

2007 - 2010 GROW DUBBO Economic Development Plan

Objective: Through business investment, build a strong economic base for Dubbo that reflects competitive advantages in key emerging and developing industry sectors

TARGETS:	# Business Investment Projects Facilitated with firm outcomes	KPI's:	No of new investment inquiries	Current:	N/A		
	# Events Hosted		3 p.a.		N/A		
	% Increase in population		1% p.a.		39,500	June 2006 ABS	
	% Increase in income/capita		3% p.a.		\$35,088	2003/04 ABS Average wage DCC	

Key Result Area	City Image	Corporate Response	Economic Base			Infrastructure provision
			Investment Attraction	Business Development	Industry Development	
Strategy	1. Dubbo is recognised as the leading regional centre in Australia	2. A Strategic Framework exists that maximises the realisation of economic development opportunities	3. Dubbo's economic base has expanded with sustainable businesses providing more employment opportunities			4. Businesses want to develop in Dubbo because of the economic advantages associated with the
Example activities	Investment promotion Sector based marketing Conference & event attraction & facilitation Public relations and media management Research and publishing of information	Planning framework Client management Lobbying for strategic issues Coordination of economic development	Inquiry generation and management Targeted business investment project facilitation for relocations, expansions and establishments	Referral services Business excellence awards Provision of information for better business planning	Focused on industry Identification of impediments/issues/opportunities Network/clustering activities, including group marketing, entry into new markets, skills initiatives, supply chain opportunities	Planning, facilitation and availability of: - land, services, roads, utilities, water, education, health, social infrastructure

Guide to reading this Plan: *Action may be outsourced to a development organisation; ** Action may be outsourced as a fee-for-service project on a competitive basis.

Strategy	Actions	Targeted actions	Lead agent
1. Dubbo is recognised as the leading regional centre in Australia	1.2 Implement the City Image marketing plan	As detailed in the City Image Marketing Plan, with reports to Council twice annually	DCC
	1.3 Develop jointly branded major events and festivals	Develop a city event strategy which defines DCC role in event management**	DCC
	1.4 Determine the opportunities for the establishment of a Centre of Excellence for Dubbo	Work to establish a Centre of Excellence for Dubbo*	Contractor
	1.5 Establish an ambassador program for all of the community to participate in	Expand ambassador numbers at City Information Centre	DCC

Strategy	Actions	Targeted actions	Lead agent
2. A strategic framework exists that maximises the realisation of economic development opportunities	2.1 Provide a responsive planning framework that prevents restrictions to sustainable growth	Include flexibility in land-use policy and codes to provide for changing economic conditions and objectives Review LEP (requires Ministerial sign-off) Develop a local infrastructure strategy that supports growth	DCC
	2.2 Provide responsive customer service that is best practice	Map & review current investment facilitation and project realisation process** Review, develop and document customer service process, including performance targets for dealing with business and development inquiries and applications** Implement agreed targets	DCC
	2.3 Facilitate a coordinated response to economic development	Coordinate a biannual economic development forum between all interested stakeholders* Seek annual agreement between primary stakeholders on roles, responsibilities and referrals*	DCC
	2.4 Lobby government on strategic issues	Define and clarify roles in lobbying process Maintain priority list and “position” statement on strategic issues/projects to be pursued for the City of Dubbo	DCC Contractor
	2.5 Coordinate and provide essential information on the City and development opportunities for publishing	Author and publish an LGA Economic profile** Publish (2p.a.) a business newsletter that includes business confidence indicators** Establish a business directory** Author feasibility reports for economic development opportunities** Author opportunity fact sheets linked to planning approval processes & gap business opportunities**	DCC

Strategy	Actions	Targeted actions	Lead agent
3. Dubbo's economic base is expanded with sustainable businesses providing more employment opportunities	3.1 (Investment attraction) Identify and target "gap" businesses to the City	<p>Develop, as a priority action, a list of target gap activities (& companies) and review regularly*</p> <p>Prepare targeted prospectus documents for gap activities*</p> <p>Meet with companies to encourage relocation to Dubbo*</p> <p>Bring companies to inspect Dubbo as a investment location*</p> <p>Prepare presentations to government to support business relocation/expansion in Dubbo*</p> <p>Validate services provided to firms assisted and introductions provided to support services (eg: RDA, DSRD, Chamber, Employment Firms)*</p>	Contractor
	3.2 (Business development) Develop and implement an event/conference attraction strategy	<p>Identify and allocate resources to outcomes identified in 1.3</p> <p>Identify and develop proposals for events and conferences(6 p.a.)</p> <p>Events hosted (3 p.a.)</p>	<p>DCC</p> <p>DCC</p> <p>DCC/Private Enterprise</p>
	3.3 (Business development) Encourage local business to thrive	<p>Support the annual Chamber of Commerce business excellence awards</p> <p>Lobby to ensure that local businesses continue to have access to State and Federal business advice and financial assistance for expansion*</p>	<p>DCC</p> <p>Contractor</p>
	3.4 (Industry development) Identify, establish and support industry cluster groups	Review and determine industry cluster groups*	Contractor

Develop at least one cluster group by developing action plans with key stakeholders (that includes resource options) that focus on market expansion, capability improvement, access to skills*

Strategy	Actions	Targeted actions	Lead agent
4. Businesses want to develop in Dubbo because of the economic advantages associated with the level and quality of infrastructure available	4.1 Grow government, community, education, health and social services in the City	Identify “gap” services* Develop proposals for “gap” services Government investment by relocations, expansions and establishments*	Contractor
	4.2 Develop an infrastructure development plan that supports business growth	Develop a local infrastructure strategy that supports growth Develop a regional infrastructure plan for major infrastructure projects that addresses all forms of transport, telecommunications, power, technology and major projects)*	DCC Contractor
	4.3 Lobby government for infrastructure funding	Define and clarify roles in lobbying process Maintain a priority list and “position” statement on strategic issues/projects to be pursued for the City of Dubbo*	DCC Contractor
	4.4 Develop and implement a City appearance, character and amenity improvement program (linked to City Image)	Ensure city image/corporate image manual links to signs, entry statements, etc Review streetscape program with funding opportunities to ensure business development outcomes are met Allocate resources Implement	DCC
	4.5 Continue to support growth through the provision of industrial land	Undertake planning and development to ensure that industrial land is released for development	DCC