Berrima (Southern Highlands)
- Complimentary elements; supporting Jockeys, development and welfare of thoroughbreds and performance horses.
- Specialist equine veterinary services.
- Equine quarantine facilities.

**BENEFIT: Boost Gross Regional Product by \$500 million a year by 2031 (\$3.67 billion)**



#### Agribusiness & Agritourism Food Resilience Project

**Required land space approximately 5,000 acres (2,000 hectares)**

- Best practice farming including landscape regeneration with Indigenous land management methods.
- Fresh food production.
- Agritourism including; farm tours, farmstays and education tourism.
- Education & skills training in collaboration with TAFE, University of Wollongong, Training Services NSW and other RTOs.
- Proximity to airports for food export.

**BENEFIT: Create 300+ new full time equivalent sustainable jobs**

### PROJECT DESCRIPTION

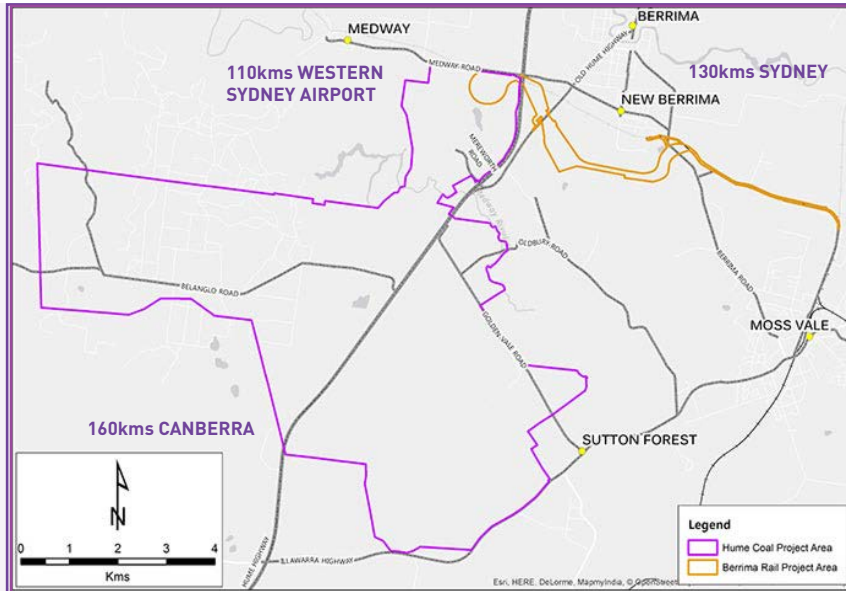
**Part 1:** A world class racehorse training and equine industry development hub, specialising in the training, development, and welfare of thoroughbreds and performance horses, specialist veterinary services, equine quarantine facilities, and biosecurity management facilities.

**Part 2:** A world class farming project encompassing best practice, sustainable, farming. A showcase of a circular economy ensuring animal waste, and waste from cafes and restaurants, is recycled creating its own economic benefits and employment. The production of high quality, safe, and nutritious food for the Sydney, Canberra and export markets will also be outcomes of the project.



## Southern Highlands Jobs Activation Precinct CONTINUED

The proposed site at Berrima, on the major interstate road freight route (Hume Motorway) is in close proximity to the new Western Sydney Airport. A development of this calibre could support thoroughbred racing and equine industry operations on an interstate basis (mainly Victoria and Queensland) and have distinct advantages for quarantine and export.



**“...the region is now more widely known for its rural land uses, small-scale agriculture, scenic landscapes and tourism.”**

**Optimal Location –**

**Hume Coal Project Area**

Hume Coal Project and Berrima Rail Project Assessment Report 2018 (NSW Government)

### STRATEGIC ALIGNMENT

**The Wingecarribee Regional Economic Development Strategy 2018 – 2022 (NSW Government)**

- » “Facilitate the development of agriculture as a key strength and specialisation and grow the visitor economy based on food, wine and events.” (Page 58)
- » “Infrastructure priorities...Agricultural Infrastructure including ‘fit for purpose’ marketing and transport infrastructure...Create an equestrian facility in the Wingecarribee region.” (Page 60)
- » “Wingecarribee Shire is an attractive area for equestrian events. With appropriate infrastructure, the Wingecarribee Shire could be part of the equestrian circuit which would further strengthen the regional visitor economy.” (Page 62)

**Southern Highlands & Tablelands Regional Action Plan NSW 2021 (NSW Government)**

- » “Effectively manage natural resources and agricultural land.” (Page 9)
- » “Develop a Southern Highlands Strategic Land Use Plan” (Page 18)

**Sydney Food Futures Report 2011 – 2031 (University of Technology Sydney)**

If there is an intensified strategic focus on agriculture, 3 of the top 4 LGAs in all of Greater Sydney with the highest capacity to increase fresh food production (up 1 million additional tonnes per LGA per year are; Wollondilly, Wingecarribee (Southern Highlands), and Shoalhaven.



**“This could be a game changer for the state, the equine industry and the food security of greater Sydney.”**

**Hugh Clarke**

Farmer, Director - DSSS,  
Co-Chair - SHKSG  
Agribusiness and Equine  
Strategic Working Group

## Southern Highlands Jobs Activation Precinct CONTINUED

### WHO ARE THE PROJECT PARTNERS?

This Southern Highlands Agribusiness & Equine Jobs Activation Precinct is a core element of an overarching Resilience Hub project proposed by the **Southern Highlands Key Stakeholders Group**. **Destination Sydney Surrounds South** is the agency for the visitor economy in the Illawarra, Shoalhaven, Wollondilly and Southern Highlands.

### WHAT IS REQUESTED OF GOVERNMENT?

- » Grant funding to commission a scoping report for the Southern Highlands Agribusiness & Equine Jobs Activation Precinct project.
- » Assistance in identifying a pathway to acquire suitable land.

# 1

## Scope out the project

Taskforce created to scope out the full potential, including new full time equivalent jobs and economic value of Jobs Activation Precinct and develop a Project Plan including a budget, timeline, and Key Performance Indicators.

# 2

## Acquire and allocate the land

Stakeholders follow and support the pathway identified by the NSW Government and Project Plan to acquire and allocate suitable land in the Southern Highlands.

# 3

## Implement the project

Collaboration of stakeholders and Taskforce to implement the Project Plan.

### LEAD PROJECT PARTNERS



**Destination  
Sydney Surrounds South**



**SOUTHERN HIGHLANDS  
KEY STAKEHOLDERS GROUP**



# SOUTHERN HIGHLANDS | Agribusiness & Equine

## Facilities Summary Plan for the Future

### Destination Sydney Surrounds South

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General Manager

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Scan or click  
to view project  
video



Destination  
Sydney Surrounds South



WINGECARRIBEE  
SHIRE COUNCIL