Economic Development Strategy
2011 - 2016
A Collaborative Approach
Mayoral Comment

It is with great pleasure that I commend to you the Bathurst Region Economic Development Strategy 2011 - 2016. The Strategy represents a new focussed direction for Council, community and the private sector to drive growth in the Region. The Bathurst Region is vibrant with an exciting future. It is a community that is progressive, strong and resilient; yet balanced and relaxed.

Bathurst Regional Council will continue to preserve and strengthen the spirit and character that makes Bathurst home to a growing population. The Strategy does not attempt to be “all things”. Rather it is a guiding tool focussed on key foundation and bridging initiatives and key strategic growth areas. Economic Development can be interpreted as different things to different people, it is about managing the growth of the Region. Making sure infrastructure and services are in place, that the residents and business community require.

The Vision created represents a collaborative effort reflecting the positive reinforcement between the balance to ensure economic needs and subsequent growth are balanced lifestyle, cultural and enviromental dimensions.

The Bathurst Region is now firmly centre stage in the continued development and growth of the Central NSW Region, with Bathurst contributing over 20% to the regions Gross Regional Product. Bathurst Regional Council maintains a strong commitment to support business success within the region through the staff working in Economic Development, its annual management plan and the investment into the region’s infrastructure and cultural assets.

With the support of local partners in the state and federal governments and private sector, Council is planning for a prosperous future. Built on solid leadership and a committed Council, the economic growth of the Bathurst Region will continue.

Greg Westman
Mayor
There is no one definition of economic development that is generally accepted. Blakely (1994) defines regional economic development as:

“The process in which local governments or community-based (neighbourhood) organisations engage to stimulate or maintain business activity and/or employment. The principal goal of local economic development is to stimulate local employment opportunities in sectors that improve the community, using the existing human, natural, and institutional resources.”

In broad terms, ‘economic development’ can be defined as increasing an area’s level of income and capital (wealth) and distributing that wealth (through local expenditure and jobs) to the community. This notion applies equally to geographic areas of any size, whether it is a nation, state, region or local government area, or even communities and neighbourhoods within that local area.

Economic development is typically measured in terms of jobs and income but it also includes improvements in human development, education, health and environmental sustainability.

The Economic Development Strategy provides a strategic framework for Bathurst Regional Council and community for a short to medium timeframe 2011-2016. The Plan is interlinked across other Strategic Plans within Council as economic development does not occur in isolation. The Strategy sets a clear direction and purpose of how Council and community will achieve its vision of working in “collaboration to create a progressive and innovative economic environment that supports, preserves and enhances the lifestyle, environmental and cultural characteristics of the Region.”

**Council’s Role**

There is no one set practice or defined role in which local government manages Economic Development. The 2002 National Agenda for Australian Local Government states that “effective Local Government participation is vital to the success of economic development initiatives”.

The issues faced, opportunities presented and approaches taken to facilitate and promote economic development differ between Councils according to local circumstances. It is important to note that there is a direct correlation with performance measures, outcomes and Council’s resourcing of Economic Development.

There is a range of Economic Development initiatives that Bathurst Regional Council can engage in to encourage and support economic development in the Bathurst Region. Local Government may act as advocate, facilitator, investigator, planner and service provider enabling market forces to operate in an environment which considers the needs and desires of all citizens (Tamworth Council: 2009).

Infrastructure underpins economic activity and is fundamental to an effective and efficient economy. Council in its role as coordinator has a key responsibility to ensure that both ‘hard’ and ‘social’ infrastructure fundamentals are addressed and maintained.

Other areas in which Council holds a lead responsibility that are geared to establishing and maintaining a conducive business and people environment include:

- Facilitating local strategic planning and development investigations (eg land use strategies);
- Identification of local economic development issues, strengths and priorities;
- Development and maintenance of an efficient/streamlined local development approvals process and regulatory environment;
- Facilitating local infrastructure developments and improvements;
- Collating and providing information and advice to business and industry on the local economy; and
- Attracting, encouraging and facilitating local and external investment, business and employment growth.
Bathurst Regional Council plays a leadership and coordination role in driving economic growth of the Bathurst Region. Most important is the recognition that the success of any economic activities depends entirely on the willingness of all stakeholders (community, industry and government) to work together towards achieving the shared vision and objectives outlined in the Strategy.

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation (World Bank: 2011).
The Strategy

The Bathurst Region Economic Development Strategy is designed to drive vigorous and sustainable growth in Bathurst.

Bathurst can develop and implement proactive economic development initiatives from a position of fiscal strength. The Region can build from its highly educated population, low unemployment rates, enviable and secure water supply, diverse economy and high quality of life.

The Economic Development Strategy provides a strategic framework for Bathurst Regional Council for a short to medium timeframe 2011-2016. The Plan is interlinked across other Strategic Plans within Council as economic development does not occur in isolation.

The Strategy is not intended to be an all encompassing document, it analyses and refines the greatest opportunities for job generation by managing the Region’s strengths and trends as they occur in the National and Global environment.

The methodology and engagement process for the development of the Strategy is outlined. The definition of Economic Development is reviewed and refined for the Bathurst Region. Importantly this section also discusses the role of Local Government in the economic development process. The planning framework and context in which the Bathurst Region Economic Development Strategy operates is outlined, with each document being reviewed to provide input into the Strategy.

The ‘Situation Analysis’ phase of the Strategy involves analysing and understanding the environment in which the Bathurst Region operates. The aim is to identify key factors that will influence how Bathurst is developed, marketed and managed over time.

This phase of the Strategy also includes an analysis of the strengths, weaknesses, opportunities and threats (SWOT) for the Bathurst Region. The SWOT analysis was conducted as part of five Economic Development Forums with key stakeholders. It provides an impetus to analyse Bathurst’s current situation and assist with the development of suitable strategies and tactics.

The ‘Situation Analysis’ section is an essential part of the strategic planning process and underpins the ‘Implementation’ phase of the Strategy.

The ‘Vision and Values’ section of the Strategy identifies a unified vision for economic development for the region and supporting values which will be shared among the stakeholders driving the Strategy.

As a result of the situation analysis the Strategy identifies ‘Economic Development Themes’ which are the key strategic directions for the Strategy for the coming 5 years. These are identified within Foundation Initiatives, Bridging Initiatives and Strategic Growth Sectors.

To assist in achieving the key strategic goals the ‘Action Plan’ outlines the key objectives and strategies on each Economic Development Themed area. As a living document, together with new trends and variables that effect growth, the Action Plan may require reviewing and amendment as required.

Finally, it is vital to gauge the impact of the Strategy in terms of the implementation of the Action Plan. Many of the concepts and key themes will evolve and continue to grow based on numerous factors including the success of relationships; available funding; resources; and maintaining a combined and focussed stakeholder approach.

The Strategy is not intended to be an all encompassing document, it analyses and refines the greatest opportunities for job generation by managing the Region’s strengths and trends as they occur in the National and Global environment.
Background

Bathurst, one of the fastest NSW growing inland regions, is located only two and half hours from the NSW state capital, Sydney.

The Bathurst Region is home to over 39,915 (2010) residents and growing at a rate of 1.5% over the past five years. The region is experiencing considerable growth. Population forecasts predict the region to grow by 30%, to 51,482, by the year 2031 (Informed Decisions: 2010).

With this in mind, Bathurst Regional Council is planning for the future of the Bathurst Region.

The Economic Development Strategy 2011-2016 presents a tool by which the Council, in partnership with industry and the community, can take a coordinated approach to retaining and growing the existing economic base of the Region, as well as attracting new investment.

The Bathurst Region Economic Development Strategy provides a framework for not only Council’s future activities, but identifies partners and linkages to ensure the growth is moderated and maximised.

The Strategy identifies a number of priority key strategic growth areas for the next five years. Furthermore the Strategy identifies and encourages the pursuit of activities that will create economic development opportunities, boost production and increase competitiveness and sustainability of Bathurst’s private sector whilst improving the lifestyle for its residents.

Methodology

Strategic planning, an essential first step in the development of a results-based accountability system, is defined as the process of addressing the following questions:

- Where are we now and what do we have to work with (Situation Analysis)
- Where do we want to be (Vision)
- How will we get there (Objectives and Strategies)
- How will we know (Key Performance Indicators, Review and Monitoring)

This Strategy has been prepared in two parts. Firstly a comprehensive desktop review to identify and assess impacts of global, national and local trends. This included the analysis of economic data and key industry trends.

Successful economic development is not reliant on one specific industry sector, it takes an “all of community” approach. The Strategy’s development required consideration and articulation of values and priorities by key stakeholders. The process involved hosting six Forums and an online survey which was marketed to the local community through the media. Council representatives presented at various external forums including the Bathurst Business Chamber and Bathurst Superannuants and Pensioners meeting (attended by over 170 Bathurst residents).

Economic Development Forums

Economic Development Forums were held during July 2010 and are viewed by Bathurst Regional Council as an integral part in developing the Strategy. The Forums sought to capture input from a cross section of industry sectors, government representatives, individuals, Bathurst Business Chamber and youth.

This feedback was used to shape, refine and continuously advance the general plan from an outline, to a consensus driven blue print for economic development.
The general themes discussed and worked through during the five forums included:

- Current attributes and characteristics of the Bathurst industry sectors;
- Opportunities and obstacles for future growth within industry sectors;
- Opportunities for future marketing of the region;
- Opportunities for localised capacity building; and
- Opportunities and obstacles for skills attraction.

Surveys
It was recognised that local residents play an important role in economic development and a survey was developed and hosted online through Survey Monkey. The weblink was publicised on radio and print. Over 60 survey responses were received.

Economic Profile
In addition, Bathurst Regional Council engaged Informed Decisions to undertake a fresh approach to providing demographic and economic information for the Bathurst Region. The economic profile provides a “snapshot” of economic activity in the Bathurst Region at this point in time. The ultimate objective of the Profile is to help government agencies, legislative bodies, private organisations, and individual residents understand the overall economic significance of the Bathurst Region and the relative significance of key economic sectors, providing an information source for future management decisions.

The economic activity from Informed Decisions has been analysed identifying past and future trends to form a foundation for the Strategy.

This Economic Development Strategy has been prepared based on consultation with stakeholders, community groups, industry, residents and Bathurst Regional Council.

The plan reflects strong commitment to future growth in the City and Region.

Thanks are due to contributors who provided input into the development of the Strategy.

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References

ABS: Australian Bureau of Statistics (2010); State and National Demographics; Cat no. 3101; http://abs.gov.au


GWAHD: Greater Western Area Health Division (2010); A new Direction for Greater Western Health Service Strategic Plan 2007

AEC Group (2010); ‘Regional Economic Profile’. Prepared for Central NSW Regional Development Australia and CENTROC.


WRI: Western Research Institute, (2005); Economic Impact of Charles Sturt University.

World Bank, (2011); ‘What is Local Economic Development (LED)?’ Website http://go.worldbank.org/EA784ZB3F0

Informed Decisions (2010); ‘Bathurst Regional Profile’, Website www.id.com.au
As economic development is not a stand alone activity, it is important to identify and review other strategic planning instruments that may synergise with or provide insights into the development of the Strategy. The following diagram (1.1) outlines the key documents that have been reviewed as part of the Strategy.
Integrated Planning and Reporting

Under the new planning model - Integrated Planning and Reporting (IPR), Councils are required to develop a long term plan for their communities. The aims of the IPR are to improve the integration of various statutory planning and reporting processes undertaken by councils, to strengthen councils’ strategic focus and streamline reporting processes.

The new system recognises that communities do not exist in isolation – they are part of a larger natural, social, economic and political environment that influences and, to a large extent, shapes their future direction.

The process of formulating a long term strategic plan will see the drawing together of existing plans, an interaction of old and new ideas to ensure maximum leverage in planning holistically for Bathurst’s future.

The various components of the new planning and reporting framework are shown in diagram 1.2 below and highlights the significance of the Economic Development Strategy in the Integrated Planning and Reporting Framework for Bathurst Regional Council. The Plans are designed to cascade, so that high level objectives from the Community Strategic Plan are ultimately translated into specific actions at Operational Plan level.

Council views the development of the Bathurst Region Economic Development Strategy as a key strategic planning document to assist in providing a guiding mechanism for the growth of the City and Region.
Situation Analysis

“You can’t manage what you don’t understand.”
The key to unlocking the potential of the Bathurst Region comes from understanding how the Region is performing. The Situation Analysis phase of the Strategy involves analysing and understanding the environment in which the Bathurst Region operates. The aim is to identify key factors that will influence how Bathurst is developed, marketed and managed over time. It is an essential part of strategic planning and underpins the ‘Implementation’ phase of the Strategy.

The Bathurst Region is located in the Central NSW region and covers an area of 3,821.9km². Located only 2.5 hours from Sydney, the Region is the gateway to Central NSW and Western Region and is positioned at the junction of three major transport corridors, being the Mitchell, Great Western and Mid Western Highways.

Bathurst is the largest LGA in the region and represents over one-fifth (20%) of the total Central West economy. Most of Bathurst’s key socioeconomic indicators have experienced positive growth over the past 12 months including population and employment. Bathurst recorded significant population growth in 2009 (2.2%), reflecting the increased inflow of people from other regional centres and metropolitan areas. This shift can be attributed to a growing preference for living in regional centres. While Bathurst Regions economic output is largely driven by the manufacturing sector, the key industry employers include the education and training, health care and social assistance, agriculture and retail trade sectors - jointly accounting for more than one third of the Local Government Areas (LGA) total employment. Further the LGA has a strong business presence with the property and business services and construction sectors.

Key points to note for the regional economy are:
• From 2008 - 2009, the population of Bathurst has grown at a faster rate than the New South Wales average and is projected to increase by an further 7,800 persons over the period to 2021.

• In 2006, the average age for Bathurst was 36.1 years, one year lower than the average for New South Wales.

• Bathurst is a key industry centre in the Central NSW region, generating a Gross Regional Product (GRP) of approximately $1.4 billion and accounting for more than 20% of the Central NSW regions gross regional product in 2008/2009.

• The economy of Bathurst, in terms of employment, has an even distribution across four main industry sectors of retail, education, health and manufacturing.

• The sheep, cattle (beef) and grain farming sectors have historically been the backbone of the local economy. This sector is supported by the agriculture services sector, export infrastructure and an established supply chain.

• The SuperCheap Auto Bathurst 1000 provides significant Tourism expenditure to the region - $53 million over a four day period and attracting over 183,000 visitors.

• With four major events being held annually and localized events, it is estimated Mount Panorama injects over $168 million into the Bathurst economy and $75 million into the NSW gross state product.

• Bathurst has an above average proportion of households purchasing homes or renting, reflecting the relative affordability of the area to the younger age demographic of the region.

• Bathurst has lower average property prices than the New South Wales average, again highlighting the relative affordability of the region.

• In line with median property price trends, Bathurst records lower average home loan repayments than the State, however over the past five years it has experienced a higher than average level of growth.

• Bathurst has had a steady increase in the value of new residential building approvals, with Council approving over $43 million in new residential development in 2009/2010.

• Bathurst has access to an integrated transport network which supports population growth, industry activity and accessibility to the region and provides multimodal connectivity between Regions and States.

• The area has extensive utility infrastructure, including energy, natural gas, water and waste services, with the capacity to support ongoing population and industry growth.
**Population**

The population of the Bathurst Region and its economic growth are closely linked. Population drives investment in a local economy through residential development, business investment and greater provision of recreational, personal, community and retail services (AEC: 2010).

**Nationally**

The Australian population in May 2011 was 22,616,524 with one new person born every 97 seconds. Australia’s population grew by 1.6% during the 12 months ended 31 September 2010. The growth rate has been declining since the peak of 2.1% for the year ended 30 September 2008 and was the lowest growth rate since the year ending September 2006.

Natural increase and net overseas migration contributed 46% and 54% respectively to total population growth for the year ended 30 September 2010. All states and territories experienced positive population growth over the 12 months ended 30 September 2010. Western Australia recorded the largest percentage gain (2.1%) and Tasmania the smallest (0.8%).

In 2006 the median age was 36.9 years and by 2050 the median age is projected to rise to 46.7 (ABS 2011).

**State**

The estimated residential population of NSW in 2009 was 7,134,421. The population of NSW in 2026 is projected to be approximately 8,000,000.

The rate of growth of the NSW population is declining. Between 1996 and 2001 the average annual growth rate was approximately 1.17%. Between 2001 and 2006, the average growth rate was 0.73% per year. It is projected to increase slightly to 0.80% per year, between 2006 and 2026. In 2006 the median age was 37 years, while in 2026 the median age is projected to be 41 years.

The Central NSW Region is expected to grow to 235,389 by the year 2031 demonstrating an average annual growth in the population of 0.91% between 2011 and 2021 or an average growth of 0.54% per annum between 2011 and 2031. The average age for the region is currently 38 years.

**Central NSW Region**

The Central NSW Region is defined as the 12 local Government areas that form the Central West Regional Development Australia region including Bathurst, Bland, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow, Oberon, Orange, Parkes, Upper Lachlan, Weddin, Wellington and Young.

The Central NSW Region is expected to grow to 235,389 by the year 2031 demonstrating an average annual growth in the population of 0.91% between 2011 and 2021 or an average growth of 0.54% per annum between 2011 and 2031. The average age for the region is currently 38 years.

Forecasting statistics predict the most populous age group will remain the 15-19 year olds with the number of under 15 year olds increasing by 17.8%. The age group forecast to have the largest proportional increase (relative to its population size) by 2021 is the 70-74 year olds. This is reflective of the national average for this group which is forecast to increase by 66.1% to 1,834 persons.

**Bathurst**

There were an estimated 39,915 persons residing in the Bathurst Region in 2010, an increase of 1.2% from June 2009. Over the past 5 years, the Bathurst Region has recorded the highest population growth within both the Central NSW and CENTROC regions averaging 1.5% growth per annum. The Region is expected to grow by 1.3% annually in the next 15 years, to a population of 48,434 in 2026. In 2006 the median age in the Bathurst Region was 36.1 years, being the youngest median age in the Central NSW region and also lower than the state and national average. Primarily this is due to the higher proportion of residents between the ages 15-34 years and reflects the large number of educational institutions located in Bathurst such as Charles Sturt University, Western Institute campuses of TAFE and Central West Community College and apprentice groups.

In 2006 the median age was 36.9 years and by 2050 the median age is projected to rise to 46.7 (ABS 2011).

<table>
<thead>
<tr>
<th>Bathurst Region</th>
<th>2006</th>
<th>2011</th>
<th>2016</th>
<th>2021</th>
<th>2026</th>
<th>2031</th>
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<tr>
<td>Population</td>
<td>37,586</td>
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<td>42,561</td>
<td>45,413</td>
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<td>Change in Population (5 years)</td>
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<td>Average Annual Change (%)</td>
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<td>1.31</td>
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<tr>
<td>Number of Households</td>
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<td>17,025</td>
<td>18,243</td>
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<tr>
<td>Average Household Size (persons)</td>
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<td>2.51</td>
<td>2.5</td>
<td>2.5</td>
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*Table 1. Bathurst Region Population*
Economy and Industry

Bathurst’s emergence as a principal economic driver of the Central NSW Region is largely attributable to its development of a large industry base and a range of education, recreation and support activities.

The Bathurst Region is characterised by three divergent economies. The City itself is anchored by the Bathurst Central Business District with the major sector being retail. The CBD accounts for a significant share of economic activity in the commerce, finance and professional services, and household based sectors. To the east of the City are the main bulky goods and industrial precincts which accounts for activity in the retail, manufacturing and transport and storage sectors. South of the City there is a strong cluster of government administration and education bodies.

The Bathurst Region economy has almost doubled in the past ten years, growing from $2.634 billion in 2001 to $4.503 billion in 2009 (Informed Decisions: 2010). The economy has been growing at a rate of 2.2% since 2005/2006.

In 2009 manufacturing was the largest industry in the Bathurst Region by value added $320 million and also by output at $1,322 million.

In terms of annual turnover, 33.8% of all Bathurst registered business had a turnover of $100,000-$500,000 with over 10% of all businesses having a turnover of over $1 million in 2007. In 2007 Bathurst businesses exceeded the regional NSW average with increased turnover on the $0-$50,000 and $500,000-$5 million ranges.

The Region continues to perform above the regional NSW average and just below the NSW state average in terms of regional production which provides proof of the strength of the local economy. The key gross regional product contributions for Bathurst were primarily driven by key sectors including manufacturing, education, safety and public administration (AEC: 2010).

The Bathurst Region accounted for approximately 23.3% of the Central NSW regions estimated gross regional product in 2008-2009. This growth has boosted the expansion of the city’s economic base across a diverse range of industries that include health, education, manufacturing and retail.

Unemployment Rates

Bathurst consistently rates lower than the national and regional average in terms of unemployment which is reflective of the positive employment prospects and industry growth that is occurring in the region (Table 2). Low unemployment can reflect greater output, increased income, greater consumption, less poverty and the lower reliance on welfare payments.

Employment by Industry

An analysis of the jobs held by the resident population in the Bathurst Region in 2006 demonstrates the three core industry sectors were retail trade (12.6%), manufacturing (12.1%) and education and training (11.6%).

In the years from 2001-2006 the agricultural and property and business services sectors had the largest loss of positions (218 and 188 respectively). The wholesale trade and cultural and recreation also show smaller losses. All other sectors show an increase in employment with government administration and health sectors showing a large increase in employment (339 and 200 respectively). This increase can be attributed to the decentralisation of Government Departments during this period, most significantly the relocation of the Department of Fair Trading from Sydney to Bathurst in 2000, creating 38 new positions in the Region.

26.5% of all Bathurst businesses have 1 - 4 employees, and 15.9% of businesses employ 5 - 19 employees. Bathurst has more businesses which employ 5 - 19 and 20 - 49 than the regional NSW average.

Table 2: Bathurst Region Unemployment Rates
**Property - Residential**

Bathurst’s property sector continues to grow with the value of total residential activity in the Bathurst Region being over $69 million in total value during 2009 - 2010. Bathurst Regional Council approved a total number of 579 development applications (DA) in 2010-2011 financial year, with Council having an impressive mean average of 26 days for DA and Construction Development Certificate approval.

This growth is reflected in the construction industry sector performance from 2001 - 2009, with the sector more than doubling in value added ($110 million) and also by output ($387 million).

Forecasting indicates that there will be an average of 228 dwellings commenced each year until 2031 representing an increase of 1.3% annually for new dwellings constructed.

Bathurst continues to perform well in terms of capital growth. As a growing regional centre with sound employment and enviable lifestyle, Bathurst in 2010 was again listed in the Australian Property Investor Magazine’s Hot 100 locations. Capital growth trends and high rental yields are attracting investors to Bathurst.

The property market gives exceptional value compared to Sydney, with a mid range residential property priced at $272,000. Bathurst has experienced an annual capital growth of over 8% from 2009-2010 and is returning gross yields of between 5 – 6%, a perfect combination for long term returns. Bathurst offers a range of property investment options from inner city terraces and semi-detached homes to modern housing and rural properties.

The primary housing market draws young adults (attracted to education, transport, and employment opportunities) from the surrounding local government areas, Sydney and interstate. Charles Sturt University attracts students from around Australia who relocate to Bathurst and require rental accommodation. As a result, rental properties are in high demand, with the average 3 bedroom rental property returning $280 – $320 per week.

The importance of the Bathurst Region as a destination for young adults is expected to continue into the future. Growth for this population segment is forecast to be 12.2% by the year 2021. Charles Sturt University is also focused on attracting new students by offering a range of niche courses and by implementing a significant capital infrastructure program. This sector is also supported by TAFE and the Flannery Centre. There is a need to drive investment to Bathurst to maintain an adequate rental supply.

In addition, new residential development opportunities in areas, within minutes of the CBD, such as Abercrombie, Llanarth, Eglinton, Kelso (North), Laffing Waters, and Windradyne will drive an increase in family numbers to the area. Significant new greenfield residential opportunities have been identified in these suburbs as well as in Kelso (South) and Mitchell - Robin Hill.

Planning future land use for the Bathurst Region, as a result of forecasted growing population, is instrumental to ensuring sustainable development. Studies such as the Bathurst Region Urban Strategy and the Bathurst Region Heritage Study are specific planning documents used in refining and defining land use Policy’s for the Region. Council also undertakes numerous other planning studies/projects that provide the framework for land use planning in the Region. It is vital that these plans are monitored and refined in consultation with stakeholders as forecasting data is obtained and circumstances change.
Property Non-residential

Bathurst Regional Council approved over $88 million in non-residential building approvals in 2009-2010. Over $25 million in non-residential property sales were exchanged in 2005. Bathurst presents industrial and commercial investment opportunities for the investor, with new businesses being attracted to the area’s strong economy and vibrant lifestyle.

The Kelso industrial area is of particular strategic importance to both Bathurst and the wider regional area. As Bathurst’s main industrial precinct for medium and heavy development, it represents the opportunity to provide industrial related employment for its residents. In doing so, this ensures that there is an equitable provision of employment opportunities across industry sectors, occupations and skill levels.

The main industrial area is located only metres from the Sydney Road allowing easy access to markets and transport. Lot sizes in the Kelso Industrial Park range from 5,499 square metres to 12,820 square metres. All services are provided to each lot including roads, water, sewer, drainage and telecommunications.

Servicing both the local and regional community, the Bathurst Services and Trades Centre has a range of operations. There is a strong cluster of like businesses and the Centre is growing steadily. The lot sizes are generally smaller in this market but Council, as the developer of this area, will create larger lots on request and subject to land availability.

Lots range in size from 1,719 square metres up to 2,972 square metres.

There is a ready supply of commercial property available within the CBD. The average land value for a single retail shop in Bathurst in 2009 was $232,000 for 5.4 metres of frontage. There is a mix of commercial retail space available within the CBD for purchase or rent.

The Bathurst CBD and Bulky Goods Strategy provides an integrated physical framework in which to co-ordinate the planning and development of retail and commercial space with the Bathurst Region. The Strategy, which is due for Council adoption in 2011, will identify the regional catchment area that Bathurst services, assess aggregate expenditure, market share patterns, and future retail floorspace requirements. This strategy will assist in ensuring the effective and sustainable delivery of retailing and other services to the Bathurst Region.

Much data and information provided in the report will assist in identifying and attracting suitable and niche businesses to Bathurst. In addition the Strategy will provide much needed data to inform the development of a business and retention program, targeting the existing business base.
In delivering on the Economic Development Strategy into the future, the Bathurst Regional community face a number of new challenges and opportunities at the global, national and local level. It is therefore vital to acknowledge that Bathurst operates within a continually changing context - both globally and nationally.

Identifying future major changes to the economy will assist in assessing opportunities and implications for the Bathurst business base. Access Economics (2010) identify four potential major changes that will occur in the economy to 2020, these include:
- Transition to a carbon constrained future;
- The rapid development of the digital economy;
- Demand and competition from emerging economies (China and India); and
- An ageing and growing population.

**Carbon constrained future**

It is noted that Climate Change will create both challenges and opportunities for Bathurst Regional industries in the coming years. In summary, it is predicted that by 2050, rainfall for the Bathurst region will decrease overall.

Overall temperatures are projected to increase by between 1 to 3 Celsius. This will affect patterns of land use as well as production and profitability in the agriculture and related sectors. It will also heighten the demand that the balance between social, economic and environmental factors be addressed. Opportunities exist therefore innovate through all industry sectors. AEC (2010) notes that there will be interest and investment in the creation of commercially proven technologies that utilise lower emission generation. Additionally, the modifications required for the business community to implement policy changes with regards to climate change, particularly from the perspective of regulation, compliance and corporate strategies may see a heightened demand for specialised professional services and techniques.

Agricultural production is an important source of greenhouse gas (GHG) emissions and practices that reduce or offset these emissions can increase farmer income, enhance wildlife habitat and improve soil productivity. As the backbone of the Bathurst Region, specific strategies should be developed as part of the key themes of Eco-Innovation and under the Business Retention and Expansion Program to ensure that the industry sector is supported, planning and managing for a carbon constrained future.

Inspiration training centres such as the Flannery Centre, a world-class carbon efficiency skills centre due for completion in 2012, will be instrumental in providing training and education about sustainability in order to inspire, lead and learn the Region’s way to a positive future.

**Demand and competition from emerging economies**

The growth of China and India may present opportunities and implications for Bathurst based industries, including the service sector with demand for higher value goods and services. This includes export areas such as education, health and professional services.

Additionally economic development in Asia is likely to increase investment in Australia, either through mergers, acquisitions or greenfield projects. However there will be greater pressures from these economies as they move from the production of less complex goods into higher value manufacturing and services (AEC: 2010). The higher terms of trade and elevated exchange rate will have negative implications for trade exposed areas such as manufacturing and tourism.

**Rapid development of the digital economy**

Economies around the world are in transition. Internet, communications and technology (ICT) are driving global change at a rapid rate and touching nearly every aspect of peoples lives. There are approximately 1,966,514,816 Internet users globally, with the top 20 countries having more than 75% of the world's usage, noting Australia is not in the top 20.

Economic and social prosperity is increasingly tied to, and determined by, ICT developments. More and more essential services and businesses are finding their way onto the Internet. Consequently the economy is increasingly becoming a digital economy. In Australia, although the digital economy has been slow to take off and is still relatively underdeveloped,
A recent United Nations report has claimed that high speed broadband is crucial for future economic prosperity. Future service delivery in health, education, business, trade and government will all rely on broadband-enabled platforms. The promise of telecommuting, distance education, e-health and access to online services means that populations will no longer need to live where they work. They will be able to choose where they live and use the network to participate in the digital economy. Bathurst with its proximity to Sydney and quality lifestyle will be a very attractive location for such a population.

Bathurst's location and existing transport infrastructure already provides it with a competitive edge in accessing national and international markets. Rapid development of the information economy also has the capacity to enhance this region's competitive positioning not only in the NSW and Australian economy, but the global market.

An ageing and growing population
Residents of NSW are living longer and healthier lives than ever before. “Over the past 20 years, the chances of dying before we reach the age of 70 have dropped by 25%” (GWAHD: 2010). An implication of this demographic shift will be changing service requirements - particularly in the areas of health, aged care and housing.

Forecasting shows that Bathurst will have an increase of 8,309 (19%) residents in the age of 60 years and over by 2016. The 2010 Bathurst Regional Council Social and Community Plan identifies that current aged care facilities and services are adequate however recognises the need to respond and change with the needs of the ageing population. Council through the provision of land availability and strategic planning, fosters and supports development focussed at the provision of aged care.

In terms of health care services and provision, the Greater Western Health Service Plan Towards 2010 (2007) identifies that the ageing population is increasing the need for services and in particular for those services that assist people with complex or chronic conditions. Specific strategies are addressed through Council’s Social and Community Plan in consultation with other stakeholders.

It is important that key government and non-government professional bodies work towards finding a long term solution and management processes that enable the facilities and services that will be required by an ageing population.
The following pages represent a strategic positioning analysis of the Bathurst Region. The analysis applies the principles of SWOT (strengths, weaknesses, opportunities, and threats) to assess the position of the Bathurst Region for establishing an environment conducive and receptive to economic growth and enhancing lifestyles, cultural and environmental dimensions.

The actions to be undertaken that can be deduced from these four elements are;

- Build on strengths;
- Eliminate weaknesses;
- Exploit opportunities; and
- Mitigate the effect of threats (Dealtry 1992: 2).

Strategies

**Strengths**

- Strong population growth - growing labour pool
- Geographic position and proximity to other regional centres and major cities
- Abundance of rich agricultural soil and strong farming community
- Appropriate business climate favourable to private sector development
- Regional City status with significant land for future development
- Sizeable population and regional catchment
- Natural amenity and distinct setting
- Gateway to Central NSW
- Quality of lifestyle and recreational facilities recognised
- Diverse economic base and a number of major businesses
- Affordable land and supply for residential, commercial and industrial development
- Good health and educational infrastructure
- Skilled workforce supported by local training institutions
- Planning strategies in place
- Council owned land strategic holdings
- ‘Open for business’ attitude
- Affordable living costs compared to much of Sydney
- Civic improvement program in place
- Envious water supply
- Sound cultural activities
- Heritage elements - streetscapes, buildings, history
- Mount Panorama
- Climate - 4 distinct seasons
- Employment catchment area
- Number and scope of innovative business
- Established Business precincts eg Keppel Street
- Established utility and transportation infrastructure and capacity to expand
**Weaknesses**

- Gaps in road and rail transport connectivity to regional centres and growth areas
- Lack of rental properties
- Lack of external awareness of Bathurst Region
- Bus/Train timetables
- Internet reliability and coverage
- Perceived and given transport costs
- Negative perceptions of regional life
- Lack of town entrance appeal and cohesive signage
- Perceived loss of family/social networks through relocation
- Limited specific regional and Bathurst research
- Low adoption of solar hot water
- Lack of daily return CityRail rail service

**Threats**

- The speed of change
- Climate Change
- Loss of control of water resources, water security
- Federal and State Government policies and procedures
- Loss of skilled labour
- Increased energy costs
- Environmental degradations due to increased population
- Uncontrolled growth and subsequent stress on infrastructure (eg water and roads)
- Urbanisation and loss of heritage elements
- Uncontrolled weeds
- Ageing Population
- Quality of lifestyle may decline if recreation, health, cultural, restaurant and other service sectors do not keep pace with growth
- Rising cost of capital and tighter investment lending make large investments more difficult
- Global economic downturn and slowdown in global economies (eg China)
- Higher inflation and interest rates could affect growth
- Rising Oil Prices

**Opportunities**

- Maintaining the steady improvement in the business climate
- Availability of local buildings suitable for redevelopment
- Development of Tourism Plan
- Support local industry
- Truck Bypass Route
- Industry Clustering
- Industry networking (focus groups)
- Raise awareness of Bathurst
- Beautify entrances to town
- Residential Development
- Further development of Arts precinct
- Exploit Airport
- Renewable Energy Cluster
- Australian Centre for Science Technology and Emerging Industries
- Foster and support innovative practices to enhance Bathurst as a centre of innovation
- Enhance and protect built environment
- Attract property and business investment
- Development of conference and convention trade to Bathurst
- Population growth generates increased demand (construction, retail, recreation, cultural, restaurants and other service sectors)
- Establish links between local industry and educational institutions to foster greater levels of public sector R&D
- Growing tourism sector
- Daily return CityRail rail service
Vision

The Bathurst Region Economic Development Strategy is a blueprint to attract employment, generate investment, strengthen and sustain the existing business base and promote and attract economic opportunities.

A central theme throughout the Strategy is the need for strategic partnerships through collaboration. Collaboration can improve the overall health of the Bathurst Region. Building social capital and fostering change and ownership of the collection of problems/resources can be achieved the generation of wiser and more durable solutions and decisions.

The other central thread throughout the Strategy is that of innovation. Bathurst is founded on innovation; one of the first cities settled in regional Australia, the dream for Mount Panorama, the number of companies using innovative techniques for process or product delivery. It is arguable if innovation actually drives economic growth, therefore the Strategy focuses on the ‘lynch pins’ - those factors that assist in laying the foundations for innovation.

The Strategy recognises the importance of not losing but enhancing those characteristics which make Bathurst unique. Clean air, open space, heritage and history, the rural lifestyle; and people define Bathurst. Growth is imminent, however it is vital that the underlying fabric that makes Bathurst unique and ‘home’ to so many remains strong.

Key Values

The values listed below are a set of beliefs that were developed through consultation and will be shared among the stakeholders driving the Economic Development Strategy. This set of values will drive the priorities and provide a framework in which decisions are made.

- Bathurst Regional Council and the community will work together to address the major challenges and opportunities for Bathurst.
- Bathurst recognises that the community is part of a regional, national and global community.
- Bathurst is an outward looking and unified community, making use of collective and diverse strengths that enhance our impact and relevance as a Regional City.

Key Success Factors

- The strength of Bathurst’s knowledge base
- Ability to maintain and build on Bathurst’s diverse economic base
- Increased gross regional product
- Strength and breadth of collaboration and ability to form and maintain relationships
- Ability to market, build brand awareness and maintain presence in the market place
- Increased investment in the region
- The generation of employment through expansion of the existing business base and attraction of new business
- Enhanced lifestyle and cohesive community
- The preservation and enhancement of Bathursts environmental and heritage assets
- The ability to maintain the rural character and lifestyle that makes Bathurst special

“To work in collaboration to create a progressive and innovative economic environment that supports, preserves and enhances the lifestyle, environmental and cultural characteristics of the Region.”
The Bathurst Region Economic Development Strategy identifies several areas in which Bathurst has key strengths. These strengths have become the foundation for Economic Development to occur. The Strategy identifies seven ‘Strategic Growth Sectors’ on which Bathurst will build its competitive advantage.

It is the intention that the Economic Development Strategy be a five year plan. There will be opportunities that may arise outside of the identified growth sectors listed below. The opportunities will be maximised and capitalised upon at that point, however the Bathurst Region Economic Development Strategy is intentionally strategic in its approach rather than share an adhoc, all encompassing or reactive approach to Economic Development.

Based upon the Geelong Economic Development Model due to synergies and simplicity, the priority areas are broken to three core areas of Foundation initiatives, Bridging Initiatives and Key Strategic Growth Sectors.

To maintain Bathurst Regions growth and be sustainable, several Strategic Growth Sectors have been identified. These sectors include:

- Knowledge Innovation and Research;
- Advanced Manufacturing;
- Education;
- Small, Micro and Home Based Business;
- Tourism
- Aviation and
- Eco-Innovation.

Foundation Initiatives are those area’s that underpin the Economic Strategy, these are identified as:

- Sound infrastructure;
- Skilled workforce; and
- Ongoing business support.

Investment, strategic partnerships and marketing act as a bridge to the strategic growth sectors and core foundation initiatives. By themselves they do not create employment and drive wealth. However they provide support and direction to other initiatives both public and private. Specifically they include:

- Investment (facilitation and attraction);
- Collaboration (strategic partnership and stakeholder relations); and
- Strategic Marketing.
Diagram 1.3: Economic Development Themes

- Strategic Growth Sectors
- Knowledge, Innovation & Research
- Advanced Manufacturing
- Aviation
- Strategic Marketing
- Tourism
- Education
- Small Business
- Infrastructure
- Skilled Workforce
- Business Support
- Eco-Innovation
- Bridging Initiatives
- Foundation Initiatives
- Collaboration
- Investment
Infrastructure (Hard, Social, Knowledge)
The development and maintenance of essential public infrastructure is an important ingredient for sustained economic growth. Infrastructure investment can lift economic growth and support social objectives.

Infrastructure includes the physical ‘hard’ infrastructure such as roads, bridges and rail networks as well as knowledge infrastructure such as schools, universities and research bodies. Transport infrastructure improves access to services and markets in regional areas such as Bathurst.

Social infrastructure such as health and social services, entertainment, the arts and law help lay the groundwork for a more productive, healthy population capable of contributing to sustained economic growth.

Bathurst Regional Council plays an extensive role in infrastructure provision by planning, developing and maintaining key infrastructure for the Bathurst community. This infrastructure includes local roads, bridges, footpaths, regional aerodrome, water and sewerage, drainage, waste disposal and public buildings, parks and gardens. Additionally, the Council provides a range of social infrastructure, such as recreational and cultural facilities and through its leadership, makes a major contribution to human capital infrastructure.

Bathurst Regional Council in partnership with the various community stakeholders, strategically plans for the development of hard and social infrastructure through a number of instruments including an annual operational management plan, asset management plans and various planning documents specific to the area of infrastructure. For example, Council has adopted the following asset management plans:

- Water;
- Roads;
- Footpaths and Cycleways;
- Aerodrome;
- Sewer;
- Buildings;
- Bridges and Culverts;
- Drainage; and
- Parks and Recreation.

A strategic asset assessment on the Bathurst Region indicates there are a number of locational, geographical and existing industry characteristics in the Bathurst Region that can further support economic development opportunities. These key characteristics include:

- Land availability for industrial and residential development;
- Bathurst Trade Centre and Kelso Industrial Park
- Land availability on Sydney Road;
- Bathurst Regional Airport;
- Water supply;
- Existing industry base; and
- Educational assets

Local government also has planning responsibilities that affect the provision of infrastructure, whether provided by government or by the private sector. The Bathurst Region’s Rural and Urban Strategies provide broad land use strategies to guide the future land management and development of the rural and urban lands villages and settlements of the Bathurst Region.

Planning future land use for the Bathurst Region is a major task. The Bathurst Region Urban Strategy and the Bathurst Region Heritage Study were adopted by Council in March 2007. The Department of Planning endorsed the Urban Strategy in May 2008 with Council adopting the Bathurst Region Rural Strategy in December 2008. The Department of Planning is yet to endorse this Strategy. These Strategies provide the broad ranging frameworks on which Bathurst Regional Council is building a new comprehensive Local Environmental Plan (LEP) to manage land use planning in the Bathurst Regional Local Government Area. Council also undertakes numerous other planning studies/projects that provide the framework for land use planning in the Region.
Council has also adopted a Community and Social Plan (2011-2016) which describes the Bathurst community, identifies the key issues and recommends strategies that can be undertaken in partnership with key stakeholders to address identified needs. The Social and Community Plan is a living document that showcases key elements of the activities, programs and organisations that work in the Bathurst community.

This is a future where employment, education, culture, recreation, and health opportunities are diverse and accessible to residents of all ages. Other paramount issues identified intrinsic to the Bathurst Community include:

- Maintaining the continual growth of the City whilst maintaining respect for the natural environment;
- Retaining the characteristics of a rural city;
- Preserving the rural heritage of the region and safeguarding Bathurst’s vistas and green spaces;
- Provision of readily available transport options; and
- Highly interactive community with a clear sense of belonging for all.

It is therefore important that these issues are also identified and carried through the Economic Development Strategy with a focus on key areas that will impact job generation and business attraction.

The Strategy recognises the need for the ongoing development of three interlinked areas of knowledge, social and hard infrastructure which supports competitiveness and boost economic growth in the Region.
**Skilled Workforce**

Developing and maintaining a skilled workforce is one of the key foundation initiatives of the Bathurst Region Economic Development Strategy. The availability of a skilled workforce is critical to the growth of large, medium and small industry and building resilience in the Bathurst Region. Skill shortages are, in most cases, a feature of a strong labour market and tend to arise when there is a strong, growing economy.

A contemporary definition of skill shortage is: "when the demand for workers for a particular occupation is greater than the supply of workers who are qualified, available and willing to work under existing market conditions". This definition of skill shortage makes an important distinction when it defines skills shortage as existing 'under current market conditions'. Businesses have the power to respond to 'market conditions' by offering above-market incentives, increasing their potential to attract and retain skilled labour.

Both the Regional Development Central West Regional Plan 2010-2015 (RDACW) and Industry and Investment's State Plan (August, 2010) for the Central West Region recognise skills and workforce development as a key strategic priority area. A key goal of the RDACW is to "promote and assist with investment attraction, retention and employment" growth with a direct strategy being to improve availability of skilled labour. The organisation has identified the need for a skills roundtable, support for the adoption of indigenous employment strategies and remaining as the regional certifying body for Skilled Migration Visas.

Industry and Investment NSW Regional Business Growth Plan for Central West NSW identifies ‘Skills and Employment” as a key opportunity and challenge for the Region. The Strategy identifies the retention of professional and technical skills, retention and attraction of trade apprentices, ageing workforce and skill shortages as key strategic challenges for the Region. The Department views opportunities in the skills development area to be focussed around:

- Health (with Charles Sturt University) and green skills (with the Flannery Centre and TAFE NSW); and
- Green skills in traditional trade areas (eg building and construction, electrical, plumbing and refrigeration).

It is anticipated that the Bathurst Region will experience rapid development and possibly skills leakages as a result of the expansion of two key regional industry sectors - resources and health. Workforce requirements in the Bathurst Region will vary during the expansion and establishment of the resource industry in the region. The expansion of the Newcrest Mine - Cadia East and numerous explorations in the Region will increase opportunities for businesses and workers in the region. In addition Bathurst may suffer skills shortages as a result of these mineral developments due to the high wages on offer potentially resulting in the exodus of many tradespeople from the Region to take up employment in the mining sector.

The health and community services industry has been suffering from skill shortages in a number of occupations, including medical professionals, nursing, allied health, aged care, children’s services and disability services workers. These skills are likely to remain in high demand. Demographic changes predict increasing demand for health and community services. It is expected that because of the ageing population and the recent spike in births, demand for maternal health, childcare and aged care services will continue to rise.

The causes of skill shortages are complex. There are many drivers that could be causing a shortage in a region or occupation. No two situations are alike, and what works in one region or occupation may not work in another. Each shortage needs to be assessed individually, and treatments need to be tailored to the situation. The scope of initiatives and challenges in the Bathurst Region presents an opportunity for government, industry and the community to work together and share responsibility for the Region’s development.

By all stakeholders working together, industry sectors and the community will benefit by:

- identifying increasing employment opportunities and career paths for the future workforce in the Bathurst Region;
- building on investment in vocational education and training funding; and
- assisting employers and industry sectors with possible strategies to meet workforce development needs, including retention strategies.
Business Support

Bathurst Region is home to over 3,200 GST registered Businesses. These businesses provide the backbone of the Bathurst economy.

The existing business base represents a key asset to the Bathurst community, it is a resource that needs continuous affirmation and support. There is clear evidence that the majority of new jobs and the major proportion of economic investment in local communities comes from the existing business base. The current business community represents the foundation on which new economic developments can be built.

The Bathurst community needs to support a wide range of initiatives that specifically focus on the retention and expansion of local businesses and industry, by engaging in actions that assist these businesses to improve their productivity and market share. Obviously, the greater the efficiency and profitability of local business, the more benefits, particularly in terms of employment, they can return to the Bathurst community.

In 2010 Bathurst Regional Council launched the concept of a Building Bathurst Business Program. This Program is targeted at the existing Bathurst business base. A detailed business and retention program should be developed in conjunction with various stakeholders to support various initiatives including the following:

- ‘Build your business’ training programs, aimed at developing enhanced awareness and skills in key areas such as:
  • Organisational goal setting and business planning;
  • Customer service;
  • Merchandising;
  • Marketing;
  • Management practices;
  • Performance setting and measurement;
  • Business growth and diversification;
  • Networking; and
  • New technology.
- Identify possible networking opportunities between local businesses, which could range from general support, to component supply;
- Identify the symptoms of both e-business problems and the potential for growth;
- Identify potential business expansion projects and assistance with suitable grant funding;
- Provide information resources and a “business mentor” program, of specific relevance to local business;
- Creation or strengthening of local business networks/industry clusters aimed at enhancing collaboration and sharing. Including Mayoral Business luncheon, support of formalised business networks such as the Bathurst Business Chamber After Hours; joint-purchasing arrangements;
- Specific Industry Clustering Groups that investigate joint-tendering arrangements, productivity, enhancement, quality improvement and customer service initiatives;
- Group marketing initiatives;
- Development of opportunities that enhance market share for local business. Initiatives can include a range of actions and projects, from the creation of local opportunity awareness, through to the establishment of international business brokerage arrangements;
- Operation of a local products and services database;
- Publication of a business investment opportunities directory;
- Support and sponsorship of best practice business activities that acknowledge and reward business excellence. Examples include local business best practice awards programs;
- Identification of and support for local businesses suitable for state or national best practice programs;
- Maximising media coverage of local best practice;
- Establishment of “one stop shop” arrangements for accessing business information and development approvals; and
- Support for existing business support organisation and services such as:
  • Bathurst Business Chamber;
  • Business Enterprise Centre;
  • Skillset (Flannery Centre);
  • Industry and Investment NSW;
  • Enterprise Connect;
  • Ausindustry; and
  • Online resource centres.
**Investment facilitation and attraction**

The injection of new capital is a key driver of economic expansion and job growth. Strategically targeted new businesses (that can meet a particular market need and link in with the existing industrial make-up) can contribute substantially to local economic growth and development.

It is important to acknowledge that this Strategy does not focus on mere industry attraction which is considered a ‘high risk’ strategy, however acknowledges that a successful investment enhancement strategy will be one that encourages additional investment from business and industry already located within the Bathurst Region.

Approximately 70% of investment in a region or locale is made by existing firms, that is those operating within the region. These businesses should be targeted and nurtured as they represent the greatest potential to take advantage of new investment opportunities. Therefore a key strategic position is to support and provide a welcoming environment for small - medium enterprises and home based business.

There are areas in which Bathurst Regional Council can provide the foundations for investment from existing business and attraction of new business from outside the region. Strategic land use planning can have a major influence on the investment appeal of a region. As well as ensuring that adequate land is available for industrial development, land use planning can reinforce existing or emerging industry clusters by providing appropriate signals relevant to the performance and locational requirements of the key identified industries (Lenon: 2003).

It is therefore vital that Bathurst Regional Council takes a proactive approach to facilitating and attracting investment to the Region.

**Collaboration**

An important element of the Economic Development Strategy is the formation and strengthening of strategic partnerships. To be successful in growing and sustaining Bathurst’s economic base a concerted effort must be made to ensure that objectives and strategies are achieved through collaboration rather than through competitiveness.

To ensure the success of economic development initiatives, coordination and cooperation with stakeholders and other organisations whether public or private must be formed and maintained. The development of strategic partnerships may open up opportunities for organisations to gain knowledge and leverage strengths with partners.

This collaboration founded through coordination and cooperation, provides for increasing capacity. Since people, dollars, goods and services are all very mobile, the challenge to the Bathurst community is to form effective regional strategic partnerships that develop, support and promote common economic objectives.

An emphasis should be placed upon the formation of strategic partnerships and the development of joint projects with the local business community, business groups and associations, neighbouring councils, state and federal government bodies and other groups involved in economic development.

Table 4 identifies the strategic partners that together with Bathurst Regional Council lead and ensure the success of economic development initiatives.

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**The greatest change in corporate culture - and in the way business is being conducted - may be the accelerating growth of relationships based not on ownership but on partnership; joint ventures; minority investments cementing a joint marketing agreement or an agreement to do joint research … alliances of all sorts.**

- Peter Drucker
### Stakeholder Analysis

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<td>Local Developers</td>
<td>Charles Sturt University</td>
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<td>Central West Group Apprentices</td>
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<td>Flannery Centre (Skillset)</td>
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Strategic Marketing

Marketing plays a vital role in economic growth in towns, cities and whole regions. Marketing is viewed as a key bridging initiative that should be ongoing and supportive to the Strategic Growth Sectors identified in this Strategy.

Marketing can have many positive effects on the Bathurst economy through:
- Stimulating the aggregate demand thereby enlarging the size of market.
- Assisting in the distribution of output without which there is no possibility of mobilisation of goods and services, which is the key point for economic growth. These industries are the backbone of economic growth.
- Accelerating the process of "monetising" the economy which in turn facilitates the transfer of investable resources.
- The discovery of entrepreneurial talent.
- In export trade and services such as tourism marketing plays a vital role in order to grow the economy.
- Social change can be brought about in a planned manner through social marketing technology.

The 2003 Bathurst Economic Development Strategy identified that a Marketing Strategy be developed to “show the depth of what Bathurst has to offer in order to attract businesses, jobs and prosperity” (Ironbark: 256). In 2008 Bathurst Regional Council adopted the Marketing Strategy (2008-2010) for the Bathurst Region. The Strategy aimed to present Bathurst as the Regional City of choice by raising awareness and altering perceptions and facilitating choices that generate consistent regional growth.

The Strategy was based on much research undertaken by Evocities and identified four key market segments, potential investors, new residents, visitors and current residents.

To ensure a positive and coordinated approach to marketing the Bathurst Region, which is directly aligned to the Economic Development Strategy, the Marketing Strategy should be reviewed and the associated action plan adjusted accordingly.

As part of the Marketing Strategy assessment of the current branding would be reviewed and guidelines established for the use of the ‘Bathurst Full of Life’ brand and use of Council’s corporate butterfly. There is close affiliation with Bathurst Regional Council’s proposed tiered signage strategy.

Tourism and the services sectors play important roles in ensuring the economic make up of the City and Region. Data from Tourism Research Australia (2008), noting no further updates are currently available, indicates that an average of 783,000 domestic overnight visitors visit Bathurst each year, generating direct expenditure of $87 million.

In addition, an estimated 580,000 day trips are made to the Region each year accounting for direct expenditure of $66 million (2009). Over 36% of domestic overnight visitors and 57% of day trippers are estimated to be traveling or holiday or leisure purposes.

Based on these figures the Western research Institute estimates approximately one fifth of the contribution to Gross Regional Product derived from tourism is directly attributable to the four motor sports events held at Mount Panorama. Attendance figures at the major event held at Mount Panorama, the Supercheap Auto Bathurst 1000, has been increasing significantly over the past 10 years, growing by 823% since 1995. Over 2 million people have attended this event alone at Mount Panorama since 1995.

The profile of Mount Panorama is one that meets with international recognition not only for Bathurst but the Central NSW Region, the State of NSW and Australia as a nation. This exposure should be maximised across all tourism sectors.

There are a number of emerging tourism sectors which could be harnessed to maximise their full potential including, sports tourism, food and wine and conferences and events. These should be explored as part of the tourism strategy with overarching branding to support any initiatives.
**Knowledge, Innovation and Research**

Through knowledge infrastructure the region can become a hub for new and revitalised industries with high growth paths and global reach.

To compete in today’s fast-paced global business environment, Bathurst based companies must develop new business offerings, capabilities and innovations which competitors find hard to imitate or which are more attractive to customers. Such competitiveness depends more on knowledge, skills and creativity than it does on more traditional production factors such as land, labour and capital.

Ensuring that the Bathurst Region has a critical mass of firms creating and using such intangible knowledge assets is central to boosting innovation and competitiveness. This is particularly the case for Bathurst as an established industrial region.

This means attention to infrastructure that encourages the creation and flow of new ideas, technology transfer, joint learning, collaboration, global market intelligence and skills development. It also means harnessing these to create distinctive capabilities that will characterise the Bathurst region and drive its economic prosperity and social development.

The contribution of knowledge infrastructure to regional economic development is judged by how well it helps companies to learn and respond quickly to changing conditions, rather than either protecting or isolating them from competition or external change.

With a strong education base and innovative industry processes and practices already in place in some industries, Bathurst has the ability to improve competitiveness. Although local companies may compete there is a distinct opportunity for them to learn from one another about changing markets and technologies through informal communication and collaborative practices.

Through its strong cluster of educational facilities, and community groups, Bathurst has the potential to be a ‘learning community’. Learning communities provide a new model for connecting people in the spirit of learning, knowledge sharing, and collaboration as well as individual, group, and organisational development.

With a wealth of knowledge and experience held by community groups within Bathurst, an opportunity exists for individual groups to come together and form shared visions and objectives. Inter-group collaboration is important as by connecting people new possibilities can be explored, challenging problems solved, and new, mutually beneficial opportunities created. With so many community groups in Bathurst, Inter-group collaboration should be promoted and supported to ensure the existing knowledge base is captured and diffused through the free flow of ideas and exchange of information.

**Sector foundations**

- Research based companies operating from Bathurst Region including a growing research and innovation sector within green industries (eg Flannery Centre)

- A cluster of food processing companies implementing efficiency based and R&D programs

- Land availability centrally located near University and Western Institute of TAFE to develop Technology Park

- Foundation and ability for Bathurst to lead in communication and telecommunications with roll out of NBN

- Strong cluster of educational institutions

- Land Availability at Bathurst Regional Airport

- Innovative farming practices including diversification techniques and zero emissions agriculture

- Advancements in gaming technology development at Charles Sturt University

- Dedicated community groups
**Advanced Manufacturing**

Manufacturing is a key foundation of the Bathurst economy, with the sector employing over 1,900 people. In 2009 manufacturing generated over $1.4 billion in output or about 30% of the City’s total economic output.

Advanced manufacturing centres upon improving the performance of the local Bathurst industry through the innovative application of technologies, processes and methods to product design and production. Advanced manufacturing products can include:

- Products with high levels of design;
- Technologically complex products;
- Innovative products;
- Reliable, affordable, and available products;
- Newer, better, more exciting products; and
- Products that solve a variety of society’s problems.

Bathurst has a number of established firms from smaller to large manufacturing companies already utilising advanced manufacturing techniques. These include, but are not limited, to Devro, Mars, Simplot and Polystrom Plastics.

There is a distinct opportunity to capitalise on the inherent base utilising innovative manufacturing techniques, product design and research in an effort to make more reliable, innovative and affordable products. In addition there are opportunities to attract and foster niche value adding activities.

**Sector Foundations**

- The presence of high profile international companies such as Devro, Mars, Simplot, IBM, Chep
- Economic output and value add of the manufacturing sector
- Charles Sturt University
- Strong Food processing sector
- Recognised value of R&D through major industry sectors
- Industrial land that offers value for money
- Existing informal structures in the transport and food processing sectors
- A regional office of the Department of Industry and Investment and Industry, Capability Network to encourage investment and import replacement
- Transport framework in place, ability to move product
- Proposed improvements in Bells Line of Road
Another of Bathurst’s key strength and strategic growth sectors, is the Region’s strong education sector. Education employs approximately 2,000 people across more than 55 educational providers located in Bathurst. These educational facilities provide a strong backbone for Bathurst’s economic base with access to skilled workers and diverse research base.

Knowledge producers, disseminators and users etc are central to successful innovation. Universities, TAFE and other tertiary providers play a central role in these arrangements.

It is well documented that Universities make a significant contribution to their regions in terms of gross regional product, income and employment. The Economic Impact Study (2005) of Charles Sturt University (CSU) notes that the Bathurst Campus contribution alone in 2005 was $94 million in GRP, $59 million in household income and just over 500 full time equivalent jobs. The University is currently the major employer in Bathurst.

In 2009, CSU partnered with IBM and Country Energy to open 33 scholarships for Business Information Technology. This initiative represents a significant step forward in industry working in collaboration with the University to fill specific skills gaps and in doing so retain the youth in the community. There is an opportunity for local business to work with leading educational providers to sponsor students to meet critical jobs needs through scholarships, technical traineeships, and integration of class projects.

The Flannery Centre provides and capitalises on the strong cluster of educational providers in the Region. Training and education about sustainability will be the primary focus of the venue including community discussion, debate, conferences, events and research into what it means to be sustainable.

There exists potential for Charles Sturt University and TAFE to introduce and broaden their course offerings in terms of Engineering, Food Technology and Business Information Technology, to meet local and regional demands. There is also the potential to showcase and promote Bathurst’s prime educational providers as a key strength when marketing the region. Additionally there is scope to promote Bathurst as an Educational Hub of Excellence in attracting new students and families to the Region.

Enterprise development should be further explored in conjunction with key government agencies and the education providers to secure graduates with enterprise skills.

**Sector Foundations**

- Reputation and number of education providers in Bathurst
- Synergy with concept of the Australian Centre for Science Technology and Emerging Industries
- Charles Sturt University
- Flannery Centre
Small, Micro and Homebased Business

Small business is the back bone of the Bathurst Regional economy. A micro business is classified as one that operates with four people or less. Micro business is one of the fastest growing sectors in the NSW economy, making up 88% of the state’s small businesses. (ABS Cat No. 8165.0, 2007).

Bathurst has over 3,200 registered GST businesses with 26% employing 1-4 employees. Micro businesses may operate as a single operator or multiple employee business from either home, mobile, shared offices or commercial premises.

Operating a business from home has become increasingly common because of the digital revolution, outsourcing, the trend to self-employment and the growth of service industries. This accelerated emergence of micro business operating in recent years can also be linked to better technology and trends toward more flexible lifestyles. Apart from the economic value this growth entails, local communities also gain with social and environmental benefits of those working from home.

The expansion of local businesses is a vital driver of economic growth in the Bathurst Region. Through the creation of a business program aimed at existing business, Council can assist small business to grow in a sustainable manner and encourage the growth of entrepreneurial culture within the Bathurst Region. The Building Bathurst Business Program, identified in 2010, should be fostered and developed with appropriate staff resources. There are opportunities to foster and grow the micro business in Bathurst through educating those presently running a business and those who wish to start a small based business.

The program should be expanded to include a structured program of events derived from business owners requirements and through partnership with Industry and Investment NSW through the Small Biz program and other educational institutions providing training to local business. Additionally an online business database be developed to foster internal networking and encourage a peer to peer approach.

Sector foundations

- 26.5% of all Bathurst businesses have 1-4 employees

- Bathurst has more businesses which employ 5-19 and 20-49 persons than the regional NSW average

- Strong retail, education, health and manufacturing sectors

- Bathurst Business Chamber established and meets monthly

- Foundations for Business Program implemented with support from Council
Tourism

Tourism is a driver of economic development in the Bathurst Region. The Region offers a unique range of tourism attractions and attracted over 783,000 overnight visitors in 2009. In addition the Region received 580,000 day visitors and 8,705 international visitors.

The tourism sector is labour and income intensive, translating a high proportion of sales into income and corresponding jobs. The industry can create opportunities and be a catalyst for business investment, residential development, and through proper management assist in the preservation of environment, culture and heritage.

Tourism collectively has a large range of conference, events and meeting facilities. There is opportunity to market and attract new conference trade to the Region boosting tourism visitation levels and therefore income. As such it is important to monitor and measure the economic benefits obtained from this important tourism market.

There are a number of issues and challenges the industry faces including building sub-regional unity, maximising the marketing dollar, encouraging tourism investment and developing a collaborative regional approach to attracting tourism investment and visitors to the Central NSW region.

It is essential that the Region work collectively to market Bathurst as a drive tourism destination of choice to increase tourism expenditure in the Region. Most importantly the Bathurst Region requires the formation of a tourism plan, developed in collaboration with tourism stakeholders within Bathurst.

Sector Foundations

- Range of tourism attractions
- Emerging Food and Wine Sector
- Gateway to Central NSW Region and geographical location
- International Profile of Mount Panorama
Aviation

Located 8km from the city centre, Bathurst Regional Airport is owned and operated by Bathurst Regional Council. The Region is serviced by Regional Express (REX), with approximately 26,000 seats taken per annum, (capacity available 60,000).

Numerous flying schools operate at the aerodrome with the airport being used frequently by trainee pilots during their navigation training. There are no landing charges for aircraft under 2,000kg. Bathurst Airport is a popular option as a destination for many pilots, mostly trainee pilots from Bankstown and Camden Airport in the Sydney Basin.

The Royal Australian Air Force use Bathurst Airport for C-130 Hercules navigation & ‘touch and go’ practice. The 3 Wing Australian Air Force Cadets run four, two week gliding courses at Bathurst Airport each year operating primarily on the grass 17/35 strip and the grass on either side of the gravel 08/26 runway.

There is a distinct opportunity to strategically plan for the future of the airport. The closing of the airbase in Richmond, coupled with changes at Bankstown and Hoxton Park places increasing pressure on Sydney International Airport and provides opportunities for Bathurst due to geographic proximity. Strategic partnerships should be built and capitalised upon with these other aviation centres.

By providing the framework and direction to guide the future development of the Airport, a Masterplan should be developed to assist in underpinning the region’s economic development and tourism potential.

The Masterplan’s objective is to identify a range of development issues, constraints and future potential development and business attraction options.

Sector Foundations

- Current Bathurst Airport location
- Proximity to Sydney
- Land availability
- Basic infrastructure in place at airport and opportunities to extend other infrastructure services (eg. sewer)
Eco-innovation

Eco-innovation is a term used to describe all industries and services that deliver reduced pressure on the environment and raw consumption material (Eurada: 2009). In essence, Eco-innovation is a term that can be applied to describe products and processes that contribute to sustainable development. It is often used to describe a range of related ideas, from environmentally friendly technological advances to socially acceptable innovative paths towards sustainability.

The Bathurst Region has a unique base of various industry sectors implementing different components of the eco-innovation value chain in terms of energy, clean technology, ecoconstruction, spatial ecoplaning and ecoutilisation and environmental damage remediation.

There are many businesses across the industry sectors incorporating new processes and eco-innovative activities within their industrial lifestyle through the research and development, production, infrastructure and consumption stages. In addition, Bathurst is home to a range of environmental sustainability focussed service businesses.

There has been some discussion centered around the development of an electric vehicle network in the Central NSW region. The initiative which is being pursued by CENTROC, aims to roll out electric car networks that allow zero emission vehicles to run on clean energy grids to reduce the planet's reliance on oil.

The proposal for the Australian Centre for Science Technology and Emerging Industries presents a unique opportunity to provide an eco-innovation space similar to that of the Victorian Eco-innovation Lab. The Victorian Eco-Innovation Lab (VEIL) seeks to identify and promote emerging technical, social and organisational innovations that could form part of future sustainable systems. The planning stages of the development of the Australian Centre for Science Technology and Emerging Industries will identify a range of opportunities locally, nationally and internationally associated with nurturing local industries and environmental sustainability.

In addition Bathurst Regional Council can assist to support and encourage Eco-innovation through the promotion of environmental initiatives being undertaken by local firms, new processes and technologies that can be implemented, with information on available grants being disseminated to local companies.

Sector foundations

- Support from Bathurst Regional Council through environmental services section

- Environmental support services in Bathurst and regionally (eg Flannery Centre)

- Growing number of niche businesses implementing eco-innovation through production or part of their business.
BATHURST
THE REGION FULL OF LIFE

Action Plan
The Action Plan

The Action Plan details the key objectives and strategies required for each of the key economic development themes, including foundation initiatives, bridging initiatives and strategic growth sectors. To have sustainable economic development a collaborative approach is required to ensure strength in the key areas of infrastructure, community amenity, environment and a diverse economy.

Implementation of the strategies and actions presented in this plan requires a dedicated, sustained collaborative approach from all stakeholders and the community.

Monitoring and evaluating the planning activities and status of implementation of the Economic Development Strategy is as important as identifying strategic issues and goals. The Plan will be monitored monthly with actions completed updated on an ongoing basis. An annual review of progress towards the outcomes sought from the Economic Development Strategy and associated Action Plan should be undertaken by Council’s Economic Development section.

Key outcome areas identified include population, education and training, employment generation, employment land, business growth, investment, tourism and image.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategies</th>
<th>Partners</th>
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<tbody>
<tr>
<td><strong>INFRASTRUCTURE</strong></td>
<td><strong>Support infrastructure development necessary to enhance Bathurst’s lifestyle and business development</strong></td>
<td><strong>1.1 Facilitate and manage where appropriate hard infrastructure that enables efficient access to the Bathurst Region for visitors, residents and Industry</strong></td>
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<td></td>
<td>1.1.1 Pursue appropriate support through the combination of capital works programs for the maintenance/and or upgrade of regional roads and bridges</td>
<td>BRC, RTA</td>
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<td></td>
<td>1.1.2 Identify opportunities to improve community and commercial access to mobile telecommunication and high speed broadband throughout the Bathurst Region</td>
<td>BRC, CENTROC, Industry, Business Chamber, Gov Agencies</td>
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<td></td>
<td>1.1.3 Support and advocate for the progress of key access transport links to the Region, such as Bells Line of Road, Upgrade of rail infrastructure between Lithgow and Bathurst and the need for a daily return CityRail service, in order to support effective development for the tourism, agriculture, manufacturing,</td>
<td>BRC, CENTROC, Industry, Business Chamber, Gov Agencies</td>
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<td>1.1.4 Continue regional advocacy for improved Information Communications Technology related infrastructure</td>
<td>BRC, CENTROC, Industry, Business Chamber, Gov Agencies</td>
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<td>1.1.5 Support ageing population initiatives including the identification of opportunities for private investment in aged care</td>
<td>BRC, Industry, Gov Agencies</td>
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<td>1.1.6 Develop and implement a signage strategy, including town entrance signage to ensure the visual appearance of Bathurst is enhanced and village identity strengthened</td>
<td>BRC, Community Groups</td>
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<td>1.1.7 Support regional initiatives that align and support Bathurst’s identified infrastructure requirements</td>
<td>BRC, CENTROC, Industry, Business Chamber, Community Groups, Gov Agencies</td>
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<td>1.1.8 Continue to support and develop recreational infrastructure that enhances the lifestyle of the Bathurst Region and embodies Bathurst as a regional inland recreational hub</td>
<td>BRC, CENTROC, Industry, Business Chamber, Community Groups</td>
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<td>1.1.9 Work to ensure that areas of disadvantage in the region benefit from future growth by assisting in the identification of relevant infrastructure</td>
<td>BRC, Industry, Business Chamber, Community Groups</td>
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<td></td>
<td>1.1.10 Actively monitor and plan for water security and potential impacts of climate change and increasing population including Murray Darling Basin developments</td>
<td>BRC, CENTROC, Industry, Business Chamber, Gov Agencies</td>
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<td></td>
<td><strong>1.2 Ensure that the Regions’ strategic planning accommodates long term business and industry needs</strong></td>
<td><strong>1.2.1 Implement and support processes to improve the planning approval process through improved definition, integration and coordination of the responsibilities and activities of all agencies in public land management and planning</strong></td>
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<td><strong>1.2.2 Develop and implement land use strategies to foster sustainable increased capacity for business activity and residential expansion in the Bathurst Region</strong></td>
<td>BRC, Industry, Business Chamber, Community Groups, Gov Agencies</td>
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<td></td>
<td><strong>1.2.3 Support the implementation of Bathurst Regional Council’s Social and Community Plan 2011- 2016 and the Bathurst Community Safety Plan 2011-2014</strong></td>
<td>BRC, CENTROC, Industry, Business Chamber, Community Groups, Gov Agencies</td>
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<td><strong>1.2.4 Participate in the development of cross regional plans to ensure the Bathurst regions economic issues are identified and included</strong></td>
<td>BRC, CENTROC, Industry, Business Chamber, Community Groups, Gov Agencies</td>
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<td><strong>Objective</strong></td>
<td><strong>Strategies</strong></td>
<td><strong>Partners</strong></td>
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<td><strong>SKILLED WORKFORCE</strong></td>
<td><strong>2.1</strong> To ensure appropriate training is identified, developed where necessary and information disseminated to relevant industry sectors</td>
<td><strong>2.1.1</strong> Promote various training initiatives and programs from public and private ventures BRC, CENTROC, Industry, Business Chamber, Business Enterprise Centre, Educational Providers, Gov Agencies</td>
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<td></td>
<td><strong>2.1.2</strong> Assess and sponsor relevant training on an ‘as needs’ basis BRC, Industry, CSU, TAFE</td>
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<td><strong>2.1.3</strong> Work in partnership with major training providers to ensure relevancy of course content BRC, CENTROC, Industry, Business Chamber, Business Enterprise Centre, Educational Providers, Gov. Agencies</td>
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<td></td>
<td><strong>2.1.4</strong> Create an industry skills development options brochure to improve industry awareness of training and apprenticeship options available BRC, CENTROC, Gov Agencies</td>
<td></td>
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<td></td>
<td><strong>2.2</strong> Coordinate with industry and education providers to ensure a skilled workforce</td>
<td><strong>2.2.1</strong> Undertake a skills audit to identify current skills shortages and pinpoint skills gaps that act as a barrier to attracting investment and business relocations to Bathurst BRC, Industry, CENTROC, Gov Agencies, Business Enterprise Centre, Central NSW Regional Development Australia</td>
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<tr>
<td></td>
<td><strong>2.2.2</strong> Create an industry skills development options brochure to improve industry awareness of training and apprenticeship options available BRC</td>
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<td></td>
<td><strong>2.2.3</strong> Undertake an audit of current training provided BRC, Gov Agencies, Education Providers</td>
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<td></td>
<td><strong>2.2.4</strong> Work with Health organisations to implement skills shortages strategies BRC, Gov Agencies, Education Providers, Community Groups, Other services provides and private businesses.</td>
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<tr>
<td>Outcomes</td>
<td>Strategies</td>
<td>Partners</td>
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<tr>
<td><strong>BUSINESS SUPPORT</strong></td>
<td><strong>Support and enhance the Bathurst Region Business Base</strong></td>
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<tr>
<td>3.1</td>
<td><strong>Develop a retention and expansion program to address and support employer expansion and job generation</strong></td>
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<tr>
<td>3.1.1</td>
<td>Leverage internal entrepreneurial and small business development resources</td>
<td>BRC, Industry, I&amp;I, Industry Connect, Flannery Centre</td>
</tr>
<tr>
<td>3.1.2</td>
<td>Develop specific industry cluster groups to share knowledge and mentoring</td>
<td>BRC, Industry, I&amp;I, Industry Connect</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Support the Bathurst Business Chamber through attendance at Business After Hours, partnering on specific initiatives, partnering for advocacy on issues that effect Bathurst</td>
<td>BRC, Industry Research Bodies</td>
</tr>
<tr>
<td>3.1.4</td>
<td>Develop a ‘Bathurst Business Start Up’ pack to support local entrepreneurship</td>
<td>BRC, I&amp;I, Industry Connect</td>
</tr>
<tr>
<td>3.1.5</td>
<td>Develop and identify Industry Champions for mentor program and use in marketing initiatives</td>
<td>BRC Industry</td>
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<td>3.1.6</td>
<td>Identify and package NBN opportunities</td>
<td>BRC, Industry, CENTROC, State Gov</td>
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<tr>
<td>3.1.7</td>
<td>Work in partnership with other lead agencies to support and nurture Bathurst small business</td>
<td>BRC, Business Chamber, Flannery Centre</td>
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<tr>
<td>3.1.8</td>
<td>Host regular Mayoral Industry function - themed with key speaker</td>
<td>BRC, Industry, Gov Agencies</td>
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<td>3.1.9</td>
<td>Provide a quarterly Building Bathurst Business newsletter to inform and foster local business</td>
<td>BRC, Industry</td>
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<td>3.1.10</td>
<td>Provide assistance and facilitation for local business access to external funding programmes and opportunities</td>
<td>BRC, Gov Agencies Industry</td>
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<td>3.1.11</td>
<td>Develop an online Business Database for use under the Building Bathurst Business Program online portal</td>
<td>BRC, Industry</td>
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<td>3.1.12</td>
<td>Develop a “Digital Economy Strategy’ for Bathurst, which identifies opportunities for local Bathurst Business</td>
<td>BRC, Evocities, I&amp;I</td>
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<tr>
<td>3.1.13</td>
<td>Investigate ways to strengthen and support the Agricultural sector in terms of carbon farming, improving fertility and productivity</td>
<td>BRC Industry Research Bodies Flannery Centre</td>
</tr>
<tr>
<td>COLLABORATION</td>
<td>4.1</td>
<td>Facilitate contact between industry, developers, new business, relocators, training bodies, community groups where appropriate</td>
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<td></td>
<td>4.1.1</td>
<td>Investigate the formation of industry cluster groups</td>
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<td></td>
<td>4.1.2</td>
<td>Produce and disseminate marketing material which showcases “champions” and key initiatives being undertaken in the Bathurst Region</td>
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<td>4.1.3</td>
<td>Host Mayoral Forums and include updates from key local industry</td>
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<td>4.1.4</td>
<td>Attend and provide information where appropriate at the Bathurst Business Chamber Networking events</td>
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<td>4.1.5</td>
<td>Encourage and where possible facilitate inter-community group collaboration</td>
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<td>4.1.6</td>
<td>Investigate the opportunities on hosting a forum to discuss Rising Oil Prices (impacted areas be identified and elements of dialogue to be set out)</td>
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<tr>
<td>INVESTMENT</td>
<td>5.1</td>
<td>Convene regular meetings with Council, key stakeholders to identify new investment attraction and facilitation opportunities</td>
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<tr>
<td></td>
<td>5.1.1</td>
<td>Update statistical data on regular basis, ensure information is shared with industry and Council staff</td>
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<td>5.1.2</td>
<td>Facilitate and manage investment enquiries in a responsive and timely manner</td>
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<td></td>
<td>5.1.3</td>
<td>Leverage key marketing programs that have the potential to attract investment</td>
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<td>5.1.4</td>
<td>Liaise with Real Estate agents to monitor rental shortages on an ongoing basis</td>
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<tr>
<td>STRATEGIC MARKETING</td>
<td>6.1</td>
<td>Revise current branding for the Bathurst Region and develop and communicate developed guidelines on use of brand</td>
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<tr>
<td></td>
<td>6.1.1</td>
<td>Develop and refine investment marketing material</td>
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<td></td>
<td>6.1.2</td>
<td>Identify and manage potential co-branding projects as they arise</td>
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<td></td>
<td>6.1.3</td>
<td>Develop an investment and lifestyle focussed DVD in partnership with local industry and Department of Industry and Investment</td>
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<td></td>
<td>6.1.4</td>
<td>Investigate opportunities for the development of a Bathurst food and beverage brand</td>
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<td>6.1.5</td>
<td>Develop &amp; review signage strategy for the Bathurst Region</td>
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<tr>
<td>Outcomes</td>
<td>Strategies</td>
<td>Partners</td>
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<tr>
<td>KNOWLEDGE INNOVATION &amp; RESEARCH</td>
<td>7.1</td>
<td>Facilitate and foster partnerships and networks focussed on developing and attracting knowledge, innovation and research activities</td>
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<tr>
<td></td>
<td>7.1.1</td>
<td>Work in collaboration with Charles Sturt University, TAFE, Industry and other key educational providers on mutually supportive projects</td>
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<td></td>
<td>7.1.2</td>
<td>Develop a research, innovation and knowledge prospectus</td>
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<td>7.1.3</td>
<td>Support networks between Government and local industry</td>
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<td>7.1.4</td>
<td>Explore the potential expansion of RENWELD engineering cluster to Bathurst with Enterprise Connect</td>
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<td>7.1.5</td>
<td>Encourage the entering of awards by local industry, education to assist with the promotion of Bathurst as a leading knowledge hub</td>
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<td></td>
<td>7.2</td>
<td>Facilitate the development of infrastructure to support and attract knowledge, innovation and research</td>
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<tr>
<td></td>
<td>7.2.1</td>
<td>Facilitate and lead the development of the Australian Centre for Science, Technology and Emerging Industries</td>
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<td></td>
<td>7.2.2</td>
<td>Lobby State and Federal Government to secure funding</td>
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<td>7.2.3</td>
<td>Support and assist in the promotion of key innovative practices from local Bathurst Industry</td>
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<td></td>
<td>7.2.4</td>
<td>Facilitate assistance in industry securing grant funding for new innovative projects</td>
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<td></td>
<td>7.2.5</td>
<td>Support cross regional projects including inter-group collaboration that will benefit and facilitate knowledge management in the Bathurst Region</td>
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<td>7.2.6</td>
<td>Develop a Digital Economy Strategy for the Region that maximises and identifies new broadband applications</td>
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<td>7.2.7</td>
<td>Actively support the incorporation of Broadband infrastructure into new housing and development</td>
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</table>
### Key Strategic Growth Sectors

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<thead>
<tr>
<th>Outcomes</th>
<th>Strategies</th>
<th>Partners</th>
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<tbody>
<tr>
<td>ADVANCED MANUFACTURING</td>
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<tr>
<td>8.1</td>
<td>Facilitate and foster the growth of advanced manufacturing in the Bathurst Region</td>
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<tr>
<td>8.1.1</td>
<td>Work with local food manufacturers to identify opportunity of manufacturing clustering</td>
<td>BRC, Industry, Gov Agencies</td>
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<tr>
<td>8.1.2</td>
<td>Investigate and promote potential programs, training and funding opportunities available for local industry</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>8.1.3</td>
<td>Encourage sustainable manufacturing processes</td>
<td>BRC, Industry, Gov Agencies</td>
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<td>8.1.4</td>
<td>Promote cross fertilisation of ideas through network and information dissemination</td>
<td>BRC, Industry, Gov Agencies</td>
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<td>8.2</td>
<td>Foster and facilitate export opportunities from the Bathurst Region</td>
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<tr>
<td>8.2.1</td>
<td>Undertake an audit of major export products from the Region</td>
<td>BRC, Gov Agencies</td>
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<td>8.2.2</td>
<td>Develop a suitable champion, mentor program for industry looking at exporting</td>
<td>BRC, Gov Agencies</td>
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<tr>
<td>8.2.3</td>
<td>Facilitate links between industry and government organisations such as AusIndustry</td>
<td>BRC, Gov Agencies</td>
</tr>
<tr>
<td>8.2.4</td>
<td>Develop suitable “how to guides” as part of Bathurst Business Program</td>
<td>BRC, Business Chamber</td>
</tr>
<tr>
<td>8.2.5</td>
<td>Work with Industry Capability Network to encourage import replacement practices</td>
<td>BRC, Industry, ICN</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Strategies</td>
<td>Partners</td>
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</tr>
<tr>
<td>EDUCATION</td>
<td><strong>9.1</strong> Ensure a strong base of educational providers in the Bathurst Region through collaboration</td>
<td>BRC, Gov Agencies, Educational Providers</td>
</tr>
<tr>
<td>9.1.1</td>
<td>Convene an educational forum to discuss issues and opportunities within the educational sector</td>
<td>BRC, Gov Agencies, Educational Providers</td>
</tr>
<tr>
<td>9.1.2</td>
<td>Support local initiatives between educational providers and industry</td>
<td>BRC, Industry, Educational Providers, Gov Agencies</td>
</tr>
<tr>
<td>9.1.3</td>
<td>Assist in the identification of State, Federal and private sector funding opportunities</td>
<td>BRC, Gov Agencies</td>
</tr>
<tr>
<td>9.1.4</td>
<td>Maximise opportunities to promote the strength of the education industry to external markets</td>
<td>BRC, Education Providers</td>
</tr>
<tr>
<td>9.1.5</td>
<td>Work with various Government Agencies for enterprise development</td>
<td>BRC, Gov Agencies, Industry Connect</td>
</tr>
<tr>
<td>9.1.6</td>
<td>Work to ensure that areas of disadvantage in the region benefit from future growth by assisting in the identification and provision of employment and training opportunities</td>
<td>BRC, Community Groups, Educational Providers</td>
</tr>
<tr>
<td>9.1.7</td>
<td>Undertake a skills audit to identify current skills shortages and pinpoint skills gaps that act as a barrier to attracting investment and business reactions to Bathurst</td>
<td>BRC, Educational Providers, CENTROC, Gov Agencies</td>
</tr>
<tr>
<td>9.1.8</td>
<td>Investigate the establishment of an Industry Training Reference Group to improve links between local business and training providers</td>
<td>BRC, Gov Agencies, Educational Providers</td>
</tr>
</tbody>
</table>
### Key Strategic Growth Sectors

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Strategies</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMALL, MICRO and HOME BASED BUSINESS</td>
<td><strong>10.1</strong> Actively foster and support small, micro and home based business</td>
<td>BRC, Industry and Investment (I&amp;I), Gov Agencies</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.1</strong> Develop a retention and expansion program to address and support employer expansion and job generation</td>
<td>BRC, Industry and Investment (I&amp;I), Gov Agencies</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.2</strong> Leverage internal entrepreneurial and small business development resources</td>
<td>BRC, Industry, I&amp;I, Industry Connect</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.3</strong> Develop specific industry cluster groups to share knowledge and mentoring eg Home based business network</td>
<td>BRC, Industry, I&amp;I Industry Connect, Industry Networking Capability, Bathurst Business Chamber</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.4</strong> Support the Bathurst Business Chamber</td>
<td>BRC, Industry, Gov Agencies, Bathurst Business Chamber</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.5</strong> Utilise and develop targeted resources to assist with business start up</td>
<td>BRC, I&amp;I</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.6</strong> Develop and identify Industry Champions</td>
<td>BRC, Industry, Business Chamber</td>
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<td></td>
<td><strong>10.1.7</strong> Identify and package NBN opportunities</td>
<td>BRC, Industry, CENTROC</td>
</tr>
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<td></td>
<td><strong>10.1.8</strong> Work in partnership with other lead agencies to support and nurture Bathurst small business</td>
<td>BRC, Gov Agencies, Business Chamber</td>
</tr>
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<td></td>
<td><strong>10.1.9</strong> Host regular Mayoral Industry function - themed with key speaker</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
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<td></td>
<td><strong>10.1.10</strong> Provide a quarterly Building Bathurst Business newsletter to inform local business</td>
<td>BRC, Industry</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.11</strong> Provide assistance and facilitation for local business access to external funding programmes and opportunities</td>
<td>BRC, Gov Agencies, Industry</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.12</strong> Develop an online Business Database</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.13</strong> Foster local entrepreneurial ideas</td>
<td>BRC, Business Chamber</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.14</strong> Encourage participants of small business to enter regional networks and business groups</td>
<td>BRC, Business Chamber</td>
</tr>
<tr>
<td></td>
<td><strong>10.1.15</strong> Implement and monitor the CBD and Bulky Goods Strategy to protect a vibrant CBD and support and grow retail diversity</td>
<td>BRC, Developers</td>
</tr>
</tbody>
</table>
### TOURISM

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Strategies</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.1</td>
<td>Promote the Bathurst Region as a key destination within NSW and be aware of tourism implications when implementing economic development activities</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.1</td>
<td>Develop with tourism stakeholders a Bathurst Region Tourism Plan to maximise visitation and spend in the Bathurst Region</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.2</td>
<td>Explore the potential of food and wine niche tourism product and marketing activities</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.3</td>
<td>Investigate potential of conference/event/business tourism</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.4</td>
<td>Support the attraction of Film and Television production to the Bathurst Region</td>
<td>BRC, Industry, Gov Agencies, Film and TV Office, Film Central, CENTROC</td>
</tr>
<tr>
<td>11.1.5</td>
<td>Revise the economic impact of events in Bathurst Region</td>
<td>BRC, Destination NSW</td>
</tr>
<tr>
<td>11.1.6</td>
<td>Assess and provide facilitation support where necessary to new tourism investment and associated</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.7</td>
<td>Identify and take full advantage of government funding opportunities to upgrade existing tourism product</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.8</td>
<td>Encourage membership of the Bathurst Regional Visitor Information Centre</td>
<td>BRC, Industry</td>
</tr>
<tr>
<td>11.1.9</td>
<td>Regularly communicate the value of professionalism and standards in tourism practices</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.10</td>
<td>Use market research to benchmark current levels of service and identify service gaps</td>
<td>BRC, Destination NSW, Central NSW Tourism, Gov Agencies</td>
</tr>
<tr>
<td>11.1.11</td>
<td>Encourage local tourism businesses to enter external tourism awards</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.12</td>
<td>Encourage and facilitate the development of tourism educational resource to attract the educational market</td>
<td>BRC, Industry, Department Education, Coach companies, Education Providers, Tourism Operators</td>
</tr>
<tr>
<td>11.1.13</td>
<td>Maintain an inventory of existing tourism product availability and identify gaps</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.14</td>
<td>Identify opportunities for collaborative marketing, signage, partnerships and packaging of tourism product</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
<tr>
<td>11.1.15</td>
<td>Produce an annual events evaluation report to measure the economic impact and media exposure of events and festivals</td>
<td>BRC, Industry</td>
</tr>
<tr>
<td>11.1.16</td>
<td>Conduct an audit of meeting and conference facilities to identify infrastructure developments requirements to increase the Region’s capacity to attract business conferences and events</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
</tbody>
</table>
### AVIATION

<table>
<thead>
<tr>
<th>Outcomes</th>
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<th>Partners</th>
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</thead>
<tbody>
<tr>
<td><strong>12.1</strong></td>
<td>Successfully develop and manage Bathurst Regional Airport as a strategically significant aviation hub with a supporting business campus.</td>
<td><strong>BRC, Other Strategic Airports identified</strong></td>
</tr>
<tr>
<td>12.1.1</td>
<td>Develop and foster working relationships with other strategic airports</td>
<td><strong>BRC, Other Strategic Airports identified</strong></td>
</tr>
<tr>
<td>12.1.2</td>
<td>Maximise Airport accessibility and connectivity</td>
<td><strong>BRC, CASA</strong></td>
</tr>
<tr>
<td>12.1.3</td>
<td>Investigate the feasibility of establishing an airport business technology park</td>
<td><strong>BRC, Gov Agencies, Industry</strong></td>
</tr>
<tr>
<td>12.1.4</td>
<td>Maximise marketing opportunities to exploit commercial activities and opportunities of the Airport</td>
<td><strong>BRC, Gov Agencies</strong></td>
</tr>
<tr>
<td>12.1.5</td>
<td>To provide adequate infrastructure and facilities to meet the forecast demand for future regular public transport (RPT) airline operations</td>
<td><strong>BRC, Gov Agencies</strong></td>
</tr>
<tr>
<td>12.1.6</td>
<td>Ensuring the sustainability of the Airport business through the application of sound financial and resource management principles</td>
<td><strong>BRC</strong></td>
</tr>
<tr>
<td>12.1.7</td>
<td>Design and implement new logo on entrance and building signage of airport</td>
<td><strong>BRC</strong></td>
</tr>
<tr>
<td>Outcomes</td>
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<td>Partners</td>
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<tr>
<td><strong>ECO-INNOVATION</strong></td>
<td>To Encourage innovation in product development, product process and product delivery</td>
<td></td>
</tr>
<tr>
<td>13.1.1</td>
<td>Promote new and innovative practices within industry sectors</td>
<td>BRC, Industry, Educational Providers</td>
</tr>
<tr>
<td>13.1.2</td>
<td>Foster linkages between industry and local R&amp;D organisations</td>
<td>BRC, Industry, Gov Agencies, Community Groups, Flannery Centre</td>
</tr>
<tr>
<td>13.1.3</td>
<td>Facilitate the creation of an agribusiness working group to investigate opportunities for development of value added industries and innovative practices</td>
<td>BRC, Industry, Gov Agencies, NSW Farmers Assoc.</td>
</tr>
<tr>
<td>13.1.4</td>
<td>Facilitate and assist local industry in seeking external funding to implement innovative practices in their business</td>
<td>BRC, Industry, Gov Agencies, NSW Farmers Assoc. Flannery Centre</td>
</tr>
<tr>
<td>13.1.5</td>
<td>Investigate the feasibility of developing sustainable energy industries such as wind, solar and other green industries</td>
<td>BRC, Industry, Gov Agencies, Community Groups, Flannery Centre</td>
</tr>
<tr>
<td>13.1.6</td>
<td>Identify unique opportunities for Eco-innovation as part of the Business, Retention and Expansion Program</td>
<td>BRC, Industry, Gov Agencies, Community, Farmers Assoc, Flannery Centre</td>
</tr>
<tr>
<td>13.1.7</td>
<td>Identify opportunities in the planning stages of the development of the Australian Centre for Science Technology and Emerging Industries</td>
<td>BRC, Industry, Gov Agencies</td>
</tr>
</tbody>
</table>