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HELD ON MONDAY 14 SEPTEMBER 2015

CORPORATE SERVICES

06 Payment Of Expenses And The Provision Of Facilities To The Mayor And Councillors Policy

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Blayney Shire Council



Policy Register

Policy No 1A

Policy Title Payment of Expenses and the
Provision of Facilities to the
Mayor and Councillors Policy

Officer Responsible Director Corporate Services

Last Review Date 13/07/2015

Objectives

Section 252 (1) of the Local Government Act 1993 requires Council to adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor and other councillors in relation to discharging the functions of civic office.

Policy Statement

Blayney Shire Council



Payment of Expenses and the Provision of Facilities to the Mayor and Councillors Policy

1. OBJECTIVE OF POLICY

Section 252 (1) of the Local Government Act 1993 requires Council to adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor and other councillors (including Administrators) in relation to discharging the functions of civic office.

The purpose of this policy is to ensure that councillors receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties and that there is accountability and transparency in the payment of expenses incurred, or to be incurred by Councillors (including Administrators). The overriding principle to be addressed in the development of this policy is that the provisions of the policy meet the expectations of the local community.

This policy does not deal with matters associated with the setting and payment of annual fees to the Mayor and Councillors, which are determined by the Local Government Remuneration Tribunal.

Any reference hereon in this policy to Councillors will encompass Administrators.

2. STATUS OF THE POLICY

This policy has been prepared in accordance with the "Guidelines for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors in NSW" as issued by the Office of Local Government, Department of Premier and Cabinet dated 7 October 2009 (Circular 09-36).

3. PAYMENT OF EXPENSES

3.1. CONFERENCES AND SEMINARS

Requests for attending conferences shall be in writing outlining the benefits for Council. A written report shall be furnished to Council from the Councillor or staff accompanying the Councillor on the aspects of the conference relevant to council business and / or the community. No written report shall be required for the Local Government NSW Annual Conference.

Council will meet the following expenses for Councillors attending conferences and seminars which have been authorised by Council resolution or by the Mayor under delegated authority.

3.1.1.

Registration Fees

- i) Payment of registration fees for attendance at conference / seminar sessions.
- ii) Payment of official conference / seminar lunches and dinners, and associated tours where they are relevant to the business and interests of Council, if not covered by the registration cost.

3.1.2. Accommodation

Payment of accommodation costs on the following basis:

- i) Accommodation selected by the Council or General Manager on the basis of cost and convenience of location to the conference. A Councillor may choose accommodation at a different location but which is the same cost or less.
- ii) The number of accommodation days provided under this policy shall be limited to:
 - a. Registration day;
 - b. Each day on which official sessions of the conference / seminar are held, as well as the night preceding the conference / seminar where travelling schedules reasonably require such accommodation; and
 - c. Each day on which a Councillor is required to be accommodated en route to and from the conference / seminar.
- iii) Any additional accommodation costs incurred as a result of the attendance of partners and/or children shall be borne by the Councillor.

3.1.3. Car Parking Fees

Council shall meet the cost of the following car parking fees.

- i) Hotel / Motel parking – additional car parking fees not included in accommodation costs.
- ii) Airport parking – costs incurred in the parking of a Councillor's private vehicle at an airport for the duration of a conference / seminar, subject to the vehicle being parked in the most economical airport car park.

Reimbursement for parking expenses shall be made upon the production of appropriate receipts and tax invoices, and the completion of the required claim form. Claim for such expenses shall be made within two (2) months of the date of return from the conference / seminar.

The driver is personally liable for all traffic infringements and parking fines incurred while travelling in private or Council vehicles. Claims for reimbursement or payment of expenses shall be refused.

3.2. TRAINING AND PROFESSIONAL DEVELOPMENT

Council shall meet the expenses for Councillors attending training and professional development which have been authorised by Council resolution or by the Mayor under delegated authority, where the training or educational course is directly related to Councillors civic functions and responsibilities.

The specific expense items met by Council are the same as those applicable to "Conferences and Seminars", as listed at clause 3.1.

3.3. REIMBURSEMENT AND RECONCILIATION OF EXPENSES

Councillors seeking reimbursement of costs and expenses, incurred in accordance with the requirements of this Policy, shall only be approved upon the production of appropriate receipts and tax invoices, and the completion of the required claim form.

Claims for reimbursement of costs and expenses shall be made within two (2) months of the costs and/or expenses being incurred, unless otherwise specified within this policy.

3.4. CLAIM FORM

Provided as an attachment (Attachment A) to this Policy, is the prescribed Claim Form which shall be completed by any Councillor seeking reimbursement of their costs and expenses.

It is the responsibility of the Councillor to ensure that the Claim Form is submitted accurately and complete, and within the prescribed timeframe as required by this Policy.

Incomplete claim forms may result in costs and expenses not being reimbursed.

3.5. PAYMENTS IN ADVANCE

Councillors may request payment in advance in anticipation of expenses to be incurred in attending conferences, seminars and training away from home. Councillors may also request an advance payment for the cost of any other service or facility covered by this Policy. However, Councillors shall fully reconcile all expenses against the cost of the advance within fourteen (14) days of their return.

Note: No general allowance type payment shall be made under any circumstances.

3.6. PAYMENT OF EXPENSES FOR SPOUSES, PARTNERS AND ACCOMPANYING PERSONS

Where the business of Council includes an invitation to a Councillor's spouse, partner or accompanying person, Council shall meet all reasonable costs associated with the spouse, partner or accompanying person attending that function.

In circumstances where an invitation is not extended to a Councillor's spouse, partner or accompanying person, that spouse, partner or accompanying person may accompany the Councillor on the business of Council, at the expense of the Councillor.

Attendance at the ~~Annual Shires~~ Local Government NSW Annual Conference shall be regarded as business of the Council and, as permitted by the Office of Local Government Guidelines, registration and official conference dinner costs be met by Council.

An accompanying person is a person who has a close personal relationship with the councillor and/or provides carer support to the councillor.

3.7. INCIDENTAL EXPENSES

Claims for reimbursement of reasonable out-of-pocket or incidental expenses incurred by a Councillor whilst attending conferences, seminars or training courses shall only be approved upon presentation of receipts and the completion of the prescribed claim form. Payments of general expense allowances shall not be permitted under this policy.

Incidental expenses will be paid in accordance with the annual Taxation Determination issued by the Australian Taxation Office titled: *Income tax: what are the reasonable travel and overtime meal allowance expense amounts for the xxxx-xx income year?* Amounts claimed shall not exceed amounts specified in the Taxation Determination.

3.8. INSURANCE

Council shall effect an appropriate level of insurance for Councillors in the following areas:

- i) Public Liability – for matters arising out of a Councillor's performance of their civic duties and/or exercise of their Council functions.
- ii) Professional Indemnity – for matters arising out of a Councillor's performance of their civic duties and/or exercise of their Council functions.

- iii) Personal Accident – coverage of Councillor and/or spouse while on Council business.
- iv) Defamation – excluding Councillor to Councillor, Councillor to Staff and Staff to Councillor.
- v) Travel – for approved travel on Council business.

Council shall meet any excess applicable under a policy for:

- Councillor and Officers – in relation to a Councillor performing their civic duties or Council functions;
- Other Insurances – in specific instances when considered necessary by the General Manager (e.g. travel insurance).

3.9. LEGAL EXPENSES

Council may indemnify or reimburse the reasonable legal expenses of:-

- i) A Councillor defending an action arising from the performance in good faith of a function under the Local Government Act 1993 (refer Section 731), provided that the outcome of the legal proceedings is favourable to the Councillor.
- ii) A Councillor defending an action in defamation, provided that the outcome of the legal proceedings is favourable to the Councillor.
- iii) A Councillor involved in the event of:
 - An inquiry, investigation or hearing into a Councillor's conduct by any of the following:
 - o Independent Commission Against Corruption
 - o Office of the NSW Ombudsman
 - o Office of Local Government, Department of Premier and Cabinet
 - o NSW Police Force
 - o Director of Public Prosecutions
 - o Local Government Pecuniary Interest Tribunal
 - o Council's Conduct Review Committee / Reviewer

This is provided that the subject of the inquiry, investigation or hearing arises from the performance in good faith of a councillor's functions under the Local Government Act 1993 and the matter before the investigative or review body has proceeded past any initial assessment phase to a formal investigation or review. In the case of a conduct complaint made against a councillor, legal costs shall only be made available where a matter has been referred by the General Manager to the conduct reviewer/conduct review committee to make formal enquiries into that matter in accordance with the procedures in the Code of Conduct. In the case of a pecuniary interest or misbehaviour matter legal costs shall only be made available where a formal investigation has been commenced by the Office of Local Government.

In addition, legal costs shall only be provided where the investigative or review body makes a finding that is not substantially unfavourable to the

councillor. This may include circumstances in which a matter does not proceed to a finding. In relation to a councillor's conduct, a finding by an investigative or review body that an inadvertent minor technical breach had occurred may not necessarily be considered a substantially unfavourable outcome.

Council shall not meet the legal costs of legal proceedings initiated by a Councillor under any circumstance.

Council shall not meet the legal costs of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.

Legal costs shall not be met for legal proceedings that do not involve a councillor performing their role as a councillor.

Council may lawfully obtain insurance cover against the risk of having to meet the reasonable legal costs of a councillor, or to reimburse those costs, provided that the costs or reimbursements are ones that it is authorised to meet.

Council may reimburse such Councillor, after the conclusion of the inquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonable incurred, given the nature of the inquiry, investigation, hearing or proceeding, on a solicitor / client basis. Such determination shall be by resolution of Council.

3.10. CARER'S PROVISIONS

3.10.1. Carer's Expenses

Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member shall be entitled to reimbursement of carer's expenses up to a maximum of \$1,000 per annum for attendance at Council and Committee meetings and other official civic functions noted below, plus reasonable travel from their principal place of residence. Child care expenses may be claimed for children up to and including the age of 16 years. Reimbursement of carer's expenses shall be made after submission of receipts and tax invoices and completion of the prescribed claim form. Claims for such expenses shall be made within one (1) month of the expense being incurred. Official civic functions may include:

- Attendance at Ordinary and Extraordinary meetings of Council.
- Attendance at Council Committee meetings of which the Councillor is a member.
- Attendance at Ordinary, Committee and Sub-Committee meetings of an organisation where the Councillor has, by Council resolution, been duly elected as a Council delegate.

- Attendance at inspections, within or outside the area as authorised by Council resolution or by the Mayor under delegated authority.
- Attendance at official Council functions as authorised as Council business by a resolution of Council.
- Attendance at conferences or seminars approved by Council resolution or by the Mayor under delegated authority.
- Attendance at training or professional development approved by Council resolution or by the Mayor under delegated authority.
- Attendance at functions to which the Mayor has been invited, which are attended at the request of the Mayor.

Councillors shall provide suitable evidence to the General Manager that reimbursement is applicable, such as advice from a medical practitioner in the event of caring for an adult person.

3.10.2. Expenses and Facilities for Councillors with Disabilities

In addition to the provisions of 3.10.1, for any councillor with a disability, Council may resolve to provide reasonable additional facilities and expenses, in order to allow that Councillor to perform their civic duties.

4. CONSIDERATION OF SPECIFIC EXPENSES FOR MAYORS AND COUNCILLORS

4.1. GENERAL TRAVEL ARRANGEMENTS

All travel by Councillors shall be undertaken by utilising the most direct route and the most practicable and economical mode of transport subject to any personal medical considerations.

Note: The driver is personally responsible for all traffic infringements and parking fines incurred while travelling in private or council vehicles on Council business.

4.2. LOCAL TRAVEL ARRANGEMENTS AND EXPENSES

For the purposes of this Policy, Local Travel will include travel conducted within the following Local Government Areas:-

- Blayney
- Cowra
- Bathurst
- Orange
- Cabonne
- Wellington

For the purposes of this Policy, where Council Delegates attend meetings of the Lachlan Regional Transport Committee Inc, Local Travel will include

travel conducted within, and transiting to, the Local Government Areas of the members to this Committee.

Travelling expenses within these Local Government Areas shall be paid to Councillors upon submission of the completed claim form for:

- Attendance at Council or Committee meetings;
- Undertaking approved business of the Council.

Councillors are encouraged to pool vehicles where practicable.

4.3. NON-LOCAL AND OTHER TRAVEL ARRANGEMENTS AND EXPENSES

Payment of travelling expenses for all other travel outside of the “local area” as defined above shall be submitted to Council for consideration, and shall only be paid if approved.

All non-local and other travel should be advised to the General Manager in advance for coordination of accommodation and travel arrangements (if required). Such advice shall be on a travel authority and submitted in time for approval by Council as attached to this policy. For risk minimisation Councillors are to pool vehicles where practicable. All travel by vehicle shall be by the following priority:

- a. Council vehicle (if available)
- b. Councillor vehicle
- c. Hire vehicle

Claims for expenses incurred shall be submitted on the approved claim form as attached to this Policy, and each claim shall clearly state the purpose of the travel.

4.4. TRAVELLING EXPENSES PER KILOMETRE RATE

Approved claims for payment of travelling expenses shall be fixed at the rate per kilometre for vehicles in excess of 3 litre capacity, as determined by the Australian Taxation Office, effective from the 1st July of that financial year.

4.5. OTHER EXPENSES

Councillor claims for payment of “Other Expenses” not specifically covered by this Policy shall be presented in a report to Council for consideration, and shall only be paid if approved.

5. PROVISION OF FACILITIES

5.1. GENERAL PRINCIPLES

The provision of facilities, equipment and services to the Mayor and Councillors shall be used by the Mayor and Councillors only for the purposes of fulfilling their civic duties and functions. However, Council acknowledges that infrequent private use of the facilities and equipment may occur.

Council facilities, equipment and services shall not be used to produce and disseminate election material, personalised pamphlets or newsletters (and the like) or material for any other political purpose.

5.2. TELEPHONE LINE

At Council's expense a separate telephone direct line shall be connected to all Councillors' residences for Council business upon receipt of a written request from each respective Councillor. All costs associated with the operation of this line shall be paid by Council.

In circumstances where a Councillor elects not to have a separate telephone line connected, and instead utilises their own private telephone line, Council shall reimburse only the call costs identified by the Councillor as relating to council business. Claims for this reimbursement shall be accompanied by a copy of the telephone account for this line with each council business call highlighted.

5.3. TECHNOLOGY EQUIPMENT

At the expense of Council, each Councillor shall be provided with Technology equipment, the provision of tablet technology (i.e., iPad or similar). Such equipment will be provided with required applications for Councillors to undertake their duties. Any additional applications at Council expense must be made in writing with substantiation of need.

Council will not be responsible for purchase, update or replacement of applications not purchased through Council in the event of equipment failure.

5.4. APPAREL

At the expense of Council, each Councillor shall be provided with the following apparel each term:

- One (1) corporate blazer or jacket of Council;
- Two (2) ties or scarves;
- Two Corporate Polo shirts; and
- Protective clothing as deemed required by the General Manager.

Any apparel purchased under this section shall carry the Council logo.

5.5. OTHER FACILITIES

Councillors are to receive the benefit of:

- Provision and use of business cards and name badges;
- Postage of official correspondence - all mail is to be directed through the Council's own mailing systems;
- Meals/refreshments at Council, Committee, Sub-Committee Meetings and Working Parties, or at any other time deemed appropriate by the Mayor or General Manager whilst on Council business;

5.6. RETURN OF FACILITIES

Councillors shall return any equipment or other facilities to Council after the completion of their term of office, extended leave of absence or at the cessation of their civic duties.

Where a separate sim card / telephone had been established, this line shall be disconnected at Council's expense. However, should the Councillor wish to retain the use of this line, then at Council's expense, the line shall be transferred into the name of the Councillor.

Councillors will also have the option of purchasing the equipment previously allocated at an agreed fair market price or written down price value.

~~5.7. SECRETARIAL SUPPORT~~

~~Secretarial support facilities are available to the mayor during normal office hours, through the General Manager.~~

6. PROVISION OF ADDITIONAL EQUIPMENT AND FACILITIES FOR MAYORS

6.1. SECRETARIAL SUPPORT

~~Secretarial support facilities are available to the mayor during normal office hours, through the General Manager.~~

6.2. CREDIT CARD

- ~~i) The Mayor will be provided with a Corporate Credit Card to facilitate payment of incidental expenses such as attendance at functions, accommodation, parking and entertainment in conjunction with discharging the functions of the Mayoral Office.~~
- ~~ii) The credit card will have a limit of \$2,000 personally issued to the Mayor. The application form is to be signed by the Mayor.~~
- ~~iii) The credit card is to be used for Council-related business expenditure only.~~
- ~~iv) The credit card must not be used for obtaining cash advances.~~
- ~~v) Upon completion of the Mayoral term, the credit card is to be returned to the General Manager on or prior to the date the term ceases.~~
- ~~vi) Ongoing use of the credit card by the Mayor will be in accordance with and subject to any other policy relating to the use of such credit facilities adopted by Council from time to time.~~

ATTACHMENT A – CLAIM FORM

**BLAYNEY SHIRE COUNCIL
COUNCILLOR'S EXPENSES CLAIM FORM**

Council has adopted a Policy for payment of expenses and provision of facilities to the Mayor, Deputy Mayor and Councillors in relation to discharging the functions of civic office.

Name of Councillor: _____

TRAVEL

Date	Council Meeting/Committee/Other	Kilometres

ACCOMMODATION/ SUSTENANCE/ OUT OF POCKET EXPENSES

Please provide details and attach receipts

\$

SIGNATURE: _____ **DATE:** _____

Office Use Only

TRAVEL (Kilometres) _____ @ \$ _____

PAYMENT

OTHER _____

TOTAL

\$

=====

ATTACHMENT B – TRAVEL AUTHORITY

**BLAYNEY SHIRE COUNCIL
COUNCILLOR TRAVEL AUTHORITY
FOR NON-LOCAL AND OTHER TRAVEL**

Pursuant to the Payment of Expenses and the Provision of Facilities to the Mayor and Councillors Policy the following application is submitted:

Name of Councillor: _____

Purpose of Travel: _____

Date(s): _____ Time from / to: _____

Location: _____

Venue: _____

Mode of Transport: (please circle)

Air

Council Vehicle

Councillor Vehicle

Hire Vehicle

Accommodation (if required):

Single Room: _____ Double Room: _____ Other: _____

Motel preference: _____

Please provide other relevant details (e.g. special requirements):

SIGNATURE: _____ **DATE:** _____

(Authority should be lodged with sufficient time for Council report for approval to be submitted.)

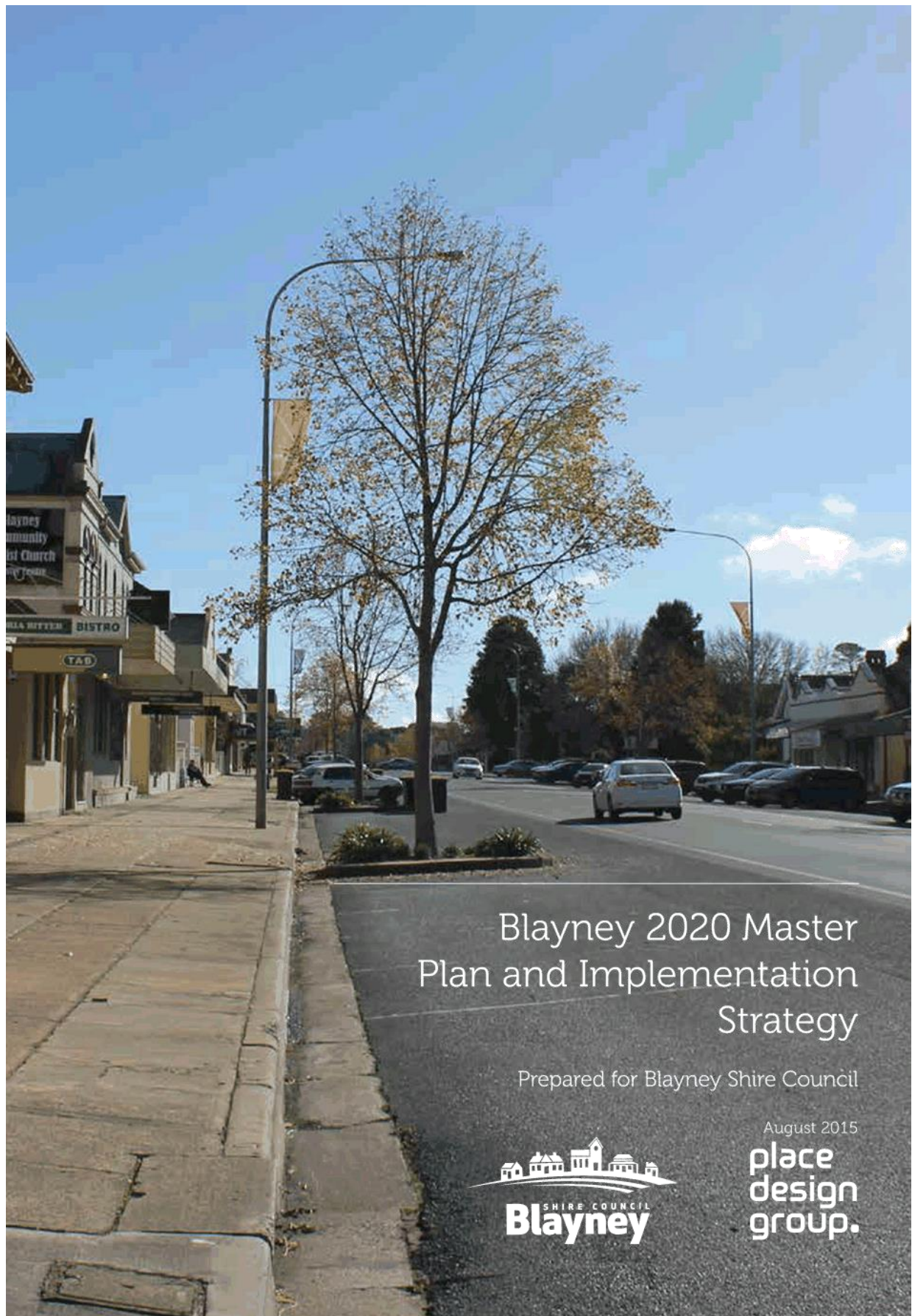
Office Use Only

Council meeting date: _____ Minute No.: _____

Transport: _____ Order No.: _____

Motel: _____ Order No.: _____

	Date	Minute No.
First Adopted:	20/9/1999	592
Last Reviewed:	13/08/2001	388
	12/02/2007	7
	14/05/2007	07/094
	12/05/2008	08/105
	29/09/2008	08/231
	08/02/2010	1002/010
	09/05/2011	1105/007
	12/09/2011	1109/022
	10/12/2012	1212/005
	09/09/2013	1309/009
	16/09/2014	1409/010
	14/09/2015	
Next Review:	11/07/2016	





Australia
China
South East Asia

Report title	Blayney 2020 Master plan
Document number	1115038
Prepared for	Blayney Shire Council
Authors	Place Design Group, WRI & MRCagney
Revision number	2
Revision issue date	25 August 2015
Approved	Chris Isles - Director

Disclaimer: This report has been prepared in accordance with the scope of services described in the contract or agreement between Place Design Group Pty Ltd ACN 082 370063 and the Blayney Shire Council. The report relies upon data, surveys, measurements and results taken at or under the particular times and conditions specified herein. Any findings, conclusions or recommendations only apply to the aforementioned circumstances and no greater reliance should be assumed or drawn by the Blayney Shire Council. Furthermore, the report has been prepared solely for use by Blayney Shire Council and Place Design Group accepts no responsibility for its use by other parties.

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Introduction

The Project

In April 2015, Blayney Shire Council commissioned the preparation of the Blayney 2020 Master Plan. The following reports are the outcomes from the master planning project.

- 1 Blayney Shire economic strategy by WRI
- 2 Traffic and movement strategy by MRCagney
- 3 Blayney 2020 Master Plan Report - Vision and Implementation Plan (this report)



The purpose of the project was to prepare a forward looking strategy for both the wider Shire and centrally, for the town of Blayney itself; providing planning, design, economic and governance strategies that target economic opportunities to sustainably support Blayney Shire, and to reinvigorate and grow the Blayney town centre.

The primary goal of the Blayney 2020 Master Plan is to deliver strategies that enhance the economic viability, growth and marketability of Blayney, based on the findings of research into Blayney's current economic situation, and its potential for future growth. These strategies aim to give Council the ability to plan for and respond to future economic opportunities, for realistic, sustainable growth. These strategic directions will variously help to deliver community infrastructure, a diverse mix of commercial and retail spaces, a variety of housing typologies and a safe and welcoming public domain for everyone to enjoy.

Key project objectives

The proposed Blayney 2020 Master Plan has been developed to address the following objectives:

1

Evaluate the commercial, transportation, tourism and land use options able to stimulate employment, sector growth and investment

2

Identify key initiatives to improve the overall competitive position of Blayney Shire

3

Investigate the economic and market influences necessary to implement the master plan recommendations

4

Create a vibrant, economically viable, high quality and safe town centre, including strategies to address the fatigued public domain, local market position, priority connections

5

Review land use planning in terms of availability of land for current and future land uses linked to the recommendations of the economic development strategy

6

Review transport and movement network within Blayney and consider any short and long term alterations to vehicular and pedestrian movement and parking patterns

7

Identify key implementation and staging recommendations, with specific focus on clear 'quick-win' recommendations, as well as longer term investment strategies for the centre

The project team

The project was undertaken by a consortium of companies lead by Place Design Group. The project team included Place Design Group, Western Research Institute and MRCagney.

The following services and roles were provided by each company:

Place Design Group

With a reputation for fresh and innovative solutions, Place Design Group is a leader in planning and design. Australian owned and managed, our 10 offices throughout Australia and Asia are dedicated to improving the quality of both our living and built environments, "our place". Our team is passionate about service excellence, regardless of project type or size. We continue deliver excellence in design and built outcomes and are proud to contribute the following elements to the Blayney 2020 Master Plan project:

- Master Planning
- Strategic Planning
- Community Engagement
- Landscape Design



Western Research Institute

The Western Research Institute (WRI) is a not for profit organisation committed to the development of Regional Australia. WRI specialises in regional economic analysis and evaluation, based on their economic understanding, research methodologies and modelling techniques that are sensitive to the complexities of regional economies.

WRI undertook the following elements of the Blayney 2020 Master Plan project:

- Socioeconomic profiling
- Economic opportunities analysis, including sectorial opportunity identification and action plan



MRCagney

MRCagney is one of Australasia's leading independent transportation consultancies, with a reputation for excellence in complex and unusual projects. MRCagney provides an extensive range of services ranging from high level management and business support services, through its core transport planning, engineering and operations services.

MRCagney undertook the following elements of the Blayney 2020 Master Plan project:

- Traffic and Transport Review
- Consultation and engagement facilitation

Project elements and tasks

1/ Observational research

- Tour of Blayney Shire and townships
- Photographic inventory
- Detailed inspection, observation and mapping
- "A day in the life of the Blayney main street"
- Car, truck, bicycle and pedestrian movements
- Other Council studies and research

2/ Engagement

- Council and State project briefing
- Council staff interviews
- Community public meeting (May 2015)
- Structured business interviews
- Main street public display (June 2015)
- Farmers' Markets (June 2015)
- Informal chats with Blayney locals and businesses
- Council presentation and workshop

<h1>3/</h1> <h2>Analysis</h2> <hr/> <ul style="list-style-type: none">- Demographic trends- Land supply and conflicts- Economic/ employment trends and opportunities- The urban/ physical environment- Blayney businesses, uses and vacancy levels- Traffic and movement pattern mapping- Activity, destination and energy mapping- Constraints and planning overlays- Planning and zoning	<h1>4/</h1> <h2>Strategy</h2> <hr/> <ul style="list-style-type: none">– Economic development strategy– 'Blayney' Strategy– Movement strategy– Main street vision statement and plan– Implementation Guide
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Plan on a page

Blayney 2020 Master Plan



Blayney Shire is rich with historic, cultural and natural assets, along with productive sectoral resources and rolling rural landscapes. Opportunities to draw on this richness and to reinforce its appeal as a tourist destination, is supported already by existing policy and strategies.

This Blayney 2020 Master Plan intends to further capitalise on Blayney's assets - to work for the whole Shire - by anchoring these strategies to Blayney Town as a highly recognisable gateway to the region. The plan will support links and visitation to villages and resources to leverage for mutual benefit. It will also identify shire-wide opportunities to support primary economic sectors for benefit to both business and resident communities, providing clear direction for strategic priorities and decision-making to optimise Council support.

The Project

Blayney Shire Council has commissioned the Blayney 2020 Master Plan to develop strategies that will improve the economic viability, growth and marketability of Blayney Shire, including the revitalisation of Blayney's main street.

Key aims of the project include:

- Creating a vibrant, economically viable, high quality and safe town centre
- Develop strategies that address the fatigued public domain, local market position and priority connections
- Manage potential conflicts
- Clearly define 'quick-win' and long term investment strategies for the centre

Vision

Blayney is our town, our heart of the village shire.

Celebrating country lifestyle and embodying the rich rural energy of the shire landscape, Blayney is a place of attractive employment opportunities and a thriving cultural marketplace. Our community welcomes families and is open for business. Blayney is an active and healthy community, enjoying the open spaces and formal parks that provide recreation for young and old. Our town wears the bright colours of the seasons and comes together to proudly support our local teams.

From churches and pubs side by side on wide footpaths, to quality community facilities, Blayney is rich with culture and character. Our town's well preserved and respected heritage is evident in our vibrant main street and our country streets. From paddock to plate, our Blayney shows off local delicacies, dining delights and local craft. Our Blayney has a presence on the map; an invitation to stop and play.

Our Blayney 2020 Master Plan will reinforce community, commerce and civic strength for our great Blayney Shire.



Key Master Plan strategies

Six key master plan strategies, priority projects and opportunities have been identified as part of the Blayney 2020 Master Plan project. Overall the strategy has identified more than 40 separate strategies and recommendations, of which the following have been specifically selected as the priority projects.

Blayney priorities

Brand Blayney

- 'Our town' social media and activation strategy
- 'Live local / shop local' campaign
- 'Cool Climate Beef' regional brand.
- Tourism events strategy
- Signage and arrival experience
- 'Why Blayney' portal and web page for potential residents

Blayney Traders

- Establish Blayney Traders
- Find local champion for traders group
- Council support of traders including training and assistance
- Establish local Blayney Traders communication platform
- Develop map of services and uses/ attractions
- Council to support group marketing and activities

Main Street Strategy

- Develop long-term vision for main street,
- Design new options for pedestrian crossings, landscaping and changes to parking
- Engage with RMS re long term vision and funding for critical works and changes
- Identify key land uses / anchor uses and facility opportunities

Shirewide priorities

Blayney Shire Loop Strategy

- Expand the existing township strategy
- Loop and pitstop strategy
- Physical works to better service van and traveller groups
- Signage and interconnection of towns within Blayney Shire.
- Develop a day in Blayney tour, map and itinerary (progressive tour)

Agriculture

- Investigate beef export opportunities.
- Facilitate export and trade information.
- Small agricultural producers support program
- Better internet and communications infrastructure to support agricultural businesses.
- Engage with CTLX and stock transport companies

Food and Beverage Manufacturing

- Facilitate export and trade information
- Potential Food and Beverage Manufacturing businesses assistance measures
- Identify skills shortages and measures to close these gaps.

Illustrated Master Plan



Strategy concepts

Observation and research

1/

We observed and researched

Tour of Blayney Shire and surrounding townships



'Bypassed' Millthorpe has retained character and visitation. Celebrate and leverage its unique character further.



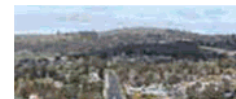
Blayney is home to major manufacturing facilities: an employment asset for the Shire, though perhaps not the best neighbour or most attractive landmark...



Carcoar: the town that time forgot, preserves the feel for original township settlement and is worth celebrating. Engage with visitors through activities that make them stop and linger.



Millthorpe can widen its basic appeal through increasing variety and price points.



Blayney approach from Bathurst does not optimise the arrival experience - vacant buildings and empty industrial area... A great cue to improve arrival experiences to town.

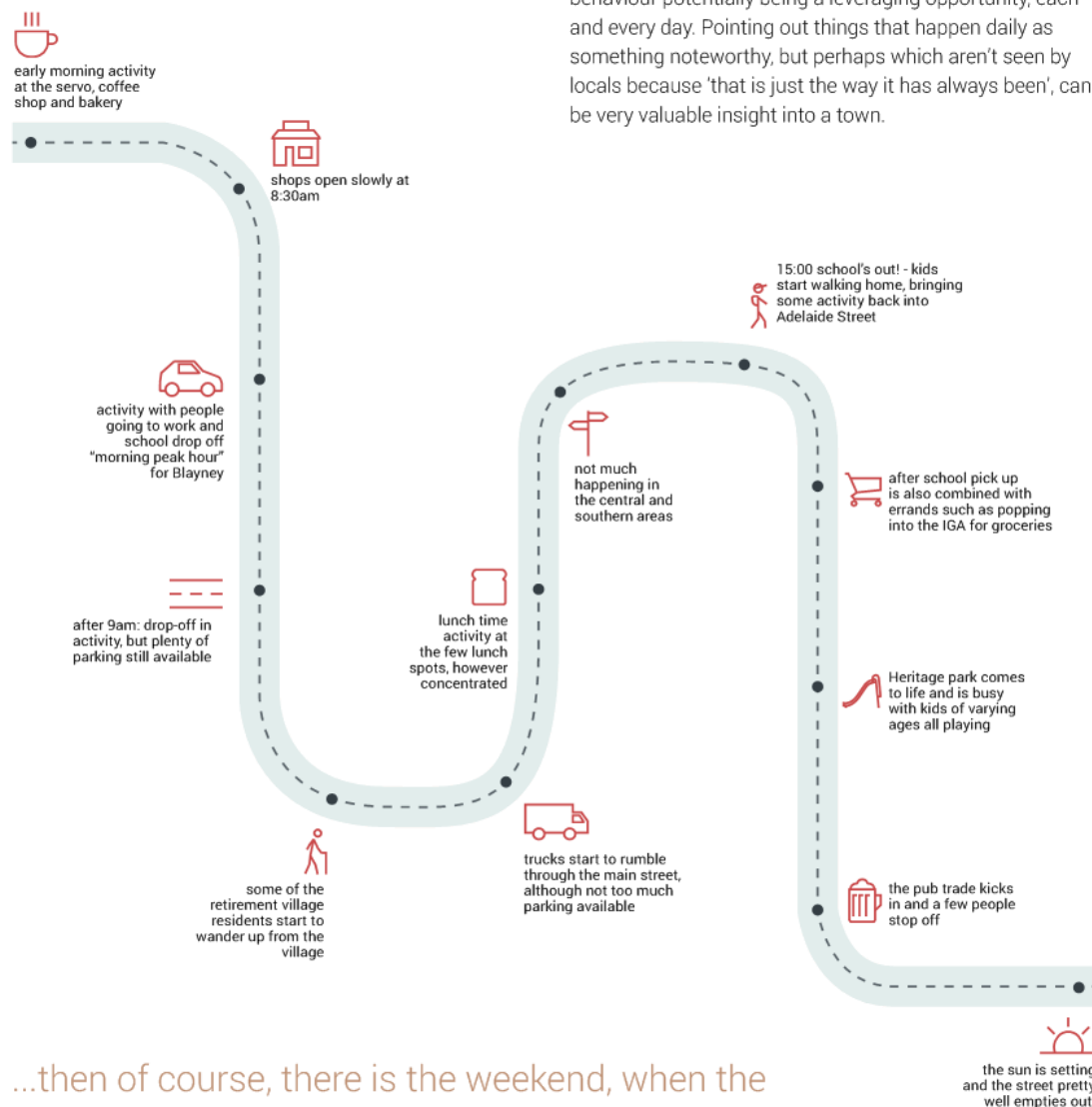


Newbridge shows character and characters at its Winter Solstice Festival: exemplary activation through event organisation, appealing to tourists and locals alike for fun and a big fire!



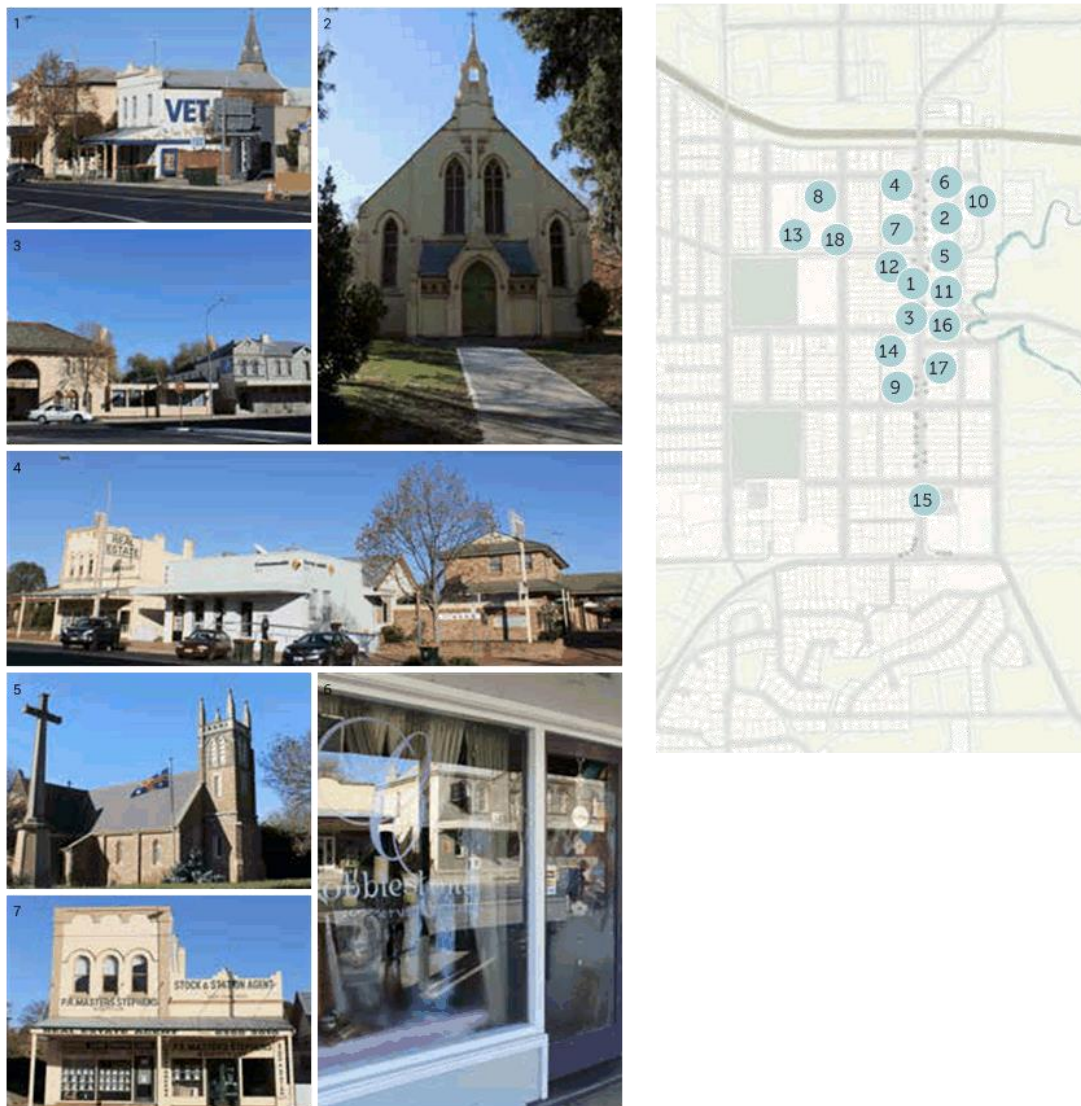
It is a Shire of rolling rural landscapes and presents amazing vistas. Capture these vistas from every vantage point in towns and villages.

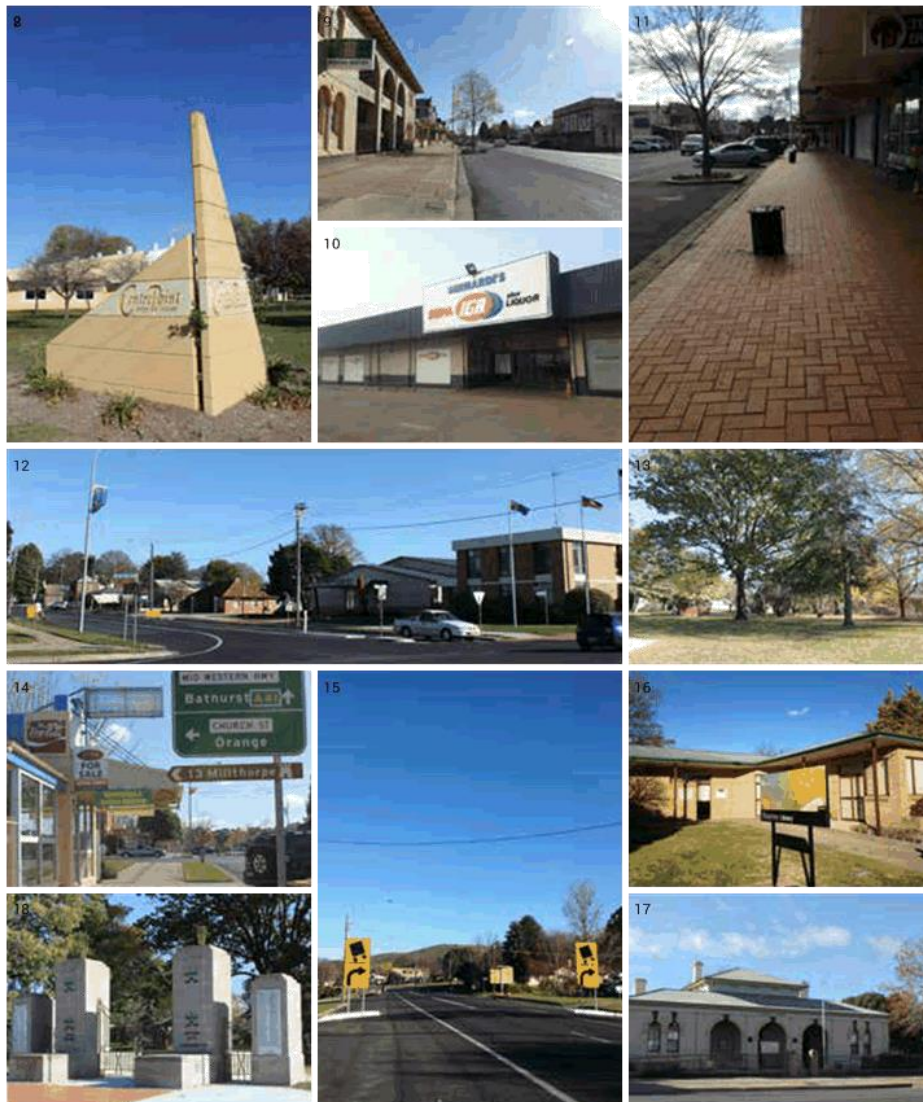
A day in the life of the Blayney main street



...then of course, there is the weekend, when the town packs up at 12 o'clock and opens again on monday, missing many tourist trade opportunities.

Detailed inspection, observation and mapping
of the Town of Blayney





Car, truck, bicycle and pedestrian movements

The following notes and observations regarding car, truck, bicycle and pedestrian movements and associated implications for Blayney Master Plan 2020 were made:

- Poor quality footpaths and kerb ramps along Adelaide Street,
- Lack of general pedestrian activity,
- Too much short distance driving
- Lack of cyclist infrastructure and protected lanes along Adelaide Street
- Intersection and road design has poor walkability outcomes
- Poor quality and indirect pedestrian links to rail station
- Obscured, uninviting bus stop, lacking casual surveillance

Figure 1: Movement analysis map



Council studies and research - flooding

The following notes and observations regarding flooding mapping and associated implications for Blayney Master Plan 2020 were made:

- Worst flooding occurs in Blayney when the low lying lands along the Belubula river form a wide floodway
- 3 major flood events are on record for Blayney, these occurring in 1934, 1972 and 1980.

- Flood plain is in close proximity to the main street which means that the Eastern extent of the town is limited in growth in that direction
- Flood mapping and known flood affects have affected lower lying properties along Henry Street, between Church and Burns street, most notably the retirement village.

Figure 2: Council flooding map



Council studies and research - heritage

The following notes and observations regarding heritage mapping and associated implications for the Blayney Master plan 2020 were made:

- Many buildings in the main street identified for protection under the heritage overlay.
- Heritage value is often obscured by 1970/80's additions and renovations.

- Of the sites nominated not all buildings within those sites will actually have heritage value > care is needed to not impede future redevelopment through broadscale controls where sometimes heritage values don't actually exist.

Figure 3: Heritage overlay map



- Legend
- MAPPED COUNCIL HERITAGE BUILDINGS/ SITES
 - MAPPED STATE HERITAGE BUILDINGS/ SITES
 - COUNCIL MAPPED HERITAGE OVERLAY

Engagement

2/ Engagement

A series of structured community engagement events were undertaken during the formulation of this master plan.

This included:

- an initial community briefing eventing
- a display and interactive session on the main street on Saturday June 20, 2015
- a display and interactive session as part of the Blayney Farmers' Markets on Sunday June 21, 2015

The adjoining photos are photographs taken during our community consultation events

IMAGE LEGEND

- 1 STAND AT THE FARMERS' MARKET, JUNE 21, 2015
- 2 INITIAL COMMUNITY BRIEFING AND INFORMATION SESSION, MAY 2015
- 3 SATURDAY DISPLAY ON THE MAIN STREET, JUNE 20, 2015
- 4 COMMUNITY ENGAGEMENT TOOLS - SATURDAY DISPLAY ON THE MAIN STREET, JUNE 20, 2015
- 5 SOME YOUNG AND EAGER RESIDENTS CONTRIBUTING TO THE FUTURE PLANNING OF BLAYNEY, FARMERS' MARKET, JUNE 21, 2015
- 6 THE LIVE GIANT BLAYNEY MAP, SATURDAY DISPLAY ON THE MAIN STREET, JUNE 20, 2015



Initial community meeting notes

Table 1: Community public meeting responses

What the community like in Blayney	What the community is concerned with
Residential	
Country lifestyle	Not enough residential land for future
Retail	
Retirement village creates particular trade demographic/ catchment for main street	(IGA) supermarket is not integrated with main street
Vacancy is not out of control	No anchor use in town
	No dentist/ optometrist etc public health services are not well provided
	Retail uses don't meet local needs
	Support from big business is does not translates into any permanent benefit for Blayney
Character and heritage	
Churches and pubs	Streetscape needs more scale and treatment for people
	Attractive environment lacking; more friendly relaxed character desirable.
	Heritage buildings need some work
Movement and traffic	
Good flat paths	Gun barrel main street
	Dangerous, high speed traffic and trucks
	Need to slow down traffic and particularly trucks
	Poor crossing of main street for more elderly residents
	Dangerous triangle intersection at southern end of town.

What the community like in Blayney	What the community is concerned with
Tourism	
24-hour service station in Blayney	Missed capture of passing trade
IDEA: Blayney stone – landmark and tie to possible sister city (Blarney)	New 'historic village' signs are not meaningful to community
Farmers Markets	Lack of support for local business eg no sign or wayfinding
	Heritage tourism needs focus
	Community identity needs revival
	Compare to Millthorpe/ Carcoar
Open space and recreation	
Centre Point swimming pool is a good community asset	Some improvements needed in certain parks
Opportunity for Cultural centre incorporating the library and the Kable museum should be considered.	Good 'adventure' style park – but dangerous
It may need to be a new building or a substantial increase to the current library site.	
The planning for this needs to be in the next 10 year plan, however it ideally should be funded and built in the next term of Council.	
It would be best in Adelaide Street and could be made a feature with gardens featuring flowing water.	
Governance	
	Risk adverse Council
	Used to have chamber of commerce, arts council and an active trades group like in Carcoar is needed

Structured business interviews

WRI analysed a range of relevant data to identify the importance of different industry sectors to the Blayney economy and to understand the key sectors driving the economy. A scoring methodology was applied to this data to identify key industry sectors within Blayney. This allowed WRI to target important industries for interviews and further analysis.

Drawing on the identified sectors, a list was developed in conjunction with the Blayney Shire Council, of potential businesses to interview. Twelve interviews were undertaken in total, comprising:

- three interviews in the Agriculture sector
- four interviews in the Food & Beverage Manufacturing Cluster
- three interviews in the Tourism sector
- two interviews in the Manufacturing sector

Interviews with businesses in these sectors sought to understand current operations, examine viable business opportunities for the future and highlight any barriers to developing these opportunities. All interviewees consented to be identified in the report and for the information and data they provided to be discussed and modelled.

Tourism

Three interviews were undertaken with Blayney region businesses in the Tourism sector:

- Andrew Baulsch – Founder and Director of the Carcoar Running Festival;
- Phil Cramm – Owner/manager of the Stoke House B&B; and
- David Somervaille – Co-owner of Athol Gardens

A strong theme was that Blayney region tourism offerings were highly interconnected. This interdependence comes from visitor demand for an 'experience', rather than simply attending an event, or accessing a bed.

Interviewees additionally noted:

- events, functions and tourism offerings were crucial to bringing in external visitors.
- accommodation providers relied on these offerings being held in the region and an attractive hospitality scene to cater for people staying in local accommodation.
- without attractive food and accommodation services, people who attend events will often pack up and leave at the close of an event, rather than stay longer and patronise local businesses.
- café/restaurant owners advised that they look to regular events and tourism attractions to attract customers to their venues.
- function and event organisers have links with other local business that they promote, such as florists, hairdressers, caterers and celebrants.
- it was also identified that these businesses often relied on and shared the same staff, with certain individuals identified as working across a number of businesses.

Food & Beverage Manufacturing

Interviews were undertaken with four businesses that span this collection of industries:

- George Tanos – Owner/Director of Sealink and other associated businesses
- Karl Nealon – Factory Manager at Nestle Purina Blayney
- Rob Perkins – Owner/Director at Robanco
- Darell Nixon – Director at Nixon's Transport

The principle opportunity highlighted was for the development of high-level value adding in the food manufacturing sector.

Interviewees additionally noted:

- value added beef products is an obvious opportunity, utilising techniques such as par-cooking, prepared meals and long-life packaging.
- local food product manufacturing businesses should focus on export markets
- given the complexity of establishing large operations, niche manufacturers were much more likely to develop in the region.
- growth in the transport sector in the Blayney region was dependant on growth in the food manufacturing sector. On this basis, targeted assistance to niche food manufacturers could likely have wider economic impacts for the region.

Agriculture Opportunities

Interviews undertaken in this sector were focussed on businesses involved in breeding beef cattle and livestock sales. Interviews were conducted with:

- George King – Managing Director of Whitney Pastoral Company
- Ross Wills – Partner in RI & TI Wills
- Nathan Morris – Operations Manager at Central Tablelands Livestock Exchange (CTLX)

Interview feedback suggested that for the first time in 60 years, the demand for beef has exceeded supply. This was attributed to the rise of demand for beef and other red meats from Asian nations. The view was put forward that strong demand for red meats is expected into the future.

Given the current strength of the beef market, Blayney's beef production industry places the region in a favourable position. Feedback found that Blayney offered good local conditions for beef cattle production, including regular rainfall and good soils. This suggests that increasing local beef production provides a realistic and achievable opportunity for the Blayney region.

Interviewees additionally noted:

- there is significant potential to increase agricultural productivity, leading to increased revenue flowing into the Blayney region, if better pasture and stock management principles were applied to a greater number of currently underutilised properties.
- beef cattle producers highlighted a significant interest in developing export trade relationship with China and other Asian countries.
- developing these relationships and properly executing on export plans were potentially lucrative, but quite difficult to successfully manage.
- managing a consistent supply of beef to fulfill contracts was seen as potentially problematic.

Structured business interviews

Manufacturing opportunities

Blayney manufacturers interviewed as part of this research reported strong operations and good market conditions. Industry interviews were undertaken with:

- Ian Reeks – Director of ICR Engineering
- Max Osborne – Owner/Director of Midwest Concrete

In both cases it was advised that current work and opportunities were more than they were capable of undertaking. The suggestion is made that there are shortages of specific skills in this sector in Blayney. While the Food & Beverage Manufacturing sector has a shortage of engineers, food technologists and butchers, ICR Engineering described extreme shortages of skilled metal workers. ICR Engineering reported having need for approximately 100 metal workers over recent years, had the staff been available.

Given that skills shortages have been reported across at least two sectors, it appears that there is a potential opportunity to develop the local economy and assist local employment by helping businesses to recruit appropriately skilled workers.

Interviewees additionally noted:

- automation was identified as a real industry advantage, where quality and price points achieved through automated processes were significant contributors to success.
- diversification of markets and products was being investigated for regional and interstate markets.
- distribution of imported products was also being considered for business expansion
- opportunities for a fully automated pallet racking (storage) system, in response to potentially huge demand for and lack of good storage systems in the market.



IMAGES TOP TO BOTTOM

- 1 HERITAGE PARK RESPITE OPPORTUNITIES
- 2 ADELAIDE STREET ACTIVATION IS NEEDED
- 3 FARMERS MARKETS ARE POPULAR AND ARE AN OPPORTUNITY TO ENLIVEN WEEKEND BLAYNEY
- 4 DANGEROUS TURNING AT THE SOUTHERN END OF TOWN
- 5 OUT OF CENTRE RETAILING - DO THESE LANDS HAVE A HIGHER, BEST USE?
- 6 THE BEAUTY OF A BLAYNEY WINTER MORNING SHOULD BE CELEBRATED

Informal business and community interviews

The master plan project team undertook a series of community engagement events and workshops throughout June 2015. When we weren't undertaking these formal engagement strategies the team spent time in the businesses of the main street, and engaged with businesses owners and locals alike to get your unofficial thoughts.

We gathered information whilst having breakfast in the café or bakery, stopping at the Pharmacy, buying coffee and enjoying a drink in each of the hotels and even having Chinese for dinner. This unofficial feedback was valuable and is noted in the quotes.

"Blayney is a great place to live. Lets work together to keep it that way."

"There is nothing for the older kids - we need a skate park."

"Chill Blayney - say it proud."

"We just need to make better use of facilities we have, like the amphitheatre at the park."

"we need a - support local campaign for our towns businesses"

"More seats and shade in the main street"

"Local produces need more promotion."

"We need entrance treatments on all approaches to the town"

"So many of the footpaths need upgrading. I find it hard to walk around the town safely."

Formal community engagement events June 2015

In June the master plan project team undertook a series of community engagement events and workshops. This included a display and engagement activity on the main street next door to Ironbark Espresso and outside of Hill and Crofts on Saturday the 20th June; and also a stand at the Blayney Farmers' Markets on Sunday the 21st of June. Both events and stalls were well attended and offered community members the opportunity to tell us their thoughts about the shire and town and also to participate in an interactive master planning process for the town.

Community comments and feedback were recorded and sorted into a range of consistent themes and categories. Broadly the categories identified are:

- Access and connectivity
- Community, culture and identity
- Open space and recreation and
- Economic development.

The following pages show extracts or summaries of the core issues raised and recorded during those structured community engagement events.



Consultation feedback summaries

Access and connectivity

Long term transport strategy to be considered:

- safe pedestrian crossings of Adelaide Street
- slow truck traffic through appropriate mechanisms
- manage truck routes - town destinations and through movements
- improve Barry Road intersection with highway
- truck parking opportunity to be investigated

Pedestrian strategy

- more pedestrian links to key destinations eg supermarket, Heritage Park, schools
- recreational walking track connecting (rehabilitated) river to Heritage Park; as key part of town-wide active movement network
- upgrade to footpaths for safe, universal access
- cross block links eg IGA to main street

Community, Culture and Identity

Community Uses

- desire for new cultural centre including, library, gallery/ exhibition spaces and information centre
- support for re-use of the 'Cottage'
- support for community organisations and clubs

Culture

- need to foster a community support campaign
- strong volunteering ethic
- great sporting community
- event activities such as cinema/ outdoor events and winter festival
- youth activity such as skate park
- remove maze in Heritage Park and use space for new activities

Identity

- wayfinding, inviting signage
- public realm:
 - more seating and shelter
 - use of footpath for dining etc
- built form improvements:
 - › facade improvements
 - › awnings and enclosure
- Entry/ gateway treatments
- Blayney of 4 seasons
- Blayney = the Shire although some competition between villages can be hindrance to cooperative efforts

Open Space And Recreation

Open space

- river needs to be cleaned up
- Heritage Park is great, but could be improved:
- skate park
- commercial uses eg cafe
- information centre
- reinstate maze
- embellishments to dog park
- graffiti wall

Recreation

- skate park
- promote walking and activity
- Centrepont is a good year round asset
- Orange Road park embellishments needed
- cycling network could build off Blayney - Bathurst event
- public realm amenity needs improvement including public toilet more convenient to centre

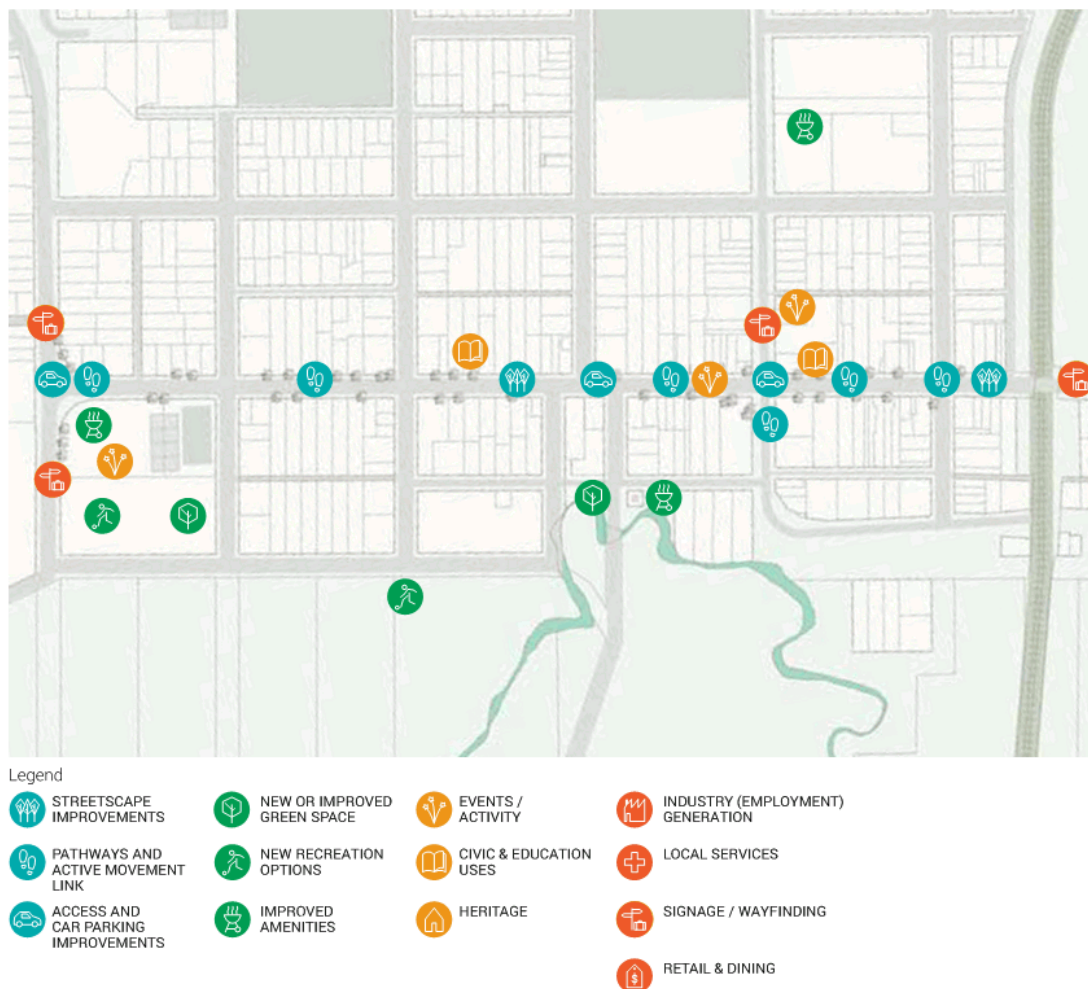
Economic Development

- local business traders' association
- Council support through funds, incentive, champion
- local people support local business and producers
- weekend promotions through local business (more weekend activity)
- popup retail in vacant shops
- supermarket upgrade needed
- negotiate best location, potentially on Adelaide St
- offensive exhaust is unpleasant experience of centre
- abattoir not wanted in proposed location
- networking / youth council
- opportunities improved once NBN goes in
- residential development - good land values but flood affected properties are heavily burdened
- high res turnover, residents don't stay in town long
- lack of out of town services
- need more diverse retail eg on-street dining, wine bar etc

Visual summary

The following plan is a summary of the town vision plan developed by community members over the course of the community engagement events. It portrays visually some of the key community priorities identified in the preceding table and notes.

Figure 4: Community engagement envisioned plan summary



Analysis

3/

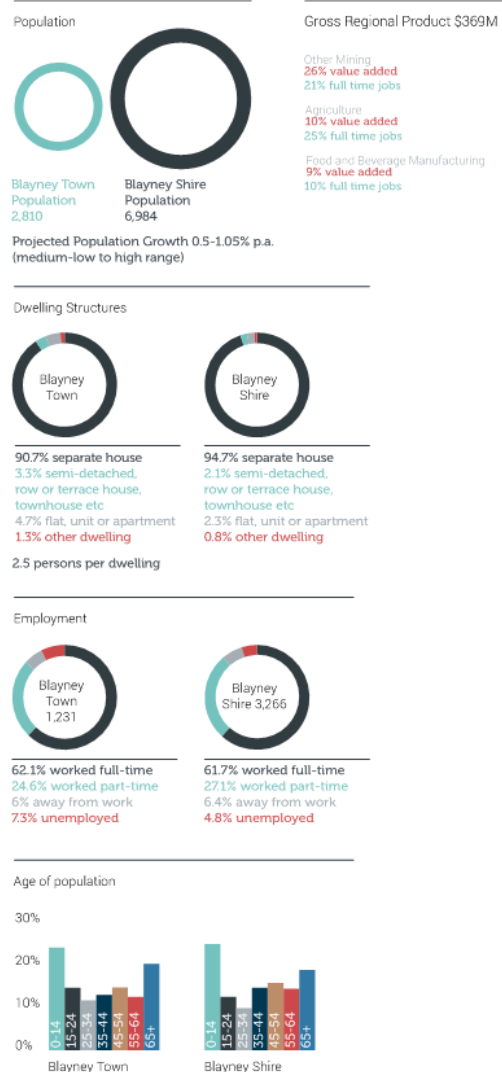
Analysis

Socio-economic profile

As part of the master plan process, WRI undertook an analysis of key demographic, employment and economic data and indicators relating to Blayney. The following is an extract of that work. Please refer to the full WRI report for the full detail and context to these findings.

Key demographic facts

- Population as at the 2011 Census was 6,985.
- The Gross Regional Product (GRP) of Blayney in 2013/14 was estimated at \$369 million.
- Top earning occupations in 2011 include Machinery operators and drivers; and Professionals.
- Unemployment rate of 5.3% (December 2014).



Economy

Key sectors in 2013/14:

- Other Mining (26% of value added and 21% of FTE employment)
- Agriculture (10% of value added and 25% of FTE employment)
- Food and Beverage Manufacturing (9% of value added and 10% of FTE employment)

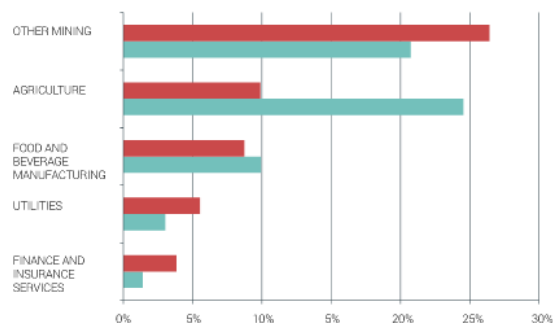
Changes in sectoral employment between 2006 and 2011

The most significant changes were experienced:

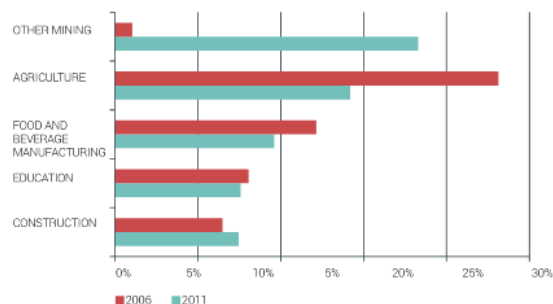
- in Other Mining, where employment increased by 17 percentage points;
- in Agriculture, where employment decreased by 9 percentage points; and
- Food & Beverage Manufacturing, where employment decreased by 3 percentage points.

Based on an analysis of industries at the subdivision (2-digit industry) level, the top employment sectors in 2011 were:

- Metal Ore Mining (17% of employment);
- Agriculture (14%);
- Food Product Manufacturing (9%);
- Preschool & School Education (7%); and
- Construction Services (5%).



GRAPH 1: KEY CONTRIBUTORS - SECTORS



GRAPH 2: CHANGES IN EMPLOYMENT FOR TOP 5 SECTORS

Key Shift Share results between 2006 and 2011

Based on an analysis of industries at the subdivision level, strong local factors for employment growth were experienced in the following key sectors:

- Metal Ore Mining
- Professional, Scientific & Technical Services
- Construction Services

Table 2: Key shift share results

INDUSTRY	GROWTH
Outperforming in high growth industry	
Metal Ore Mining	2867%
Heavy & Civil Engineering Construction	475%
Electricity Supply	175%
Outperforming in low growth industry	
Non-Metallic Mineral Product Manufacturing	92%
Repair & Maintenance	82%
Basic Material Wholesaling	77%
Underperforming in high growth industry	
Tertiary Education	-100%
Commission-Based Wholesaling	-50%
Creative & Performing Arts Activities	-43%
Underperforming in low growth industry	
Agriculture, Forestry & Fishing Support Services	-55%
Road Transport	-14%
Agriculture	-21%

Employment mapping by occupation

Employment mapping was conducted to highlight local skills shortages, as evidenced by industries employing from 'Nearby' (with an adjacent border) and 'Other' (not directly adjacent to) LGAs. The table shows industries with the highest combined number of staff employed from 'Nearby' and 'Other' LGAs.

As at the 2011 Census, the most common occupations in Blayney where staff were sourced from 'Other' LGAs were:

- Machine & Stationary Plant Operators;
- Road & Rail Drivers; and
- Automotive & Engineering Trades Workers.

Table 3: Employment mapping

Occupation	Blayney LGA	Adjacent LGAs	Other LGAs
Machine and stationary plant operators	69	144	14
Automotive and engineering trade workers	63	93	6
Specialist managers	47	69	0
Education Professionals	56	54	3
Engineering, ICT and Science technicians	23	54	0
Factory process workers	35	49	5
Design, engineering, science and transport professionals	20	50	3
Road and rail drivers	44	43	8
Electrotechnology and telecommunications trades workers	32	43	3
Construction and mining labourers	30	22	3

Count of businesses

ABS Count of Australian Businesses data, including Entries and Exits between June 2011 and June 2014 show that, during this period, there has been a net loss of 9 businesses.

Significant changes in the count of businesses include:

- Wholesale Trade (Increase 58%, to 19 businesses);
- Health Care & Social Assistance (Increase 39%, to 18 businesses);
- Mining (Decline 25%, to 3 businesses); and
- Agriculture, Forestry & Fishing (Decline 3.5%, to 362 businesses).

Land analysis

Land supply & vacant land review

During workshops and discussions with Council a number of people raised a real or perceived shortage of land able to be readily developed for residential housing. It was suggested that this was in part due to zoned residential expansion lands not being actively developed by landowners. It is understood there is a desire to find new residential land opportunities.

In terms of the main street recovery and growth, the ability to accommodate additional persons in walking distance of the main street can only serve to improve the town centre vibrancy. A review of aerial photography which has been translated onto the plan below has identified parcels of land that currently have no houses on them, as well as larger blocks potentially capable of being further subdivided.

Figure 5: Land supply analysis



Legend
VACANT LAND
VACANT BUILDING

Retail uses

A review of tenants and an audit of actual business uses and activities at the time of the project in mid 2015, identified the uses and activities mapping below. It illustrates one of the problems of the main street, in that uses are scattered along much of the main street, and diminish a sense of any retail core through lack of density or clustering of uses.

Figure 6: Retail uses analysis



Legend

RESTAURANTS/ CAFES	SHOP	VACANT BUILDING
PUBS	SUPERMARKET	VACANT LAND
FAST FOOD/ TAKEAWAY	SERVICE INDUSTRY	RESIDENTIAL
ADMINISTRATION/ PUBLIC SERVICES	HEALTH / BEAUTY	SHORT TERM ACCOMODATION
COMMUNITY FACILITIES	CHURCHES	PARKS/ RECREATION

Previous Council studies

Table 4: Previous studies review analysis

Author	Objective	Key implications for Blayney 2020 Master Plan
Blayney Flood Study (Draft)		
BSC Jan 2015	Flood study report undertaken in preparation for a Floodplain Risk Management Plan (ongoing process) for the Town of Blayney	<ul style="list-style-type: none"> Identifies historic flood damages in Blayney, and mapping of this will be used to inform growth fronts for development or intensification Flooding from the Belubula River presents the highest risk to properties around Henry Street and Farm Lane; and forced closure of Hobbys Yards Road, Farm Lane, Henry Street and Newbridge Road.
Blayney 2025: All the pieces together, Blayney Shire Community Strategic Plan		
	Represents the vision, aspirations and priorities of the Blayney community. 'To ensure that Blayney Shire Council is an active participant in the growth of the Central NSW Region, whilst developing Council's area as an innovative, inspirational and enjoyable environment for its current residents and those wanting to settle in the area.'	<ul style="list-style-type: none"> Provides preferred future vision and values from the Blayney community that have informed the master plan vision statement. Future directions identified include: <ul style="list-style-type: none"> Grow the wealth of the Shire A centre for sports and culture Preserve and enhance our heritage and rural landscapes Develop and maintain Shire infrastructure Develop strong and connected communities Leadership
Draft Village Enhancement Program – Town of Blayney		
BSC Feb 2013	Implementation suggestions for settlement enhancement, based on previous community feedback, Council's management plan and discussions with Council engineers. NB the document has been noted as a draft and work in progress	<ul style="list-style-type: none"> Outlines key opportunities to enhance Blayney, including entrance design, access and connectivity, Adelaide main street program, heritage, tourism & signage program, stormwater management/ flood study/ ecological review, and recreation review. Notes potential estimate funding of \$110,000 per year and provides draft estimate costs for facilitation of opportunities noted above (access and connectivity costs most significant) Identifies need to protect agricultural land against encroachment Tourism should be low impact rural tourism to avoid adverse impacts on agriculture Rural settlement growth or sprawl not preferred

Author	Objective	Key implications for Blayney 2020 Master Plan
Blayney Settlement Strategy		
BSC 2011	Sets out objectives and principles for land settlement in the Blayney Shire.	Refer to principles for Blayney town centre, in particular land use principles identified for <ul style="list-style-type: none"> – community facilities – industrial land uses – business uses; – large lot residential – residential land uses – village zone – residential land uses; – open space and recreation; – existing use rights;
	Shire-wide considerations	Sustainable growth most evident in Blayney and Millthorpe
Blayney Shire Tourism Plan 2011		
BSC 2011	Establishes a Tourism vision – "Tourism will become a strong and sustainable industry for Blayney Shire, with the Shire known for its vibrant historic villages, tablelands scenery and range of outdoor activities and attractions. In addition to attracting passing traffic, the Shire will attract an increasing number of destination-based visitors ... The Shire will be a popular destination for regional residents for day trips, short breaks, functions and celebrations." – and key objectives to strengthen visitor attraction to the Shire.	<ul style="list-style-type: none"> – Identifies Blayney as highway service centre – Other Shire villages recognised as tourism attractions for sub-region – Identifies primary and secondary tourism markets for Blayney (passing traffic, mining workers, visiting friends or relatives) – Incorporates action plan to address identified challenges for Blayney tourism – Prioritises need for a tourism coordinator and leadership
Rural and Industrial Land Use Strategy		
BSC, CSC, OCC July 2008	Establishes guidance for future planning of rural and industrial lands in the Blayney, Cabonne, and Orange City Council areas' sub-region.	
Community Based Heritage Review		
BSC Feb 2010	Sets up policy for Community based heritage and details Blayney Heritage Inventory items.	– Provides descriptions of heritage items across a number of themes, including built heritage, historical archaeology, and landscape.

SWOT analysis

Table 5: Strengths/ Weaknesses/ Opportunities/ Threats analysis

Strengths

Theme	Master Plan implication and influences
Close to highway and inland rail with high vehicular exposure and rail access	Highway and rail provides suitable and convenient access to attract businesses seeking to leverage export opportunities
Strong rural economy	The rural economy provides a strong local base to leverage commercial vitality and minimise expenditure leakage outside of the Shire
Regional proximity midway between Orange and Bathurst	Ideal location for people to live while working in either Blayney, Bathurst and/ or Orange
Farmers' Markets monthly attraction	Important event and attraction for locals and tourists alike - should be maintained, strengthened, promoted for full benefit
No evidence of town centre car parking shortfall	Consider alternate parking configuration to re-allocate some car parking space to landscaping and verge areas
Strong local facilities such as the Centrepont Sport and Leisure Centre	Facilities are unique in the region and a tremendous asset to Blayney. Great community benefit should be effectively leveraged and promoted
Affordable land and housing	Housing in Blayney Shire is very affordable and appears to be a preferred location for young families from within the region

Weaknesses

Theme	Master Plan implication and influences
High velocity truck movements through town centre	Creates noise, impacts on air quality and the perception of an 'aggressive' environment that will impact on activity and vibrancy of life in the main street
Supermarket is not integrated with town centre	The isolated location means that the street loses multiple stop spending patterns and 'accidental' shopping opportunities.
Main street shops all open for minimum hours and quite often are closed when demand for shops and facilities exists	Limited trading hours - specifically mid-day closure on Saturday and no opening on Sunday - limits ability for township to provide services for weekend tourists, activities or events in the township Opportunity to work with traders to find reasons to trade for longer and secure new revenue opportunities
Some evidence of poor conditioned heritage buildings	Impacts on streetscape and main street environment - consistent and attractive building facades will improve main street appeal and choices to stop and spend time here
Shortfall of local services and retail to provide local convenience	Encourages leakage of retail to larger, better serviced centres of Bathurst and Orange - attracting and supporting these services for local convenience will encourage local spending and activity in the main street
Loss of community services such as arts council, chamber of commerce	These services and groups provide critical community / business led energy and resources to promote opportunities for the wider town
Passing highway trade not captured	Parking in the main street is difficult for larger trucks, vans or caravans due to the 45° format, which makes capturing those trade opportunities difficult as drivers must park at distance to main street services and off route

Opportunities

Theme	Master Plan implication and influences
High capacity traffic as opportunity for extended trade catchment/ visitation	Road and rail access to the Shire and specifically to Blayney town provides a great opportunity to capture passing trade and business opportunities
Shire-wide image of historic villages	Eclectic mix of towns within the Shire, have varying degrees of retained heritage and character and present opportunity for shire-wide tourist attraction strategy
Large number of heritage buildings in town centre and throughout town	Identify ways to feature or restore heritage /character buildings
Opportunity for cultural centre, possibly incorporating the library and the Viv Kable museum	The main street would benefit from a central anchor facility and building. A new cultural centre, which incorporates a new library, gallery or museum elements would be a great opportunity for the town
Wide main street available for activation, pedestrian realm design improvements etc.	The width of the main street from building to building is significant and presents a major opportunity for new landscaping, changes to parking and footpath widths
Retirement village is a key use, and main street design and works can improve access for mobility, retailing, services and general needs for residents	The retirement village in proximity to the town centre is a major opportunity to the town, and options for additional capacity (not possible in current site) should be explored
Belubula River recreational opportunities	The river presents a great passive recreation and amenity location in proximity to the main street, and improvements to the facilities and rehabilitation of the river would bring activity, circulation and a further feature to the town identity and character.

Threats

Theme	Master Plan implication and influences
Conflicting land uses	An eclectic mix of uses, including many non-retail uses, within proximity of the main street critically conflict with a consolidated main street potential
Resident turnover	Anecdotally it was suggested that resident turnover is noticeable in the Shire and this can affect confidence and also retail spending
Aging population	An aging population combined with diminishing 20-30 yr old demographic cohort to other centres or Sydney could see Blayney with a looming worker problem
Competition from larger surrounding cities that inhibits growth in local services	Difficulty in getting key services (notably health) to smaller towns is a challenge. These uses are critical anchors and the loss or lack of them in Blayney is a threat as it will result in retail spending leakage
Low level commitment (action and funding) from Council	Challenges in funding and ability for Council to assist in the recovery and future solutions for Blayney may be a threat
Economic development fails to benefit local business	Despite new or expanded economic sectors within the Blayney Shire, it must translate into local jobs and local spending and evidence of this is questioned

Strategies

4/

Strategies

Master plan vision

Blayney is our town, our heart of the village shire.

Celebrating country lifestyle and embodying the rich rural energy of the shire landscape, Blayney is a place of attractive employment opportunities and a thriving cultural marketplace. Our community welcomes families and is open for business. Blayney is an active and healthy community, enjoying the open spaces and formal parks that provide recreation for young and old. Our town wears the bright colours of the seasons and comes together to proudly support our local teams.

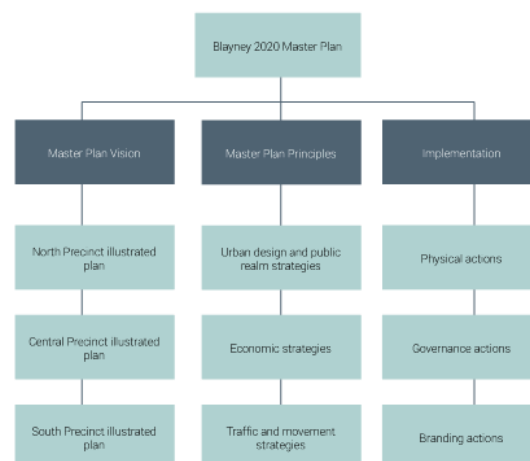
From churches and pubs side by side on wide footpaths, to quality community facilities, Blayney is rich with culture and character. Our town's well preserved and respected heritage is evident in our vibrant main street and our country streets. From paddock to plate, our Blayney shows off local delicacies, dining delights and local craft. Our Blayney has a presence on the map; an invitation to stop and play.

Our Blayney 2020 Master Plan will reinforce community, commerce and civic strength for our great Blayney Shire.

The Master Plan framework

The Master Plan establishes long term aspirations for Blayney. It is a framework of design and implementation strategies guided through three core mechanisms: a vision, master planning principles, and intervention actions and timeframes. The master plan framework will achieve clear deliverables and site specific outcomes that engage the community throughout the Master Plan delivery.

Recommendations and initiatives are provided as enablers and have been prioritised against timeframes to deliver sustainable and viable master plan outcomes.



Blayney positioning

Having undertaken detailed research and observation of Blayney and the region, it is considered that the town of Blayney will have a fundamental role in the tourism performance of the Shire. While attractions or features for the town itself are not so evident, and certainly not well publicised, there are still opportunities for Blayney's share of the tourist market, without contriving a tourism icon for the town.

Through the SWOT analysis, the core strength and ongoing opportunity for Blayney is considered to be a consolidation of its position as the regional service centre. The strength of the town is embodied in the services and resources it provides to the wider district, and the defining role it can play in supporting the tourist nodes of Millthorpe, Carcoar and the other village of the Shire and the region.

The town should continue to provide local services and facilities not available within the smaller villages of the Shire, providing sufficient levels of services and retail offerings to limit extra trips to higher order centres such as Bathurst or Orange.

Put simply, we see Blayney as the place that Blayney people go. Even more simply, Blayney is "our town", where locals shop local, and help local Blayney business.



Illustrated Master Plan



Legend

- | | | | |
|-----------------------------|-----------------------------|-----------------------------------|-----------------------------|
| RECREATIONAL WALKING TRAIL | NEW OR IMPROVED GREEN SPACE | PATHWAYS AND ACTIVE MOVEMENT LINK | INTERSECTION IMPROVEMENTS |
| NEW RECREATION OPTIONS | STREETScape IMPROVEMENTS | BICYCLE INFRASTRUCTURE | CAR PARKING RECONFIGURATION |
| PEDESTRIAN CROSSING | IMPROVED AMENITIES | CROSS BLOCK CONNECTION | CARAVAN FACILITIES |
| GOVERNANCE AND COORDINATION | COUNCIL ASSETS | FOOD BEVERAGE ACTIVATION | EVENTS AND ACTIVITIES |
| FURTHER STUDY DETAIL | CIVIC & EDUCATION USES | RETAIL ACTIVATION | TOURISM AND MARKETING |
| BUILDING BUSINESS ACUMEN | | RESIDENTIAL GROWTH | SIGNAGE / WAYFINDING |



Main Street North



KEY PLAN

- A STATION CAR PARKING ACCESS REALIGNMENT AND NEW LANDSCAPING
- B STREET TREE PLANTING
- C ENTRY/GATEWAY ARRIVAL FEATURE
- D INTERSECTION TREATMENT AND SIGNAGE
- E MID-BLOCK PEDESTRIAN CROSSING
- F PEDESTRIAN LINK
- G ADELAIDE STREETScape UPGRADE CYCLE LANES, PARALLEL PARKING AND STREET TREES/INDENTED GARDEN BEDS
- H CONTINUOUS MAIN STREET AWNING AF FACADE TREATMENT
- I CULTURAL CENTRE AND LIBRARY AND GALLERY SPACE
- J NEW SHOP FRONT OPPORTUNITIES
- K PARKLET IMPROVEMENTS (SEATING ETC)
- L LANDSCAPING AND STREET ART LOCATION
- M 'OUR TOWN' GATEWAY FEATURE
- N POTENTIAL RETAIL CONSOLIDATION SITES
- SIGNAGE, STREET ART, WAYFINDING LOCATION



Main Street Central



KEY PLAN

- A PEDESTRIAN/CYCLE LINK TO CONNECT TO NATURE WALK
- B NATURE WALK ALONG BELUBULA RIVER
- C PEDESTRIAN CROSSING AND INDENTED LANDSCAPING BLISTERS
- D CONTINUOUS AWNING TREATMENT
- E ALFRESCO DINING FURNITURE AND PLANTER BOXES
- F STREET ART AND SIGNAGE LOCATION
- G ADELAIDE STREET UPGRADE (CYCLE LANES, PARALLEL PARKING AND INDENTED LANDSCAPING)
- H CONTINUOUS CANOPY STREET TREE SPECIES
- I BRIDGE TREATMENT
- J BRIDGE CROSSING
- K LARGE VEHICLE PARKING
- L UPGRADE PARK FACILITIES
- SIGNAGE, STREET ART, WAYFINDING LOCATION



Main Street South



KEY PLAN

- A IMPROVE CARPARK ACCESS
- B ADELAIDE STREETScape UPGRADE (CYCLE LANES, PARKING AND INDENTED GARDEN BEDS AND STREET TREES)
- C INTERSECTION TREATMENT (BLISTERS)
- D KIOSK CAFE AND COMMUNITY NOTICE BOARD
- E IMPROVE MAJOR INTERSECTION (PENDING FURTHER INVESTIGATION)
- F STREETScape UPGRADE OF PARK PERIMETER ROADS
- G CONTINUOUS CANOPY STREET TREE SPECIES
- H IMPROVED SIGNAGE
- SIGNAGE, STREET ART, WAYFINDING LOCATION



Typical imagery



Implementation and interventions

What are Interventions?

To support the realisation of the vision and master plan this section provides implementation recommendations and intervention details. The interventions are designed as actions that connect, promote and support intended outcomes of the master plan.

Three types of interventions have been identified to help implement the Blayney 2020 Master Plan - physical, governance or branding and identity interventions.

The implementation table sets out the intervention actions, with information about related actions, type of works, responsible entity, indicative timing, and indicative relative value for each. This is designed as a decision making tool for Council's various departments. It articulates those outcomes that may be easily and inexpensively delivered for the most immediate impact, while design, financing and construction of longer term outcomes may be executed.

Physical

Temporary Interventions

- Low cost items or activities that can be mobilised and implemented quickly
- May be able to be delivered within general operational budgets or labour force
- Provided as an interim measure that will achieve a more immediate, similar desired effect/outcome of longer term solution
- May be used to test concepts and ideas with the desire to obtain community response and feedback
- May be a physical installation with a consistent or ongoing presence, but not designed or constructed as the ultimate built outcome (i.e. pop up landscaping)
- May be a temporary or moveable physical installation with an irregular presence (i.e. markets or food trucks)

Permanent

- Moderate/ higher cost items intended as a permanent physical installation
- Prior to any physical implementation a phase of design, approval, tender and budgetary/financial commitment is required
- May be a more permanent adaptation of a temporary activity or installation

EXAMPLE PHYSICAL INTERVENTIONS



RECREATIONAL WALKING TRAIL



NEW OR IMPROVED GREEN SPACE



PATHWAYS AND ACTIVE MOVEMENT LINK



INTERSECTION IMPROVEMENTS



NEW RECREATION OPTIONS



STREETSCAPE IMPROVEMENTS



BICYCLE INFRASTRUCTURE



CAR PARKING RECONFIGURATION



PEDESTRIAN CROSSING



IMPROVED AMENITIES



CROSS BLOCK CONNECTION



CARAVAN FACILITIES

Governance

- Regulatory framework within which the ability to carry out temporary and physical items and activities are carried out (i.e. Local Environmental Plan, local laws)
- Organisational responsibility for the coordinated management, marketing and promotion of a public and private spaces (or particular component of these)
- Generally ongoing or continuous in nature, although may require regular review, calibration or reform
- Low to moderate cost implications generally associated with providing labour or technical expertise
- Establishes a framework for providing financial support to deliver temporary and physical items
- The consistent role of governance throughout the life of the Master Plan acknowledges the ongoing role of public and private sector organisations to remain the custodians of the Master Plan and 'owners' of the Blayney main street

Brand and identity

- There's something special about every town. Place branding isn't about inventing something; it's about discovering what's already there and just communicating that more effectively and eloquently
- The key is to examine a city's characteristics and policies, and then align them to a single big idea
- It's actions, not words, that really affect reputation and therefore brand. An effective place brand strategy brings all stakeholders together from government, businesses to residents and it works on changing behaviour and underlying beliefs
- It can not just be a tag line that does not have any underlying and easy accepted community value associated with it
- Place branding can also be the process of image communication to a target market. Place branding is the process of image communication to a target market
- Establishes a unifying brand that links otherwise separate Blayney businesses under a single brand
- Re-affirming the existing knowledge and reputation that Blayney and Blayney Shire has, however adapting this into a stronger social media platform and focus

EXAMPLE GOVERNANCE INTERVENTIONS















- | | |
|---|--|
|  GOVERNANCE AND COORDINATION |  COUNCIL ASSETS |
|  FURTHER STUDY DETAIL |  CIVIC & EDUCATION USES |
|  BUILDING BUSINESS ACUMEN | |



















EXAMPLE BRAND AND IDENTITY INTERVENTIONS















- | | |
|--|---|
|  FOOD BEVERAGE ACTIVATION |  EVENTS AND ACTIVITIES |
|  RETAIL ACTIVATION |  TOURISM AND MARKETING |
|  RESIDENTIAL GROWTH |  SIGNAGE / WAYFINDING |


















Implementation and interventions - Physical

#	Action	Themes	Discussion	Responsibility	Timing	Spend
P1	Undertake detailed design of main street		<p>Blayney's main street, Adelaide, is also the Mid Western Highway. It predominantly functions as a highway, and is very wide, car dominated with little shade or enclosure from upper levels of buildings. Width, shade and enclosure help frame a street and will influence driver behaviour and pedestrian movements.</p> <p>In order to bring some main street functions back to Adelaide Street, a detailed road design process should investigate options to improve the enclosure of the street and provide a more human scale; to return the main street as a place for people.</p> <p>Road design elements to be considered include:</p> <ul style="list-style-type: none"> – median strip planting zones in conjunction with kerb build outs – re-configured car parking (parallel parking will reduce road pavement width and give back to verge areas) – increased deep planting for larger canopy trees – a mix of deciduous and evergreen street tree species 	BSC in conjunction with RMS	<p>Undertaken design in short term.</p> <p>Works to occur in staged manner in short through to long term</p>	\$ \$
Link to other actions				P2 P3 P4 P8 P11 B6 B7		
P2	Construct additional pedestrian crossing points		<p>At present Adelaide Street functions predominantly as a highway and whilst crossing can be navigated (sufficient breaks in traffic) for most of its length, few dedicated, safe and equitable crossings exist for people of all abilities.</p> <p>Options worth further detailed consideration and resolution with RMS include:</p> <ul style="list-style-type: none"> – Installation of 2-3 additional highway pedestrian crossings, investigating options for one of these between Ogilvy and Church Streets – Additional blisters at 2 other intersection points – A raised pedestrian crossing on Church St, with kerb build outs, linking post office and church sites for safer movement for retirement village residents to the main street – Consider location of mid-block crossing between Church and Burns Street – Upgrade Water/ Martin/ Burns Streets' multi-intersection with highway to improve function and navigation for pedestrians – Re-design Martin St for one way access only, incorporating 'promenade' pedestrian access to river in conjunction with formalising river walking trail – Align crossings with footpaths and shortest/desired paths 	BSC in conjunction with RMS	<p>Undertaken design in short term.</p> <p>Works to occur in staged manner in short through to long term</p>	\$ \$ \$
Link to other actions				P1 P4 P7 P8 P13		
P3	Convert angle to parallel parking		<p>Adelaide street accommodates ample parking, configured for 45°, rear-in parking on both sides. This creates considerable width in the road pavement and is seen as an opportunity to re-purpose some of this road pavement. Alternative parking configurations such as parallel parking will reduce the number of car parks by some, but will more importantly create additional landscape and verge areas which will contribute street enclosure.</p> <p>As a prominent part of the overall main street detailed design action, specific investigations and discussion with RMS for the potential to convert angled parking to parallel parking should be undertaken. Preliminary focus should be on the North precinct of the main street.</p>	BSC in conjunction with RMS	<p>Undertaken design in short term.</p> <p>Works to occur in staged manner in short through to long term.</p> <p>First stage to be CBD North precinct</p>	\$ \$ \$
Link to other actions				P1 P4 P11 P14 G5		

#	Action	Themes	Discussion	Responsibility	Timing	Spend
P4	Upgrade and construct new facilities in Heritage Park		<p>Maintain and enhance Heritage Park as a major attraction and destination for Blayney and the region.</p> <p>This action should consider:</p> <ul style="list-style-type: none"> – Removal of hedge maze remnants and replace with active use – Design and construction of a skate ramp/ parkour course/ public outdoor ping pong/ BMX track – Consider linking trail / path through road reserve or existing dirt road – More car parking, potentially off Farm Lane / Stillingfleet Streets 	BSC	Short- Medium Term	\$\$\$ to \$\$\$
Link to other actions			     	P6 P9 P10 P14 G5 G6		
P5	Upgrade town footpaths		<p>A range of comments and observations identified concerns with the safety and functionality of footpaths around and to the town centre. Ideally, existing pathways will be maintained or repaired, however a commitment to improving a key network of paths (an inner town loop) to link popular destinations is recommended.</p> <p>Works to be considered include:</p> <ul style="list-style-type: none"> – Widen footpaths in a nominated inner town loop to 2m to link anchor uses such as the school, recreation centre, retirement village, IGA and the main street – Where possible new footpaths should provide equitable access to shop fronts and doors and limit sloping to better accommodate outdoor dining furniture – Consider further corner treatments and blisters – Complete footpaths from Barry Rd to Carcoar St – Upgrade pedestrian crossing on Water St at school, provide kerb ramps etc. – Carcoar St - complete footpaths highway to Ogilvy St – Stillingfleet Street - complete footpaths from highway to hospital – Charles St - complete footpaths from highway to Carcoar St – Consider means of delivering more awnings and enclosure over and along the footpath areas to provide shelter and protection from the weather 	BSC	Short- Medium Term	\$\$\$
Link to other actions			    	P1 P2 P8 P13 P14		
P6	Remediate Belubula River and upgrade park facilities		<p>The Belubula River is currently overgrown, polluted, and largely inaccessible at it's closest reaches to the Blayney town centre near Burns and Henry Streets. It is a missed opportunity to attract and retain locals and tourists. Re-creating the river as a recreation space with foot bridges, linking pathways, respite seating and better picnic facilities in the existing Henry/ Burns Streets park, will contribute to activity and appeal and promote use as a tourist day stop, or respite area just off the main street.</p> <p>Works to consider include:</p> <ul style="list-style-type: none"> – Clean up and restore waterways (refer to Revive project currently underway for Carcoar). – Upgrade day trip and picnic facilities and link to van parking strategy – Identify and mark new dedicated parking space along Henry Street specifically for RV's and vans with trailers. – Provide better signage and facilities at the van dump spot on Henry Street. 	BSC	Short- Medium Term	\$\$
Link to other actions			    	P10 P13 P14 G4 B9		


























#	Action	Themes	Discussion	Responsibility	Timing	Spend
P7	Investigate mid-block link to Henry Street supermarket	 	<p>The supermarket on Henry Street is disconnected from the main street encouraging most shoppers to drive between it and other main street shops. Ideally a supermarket would be located on the main street as an anchor to other retailing and activity, but until market drivers and property conditions align to facilitate such a change, a link to the IGA should be established to encourage walking between the supermarket and other main street retailing/ services.</p> <p>It is noted that some properties provide front access to Adelaide Street as well as rear access to Henry Street (such as the chemist) but this is not ideal through an active tenancy.</p> <p>This action should:</p> <ul style="list-style-type: none"> – Explore opportunities for a formal link and mid-block connection between Adelaide and Henry Streets – Explore whether a link through the partial arcade of the old Video Parlour building could be made – Consider acquisition of a suitable building/ property to facilitate this linkage, whilst retaining some retail space for other strategic purposes 	BSC	Medium Term	\$
Link to other actions		  	P13 G14 B1 B2			
P8	Review road, verge and pavements treatments at main intersections		<p>Main intersections of the main street/ highway are nominally its intersections with:</p> <ul style="list-style-type: none"> – Church Street – Water and Burns Streets – and Hobbys Yards Road <p>These intersection should be reviewed for both vehicular and pedestrian safety and function.</p> <p>Pedestrian crossing treatments (blinders or signalised) should be considered for Church Street and Water-Burns Streets intersections.</p> <p>The Church Street intersection is a critical entry point into town from Millthorpe and Orange. Whilst some works such as a roundabout are preliminarily considered unsuitable, landmark or gateway treatments should be progressed to mark the arrival to the main street. This may comprise overhead, catenary style artwork and signage installations, which should not affect traffic movement and functionality.</p>	BSC & RMS	Short Term	\$
Link to other actions		       	P1 P2 P4 P9 P11 P13 P14 B7			
P9	Upgrade Hobbys Yards /highway intersection		<p>The intersection of Hobbys Yards Road with the highway is renowned as unsafe by both Council and the community. This intersection was one of the most identified issues during community engagement. This corner is also a gateway to town and the main street, and is important to have resolved.</p> <p>Safe navigation of the intersection is compromised through its road design with severe cambers and sharp turns. Further issues are blind vehicular turns, speeding traffic, and unfriendly pedestrian environments. These conditions have resulted in accidents and truck rollovers in the past.</p> <p>This action requires collaboration with RMS to review re-design options and propose the necessary upgrade. Design directions may be two-fold:</p> <ul style="list-style-type: none"> – A simple upgrade of current intersection – A diversion of Hobbys Yards Road bound traffic to Farm Lane (behind Heritage Park), via Stillingfleet Street. This option would have the added benefit of potentially allowing a closure of this section of Hobbys Yards Road and link up the park spaces and/or provide additional parking in the defunct road reserve. 	BSC & RMS	Short Term	\$\$\$
Link to other actions		  	P5 G6			

#	Action	Themes	Discussion	Responsibility	Timing	Spend
P10	Construct a recreation / exercise trail	 	<p>An outdoor exercise trail through existing park and open space networks would be a valuable contribution to a looping inner town network.</p> <p>The trail potentially could link with 'bases' at Centrepont, Carrington Park, the Belubula River frontage along Henry Street, Dakers Oval, Heritage Park and the Presidents' Walk open space on Hobbys Yards Road.</p> <p>The trail could incorporate exercise equipment (refer to facilities recently installed in Cowra).</p>	BSC	Medium Term	\$\$
Link to other actions		  	P6 P13 P14			
P11	Investigate options to reduce traffic speeds in the main street		<p>The highway designation of the main street, means that heavy vehicles will continue to drive through the town centre unless a bypass is created - but this creates other problems for the commercial vitality of a small regional town.</p> <p>Options to reduce regulated speed limits along the highway for key portions of Adelaide Street, and in particular for the North precinct, should be discussed with RMS. A slower environment would improve safety in the main street, and for improved pedestrian activity.</p>	BSC & RMS	Medium Term	\$
Link to other actions		  	P1 P3 P8 P9			
P12	Upgrade and restore main street building facades	 	<p>Relative to the building quality and heritage value of other villages within the Shire, Blayney's main street buildings exhibit an inconsistent built form and lack character. While heritage is evident in some individual buildings the overall character of the main street is degraded through unsympathetic contemporary constructions, ad hoc additions and upgrades or deteriorated buildings.</p> <p>A program of upgrading and improving facades along the main street - to reinstate heritage and character values where necessary, and also to just beautifying the streetscape and buildings - would be a major benefit to the town image.</p> <p>Options could include:</p> <ul style="list-style-type: none"> – Uncover original shopfronts and character elements – Embellish hotel/pub facades to make major buildings more obvious landmarks – Coordinate a program for private owners to upgrade facades, shopfronts and signage – Resource funding through grants or assistance from Council 	BSC and private owners and businesses	Short to Long term	\$\$
Link to other actions		  	G1 G4 G9 G16 B1 B2 B3			




















#	Action	Themes	Discussion	Responsibility	Timing	Spend			
P13	Consolidation of pedestrian network	 	<p>Blayney's pedestrian network should be formalised through an appropriate technical and strategic study to produce an adopted plan for active movement*.</p> <p>Any pedestrian network planning should consider the following works:</p> <ul style="list-style-type: none">– Create a consistent, legible wayfinding strategy and signage incorporating landmarks that contribute to broader tourism and visitor strategies as outlined in Council's plans and policies, as well as this document– Identify an inner town network and construct paths where required to complete an accessible, evenly graded, connected loop of key destinations– Provide a legible, direct pedestrian/ cycle path across railway line on Adelaide street– Pedestrian crossing of Railway Lane linking to bus stop at railway station– Remove visual barriers to bus stop/ improve casual surveillance.– Recreational (Heritage Park to Dakers Oval / Ogilvy Street)<ul style="list-style-type: none">› Nature walk along Belubula River› Running track with fitness equipment.› Could use Henry St or Farm Lane road reserve, then run alongside river from Burns Street– Precinct (Heritage Park)<ul style="list-style-type: none">› Rationalise access and car parking to prioritise pedestrian and cyclist outcomes› Include opposite side of Adelaide Street and Martin Street footpaths in considerations	BSC	Short to medium term				
Link to other actions		     							
		P1	P2	P4	P7	P8	P9	P10	
P14	Creation of a cycle network		<p>There is presently a lack of identifiable bicycle infrastructure or networks in Blayney. Blayney's cycle network should be formalised through an appropriate technical and strategic study to produce an adopted plan for active movement*.</p> <p>Any cycle network planning should consider the following works to a primary bicycle network (Adelaide Street, Rail line – Barry Rd):</p> <ul style="list-style-type: none">– Protected bike paths on each side of Adelaide Street– Reconfiguration of angled parking bays to parallel bays– Street trees to be managed to accommodate bike paths <p>Secondary cycle network planning (Water, Church, Ogilvy between Adelaide and Carcoar Street, Carcoar Street between Water and Ogilvy Street) should consider the following works:</p> <ul style="list-style-type: none">– Line marked lanes in conjunction with parallel car parking re-configuration– Provide marked buffer between parallel bays and bike lane to prevent 'doorings'– Green paint treatment through intersections	BSC	Short to medium term				
Link to other actions		     							
		P1	P2	P4	P6	P8	P9	P10	P11











**It is understood that such planning works have been sought by Blayney Shire Council at the time of writing.*











Implementation and interventions - Governance






#	Action	Theme	Discussion	Responsibility	Timing	Spend
G1	Instigate a Blayney Traders Association	 	<p>The instigation of a Traders Association for Blayney main street retailers needs to be the primary consideration for governance actions under the Blayney 2020 Master Plan. A clear structure to such an association, with clearly mandated roles and responsibilities that will champion priority actions and activities will benefit all main street retailers. This may be a re-fresh of the Blayney Town Association, which currently has a broader town focus, but is not credited with this fully championing representation for the main street traders.</p> <p>It is envisaged that this group would collectively work on strategies, events, marketing and communication solutions to jointly promote and benefit the whole of the main street retail environment.</p> <p>Key functions or strategies for this group would include:</p> <ul style="list-style-type: none"> – Communication and information sharing platform – Marketing initiatives to promote Blayney traders – Taking advantage of Council resources where available to promote business development – Prepare, promote and share an events calendar to ensure that traders are jointly aware of wider events and opportunities – Investigate business opportunities to lobby for improvements for traders, eg trading hour review (sat and events weekends) 	Traders with BSC support	Short Term	\$
Link to other actions			        	G3 G4 G5 G6 G7 G9 G11 G16 B1 B2 B3 B4 B8		
G2	Investigate opportunity for new library and cultural hub		<p>A library and cultural facility was identified as a desirable new asset by both the community and Council. Increasingly community facilities perform numerous roles and functions in their communities. Libraries are popular destinations and provide an anchor to other services, retail and café/ dining opportunities. Incorporating visitor information as part of the facility would generate even more activity.</p> <p>The opportunity for a new facility developed in a more central location to the current library site will help to activate core areas of the main street and would encourage convenience spending with shops in better proximity.</p> <p>A number of potential sites were identified during consultation and it is understood further investigation into possible cultural hub options is being undertaken by Council. A suitable location, if pursued, would ideally be in a location with flow on impacts to the greater street, and not be standalone with few other connections.</p>	BSC	<p>Short term identify potential sites and explore acquisition or development options.</p> <p>Medium Term undertake construction of new facility</p>	\$
Link to other actions			  	G6 G7 G14		
G3	Institute a Blayney main street place manager		<p>While the Blayney Traders Association will ideally provide a forum and coordinated approach by and for local businesses, it is suggested that a dedicated Place Manager role, possibly instituted by Council, would provide independent support and connection to Council resources for more efficient coordination of outcomes.</p> <p>This would not need to be a full time role, but a dedicated liaison, at least in the establishing phases of a traders group, will be important in building momentum for longer term success of new initiatives. Potentially the role could benefit all villages of the Shire.</p> <p>Notional actions and opportunities from instating a Place manager could include:</p> <ul style="list-style-type: none"> – Regular walking tour of town with business engagement to share information and ensure businesses are supported – Lead or assist in a Vacant Shop Activation Strategy (see P15) – Proactively hunt for quality businesses through traders group – Liaise with churches to find ways to activate church sites – Business attraction and recruitment 	BSC	Short – Medium Term	\$ to \$
Link to other actions			        	G1 G4 G5 G6 G7 G9 G11 G16 B1 B2 B3 B4		

#	Action	Theme	Discussion	Responsibility	Timing	Spend
G4	Capture a share of the Shire's tourism market in Blayney's main street		<p>Whilst Blayney town is not a major tourist destination in its own right, its location on the Mid Western Highway and its gateway proximity to the historical towns of Carcoar and Millthorpe, means many tourists can pass through the township.</p> <p>It is not recommended that Blayney should try to re-create itself as tourist destination in order to capture a share of this passing trade, but rather it should capitalise on its ability to provide services and retail for the tourist's 'pitstop' in their onward journeys.</p> <p>Enticing travellers to stop in Blayney and spend money in the main street may be achieved by:</p> <ul style="list-style-type: none"> – Providing obvious signage and visual cues (such as footpath dining) to ensure passing vehicles know businesses are open – Extending trading hours (weekends) for businesses to service passing weekend tourists (who otherwise drive through) – Offering more diverse food conveniences and specifically lunchtime options for quick and easy provisions – New RV/ caravan parking area, with clearly signed directions from Adelaide Street, to Henry Street (near Belubula River park) – Upgrading day trip and picnic facilities at Belubula River park – Providing better signage and facilities at the van dump facility on Henry Street. 	BSC	Short – medium term	\$ \$
Link to other actions			<p>P6 G3 G5 G12 B8 B9</p>			
G5	Increase the number of events in Blayney		<p>Blayney Shire has great facilities and parks and already delivers some great sporting events and carnivals.</p> <p>Council and the local community can work together to identify other new event opportunities to coordinate with both the Shire-wide event calendar and with Blayney's main street activities, including:</p> <ul style="list-style-type: none"> – New events and activity on weekends to support longer main street trading hours – Increased use of the Heritage Park amphitheatre – Celebration of the Belubula River (eg river festival or party) – A Food Truck Rodeo or food festival coordinating with local restaurants and cafe's, to attract food fans out of Sydney – A winter festival that leverages on brand 'Chill Blayney', to include things like outdoor ice skating, snow making, and play zone. 	BSC and traders groups	Short – medium term	\$
Link to other actions			<p>G1 G3 G4 B4 B8</p>			
G6	Leverage new investment from Council assets & facilities		<p>Whilst Council does not own many main street properties or facilities, other assets in Council ownership may provide leveraging opportunities for new main street investment.</p> <p>Strategic portfolio management could set up Council as part of the main street commercial activation solution: by becoming a landlord, tenants and rents could be managed to achieve desirable commercial outcomes.</p> <p>It is recommended that Council undertake a review of its assets and investigate leveraging opportunities such as:</p> <ul style="list-style-type: none"> – Re-leasing the Cottage site (see G7 specific action below). – Re-develop part of the Cottage site to help facilitate new cultural hub and opportunity for retail space as part of this. – Tender for food kiosk/ food truck permits at Heritage Park, where formalising this can provide some revenue for Council. – Re-develop the balance of land on the Presidents Walk open space site (see G8 specific action below) – Re-sell or re-develop the current library site if a new library is delivered elsewhere (eg as part of possible cultural hub) – Purchase other property/ shops in accordance with other actions of this implementation plan for further control of outcomes. 	BSC	Short – medium term	\$ to \$ \$ \$
Link to other actions			<p>P5 G2 G7 G8 G10 G14 G15</p>			

#	Action	Theme	Discussion	Responsibility	Timing	Spend
G7	Improve activation of the Cottage site through re-lease opportunity	 	<p>It is understood that current tenancy needs may be changing and that the space may be made available again. This is an opportunity to install a more active use such as a cafe or restaurant.</p> <p>The Cottage is in a central location and creating activity here through outside dining areas would be a great benefit to the main street. The site has access to winter sun and is semi-protected from winds yet highly visible to passing traffic in the main street.</p> <p>Council could:</p> <ul style="list-style-type: none"> Offer discounted rents to a desirable tenant conditional on staying open for weekend food trade. Attract an ideal tenancy and business owner who would be willing to support new initiatives in the main street. 	BSC	Short – medium term	
Link to other actions			   	G1 G6		
G8	Investigate re-development potential of Presidents' Walk balance parkland	 	<p>It was observed that a portion of the park adjoining the Presidents Walk was not actively used nor did it offer park or playground facilities. The under-utilised land could be a potentially valuable site for re-development (eg for residential housing).</p> <p>Such re-development would supplement residential land supply in proximity to the main street and Heritage Park, but importantly could provide a potentially significant revenue source for Council to then fund core main street upgrade works, or other initiatives.</p> <p>It would be critical that Council's proposition of such a re-development be fully transparent with regard to the re-investment of development profits into other works. All funds generated from the loss of a community asset should be clearly 'quarantined off' and its direct funnelling into new works should be properly communicated to the community.</p>	BSC	Medium to Long Term	
Link to other actions			 	G6		
G9	Incentivise upgrade of building façades and signage	 	<p>Blayney's main street buildings are a disparate mix of beautiful heritage buildings and churches; and other more modern but dated (70/80s style) architecture. Overall the street lacks a continuous, identifiable sense of built form character. It is recommended that building owners and businesses could improve building facades and signage to support a more cohesive and appealing character in the street.</p> <p>Options for consideration could include:</p> <ul style="list-style-type: none"> Undertake a built form analysis that can inform an architectural/ building character guideline for the street Review heritage controls under the Heritage Control Overlay of the LEP to ensure buildings are not unnecessarily burdened by heritage controls Installing more awnings and verandahs to provide more enclosure to the street and character to buildings An incentives program by Council for signage upgrade Encouraging more outside activity in visible but protected off-street areas Engage with the hotels owners to encourage upgrades, as the more prominent buildings in the main street 	Private building owners and business with support from BSC	Medium to Long Term	
Link to other actions			   	P12 G1 G13		














#	Action	Theme	Discussion	Responsibility	Timing	Spend
G10	Encourage infill development for underutilised/vacant lands	 	<p>Council's strategic position suggests a need for residential land to supplement future growth capacity for Blayney. Surrounding rural lands limit opportunities to grow outward, and the largest zoned residential expansion area is in private ownership and beyond Council's influence to deliver necessary land to market.</p> <p>Residential dwellings in proximity to main street services and conveniences can be a critical part of the main street's trade catchment; comfortable walking distances are 400m. A significant extent of unused land exists in the main street blocks and through subdivision or incentives this potential could be unlocked.</p> <p>Whilst these would be private developments, Council could assist or encourage this by:</p> <ul style="list-style-type: none"> – Actively engaging with owners of vacant land to identify obstacles to such development opportunities – Consider solutions to any identified obstacles to enable development where it meets market demand – Actively engaging with owners of lots with subdivision potential to identify feasibility of subdivision and the creation of new residential capacity in walking distance of main street. 	BSC with property owners	Medium to Long Term	
Link to other actions			G4			
G11	Business capacity building and training		<p>Interviews and interaction with the Blayney business community identified opportunities to provide necessary business development and training forums that can improve knowledge and skills in how to grow their businesses in modern retailing and e-commerce environments.</p> <p>It is suggested that a broad training and skills capacity building task could be undertaken with Blayney local businesses through the new Blayney Traders Association. These could be in the areas of:</p> <ul style="list-style-type: none"> – E-commerce support and how to – Social media and how to use it to grow business presence, profile and trade – Building business advantage by trading beyond standard Monday to Friday and half day Saturday trading hours – Online strategies and transition of businesses to have greater online presence – Physical shop and trade window design principles – Car parking strategies for shop owners (the value of not occupying parking that would otherwise convenience customers) 	BSC and businesses	Short term	
Link to other actions			G1 G3			
G12	Make wi-fi internet access freely available in the Main Street North Precinct		<p>In support of modernising business practices, as well as providing a valuable complementary service to visitors in the main street, Council should investigate options to set up wi-fi access in the main street.</p> <p>The benefits of providing wi-fi internet access include:</p> <ul style="list-style-type: none"> – Opportunity to promote Blayney (events, local services etc) through a home page – Reinforcing awareness of Blayney and the various social media campaigns promoted as part of this master plan ('Our Town', Village Shire, Blayney traders brand) – Contributing to reputation of Blayney as a public/ visitor friendly place, and another contributing reason for people to use Blayney as their touring pitstop – Opportunity to raise revenue through pushing advertising <p>While this action specifically refers to Main Street North Precinct, there may be equal opportunity to consider such servicing for other locations such as Heritage Park.</p>	Traders Group	Medium term	
Link to other actions			G2 G4 G5 G7 G11 B7 B9			













#	Action	Theme	Discussion	Responsibility	Timing	Spend
G13	Update new/prospective resident's information kit	 	<p>Council's current promotional material for potential new residents regarding community facilities, community spirit, events and activities etc is not being thoroughly promoted by Council.</p> <p>A new residents kit is provided to residents once they have arrived, but nothing exists to proactively sell the reasons to move to Blayney. Some options moving forward could include:</p> <ul style="list-style-type: none"> Interview new residents to understand motivations, key attraction points and then ensure these are then promoted Update web material to ensure interview outcomes are well communicated Update kit for prospective residents promoting key attributes, services and facilities (eg Centrepoint Sport and Leisure) 	BSC	Short – medium term	\$
Link to other actions			B1			
G14	Incentivise supermarket retailer as an anchor for the main street		<p>At this time Blayney's supermarket is located on Henry Street, a block away from the main retailing areas of Adelaide Street. Best practice main street planning would seek to have this core tenant located on the main street as an anchor of activity for other retail tenancies.</p> <p>It should be a strategic consideration of Council to help facilitate any future opportunity to locate a major retailer, such as a supermarket, on Adelaide Street.</p> <p>However until market and property conditions are conducive to this locating or re-locating of a supermarket on Adelaide Street, efforts to better integrate the existing supermarket with the main street should be made. For example, the planning for mid block links to Henry Street, potentially supporting retail or active uses through the middle and rear of main street blocks.</p> <p>Council may also actively engage with respective land owners to negotiate outcomes as part of the proposed future upgrades to the existing supermarket; or for mid-block link opportunities, considering investments that can leverage off existing Council assets (see G6 specific action).</p>	BSC	Medium to Long Term	\$
Link to other actions		 	G6			
G15	Investigate land supply and re-zoning opportunities	 	<p>Demographic analysis showed a growing aged population in Blayney, and this is seen as further incentive for Blayney to ensure residential zoned lands are supplemented, and specifically are appropriate for retirement and aged care housing opportunities.</p> <p>The ability to provide retirement housing could potentially meet demands for the broader region, and this could stimulate growth and development in Blayney. In addition, if located in proximity of the main street, a greater trade catchment is available for local businesses.</p> <p>It is suggested that Council undertake a more detailed analysis of future demand for retirement and aged care housing considering any requirements for re-zoning, as well as the potential for Council owned land to meet any identified needs in this sector.</p>	BSC	Short – medium term	\$ \$
Link to other actions		 	G6 G8			

#	Action	Theme	Discussion	Responsibility	Timing	Spend
G16	Implement activity strategy for vacant shops	 	<p>At the time of the project, a large number of vacant retail spaces and buildings were observed. Of those, only a small number displayed 'for lease' signs.</p> <p>Reasons why no obvious effort was being made to lease the other spaces were unclear. However this situation impacts on the main street, creating inactive zones in the street, and giving an appearance of dilapidation. Such impacts on the streetscape character can negate the perception of life and activity in other parts of the street.</p> <p>A series of possible activation strategies should be devised by a governing body such as a Blayney Traders Association or Council. These activation strategies should then be promoted with building owners along with explaining the advantages to property values, and to potential tenancy take up, that would come from such efforts. While temporary at first, the activities may ultimately provide real appeal to businesses for long term leasing that contributes more permanently to main street commercial vitality.</p> <p>Potential activity ideas include:</p> <ul style="list-style-type: none"> – Temporary art installations in vacant tenancies – Pop-up retailing from out of town businesses – Art and craft workshops and classes – Suitcase rummage market – Council or State Government renting tenancies to then on-let/ sub-let the space to startups, incubator style businesses at a subsidized or free of rent. 	BSC and traders	Short – medium term	
	Link to other actions	 				
			G1 G3			

Implementation and interventions - Brand

#	Action	Theme	Discussion	Responsibility	Timing	Spend
B1	Create an 'Our Town' social media campaign		<p>A core strategy for the future of Blayney is proposed to be the affirmation and consolidation of the town as the regional service centre. We believe the strength of the town is the services and resources it provides to the wider district and the service role it can play in supporting the tourist nodes of Millthorpe, Carcoar etc.</p> <p>In this role as the service centre for the Shire and surrounding districts, it is suggested that a social media and community ownership campaign be developed and rolled out called 'Our Town'.</p> <p>This campaign would be aimed at encouraging locals to take pride in their town and recognise that Blayney doesn't need to reinvent itself into something it is not, to be successful or reinvigorated. It is okay to just be a better version of what the role Blayney has provided for a long period of time.</p> <p>Elements of the 'Our Town' campaign could include:</p> <ul style="list-style-type: none"> – Social media and '#hashtag' elements similar to that recently developed and implemented successfully in Cowra – Council newsletter and web campaign to build community pride in Blayney and the 'Our Town' tag line – Encourage businesses to use and display 'Our Town' collateral and material – Local resident strategy, including bumper stickers or similar 	BSC with support from businesses and the community	Short term	\$
	Link to other actions			G1 G4 G5 G12 G14 G16		
B2	Support a 'Blayney locals – shop local' campaign		<p>Linked to the above core 'Our Town' strategy would be a sub-strategy called 'Blayney Locals – Shop Local'. The concept is obvious but would be intended to ensure that all Blayney community members understand the benefits of them spending their money locally within the Blayney economy. Elements of the 'Blayney Locals – Shop Local' campaign could include:</p> <ul style="list-style-type: none"> – Social media and '#hashtag' elements similar to that recently developed and implemented successfully in Cowra – Council newsletter and web campaign to build community pride in Blayney and the 'Our Town' tag line – Encourage businesses to use and display 'Blayney Locals – Shop Local' collateral and material – Local resident strategy, including bumper stickers or similar – Competitions and events to support local businesses and residents to help find new businesses 	BSC with support from businesses and the community	Short term	\$
	Link to other actions			G1 G4 G5 G12 G14 G16		
B3	Promote a Blayney Traders Brand		<p>In conjunction with re-structuring a Blayney Traders Association it is suggested that a matching brand and advertising program be undertaken to reinforce the presence and profile of this new group and look to grow its influence by overtly being seen to be delivering new events, activities and initiatives for the main street.</p>	Private businesses	Short term	\$
	Link to other actions			G1		

#	Action	Theme	Discussion	Responsibility	Timing	Spend
B4	Advertise the Blayney 'loop' as part of the Village Shire tourism strategy (advertising & signage)		<p>The Blayney Shire is called the Village Shire in recognition of its network of villages and pristine heritage towns.</p> <p>New tourism signage describing and directing Shire visitors to some of these towns has been installed, however the invitation is not extended through the signage to continue on to the next town. And the signage does not map out a tourist drive that loops the key Blayney tourist towns together.</p> <p>There is an opportunity to reinforce Blayney's Village Shire tourism, through a more comprehensive tourism signage strategy, to encourage visitors in any part of the Shire to also visit Blayney's other villages and to stop in Blayney town as the gateway to and from their journey for fuel, refreshments and an idyllic rest stop.</p>	BSC and traders groups	Short term	\$\$\$
Link to other actions			  	G4 G12 B2		
B5	Promote a 'Cool Beef' cooperative		<p>As identified within the WRI research report, there is considered to be significant opportunity for overseas export of beef, in particular to Asian markets. It was suggested that individual farms could link efforts to create united cooperatives etc to sell beef to these markets, rather than attempting to each do this individually. The strength of a united efforts will not only spread marketing and business development costs, but also increase capacity to supply larger orders and open up larger markets.</p> <p>Whilst this would largely be private farm led initiative, Council could act as a catalyst to convene farms to suggest the concept and then actively participate in a support capacity for such an initiative.</p>	Private farms with assistance and support from Council	Short-medium term	\$
Link to other actions			NIL			
B6	Use light pole banners to promote branding activities		Council already has existing light pole signage infrastructure. It is understood this signage was being upgraded at the time this report was being prepared. An opportunity exists to utilise this signage to promote the above campaigns.	BSC	Short-Long Term	\$\$\$
Link to other actions			  	P1 B1 B2 B7		
B7	Create identifiable arrival experiences and gateway intersections		<p>As noted earlier in the physical works section of this implementation plan, the intersection of the Mid Western Highway and Church Street is a major arrival point to the Blayney main street. An opportunity to create a gateway statement at this intersection would be valuable to defining Blayney's main street and reinforcing its identity and character. It will create interest and appeal to passers' through, enticing people to stop and spend a moment in Blayney.</p> <p>Whilst it is acknowledged that major intersection works such as a roundabout or signalised intersection are unnecessary Council should explore opportunities to treat this intersection and to install signage in and around the intersection to improve the arrival experience into the town.</p> <p>This could notionally (with RMS approval) be an overhead catenary structure/art piece to signage and mark the arrival into Blayney.</p>	BSC with RMS	Medium Term	\$\$\$\$
Link to other actions			  	P1 P2 P8		

#	Action	Theme	Discussion	Responsibility	Timing	Spend
B8	Promote a 'Chill Blayney' event concept		<p>The 'Chill Blayney' phrase was heard during community engagement and it was suggested to acknowledge and celebrate Blayney's renown cold winter months.</p> <p>An event which is aimed at celebrating the cold and essentially create a winter experience or festival could be a niche to explore.</p> <p>Such an event could include:</p> <ul style="list-style-type: none"> – Winter themed street or park party – Importation of snow makers etc to create a temporary ski / toboggan slope – Winter themed characters/ parade – Local businesses extend the Christmas in July concept to engage in the 'Chill Blayney' events – 'Apres' ski party for adults 	BSC with business support	Short-medium term	
Link to other actions			   	G1 G4 G5		
B9	Advertise Blayney's servicing capacity in touring caravan magazines		<p>As noted earlier, the caravan and RV tourists are a desirable market share of regional tourism for Blayney, and strategies to entice and invite these tourists to stop in Blayney for rest, refreshments and refuelling, is a primary driver for the Blayney 2020 Master Plan.</p> <p>Dedicated parking areas and legible signage are proposed as the physical interventions to attract this market, but to maximise the effectiveness of the physical upgrades and localised signage, it is suggested that adverts and advertorial content be advertised in popular caravan and travellers magazines. Destination booklets and brochures of current events in Blayney could also be distributed to garage stations etc to build awareness, curiosity or the address! for these visitors and to connect them from afar to Blayney.</p>	BSC	Medium Term once physical upgrade and signage complete	
Link to other actions			   	G1 G4 G5		

Core strategy concepts

The above section has identified some 40 individual recommendations, actions and future strategies. This section provides more detailed direction and guidance on some of the strategy concepts raised in the implementation plan.

Brand Blayney

Issue

Blayney itself does not have a strong brand. Whilst the shire has developed a strong brand under the 'The Village Shire' concept, and other towns within the shire such as Millthorpe and Carcoar have identifiable brands, this is arguably lacking at present for Blayney township itself

Strategy Purpose

There's something special about every town. Brand Blayney isn't about inventing something, it's about discovering what's already there and just communicating that more effectively and eloquently. It's actions, not words, that really affect reputation and therefore brand. An effective brand strategy for Blayney will bring stakeholders together – from government, businesses to residents and it works on changing behaviour and underlying beliefs. Establishing a unifying brand that links otherwise separate Blayney businesses under a single brand creates strength in a combined brand.

Strategy Concept

It is suggested that a range of social media and community ownership campaigns be developed and rolled out across the Shire and town, that works towards creating and building this Brand Blayney concept and momentum of ownership within the community. This campaign would be aimed at encouraging locals to take pride in their town and recognise that Blayney doesn't need to reinvent itself into something it is not to be successful or reinvigorated. It is okay to just be a better version of what the role Blayney has provided for a long period of time.

Strategy Elements

Potential elements that could form part of the ultimate Brand Blayney implementation could include:

- Our town' social media and activation strategy
- Live local / shop local' campaign
- Cool Climate Beef regional brand.
- Tourism events strategy
- Signage and arrival experience
- Why Blayney' portal and web page for potential residents
- Logos and photo examples
- Strategy Implementation



Strategy Elements	Strategy Detail
Our town' social media and activation strategy	<p>Elements of the 'Our Town' campaign could include:</p> <ul style="list-style-type: none"> – Social media and 'hashtag' elements similar to that recently developed and implemented successfully in Cowra – Council newsletter and web campaign to build community pride in Blayney and the 'Our Town' tag line – Encourage businesses to use and display 'Our Town' collateral and material – Local resident strategy, including bumper stickers or similar
Live local / shop local' campaign	<p>The concept would be intended to ensure that all Blayney community members understand the benefits of them spending their money locally within the Blayney economy. Elements of the 'Blayney Locals – Shop Local' campaign could include:</p> <ul style="list-style-type: none"> – Encourage businesses to use and display 'Blayney Locals – Shop Local' collateral and material – Promotion of businesses and new tenants – Competitions and events to support local businesses and residents to help find new businesses
Cool Climate Beef regional brand.	<p>The establishment of a Co-op or unified brand for beef producers will create significant brand and joint effort benefits. This would be similar to joint brands seen in the dairy industry such as Bega and Devondale.</p> <p>The strength of a united efforts will spread marketing and business development costs, but also increase capacity to supply larger order and therefore open up larger markets.</p>
Tourism events strategy	<p>Blayney shire has significant facilities, parks and sporting facilities and it already is able to secure and deliver great sporting events and carnivals.</p> <p>It is suggested that Council can work with the local community to identify other potential events and activities to run within both the Shire and then specifically within proximity of the main street.</p> <p>Key opportunities would include:</p> <ul style="list-style-type: none"> – New events and activations on weekends to support longer main street trading hours – Events for heritage park amphitheatre – Belubula Creek celebration and party – Food Truck Rodeo attracting food fans out of Sydney, along with local restaurant and café's to run a food street party – Winter festival and leveraging this concept further along the 'Chill Blayney' brand concept, which could include things like ice skating rink, snow making / play zone
Signage and arrival experience	<p>All arrival experience of travellers and residents alike to a town set a very important message and tone about a place.</p> <p>Having unique gateways (entrance) designs and associated signage to reinforce the notion of gateways for key approaches establishes identity, captures a sense of arrival and simply provides opportunity for art and town beautification.</p> <p>Providing gateway art/signage for Blayney is considered important given the central 'hub' role that it plays to the Shire with all roads leading to Blayney.</p> <p>It is suggested that signage and arrival gateways should be erected in the following locations:</p> <ul style="list-style-type: none"> – The intersection of the Mid Western Highway and Church Street – Northern Blayney entrance on Bathurst Road – Hobbys Yards Road entrance – Southern Blayney entrance on Cowra Road
Why Blayney' portal and web page for potential residents	<p>It is proposed to develop a kit and additional web accessible information regarding the attributes of Blayney and why people should consider moving to Blayney and what to expect once they make that decision.</p> <p>Initially it is suggested that Council undertake interviews with new/ recently moved residents to understand motivations and key attraction points and then ensure these are then promoted and then prepare the kit and Update web material to ensure interview outcomes are well communicated.</p> <p>This material should cover key things like:</p> <ul style="list-style-type: none"> – community facilities such as Centrepont – schools, – community spirit, – events and activities

Blayney Traders

Issue

Blayney currently has no formalised Traders association or retailers cooperative. There is a Blayney Town Association, which has a focus on the wider town, but not specifically the retail or main street environment. Whereas the other core village within Blayney Shire all seem to have organised and functioning traders groups which are driving joint marketing, branding and development.

Strategy Purpose

A traders association provides unique opportunities for a retail strip where no single person provides a unifying strategy and marketing approach deployed for stand alone 'big box' retailers. The formation of this will allow:

- Cross-promotion with like-minded businesses;
- A closer working relationship with your fellow businesses;
- Opportunities for increased marketing promotions at reduced cost to individual members;
- A chance to delight local customers by making it such an agreeable place to shop – why would they want to shop anywhere else?

Strategy Concept

A key strategy or action within the Blayney township would be the formation/reformation of a traders association. It is envisaged that this group would collectively work on strategies, events, marketing and communication solutions to jointly promote and benefit the entire main street environment.

Strategy Elements

Key actions or strategies for this group if or once formed would include:

- Forum for capacity building
- Prepare, promote and share an Events calendar to ensure that traders are jointly aware of wider events and opportunities
- Communication & Information Sharing platform

Strategy Implementation

- Develop Blayney's main street to become an attractive dining and shopping precinct.
- Engage with tourism businesses to develop tourism plan for the region, including mapping local tourism services, understanding infrastructure needs and developing a list of actions needed to provide an engaging and attractive visitor experience in each town.
- Better coordinate Blayney region tourism offerings. This could involve reducing the number of organisational committees, facilitating better engagement between tourism businesses and understanding and communicating emerging trends/needs in the sector.
- Utilise Blayney 2020 vision and local identity ideas to further develop a Blayney tourism brand. This would allow local tourism businesses to leverage off this branding to better market their businesses.
- Facilitate local tourism businesses to undertake group marketing of their town/region. This will allow local businesses to profit from better coordinated tourism services and a well-crafted tourism 'experience'.
- Provide assistance for organisers of new events. This could include assisting with insurance coverage and other administrative issues such as applications and related paperwork. Knowledge and assistance to access relevant government tourism funding may also be useful.
- Run a 'get involved' program to attract people to be more involved in events and business coordination activities.



Strategy Elements	Strategy Detail
Blayney Traders Brand	In conjunction with re-establishing the Traders association for Blayney it is suggested that a matching brand and advertising program be undertaken to reinforce the presence and profile of this new traders group and look to grow its influence by them overtly being seen to be delivering new events, activities and initiatives for the Main street.
Business capacity / training	<p>A broad training and skills capacity building task could be undertaken with Blayney business through the new traders association to improve the skills of the business. Training and capacity building could be undertaken in the areas of:</p> <ul style="list-style-type: none"> – e-commerce support and how to – social media and how to use it to grow business presence, profile and trade – trading hours and opportunities to consider trading hours beyond the starts Monday to Friday and half day Saturday trading – online strategies and transition of businesses to greater online presence – shop design principles – car parking for owners and problem in owners occupying prime parking spaces
Events and promotion	<p>Work with the local community to identify other potential events and activities to run within both the Shire and then specifically within proximity of the main street.</p> <p>Promote and assist in the deliver of events and activations in conjunction with Council</p>
Implement Social Media strategies	Lead and Implement the 'Our Town' and 'Blayney Locals – Shop local' strategies



Blayney economic opportunities

Strategy Purpose

Growth in any regional town must be understood in terms of its economic drivers. A number of initiatives to capitalise on the key economic driving sectors in Blayney has been an integral part of this master planning process.

Strategy Concept

In consultation with Council and industry, WRI identified 4 key economic sectors as important to the Blayney economy. WRI has analysed these sectors through resources including ABS data, State Government Departments and direct industry interviews, to provide an insight into potential opportunities for Blayney to support and grow these respective industries.

The analysis resulted in a series of recommendations that will help to reinforce the growth potential of these key economic sectors.

Strategy Elements

Key strategic elements of the recommendations from WRI's report include:

- Identified tourism opportunities
- Food and beverage manufacturing cluster opportunities
- Agriculture opportunities
- Manufacturing opportunities

The following recommendations are made with regard to how these strategic elements may contribute to the revitalisation of the Blayney main street as well as how opportunities in the master plan may support and reinforce these sectors for their continued vitality.

Tourism opportunities

Blayney has a range of tourism businesses and sites, including historical buildings, function centres, accommodation, farmers' markets and other public events. Interviews in this sector show a promising and growing industry that could flourish with assistance.

Recommendations

- Develop Blayney's main street to become an attractive dining and shopping precinct.
- Engage with tourism businesses to develop a tourism plan for the region, including mapping local tourism services, understanding infrastructure needs and developing a list of actions needed to provide an engaging and attractive visitor experience in each town.
- Better coordinate Blayney region tourism offerings. This could involve reducing the number of organisational committees, facilitating better engagement between tourism businesses and understanding and communicating emerging trends/needs in the sector.
- Utilise Blayney 2020 vision and identity ideas to further develop a Blayney tourism brand. This would allow local tourism businesses to leverage this branding to better market their businesses.
- Facilitate local tourism businesses to undertake group marketing of their town/region. This will allow local businesses to profit from better coordinated tourism services and a well-crafted tourism 'experience'.
- Provide assistance for organisers of new events. This could include assisting with insurance coverage and other administrative issues such as applications and related paperwork. Knowledge and assistance to access relevant government tourism funding may also be useful.
- Run a 'get involved' program to attract people to be more involved in events and business coordination activities.

Agriculture opportunities

The Blayney region has a strong agricultural component to its economy, including the production of beef, lamb, wool and lucerne. Livestock, including beef production, appears to play a dominant role within the Blayney Agricultural sector.

Advantages for the Blayney Agriculture sector include:

- Favourable beef market conditions
- Increasing farm productivity
- Asian beef exports
- Marketing local beef
- Utilisation of technology

An opportunity was identified through industry interviews for the development of a vertically integrated beef cattle supply chain, encompassing and managing beef production, quarantine and transport to China.

Recommendations

Facilitate export and trade information for parties interested in developing export relationships. This could involve seminars and workshops from trade or professional bodies.

- Investigate beef production partnerships to supply large-scale export agreements.
- Utilise Blayney 2020 vision and identity ideas to form the basis of a local or regional brand. This would allow local producers to leverage off this branding to create demand for their products.
- Re-examine policies relating to the subdivision of agricultural land, where broad-scale farming may improve declining farm productivity issues.
- Give small producers access to information on improved management practices to increase productivity.
- Better internet and communications infrastructure to support agricultural businesses.
- Engage with CTLX and stock transport companies to better understand road and transport issues, such as problem routes, high mass vehicle and road train access issues.

Food and Beverage Manufacturing opportunities

The Blayney region has a collection of businesses based on the manufacture, transport, storage and wholesale of food products, which make up a substantial part of the local economy. There are also current proposals before Council for the development of a goat abattoir that would add to the productive capacity of this sector.

Recommendations

- Facilitate export and trade information for parties interested in developing export relationships. This could involve seminars and workshops from trade or professional bodies.
- Noting the difficulties in developing greenfield industrial sites, potential Food and Beverage Manufacturing businesses may be attracted to the region by assistance measures, including tax or rate rebates, service fee reductions and/or development assistance.

Manufacturing opportunities

The manufacturing sector plays an important role in the Blayney economy. Operating in regional and interstate markets, Blayney manufacturers interviewed as part of this research reported strong operations and good market conditions. In both cases it was advised that current work and opportunities were more than they were capable of undertaking.

The Manufacturing sector needs to respond to the following issues:

- Addressing skills shortages
- Capitalising on advantages of automation of metal product fabrication and manufacturing processes
- Expansion of the range of products produced and the markets they are sold to.

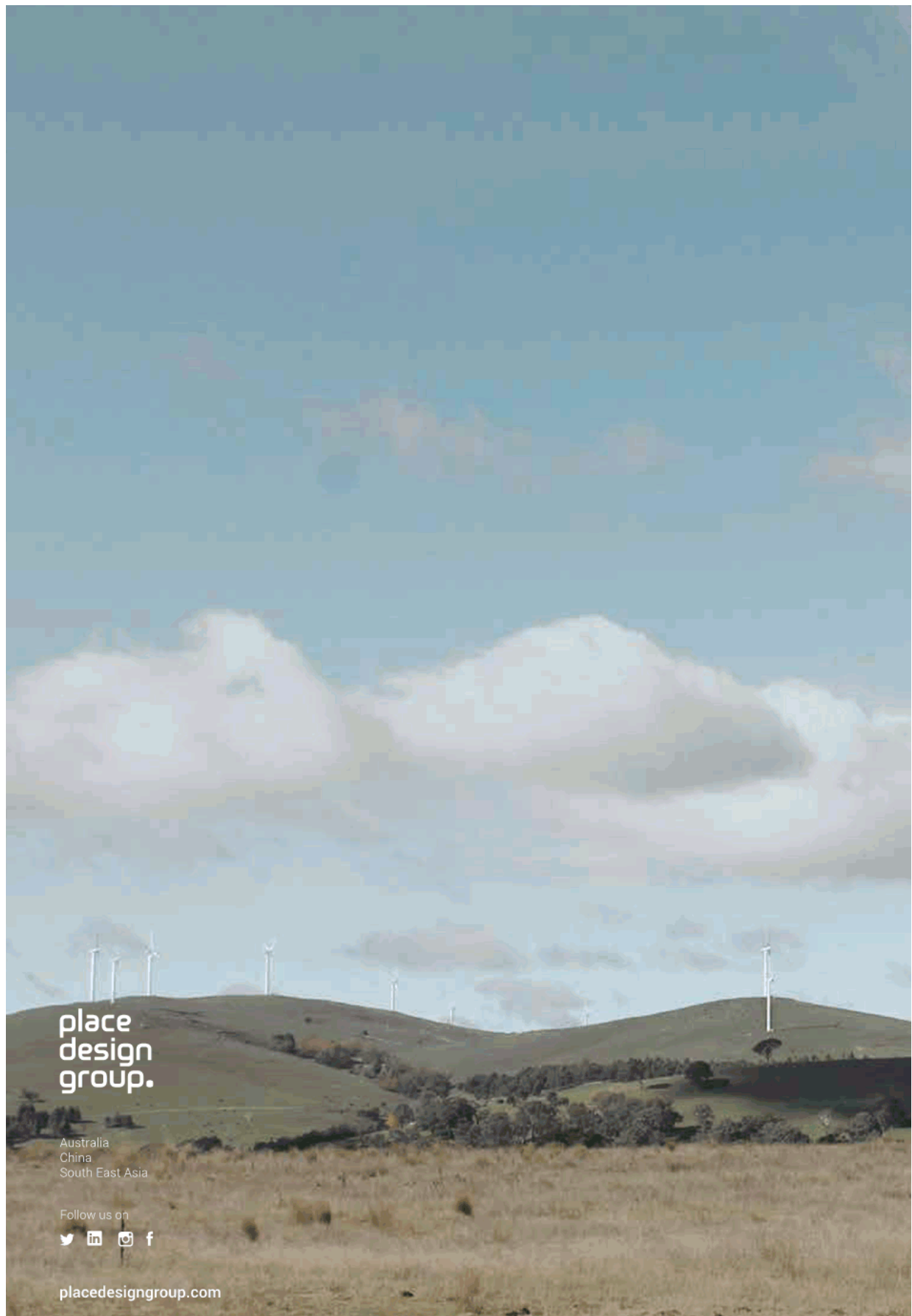
Recommendations

- Work with businesses to identify skills shortages and consider measures that could assist businesses to close these gaps.



Strategic actions	Strategy Detail
Capture a share of the Shire's tourism market in Blayney's main street	<p>Enticing travellers to stop in Blayney and spend money in the main street may be achieved by:</p> <ul style="list-style-type: none"> – Providing obvious signage and visual cues (such as footpath dining) to ensure passing vehicles know businesses are open – Extending trading hours (weekends) for businesses to service passing weekend tourists (who otherwise drive through) – Offering more diverse food conveniences and specifically lunchtime options for quick and easy provisions – New RV/ caravan parking area, with clearly signed directions from Adelaide Street, to Henry Street (near Belubula River park) – Upgrading day trip and picnic facilities at Belubula River park – Providing better signage and facilities at the van dump facility on Henry Street.
Increase the number of events in Blayney	<p>Council and the local community can work together to identify other new event opportunities to coordinate with both the Shire-wide event calendar and with Blayney's main street activities, including:</p> <ul style="list-style-type: none"> – New events and activity on weekends to support longer main street trading hours – Increased use of the Heritage Park amphitheatre – Celebration of the Belubula River (eg river festival or party) – A Food Truck Rodeo or food festival coordinating with local restaurants and cafe's, to attract food fans out of Sydney – A winter festival that leverages on brand 'Chill Blayney', to include things like outdoor ice skating, snow making, and play zone.
Advertise the Blayney 'loop' as part of the Village Shire tourism strategy	<p>There is an opportunity to reinforce Blayney's Village Shire tourism, through a more comprehensive tourism signage strategy, to encourage visitors in any part of the Shire to also visit Blayney's other villages and to stop in Blayney town as the gateway to and from their journey for fuel, refreshments and an idyllic rest stop.</p>
Advertise Blayney's services in touring caravan magazines	<p>It is suggested that adverts and advertorial content be advertised in popular caravan and travellers magazines. Destination booklets and brochures of current events in Blayney could also be distributed to garage stations etc to build awareness, curiosity or the address! for these visitors and to connect them from afar to Blayney.</p>
Promote a 'Cool Beef' cooperative	<p>It was suggested that individual farms could link efforts to create united cooperatives etc to sell beef to these markets, rather than attempting to each do this individually. The strength of a united efforts will not only spread marketing and business development costs, but also increase capacity to supply larger orders and open up larger markets.</p>







Prepared for Place Design Group

5th August 2015

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15011 Blayney 2020 Masterplan/
Reports



SOCIO-ECONOMIC PROFILE AND OPPORTUNITIES

Blayney 2020 Masterplan



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Acknowledgements

WRI would like to acknowledge the assistance of Blayney Shire Council and the interview participants for their contribution to this study.

Photo source: Carcoar National Trust Village, Australiantraveller.com

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Blayney Shire Council seeks to develop strategies to enhance the economic viability, growth and marketability of the Blayney Shire, including the re-vitalisation of the Blayney township CBD. The output from this will be a Masterplan (Blayney 2020 Masterplan) that identifies key initiatives to improve the overall liveability and competitive position of Blayney Shire.

Place Design Group was engaged to lead a consortium of expert consultants to undertake a study on behalf of Blayney Shire Council. The Western Research Institute (WRI) formed part of this consortium with the role of undertaking socio-economic profiling of the Blayney Local Government Area (Blayney LGA) and identifying and quantifying economic opportunities.

The Blayney Socio-economic Profile & Opportunities report provides a comprehensive profile of socio-economic characteristics of the Blayney LGA and identifies economic opportunities in four key industry sectors, including indicative modelling on the potential economic impact of these opportunities.

METHODOLOGY

WRI developed a methodology to identify and model a range of economic opportunities on the Blayney region, utilising the following research techniques:

- Review of relevant local and regional plans and strategies as well as any other relevant studies focussing on the Blayney / Central West region.
- Constructing a socio-economic profile for the Blayney LGA
- Identifying key industry sectors for the Blayney region
- Undertaking interviews with local businesses from key sectors
- Modelling economic opportunities identified through industry interviews

WRI analysed a range of relevant data to identify the importance of different industry sectors to the Blayney economy and to understand the key sectors driving the economy. A scoring methodology was applied to this data to identify key industry sectors within Blayney. This allowed WRI to target important industries for interviews and further analysis.

The key sectors/clusters identified for interviews, analysis and modelling in the Blayney economy include:

- Tourism
- Food & Beverage Manufacturing cluster
- Agriculture
- Manufacturing

Economic modelling was undertaken for opportunities in these sectors and has been reported as the sum of:

- Initial impacts: defined as the value of the immediate changes in the Blayney LGA economy.
- Flow-on impacts: defined as the value of changes in the regional economy in the course of an additional round of spending after the initial impact occurred.

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES**OPPORTUNITIES****Tourism Opportunities**

Blayney has a range of tourism businesses and sites, including historical buildings, function centres, accommodation, farmers markets and other public events. Interviews in this sector show a promising and growing industry that could flourish with assistance.

The following economic opportunities for the Blayney Tourism sector have been identified in industry interviews:

- Industry coordination to provide a better integrated tourism offering
- Growing event based tourism
- Marketing local tourism offerings

An opportunity was identified to establish an annual cricket tournament event, with the following estimated economic impact:

- \$161,000 in additional output
- \$57,000 in additional value added
- \$32,000 in additional household income
- 1 additional FTE

Food & Beverage Manufacturing Cluster Opportunities

The Blayney region has a collection of businesses based on the manufacture, transport, storage and wholesale of food products, which make up a substantial part of the local economy. One opportunity was identified in industry interviews for the Food & Beverage Manufacturing Cluster:

- High-level food manufacture value adding

Whilst no specific data was provided on the potential economic impact of a high-level food manufacture value adding business, the economic impact of a proxy firm opening in Blayney illustrates the impact of increased employment in the sector. Scenarios of employing 10 and 19 new FTEs in the Food & Beverage Manufacturing sector have been modelled to provide a range estimate of impacts in the order of:

- \$14.5 to \$27.4 million in output
- \$4.3 to \$8.2 million in value added
- \$2.4 to \$4.6 million in household income
- 38 to 71 FTEs (in total, including initial and flow-ons)

EXECUTIVE SUMMARY

Agriculture Opportunities

The Blayney region has a strong agricultural component to its economy, including the production of beef, lamb, wool and lucerne. Livestock, including beef production, appears to play a predominant role within the Blayney Agricultural sector.

Opportunities for the Blayney Agriculture sector include:

- Favourable beef market conditions
- Increasing farm productivity
- Asian beef exports
- Marketing local beef
- Utilisation of technology

An opportunity was identified through industry interviews for the development of a vertically integrated beef cattle supply chain, encompassing and managing beef production, quarantine and transport to China. The economic impacts of this opportunity were estimated at:

- \$24.0 million in additional output
- \$6.2 million in additional value added
- \$2.4 million in additional household income
- 73 additional FTEs (in total, including initial and flow-ons)

Manufacturing Opportunities

The manufacturing sector plays an important role in the Blayney economy. Operating in regional and interstate markets, Blayney manufacturers interviewed as part of this research reported strong operations and good market conditions.

Opportunities for the Blayney Manufacturing sector are as follows:

- Addressing skills shortages
- Increased automation of metal product fabrication and manufacturing processes
- Expansion of the range of products produced and the markets they are sold to.

An opportunity to develop and manufacture an automated pallet storage system was identified in the Manufacturing sector which would diversify the range of products being manufactured locally, and provide access into a different market. The potential economic impact of the operations supporting this new product was estimated at:

- \$4.7 million in additional output
- \$1.4 million in additional value added
- \$0.9 million in additional household income
- 16 additional FTEs (in total, including initial and flow-ons)

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES**RECOMMENDATIONS**

WRI has identified a number of recommendations that would assist Blayney businesses to develop the opportunities highlighted in this report and strengthen Blayney's economy.

For a number of reasons, these recommendations principally relate to the Tourism and Agriculture sectors. Firstly, the Manufacturing sector and the Food & Beverage Manufacturing Cluster are reliant on external markets and are less dependent on local factors. With less dependence on the local economy, there is less capacity to assist these businesses at the local level. In contrast, the Tourism and Agriculture sector interviews highlighted a range of local issues.

Furthermore, industry interviews provided differing levels of detail on the potential opportunities and barriers facing each industry. Interviews in the Tourism and Agriculture sectors provided greater detail and insights than those obtained in interviews with the Manufacturing sector and the Food & Beverage Manufacturing Cluster.

Tourism

- Develop Blayney's main street to become an attractive dining and shopping precinct.
- Engage with tourism businesses to develop tourism plan for the region, including mapping local tourism services, understanding infrastructure needs and developing a list of actions needed to provide an engaging and attractive visitor experience in each town.
- Better coordinate Blayney region tourism offerings. This could involve reducing the number of organisational committees, facilitating better engagement between tourism businesses and understanding and communicating emerging trends/needs in the sector.
- Utilise Blayney 2020 vision and local identity ideas to further develop a Blayney tourism brand. This would allow local tourism businesses to leverage off this branding to better market their businesses.
- Facilitate local tourism businesses to undertake group marketing of their town/region. This will allow local businesses to profit from better coordinated tourism services and a well-crafted tourism 'experience'.
- Provide assistance for organisers of new events. This could include assisting with insurance coverage and other administrative issues such as applications and related paperwork. Knowledge and assistance to access relevant government tourism funding may also be useful.
- Run a 'get involved' program to attract people to be more involved in events and business coordination activities.

Agriculture

- Facilitate export and trade information for parties interested in developing export relationships. This could involve seminars and workshops from trade or professional bodies.
- Investigate beef production partnerships to supply large-scale export agreements.
- Utilise Blayney 2020 vision and identity ideas to form the basis of a local or regional brand. This would allow local producers to leverage off this branding to create demand for their products.
- Re-examine policies relating to the subdivision of agricultural land. Retaining more broad-scale farming businesses may assist declining farm productivity issues.
- Assist small agricultural producers to access information to improve pasture and livestock management and increase productivity.
- Better internet and communications infrastructure to support agricultural businesses. Whilst this issue was raised in an agricultural context, better communication services will assist all businesses.
- Engage with CTLX and stock transport companies to better understand road and transport issues, such as problem

EXECUTIVE SUMMARY

routes, high mass vehicle and road train access issues.

Food & Beverage Manufacturing

- Facilitate export and trade information for parties interested in developing export relationships. This could involve seminars and workshops from trade or professional bodies.
- Noting the difficulties in developing greenfield industrial sites, potential Food & Beverage Manufacturing businesses may be attracted to the region by assistance measures, including tax or rate rebates, service fee reductions and/or development assistance.

Manufacturing

- Work with businesses to identify skills shortages and consider measures that could assist businesses to close these gaps.

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES

INTRODUCTION

Blayney Shire Council seeks to develop strategies to enhance the economic viability, growth and marketability of the Blayney Shire, including the re-vitalisation of the Blayney township CBD. The output from this will be a Masterplan (Blayney 2020 Masterplan) that identifies key initiatives to improve the overall liveability and competitive position of Blayney Shire.

Place Design Group was engaged to lead a consortium of expert consultants to undertake the study on behalf of Blayney Shire Council. The Western Research Institute (WRI) formed part of this consortium with the role of undertaking socio-economic profiling of regional areas and identifying and quantifying of economic opportunities.

The Blayney Socio-economic Profile & Opportunities report develops a comprehensive profile of socio-economic characteristics for the Blayney LGA and identifies economic opportunities in four key industry sectors, including indicative modelling on the potential economic impact of a number of these opportunities.

METHODOLOGY

WRI developed a methodology to identify and model a range of economic opportunities on the Blayney region, utilising the following research techniques:

- Review of relevant local and regional plans and strategies as well as any other relevant studies focussing on the Blayney / Central West region.
- Constructing a socio-economic profile for the Blayney LGA
- Identifying key industry sectors for the Blayney region
- Undertaking interviews with local businesses from key sectors
- Modelling economic opportunities identified through industry interviews

Blayney socio-economic profile

WRI developed a comprehensive profile of socio-economic characteristics for the Blayney LGA. Further information on data sources is available in the Appendices.

Key industry sector selection

WRI analysed a range of relevant data to identify the importance of different industry sectors to the Blayney economy and to understand the key sectors driving the economy. A scoring methodology was applied to this data to identify key industry sectors within Blayney. This allowed WRI to target important industries for interviews and further analysis.

Industry sector scores were assigned based on the following analysis:

- Shift-Share analysis, which considers an industry's employment growth strength and identifies local competitive advantage;
- Location quotients, which considers an industry's employment density at the local level, compared to the density at the regional, state and national level;
- Economic contribution to the regional economy in terms of value added and full time employment;
- Multiplier effects and linkages to other sectors, which considers the relative impact of a sector and how these impacts are felt through the local economy;

INTRODUCTION

- National productivity growth, which recognises industries that achieve good to moderate growth in multifactor productivity;
- Industry projections, based on Central West SA4 level employment projections provided by the Department of Employment;
- Diversification opportunities, which examines linkages to key contributing sectors in the regional economies or sectors that experienced strong growth;
- Local champions, which considered input from Blayney Shire Council to understand if an industry has a local proponent who is likely to provide meaningful support for the development of that industry.

Note: Further information on key industry selection methodology is available in the Appendices.

Once the short list of relevant industries had been developed, WRI workshopped this information with Councillors and officers of Blayney Shire Council to understand local insights into the relative strength and opportunities for these sectors.

This process resulted in the following sectors being highlighted as key sectors in the local economy:

- Hospitality
- Arts & Recreation
- Food & Beverage Manufacturing
- Transport & Storage
- Wholesale
- Agriculture
- Non-metallic Mineral Manufacturing
- Fabricated Metal manufacturing

To reflect the industry clusters in Blayney, these sectors are discussed in the report under four broad sector names. Table 1 provides information on the industry sectors contained under each title.

Table 1. Industry Sector Names

Sector Name	Industries Included
Tourism	Hospitality Arts & Recreation
Food & Beverage Manufacturing cluster	Food & Beverage Manufacturing Transport & Storage Wholesale
Agriculture	Agriculture
Manufacturing	Non-metallic Mineral Manufacturing Fabricated Metal Manufacturing

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES**Industry interviews**

Drawing on the identified sectors, a list of potential businesses was developed in conjunction with Blayney Shire Council, for interview. Twelve interviews were undertaken in total, comprising:

- Three interviews in the Agriculture sector
- Four interviews in the Food & Beverage Manufacturing cluster
- Three interviews in the Tourism sector
- Two interviews in the Manufacturing sector

Interviews with businesses in these sectors sought to understand current operations, examine viable business opportunities for the future and highlight any barriers to developing these opportunities.

Where opportunities were identified, businesses were asked if they were able to share estimates of the future potential impact of these opportunities. Estimates were requested in terms of potential Full Time Equivalent jobs (FTEs) and impact on revenues. Where sufficient data was provided, indicative modelling was undertaken to understand the potential future impacts of these operations.

All interviewees consented to be identified in the report and for the information and data they provided to be discussed and modelled.

Opportunity modelling

Utilising data gained from industry interviews, sectoral opportunities in the Blayney region were modelled using economic impact analysis. Economic impact analysis was conducted using 2013/14 Input-Output models of the Blayney LGA economy. Input-output analysis provides a detailed picture of the structure of a regional economy at a point in time and can be used to estimate the contribution or impact of a particular sector of the economy including initial and flow-on effects. Further information on input-output analysis techniques is contained in the Appendices.

Input-Output model

WRI used two alternative methods for economic impact analysis – final demand and industry significance analysis:

- The final demand impact analysis calculates the impacts (measured by output, value added, household income and employment) across all sectors in response to changes in industry final demands.
- Industry significance analysis models the changes in output, value added, household income and employment that would occur if the industry were removed from the local economy.

Economic impacts have been reported as the sum of:

- Initial impacts: defined as the value of the immediate changes in the Blayney LGA economy.
- Flow-on impacts: defined as the value of changes in the regional economy in the course of an additional round of spending after the initial impact occurred.

Relevant economic impacts have been reported in terms of:

- Output: the value of goods and services that are produced within an establishment that become available for use outside that establishment, plus any goods and services produced for the organisation's own final use. Output is equal to total revenue plus any internal consumption.

...

INTRODUCTION

- Value added: the amount by which the value of an article is increased at each step of its production, exclusive of its initial cost.

Value added is equal to gross output minus intermediate inputs and is equivalent to the contribution to gross regional product (GRP - the local equivalent of gross domestic product). That is, value added is the difference between the costs of production (excluding the compensation of employees, gross operating surplus, taxes and imports) and the value of sales turnover. Value added sums the value added components of production through the supply chain, while initial expenditure includes multiple counting of expenditure through the supply chain. Value added is the most reliable measure of the actual value of production. It is the equivalent measure used in the National Accounts to calculate Gross Domestic Product.

- Income: measuring the benefit received by regional households from economic activity. It typically refers to compensation of employees but can also include income in return for productive activity such as the gross mixed income of unincorporated enterprises, gross operating surplus on dwellings owned by persons, and property income receivable and transfers receivable such as social assistance benefits and non-life insurance claims.
- Full-time equivalent employment: a measure of the workload of an employed person in a given location that makes workloads comparable across different types of employment (part-time, full time and casual).

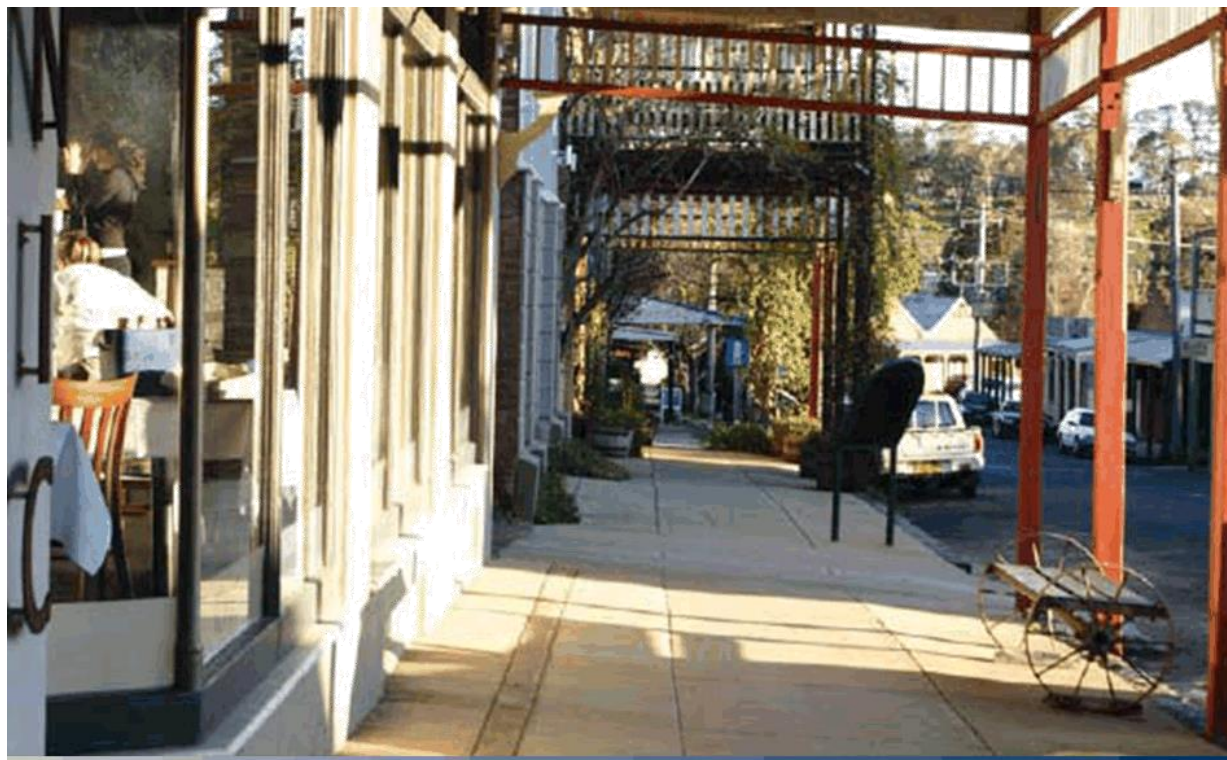


Photo source: Millthorpe village

BLAYNEY SOCIO-ECONOMIC PROFILE

Population

- Population as at the 2011 Census was 6,985.

Gross Regional Product as at 2013/14

- The Gross Regional Product (GRP) of Blayney in 2013/14 was estimated at \$369 million.

Key sectors in 2013/14:

- Other Mining (26% of value added and 21% of FTE employment)
- Agriculture (10% of value added and 25% of FTE employment)
- Food & Beverage Manufacturing (9% of value added and 10% of FTE employment)

Top earning occupations in 2011:

- Machinery Operators & Drivers ; and
- Professionals.

Unemployment:

- Unemployment rate of 5.3% (December 2014)
- Youth unemployment rate of 11.9% (2011 Census)
- Indigenous unemployment rate of 23.6% (2011 Census)

BLAYNEY SOCIO-ECONOMIC PROFILE

ECONOMY

The GRP for Blayney in 2013/14 was estimated at \$369 million.

Key sectors in 2013/14

- Other Mining (26% of value added and 21% of FTE employment)
- Agriculture (10% of value added and 25% of FTE employment)
- Food & Beverage Manufacturing (9% of value added and 10% of FTE employment)

Changes in sectoral employment between 2006 and 2011

The most significant changes were experienced:

- in Other Mining, where employment increased by 17 percentage points;
- in Agriculture, where employment decreased by 9 percentage points; and
- Food & Beverage Manufacturing, where employment decreased by 3 percentage points.

Based on an analysis of industries at the subdivision (2-digit industry) level, the top employment sectors in 2011 were:

- Metal Ore Mining (17% of employment);
- Agriculture (14%);
- Food Product Manufacturing (9%);
- Preschool & School Education (7%); and
- Construction Services (5%).

Key Shift Share results between 2006 and 2011

Based on an analysis of industries at the subdivision level, strong local factors for employment growth were experienced in the following key sectors:

- Metal Ore Mining
- Heavy & Civil Engineering Construction
- Administrative Services

Further detail about the Shift Share methodology applied can be found in the appendices.

Figure 1. Key contributors - sectors

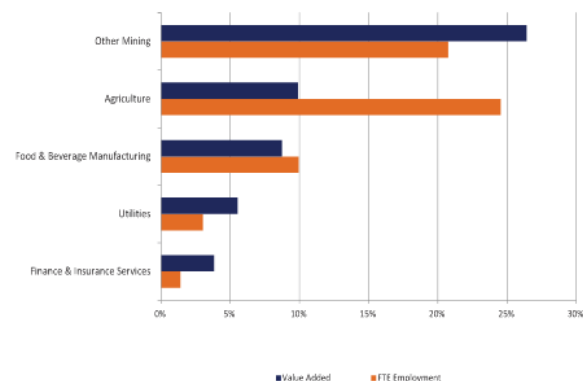


Figure 2. Changes in employment for top 5 sectors

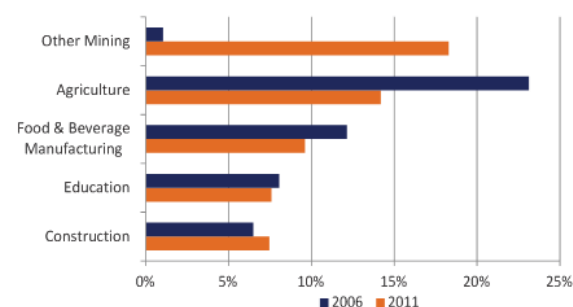


Table 2. Key shift share results

Industry	Growth
Type I – Outperforming in high growth industry	
Metal Ore Mining	2867%
Heavy & Civil Engineering Construction	475%
Administrative Services	136%
Residential Care Services	87%
Type IV – Outperforming in low growth industry	
Non-Metallic Mineral Product Manufacturing	92%
Repair & Maintenance	82%
Basic Material Wholesaling	77%
Type II – Underperforming in high growth industry	
Medical & Other Health Services	-29%
Food & Beverage Services	-13%
Type III – Underperforming in low growth industry	
Agriculture	-21%
Road Transport	-14%
Public Administration	-14%

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES

Table 3. Average income by occupation

Occupation	2006	2011	% Change
Managers	\$37,351	\$51,305	37%
Professionals	\$52,429	\$68,895	31%
Technicians & Trades Workers	\$40,486	\$64,556	59%
Community & Personal Service Workers	\$29,782	\$34,627	16%
Clerical & Administrative Workers	\$32,547	\$44,535	37%
Sales Workers	\$25,844	\$29,818	15%
Machinery Operators & Drivers	\$38,435	\$69,887	82%
Labourers	\$29,669	\$41,147	39%

Table 4. Employment mapping

Occupation	Blayney LGA	Adjacent LGAs	Other LGAs
Machine & Stationary Plant Operators	69	144	14
Automotive & Engineering Trades Workers	63	93	6
Specialist Managers	47	69	0
Education Professionals	56	54	3
Engineering, ICT & Science Technicians	23	54	0
Factory Process Workers	35	49	5
Design, Engineering, Science & Transport Professionals	20	50	3
Road & Rail Drivers	44	43	8
Electrotechnology & Telecommunications Trades Workers	32	43	3
Construction & Mining Labourers	30	22	3

Average income by occupation

In 2011, the top earning occupations were Machinery Operators & Drivers and Professionals. The largest increases in incomes between 2006 and 2011 were reported for those working as:

- Machinery Operators & Drivers;
- Technicians & Trade Workers; and
- Labourers.

Employment mapping by occupation

Employment mapping was conducted to highlight local skills shortages, as evidenced by industries employing from 'Nearby' (with an adjacent border) and 'Other' (not directly adjacent to) LGAs. Table 3 ranks industries with the highest combined number of staff employed from 'Nearby' and 'Other' LGAs.

As at the 2011 Census, the most common occupations in Blayney where staff were sourced from 'Other' LGAs were:

- Machine & Stationary Plant Operators;
- Road & Rail Drivers; and
- Automotive & Engineering Trades Workers.

Count of businesses

ABS Count of Australian Businesses data, including Entries and Exits between June 2011 and June 2014 show that, during this period, there has been a net loss of 9 businesses. Significant changes in the count of businesses include:

- Wholesale Trade (Increase 58%, to 19 businesses);
- Health Care & Social Assistance (Increase 39%, to 18 businesses);
- Mining (Decline 25%, to 3 businesses); and
- Agriculture, Forestry & Fishing (Decline 3.5%, to 362 businesses).

BLAYNEY SOCIO-ECONOMIC PROFILE

LABOUR FORCE CHARACTERISTICS

Key employment data

Commonwealth Department of Employment Small Area Labour Market data for the December quarter 2014 reported:

- A labour force of 3,760 persons
- An unemployment rate of 5.3%

The unemployment trend since December 2010 is shown in Figure 3 opposite. The unemployment rate in Blayney has tracked lower than both the Central West region and the rest of NSW since late 2010. From March 2013 to March 2014 the unemployment rate has steadily increased for Blayney, however, since March 2014 the unemployment rate declined slightly.

At the 2011 census, Blayney reported

- A youth labour force of 464 persons, with the youth unemployment rate at 11.9%, which is slightly higher than that for the Central West region (11.5%).
- An Indigenous labour force of 55 persons, with the Indigenous unemployment rate at 23.6%, which is higher than that for the Central West region (17.3%).

Educational profile

School education

As at the 2011 Census, the highest year of school education completed amongst residents of Blayney was most commonly:

- Year 10 or equivalent (27%)
- Year 12 or equivalent (25%)

29 % not stated or not applicable

The level of completion at Year 10 level or equivalent is higher than that reported for the Central West region (26%) and for the Rest of NSW (26%).

Post school qualifications

As at the 2011 Census, the highest post school qualification completed was most commonly:

- Certificate III or IV (15%)
- Bachelor Degree (6%)
- The level of completion of Certificate III or IV is equivalent to that reported for the Central West region and for the Rest of NSW (15%).

Figure 3. Recent unemployment trend

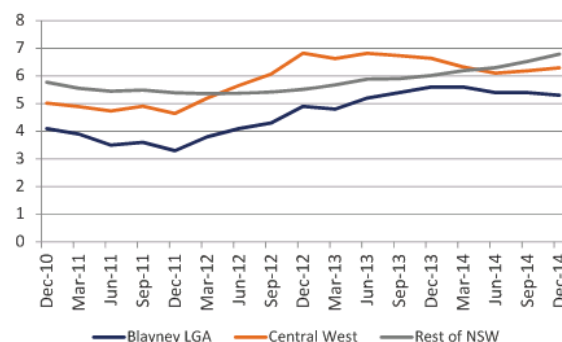


Figure 4. Highest year of school completed

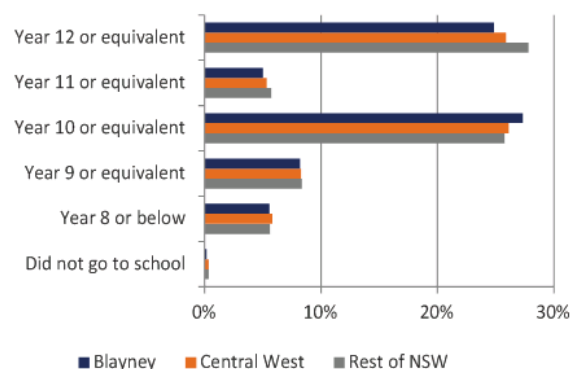
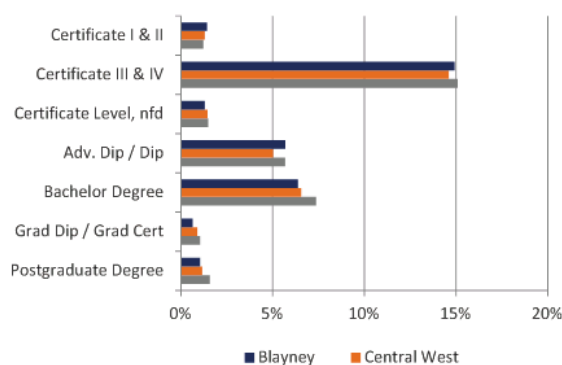


Figure 5. Post school qualifications



BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES

Table 5. Current study patterns (Census 2011)

	Blayney LGA	Central West	Rest of NSW
Attending University			
15-24 years	7.3%	10.8%	12.5%
25 years and over	1.9%	1.7%	2.0%
Attending other tertiary (TAFE)			
15-24 years	7.0%	8.9%	9.0%
25 years and over	1.9%	2.1%	2.0%

Results are as a proportion of the total population for the age bracket.

Figure 6. Age structure



Table 6. Age dependency ratios (Census 2011)

	Blayney LGA	Central West	Rest of NSW
Child	0.37	0.34	0.31
Aged	0.28	0.27	0.29
Total	0.65	0.61	0.60

Note: The child dependency ratio is an indication of the number of children (aged under 15) in a region supported by the working age population (15-64 years).

The aged dependency ratio is an indication of the number of aged people (aged over 64 years) in a region supported by the working age population (15-64 years).

Growth in qualifications

Between 2006 and 2011, those holding:

- Postgraduate qualifications increased by 28% (to 73 people);
- Bachelor Degree qualifications increased by 27% (to 446 people);
- Advanced Diploma and Diploma qualifications increased by 26% (to 398 people); and
- Certificate level III and IV qualifications increased by 24% (to 1,042 people).

Current study patterns

- The rate of attendance at university in 2011 for 15-24 year olds (7.3%) was lower than that for the Central West region and for the Rest of NSW. However, the rate of attendance at university for 25 years and over (1.9%) was higher than that for the Central West region but slightly lower than the Rest of NSW.
- The rate for 15-24 year olds (7.0%) and those aged 25 years and over (1.9%) attending other tertiary institutes is lower than that for the Central West region and the Rest of NSW.

AGE AND POPULATION

The population as at 2011 Census was 6,985.

Age profile

- As at the 2011 Census, children aged 0-14 years (22%) comprised the largest proportion of the population (compared to 21% for the Central West region).
- The next largest age group was those aged 65 years and over (17% of the population, compared to 17% for the Central West region).
- Between 2001 and 2011 there was a 3 percentage point drop in those aged 25-34 years and a corresponding gain in the 65 years and over bracket.

Age dependency

- As at the 2011 Census, the Blayney Total Dependency Ratio (0.65) was higher than that for the Central West region (0.61) and the Rest of NSW (0.6).

BLAYNEY SOCIO-ECONOMIC PROFILE

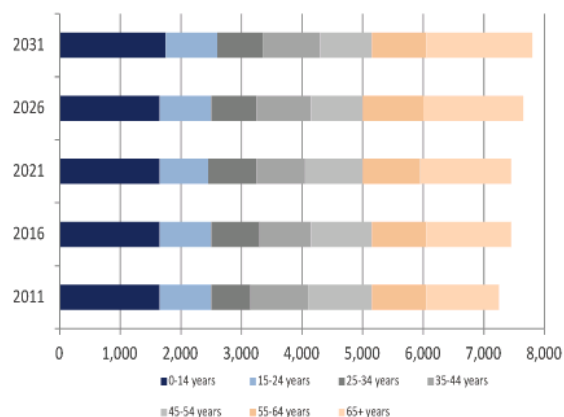
Indigenous population

In 2011, Aboriginal and Torres Strait Islander people made up 2.9% of the population, compared to 2.4% of the population in 2006. This was lower than that of the Central West region (5.3% in 2011).

Population projections

- The population of Blayney is projected to increase by 7.6% between 2011 and 2031, while its working age population is projected to decrease by 2.3% in the same period.
- The share of working age population in the total population of the region is projected to fall from 61% to 55%.

Figure 7. Population projections

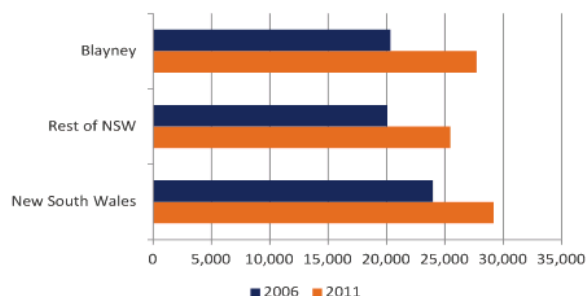


HOUSEHOLD DATA

Personal income

- As at the 2011 Census, the median personal income in Blayney (\$27,716) was higher than the median personal income in the Rest of NSW but lower than that for NSW.
- Between 2006 and 2011, median personal income in Blayney grew by 36%.

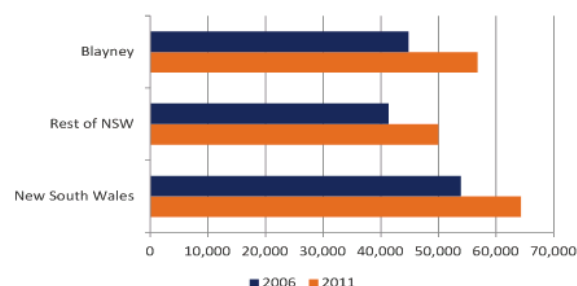
Figure 8. Personal income



Household income

- As at the 2011 Census, the median household income in Blayney (\$56,784) was lower than the median household income across NSW, but higher than that for the Rest of NSW.
- Between 2006 and 2011, median household income grew by 27%.

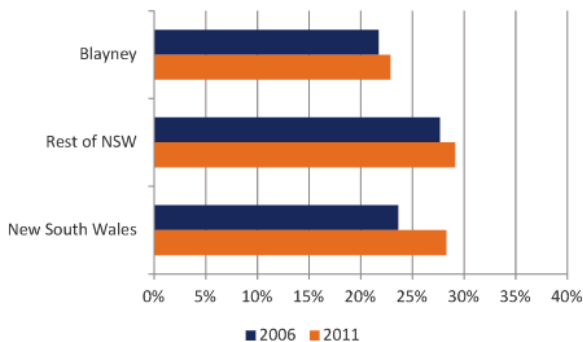
Figure 9. Household Income



BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES

HOUSING

Figure 10. Median weekly rental as percentage of median household weekly taxable income

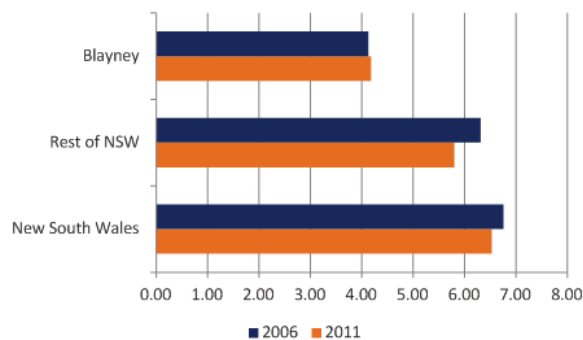


Housing affordability

The affordability of housing was examined using a ratio of median house prices divided by median taxable income, and median weekly rents as a percentage of average weekly taxable income.

- Figure 10 highlights that in 2011, median weekly rents in Blayney were more affordable compared to the Rest of NSW and NSW. However, rental affordability has deteriorated since 2006.
- The affordability of home ownership in Blayney has remained relatively stable since 2006. Blayney remains more affordable than the Rest of NSW and NSW.

Figure 11. Ratio of median house price to median household taxable income



Home ownership vs. rental

- The proportion of owner-occupied dwellings in Blayney as at 2011 (72%) was higher than the Central West region (66%) and NSW (64%).
- The proportion of owner-occupied dwellings declined only marginally between 2006 and 2011 (74% to 72%).
- The proportion of rental dwellings was relatively stable between 2006 (22%) and 2011 (23%).

Figure 12. Home ownership vs. rental



BLAYNEY SOCIO-ECONOMIC PROFILE

VALUE OF CONSTRUCTION

Table 6 shows that:

- The total value of construction has grown rapidly (144%) over the 2012-13 and 2013-14 period.
- Non-residential construction has risen by more than 100% over this period, whereas residential construction has grown 51%.
- Whilst non-residential construction has grown at a greater rate, the value of residential construction is substantially larger than for non-residential.

Table 7. Value of construction

	Residential \$000	Non-residential \$000	Total
2012-13	4,914	200	5,114
2013-14	7,413	5,063	12,476
% Change	50.9	2,431.7	144.0

CRIME STATISTICS

The top reported offences in Blayney in 2014 were:

- Malicious damage to property;
- Steal from motor vehicle; and
- Break & enter dwelling.

The top ten offences along with the percentage change in these offences between 2010 and 2014 are shown in Table 7 below. Crime rates are reported in terms of the rate per 100,000 head of population.

Table 8. Top 10 offence categories

	Blayney LGA			Central West			NSW		
	2010	2014	% Change	2010	2014	% Change	2010	2014	% Change
Malicious damage to property	980	709	-28%	1918	1433	-25%	1282	918	-28%
Steal from motor vehicle	336	409	22%	808	737	-9%	627	576	-8%
Break and enter dwelling	266	368	38%	745	797	7%	577	458	-21%
Assault - domestic violence related	182	355	96%	509	575	13%	366	392	7%
Breach Apprehended Violence Order	84	232	176%	260	292	13%	171	180	5%
Possession and/or use of cannabis	42	205	387%	253	333	32%	264	335	27%
Prohibited and regulated weapons offences	84	205	144%	157	256	63%	109	157	44%
Assault - non-domestic violence related	378	191	-49%	773	587	-24%	558	425	-24%
Steal from dwelling	336	191	-43%	475	499	5%	293	301	3%
Harassment, threatening behaviour and private nuisance	238	177	-25%	567	627	11%	407	398	-2%



Photo source: Visit

OPPORTUNITIES & RECOMMENDATIONS

OPPORTUNITIES & RECOMMENDATIONS

INDUSTRY SECTOR OPPORTUNITIES

WRI undertook 12 interviews with businesses operating in the Blayney region to understand the opportunities that they saw as being viable to grow their businesses in the future. More specifically, interviews sought to understand current operations, examine viable business opportunities for the future and highlight any barriers to developing these opportunities.

Where opportunities were identified, businesses were asked if they were able to share estimates of the future potential impact of these opportunities. Estimates were requested in terms of potential Full Time Equivalent jobs (FTEs) and impact on revenues. Where sufficient data was provided, indicative modelling was undertaken to understand the potential future impacts of these operations.

Tourism opportunities

Blayney has a range of tourism businesses and sites, including historical buildings, function centres, accommodation, farmers markets and other public events. Interviews in this sector show a promising and growing industry that could flourish with assistance.

Three interviews were undertaken with Blayney region businesses in the Tourism sector:

- Andrew Baulsch – Founder and Director of the Carcoar Running Festival;
- Phil Cramm – Owner/manager of the Stoke House B&B; and
- David Somerville – Co-owner of Athol Gardens

Industry coordination

A strong theme coming from interviews in the Tourism sector was that Blayney region tourism offerings were highly interconnected. This interdependence comes from visitor demand for an 'experience', rather than simply attending an event, or accessing a bed.

Interviewees illustrated the interdependence of tourism offerings and with the local economy:

- It was advised that events, functions and tourism offerings were crucial to attracting external visitors.
- Accommodation providers relied on these offerings being held in the region and an attractive hospitality scene to cater for people staying in local accommodation.
- Event holders advised that without attractive food and accommodation services, people who attend events will often pack up and leave at the close of an event, rather than stay longer and patronise local businesses.
- Café/restaurant owners advised that they look to regular events and tourism attractions to attract customers to their venues.
- Function and event organisers have links with other local businesses that they promote, such as florists, hairdressers, caterers and celebrants.
- It was also identified that these businesses often relied on and shared the same staff, with certain individuals identified as working across a number of businesses.

Whilst it appears that Blayney has had success in organising events and functions that attract visitors to the region, interviews suggested that many organisations are acting independently in the region, to the detriment of the industry. It was identified that a lack of coordination between various tourism providers can impact on the quality of a visitor's stay, the length of their stay and the extent that they purchase goods and services in the local economy.

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES

For example, interviews highlighted a need for greater consistency of opening hours for food outlets and tourism sites in the region. It was reported that visitors have complained about these services being closed and that many visitors have simply left as a result. It must be assumed that these and other businesses have lost sales due to being closed.

Interviewees noted that better organisation between these business could be achieved through formal and informal linkages. One interviewee cited the Millthorpe village association as an effective model for businesses to assist local development and coordination, which could be replicated in other towns, such as Carcoar. Interestingly, Carcoar was noted in a number of interviews as having yet-to-be-unlocked tourism potential, and that the town could use assistance to organise and coordinate a better tourism offering.

Another suggestion was for local tourism businesses to attend a 'tradies breakfast' to discuss issues and barriers to developing tourism trade. It was also highlighted that Council had played an important role in the facilitation of the Blayney Farmers Markets, but successfully left the organisers to manage the event.

Growing events

Various organisers in the Blayney region currently run a number of successful events, which draw large numbers of visitors and add substantially to the local economy. Blayney region events include the Carcoar Running Festival, the Blayney Farmers Markets and the Bathurst to Blayney cycling event. Tourism operators in the region see event based tourism as a big opportunity to attract more visitors to the region.

Cricket event

An interview with the Carcoar Running Festival Director, Andrew Baulsch, highlighted interest in developing another sport based event in the form of a 2020 cricket tournament, with potential for attendance by celebrity cricket players and coaching sessions. Indicative estimates suggest that between participants and attendees, up to 1,000 people could attend the tournament. Based on Mr Baulsch's experience in running current events, up to 75 percent of these attendees could be from outside the region.

Modelling undertaken for this opportunity estimates the impact of expenditures made by visitors to the Blayney region, using Tourism Research Australia visitor data on average tourist expenditures. Based on the assumption of 750 new visitors that could be attracted from outside the region, indicative impacts of the increased visitation on Blayney's economy are estimated at an additional:

- \$161,000 in output
- \$57,000 in value added
- \$32,000 in household income
- 1 FTE (in total, including initial and flow-ons)

Note: the modelling performed does not account for any operational expenditure. It is based purely on visitor expenditures. Further information on input-output analysis techniques are contained in the Appendices.

As modelling results suggest, individual events can have a considerable impact on local tourism expenditure. If Blayney was to develop a suite of events throughout the year, it could provide significant economic benefits for the region and assist other tourism businesses. Furthermore, if events were scheduled in colder months, it could help counter the seasonal nature of tourism.

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OPPORTUNITIES & RECOMMENDATIONS

Marketing

All tourism interviews mentioned the importance of marketing to the success of the local tourism industry. The simple message coming from these interviews was that successful events and tourism offerings need appropriate marketing, which suggests that an emphasis on marketing provides an opportunity to grow visitors to the region.

It was suggested that local tourism businesses should share advertising to promote local towns/region. However, some businesses were hesitant about doing this, seeing other local businesses as competitors. One interviewee argued that neighbouring businesses were not in competition, rather towns and regions were in competition with each other. Therefore, it was in the best interest of local businesses to work and advertise together to attract more visitors.

One interviewee discussed advertising they had undertaken in specific markets. This operator had experienced success by targeting advertising into the Australian Capital Territory, Sydney and the Blue Mountains, with a number of function bookings coming from these advertisements. This may provide an insight into market opportunities for future tourism advertising, or at least suggest that targeting advertising in specific regions may produce greater results than other regions.

Finally, marketing was discussed across a number of different media. Operators highlighted the growing importance of social media, including Facebook and Google Plus, but also mentioned recent advertising campaigns in print and television media. One operator indicated that word of mouth was still an important factor for their business. A further, specific suggestion was put forward that enhanced local signage would also assist local tourism businesses, particularly in and around Carcoar.

Issues

A number of issues were highlighted that are impacting on specific aspects of the Blayney region tourism industry:

- The development of wineries and olive oil producers in the region are a positive for the local tourism industry.
- Whilst growing events was highlighted as a positive step towards growing the local tourism industry, it was noted that the amount of paperwork and groundwork to get an event up and running was difficult.
- The cost of insuring events was found to be very high, particularly for new events. It was suggested that if Council could assist with some form of general events insurance coverage, this could support the organisation of new events.
- The development of the Blayney main street into an attractive destination for dining and shopping is impacted by the level of heavy traffic passing through. One view was that this kind of development cannot happen whilst heavy traffic is accessing the main street.
- The single ATM service in Carcoar is unavailable outside of office hours. Limited ATM access impacts on the ability of visitors to obtain cash to spend on local goods and services.
- The Blayney food and wine scene is developing in small towns, but Blayney is being left behind and has only one café.

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES**Food & Beverage Manufacturing cluster opportunities**

The Blayney region has a collection of businesses based on the manufacture, transport, storage and wholesale of food products, which make up a substantial part of the local economy. There are also current proposals before Council for the development of a goat abattoir that would add to the productive capacity of this sector.

Interviews were undertaken with four businesses that span this collection of industries:

- George Tanos – Owner/Director of Sealink and other associated businesses
- Karl Nealon – Factory Manager at Nestle Purina Blayney
- Rob Perkins – Owner/Director at Robanco
- Darell Nixon – Director at Nixon's Transport

High-level food manufacture value adding

The principle opportunity highlighted for this sector was for the development of high-level value adding in the food manufacturing sector. High-level value adding refers to the complicated transformation of food products, including activities such as cooking, flavouring, packaging and branding of basic food products. An example of this already being undertaken in the region is the packaged wet pet food produced in the local Nestle Purina plant.

Noting that low-level value adding is already commonplace, it was suggested that high-level value adding was seen as viable, given the strategic location of Blayney; close to raw inputs, markets, transportation and infrastructure. This strategic location is enhanced by the local network effect of related manufacturing, logistics, storage and wholesale businesses already operating in the region. These businesses could potentially provide local operating synergies relating to skills, goods and services.

One interviewee suggested that value added beef products is an obvious opportunity, utilising techniques such as par-cooking, prepared meals and long-life packaging. It was also suggested that local grains could be value added. An example of one Australian company successfully producing value added pork products is BE Campbell, a Sydney based meat wholesaler, with operations in regional NSW.

A further suggestion was that local food product manufacturing businesses should focus on export markets. It was expected that domestic markets will grow, but the best growth prospects will come from international markets. Australian or local branding was viewed by some interviewees as an important and positive factor in export sales.

Two more important but unrelated observations were made in interviews, which provide relevant feedback on the prospective growth of the food manufacturing sector. Firstly, it was suggested by one interviewee that, given the complexity of establishing large operations, niche manufacturers were much more likely to develop in the region. The second observation was that growth in the transport sector in the Blayney region was dependant on growth in the food manufacturing sector. On this basis, targeted assistance to niche food manufacturers could likely have wider economic impacts for the region.

OPPORTUNITIES & RECOMMENDATIONS

High-level food manufacture value adding

Whilst high-level food manufacture value adding was highlighted in interviews as being an opportunity for the Blayney region, no data was provided on specific opportunities. However, the potential impact of introducing such an operation can be modelled in the Blayney economy.

ABS data highlights that the majority of food manufacturing businesses in New South Wales employ between 1 and 19 employees¹. Modelling the impact of two employment scenarios (10 and 19 FTEs) illustrates the impact of a small and midsize food manufacturing business.

Modelled on the Blayney LGA economy, the impact of employing 10 and 19 new FTEs in the Food & Beverage Manufacturing sector are estimated at an additional:

- \$14.5 to \$27.4 million in output
- \$4.3 to \$8.2 million in value added
- \$2.4 to \$4.6 million in household income
- 38 to 71 FTEs (in total, including initial and flow-ons)

Note: Modelling is indicative only and is based purely on an expansion in FTEs.

¹ Australian Bureau of Statistics, Release No. 8165.0, Counts of Australian Businesses, including Entries and Exits. Accessed 22 June 2015

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES**Agriculture opportunities**

The Blayney region has a strong agricultural component to its economy, including the production of beef, lamb, wool and lucerne. Livestock, including beef production, appears to play a predominant role within the Blayney Agricultural sector.

Interviews undertaken in this sector were focussed on businesses involved in breeding beef cattle and livestock sales. Interviews were conducted with:

- George King – Managing Director of Whitney Pastoral Company
- Ross Wills – Partner in RI & TI Wills
- Nathan Morris – Operations Manager at Central Tablelands Livestock Exchange (CTLX)

Favourable beef market conditions

Interview feedback suggested that for the first time in 60 years, the demand for beef has exceeded supply. This was attributed to the rise of demand for beef and other red meats from Asian nations. The view was put forward that strong demand for red meats is expected into the future.

Given the current strength of the beef market, Blayney's beef production industry places the region in a favourable position. Feedback found that Blayney offered good local conditions for beef cattle production, including regular rainfall and good soils. This suggests that increasing local beef production provides a realistic and achievable opportunity for the Blayney region.

Increasing productivity

One interviewee raised an interesting point that applies to the future beef production capacity of the region. A trend was identified of farms being subdivided into smaller lots, often bought by hobby farmers and absentee owners, with much fewer owners deriving all of their income from farm operations. This trend was accompanied by a reduced level of pasture and livestock management knowledge in the farming industry, flowing through into less productive operations. As a result, it was felt that the productive capacity of the land was much greater than currently being utilised. An anecdote was provided by an interviewee who had taken over the management of an absentee neighbour's property and beef production operation in a partnership arrangement. With a professional knowledge of pasture management and beef cattle production applied to these operations, the profit derived from this property was quadrupled.

If better pasture and stock management principles were applied to a greater number of currently underutilised properties, there is significant potential to increase agricultural productivity, leading to increased revenue flowing into the Blayney region.

Asian beef exports

Interviews with beef cattle producers highlighted a significant interest in developing an export trade relationship with China and other Asian countries. It was noted that developing these relationships and properly executing export plans were potentially lucrative, but quite difficult to successfully manage.

In addition, it was suggested that the standard for beef cattle sales (trucking cattle to sale yards) was not the only or best way of selling cattle for beef producers. This method was seen to be too exposed to the vagaries of local markets (which do not guarantee a reasonable economic return) and was too exposed to the pressures put on the market by major local beef processors.

Rather, developing direct export relationships with China was seen as a way to scale production and sell into a developing market with potentially huge demand for Australian beef. It appears that there are different models under which this export could be developed. For example, one interviewee talked of developing a live cattle trade, whereas another interviewee was focussed on the development of a contract price model (rather than market price).

OPPORTUNITIES & RECOMMENDATIONS

Both beef producers, however, discussed the difficulty in implementing these strategies, indicating that most producers were not practiced or well equipped to develop trade relationships. Indeed, most beef producers were seen as not understanding trade issues, such as developing export markets or free trade agreements. A further difficulty was identified in establishing and building relationships with suitably qualified trade partners. One interviewee mentioned that previous attempts at this had been unsuccessful.

A final and further issue identified in developing Asian markets for Australian beef was the issue of managing supply once a trade relationship had been established. With the potential market in China and other Asian nations so large, managing a consistent supply of beef to fulfil contracts was seen as potentially problematic. Many local beef producers work on a very small scale relative to the potential markets represented in China and other Asian markets. Developing trade relationships in these countries may pose a risk in that local producers may not always be able to supply sufficient quantities to fulfil large contracts. Given the vagaries of Australian weather and conditions, there may be times when the supply of cattle could vary significantly. One interviewee suggested that failing to supply agreed amounts of beef could potentially damage trade relationships.

Beef cattle exports to china

Export of live beef cattle to China was identified a significant opportunity.

This opportunity related to a potential annual 60,000 live cattle export operation, as part of a vertical supply chain encompassing and managing beef production, quarantine and transport to China. This operation would supply to a joint venture partner in China who would manage the butchering, distribution and marketing operations in China. It was estimated that, should the opportunity be recognised, significant economic impacts would flow from the trade, including up to 30 full time equivalent jobs (FTE).

Modelled on the Blayney LGA economy, the impact of the 30 FTEs employed in cattle operations are estimated at an additional:

- \$24.0 million in output
- \$6.2 million in value added
- \$2.4 million in household income
- 73 FTEs (in total, including initial and flow-ons)

Note: Modelling is indicative only and is based purely on an expansion in FTEs. No further operational data was supplied for modelling.

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES*Marketing*

The view was put forward that Australia is a high cost beef producer and is unable to compete in the international market on price. However, Australian beef and other produce has an international reputation as clean, green and premium. This reputation was seen as the critical marketing point of difference for Australian producers. One interviewee went so far as to suggest that all export sales hang on the marketing of this differentiation.

There appears to be a strong backing for taking advantage of Australia's reputation for clean, green and quality produce, to develop branding for Australian beef products at local, regional or national levels. That is to say, to develop brands based on local, regional or national identities. For instance, one interviewee discussed the development of 'cool climate beef', similar to branding techniques used for Australian wines.

Building a local 'Blayney' brand, or a brand based on a regional identity, could potentially add to the future economic opportunities for Blayney based beef cattle producers.

Utilisation of technology

The use of technology was seen to be beneficial in a number of ways, suggesting that increased infrastructure and greater use of technology provide an opportunity for the Agricultural sector. The quality and speed of internet connections for businesses was mentioned as being very poor. Poor internet connectivity is impacting business' ability to access services and markets, and undertake many activities businesses in metropolitan areas take for granted.

With better internet connectivity, agricultural businesses will be able to engage more technology to assist business operations and reach wider markets. For example, many livestock sale yard operations and associated activities are currently undertaken on paper based and manual systems. With better internet services, many of these systems could be automated or streamlined, and markets could be enhanced through better and quicker information, such as live streamed footage of animals, paperless transfer systems, electronic ear tags, automated gates and other animal management aides. It has been suggested that these systems could increase both operational efficiencies and potentially the volume of animals sold by 10 percent, respectively.

A further issue was identified in the uptake of technology in the Agricultural sector, that finding appropriately skilled agricultural workers who understood technology could be problematic. Noting that finding staff with good animal handling skills was sometimes difficult, finding such staff that could also successfully integrate technology into these operations was considerably more difficult.

Issues

A number of transport issues were raised:

- Good quality road networks were noted as important for efficient animal transport operations. This could include road train access to the CTLX site.
- The road between Blayney and Crookwell was highlighted as a particularly difficult road to move stock over. Many other local roads could be upgraded to assist efficient stock movements.
- The red tape for one interviewee to gain road access to his property was cited as being overly difficult and bureaucratic.

Financial issues were also mentioned as an issue for the sector. It was felt that finance was difficult to secure for agricultural businesses without a long history with a bank. A corollary to this was that farm debts built up over recent difficult years for farmers is hampering the whole industry and preventing expansion.

OPPORTUNITIES & RECOMMENDATIONS

Manufacturing opportunities

The manufacturing sector plays an important role in the Blayney economy. Operating in regional and interstate markets, Blayney manufacturers interviewed as part of this research reported strong operations and good market conditions. In both cases it was advised that current work and opportunities were more than they were capable of undertaking. Industry interviews were undertaken with:

- Ian Reeks – Director of ICR Engineering
- Max Osborne – Owner/Director of Midwest Concrete

Where possible, this report has not identified individual interviewee comments and observations. Given that only two interviews were undertaken in the Manufacturing sector, and considering that the issues and opportunities highlighted by each business are unique to their individual operations, identifying interviewees is unavoidable in this instance. WRI has obtained the consent of these participants to be identified in this study.

Addressing skills shortages

An issue raised in interviews in the Manufacturing and the Food & Beverage Manufacturing sectors was that there are shortages of specific skills in Blayney. Whereas the Food & Beverage Manufacturing sector has a shortage of engineers, food technologists and butchers, the interview with ICR Engineering uncovered extreme shortages of skilled metal workers, including fabricators, welders and sheet metal workers.

Based on the interview with ICR Engineering, the business appears to be very busy, reportedly refusing considerable amounts of work due to an overload of current projects and too few staff. The business could reportedly have used approximately 100 metal workers over recent years, had the staff been available. This shortage is still being felt today.

Given that skills shortages have been reported across at least two sectors, it appears that there is a potential opportunity to develop the local economy and assist local employment by helping businesses to recruit appropriately skilled workers.

Automation

An interesting opportunity also identified in the interview with ICR Engineering related to increased automation of metal product fabrication and manufacturing processes. This particular company utilises computer aided design software and advanced automated metal fabrication machinery to provide engineered metal products.

Increased automation provides a number of advantages for this business. It was indicated that the business has had considerable difficulties finding, recruiting and retaining appropriately skilled metal fabrication staff (discussed above). Automated manufacturing processes allowed the business to grow its operations despite staffing availability issues.

Further and important benefits of automation were found to be an increase in precision, productivity and lowering of input costs, particularly staff costs. The consistency and quality of automation machinery supported the business to produce quality products 'time and time again'.

Discussing the success of this business, it was ventured that success in the industry comes down to two variables; quality and price. It was alluded to that the automation capacity installed in this business allowed it to successfully outcompete other metal fabrication businesses for work, because they had higher overheads – potentially relating to unproductive staff. This suggests that automation is providing this business with a strong competitive advantage, which may be witnessed by the company's excess workload.

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES*Market and product diversification*

The final opportunity identified in this sector was for a diversification of markets and products. Both businesses interviewed operate in regional and/or interstate markets, and both were considering new opportunities that expanded the range of products that they sold and/or the markets in which they operated.

Midwest Concrete, a leading manufacturer of stock troughs was considering expanding into the manufacture of concrete civil products, such as drainage pits, headwalls, septic tanks, collection wells. Whilst currently manufactured products are sold in interstate markets, it was believed that civil products would be more focussed on the Central West and surrounding regions.

The company was also considering becoming a distributor for the imported float valves utilised in the stock trough business. Given the portability of this product, becoming a distributor would presumably take these operations into a national market.

Similarly, ICR Engineering identified a couple of potential products and markets it could enter to expand business. Having previous experience in manufacturing ute bodies and associated products, the company identified its re-entry into this market as a potential opportunity. No information was gathered as to the size of this potential market.

Another opportunity was identified for the development and manufacture of a fully automated pallet racking (storage) system. It was suggested that there are no good current storage systems available on the market and potentially huge demand. It was suggested that if this opportunity were to be realised, it could have considerable impact on revenue and the number of people employed by the business.

By focussing on new markets or products, local manufacturers appear to be in a favourable position to create new business and grow the local economy.

Pallet racking system

Using the ICR Engineering pallet racking opportunity as an example of market and product diversification, it can be seen that manufacturing product diversification could provide a significant economic boost to the local economy. Based on an estimated additional \$1.5 million in revenue and employing a further 10 FTEs, the estimated economic impact of this opportunity is estimated at an additional:

- \$4.7 million in output
- \$1.4 million in value added
- \$0.9 million in household income
- 16 FTEs (in total, including initial and flow-ons)

Note: The modelling undertaken is indicative only and has been based purely on the data supplied relating to FTEs and an estimate of revenue.

OPPORTUNITIES & RECOMMENDATIONS

RECOMMENDATIONS

WRI has identified a number of recommendations that would assist Blayney businesses to develop the opportunities highlighted in this report and strengthen Blayney's economy.

For a number of reasons, these recommendations principally relate to the Tourism and Agriculture sectors. Firstly, the Manufacturing sector and the Food & Beverage Manufacturing Cluster are reliant on external markets and are less dependent on local factors. With less dependence on the local economy, there is less capacity to assist these businesses at the local level. In contrast, the Tourism and Agriculture sector interviews highlighted a range of local issues.

Furthermore, industry interviews provided differing levels of detail on the potential opportunities and barriers facing each industry. Interviews in the Tourism and Agriculture sectors provided greater detail and insights than those obtained in interviews with the Manufacturing sector and the Food & Beverage Manufacturing Cluster.

Tourism

- Develop Blayney's main street to become an attractive dining and shopping precinct.
- Engage with tourism businesses to develop a tourism plan for the region, including mapping local tourism services, understanding infrastructure needs and developing a list of actions needed to provide an engaging and attractive visitor experience in each town.
- Better coordinate Blayney region tourism offerings. This could involve reducing the number of organisational committees, facilitating better engagement between tourism businesses and understanding and communicating emerging trends/needs in the sector.
- Utilise Blayney 2020 vision and identity ideas to further develop a Blayney tourism brand. This would allow local tourism businesses to leverage this branding to better market their businesses.
- Facilitate local tourism businesses to undertake group marketing of their town/region. This will allow local businesses to profit from better coordinated tourism services and a well-crafted tourism 'experience'.
- Provide assistance for organisers of new events. This could include assisting with insurance coverage and other administrative issues such as applications and related paperwork. Knowledge and assistance to access relevant government tourism funding may also be useful.
- Run a 'get involved' program to attract people to be more involved in events and business coordination activities.

Agriculture

- Investigate beef production partnerships to supply large-scale export agreements.
- Facilitate export and trade information for parties interested in developing export relationships. This could involve seminars and workshops from trade or professional bodies.
- Utilise Blayney 2020 vision and identity ideas to form the basis of a local or regional brand. This would allow local producers to leverage this branding to create demand for their products.
- Re-examine policies relating to the subdivision of agricultural land. Retaining more broad-scale farming businesses may assist declining farm productivity issues.
- Assist small agricultural producers to access information to improve pasture and livestock management and increase productivity.
- Better internet and communications infrastructure to support agricultural businesses. Whilst this issue was raised in an agricultural context, better communication services will assist all businesses.
- Engage with CTLX and stock transport companies to better understand road and transport issues, such as problem

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routes, high mass vehicle and road train access issues.

Food & Beverage Manufacturing

- Facilitate export and trade information for parties interested in developing export relationships. This could involve seminars and workshops from trade or professional bodies.
- Noting the difficulties in developing greenfield industrial sites, potential Food & Beverage Manufacturing businesses may be attracted to the region by assistance measures, including tax or rate rebates, service fee reductions and/or development assistance.

Manufacturing

- Work with businesses to identify skills shortages and consider measures that could assist businesses to close these gaps.

APPENDICES

APPENDICES

APPENDIX 1: SOCIO-ECONOMIC PROFILE DATA SOURCES

WRI has used the following sources of information in constructing the LGA profile:

- Gross Regional Product – extracted from Input-Output table for Blayney LGA
- Key contributing sectors (Figure 1) – employment and value added data from Input-Output tables for Blayney LGA
- Changes in sectoral employment (Figure 2) – ABS Census of Population and Housing 2006 and 2011, Place of employment
- Key shift-share results & industries' employment growth (Table 1) – Calculations are based on ABS Census of Population and Housing 2006 and 2011, Place of employment
- Average income by occupation (Table 2) – ABS Census of Population and Housing 2006 and 2011
- Employment mapping (Table 3) – ABS Census of Population and Housing 2011
- Count of businesses – ABS Count of Australian Business Data June 2011 – June 2014, Catalogue No. 8165.0
- Recent unemployment trend (Figure 3) at Local Government Area- Department of Employment, December 2010 – December 2014
- Educational profile, highest year of school completed (Figure 4) – ABS Census of Population 2011
- Post-school qualifications (Figure 5) – ABS Census of Population and Housing 2011
- Growth in qualifications - ABS Census of Population and Housing 2006 and 2011
- Current study patterns (Table 4) – ABS Census of Population and Housing 2011
- Population - ABS Census of Population and Housing 2011
- Age structure (Figure 6) – ABS Census of Population and Housing 2001, 2006 and 2011
- Age dependency ratios (Table 5) – ABS Census of Population and Housing 2011
- Indigenous population – ABS National Regional Profile 2006 and 2011
- Population projections (Figure 7) – NSW Government, Department of Planning and Environment. New South Wales State and Local Government Area Population Projections: 2014 Final
- Personal and household income (Figures 8 and 9) – ABS Census of Population and Housing 2006 and 2011, Quickstats;
- Housing affordability (median weekly rental as percentage of median household weekly taxable income & ratio of median house price to median household taxable income), Figures 10 and 11 – NSW Government, Family & Community Services, Housing NSW. Rent and Sales Reports (September 2006, September 2011)
- Home ownership versus rental (Figure 12) – ABS Census of Population and Housing 2006 and 2011, Time Series DataPack, Catalogue no. 2069.0.30.003
- Value of construction (Table 6) – ABS, Building Approvals, Catalogue no. 8731.0, 2012-13 & 2013-14
- Crime statistics (top 10 offence categories), Table 7 – NSW Bureau of Crime Statistics & Research (BOCSAR), NSW Recorder Crime Statistics, 2010-2014

BLAYNEY SOCIO-ECONOMIC PROFILE & OPPORTUNITIES**APPENDIX 2: INDUSTRY SECTOR SCORING METHODOLOGY**

A scoring methodology was employed to identify key industry sectors within Blayney. The scores were assigned in the following areas:

- Shift-Share analysis and employment growth strength;
- Location quotients;
- Economic contribution to the regional economy;
- Multiplier effects and linkages to other sectors;
- National productivity growth;
- Industry Projections;
- Diversification opportunities; and
- Local champions.

Shift-Share analysis and employment growth strength

Analysis of employment growth at the state and Blayney regional levels was undertaken by means of shift-share analysis. A shift-share analysis:

- Separates employment growth between the state economy, industry mix and local components; and
- Identifies industries that have grown at a faster or slower rate than state and industry averages.

Shift-share analysis was performed to determine the relative strengths of the regional economy for Blayney LGA, based on the past and current employment growth performance of the respective regions.

The shift-share analysis has been conducted by place of employment and is based on the industry sub-division level code. Specifically, industries at the two digit ANZSIC code were examined (i.e. 105 industries for each region).

The shift-share analysis divided the change in industry employment in the respective regions into three components:

- State economy. The share of local job growth attributable to growth of the state economy;
- Industry mix. The share of local job growth that can be attributed to the region's mix of industries; and
- Local component. The share of local job growth that describes the extent to which factors unique to the local area have caused growth or decline in regional employment of an industrial group.

The shift-share analysis resulted in the classification of the industries into four major types, which would allow identification of key industries for further analysis:

- Type I. Local firms outperforming in a high growth industry;
- Type II. Local firms underperforming in a high growth industry;
- Type III. Local firms underperforming in a low growth industry; and
- Type IV. Local firms outperforming in a low growth industry.

The shift-share analysis was conducted between the 2006 and 2011 Census periods.

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APPENDICES

Analysing key sectors

For the purpose of selection of key sectors, WRI examined the local components for relevant industries in the region. A positive local component for an industry indicates that firms from that industry Blayney performed better than the combined state average in that industry, in terms of employment growth.

WRI examined the changes in employment local component for 105 industries in the region, as well as absolute changes in employment between 2006 and 2011. If the change in local component was positive and greater or equal to 15 (i.e. 15 persons), a score of one was given; in all other cases (negative local component or positive but smaller than 15), a zero score was assigned.

In terms of the 5 year employment growth rate, for the sectors that grew by more than 50% or grew by less than 50%, but substantially in absolute terms (e.g. added more jobs than any other industry), a score of one was given, otherwise a zero score was assigned.

Location quotients

Location quotients is a way of quantifying how "concentrated" an industry is in a region compared to a larger geographic region. Concentration refers the percentage of the working population employed in that industry.

WRI determined the concentration of each industry in Blayney by calculating the ratio between the industry's FTE employment and the total FTE employment in Blayney. This relationship was then compared to the industry's relationship at the Central West, New South Wales and Australian levels.

Sector scoring

Industry sectors where the concentration of employment is higher for Blayney than the comparison regions were scored one, otherwise a zero score was assigned.

Economic contribution to the regional economy

WRI examined the contribution of industries in terms of value added and full time employment. The industry data was obtained from Blayney's Input-Output table. The top 10 industries with the highest value added and full time employment (as a percentage of the total in the LGA) were selected and assigned a score of one. All other industries with a smaller relative contribution were given a score of zero.

Multiplier effects and linkages to other sectors

Multipliers measure the relationship between the direct and indirect contributions of each industry in a respective region and indicate the relative magnitude of the flow-on effects of each industry compared to the direct effect of that industry (i.e. a multiplier of 1.5 indicates that for every \$1 of direct impact there will be \$0.50 in flow-on effects). Multiplier effects are evident when the structural interdependencies in the regional economy and linkages across industries are examined.

A sector is considered to be a key sector if its multipliers are greater than the average multipliers across industries, and the multiplier effects are spread over a large number of industries. WRI examined multipliers for major economic variables: value added and full time employment. For the purpose of multiplier calculation and key sector identification, two sets of scoring were assigned as follows:

- For value added, if the industry had above average multipliers, a score of one was given; for below average multipliers a zero score was given.
- For FTE employment, if the industry had a multiplier above 3, a score of 1 was given; for below 3 a zero score was given.

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In addition to value added and FTE employment multipliers, two types of linkages were examined – linkages to upstream industries (i.e. industries that supply inputs to industry in question) and to downstream industries (i.e. industries to which the industry in question sells its output). If the industry was a key sector relative to both upstream and downstream industries (i.e. had strong and well spread linkages to both of them), a score of two was given. If the industry was key sector relative to only upstream or downstream industries, a score of one was given. If the strength and spread of linkages were small, a score of zero was given.

National productivity growth

Annually the ABS releases multifactor productivity estimates, indexes of real GDP per combined unit of labour and capital (Cat No. 5260.0).¹ WRI calculated the growth in productivity for 16 industries between 2009/10 and 2013/14. The industries that reported moderate to good growth (above 1.01) over this period were given a score of one, otherwise a score of zero was assigned.

Industry projections

WRI sourced employment projection data from the Department of Employment for Central West SA4 region. This industry projection data was used to calculate the expected industry employment growth rate between November 2013 and November 2018. For the industries where absolute growth in employment was greater than 500 people or the percentage growth rate was greater than 8 percent, a score of one was given, otherwise a score of zero was assigned. As growth rates were only available for the top level mining and manufacturing sectors, these were applied consistently across the sub sectors.

Diversification opportunities

The detection of diversification opportunities involved the assessment of whether the sectors are linked to the key contributing sectors in the regional economies or sectors that experienced strong growth. Also, consideration was given as to whether the development of these sectors and their associated sectors will generate strong synergistic benefits in the regional economies. For identified sectors a score of one was assigned.

Local champions

WRI considered input from Blayney Shire Council to understand if an industry had a local proponent that was likely to provide meaningful support for the development of that industry. For identified sectors a score of one was assigned.

Selection of key sectors

The ultimate selection of key sectors for further consideration was based on the highest scores given to industries. Key sectors were selected based on consultation with Blayney Shire Council.

¹ The factors have been derived by dividing chain volume estimates of market sector GDP by a combined measure of hours worked and capital services.

APPENDICES**APPENDIX: 3 INPUT-OUTPUT MODELLING**

Input-output analysis was used in this study to determine the economic impact of opportunities within Blayney LGA. Input-output analysis provides a detailed picture of the structure of a regional economy at a point in time and can be used to estimate the contribution or impact of a particular sector of the economy including initial and flow-on effects.

Economic impact analysis has been conducted using input-output models constructed for Blayney Shire LGA.

Construction of the input-output table

The input-output table for this project were extracted from the Australian Bureau of Statistics (ABS) 2009/10 national input-output table using the Generation of Regional Input-Output Tables (GRIT) technique. The national table was used as a base from which to develop a table to represent New South Wales and subsequently the study regions using detailed data from:

- 2011 Census;
- 2013/14 National State Accounts (ABS Cat No 5220.0);
- Australian Demographic Statistics (ABS Cat No 3101.0);
- Quarterly data on employment by industry sector (ABS cat. no. 6291.0.55.003); and
- Australian Industry data (ABS Cat No 8155.0).

The GRIT technique derives regional input-output tables from the national input-output table using location quotients and superior data² at various stages in the construction of the tables. The GRIT procedure was developed by Associate Professor Guy West and Professor Rod Jensen of the University of Queensland and is the most widely used method of constructing regional input-output tables in Australia.³

GRIT uses a series of non-survey steps to produce a prototype regional table from the national table, but provides the opportunity at various stages for the insertion of superior data. The system is "variable interference" in that the analyst is able to determine the extent to which they interfere with the mechanical processes by introducing primary or other superior data.

The GRIT system is designed to produce regional tables that are:

- Consistent in accounting terms with each other and with the national table;
- Capable of calculations to a reasonable degree of holistic accuracy; and
- Capable of being updated with minimum effort as new data becomes available.

The GRIT technique is basically a hybrid method of deriving state and regional input-output tables from the national input-output table while at the same time allowing for the insertion of superior data at various stages in the construction of the tables.

Marginal Coefficients

One of the main limitations of input-output tables is the assumption of linear coefficients. To address this problem and the associated problem of overestimation, the input-output analysis undertaken incorporates the marginal coefficients model which attempts to overcome the limitations of traditional input-output analysis by removing the assumption of linear coefficients for the household sector. As is well documented in literature, the household sector is the dominant component of multiplier effects in an input-output table so using marginal income coefficients for the household sector only provides a more accurate estimate of the multiplier effects and provides results closer to those of a computable general equilibrium (CGE) model. This provides a more

² In this context, "superior" refers to regionally specific data.

³ Miller, R. E., Blair, P. D. Input-Output Analysis: Foundations and Extensions. New York, Cambridge University Press, pp 373-374.

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accurate estimate of the significance of impacts associated with the potential opportunities in Blayney, than would be possible with traditional input-output analysis.

The impacts are measured in terms of industry value added, gross regional product, household income and full-time equivalent jobs. All impacts are measured in either dollar terms or full-time equivalent employment terms.

Note: In calculating the economic impact of the opportunities it should be noted that the Australian Bureau of Statistics applies a confidentiality technique to its Census data tables. The technique involves small random adjustments to the data which help prevent the disclosure of any identifiable data.

Impact Analysis

Input-output analysis is used to estimate the contribution or impact of a particular sector of the economy, or activity within the economy, including flow-on effects. Impacts are measured using either the Industry Significance or Final Demand methods. Data is allocated to WRI's 32 sector model and converted to basic prices under both approaches.

Industry Significance

Input-output tables are frequently used to provide estimates of the significance of a particular industry or organisation in terms of its contribution to the economy. This is done by examining the effects of the organisation shutting down and ceasing all economic activities.

This method provides an estimate of the level of economic activity that can be attributed to that particular organisation. The Industry Significance approach was used to model opportunities in the Food & Beverage Manufacturing Cluster, the Agriculture sector and the Manufacturing sector, using potential FTE employment and revenue estimates as a proxy to model the economic impacts of a given project.

Final Demand

The Final Demand impact analysis calculates the impacts across all sectors in response to changes in industry final demands. The Final Demand approach was used to model the expenditure by non-local visitors to the cricket tournament. This model utilised Tourism Research Australia data from the Regional Tourism Profile for Central NSW 2012/13, relating to average tourism expenditure, which was inflated by CPI to 2014 dollars in order to match the Input-Output table.

The non-local visitors to Blayney were categorised as either day trip visitors or domestic overnight visitors. This was achieved by utilising the domestic visitor proportions from the Regional Tourism Profile for Central NSW 2012/13.

Of the potential 750 non-local visitors to the event, 421 were classified as Day Trip Visitors to Blayney whilst the remaining 329 visitors were classified as Domestic Overnight Visitors. It was further assumed that Domestic Overnight Visitors stay in Blayney for two nights. The expenditure profiles relating to these visitor categories were used to estimate the impact of a potential 750 visitors to the region for the purpose of attending the cricket tournament.

WESTERN RESEARCH INSTITUTE

WESTERN RESEARCH INSTITUTE

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

Ms Danielle Ranshaw – Chief Executive Officer**BEc&Fin NSW**

Danielle's experience in project management in the information technology sector combined with qualifications in economics and finance provides a solid background for WRI projects. With skills in systems design and development, Danielle has been able to extend WRI's capability in developing robust and increasingly complex systems to support research fieldwork. Additionally, Danielle has extensive experience in business process analysis, performance planning and review, report writing and project planning.

Ms Rebecca Hood – Research Officer**BBus (Fin/Acc) With Distinction CSU**

After working in the Financial Services Industry for several years coupled with a degree in Finance and Accounting from Charles Sturt University, Rebecca brings strong skills in finance, economics, business and accounting to WRI projects. Rebecca's experience in the finance field and her high level understanding of current market knowledge gives Rebecca a solid understanding of the financial needs of regional and rural Australia. In her role as Research Officer, Rebecca has worked on a wide range of projects covering many aspects of regional economic development including; economic and social impacts of mining and mine related developments, manufacturing operations, sporting events, not for profit social housing and aged care. Rebecca plays a key role in performing high level and varied economic impact (input-output) modelling and also has strong skills in benefit-cost analysis, human capital modelling, survey questionnaire development and the preparation of socio-economic profiles.

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

Having served in a variety of parliamentary, public service and private sector roles, Alistair brings a wealth of research experience to WRI. Alistair has well developed skills in data analysis, economics and business, and has a wide understanding of government. In addition, Alistair also has

experience in policy development in the energy sector, where he engaged with industry, government agencies and NGOs to inform policy. Alistair's experience in engaging with clients, stakeholders and the public assists WRI to fully understand its client's needs and provide tailored research.

Ms Erin Wise – Senior Research Officer**BBus Marketing, BBus Honours Class 1 (CSU)**

Erin is a passionate market researcher with over 10 years' experience in the industry. Erin joins WRI after gaining a wealth of experience in brand strategy and development, and understanding consumer sentiment from her previous role as a Research Director at Pollinate. She is a skilled quantitative researcher with background in brand tracking, consumer segmentation, advertising testing and evaluation. Erin is proficient in multivariate data analysis techniques, project management, presenting and is dedicated to ensuring her clients solve their research problems.

Erin is currently a member of the Australian Marketing and Social Research Society and has been certified by the society as a Qualified Practicing Market Researcher (QPMR).

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

Dale is responsible for all administrative processes at WRI including executive support, finance, management of the board of Directors and maintenance of policies. She has worked in a variety of roles at WRI, including Fieldwork Supervisor and Research Assistant, and has worked on several community and business surveys. Dale's skills and experience in data collection contribute to WRI's projects, bringing strong skills in data collection, particularly questionnaire development, data entry and telephone and face to face interviewing techniques. In addition to her administrative role, Dale has oversight of marketing, PR and communications activities, and brings a high level of skill to the design of WRI's reports.

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Blayney 2020 Master Plan

Transport and Movement

Blayney Shire Council

Prepared by

MRCagney Pty Ltd

24 August 2015



MRCagney

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1 Introduction

This report has been prepared to investigate transport and movement issues and responses as a supporting document to the Blayney 2020 Master Plan.

Informed by community consultation, town-wide site inspections, and broad professional experience, Blayney's existing transport situation has been thoroughly critiqued in order to identify a range of issues that ultimately prevent the realisation of the town's full potential by failing to support the fullest range of human movement.

In order to achieve the desired outcomes developed in collaboration with the community, a prioritised list of projects has been developed, as outlined in Section 6 of this report.

2 Existing Conditions

The town centre of Blayney is currently spread along the Mid-Western Highway from approximately Railway Lane to Water Street, and while the town boasts a range of significant buildings of architectural and historic merit, the centre of town centre is unduly characterised by large expanses of road space. As is the case in many Australian towns, a history of perfunctory measures to cater for pedestrians have not created an environment that encourages walking to and within town, thereby reducing human activity and interaction in town, ultimately to the detriment of main street business. While there is a reasonably expansive footpath network, the paths themselves are narrow and ageing, and intersection crossing treatments are substandard and do not reinforce pedestrian priority. To date, Blayney's transport infrastructure provision has not reconciled the needs of inter-regional heavy vehicle traffic and the need to create a town centre for people. Nonetheless, given the range of destinations in town, including the high quality adventure playground, cricket grounds, schools, hospital, library, cafes and restaurants, Blayney has the attributes to create an active and vibrant town centre as long as its streets and public spaces are designed to support these types of outcomes.

3 Objectives for Transport and Movement

In order to create an interesting and active town centre, Blayney must become a place that supports and encourages pedestrian and bike travel to and within town. This recognises pedestrians as the key drivers of main street retail prosperity and the creation of active, vibrant communities that are interesting places to live, visit, and spend time. Most simply, town centre streets must be designed with a hierarchy of users in mind that places people ahead of vehicles. This includes creating space for people on bikes, reinforcing pedestrian priority, improving pedestrian crossing opportunities, connecting key destination with quality pedestrian and bike infrastructure, and creating a slow speed main street road environment. Ultimately, street design should create a sense that Blayney's main street is a place to stop and spend time in, rather than simply a means to travel through town and beyond.

4 Issues

Based on community consultation and professional analysis, the following list of key transport and movement issues have been compiled:

- Poor quality footpaths and kerb ramps along Adelaide Street, and connecting key attractors (adventure playground, schools etc.);
- Lack of general pedestrian activity, density of destinations, too much short distance driving leading to lots of empty space in the main street leaving an impression of inactivity. This short sells the street, as if all the activity were visible in one place it would be busy and active – creating even more activity;
- Lack of shade and awnings;
- Lack of cyclist infrastructure and protected lanes along Adelaide Street – road environment discourages less confident or more vulnerable cyclists (including schoolchildren);
- Intersection design (poor walkability outcomes):
 - Wide roads and large intersections along Adelaide Street, lack of marked pedestrian crossings, and misaligned pavements create a main street environment that discourages walking.
 - New Adelaide/Ogilvy crossing treatments divert pedestrians from their direct desired paths, and create visual barriers discouraging pedestrian activity along the main street.
- Poor quality and indirect pedestrian links to rail station and across rail line towards St Josephs;
- Obscured, uninviting bus stop, lacking casual surveillance; and
- 'Place' and 'movement' roles and priorities for Adelaide Street are ill-defined.

Figure 4-1: The new Adelaide Street / Ogilvy Street intersection crossing diverts pedestrian from their desired path, and creates a (literal) barrier to walking



5 Key Response Areas

Key areas to focus efforts to recreate Blayney's transport environment are:

- Connect existing centres of activity with bike lanes and quality footpaths. School children are particularly likely to ride bikes if sufficient infrastructure is provided, which can greatly increase main street activity;
- Consolidate activity within the existing town core by relocating public infrastructure (e.g. the library) closer to town, where possible;
- Improve pedestrian amenity through improved footpath pavements, awnings, street trees, etc.;
- Activate under-utilised sites in the centre of town, with a particular focus on creating active street frontages;
- Improve pedestrian crossings across minor roads through the town centre – such crossings should be raised to reinforce pedestrian priority; and
- Provide more pedestrian crossings across Adelaide Street, including mid-block crossings.

6 Recommendations

The following preliminary list of tasks has been developed based on community consultation, site visits, and technical review.

Priority	Type	Location	Description
1	Pedestrian Network – Intersection Treatments	Adelaide / Church Street intersection	<ul style="list-style-type: none"> ➤ Kerb buildouts ➤ Raised pedestrian crossings on Church Street leg ➤ Align crossings with footpaths and shortest/desired paths
2	Pedestrian Network – Mid-block pedestrian crossings	Adelaide Street between Ogilvy and Church	
3	Pedestrian Network – Intersection Treatments	Adelaide / Water, Adelaide / Martin, and Adelaide / Burns Street intersections	<ul style="list-style-type: none"> ➤ Given the close proximity of these intersections, it is recommended that these be addressed as a single task. ➤ Consider location of mid-block crossing between Church and Burns Street. ➤ Consider completely changing environment of Martin Street for access only. Make it a main pedestrian access to the potential walking trail along the river
4	Cycle Network – Primary	Adelaide Street, Rail line – Barry Rd (or Medway Street?)	<ul style="list-style-type: none"> ➤ Protected bike paths on each side of Adelaide Street. On-street angled parking bays will likely require reconfiguring to parallel bays. Treatment of street trees may require consideration.
5	Pedestrian Network – Primary	Rail crossing, bus stop and rail station access	<ul style="list-style-type: none"> ➤ Clear and direct path across rail line and rail station car park(?) access required. ➤ Pedestrian crossing across Railway Lane required, with clear and direct links to bus stop. ➤ Improve signage. ➤ Remove visual barriers to bus stop / improve casual surveillance.
6	Pedestrian Network – Recreational	Heritage Park to Dakers Oval / Ogilvy Street	<ul style="list-style-type: none"> ➤ Nature walk along Belubula River ➤ Running track with fitness equipment. ➤ Could use Henry St or Farm Lane road reserve, then run alongside river from Burns Street.
7	Cycle Network - Secondary	Water, Church, Ogilvy between Adelaide and Carcoar Street, Carcoar Street between Water and Ogilvy Street	<ul style="list-style-type: none"> ➤ Line marked lanes. ➤ Requires parallel parking bays. ➤ Provide marked buffer between parallel bays and bike lane to prevent 'doorings'. ➤ Green paint treatment through intersections.
8	Pedestrian Network - Precinct	Heritage Park	<ul style="list-style-type: none"> ➤ Rationalise Adventure Park access and car parking to prioritise pedestrian and cyclist outcomes. I

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Priority	Type	Location	Description
			➤ include opposite side of Adelaide Street and Martin Street footpaths in considerations
9	Land Use	Library	➤ New library at visitor information site to intensify main street activity and reduce short driving trips.
10	Pedestrian Network – Mid-block pedestrian crossings	Adelaide Street between Church and Burns	➤ Possible, TBC
11	Land Use	IGA car park	➤ Allow development of first 2-3 aisles of carpark fronting Ogilvy Street to create active street frontage.
12	Pedestrian Network – Intersection Treatments	Adelaide / Charles intersection	➤ Add kerb outs, raised pedestrian crossings (actual treatment will depend on warrants) on minor legs ➤ Align crossings with footpaths and shortest/desired paths
13	Pedestrian Network – Intersection Treatments	Adelaide / Stillingfleet intersection	➤ Add kerb outs, raised pedestrian crossings on minor legs ➤ Align crossings with footpaths and shortest/desired paths. ➤ Possible pedestrian crossing across Adelaide Street.
14	Pedestrian Network	Ogilvy, Church, Henry	➤ Complete/repair footpaths where required. ➤ Repair kerb ramps etc.
15	Pedestrian Network	Mid-Western Hwy	➤ Complete footpaths from Barry Rd – Carcoar St
16	Pedestrian Network	Water Street	➤ Upgrade pedestrian crossing at school ➤ Provide kerb ramps etc.
17	Pedestrian Network	Carcoar St	➤ Complete footpaths Hwy to Ogilvy St
18	Pedestrian Network	Stillingfleet Street	➤ Complete footpaths from Hwy to Hospital
19	Pedestrian Network	Charles Street	➤ Complete footpaths from Hwy – Carcoar St
20	Pedestrian Network	Whole Town	➤ General comment – progressively upgrade footpaths to 2m, with footpaths provided on both sides of all residential streets