

# Greater Hume Shire Council

## Holbrook Bypass Business Plan 2010 - 2012

July 2010 v2

The Regional Development Company Pty Ltd

F a c i l i t a t i o n | E n g a g e m e n t | S t r a t e g y | R e s u l t s





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## Introduction

Since becoming a town in the 1820's Holbrook has faced many changes. When explorers Hamilton Hume and William Hovell came through the land that would become Holbrook in 1824 they named the area Friday Mount and Camden Forest. It was renamed Ten Mile Creek in 1856, after the creek nearby, and in 1876, the name changed again to Germanton, in honour of a German pioneer. Anti-German feelings which had permeated through Australia during World War I saw the name changed again. The town was renamed after Commander Norman Holbrook of the British Navy Submarine Corp who was awarded the Victoria Cross for his brave efforts in sinking a Turkish battleship in 1914. Residents of Germanton adopted his surname for their town shortly afterwards. The HMAS Otway Submarine stands as a monument to Commander Holbrook and is now Holbrook's major tourist attraction.

This business plan for Holbrook has been developed to help the town reinvigorate and reinvent itself again, post the highway bypass.

The business plan articulates the direction required over the next three years to mitigate the impact of the highway bypass on the town. The plan has been developed from the identification of ideas and priorities and from visionary aspirations of local business operators/owners, community representatives and members of the Holbrook Bypass Committee.

Incorporated into this Business Plan are a number of key business priorities as well as supporting actions that will assist to mitigate the impact of the bypass on Holbrook. The business priority areas are:

- Marketing and Promotion
- Facilities
- Appearance
- Business Development
- Events.

Successful implementation of this plan over the next three years will require regular monitoring by Greater Hume Shire Council and the Holbrook Bypass Committee to determine what needs to continue, what needs to change and what needs to be removed. This process is outlined at the conclusion of the Business Plan.



## Background

### Bypass

The Roads and Traffic Authority (RTA) is to complete a dual carriageway bypass of Holbrook by mid-late 2012. The bypass route will be to the west of Holbrook and will be approximately 9.5 kilometres long. It will start four kilometres north of Holbrook deviating west to the existing dual carriageway crossing at Wagga Wagga Road. The bypass will cross the former Town Common area, go past the west side of the cemetery, sewerage treatment works and industrial area and then progress across Culcairn Road. From Culcairn Road the bypass will cross Ten Mile Creek and rejoin the existing Hume Highway two kilometres south of Holbrook. Landscape and urban design treatments planning is underway to minimise the visual impact of the bypass and to provide 'gateway' treatments to Holbrook.

The purpose of the bypass according to the RTA is to improve safety and transport efficiency. Within Holbrook the bypass will improve safety for local residents by removing a lot of cars and heavy vehicles from residential and shopping areas. This will result in reduced traffic noise especially at night and improved pedestrian safety.



Source: RTA Holbrook Bypass newsletter – November 2009

### Link to Council Plans

This business plan will closely align with a number of key council plans including:

- GHSC Economic Development and Social Plan
- Greater Hume Shire Urban Design Project - Holbrook
- GHSC Tourism Strategy (currently being developed).





## Development of Plan

The development of the business plan has involved a number of key tasks including:

- Formation of the Holbrook Bypass Committee to oversee planning and implementation
- Impacts of bypass research and literature review of relevant documentation
- Community consultation through one on one interviews with data collated into the *Holbrook Bypass Business Planning Consultation Output Report*
- Consultation with internal stakeholders (members of the Holbrook Bypass Committee) through participation in a number of meetings during March and April as well as a workshop during May 2010. The output generated in these meetings and workshop has been included in this plan.

## Supporting the Planning

### Key Partners

The Roads and Traffic Authority (RTA) will be a key partner supporting the delivery of this business plan.

### Potential Funding Sources

Source	Grant/Program
<a href="http://www.ausindustry.gov.au">www.ausindustry.gov.au</a>	Small Business Online (SBO Program)
	Small Business Advisory Service
<a href="http://www.business.gov.au">www.business.gov.au</a>	Business Review
	Community Strategic Products and Services (Heritage)
	Enterprise Connect
	Rural People and Learning Systems Program
NSW Department of Industry and Investment <a href="http://www.dpi.nsw.gov.au">www.dpi.nsw.gov.au</a>	NSW Local Infrastructure Support Fund Leg Up Grants for Volunteer Run Museums
	Small Business Tool Kit



## Holbrook Environment

### Population

The population of Holbrook township as at 2006 was 1,335<sup>1</sup> and incorporated the following characteristics:

Table 1 - Holbrook Characteristics as at 2006

Age Groups	Males	Females	Total
0-14 years	116	145	261
15-24 years	66	74	140
25-44 years	137	136	273
45-64 years	175	171	346
65 + years	137	178	315
<b>Total</b>	<b>631</b>	<b>704</b>	<b>1,335</b>

Source: Australian Bureau of Statistics, 2006 Census of Population and Housing – Holbrook (SSC)(B01)

The median age of persons in Holbrook as at 2006 was 44 years. The Greater Hume Shire Local Government Area (LGA) population as at 2006 was 9,731.<sup>2</sup>

### Population Growth

Estimated residential population for Greater Hume Shire LGA as at 2008 was 10,273<sup>3</sup>. Based on this estimate the population for the Greater Hume Shire LGA has increased by 542 persons which represents a 5.3% increase from 2006 census count.

### Employment and Housing

The total number of persons in the labour force in Holbrook as at 2006 was 555 with 4.3% of this total unemployed or looking for work.<sup>4</sup> Of Holbrook's total population 41.6% participated in the labour force as at 2006, 67.6% of the shire's population aged 15 years and older participated in the labour force whilst the New South Wales country rate was 59.8%.

<sup>1</sup> Australian Bureau of Statistics, 2006 Census of Population and Housing – Holbrook (SSC)

<sup>2</sup> Australian Bureau of Statistics, 2006 Census of Population and Housing – Greater Hume LGA

<sup>3</sup> Australian Bureau of Statistics, 2008 NSW State and Regional Indicators – Estimated Resident Population

<sup>4</sup> [www.about.nsw.gov.au/view/census/Holbrook](http://www.about.nsw.gov.au/view/census/Holbrook)



Table 2 - Key Industry Sectors for Employment for Holbrook as at 2006

Industry Sector	% of persons employed in Sector
Retail and trade	15
Manufacturing	13
Accommodation and food services	12
Public administration and safety	11
Agriculture, forestry and fishing	9
Health care and social assistance	8
Transport, postal and warehousing	7
Construction	5
Wholesale trade	3
Professional, scientific, technical services	3
Administrative and support services	3
Education and training	3
Other	8

Source: About New South Wales – Murray Region – Holbrook – [www.about.nsw.gov.au](http://www.about.nsw.gov.au)

In 2006 the median individual weekly income in Holbrook was \$369, \$97 per week less than Australian equivalent. The median household income within the town was \$645<sup>5</sup> which was 37% less than the Australian equivalent.

Of the total renting households within the Greater Hume Shire approximately 17.8% in 2006 were experiencing 'financial stress' and 9.9% of mortgage households in the shire were experiencing "mortgage stress", thus spending greater than 30% of their total income on mortgage repayments.

Greater Hume Shire as at 2006 had a Relative Socio-Economic Disadvantage Index (SEIFA) of 1002, with ratings over 1000 or greater having relative advantage. In comparison country New South Wales average SEIFA index was 973.

<sup>5</sup> About New South Wales – Murray Region – Holbrook - [www.about.nsw.gov.au/view/census/Holbrook](http://www.about.nsw.gov.au/view/census/Holbrook)



## Impacts of Bypass

### Research Findings

Leong et. al. (2000) found that communities with a population of 2000 or less have greater potential to be adversely impacted by a bypass. However there have been examples where over the longer term post bypass smaller towns are able to grow their economic activity. This is further evidenced in earlier research undertaken by Parolin and Garner (1996) for the RTA on a number of New South Wales towns including Johns River and Kew. Their findings indicated that short term impacts were mainly on gross annual turnover and that in the medium to longer term there was minimal impact on employment especially when niche markets were developed. Communities impacted by a bypass have viewed the change as beneficial overall but have acknowledged that the change must be addressed proactively. The key benefits of bypasses identified by impacted communities have been improved traffic flow, reduced congestion, reduction in truck traffic, accessibility improvements and opportunities for new developments. Experience has shown that efforts must be launched early to minimise negative impacts with priority being given to advertising and signage.

IRIS Research<sup>6</sup> found that a number of factors can contribute towards mitigating the impact of a bypass on a town. According to Black and Kenyon (2001) a key to mitigating the negative effects of a bypass is to create enthusiastic local leadership. They found through examination of a number of bypassed townships that lack of capacity to implement initiatives and make changes in a timely manner contributed to the inability to mitigate the effects of bypass on a town. Johnson (2003) found that a key mitigation strategy is to improve signage on main road/highway to promote a bypassed town. Essential Economics (2004) highlighted that new retail businesses should integrate well into existing retail facilities and link with shared parking and pedestrian access. This type of strategy needs to be supported by reorienting the economic focus of the town to a new type of business i.e. tourism or strengthening existing niche type businesses. Welfare (2004) suggests holding an annual festival to generate additional income by attracting visitors. Black and Kenyon (2001) indicate that local businesses can be further enhanced where training and workshops are provided to the local business community to improve their business skills.

### Consultation Findings

A survey conducted by IRIS Research<sup>7</sup> during 2008 found the majority of Holbrook businesses attribute less than 20% of their trade activity to passing highway traffic and only 23.7% of businesses rely on this type of trade for at least 61% of their trade. Accommodation and food outlet businesses rely heavily on passing traffic accounting for 70% of their total trade activity. Only 22.2% of retail businesses identified that more than 60% of their trade comes from passing traffic. Only 26.3% of businesses in Holbrook surveyed expect a decrease in trade activity as a result of the bypass. Around 60.5% of businesses forecast that there would be no significant change in their trade activity.

<sup>6</sup> Iris Research, 2008 'Greater Hume Shire Economic Development and Social Plan'

<sup>7</sup> Iris Research, 2008 'Greater Hume Shire Economic Development and Social Plan'



Community and stakeholder consultation in Holbrook during May 2010 identified a number of key mitigation strategies that could help to decrease impact of bypass on Holbrook:

- Improving the visual appeal of the town with a focus on:
  - Appearance
  - Signage
  - Parks and facilities
  - Parking
- Undertaking development opportunities such as:
  - Marketing and promotion
  - Revamping retail area of central business district
  - Industrial development
- Building upon existing activities/events:
  - Promoting annual events
  - Supporting events through town services/retail outlets being open
- Taking advantage of business opportunities post bypass by:
  - Building sustainable business through business planning and training
  - Promoting of liveability aspects to encourage residential, business and industrial development
- Involving the community to support development in Holbrook.

For detailed consultation output please refer to *Greater Hume Shire Council – Holbrook Bypass Business Planning – Consultation Output Report*.



## SWOT Analysis

The strengths, weaknesses, opportunities and threats (SWOT) for Holbrook as the bypass occurs are:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Reduction in traffic – improvement in liveability and safety for town</li> <li>• Beautification of main street will improve appearance of town</li> <li>• Existing parks and gardens especially submarine precinct and creek park area - great locations for stopovers</li> <li>• Capacity to support demand for accommodation during highway reconstruction</li> <li>• Desire by local business sector to progress what can be offered in the town</li> <li>• Location of Holbrook – half way point between Melbourne and Sydney</li> <li>• Affordable land and housing</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to not adequately identify requirements and develop clear signage that draws highway travellers to Holbrook</li> <li>• Town not appealing enough that traffic stops</li> <li>• Lack of community support to assist to improve appearance of town</li> <li>• Do not take advantage of opportunities in timely manner to be ready for bypass</li> <li>• Lack of interest to improve visual appearance of retail shopping area, actual retail outlets and signage</li> <li>• Inability/lack of desire to improve customer service</li> <li>• Insufficient ‘boutique style’/cluster of like retail outlets that attract day travellers</li> <li>• Lack of support for services and retail outlets to open on weekends, public holidays, during events</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Town could prosper after bypass – more people choose to visit or live in the town</li> <li>• Potential for employment to increase post bypass as demand for services occurs</li> <li>• Funding opportunities to beautify town and improve facilities/infrastructure</li> <li>• Take advantage of demand for accommodation and food during highway reconstruction</li> <li>• Promotion of the town, its attractions and facilities</li> <li>• Opportunity to be recognised as a ‘satellite’ location to Albury offering an easy commute,</li> </ul>	<ul style="list-style-type: none"> <li>• Development of other highway service centres in the region along the highway i.e. Tarcutta</li> <li>• People choose to not stop in Holbrook - stop or shop elsewhere – identify alternative stopover locations</li> <li>• Loss of services and facilities as demand decreases/economic downturn</li> <li>• Businesses choose to close down prematurely believing bypass will have a negative effect</li> <li>• Population decreases</li> <li>• Inability to attract residential and industrial</li> </ul>



affordable housing, rural lifestyle	development
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## Vision for Holbrook

**The vision for Holbrook post bypass is:**

A vibrant community offering a safe, friendly and quality lifestyle, diverse services and excellent facilities

***Our vision for the future means that Holbrook will be:***

- a prosperous town that is attracting new residents
- a town with housing developments underway
- a town which is attracting investment in industry and business
- a preferred destination for visitors.

***Indicators of success in achieving this vision will be:***

- Recognition as a vibrant and prosperous town
- New residents have boosted the town's population
- Greater number of visitors and tourists are being attracted to Holbrook.



## Priorities

The priorities to tackle before and after the bypass to assist in moving towards the vision for Holbrook are:

	Before Bypass	After Bypass
High Impact	<ul style="list-style-type: none"> <li>▪ Updating facilities/improving access especially to public toilets and parks especially off leash dog park</li> <li>▪ Implementing the Urban Design Plan</li> <li>▪ Updating signage</li> <li>▪ Creating a communication strategy to sell the vision, Business Plan and its benefits</li> <li>▪ Completing business planning for retail businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Marketing and promotional activities</li> <li>▪ Actioning business development</li> </ul>
Low Impact	<ul style="list-style-type: none"> <li>▪ Conducting business training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintaining town facilities</li> </ul>





## Key Business Planning Areas

The following key business planning areas have been developed to mitigate identified impacts of the Bypass and to take advantage of opportunities:

Marketing and Promotion	Facilities	Appearance	Business Development	Events
<p><b>Aim:</b> To increase level of marketing and promotion conducted</p>	<p><b>Aim:</b> To develop new facilities/upgrade existing facilities</p>	<p><b>Aim:</b> To improve the physical appearance and appeal of Holbrook</p>	<p><b>Aim:</b> To improve capacity for further developing business in Holbrook</p>	<p><b>Aim:</b> To provide support and coordination for annual events</p>
<p><b>Key Achievements:</b></p> <p>By end of 2010:</p> <ul style="list-style-type: none"> <li>100% of communication strategy completed</li> <li>100% of signage requirements completed</li> <li>20% increase in promotional activities conducted from 2009 level</li> </ul> <p>By end of 2011:</p> <ul style="list-style-type: none"> <li>60% increase in promotional activities conducted from 2010 level</li> </ul> <p>By end of 2012:</p> <ul style="list-style-type: none"> <li>20% increase on level of promotional activities conducted during 2011</li> </ul>	<p><b>Key Achievements:</b></p> <p>By end of 2010:</p> <ul style="list-style-type: none"> <li>100% of parking requirements identified</li> <li>100% of toilet upgrades planning completed</li> <li>100% of parks revitalisation planning completed</li> </ul> <p>By end of 2011:</p> <ul style="list-style-type: none"> <li>100% of Albury Street and non Albury Street parking requirements completed</li> <li>70% of toilet upgrades works completed</li> <li>70% of park revitalisation works completed</li> </ul> <p>By end of 2012:</p> <ul style="list-style-type: none"> <li>Remaining 30% of toilet upgrades works completed</li> <li>Remaining 30% of park revitalisation</li> </ul>	<p><b>Key Achievements:</b></p> <p>By end of 2010:</p> <ul style="list-style-type: none"> <li>10 problem main street frontages (business and private) have improved their appearance</li> <li>Maintenance program for improved parks and gardens 100% implemented</li> </ul> <p>By end of 2011:</p> <ul style="list-style-type: none"> <li>100% of the pre-bypass works identified by Urban Plan are completed</li> </ul> <p>By end of 2012:</p> <ul style="list-style-type: none"> <li>Remaining work identified in Urban Plan completed.</li> </ul>	<p><b>Key Achievements:</b></p> <p>By end of 2010:</p> <ul style="list-style-type: none"> <li>At least one shop locally campaign conducted</li> </ul> <p>By end of 2011:</p> <ul style="list-style-type: none"> <li>At least one shop locally campaign conducted</li> <li>1 business training forum conducted</li> </ul> <p>By end of 2012:</p> <ul style="list-style-type: none"> <li>At least one shop locally campaign conducted</li> <li>1 business training forum conducted</li> </ul>	<p><b>Key Achievements:</b></p> <p>By end of 2010:</p> <ul style="list-style-type: none"> <li>100% completion of annual event calendar</li> <li>10% increase in number of retail shops open for events</li> </ul> <p>By end of 2011:</p> <ul style="list-style-type: none"> <li>20% increase in number of retail shops open for events</li> <li>1 event management forum conducted</li> </ul> <p>By end of 2012:</p> <ul style="list-style-type: none"> <li>50% increase in number of retail shops open for events</li> <li>1 event management training forum conducted</li> </ul>



	works completed			
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## Business Action Plan

The following pages detail the actions required to achieve the vision for Holbrook after the bypass and indicates responsibilities, potential funding sources and timelines for each action.

### Business Priority Area One – Marketing and Promotion

**Aim:** To increase level of marketing and promotion conducted

**Benefits:** The benefits from undertaking marketing and promotion will be:

- Increasing knowledge of what Holbrook has to offer in range of services, accommodation and businesses
- Increasing potential for Holbrook to become a preferred travel stopover
- Potentially attracting economic benefit through increase in visitor spending
- Highlighting Holbrook as a lifestyle choice.

**Outcomes:** The potential outcomes from implementing the marketing and promotion actions will be:

- Greater knowledge of Holbrook and it's attractions
- More visitors and tourists
- Greater awareness of Holbrook's liveability post bypass
- Increase in resident population

#### Actions:

Actions	Responsibility	Funding Source	Timeframe
Develop a communication strategy to sell the vision, business plan and its benefits to local businesses and industries	HBC GHSC Economic Development	GHSC – to be completed internally	2010-11
Link in with existing tourism promotional activities/tasks to update the range of promotional brochures for Holbrook. Ensure focus on: <ul style="list-style-type: none"> <li>• Attractions in and around Holbrook</li> <li>• Facilities and parks</li> <li>• Liveability aspects – post bypass – rural aspect, safe community, distance from Albury/Wodonga</li> <li>• Half way point between Sydney and Melbourne</li> </ul>	HBC GHSC Tourism Holbrook Visitor Information Centre	GHSC	2010-11



**Business Priority Area One – Marketing and Promotion (continued)**

<b>Actions</b>	<b>Responsibility</b>	<b>Funding Source</b>	<b>Timeframe</b>
Work with RTA and GHSC to: <ul style="list-style-type: none"> <li>• identify key locational signage sites</li> <li>• agree information to incorporate on locational signs</li> <li>• agree on timelines for installation of signage</li> </ul>	HBC GHSC RTA	RTA	2010-11
Work with GHSC and CTC Holbrook to: <ul style="list-style-type: none"> <li>• increase level of advertising and promotion of Holbrook on Holbrook Online and Council websites</li> <li>• explore opportunities to advertise and promote Holbrook as a <b>tourism destination</b> and <b>liveability</b> via search engines and links to other appropriate websites</li> </ul>	HBC GHSC CTC Holbrook	GHSC	2010-11
Explore feasibility of developing business proprietor newsletters	HBC Local business owners		2010-11
Establish and implement process to set up promotional kiosks at events	HBC Event committees		2010-11
Conduct an advertising campaign focusing on liveability and access to affordable housing in Holbrook	HBC GHSC	GHSC	2011-12
Lobby council and potential developers to explore opportunities to increase range of land allotments/subdivisions available for residential and industrial use	HBC GHSC Private developers	GHSC	2011-12
Encourage local retail and trade businesses to advertise and promote regular 'shop locally' and 'cross-promotional' campaigns	HBC GHSC Economic Development	Local Retailers and Traders	2010-11 2011-12
Promote Holbrook through encouraging the publishing of feature stories in appropriate magazines/newspapers	HBC	Local Retailers and Traders	2011-12
Encourage promotion of new business incentives	HBC	GHSC	2011-12
Key achievements by end of 2010: <ul style="list-style-type: none"> <li>• 100% of communication strategy completed</li> <li>• 100% of signage requirements completed</li> <li>• 20% increase in promotional activities conducted from 2009 level</li> </ul> Key achievements by end of 2011: <ul style="list-style-type: none"> <li>• 20% increase in promotional activities conducted from 2010 level</li> </ul> Key achievements by end of 2012:			



- 20% increase on level of promotional activities conducted during 2011

## Business Priority Area Two – Facilities

**Aim:** To develop new facilities and upgrade existing facilities

**Benefits:** The benefits from improving facilities will be:

- Better parking will encourage visitors and customers to access facilities, shops and services
- Clean, bright and accessible public toilets will encourage visitors to stop and revive
- Improvement to Holbrook's parks will result in a safe place to stop and revive, relax and improve wellbeing.

**Outcomes:** The potential outcomes from upgrading or developing new facilities:

- More employment opportunities due to increase in visitors and tourists
- Improved lifestyle and liveability resulting in people relocating to Holbrook.

### Actions:

Actions	Responsibility	Funding Source	Timeframe
Identify key <b>parking</b> requirements including: <ul style="list-style-type: none"> <li>• provision of appropriate parking at public and private facilities and services beyond Albury Street</li> <li>• provision of appropriate parking in Albury Street – resolve angle versus parallel</li> <li>• cater for a mix of parking ie longer vehicles - trucks, trailers, caravans</li> </ul>	HBC GHSC CPG Australia Pty Ltd	GHSC	2010-11
Lobby for completion of all <b>parking</b> improvements including Albury Street and non Albury Street before bypass	HBC GHSC	GHSC	2010-11
Explore feasibility to develop new central <b>public toilet</b> facility in Albury Street	HBC GHSC RTA Service clubs	GHSC	2010-11
Determine which existing <b>public toilets</b> to upgrade/decommission.	HBC GHSC	GHSC	2010-11
Lobby for completion of internal upgrades to existing <b>public toilets</b>	HBC GHSC Service clubs	GHSC	2010-11 2011-12



### Business Priority Area Two – Facilities (continued)

Actions	Responsibility	Funding Source	Timeframe
Review and improve <b>public toilet</b> access throughout Holbrook especially disabled/mobility access	HBC GHSC	GHSC	2010-11
Review and improve <b>public toilet</b> directional and locational signage incorporate local billboard(s)	HBC GHSC RTA	GHSC	2010-11
Revitalise childrens' playgrounds and equipment in <b>parks</b> to suit a range of age groups	HBC GHSC Service clubs	GHSC, Service Clubs, Grants	2010-11 2011-12
Upgrade/restore rest/stopover areas, picnic facilities, walkways in <b>parks</b>	HBC GHSC RTA Service clubs	GHSC	2010-11 2011-12
<p>Key achievements by end of 2010:</p> <ul style="list-style-type: none"> <li>• 100% of parking requirements identified</li> <li>• 100% of toilet upgrades planning completed</li> <li>• 100% of parks revitalisation planning completed</li> </ul> <p>Key achievements by end of 2011:</p> <ul style="list-style-type: none"> <li>• 100% of Albury Street and Non Albury Street parking requirements completed</li> <li>• 70% of toilet upgrades works completed</li> <li>• 70% of park revitalisation works completed</li> </ul> <p>Key achievements by end of 2012:</p> <ul style="list-style-type: none"> <li>• Remaining 30% of toilet upgrades works completed</li> <li>• Remaining 30% of park revitalisation works completed</li> </ul>			



### **Business Priority Area Three – Appearance**

**Aim:** To improve the physical appearance and appeal of Holbrook

**Benefits:** The benefits from improving the appearance of Holbrook will be:

- People will want to stop and be encouraged to come back
- A nicer place to live - enhancing lifestyle
- Encouragement of day trippers to come spend time in Holbrook
- A safer place to navigate around i.e. better street crossings
- A place that is easy to access facilities, businesses and services for both retail and commercial users.

**Outcomes:** The potential outcomes from addressing Holbrook’s appearance could be:

- More constructive and practical town planning
- Creation of a ‘WOW factor’ up front and ‘hiding’ of ugly part of businesses away from main central business district area.

**Actions:**

<b>Actions</b>	<b>Responsibility</b>	<b>Funding Source</b>	<b>Timeframe</b>
Ensure Urban Plan implemented	HBC GHSC RTA	RTA GHSC	2010-11 2011-12
Inspire businesses and residents to improve the appearance of their properties	HBC Individual land holders	Local Heritage Fund	2010-11
Improve appearance and maintenance of parks including garden areas	HBC GHSC Community and service groups	GHSC	2010-11
Lobby for: <ul style="list-style-type: none"> <li>• removal of trade type businesses from main retail area</li> <li>• development of a industrial trade area away from Albury Street</li> <li>• location of similar retail businesses in retail area</li> </ul>	HBC GHSC	HBC GHSC  GHSC  HBC GHSC	2011-12
<p><i>Key achievement(s) by end of 2010:</i></p> <ul style="list-style-type: none"> <li>• 10 problem main street frontages (business and private) have improved their appearance</li> <li>• Maintenance program for improved parks and gardens 100% implemented</li> </ul> <p><i>Key achievement(s) by end of 2011:</i></p> <ul style="list-style-type: none"> <li>• 100% of the pre-bypass works identified by Urban Plan are completed</li> </ul> <p><i>Key achievement (s) within 12 months of the Bypass:</i></p> <ul style="list-style-type: none"> <li>• Remaining work identified in Urban Plan completed.</li> </ul>			



### **Business Priority Area Four – Business Development**

**Aim:** To improve capacity for further developing business in Holbrook

**Benefits:** The benefits from tackling business development will be:

- an increase in the diversity of businesses available
- an increase in competition leading to more local spending
- improved economic conditions such as more employment, more services.

**Outcomes:** Potential outcomes for completing business development actions could be:

- improved identity and prosperity
- expanded retail and industrial sector - increased industrial land development/sales
- expanded services due to increase in demand.

**Actions:**

<b>Actions</b>	<b>Responsibility</b>	<b>Funding Source</b>	<b>Timeframe</b>
Foster existing businesses within the town to undertake shop locally campaigns both during and after the Bypass, provide freebies such as fridge magnets/pens etc.	HBC GSHC Economic Development	Local Retailers and Traders	2010-11
Explore options to attract new businesses with different products and services currently not available within the town i.e. electrical hardware, larger general hardware	GHSC Economic Development	GHSC	2011-12
Create more business opportunities through land availability and a proper planning framework	GHSC	GHSC	2011-12
Attract private developers to undertake capital developments such as small factory units on the planned industrial estate	GHSC Economic Development	GHSC	2011-12
Assist small businesses undertake business planning to explore opportunities to: <ul style="list-style-type: none"> <li>• expand product base where appropriate</li> <li>• investigate ways to increase competitiveness in order to stop the leakage out of town</li> </ul>	GHSC Economic Development	GHSC NSW Industry and Investment	2010-11
Work with businesses to develop good internet services incorporating website design	GHSC Economic Development CTC	GHSC NSW Industry and Investment	2010-11



		Local Retailers and Traders	
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**Business Priority Area Four – Business Development (continued)**

Actions	Responsibility	Funding Source	Timeframe
Attract support to deliver business training to existing businesses	HBC GHSC	GHSC NSW Industry and Investment	2010-11
Improve infrastructure to support business development in Holbrook	GHSC	RTA GHSC	2011-12
<p>Key Achievements by end of 2010:</p> <ul style="list-style-type: none"> <li>• At least one shop locally campaign conducted</li> </ul> <p>Key Achievements by end of 2011:</p> <ul style="list-style-type: none"> <li>• At least one shop locally campaign conducted</li> <li>• 1 business training forum conducted</li> </ul> <p>Key Achievements by end of 2012:</p> <ul style="list-style-type: none"> <li>• At least one shop locally campaign conducted</li> <li>• 1 business training forum conducted</li> </ul>			



## Business Priority Area Five – Events

**Aim:** To provide support and coordination for annual events

**Benefits:** The benefits from supporting and coordinating events will be:

- people will come from outside the community – provides opportunities to promote the town and its attributes
- stronger sense of community – provides opportunities to participate and become involved in the community
- financial gain/prosperity/increased business
- new experiences - diversity, educational opportunities

**Outcomes:** The potential outcomes could be:

- Increased demand for local retail businesses
- Increased outside community recognition of Holbrook and what it has to offer.

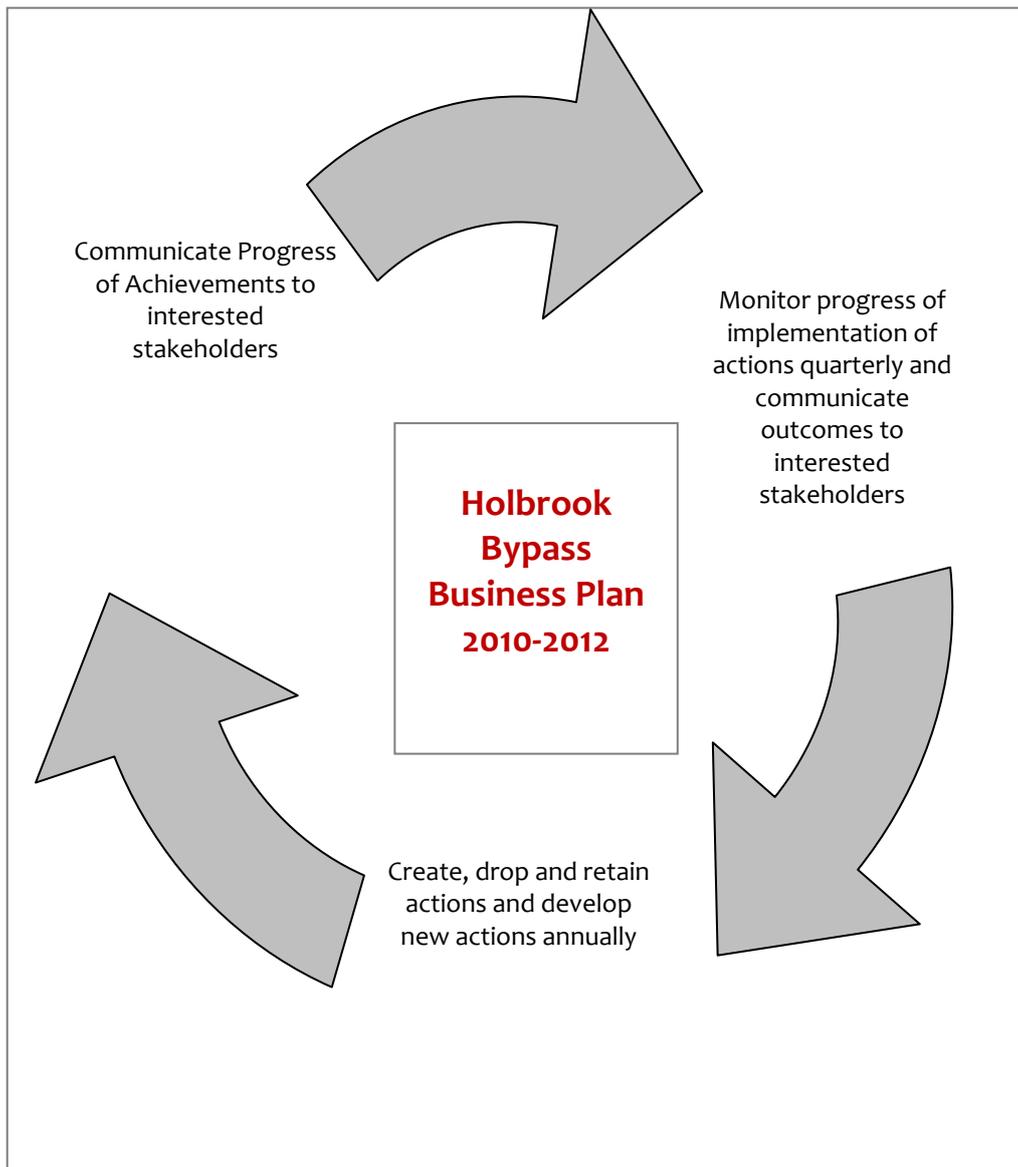
### Actions:

Actions	Responsibility	Funding Source	Timeframe
Provide support and coordination of annual events <ul style="list-style-type: none"> <li>• Work with CTC Holbrook to further develop an annual event calendar</li> </ul>	HBC	HBC Community	2011-12
Assist committees to source volunteers for events	HBC	HBC	2011-12
Assist committees to navigate relevant regulations, guidelines, rules for conducting events	HBC GHSC	GHSC	2011-12
Lobby for funding to support event management training for committee members/volunteers	HBC GHSC	NSW Industry and Investment	2011-12
Encourage local businesses to support events by remaining open, providing incentives such as coupons, vouchers	HBC	HBC	2011-12
<p><i>Key Achievements by end of 2010:</i></p> <ul style="list-style-type: none"> <li>• 100% completion of annual event calendar</li> <li>• 10% increase in number of retail shops open for events</li> </ul> <p><i>Key Achievements by end of 2011:</i></p> <ul style="list-style-type: none"> <li>• 20% increase in number of retail shops open for events</li> <li>• 1 event management forum conducted</li> </ul> <p><i>Key Achievements by end of 2012:</i></p> <ul style="list-style-type: none"> <li>• 50% increase in number of retail shops open for events</li> <li>• 1 event management training forum conducted</li> </ul>			



## Review Monitoring Process

The Holbrook Bypass Committee in conjunction with Greater Hume Shire Council will undertake a review monitoring process in order to continually update and refresh this business action plan. Monitoring will involve tracking of the progress of actions. To update the business action plan the following steps will be undertaken:





## References

About New South Wales – Murray Region – Holbrook – [www.about.nsw.gov.au/view/census/Holbrook](http://www.about.nsw.gov.au/view/census/Holbrook)

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Leong, D and Weisbrod, D., 2000, Summary of Highway Bypass Studies

NSW Department of Planning, Statistical Local Area Population Projections, 2006-2036

RTA, Moorland to Herons Creek EIS – Economic Impacts

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## List of Abbreviations

HBC	Holbrook Bypass Committee
GHSC	Greater Hume Shire Council
RTA	Road and Traffic Authority