



DUBBO
CITY COUNCIL



JULY 2013

2013/2014
ECONOMIC
DEVELOPMENT
ACTION PLAN

DEVELOP
INVEST
GROW

DUBBO ECONOMIC DEVELOPMENT STRATEGIC FRAMEWORK

Dubbo's vision for Economic Development

DUBBO...THE CENTRE OF NSW FOR LIFESTYLE, SERVICES, TRANSPORT AND INDUSTRY

Strategic Themes – ‘Ten Steps to Dubbo’s Economic Success’

The Dubbo Economic Development Strategy brings together ten major strategic themes identified by the Economic Development Strategy Working Party, following detailed consideration of work undertaken by Consultants AEC Group in 2010 and feedback received from stakeholders and the community. The resulting framework provides a reference tool to facilitate specific strategic directions for economic development activities in the pursuit of Dubbo's Vision for Economic Development. The ten strategic themes are the cornerstone to Dubbo City's overall Economic Development Strategy:

- 1 *Infrastructure Development*
- 2 *Mining and Mining Services Expansion*
- 3 *Tourism Destination Development*
- 4 *Transport and Distribution Expansion*
- 5 *Agricultural Sustainability and Diversification*
- 6 *Regional Service Centre Development*
- 7 *Workforce and Skills Development*
- 8 *Advocacy and Leadership Development*
- 9 *Business Investment and Attraction*
- 10 *Business Retention and Expansion*

Key Strategic Outcomes and Tasks

The Key Strategic Outcomes and Tasks identified in the Economic Development Strategy have been developed to respond to the 10 strategic themes. These Key Strategic Outcomes and Tasks set the direction for the Strategy for Economic Development in the City and in some instances the region. The Economic Development Action Plan (EDAP) is designed to provide specific actions that will meet the Key Strategic Outcomes and deliver on the ‘10 Steps to Dubbo’s Economic Success’.

This document constitutes the EDAP and will be used by Council to assist in the delivery of the Economic Development Strategy during 2013/2014. The EDAP aligns directly to the Dubbo 2036 Delivery Program (see number references in brackets), and details the economic development actions and activities to be undertaken over the next 12 months to support the overarching economic goals and vision of the City.

Reporting

In order to track the progress of the overall Economic Development Program the following Reports will be provided to the Council:

1. Quarterly Reports (based on the financial year) – Note: in addition, reports are provided quarterly on the Annual Operational Plan regarding key Economic Development indicators;
2. Annual Review and Report on the delivery of the EDAP (based on the financial year);
3. Results of a Biennial Survey of the community regarding the effectiveness of the program; and
4. Review of the Economic Development Strategy (every 4 years).

1. INFRASTRUCTURE DEVELOPMENT

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
Annual actions/targets/goals			
1.1	Monitor the infrastructure needs of local industry and business sectors and encourage the private sector and all other levels of government to prioritise and align infrastructure implementation programs and funding to key economic development and employment projects for the region		
	Implement the detailed long term Infrastructure Strategy for the City.	<ul style="list-style-type: none"> Ongoing discussions with Cobbora Holdings. 	Council (DTS)
	Undertake forums and initiate discussions with government infrastructure providers to pursue future infrastructure needs and funding requirements.	<ul style="list-style-type: none"> Input to, and Review of RDA Orana Infrastructure Plan. 	Council (DTS), (DEVS), (DCD)
1.2	Foster opportunities for joint infrastructure projects in cooperation with business and industry groups, government agencies and other local government		
	Lobby the State and Federal Governments for the ongoing staged development of the Dubbo Base Hospital facility. (1.1.2.1)	<ul style="list-style-type: none"> Communicate with stakeholders regarding current and future development. 	Council (DOCS)
	Implement the Barden Park Regional Centre for Athletics Business Plan in regard to targeting regional events. (1.4.6.7)	<ul style="list-style-type: none"> Complete detailed designs and call for tenders for construction. Complete construction and commissioning. 	Council (DPL)
	Develop a long term strategy for the construction of a new Dubbo Branch Library building. (1.3.6.5)	<ul style="list-style-type: none"> Strategy developed by March 2014. 	Council (DOCS)
	Promote existing Infrastructure advantages and expose and promote available opportunities for further growth of the City.	<ul style="list-style-type: none"> Incorporate the National Broadband opportunity into the development of the <i>Business Investment and Attraction Program</i> and the <i>Business Retention and Expansion Program</i>. Promote Dubbo as a transport hub through development and distribution of communication material. 	Council (DEVS), (DCD), (DTS), (DOCS) and Industry
	Develop additional accommodation options in the City - including student, convalescent, residential, visitor etc.	<ul style="list-style-type: none"> Liaise with CSU, TAFE and other stakeholders (including private sector) to explore options for creating an accommodation precinct in Dubbo. Conduct a builders and developer forum annually. 	Council (DCD) & (DEVS), CSU, TAFE, and Private Sector
1.3	Ensure adequate supply of available land for residential, commercial and industrial purposes that supports a diverse local and regional economy and promotes economic growth		
	Liaise with the NSW Real Estate Institute (Orana), the Dubbo Chamber of Commerce and Industry Inc and development industry on locational demands and development types affecting the City. (2.4.3.1)	<ul style="list-style-type: none"> Meet with them in August, annually. 	Council (DEVS)
	Maintain a comprehensive database of property market statistics and indicators from which to monitor the Dubbo market for residential and industrial development. (4.4.2.1)	<ul style="list-style-type: none"> Comprehensive database maintained. 	Council (DCD)
	Undertake construction of residential allotments based on market conditions. (4.4.2.3)	<ul style="list-style-type: none"> Complete the design of Stage 4 of Keswick Residential Estate. Submit development application for stage 5 of Keswick. 	Council (DCD)
	Review and report on Council's property portfolio in respect of property development, acquisitions and disposals. (4.4.2.4)	<ul style="list-style-type: none"> Report prepared for Council by December 2013. 	Council (DCD)
	Monitor, review and adjust planning imperatives, where possible, to aim for an adequate 'supply versus demand' balance for residential, commercial and industrial land in the City.	<ul style="list-style-type: none"> Develop and maintain commercial, industrial and residential land monitors to annually monitor the supply and demand of land in the City. Undertake an annual review of the Dubbo Local Environmental Plan to ensure adequate zoned land is available for development. 	Council (DEVS)
1.4	Encourage sustainable development and environmentally friendly business practices which protect and maintain the local natural environment and existing infrastructure, facilities and amenity		
	Undertake an annual review of the Economic Profile of the City. (2.4.1.2)	<ul style="list-style-type: none"> Review conducted in November annually. 	Council (DCD)
	Undertake an annual review of the Education for Sustainability Strategy. (2.1.3.1)	<ul style="list-style-type: none"> Review is undertaken by November annually. 	Council (DEVS)

1. Infrastructure Development (continued)

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
1.4	Encourage sustainable development and environmentally friendly business practices which protect and maintain the local natural environment and existing infrastructure, facilities and amenity (continued)		
	Prepare and formulate the State of the Environment report in accordance with the requirements of the Local Government Act 1993. (2.1.2.5)	<ul style="list-style-type: none"> Report developed and distributed. 	Council (DEVS)
	Investigate any possible commercial opportunities to take advantage of the carbon offset methodologies and programmes. (2.1.4.5)	<ul style="list-style-type: none"> Monitor Federal Government initiatives for opportunities. 	Council (DOS)
	Review the implementation of and monitor the Dubbo Environmental Management Plan with respect to all identified environmental sectors. (2.1.1.1)	<ul style="list-style-type: none"> Conduct review every six months (November and April). 	Council (DEVS)
	Undertake an annual review of the Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles. (2.2.3.5)	<ul style="list-style-type: none"> Undertake review annually in December. 	Council (DEVS)
	Facilitate and / or coordinate information flows (including events) designed to educate the community regarding the benefits of sustainable development.	<ul style="list-style-type: none"> Host the Annual Sustainable City EXPO. Review the Sustainability Checklist for business and the community to use in undertaking development and operating businesses. 	Council (DEVS)
1.5	Promote alternative energy sources and infrastructure		
	Facilitate alternative energy / technology business opportunities in partnership with relevant industry sectors and State Government - to support initiatives that attract low carbon investment in Dubbo.	<ul style="list-style-type: none"> Facilitate the establishment of Solar Farm developments in Dubbo City. Workshop with Economic Development Advisory Committee (EDU and other stakeholders to participate) - Identify opportunities for leveraging Dubbo's status as solar panel capital and identify opportunities for new technology growth in the region. 	Council (DCD), (DEVS), Industry and State Government
1.6	Monitor the availability of infrastructure and facilities which may influence the ability to attract and retain businesses and population across the region		
	Industry representative bodies to provide feedback to Council regarding emerging threats and opportunities in respect of the availability of infrastructure and facilities.	<ul style="list-style-type: none"> Workshop with stakeholders to Identify list of priority projects (including infrastructure and gap business and industries) including opportunities for expansion in the food manufacturing, mining and agricultural sectors. 	Council / Economic Development Advisory Committee / other community stakeholders
	Implement rolling programme to improve known deficiencies in existing drainage schemes. (1.5.8.1)	<ul style="list-style-type: none"> Implement programme. 	Council (DTS)
	Review and establish priorities for urban and rural road construction/re-construction for input into the annual Business Plans. (3.1.4.1)	<ul style="list-style-type: none"> Undertake review and include priorities in Business Plans in February, annually. 	Council (DTS)
	Seek additional water resources to cater for the growth of the City. (3.2.2.1)	<ul style="list-style-type: none"> Undertake reviews, and provide recommendations as appropriate. 	Council (DTS)
	Develop a masterplan for the Showground. (4.4.5.4)	<ul style="list-style-type: none"> Masterplan developed by May 2014. 	Council (DCD)
1.7	Research critical infrastructure needs for key growth industries in the region and identify and prioritise immediate infrastructure deficiencies		
	Establish a mechanism to monitor industry and commerce to identify deficiencies and opportunities.	<ul style="list-style-type: none"> Undertake an audit of current infrastructure needs monitoring activities. Develop database of key growth industries and identify their infrastructure gaps relative to Dubbo. 	Council (DCD)
1.8	Develop criteria for determining the priority projects for infrastructure spending in the region giving consideration to those which will boost economic activity (such as jobs growth, developing external markets and productivity improvements)		
	Maintain a list of strategic priority projects for infrastructure.	<ul style="list-style-type: none"> List maintained in consultation with stakeholders and infrastructure providers. 	Council (DCD)

1. Infrastructure Development (continued)

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
1.9	Pursue improvements to, and application of communication technology in the region and encourage all new developments to have advanced communications/technological infrastructure available such as the National Broadband.		
	Deliver and support a broadband business and community engagement program including information bulletins, profiling of case studies and focussed business events.	<ul style="list-style-type: none"> Support Orana RDA with their Annual 'Orana to the Digital Economy Conference and Texpo'. Develop a business and community engagement plan, in consultation with NBN Co and their subcontractors. 	Council (DCD)
	Ensure that opportunities for economic growth of the City, associated with the implementation of the National Broadband project, are realised.	<ul style="list-style-type: none"> Create a Digital Economy Strategy for Dubbo City. Investigate options for Council as a corporate entity to take full advantage of the opportunity. Investigate options for Council as a land developer to take full advantage of the opportunity. Lobby Federal Government to secure a commitment for Dubbo as a priority for rollout. Implement the provisions in the Comprehensive Development Control Plan (DCP) for the City to encourage all new developments to include advanced communication / technology infrastructure. 	Council (DCD) (DEVS)
1.10	Promote the development of airport infrastructure at the Dubbo City Regional Airport as an opportunity for business expansion in the aviation related industry and to support other business/industry expansion/investment		
	Business Plan developed for the Dubbo City Regional Airport. (4.4.1.1)	<ul style="list-style-type: none"> Plan developed by March annually. 	Council (DCD)
	Continue to develop and promote the Dubbo City Regional Airport as an opportunity for business expansion for aviation related industry.	<ul style="list-style-type: none"> Develop and implement a Master Plan for the Dubbo City Regional Airport to provide opportunities for business expansion in aviation related industry and to support other business/industry investment. 	Council (DCD)
1.11	Encourage and promote partnerships with State and Federal governments and agencies in respect of infrastructure needs of local businesses and for future investment in infrastructure (such as transport links, roads, broadband access and phone coverage)		
	Undertake forums and initiate discussions with government infrastructure providers to pursue future infrastructure needs and funding requirements.	<ul style="list-style-type: none"> GM to meet with Local State Member on a monthly basis. Meetings with Ministers held on a needs basis. Mayor to co-host the Federal, State and community leaders breakfast on a quarterly basis. 	Council (GM)
	Lobby the State and Federal Government agencies for the need for an additional flood free bridge across the Macquarie River at Dubbo. (3.1.3.1)	<ul style="list-style-type: none"> Develop an information pack based on the economic needs analysis for distribution/presentation to key funding partners. 	Council (DTS)
	Lobby for continuation of the Inland Rail Project. (3.1.9.2)	<ul style="list-style-type: none"> Maintain communication with RDA Orana, the Inland Rail Lobby Group and other key stakeholders. 	Council (DTS)
	Completion of the Dubbo Regional Livestock Markets facilities upgrade. (4.4.3.7)	<ul style="list-style-type: none"> Complete the expansion and upgrade project. 	Council (DCD)
	Continue to seek Government funding to undertake the construction of a new headquarters building for the Dubbo Local State Emergency Services Unit as secondary stage of the new Rural Fire Service Zone Centre development at Dubbo Airport. (1.5.5.5)	<ul style="list-style-type: none"> Maintain communication key stakeholders. 	Council (DTS)
	Lobby the State and Federal Government agencies for the need for an additional flood free bridge across the Macquarie River at Dubbo. (3.1.3.1)	<ul style="list-style-type: none"> Maintain communication key stakeholders. 	Council (DTS)

2. MINING AND MINING SERVICES EXPANSION

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
2.1	Provide support including networking on specific business development issues		
	Hold four (4) meetings per annum of the Centre for Sustainable Mining Working Party. (1.1.4.3)	<ul style="list-style-type: none"> Hold meetings in September, December, March, June annually. 	Council (DCD)
	Participate in the regional Mining Working Group. (2.2.5.2)	<ul style="list-style-type: none"> Participate in group. 	Council (DEVS)
	Support the development of the Cobbora Coal Mine project and the Toongi Zirconia Mine project. (2.2.5.5)	<ul style="list-style-type: none"> Continue liaison with mining company representatives to provide support and to encourage appropriate community and business consultation. 	Council (DCD)
	Continue to support the Dubbo Zirconia Mine's proposal to reopen the Dubbo-Toongi railway line as its preferred haulage route. (3.1.10.3)	<ul style="list-style-type: none"> Provide support as required. 	Council (DTS)
	Promote business opportunities for, and provide support to, the mining industry.	<ul style="list-style-type: none"> Continue to liaise and support as appropriate the Orana Region Industry Network. 	Council (DCD), (DEVS)
2.2	Ensure appropriate infrastructure investment and planning, including investment in both hard and soft infrastructure for business and the community		
	Undertake a review of the social and economic impacts of mining within the region. (2.2.5.6)	<ul style="list-style-type: none"> Undertake review by November 2013. 	Council (DCD), (DOCS)
	Develop and implement a Mining and Mining Services Strategy that identifies needs and opportunities likely to be associated with the expansion of mining in the region to ensure adequate land, services and facilities are available to support the industry.	<ul style="list-style-type: none"> Create a comprehensive Council Mining and Mining Services Strategy. Implement the recommendations determined by the Strategy. 	Council (DCD)
2.3	Promote Dubbo as the premier mining service centre		
	Work closely with industry organisations to further highlight Dubbo's key geographical positioning and to encourage mining sector business growth within the region.	<ul style="list-style-type: none"> Factor mining prospects into formulation of the Business Investment & Attraction Program and Business Retention & Expansion Program. Create Industry specific fact sheets as part of the development of support collateral. 	Council (DCD)
2.4	Ensure adequate land is available to support investment and to provide accommodation options		
	In conjunction with the annual review of the Dubbo Local Environmental Plan ensure adequate, appropriately zoned land is available to support the mining industry.	<ul style="list-style-type: none"> Undertake annual review. 	Council (DEVS)
2.5	Support micro-enterprise initiatives that support and service the mining sector and its employees		
	Ensure that the Economic Development Services Delivery Program provides support to the mining industry.	<ul style="list-style-type: none"> Pursue 'Business Matching' opportunities with other partners; to enhance the work already being done on Skills and Training Pathways re proposed mine operations. Support initiatives that place an emphasis on the local supply chain industry and create linkages between local manufacturing sector and mining sector. 	Council (DCD)
	Work closely with industry organisations and other stakeholders to further develop small business opportunities related to growth of the mining sector within the region.	<ul style="list-style-type: none"> Continue to liaise and support as appropriate the Orana Region Industry Network. Ongoing communication and collaboration with industry representatives from the mining services sector. Promote Dubbo as a mining services growth sector through the creation Industry specific fact sheets as part of the development of investment support collateral. 	Council (DCD)
2.6	Encourage and support the provision of specialised training and education within Dubbo		
	Actively participate in and support the establishment of specialised training and education facilities within Dubbo.	<ul style="list-style-type: none"> Participate on the RDA Working Party looking into the potential for a Mining Centre of Excellence in Dubbo. Investigate and pursue the opportunity to create an intensive 'Apprenticeship Mine Training Program' in Dubbo (similar to the Programs operating currently in Mudgee and Lithgow). Economic Development Branch to remain an active member of the Schools, Business, Community Partnership Governing Group. Mayor to continue membership of the University of Sydney Community Panel. 	Council (DCD), RDA, TAFE

3. TOURISM DESTINATION DEVELOPMENT

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
Annual actions/targets/goals			
3.1	Establish a tourism destination development strategy to enable market gaps and opportunities to be formally identified and provide relevant fact based information for future development/investment consideration		
	Develop and implement a Tourism Destination Management Plan (DMP) which identifies target interest groups or market segments (eg education, touring, business).	<ul style="list-style-type: none"> Participate and facilitate development workshops. Develop the Destination Management Plan. Communicate Plan to stakeholder and community. Implement the Plan. 	Council (DCD), (DPL), (DCS), Inland Tourism NSW, TWPZ and other tourism stakeholders
3.2	Encourage diversification through tourism product development based on the cultural, natural and built assets of the region		
	Implement components of the Wirradjuri Park Masterplan including sourcing external funding opportunities. (1.3.3.4)	<ul style="list-style-type: none"> Implement relevant components of the Masterplan. Maintain awareness, and application to, relevant funding opportunities. 	Council (DPL)
	Liaise with Minokamo for advice and assistance in maintaining authenticity of Shoyoen. (2.2.4.6)	<ul style="list-style-type: none"> Maintain regular communications with stakeholders in Minokamo. Conduct training sessions with staff and community members as required. 	Council (DPL)
	Submit an annual application to Roads and Maritime Services for cycleway funding. (3.1.13.1)	<ul style="list-style-type: none"> Application submitted in December. 	Council (DTS)
	Promote the natural, cultural and built assets of the City.	<ul style="list-style-type: none"> Produce and maintain key promotional materials including the City website, dubbo.com.au. Develop and promote special interest itineraries. Facilitate group City tours. Maintain City Partnership Program. 	Council (DCD), (DPL), Inland Tourism NSW, TWPZ and other tourism stakeholders
	Facilitate and support the development of new tourism related business ventures, and the expansion of existing tourism related business ventures.	<ul style="list-style-type: none"> Promote and facilitate relevant training and development opportunities. Support development of product bundling/packages. Develop a quality still and digital image library for City promotion and industry use. Ensure the capital works programme for recreational facilities addresses the needs and requirements of regional scale events such as sporting tournaments. Undertake a review of the Camp Road Tourist Precinct in conjunction with the review of the Commercial Areas Development Strategy Review to identify opportunities for the enhancement of the Precinct. Develop the river corridor for recreational opportunities that enable tourism opportunities to be developed. 	Council (DCD), (DPL), (DOCS) Inland Tourism NSW, TWPZ and other tourism stakeholders
3.3	Support alliances between local operators such as the Taronga Western Plains Zoo, the Regional Tourism Organisation, Destination NSW, the indigenous community, local industry associations and other relevant government departments and peak tourism organisations		
	Foster alliances between local operators (e.g. TWPZ, Regional Tourism, Destination NSW, indigenous community, local industry associations and other relevant government departments and peak tourism organisations). (3.3.1)	<ul style="list-style-type: none"> Maintain membership with Inland NSW Tourism. Maintain effective relationships with other LGA's and RTO's. 	Council (DCD), Inland Tourism NSW, TWPZ and other tourism stakeholders
3.4	Utilise the region's natural and cultural environment as tourist attractions in collaboration with tourism industry stakeholders to benefit from the \$24 Billion Australian Nature Tourism industry.		
	Investigate and pursue opportunities for further industry growth.	<ul style="list-style-type: none"> Investigate and utilise potential funding opportunities for Feasibility Study for the Dubbo - Molong Rail Trail. 	Council (DCD), (DPL), Inland Tourism NSW, TWPZ and other tourism stakeholders
	City Promotions Strategy and other associated programmes and strategies to include activities that support local promotion and community pride on being home of the TWPZ. (4.3.2.1)	<ul style="list-style-type: none"> Ensure activities are included in the next 18 month City Promotions Action Plan, to be developed in December 2013. 	Council (DCD), TWPZ

3. Tourism Destination Development (continued)

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
3-5	Maintain and develop quality recreation infrastructure and public amenities which support tourism offerings (such as recreation areas, accommodation, cultural facilities, tourism information facilities, service areas, signage and tourist trails)		
	Implement the Dubbo City Strategic Open Space Master Plan.	<ul style="list-style-type: none"> In consultation with industry, develop a prioritised plan for implementation that considers available funding/potential partners or proponents to add to the detail of the Dubbo City Strategic Open Space Master Plan. 	Council (DPL)
	Define and develop a Public Art Strategy. (2.6.2.1)	<ul style="list-style-type: none"> Policy developed by December 2013. Strategy developed by December 2013. 	Council (DCD) (DOCS)
	Review the Programme for the provision of public transport infrastructure and consult with the Dubbo Transport Working Group. (3.1.14.1)	<ul style="list-style-type: none"> Review undertaken in December annually. 	Council (DTS)
	Pursue with private bus company representative(s), the feasibility of a regular bus service to and from the Taronga Western Plains Zoo. (3.1.14.4)	<ul style="list-style-type: none"> Progress report regarding the potential service provided to Executive Staff by December 2013. 	Council (DTS)
	Identify specific tourism infrastructure and amenities considered important to servicing a current or emerging tourism segment not currently available in the City.	<ul style="list-style-type: none"> Investigate issues/ opportunities regarding the City becoming 'RV friendly'. Undertake signage audit in particular regard to directional signage to VIC. Continue the development of the Dubbo Regional Botanic Garden as a tourist attraction. Actively seek external funding opportunities for the implementation of the Wiradjuri Park Master Plan as a means to facilitate Aboriginal tourism opportunities. 	Council (DCD), (DPL), Inland Tourism NSW, TWPZ and other tourism stakeholders
3-6	Utilise the City's assets to attract business tourism and major events to the region, and through collaboration attract high quality and high yield events		
	City Events Strategy implemented. (4.2.1.2)	<ul style="list-style-type: none"> Maintain and grow membership of Dubbo Event Network. Finalise 'Tool box' for event organisers. Conduct 'taking advantage of events' related workshops. 	Council (DCD), Dubbo Event Network
	Support local initiatives to hold and attract high quality and high yield events.	<ul style="list-style-type: none"> Facilitate the Event Development Fund. Facilitate Event Support and Development Program. 	Council (DCD), Dubbo Event Network
	Develop a capital upgrade programme with cost estimates to modernise the Convention Centre component of the Dubbo Regional Theatre and Convention Centre. (1.3.1.7)	<ul style="list-style-type: none"> Programme developed by October 2013. 	Council (DOCS)
3-7	Establish an identity for Dubbo that reflects the community's aspirations and provides a platform for marketing and promotion of the City whilst identifying the City's unique selling points and year round tourism offer		
	All key promotional activities reflect the City Brand and support key brand messages. (4.3.1.1)	<ul style="list-style-type: none"> To implement the City Promotions Program. 	Council (DCD)
	Implement City Signage Strategy. (4.2.1.7)	<ul style="list-style-type: none"> Strategy implemented by December 2013. 	Council (DCD)
	Undertake a monthly rolling visitor satisfaction survey. (4.1.2.9)	<ul style="list-style-type: none"> Minimum of 200 surveys conducted annually. 	Council (DCD)
3-8	Support and encourage cooperative marketing and product development initiatives		
	Develop and implement an 18 month City Promotions Strategy and Action Plan. (4.2.1.1)	<ul style="list-style-type: none"> Program developed in December 2013. Report 6 monthly on progress of Program. 	Council (DCD)
	Communicate with industry to provide information on co-operative campaign/promotional opportunities. (4.1.2.4)	<ul style="list-style-type: none"> Promote the cooperative opportunities available through Program and other relevant agencies and programs. Report quarterly on the level of performance of industry involvement in cooperative campaigns. 	Council (DCD)
	Deliver two (2) major campaigns targeting key tourism markets annually. (4.1.2.6)	<ul style="list-style-type: none"> Two campaign delivered by June 2014. 	Council (DCD)
	Dubbo City Partnerships Programme is maintained. (4.2.1.6)	<ul style="list-style-type: none"> Programme is maintained with minimum of 100 members. 	Council (DCD)

3. Tourism Destination Development (continued)

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
3.9	Provide quality information to enhance visitor experiences and attract visitation through a broad spectrum of mediums whilst identifying and responding to Dubbo's key tourism market segments		
	Provide a quality information service electronically.	<ul style="list-style-type: none"> • Maintain City online portal through dubbo.com.au. • Develop a digital library to showcase the City, key selling points and experiences. 	Maintain City online portal through dubbo.com.au Council (DCD)
	Develop a central information data base that is well maintained and made available to local stakeholders and prospective investors.	<ul style="list-style-type: none"> • Maintain key contacts database. • Maintain key research and statistics database. 	Council (DCD)
	Provide an effective City Information service that promotes the City and its various attractions and services. (4.2.2.1)	<ul style="list-style-type: none"> • Operate centre seven days a week. 	Council (DCD)
	Implement a familiarisation program for all permanent staff and Ambassadors of the Visitor Information Centre (VIC). (4.2.2.2)	<ul style="list-style-type: none"> • Permanent staff and Ambassadors to spend at least 35 hours p.a. each on familiarisations across all sectors of the City. 	Council (DCD)
	Review service levels and Capital Works Programme to ensure that the VIC maintains its Visitor Information Network Accreditation. (4.2.2.3)	<ul style="list-style-type: none"> • Review undertake in February annually. 	Council (DCD)
	Undertake monthly and quarterly reviews and updates of key information and promotional material. (4.2.2.4)	<ul style="list-style-type: none"> • Monthly and quarterly reviews undertaken. 	Council (DCD)

4: TRANSPORT & DISTRIBUTION EXPANSION

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
Annual actions/targets/goals			
4.1	Expand and strengthen Dubbo's role as a 'hub' for transportation and service operations		
	Promote Dubbo as the 'hub' for transportation and service operations by ensuring appropriately zoned land and information via the Strategic Land Use and Infrastructure Strategies.	<ul style="list-style-type: none"> Undertake an annual review of the Dubbo Local Environmental Plan to ensure adequate zoned land is available for development. 	Council (DCD), (DEVS),(DTS)
	Continue to lobby Federal and State Governments and utilise the resources of the Australian Airport Association to ensure continued viable access to Kingsford Smith Airport for regional airlines. (3.1.18.1)	<ul style="list-style-type: none"> Maintain communications with key stakeholders. 	Council (DCD)
	Facilitate and support initiatives that will assist with positioning Dubbo as the 'hub' for transportation and service operations in Western NSW.	<ul style="list-style-type: none"> Coordinate a high level forum to identify opportunities for projects moving forward. 	Council (DCD), Key Stakeholders
4.2	Promote and market Dubbo as a major transport and logistics 'hub' to support the mining sector		
	Promote Dubbo as the transportation and logistics 'hub' for all mining and mining services in western NSW.	<ul style="list-style-type: none"> Factor transport and logistics prospects into formulation of the Mining Services Strategy. Create Industry Specific Fact Sheets as part of investment specific collateral. Undertake the recommendations of the Mining Services Strategy. 	Council (DCD), Key Stakeholders
4.3	Expand and promote Dubbo's role as a major road/rail interchange centre		
	As a result of defined strategies and forward planning, establish and promote Dubbo as a major road and rail interchange, due to its strategic location.	<ul style="list-style-type: none"> Support further development of private sector initiatives. Lobby Government for upgrading of the Golden Highway. 	Council (DCD), Key Stakeholders
4.4	Promote Dubbo as an air transport link for interstate business and travel		
	Promote Dubbo as the 'hub' for domestic and business travel and air logistics operations.	<ul style="list-style-type: none"> Factor domestic and business travel and air logistics prospects into formulation of the Business Investment and Attraction Program and Business Retention and Expansion Program (SEE 9.2.1 & 10.2.1). 	Council (DCD)
	Encourage increased air linkages to other centres such as Newcastle, Melbourne and Brisbane.	<ul style="list-style-type: none"> Continue ongoing liaison with potential airline partners 	Council (DCD)
4.5	Plan/design efficient road and rail access to complement requirements of industrial and agricultural expansion		
	Ensure that the long term Infrastructure Strategy provides for efficient transport facilities.	<ul style="list-style-type: none"> Include the financial requirements identified within the Strategy into the future long term financial planning. 	Council (DOS)
	Undertake regular liaison and initiate discussions with government infrastructure providers – to pursue future infrastructure needs and funding requirements.	<ul style="list-style-type: none"> Hold regular discussions with Roads and Maritime Services. 2 Hold regular discussions with Agencies concerning Rail and Electricity infrastructure for Dubbo City. Pursue the upgrade of CountryLink rail services to two (2) trains per day. 	Council (DTS)
	Develop plans and implement the relocation of the Troy Junction Rail Level Crossing at the Boothenba Road/Newell Highway intersection to enable road train access. (3.1.10.9)	<ul style="list-style-type: none"> Relocation completed by June 2014 	Council (DTS)
	Implement the new Road/Rail Interface Agreements with Australian Rail Transport Corporation (ARTC) and the John Holland Group. (3.1.4.3)	<ul style="list-style-type: none"> Implement agreements 	Council (DTS)
4.6	Promote partnerships with and encourage State and Federal governments, agencies and industry in respect of the transport infrastructure needs of local businesses and the need for future investment in infrastructure		
	Meet regularly with state and federal government to discuss strategic priorities for the City and the region.	<ul style="list-style-type: none"> GM to meet with Local State Member on a monthly basis. Meetings with Ministers held on a needs basis. Mayor to co-host the Federal, State and community leaders breakfast on a quarterly basis 	Council (GM)
	Facilitate meetings with relevant government agencies, stakeholders and developers to discuss partnerships in respect of the transport needs of local businesses.	<ul style="list-style-type: none"> Facilitate meetings of the Heavy Vehicle Access Advisory Group 	Council (DCD), (DEVS), (DTS)
	Lobby for additional turning and overtaking lanes on the Mitchell and Newell Highways. (3.1.9.1)	<ul style="list-style-type: none"> Maintain communications with stakeholders, as appropriate. 	Council (DTS)
4.7	Ensure adequate high quality land is available to support demand for transport and distribution developments		
	In conjunction with the annual review of the Dubbo Local Environmental Plan ensure adequate appropriately zoned land is available to support the transport and logistics industry.	<ul style="list-style-type: none"> Undertake an annual review of the Dubbo Local Environmental Plan to ensure adequate zoned land is available for development 	Council (DEVS)

5. AGRICULTURAL SUSTAINABILITY & DIVERSIFICATION

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
5.1	Maintain and develop Dubbo as the premier centre for regular commercial fat and store sheep and cattle sales and the indoor show and sales centre for stud cattle, sheep and horses in NSW		
	Promote the Dubbo Regional Livestock Markets.	<ul style="list-style-type: none"> Develop annual Business Plan for the DRLM By February, annually Develop and implement annual marketing program for the DRLM. 	Council (DCD)
	Develop and implement a detailed Master Plan for the Dubbo Show Ground to provide for further development and improvements to maintain and enhance Dubbo's position as a premier centre for indoor show and sales centre for stud cattle, sheep and horses in NSW.	<ul style="list-style-type: none"> Develop Dubbo Show Ground Master Plan by May 2014. 	Council (DCD)
5.2	Expand Dubbo as a major food processing centre		
	Facilitate and support business investment and attraction and business retention and expansion initiatives that focus on the expansion of Dubbo City as a major food processing centre.	<ul style="list-style-type: none"> Factor food processing prospects into formulation of the Business Investment and Attraction Program and Business Retention and Expansion Program. Undertake an annual review of the Dubbo Local Environmental Plan to ensure adequate zoned land is available for development. 	Council (DCD) (DEVS)
	Promote Dubbo as the regional service centre for agriculture based manufacturing and supply.	<ul style="list-style-type: none"> Integration of agricultural based manufacturing supply messages and investment collateral. 	Council (DCD)
5.3	Position Dubbo as a centre for agriculture based manufacturing and service centre		
	Establish and promote Dubbo as a centre for diverse sustainable farming practices.	<ul style="list-style-type: none"> Support the annual Carbon Farming Conference. 	Council (DCD), Department of Primary Industries & Farmers Federation
	Explore opportunities for expanded agricultural and research development.	<ul style="list-style-type: none"> Hold discussions with RDA Chair and NSW Department of Industry and Investment – Organise a joint forum for education providers and relevant stakeholders to canvass the possibilities of expanded agricultural and research development. 	Council (DCD)
5.4	Establish and promote Dubbo as a centre for diverse sustainable farming practices		
	Explore opportunities and undertake activities to support development of industry and related practices.	<ul style="list-style-type: none"> Support the annual Carbon Farming Conference. 	Council (DEVS)
5.5	Encourage the expansion of agricultural education and research and development		
	Encourage the roll out of the NBN to support the expansion of education and research opportunities.	<ul style="list-style-type: none"> Support rollout of the NBN Project Ensure agricultural education and research and development opportunities is including the Digital Economy Strategy 	Council (DCD)
	Research and develop the Business Case for Dubbo to be recognised as an ideal location for carbon trading / sequestration and offsets.	<ul style="list-style-type: none"> Implement carbon off-set methodologies as approved within the Carbon Management Policy 	Council (DCD)
5.6	Promote Dubbo as a cost effective and central location for food and product transport and distribution		
	Facilitate and support business investment and attraction and business retention and expansion promotions that focus on the diversity of Dubbo's agricultural base and opportunities for future investment.	<ul style="list-style-type: none"> Factor diversity of regional agricultural base into formulation of the Business Investment and Attraction Program and Business Retention and Expansion Program 	Council (DOS)
5.7	Position Dubbo as an ideal location for carbon trading/sequestration and offsets		
	Develop materials that promote City as ideal location.	<ul style="list-style-type: none"> Develop industry specific fact sheets and business ready case studies. 	Council (DCD)
5.8	Promote the diversity of Dubbo's agriculture base and the opportunities available for agricultural investment at any scale		
	Develop materials that promote diversity of Dubbo's agriculture base.	<ul style="list-style-type: none"> Develop City Prospectus. 	Council (DCD)

6. REGIONAL SERVICE CENTRE DEVELOPMENT

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
6.1	Improvements to and within the health services sector		
	Continue to lobby and support Western NSW Local Health Network to attract general and specialist medical practitioners to Dubbo including community health staff. (1.1.1.1)	<ul style="list-style-type: none"> Lobby the State Government to ensure adequate professional staff are available to service the Dubbo Base Hospital and associated services. Support prospective staff City familiarisation activities with tours, presentation and information. 	Council (DOCS) (DCD)
	Monitor the impact on Dubbo of the management/ operations of the Western NSW Local Health Network. (1.1.1.3)	<ul style="list-style-type: none"> Maintain communications with key stakeholders. Research reasons for, and potential impacts of possible name change of Dubbo Base Hospital. 	Council (DOCS)
	In conjunction with Sydney University and Charles Sturt University lobby the Federal Government for health tertiary courses and training courses and facilities in the City. (1.1.3.1)	<ul style="list-style-type: none"> Hold two (2) meetings per annum between Dubbo City Council and Sydney University. Hold three (3) meetings per annum of the Dubbo City Council/ Charles Sturt University Working Party. 	Council (DOCS)
	Encourage increased air linkages to other centres such as Newcastle, Melbourne and Brisbane.	<ul style="list-style-type: none"> Continue discussions with potential airline partners. 	Council (DCD)
6.2	Improvements in education and amenity		
	Hold an annual meeting with the Dubbo Office of the Department of Education to discuss primary and secondary education in Dubbo. (1.1.5.3)	<ul style="list-style-type: none"> Meeting held annually in August. 	Council (DOCS)
6.3	Streamlined approval and information process		
	Develop and implement a streamlined approvals process with a user friendly pathway to development.	<ul style="list-style-type: none"> Undertake annual review of the procedure for processing Development Applications in July. Undertake a biennial client survey to determine client satisfaction levels in respect of landuse services. Undertake a biannual review of application processing times and numbers. Economic Development staff to support developers through active participation in pre-planning meetings as requested. 	Council (DEVS) & (DCD)
	Provide a central point of contact for businesses to seek advice and information for investing in Dubbo.	<ul style="list-style-type: none"> Rationalise and enhance website presence of economic development opportunities and assistance available. Raise awareness of personnel within Council and their role in responding to investment enquiries. Produce and distribute a Quarterly Economic Development Newsletter. 	Council (DCD)
6.4	Promotion of a positive image through proactive public relations		
	Implement the adopted Marketing and Communication Programme for the City. (4.1.2.2)	<ul style="list-style-type: none"> All relevant promotional activities are utilised to promote Dubbo as a leading regional centre. Programme implemented by June, annually. Progress reported provided to Council every six months in November and May. 	Council (DCD)
	Implement the Corporate Communications Programme. (1.4.3.4)	<ul style="list-style-type: none"> Programme implemented by June, annually. Report provided annually to Council in July, annually. 	Council (DCD)
	Deliver at least one major campaign/initiative promoting Dubbo City as service/retail centre. (4.1.2.7)	<ul style="list-style-type: none"> Campaign delivered by June 2014. 	Council (DCD)
	Provide consistent news to local and non-local media regarding Dubbo's lifestyle benefits and opportunities.	<ul style="list-style-type: none"> Capitalise on Evocities Program and communication opportunities. 	Council (DCD)
	Promote Dubbo positively to local and non local audiences.	<ul style="list-style-type: none"> Maintain up to date audience databases Publish monthly e-updates regarding events and positive activities Utilise social media to connect with audiences and encourage two way communication 	Council (DCD)

7. WORKFORCE & SKILLS DEVELOPMENT

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
7.1	Delivery of a Skills Development Program		
	In conjunction with Sydney University and Charles Sturt University lobby the Federal Government for health tertiary courses and training courses and facilities in the City. (1.1.3.1)	<ul style="list-style-type: none"> Hold meetings between Dubbo City Council and Sydney University to discuss future development and operations of the University's Rural Medical School. Hold meetings between Dubbo City Council/ Charles Sturt University. Working Party to discuss future development and operations of the Dubbo campus. 	Council (DOCS)
	Make representations to the State and Federal Governments to increase coordinated funding for programmes to improve the education, health, employment and economic development opportunities of Aboriginal people. (1.2.5.1)	<ul style="list-style-type: none"> Maintain communications with key stakeholders. 	Council (DOCS)
	Facilitate and support the development of a repeatable Skills and Training Pipeline Study for Dubbo City.	<ul style="list-style-type: none"> Engage with stakeholders to develop a framework for what is needed in this area (project stages required and desired outcomes). Prepare and advertise an Expression of Interest to undertake the project. Coordinate stakeholders to ensure effective delivery of the project. Workshop findings with stakeholders to identify opportunities and roadblocks facing Dubbo City and possible solutions. 	Council (DCD), RDA, other Key Stakeholders
	Deliver education and training to increase the capabilities of the community, staff and expertise allowing for general 'up-skilling' across the region.	<ul style="list-style-type: none"> Develop a Business Training Calendar. 	Council (DCD), Dubbo Chamber of Commerce and Industry, TAFE, other education providers
	Encourage growth in collaborations and partnerships between industry and education and training providers in the region.	<ul style="list-style-type: none"> Investigate the development a Business Ambassadors / Mentors Program for local business. 	Council (DCD), Dubbo Chamber of Commerce & Industry, TAFE, other education providers
	Provide support to businesses / agencies endeavouring to recruit skilled workers to the City. (1.1.6.1)	<ul style="list-style-type: none"> Actively participate in the Evocities Program. Maintain relevant databases of prospective residents. Ensure program websites remain relevant with current information. Provide support to visiting investors through the City Investment Tours. 	Council (DCD)
	City Marketing programmes (web, media, events, sponsorships) support the attraction of skilled professionals. (4.1.2.5)	<ul style="list-style-type: none"> All relevant activities are utilised to support the attraction of skilled professionals. Maintain and develop City Information Packs, City Websites and other digital communications. 	Council (DCD)
7.2	Understand the nature of demand and supply by engaging with local business and understanding skills and labour needs gaps and delivery of a regular skills and labour needs survey to track skilling and workforce requirements in the region and feeding this information back to education and training providers in the region		
	Engage with local business to understand skills and labour needs gaps.	<ul style="list-style-type: none"> Ongoing liaison with key stakeholders including - Chamber of Commerce and Industry & NSW Industry and Investment, BEC, TAFE, CSU and Western College. 	Council (DCD), Dubbo Chamber of Commerce and Industry, TAFE, other education providers
7.3	Encourage the promotion and expansion of locally available tertiary education opportunities		
	Encourage diversification of post-school education and training, and expansion of tertiary courses in the City.	<ul style="list-style-type: none"> Maintain communications with key stakeholders Identify city training gaps in skills audit project. 	Council (DOCS), (DCD)

8. ADVOCACY AND LEADERSHIP DEVELOPMENT

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
8.1	Communication and engagement with industry, government and the community		
	Promote industry collaboration and cooperation by holding a number of forums for emerging and existing industry to support supply chain development, clustering and formation of partnerships in and around the region.	<ul style="list-style-type: none"> Investigate opportunities for Annual 'Regional Business Expo' event. Maintain active membership of regional 'Economic Development Officer's' Network. 	Council (DCD), NSW Industry & Investment, Dubbo Chamber of Commerce & Industry etc
	Lobby for infrastructure funding to support growth of industry sectors and improve the accessibility of the region in response to identified and prioritised needs.	<ul style="list-style-type: none"> Continue to seek and respond as appropriate to opportunities for public private partnerships within the City. 	Council (DCD)
	Undertake a community survey to determine community satisfaction levels of the elected Councillors. (5.2.1.1)	<ul style="list-style-type: none"> Community Survey undertaken every two year. Results communicated back to the Community 	Council (DCD)
	Develop partnerships with State and Federal government to review and improve regulations and business incentives to facilitate economic growth and diversification.	<ul style="list-style-type: none"> Follow up on Decentralisation Strategy Submission to State Government and actively pursue opportunities. 	Council (DCD)
	Provide support to the Troy Landcare, Clean-up Australia Day, Adopt-a-Park Groups, Friends of the Elizabeth Park and Orchid Society. (2.2.1.2)	<ul style="list-style-type: none"> Support and partner with groups to deliver activities 	Council (DPL)
	Implement the Noxious Weeds/Pest Species Management Programme and Plans. (2.2.1.10)	<ul style="list-style-type: none"> Implement Programme. 	Council (DPL)
	Produce annual documentation for the development and construction industries advising of legislative changes including Building Code of Australia (BCA) amendments and variations in Council's policies and requirements. (2.2.3.2)	<ul style="list-style-type: none"> Produce and communicate documentation in July. 	Council (DEVS)
	Provide input to the development of the NSW Regional Landuse Strategy. (2.2.5.1)	<ul style="list-style-type: none"> Provide input to strategy. 	Council (DEVS)
	Undertake an annual conference with the real estate agents, development and building industries and Chamber of Commerce on planning and building issues. (2.4.3.3)	<ul style="list-style-type: none"> Conference held in August, annually. 	Council (DEVS)
	Undertake Mayoral quarterly forum with developers to discuss Council related issues. (2.4.3.5)	<ul style="list-style-type: none"> Discussions held in September, December, March, June. 	Council (DOS)
8.2	Undertake activities to promote consolidated, united and representative action by business, industry, government and the broader community		
	Develop a consolidated and united approach within Council by understanding the needs of community and developing appropriate actions, to move the region forward.	<ul style="list-style-type: none"> Facilitate an active and united lobbying stance on key issues. Meet regularly with local State and Federal Members of Parliament. Provide clear communication and information flow to and from Government, stakeholders and the broader community based on an adopted engagement framework (Dubbo 2036 and Councils Corporate Communications Strategy). 	Council (DCD)
	Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils.	<ul style="list-style-type: none"> Undertake review of potential opportunities for consideration by Executive Staff by June 2014. 	Council (DCD)
	Proactively form partnerships to assist in achieving investment outcomes (infrastructure and business).	<ul style="list-style-type: none"> Coordinate / Facilitate a minimum of one new event under the 'Let's Get Growing' Alliance banner. 	Council (DCD)

9. BUSINESS INVESTMENT & ATTRACTION

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
9.1	Development of marketing material required to promote Dubbo as a business location and to highlight the growth opportunities available		
	Promote the competitive advantages of the area and reasons to invest in Dubbo in all relevant marketing materials.	<ul style="list-style-type: none"> • Create development displays in foyer of main Council building i.e. project outlines of new and existing growth activities. • Develop and distribute quarterly Economic Development Newsletter. • Develop individual industry profiles regarding specific growth opportunities • Development of an investment attraction DVD • Use leverage from Evocities program to continue to effectively promote the City 	Council (DCD)
9.2	Execution of a business development and marketing program to identify and engage with prospective investors		
	Report on the provision of and demand for child care places in Dubbo. (1.2.1.2)	<ul style="list-style-type: none"> • Report Provided in March. • Finding from report used to potentially attract new investment in the sector. 	
	Undertake an annual review of the procedure for processing Development Applications. (2.2.9.1)	<ul style="list-style-type: none"> • Undertake review in July annually. 	Council (DEVS)
	Continue to implement the adopted Environmental Services Communications Strategy. (2.2.9.2)	<ul style="list-style-type: none"> • Implement adopted Strategy 	Council (DEVS)
	Undertake a biennial client survey to determine client satisfaction levels in respect of landuse services. (2.2.9.3)	<ul style="list-style-type: none"> • Undertake survey in November 2013 	Council (DEVS)
	Implement e-Services project plan to increase the extent of information available electronically. (2.2.9.7)	<ul style="list-style-type: none"> • E-services project plan developed based on planning reform by September 2013. • Project Plan implemented. 	Council (DEVS)
	Develop a Business Investment and Attraction Program.	<ul style="list-style-type: none"> • Establish key activities for inclusion in the Program. • Undertake market research to identify prospective investors and industry market trends. • Make strategic approaches to identified industry sectors promoting the opportunities and benefits of Dubbo as a business location. 	Council (DCD)
	Encourage business to network and engage with specific prospective investors to discuss the benefits of locating to Dubbo.	<ul style="list-style-type: none"> • Council to regularly update Chamber of Commerce and Industry on economic development program and potential growth and expansion opportunities and linkages with investors. • Provide prospective investors with relevant local industry contacts and facilitate meetings as appropriate. 	Council (DCD), Dubbo Chamber of Commerce & Industry, Real Estate Institute

10. BUSINESS RETENTION & EXPANSION

Key strategic outcomes and tasks		Key Projects and Activities	Responsibility / Accountability
	Annual actions/targets/goals		
10.1	Execute a business expansion and retention program		
	Develop a Business Retention and Expansion Program.	<ul style="list-style-type: none"> • Deliver second year component of the ‘Your Dubbo Program’. • Consider recommendations determined by the Digital Economy Strategy. • Assist with identification of technology requirements and sourcing of technology to support new product and service development in emerging sectors (e.g. wind, solar and renewable energies). 	Council (DCD)
	Support and promote local business development activities, such as development programmes, seminars and business awards. (4.1.3.4)	<ul style="list-style-type: none"> • Support relevant activities through appropriate channels. 	Council (DCD)
	Promote the City through an extensive marketing campaign to assist with business expansion and retention (e.g. online retail).	<ul style="list-style-type: none"> • Creation of ‘Investor / Business Ready’ Profiles. 	Council (DCD)
	Engage with existing businesses to better understand the challenges for business and to provide information (e.g. online retailing).	<ul style="list-style-type: none"> • Work with the Chamber of Commerce and Industry to identify local business needs, and address as appropriate. 	Council (DCD), Chamber of Commerce & Industry
	Provide events and seminars for local business to assist communication and promote collaborative opportunities and partnership development.	<ul style="list-style-type: none"> • Investigate the development of a ‘Home Based Business’ Project. • Assist local business and industry in ‘tapping’ into State and Federal support programs. • Promote and support as appropriate seminars and events designed to support local businesses. 	Council (DCD), Chamber of Commerce & Industry, RDA, NSW Industry & Investment
	Undertake an annual review of the Urban Land Monitors. (2.4.1.1)	<ul style="list-style-type: none"> • Undertake review annually. 	Council (DEVS)
	Ensure that commercial and industrial land use planning and regulations are streamlined to facilitate and promote business expansion and investment.	<ul style="list-style-type: none"> • Implement e planning initiatives. 	Council (DEVS)
10.2	Undertake a local business skills development program		
	Facilitate business support and training initiatives to the Dubbo business community to increase general business skills and improve general functionality and competitiveness of the Dubbo business community.	<ul style="list-style-type: none"> • Provide information on technology, R&D and IP protection to encourage an innovative environment for local business whilst protecting ideas, revenues and future commercialisation streams. 	Council (DCD), Chamber of Commerce & Industry, Business Enterprise Centre
	Facilitate supply chain matching to support emerging alternative energy industry growth.	<ul style="list-style-type: none"> • Support initiatives that further develop the local supply chain network. • Continue to liaise and support as appropriate the Orana Region Industry Network. 	Council (DCD)