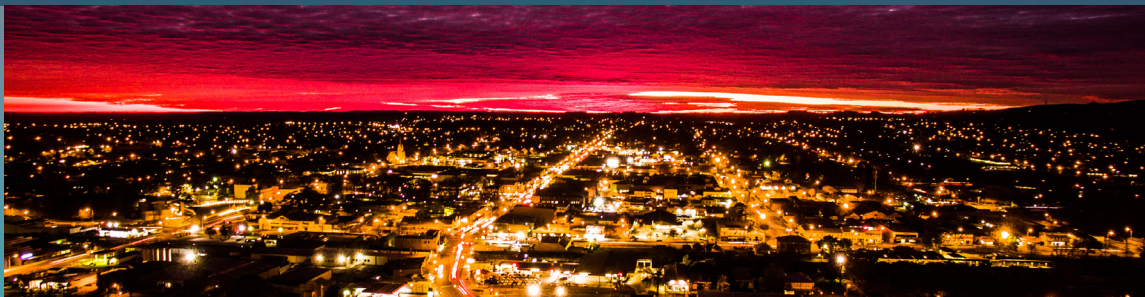


# ORANGE, BLAYNEY AND CABONNE

## Regional Economic Development Strategy | 2018 – 2022



### VISION

A large and diverse regional economy with a vibrant network of towns, villages and a regional city that leverage opportunities from being at the heart of NSW in order to grow wealth and prosperity.





# PREFACE

The NSW Government has assisted local councils and their communities to develop 37 Regional Economic Development Strategies across regional NSW. Each strategy is designed around one or more local government areas that form a functional economic region as defined by economic data and community input. While the strategies have been developed using consistent methodology, each is a product of detailed data analysis and local community consultation to ensure ownership through a 'bottom-up' process: it sets out a vision for the region, the strategies, and early stage actions required to achieve the vision.

Regional Economic Development Strategies articulate a framework for identifying actions crucial to achieving the regional vision. Projects listed within this strategy should therefore be viewed as example projects that have emerged from the initial application of the framework. Adoption of these projects would be subject to further evaluative processes.

The power of the strategy is its ability to be used on an on-going basis to identify additional high value projects over time. By complementing existing funding processes, these strategies present new opportunities to strengthen and increase investment in regional development across NSW.

Importantly, the strategy should be viewed as the first stage of a process that will assist those with an interest in the economic development of the region, particularly councils, communities and local businesses, in planning their future economic activities. It provides a vehicle for engaging the community in a 'conversation' about regional needs and priorities, assists in bringing together key stakeholders and mobilising resources, and in so doing, can facilitate faster access to dedicated NSW Government funding, such as the Growing Local Economies Fund, as well helping to capitalise upon other economic opportunities.

This Strategy, prepared by AgEconPlus on behalf of the region, was formed in collaboration with the Orange City, Blayney Shire and Cabonne Councils, key stakeholders and the broader regional community, which benefited from economic-analytical assistance from the NSW Government's Centre for Economic and Regional Development (CERD).

It is presented in two documents, the *Orange, Blayney and Cabonne Regional Economic Development Strategy 2018–2022* which allows the reader to quickly and easily determine key content, while the accompanying *Orange, Blayney and Cabonne Regional Economic Development Strategy – Supporting Analysis 2018–2022* details the Strategy methodology, evidence and the strategy development process.

For further information about the Regional Economic Development Strategies program please contact the CERD on 02 6391 3025 or CERD@dpc.nsw.gov.au.

**AgEconPlus**  
CONSULTING

Copyright © AgEconPlus Pty Ltd 2018



# INTRODUCTION

The *Orange, Blayney and Cabonne Regional Economic Development Strategy 2018–2022* (the Strategy) sets out a long term economic vision and associated strategy for the three local government areas (LGAs) of Orange, Blayney and Cabonne (the region).

It builds on the region's endowments, specialisations and economic core competencies to guide investment over the next four years<sup>1</sup>. Economic principles suggest that endowments and specialisations play a key role in the development of regional economies<sup>2</sup>.

The Strategy aims to leverage the region's endowments: its topography, water, climate and soils; natural and mineral resources; Central NSW location; access to Sydney, Brisbane and Melbourne; diverse agricultural lands, healthcare and education infrastructure; lifestyle advantages; Aboriginal heritage, historic heritage and villages; and strong local institutions. These endowments are the basis of the region's current specialisations in mining, sheep and cattle farming, food product manufacturing, healthcare, education and State Government administration. They also support the potential for the region's emerging specialisation in tourism.

These endowments and specialisations were identified through data analysis and subsequently informed and were confirmed through the community consultation process.

The Strategy, which builds on the endowments, specialisations and core competencies, aims to:

- develop existing strengths in agriculture, agricultural processing, agri-technology and manufacturing
- support growth in mining and mining services
- build on the region's core specialisation in healthcare
- realise economic opportunity in education and public administration
- drive tourism growth and enhance the liveability of the region.

The Strategy also takes account of regional risks and how they might be addressed.

This Strategy is the culmination of collaboration between the Orange, Blayney and Cabonne Councils, their respective communities and the NSW Government's CERD.

**Figure 1: Map of Orange, Blayney and Cabonne Region Boundary and its constituent LGAs**



Source: CERD

1. Regional Economic Development Strategies, Centre for Economic and Regional Development. ([https://www.dpc.nsw.gov.au/programs\\_and\\_services/centre\\_for\\_economic\\_and\\_regional\\_development/projects](https://www.dpc.nsw.gov.au/programs_and_services/centre_for_economic_and_regional_development/projects))
2. *Regional Economic Growth Enablers Report (2017)*, Centre for Economic and Regional Development.

# BACKGROUND

In 2016 the region was home to 60,987 people, with 40,344 residing in the Orange LGA, 7,257 residing in the Blayney LGA and 13,386 residing in the Cabonne LGA. Orange is one of the State's larger regional cities and has had continuing growth for more than two decades. People who work in the region typically live in the region: ninety-four per cent of the jobs in the three LGAs are held by residents, and 91 per cent of the resident workforce works in the region.<sup>3</sup> As a result of this self-contained employment market, the three LGAs form a functional economic region.

The region's population has been growing quite strongly, but the rate of growth is projected to decline over the coming two decades. As with many regional areas, the region has an increasing incidence of older population cohorts, but there is also a relatively high proportion of couple families with children. It has affordable housing. Unlike many regional areas, the region is not suffering from a 'hollowing-out' of its work force age population.

The region has a relatively low level of unemployment and a relatively high incidence of full-time employment, and the labour force has relatively high levels of human capital.

Health Care and Social Assistance is the region's major employing sector, leveraging off one of the largest regional hospitals in NSW and the region's central location. The region also has a significant Public Administration presence, including the head office of the NSW Department of Primary Industries (DPI) and a strong focus on Education and Training, based around Charles Sturt University and several TAFE campuses.

Mining is a significant sector which leverages the region's unique geology containing metalliferous minerals, in particular, gold.

Employment in two of the previously largest employing industries in the region – Agriculture Forestry and Fishing (predominantly sheep and cattle farming) and Manufacturing – has declined over the past two decades (Figure 2) consistent with broader employment trends in these capital-intensive industries. Employment in viticulture and wine making has, however, grown and diversified these sectors and has potential for helping develop the tourism sector.

Manufacturing's decline in the region included the closure of Electrolux in 2016, however, the region still has a large Food Product Manufacturing base. Employment in Agriculture, Forestry and Fishing was impacted by the 'Millennium Drought' between 2001 and 2011. Since 2011, industry employment has recovered slightly. This has been predominately led by growth in Sheep and Cattle Farming, which may have been attributable to improved weather conditions and higher commodity prices. However current drought conditions may adversely impact employment in this sector

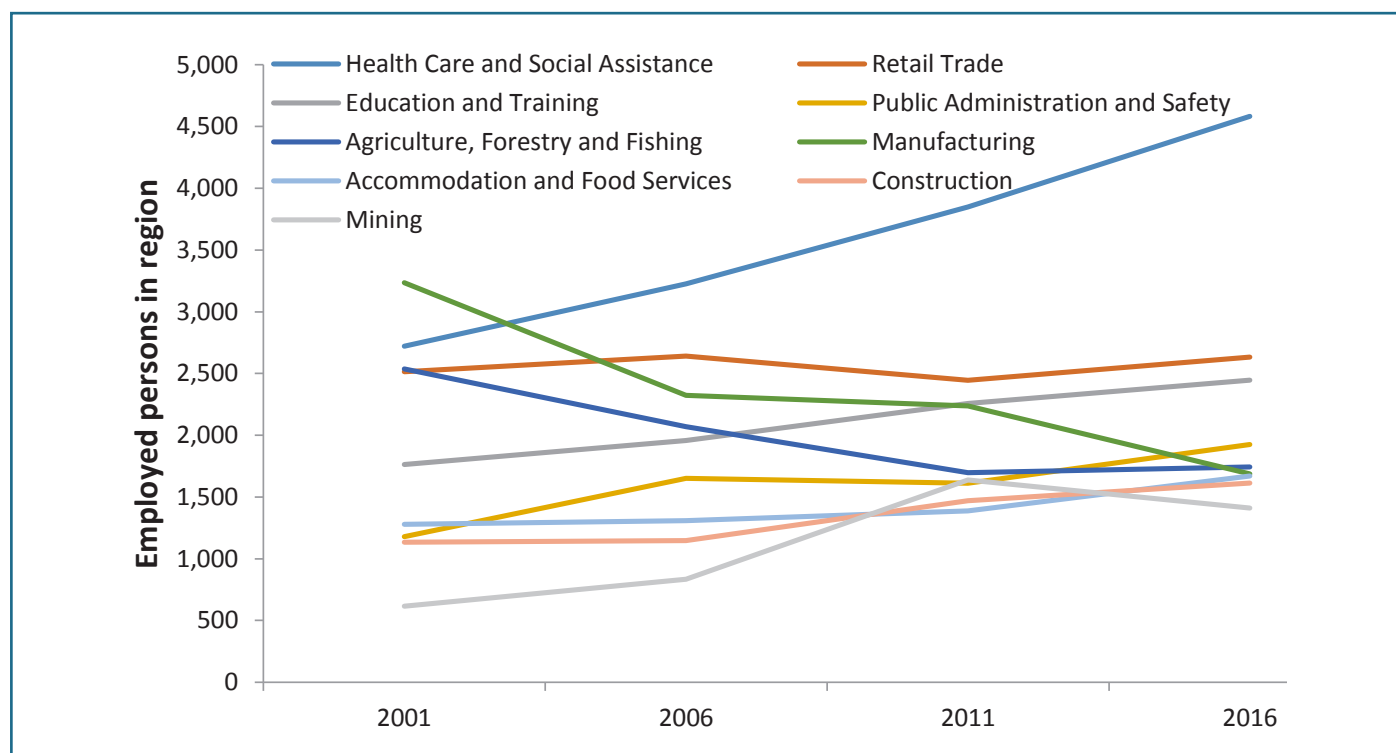
Employment size is an important indicator of a specialisation within a region. Using employment data, in conjunction with other sources such as community consultation and online surveys, the natural and built endowments can be established within the region.

3. GHD (2016) Councils of Blayney, Cabonne and Orange City Sub-Regional Rural and Industrial Land Use Strategy Final Strategy





Figure 2: Employment in the Region, 2001–2016 (Source: Australian Bureau of Statistics)



Another important indicator of economic strength is the value of production in industry sectors and the degree to which there are linkages between a region's industry sectors, which is ascertained through Input-Output Analysis.

The three highest value-added industries are: Non Ferrous Metal Ore Mining, Health Care Services and Retail Trade.





# ENDOWMENTS

Endowments are strengths that a regional economy possesses and can capitalise on. Economic principles suggest that endowments play a key role in the economic development of regions. The CERD in its *Regional Economic Growth Enablers Report (2017)* found that:

*the future of individual regional economies is inexorably linked to their natural endowments and attempts to retain or establish industries without an underpinning endowment are unlikely to succeed.*<sup>4</sup>

A region seeking to encourage economic development should therefore concentrate on factors that enable the growth of endowment-based industries, as well as building local leadership and institutional capacity and capabilities, to facilitate businesses and public agencies and services to capitalise on the opportunities that a region's endowments present. Endowments can lead to opportunities from which commercial and industrial interests may leverage and develop specialisations.

**Table 1. Endowments of the region identified through analysis and community consultation.**

## Water, climate and soil

The region experiences mild summers and cold winters with an average annual rainfall of approximately 900 mm.<sup>5</sup> Fertile volcanic soils are suitable for a range of agricultural enterprises focused around livestock, in particular sheep farming and cattle farming, as well as some grain production, dairy farming and fruit production. Viticulture for cool climate wine is continuing to develop in the region.

## Mineral resources

The region has unique geology containing metalliferous minerals, in particular gold. This has enabled the development of one of the largest gold mines in Australia. Other exploration has been occurring in the region, with potential for other gold and copper mining projects.

## Agriculture infrastructure and services

The region contains significant agriculture infrastructure and services, including the Central Tablelands Livestock Exchange, the DPI head office and the Global AgTech Ecosystem (GATE).

## Orange airport

Orange Regional Airport is a key transport hub for the central west, providing daily passenger connections with Sydney and weekday passenger flights to Brisbane and Melbourne. It also provides a base for a growing number of aero-industry businesses. This direct access to major capital cities enhances the desirability of the region for businesses, residents and tourists.

## Education infrastructure

The region is home to a range of education facilities for all ages, from primary schools and high schools offering unique education for a range of needs, through to Charles Sturt University and Orange College (TAFE), which offer courses related to job opportunities in the region.

## Location, accessibility and lifestyle benefits

The region is centrally located, and is close to Parkes and its proposed national transport node. It is connected to Sydney, Brisbane and Melbourne via flights from Orange Regional Airport. It also has rail access to Sydney. The region's affordable house prices, rural lifestyle choices, small community feel, natural beauty, and diverse economy also make the region liveable and an attractive place to raise a family, retire or semi-retire.

## Natural resources

The region is also endowed with a range of natural resources and features including lakes, waterholes and dams such as Suma Park Dam, National Parks, State Conservation Areas, nature reserves and caves. These are potentially important resources for regional tourism.

## Aboriginal heritage, historical heritage and villages

The region has a rich Aboriginal and European heritage. There are many significant Aboriginal sites within the region, and the Wiradjuri people have an interest in a number of significant development projects. The region also contains numerous towns and villages with extensive built heritage. These offer new residents and businesses a diverse range of locational choices and are potentially important resources for regional tourism.

## Healthcare infrastructure

The region contains diversified health services provision and one of the largest regional hospitals in NSW, which is a teaching hospital affiliated with the University of Sydney and is also used for teaching students from other universities including the Charles Sturt University, University of Newcastle and University of Wollongong. It is co-located with the redeveloped Bloomfield psychiatric hospital.

## Local institutions and strong leadership

The region is well supported by an array of education, health, tourism and business institutions. In addition, the three Councils in the region have strong relationships between them and with businesses and economic development institutions.

4. *Regional Economic Growth Enablers Report (2017)*, Centre for Economic and Regional Development.

5. [http://www.bom.gov.au/climate/averages/tables/cw\\_063254.shtml](http://www.bom.gov.au/climate/averages/tables/cw_063254.shtml)



# SPECIALISATIONS

A simple form of analysis that can be used to gain an understanding of a region's competitive advantages<sup>6</sup> is the Location Quotient (LQ) which measures the employment concentration in industry sectors within a regional economy, compared with the same sectors across NSW. The higher the LQ, the more specialised a region is in that industry relative to the rest of NSW. For the purpose of this analysis, specialisations as defined by LQs, are in turn used as a proxy measure for those sectors and industries that represent a region's true competitive advantages.

Importantly, while LQs are used in this document for that purpose, they are only a partial measure of those competitive advantages. Hence, they have been considered alongside additional qualitative evaluations and data analysis, such as Input-Output analysis, to arrive at the findings for the Strategy.

Health Care and Social Assistance is the largest sector in the region, employing 17.5% of the workforce<sup>7</sup>. It is also an industry in which the region specialises when compared to the rest of NSW. Between 2011 and 2016, employment in this sector grew at a much faster rate in the region than it did across NSW (exceeding the industry employment growth rate across NSW by 12%).

Other specialisations are Sheep, Cattle and Grain Farming (predominantly specialised sheep and cattle farming), Food Product Manufacturing, State Government Administration and School Education<sup>8</sup>. Not only are they important employers, but from 2011 to 2016, these sectors grew more strongly in the region than in the rest of NSW.

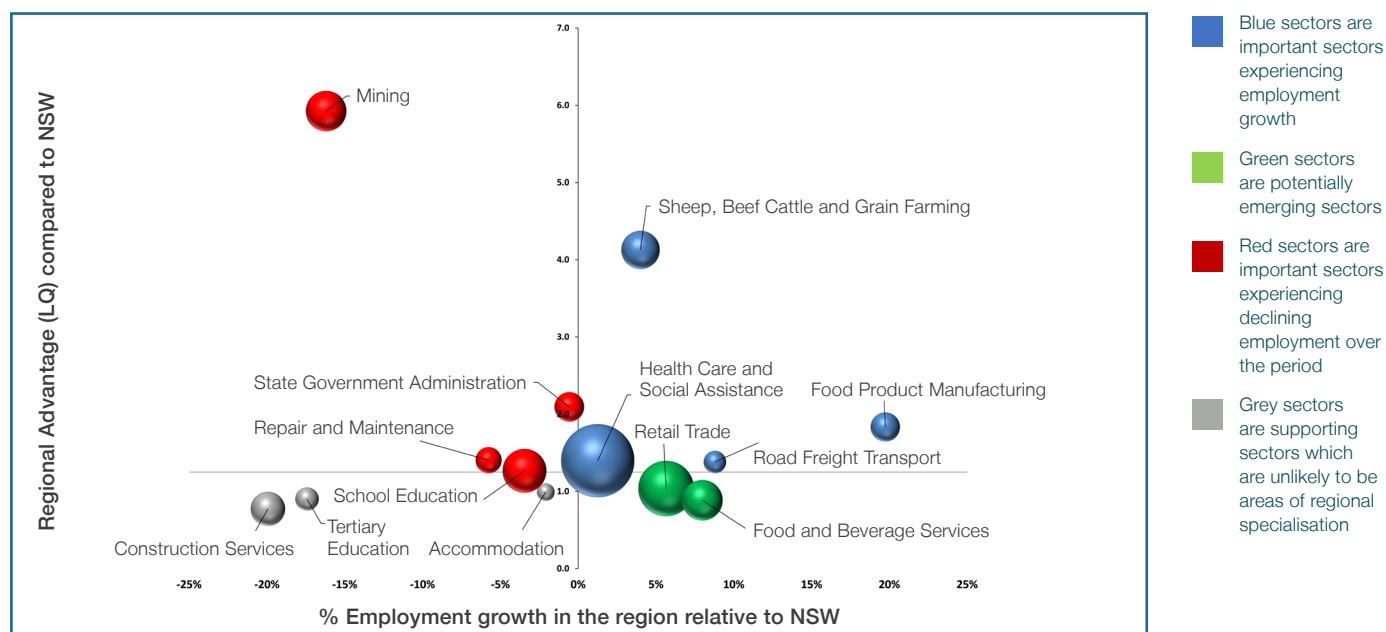
Mining (predominantly gold ore mining) is also a strong specialisation for the region, but employment growth was 5.5% slower than the rest of NSW from 2011 to 2016.

The regional economy does not currently have a specialisation in the Accommodation sector or Food and Beverage Services when compared to NSW. These are Australian and New Zealand Standard Industrial Classification (ANZSIC) industries that reflect the effects of tourism, but these measures do not capture all tourism impacts. Analysis by the CERD indicates that 4.6% of direct employment in the region is associated with tourism. The concentration of tourism employment falls short of the criteria for a specialisation, but growth in the Accommodation and the Food and Beverage Services industries, relative to NSW, points to a potential emerging specialisation, especially with the growth of the local wine industry which can be leveraged into an important visitor attractor.

Figure 3 charts selected industries in the regional economy in 2016, where:

- Industries with a larger 'bubble' employed more people.
- Industries further above the horizontal line are more specialised when compared to NSW (LQ greater than 1.25<sup>9</sup>), industries below the line are less specialised when compared to NSW.
- Industries to the right of the vertical line grew faster between 2011 and 2016 than comparable industries across NSW, industries on the left grew more slowly (in terms of employment).

**Figure 3: Location Quotients and Employment Growth for Industries in the Region**



6. A region's competitive advantage for an industry includes its ability to produce goods and services at a lower cost or differentiate its products from other regions, along with access to external factors which enhance business and operations/minimize risk (Stimson, Stough and Roberts, 2006).

7. Australian Bureau of Statistics Census data, August 2016.

8. While Tertiary Education is not a regional specialisation, it is a key export sector of the region with potential to become a specialisation.

9. A LQ of 1.25 is identified in the literature as denoting a specialisation.



# STRATEGY

The five Strategy elements for the Orange, Blayney and Cabonne region link directly to the opportunities presented by the region's endowments, specialisations and core competencies and also aim to address some key regional risks.

The Strategy elements were derived from an analysis of the endowments that underpin the region's strengths, followed by examination of current industry specialisations and emerging specialisations, identified in consultation with the community and councils.

Each element is accompanied by a set of early actions, which should be interpreted simply as example actions derived from the preliminary application of the strategy framework. It is therefore expected that there will be other actions capable of contributing to the attainment of the region's vision that are yet to be identified. Consequently, an action's alignment with the Strategy is the primary strategic consideration, rather than it being listed in this document, and all proposed actions will be subject to further qualitative and quantitative evaluative processes.

## The Five Elements of the Strategies

1	Develop existing strengths in <b>agriculture</b> , agricultural processing, agri-technology and manufacturing
2	Support growth in <b>mining</b> and mining services
3	Build on the region's core specialisation in <b>healthcare</b>
4	Realise economic opportunity in <b>education</b> and public administration
5	Drive <b>tourism</b> growth and enhance the liveability of the region



## 1 | Develop existing strengths in agriculture, agricultural processing, agri-technology and manufacturing

Primary production is a feature of the region's economic activity in three sectors and this strategy looks to build on the region's specialisations:

- **Broadacre grazing and cropping** – to grow and add value to local agricultural production;
- **Agricultural processing such as food processing and wine production** – to encourage and further develop 'in region' agricultural manufacturing, and to contribute to the growth of tourism through leveraging the region's emerging wine industry; and,
- **Support services (including agricultural and mining equipment)** – to engage in manufacturing where the region has a competitive advantage.

This Strategy aims to build partnerships with NSW DPI that maintain and strengthen their research focus on regional needs and ensures rapid uptake of research outputs.

The DPI will also support the acceleration of agriculture related company 'start-ups' (GATE initiative). The Strategy addresses land-use planning to support the growth of intensive agricultural industries, the provision of budget accommodation to ensure a supply of harvest labour, and initiatives to support the efficient transport of processed agricultural product and manufactured goods. The strategy also recognises the importance of viticulture and winemaking in the region and its potential for further growth.

Priorities for investment include the development of a strategy to integrate the region into the Parkes Intermodal Freight Terminal and maximising opportunities created by direct international flights from Canberra Airport to the rest of the world.

### Infrastructure Priorities

- **Rail infrastructure:** integrate the region with the Parkes Intermodal Freight Terminal, and better service grain growers and other freight-dependent businesses.
- **Road infrastructure:** deliver a network of B double permitted freight routes in the region and connect the region to other areas, including Port Botany and the airports at Canberra and Badgerys Creek (proposed).
- **Digital connectivity:** provide fast and reliable internet access (NBN rollout) as well as improve mobile reception in parts of the region.
- **Worker accommodation:** facilitate investment, including land-use planning provisions to support investment in budget accommodation. Additional accommodation options will assist with the supply of harvest labour (for example backpackers).

### Early Stage Priority Actions

- NSW DPI maintains a research focus on current and future needs of the region's agricultural sectors with an early focus of the livestock and wine industries. New agricultural start-ups are achieved through DPI's GATE program.
- Further develop the region's growing reputation for high quality agricultural and food products through a strengthened focus on local food and wine events that enhance demand and shorten supply chains between producers and visitors.
- Investigate new manufacturing opportunities that build on the region's specialisations.
- Develop a rail strategy to capitalise on the Parkes International Freight Terminal.
- Provide evidence-based support for projects that improve freight networks, such as the B-double road routes, reopening of the Blayney to Demondrille rail line and a strategy to maximise export opportunities through Canberra Airport.
- Review current and likely future constraints to agricultural development in areas such as information technology, land use planning and labour requirements. Identify priority actions based on those that most strongly contribute to enhanced industry competitiveness.



## 2 | Support growth in mining and mining services

The region has a long history of mining that goes back to the 1850s Gold Rush. With modern technology, gold and copper deposits previously beyond the reach of miners are now an economic proposition. For example:

- Newcrest's Cadia Valley Operations has approval for mining until 2030 with at least 30-years of resource. It also recently undertook a large scale expansion.
- Regis Resources is presently securing approval for a large-scale gold mine eight kilometres from the centre of Blayney. The development is likely to yield 150,000 to 200,000 ounces of gold each year with royalty payments to the NSW Government totalling \$60 million. Some \$875 million local expenditure is expected during construction and operation.

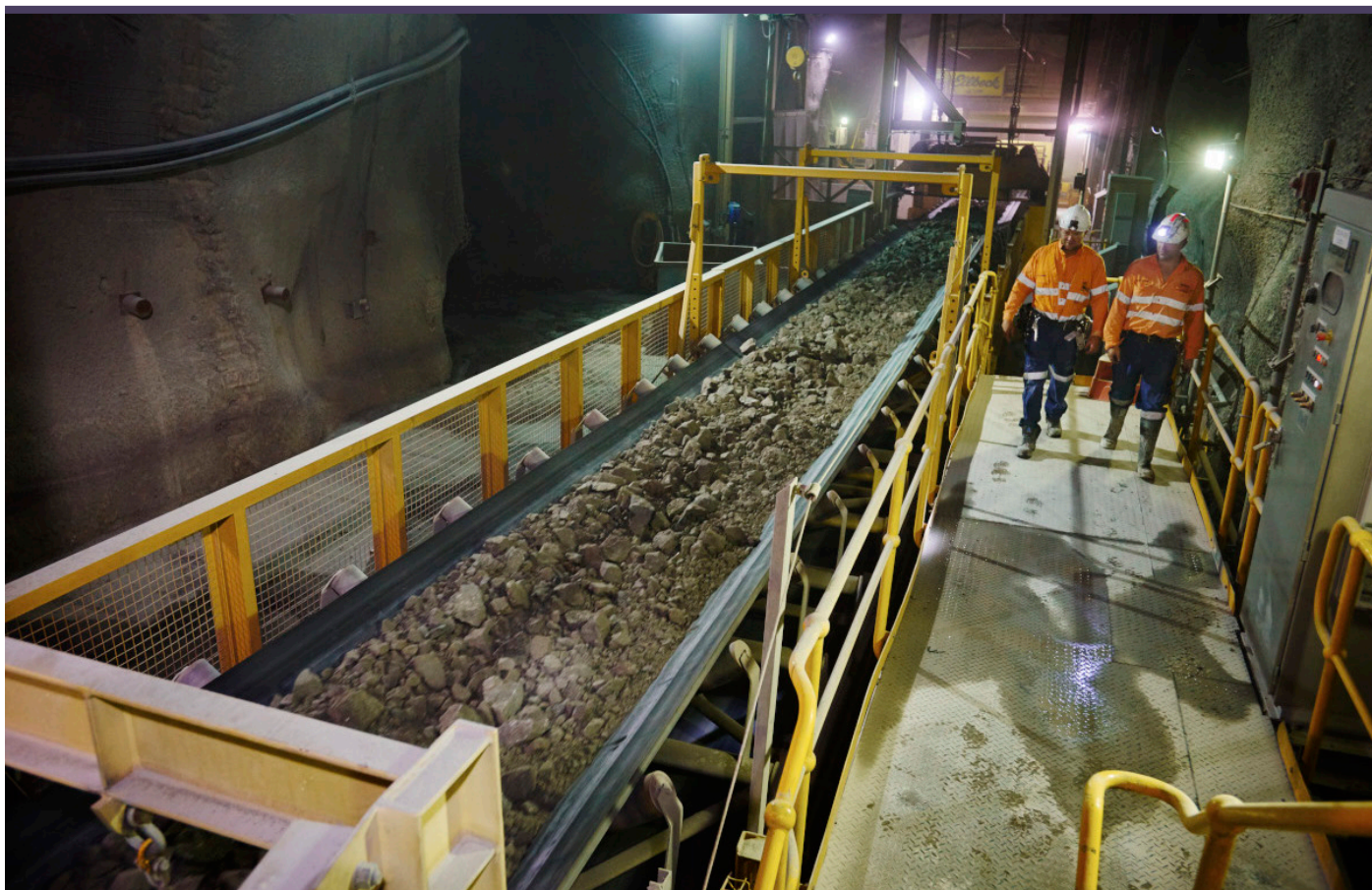
This strategy recognises the large-scale positive economic impacts of mining and the prospect of future growth.

### Infrastructure Priorities

- **Natural Resource Access:** Ensure efficient natural resource access (land and water) to support a sustainable mining sector.

### Early Stage Priority Actions

- Closely engage the community in land-use scenario planning to ensure future viability of developing mining industries.
- Proactively facilitate efficient mining development through local land-use strategies and environmental plans.
- Work with Regis Mine proponents to ensure planning approvals maximise mine benefits while minimising any social and environmental costs.
- Develop forward strategy to identify efficient sources of water supply for mining development.
- Develop a renewable energy strategy for the region with key stakeholders (such as Cadia and Regis) to address high energy prices and to enhance industry competitiveness.



### 3 | Build on the region's core specialisation in healthcare

The region has a strong healthcare sector—this is a core specialisation that should be further developed. The region is well equipped with the Orange Health Service, a large private hospital and a proposed medi-precinct. Linked services include medical imaging, radiography, neurology and the Orange regional nursing service. District hospitals in Blayney, Canowindra and Molong all operate emergency services.

There is also a large aged-care sector in Orange and aged-care facilities in Blayney, Canowindra and Molong. Growth in this sector will increase demand for specialised aged care health services. The health and social assistance sectors shares linkages with both TAFE and the university sector.

This Strategy sets out to maximise economic activity and service provision stemming from the region's core specialisation in healthcare.

#### Infrastructure Priorities

- **Buildings:** may be required to house the establishment of the Murray Darling Medical School, a palliative care hospice, and the domestic violence centre.
- **Retirement village infrastructure:** continue to attract older people to the region from other areas and service local needs for specialised retirement housing and living facilities.

#### Early Stage Priority Actions

- Establish a healthcare strategy across the region to publicise the region's aged care strengths and enhance complementarities between large and small centres.
- Work with proponents of the proposed Orange medi-precinct to advance the concept and continue to provide strong support for the establishment of the Murray Darling Medical School.
- Work with the Orange Local Aboriginal Land Council to further the Land Council's interest in entering the aged-care sector.
- Work with the NSW Government to establish a palliative care hospice and a domestic violence crisis centre in Orange.





### 4 | Realise economic opportunity in education and public administration

The region is a centre for education and public administration in NSW.

The region hosts a thriving independent school sector as people from further west send their children to Orange for their education. It also boasts a strong tertiary sector, with three TAFE Western campuses in Orange and a Charles Sturt University campus. These institutions provide education and training in agriculture, business, trades, health and social assistance training.

The NSW Government is well represented in the region through offices for the Department of Industry, the Rural Assistance Authority, Local Land Services and the Department of Premier and Cabinet. The DPI's Head Office is also based in Orange and provides a large employment base.

#### Infrastructure Priorities

- **School infrastructure:** construct primary and secondary schools in Orange in both the public and private education sectors.

#### Early Stage Priority Actions

- Provide evidence-based support for the fast tracking of additional primary and secondary school capacity in North Orange.
- Investigate the extent of private school wait lists and whether there is scope to increase school capacity.
- Encourage the relocation of business and government entities to the region by providing information about the region's strengths and services.
- Work with Charles Sturt University to establish a campus of the Murray Darling Medical School in Orange.
- Work with NSW DPI to support its research commercialisation/company acceleration (GATE- Global Agri-Tech Ecosystem) and agri-tourism initiatives.
- Investigate opportunities to localise the education and public administration supply chain.



## 5 | Drive tourism growth and enhance the liveability of the region

The region is becoming known for its natural beauty, attractive landscapes, wine industry, and its liveable city, towns and villages.

The goal of the Strategy is to attract more visitors to the region and further diversify the region's economic base, attract permanent residents and add critical mass to the city, towns and villages. In this way, the region will become more buoyant and sustainable, enriching the lives of residents and visitors alike.

This involves building on the region's strengths in food and wine, historic villages, events (such as F.O.O.D. Week and the Australian National Field Days), weddings, agri-tourism,

road trips, rail links to Sydney and airport links to Sydney, Brisbane and Melbourne. There is a need for investment in tourism infrastructure and for more tourist 'product', such as the type of adventure tourism proposed by the Mt Canobolas mountain bike track.

A wider range and variety of accommodation is also needed, ranging from temporary caravan parks for annual events, camping and backpackers through to five-star luxury. The aim should be to stay locally and travel widely in the region. The region may benefit from further consideration of the development of the Yugaway Local Aboriginal Land Council Hotel and Hospitality School.

### Infrastructure Priorities

- **Highway upgrade:** to deliver shorter travel times to and from Sydney.
- **Local road infrastructure:** to enhance traffic flow and management while providing a platform for economic growth.
- **Improved passenger rail services:** to better connect the region to Sydney for the benefit of both visitors and residents.
- **Digital connectivity:** to enhance liveability and business competitiveness. Includes fast and reliable internet access (NBN rollout) and improved mobile reception in parts of the region.
- **Retirement village infrastructure:** to continue to attract older people to the region from other areas.
- **Visitor accommodation:** including temporary caravan parks, camping and backpackers through to five-star destination hotels.
- **Sport and recreation infrastructure:** could include new sporting fields, mountain bike trails, cycle pathways for winery visits, swimming pools, an equestrian centre.
- **Culture and entertainment infrastructure:** such as an upgraded regional conservatorium with planetarium in Orange, a cultural centre in Blayney, a library upgrade in Molong.
- **Water supply infrastructure:** to improve water supply consistency and link towns and villages to reduce the risk of highest level water use restrictions.

### Early Stage Priority Actions

- Develop a long-term vision and marketing strategy for regional tourism consistent with current and future demands. Invest in supporting high demand tourism needs and attractions across the region.
- Develop a regional cultural heritage strategy to support tourism and the liveability of the region.
- Review the effectiveness of existing initiatives and investigate new measures to increase the supply of labour to the hospitality sector.
- Evaluate funding options for the Yugaway Hospitality School.
- Develop the case for improved rail, road and air travel services to boost tourism and liveability.
- Develop the Mt Canobolas Mountain Bike Centre and consider how best to accommodate the growing interest in cycling across the region, such as cycle paths from Orange to wineries.
- Evaluate the feasibility of improved utility services across the region, such as improved and more reliable water supplies and internet access. Such improvements enhance liveability and in so doing attract people to the region's city, towns and villages.



## Strategies and Early Stage Actions

Enablers	Develop existing strengths in agriculture, agricultural processing, agri-technology and manufacturing	Support growth in mining and mining services	Build on the region's core specialisation in healthcare	Realise economic opportunity in education and public administration	Drive tourism growth and enhance the liveability of the region
People and skills	<ul style="list-style-type: none"> <li>➤ Further develop the region's growing reputation for high quality agricultural and food products through a strengthened focus on local food and wine events that enhance demand and shorten supply chains between producers and visitors.</li> <li>➤ Investigate new manufacturing opportunities that build on the region's specialisations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Closely engage the community in land-use scenario planning.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establish a healthcare strategy across the region to publicise the region's aged care strengths and enhance complementarities and linkages between large and small centres.</li> <li>➤ Publicise the region's strength in aged-care services to providers and developers.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Investigate the extent of private school wait lists and whether there is scope to increase school capacity.</li> <li>➤ Encourage the relocation of business and government entities to the region by providing information about the regions strengths and services.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review the effectiveness of existing initiatives and investigate new measures to increase the supply of labour to the hospitality sector.</li> <li>➤ Evaluate funding options for the Yugaway Hospitality School.</li> </ul>
Government, regulation, services and information	<ul style="list-style-type: none"> <li>➤ NSW DPI maintains a research focus on current and future needs of the region's agricultural sectors with an early focus of the livestock and wine industries. New agricultural start-ups are achieved through the DPI's GATE program.</li> <li>➤ Review current and likely future constraints to agricultural development in areas such as information technology, land use planning and labour requirements. Identify priority actions based on those that most strongly contribute to enhanced industry competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Proactively facilitate efficient mining development through local land-use strategies and environmental plans.</li> <li>➤ Work with Regis Mine proponents to ensure planning approvals maximise mine benefits while minimising any social and environmental costs.</li> <li>➤ Develop forward strategy to identify efficient sources of water supply for mining development.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Work with proponents of the proposed Orange medi-precinct to advance the concept and continue to provide strong support for the establishment of the Murray Darling Medical School.</li> <li>➤ Work with the Orange Local Aboriginal Land Council to further the Council's interest in entering the aged-care sector.</li> <li>➤ Work with the NSW Government to establish a palliative care hospice and a domestic violence crisis centre in Orange.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide evidence-based support for the fast tracking of additional primary and secondary school capacity in North Orange.</li> <li>➤ Work with Charles Sturt University to establish a campus of the Murray Darling Medical School in Orange.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop a long-term vision for regional tourism consistent with current and future demands. Invest in supporting high demand tourism needs and attractions across the region.</li> <li>➤ Develop a regional cultural heritage strategy to support tourism and the liveability of the region.</li> <li>➤ Develop the case for improved rail, road and air travel services to boost tourism and liveability.</li> <li>➤ Develop the Mt Canobolas Mountain Bike Centre and consider how best to accommodate the growing interest in cycling across the region, such as cycle paths from Orange to wineries.</li> <li>➤ Evaluate the feasibility of improved utility services across the region, such as improved and more reliable water supplies and internet access. Such improvements enhance liveability and in so doing attract people to the region's city, towns and villages.</li> </ul>

## Strategies and Early Stage Actions

Enablers	Develop existing strengths in agriculture, agricultural processing, agri-technology and manufacturing	Support economic growth in mining and mining services	Build on the region's core specialisation in healthcare	Realise economic opportunity in education and public administration	Drive tourism growth and enhance the liveability of the region
Infrastructure	<ul style="list-style-type: none"> <li>➤ <b>Rail infrastructure:</b> integrate the region with the Parkes Intermodal Freight Terminal, and better service grain growers and other freight-dependent businesses.</li> <li>➤ <b>Road infrastructure:</b> deliver a network of B double permitted freight routes in the region and connect the region to other areas, including Port Botany and the airports at Canberra and Badgerys Creek (proposed).</li> <li>➤ <b>Digital connectivity:</b> provide fast and reliable internet access (NBN rollout) as well as improve mobile reception in parts of the region.</li> <li>➤ <b>Worker accommodation:</b> facilitate investment, including land-use planning provisions to support investment in budget accommodation. Additional accommodation options will assist with the supply of harvest labour (for example backpackers).</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Natural Resource Access:</b> Ensure efficient natural resource access (land and water) to support a sustainable mining sector.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Buildings:</b> may be required to house the Murray Darling Medical School, a palliative care hospice, and a domestic violence centre.</li> <li>➤ <b>Retirement village infrastructure:</b> continue to attract older people to the region from other areas and service local needs for specialised retirement housing and living facilities.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>School infrastructure:</b> construct primary and secondary schools in Orange in both the public and private education sectors.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Highway upgrade:</b> to deliver shorter travel times to and from Sydney.</li> <li>➤ <b>Local road infrastructure:</b> to enhance traffic flow and management while providing a platform for economic growth.</li> <li>➤ <b>Improved passenger rail services:</b> to better connect the region to Sydney for the benefit of both visitors and residents.</li> <li>➤ <b>Digital connectivity:</b> to enhance liveability and business competitiveness. Includes fast and reliable internet access (NBN rollout) and improved mobile reception in parts of the region.</li> <li>➤ <b>Visitor accommodation:</b> including temporary caravan parks, camping and budget through to five-star destination hotels.</li> <li>➤ <b>Sport and recreation infrastructure:</b> could include new sporting fields, mountain bike trails, cycle pathways for winery visits, swimming pools, an equestrian centre.</li> <li>➤ <b>Culture and entertainment infrastructure:</b> such as an upgraded regional conservatorium with planetarium in Orange, a cultural centre in Blayney, a library upgrade in Molong.</li> <li>➤ <b>Water supply infrastructure:</b> to improve water supply consistency and link towns and villages to reduce the risk of highest level water use restrictions.</li> </ul>



## Strategies and Early Stage Actions

Enablers	Develop existing strengths in agriculture, agricultural processing, agri-technology and manufacturing	Support economic growth in mining and mining services	Build on the region's core specialisation in healthcare	Realise economic opportunity in education and public administration	Drive tourism growth and enhance the liveability of the region
Utilities			<ul style="list-style-type: none"> <li>➤ Develop a renewable energy strategy for the region with key stakeholders (such as Cadia and Regis) to address high energy prices and to enhance industry competitiveness.</li> </ul>		<ul style="list-style-type: none"> <li>➤ Develop a renewable energy strategy to meet both community and mining sector needs.</li> </ul>

# IMPLEMENTATION

The effective implementation of the Strategy will involve the key stakeholders and regional community that contributed to its development, including all three councils as well as state government agencies and local entities.

The completion of this document is intended to be the first stage of an ongoing process where new specific actions to further progress towards the Vision are identified through application of the framework. It is therefore recommended that an Advisory Committee made up of representatives from each council and other groups such as business chambers be established to progress the implementation of actions listed to implement this Strategy, apply the Strategy's framework to identify new actions to be added to the Action Plan, develop key performance indicators and evaluate outcomes. The Advisory Committee would meet every two months as a side meeting of the Central NSW Councils (CENTROC) and would report progress

on actions to each council. The three councils also meet six monthly with the Regional Director, Western, NSW Department of Premier and Cabinet. These meetings could also be used to check the Strategy's progress and review against current grant opportunities.

After two years, the Advisory Committee will initiate the conduct of a formal review of the Action Plan and associated governance processes, producing a brief report card to be published as an addendum to the Economic Development Strategy. This will also provide an opportunity to update the Action Plan for new or modified actions in view of key economic, social, environmental and policy changes.

After four years, the Advisory Committee will also begin the process of updating or refreshing the Strategy.



## Disclaimer

The Crown in right of the State of New South Wales acting through the Department of Premier and Cabinet (Department) does not guarantee or warrant, and accepts no legal liability whatsoever arising from or connected to, the accuracy, reliability, currency or completeness of any material contained in this publication.

Information in this publication is provided as general information only and is not intended as a substitute for advice from a qualified professional. The Department recommends that users exercise care and use their own skill and judgment in using information from this publication and that users carefully evaluate the accuracy, currency, completeness and relevance of such information. Users should take steps to independently verify the information in this publication and, where appropriate, seek professional advice. Nothing in this publication should be taken to indicate the Department's or the NSW Government's commitment to a particular course of action.

## Copyright

This publication is protected by copyright. With the exception of (a) any coat of arms, logo, trade mark or other branding; (b) any third party intellectual property; and (c) personal information such as photographs of people, this publication is licensed under the Creative Commons Attribution 4.0 International Licence (<https://creativecommons.org/licenses/by/4.0/legalcode>).

The Department of Premier and Cabinet requires attribution as: © State of New South Wales (Department of Premier and Cabinet), (2018).

First published: June 2018

## © Photography courtesy of:

Orange City Council  
Blayney Shire Council  
Cabonne Council  
TAFE NSW  
Charles Sturt University  
Newcrest Mining Limited  
Orange Health Service



Developed with the support of the NSW Government as part of the Regional Economic Development Strategies program to assist local councils and their communities in Regional NSW.

