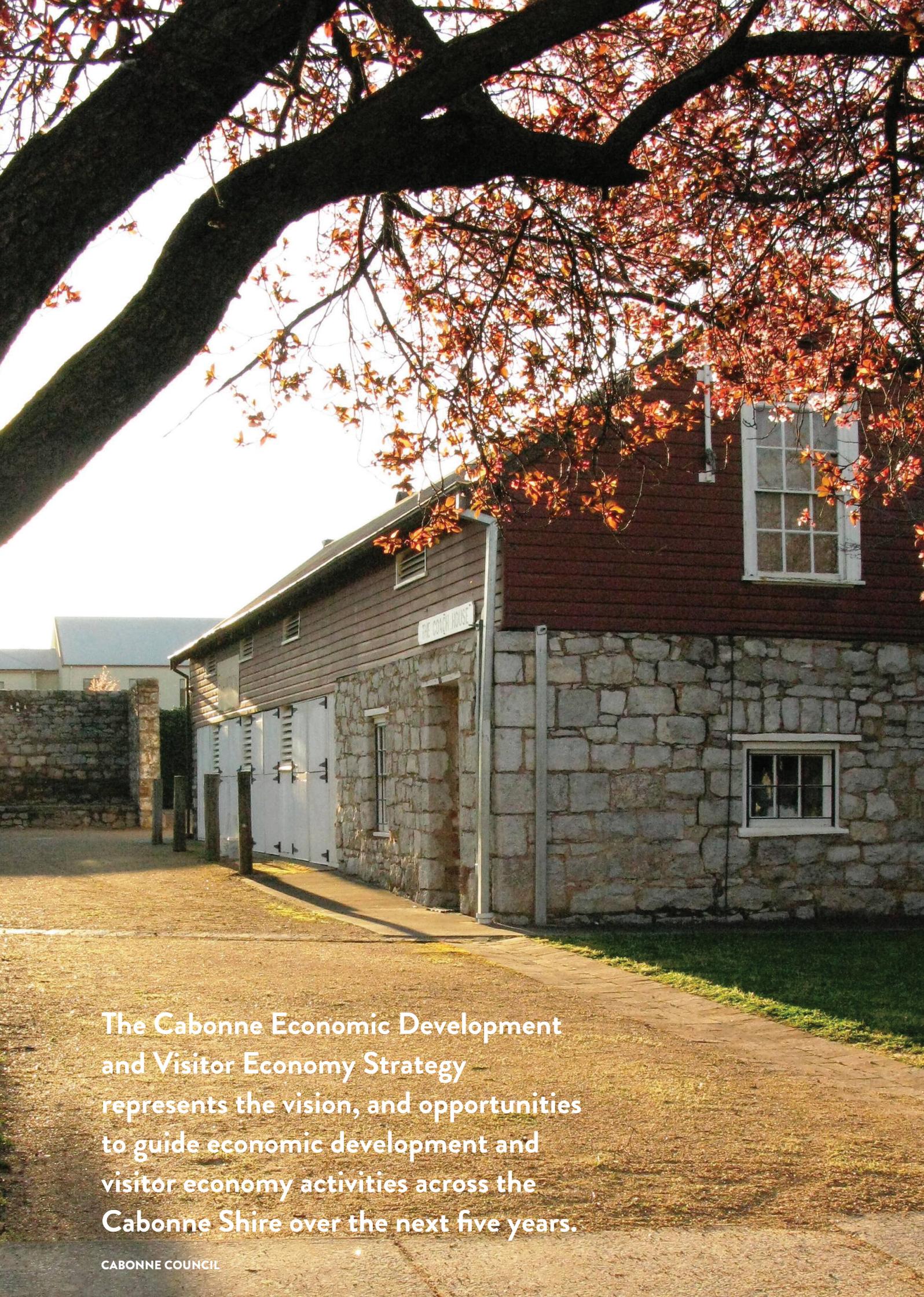


CABONNE COUNCIL

CABONNE ECONOMIC DEVELOPMENT & VISITOR ECONOMY STRATEGY

—
SEPTEMBER 2021





The Cabonne Economic Development and Visitor Economy Strategy represents the vision, and opportunities to guide economic development and visitor economy activities across the Cabonne Shire over the next five years.

THE OPPORTUNITIES

The economic opportunities for Cabonne leverage the region's existing strengths and assist in economic diversification. Opportunities include:

ECONOMY:

- Continued support for agriculture
- Increased beverage production
- Increased processing of local agricultural product
- Population servicing sectors
- Tourism servicing sectors.

VISITOR ECONOMY:

- Expansion of overnight domestic holiday visitation
- Expansion of industrial visitation
- Support visitor dispersal
- Expand and promote nature-based tourism
- Support and expand events and festivals.

THE ECONOMIC DEVELOPMENT AND VISITOR ECONOMY STRATEGY

SUPPORT EXISTING BUSINESSES

Through engaging with local businesses, providing access to training / upskilling and reporting on local success stories.

ENCOURAGE CROSS-REGIONAL COLLABORATION

Both within the region and with surrounding local governments.

ATTRACT NEW INVESTMENT

By providing a concierge service and hand holding to ensure more certainty for businesses and attracting identified industry opportunities.

ADDRESS KEY CHALLENGES

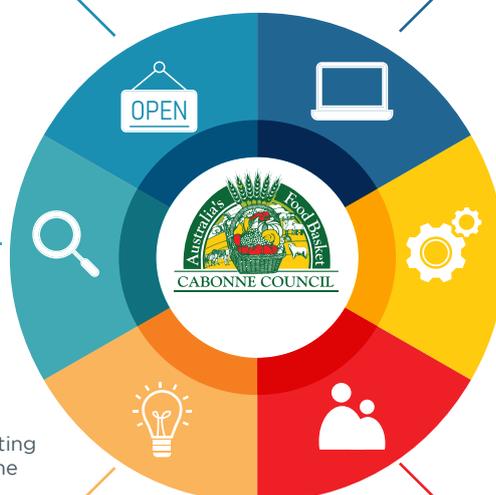
Including planning for population undertaking a curatorial strategy for the Age of Fishes Museum and undertaking planning for Council assets.

INCREASE ENGAGEMENT WITH VISITORS AND SUPPORT THE EMERGING VISITOR ECONOMY

Through encouraging greater collaboration within the region, supporting local events and festivals, supporting the development of visitor economy opportunities and improving the local visitor experience and wayfinding.

LEVERAGE SURROUNDING MAJOR PROJECTS

Through proactively planning for regional major projects and contributing to relevant skills registers.



MESSAGE FROM THE MAYOR AND COUNCILLORS

The Cabonne Economic Development and Visitor Economy Strategy represents the vision, and opportunities to guide economic development and visitor economy activities across the Cabonne Shire over the next five years.

The key focus areas for Cabonne over the coming five years include expanding and diversifying economic and visitor economy activities within the region, addressing key challenges, and leveraging regional opportunities.

The Cabonne Shire is well placed to leverage significant macro-economic and regional trends over the coming years. These drivers are expected to provide support to key sectors of our economy (such as agriculture), support population attraction and retention, and build our visitor profile.

Cabonne benefits from a proud and engaged community who all play a key role in guiding the region over the coming years. We look forward to working together with you to ensure the Cabonne region is able to capitalise on opportunities that build growth and progression, whilst also retaining the distinctive characteristics of our towns and villages.

Thank you!

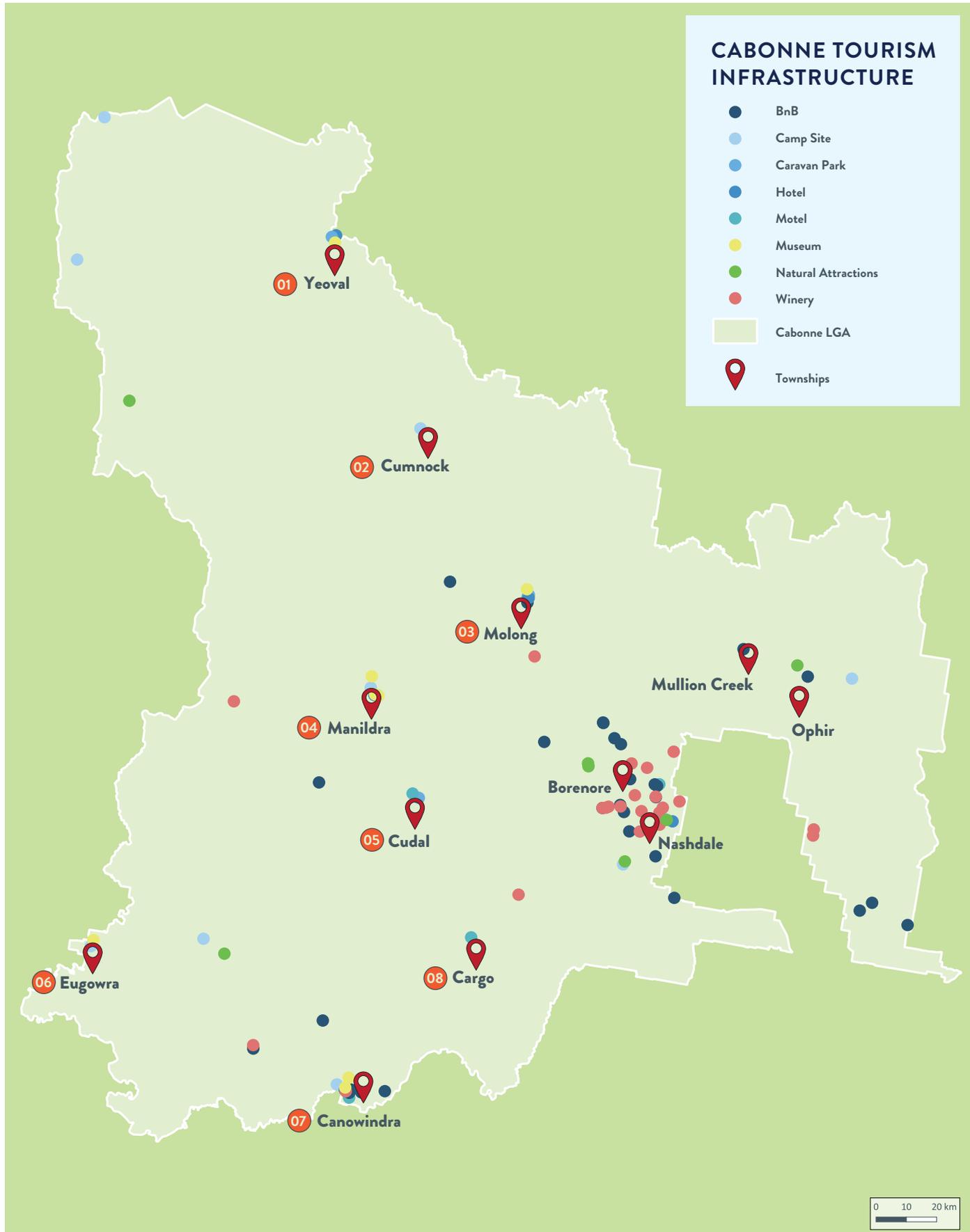
Council would like to offer sincere thanks to all the stakeholders who have contributed to the development of the **Cabonne Economic Development and Visitor Economy Strategy**.



VISION FOR CABONNE

To accentuate the unique nature of Cabonne by improving the livability, beautification, resiliency, engagement and connectiveness of the region, growing the visitor economy, attracting new business and facilitating a progressing economy.

CABONNE MAP & TOURISM AUDIT



01

YEOVAL

Key employers are the **school and Yeoval Aged Care Facility**.

Strong community infrastructure including oval, upgraded hall and the Banjo Patterson museum.



02

CUMNOCK

Main employer is the **agricultural sector**.

Has experienced strong population growth in recent years and benefits from strong social infrastructure.



03

MOLONG

Provides key services to the population in terms of **health care, education, food and beverage and accommodation**.

Located within close proximity to Orange airport.



04

MANILDRA

Main employers are the Manildra Group operations - MSM Milling and Manildra Mill.

Home to a **retro-style theatre**.



05

CUDAL

Home to a **platypus** population.

Benefited from private and public-sector investment in recent years.



06

EUGOWRA

Main employer is the **dairy industry**.

Main street is characterised by large-scale murals bringing significant visual amenity to the region and attracting visitors.



07

CANOWINDRA

A visually appealing, heritage-style main street.

Home to the **Age of Fishes museum and the Cabonne Visitor Information Centre**.



08

CARGO

A quaint main street with **small-scale food and beverage** options.



SOCIO-ECONOMIC & TOURISM OVERVIEW

POPULATION



Total Population (2020): 13,677
Average Annual Population Growth (2001-2020): 0.5%p.a.
Population Average Age (2019): 41 years
Rate of Ageing of Population (2001 to 2020): 0.15 years p.a.
ATSI Representation (2016): 3.9%
Estimated Future Population (2041): 13,776

The local population has experienced modest population growth in recent years. The population has a relatively high average age and has experienced considerable aging in recent years. Though population projections for the region reflect low annual population growth, the COVID-19 pandemic and a range of major projects in surrounding regions in the coming years present opportunities for population growth for Cabonne.

HOUSEHOLDS & DWELLINGS



Number of Dwellings (2016): 5,695
Dwelling Occupancy Rate (2016): 87.7%
Representation of Separate Houses (2016): 96.2%
Representation of Family Households (2016): 69.6%
Number of Persons per Household (2016): 2.6
Growth in Total Rental Bonds Held (Mar-20 to Mar-21): 5.7%
House Prices Growth (Dec-20 to Dec-21): 4.7%

Households in Cabonne are generally larger than the broader Central West region and are primarily comprised of family households. The vast majority of dwellings in Cabonne are separate dwellings (i.e., houses).

The local housing market has experienced strong demand since the onset of the COVID-19 pandemic which, in conjunction with relatively low volumes of developable land, have resulted in significant tightening of the market. Village zonings are in place to support sub-division applications, but this has yet to occur.

ECONOMY



Gross Regional Product (2019-20): \$851.9 million
Economic Growth (2006-07 to 2019-20): -0.3%p.a.
Key Activity Sectors:

- Mining (23.7%)
- Agriculture, forestry, and fishing (18.6%)
- Manufacturing (12.0%)

Employment (2019-20): 4,819
Employment Growth (2006-07 to 2019-20): -0.6%p.a.
Key Activity Sectors:

- Agriculture, forestry, and fishing (28.2%)
- Manufacturing (10.4%)
- Healthcare and social assistance (10.1%).

Key Labour Specialisations (LQs¹):

- Agriculture, forestry and fishing (10.5), including:
 - › Sheep, beef, cattle and grain farming (17.2)
 - › Fruit and tree nut growing (11.6)
- Mining (5.7)
- Manufacturing (1.6), including:
 - › Grain mill and cereal product manufacturing (73.7)
 - › Oil and fat manufacturing (66.3)

Cabonne is a highly-regarded agricultural production region, producing livestock (cattle and calves, sheep and lamb), livestock products (wool) and wheat, in addition to a large variety of grains, fruits and vegetables. The local manufacturing sector is interconnected with the agricultural sector, including grain milling, food product manufacturing and beverage manufacturing (such as wine and cider).

Local mining deposits include copper at Copper Hill and Mount Bulga (copper/lead-zinc-silver) mines and gold at Mount Aubrey mine.

The local agricultural sector has experienced significant volatility in recent years as the region has suffered through significant drought. The local mining sector has also experienced volatility. These fluctuations have had a significant impact on the broader economy which has experienced periods of recession, particularly in between 2011-12 and 2015-16. There is a need for economic diversification to support a smoother economic cycle in the region.

Key local employing sectors import labour from other regions, however, the majority of local residents work outside the region.

EDUCATION		
	High School Completion Rate (2016): 41.2% Achievement of Non-School Qualification (2016): 45.4%	Cabonne records a relatively low rate of high school and post school completions. This reflects the industry structure within the region which supports demand for relatively un-skilled labour. However, presenting pathways to youths is an opportunity to lift the educational attainment levels of the region.
RESIDENT EMPLOYMENT & INCOMES		
	Unemployment Rate (Mar-21): 2.2% Household Income (2016): \$85,852	Reflecting the industrial structure of the region, Cabonne records a relatively high household income and low unemployment rates.
LIVABILITY		
	AEC Access to infrastructure: 2.7 AEC Access to and Quality of Housing: 7.6 AEC Diversity: 4.3 Environment and Green Infrastructure: 4 AEC Jobs and Economy: 4 AEC Lifestyle Health: 6.5 AEC Lifestyle and Work-Life Balance: 4.8 AEC Opportunity: 4	Cabonne scores highly against all other LGAs in Australia in terms of access to and quality of housing, jobs and economy and lifestyle health. Opportunities for the region are centred on services delivery (which are generally provided by surrounding, larger local government areas), opportunity (in terms of skills and income equality) and environment and green infrastructure (which is weighed down by travel to work – reflective of the agricultural sector). Against similar regions, such as Blayney and Narromine, Cabonne scores relatively consistently.
<small>Note: Based on data from the Australian Bureau of Statistics and other publicly available sources. All LGAs in Australia have been ranked on a scale of 1 to 10, where 10 is the highest score and 1 is the lowest.</small>		
TOURISM		
	Visitors to Cabonne (2019): <ul style="list-style-type: none"> • Domestic Day: 123,000 • Domestic Overnight: 25,000 • International: 700 Key local activities (2019): <ul style="list-style-type: none"> • Social activities (72% of visitors) • Active outdoor activities (17.3%) • Outdoor/ Nature activities (10.8%) • Arts/ heritage activities (5.6%) 	<p>The tourism industry is supported by dispersed visitation from surrounding local governments. Visitors from Orange are attracted to the wineries, though many do not know they are in Cabonne.</p> <p>The local tourism industry is relatively small in nature and key infrastructure requirements to support growth of the sector are lacking, such as accommodation and food services (particularly during the week in the smaller villages). These present constraints to overnight visitation.</p> <p>Despite the small size of the region, there are a number of key tourism attractions in the region including the Age of Fishes museum and wineries. Tourism is a significant industry of opportunity for the region.</p>

Note: (1) Location quotients (LQs) demonstrate the degree to which a local economy is specialised by examining the proportion of employment (by industry sub-sector) compared to a larger economy (in this case the Australian economy). Location quotients can be used to indicate strengths and weaknesses of a local or regional economy (i.e., identify its natural competitive advantage).

Sources: ABS (2020). Population by Age and Sex, Regions of Australia, 2019. Cat no. 3235.0. Australian Bureau of Statistics, Canberra. ABS (2021). Regional Population Growth, Australia, 2020. Cat no. 3218.0. Australian Bureau of Statistics, Canberra. ABS (2017). Census of Population and Housing, 2016. Cat no. 2071.0. Australian Bureau of Statistics, Canberra. AEC (unpublished). Employment Estimates Model 2019-20. AEC Group, Brisbane. AEC (unpublished). Gross Regional Product Model 2019-20. AEC Group, Brisbane. Department of Communities & Justice (2021). December Quarter 2020 Sales Tables. NSW Government. Department of Communities & Justice (2021). March Quarter 2021 Rental Tables. NSW Government.

ECONOMIC OPPORTUNITIES

Cabonne has a long-established agricultural sector which can be leveraged for further economic diversity and output over the coming years. Opportunities are centred on increased value adding activity associated with agriculture, as well as key population services and tourism services for the region. The following table outlines the key economic opportunities for Cabonne.

Opportunity	Existing Local Strength	Locally Underrepresented	National Growth Sector	Key Export	Existing Supply Chains
Beverage Production (Cider and Wine)	✓		✓		✓
Continued Support for Local Agriculture (fruit and tree nut, poultry and livestock, support services, direct to market opportunities)	✓		✓	✓	✓
Processing of Local Agricultural Product (cereal and grain production, meat and meat product manufacturing, oil and fats, non-food based product manufacturing)	✓			✓	✓
Population Servicing Sectors (Health care, Education, Retail Trade, Residential Care, whilst still supporting regional service centres)		✓	✓		
Tourism Servicing Sectors (Accommodation and food services)		✓	✓		



VISITOR ECONOMY OPPORTUNITIES

The visitor economy is an emerging sector for Cabonne and a sector with considerable opportunity for the region. Currently, the region attracts drive-through visitors from surrounding local governments. Opportunities for development are focused on increasing length of stay and increasing dispersal within the region. The following table outlines the key visitor economy opportunities for Cabonne.

Opportunity	Existing Local Strength	Links to Other Local Industries	Leverages Activity In Surrounding Regions	Supportive Macro Factors
Expansion of Overnight Domestic Holiday, Domestic Day Trip and Local Visitor Visitation Markets	✓			✓
Expansion of Industrial Visitation (Winery tours, Farm stays, Food production tours/guides)		✓	✓	
Support Visitor Dispersal (through regional partnerships, drive tour products, cycling tourism, tourism operator education)	✓		✓	✓
Expand and promote nature-based tourism (walking tracks, lookouts etc)	✓		✓	✓
Support and Expand Events and Festivals (through developing a regional events calendar, continuing to support key events and undertaking post-event analysis)		✓	✓	✓



CONSULTATION FINDINGS

Consultations with local stakeholders highlighted a broad range of challenges and opportunities for the region. Key issues uncovered included:

- **Local and regional collaboration:** Cabonne is a large geographical region with the local government area comprised of several small villages rather than a traditional town and surrounding areas. There are opportunities for greater engagement and collaboration between the villages' Progress Associations and small business owners. In addition, there are opportunities for greater engagement with the larger businesses in the region. There are also significant major projects in planning for surrounding regions which present opportunities for the local economy.
- **Tourism and natural assets:** Tourism was a fundamental issue raised consistently throughout the consultations, both workshops and individual engagements. Currently, the region attracts dispersed visitation from surrounding areas, particularly Orange, which are the main destinations for the broader catchment. Realistically, it is likely this trend will continue into the future (as opposed to Cabonne becoming a destination), though there are opportunities to facilitate broader dispersal within the region enabling greater capture of visitor expenditure within the Cabonne local government area. Cabonne's main opportunity is to capture drive through visitation and provide opportunities for these visitors to stop in the region.
- **Investment attraction assistance:**
 - › **Concierge:** Businesses in the region indicated there is an opportunity for Council to provide more guidance and certainty to existing and new businesses in terms of development approvals processes.
 - › **Access to funding:** Council has a role to play in providing information and guidance to businesses on the availability of grants, but Council is not responsible for the development of funding applications.
- **Population growth/ decline and attraction and retention of population:** The region currently has a growing and ageing population. Planning needs to consider accommodating these trends.
- **Environmental sustainability:** Cabonne benefits from a relatively significant platypus population, particularly in Cudal, which could be further leveraged for tourism activities.
- **Transport and infrastructure:** Infrastructure investment is required to support the region including proactive transport infrastructure, signage for improved visitor dispersal and digital connectivity.
- **Resilience and sustainability of the economy:** There is an identified need to diversify the economy. Most workshop participants suggested modest business growth (attraction of 1-2 businesses for each town) would be beneficial to the region.
- **Asset and services assessment:** Several council and non-council assets require consideration. This includes the region's seven swimming pools, several caravan parks, the Age of Fishes Museum, as well as succession planning for non-council assets (in particular, museums and the animals on bikes tourism trail).



STRATEGIC VISION & THEMES

The Cabonne Economic Development and Visitor Economy Strategy is delivered through the following strategic focus areas:



ACTION & IMPLEMENTATION PLAN

The following tables outline the key facets of each component of the strategy. Measures of success are provided as guidance; it is noted that Council cannot directly influence these measures but they may provide guidance on the success of the strategy. These tables are supported by a detailed action and implementation plan, which forms an Appendix to this document.



1. SUPPORT EXISTING BUSINESS

DETAIL	DESCRIPTION
Rationale	Existing businesses are the cornerstone of the local economy. Supporting existing businesses to expand is a key component to improving local economic outcomes.
Council's Role	Facilitation, Planning and regulation
Strategic Partners	Local Progress Associations and key businesses
Recommended Action Areas	<ul style="list-style-type: none"> Engage with local businesses Provide guidance to businesses on key Council processes Report on local business success stories
How do these actions support identified opportunities?	<ul style="list-style-type: none"> Supporting existing businesses is key to facilitating expansion of existing economic activities and associated supply chains. Increased regional knowledge regarding business activities is an effective method for promoting the region as a place to live and work.
Measuring Success	<ul style="list-style-type: none"> Total local gross regional product Number of development approvals



2. ATTRACT NEW INVESTMENT

DETAIL	DESCRIPTION
Rationale	Attracting new business to the region can assist in improving local economic diversity and smoothing the local business cycle.
Council's Role	Facilitation, Planning and regulation
Strategic Partners	Orange 360, Think Orange, Local Progress Associations
Recommended Action Areas	<ul style="list-style-type: none"> Develop concierge and hand-holding services Proactively attract identified industry opportunities
How do these actions support identified opportunities?	<ul style="list-style-type: none"> Facilitating investment through ease of application process can improve Cabonne's ability to attract contestable investment. Investment attraction activities should be targeted to identified opportunities.
Measuring Success	<ul style="list-style-type: none"> Change in the number of local businesses Total local gross regional product Total local employment



3. ENCOURAGE CROSS-REGIONAL COLLABORATION

DETAIL	DESCRIPTION
Rationale	There are opportunities for greater engagement within Cabonne and with the surrounding region for greater collaboration to support economic outcomes.
Council's Role	Facilitation, Advocacy
Strategic Partners	Orange 360, Think Orange, Local governments of neighboring regions, Local Progress Associations, local business
Recommended Action Areas	<ul style="list-style-type: none"> Facilitate collaboration within Cabonne Facilitate collaboration with Surrounding LGAs
How do these actions support identified opportunities?	<ul style="list-style-type: none"> Greater collaboration within the region is likely to facilitate greater clustering, ideas sharing, innovation and entrepreneurial activity. As a result, greater attraction of investment and economic activity is likely to occur.
Measuring Success	<ul style="list-style-type: none"> Total local gross regional product Total local employment



4. INCREASE ENGAGEMENT WITH VISITORS AND SUPPORT THE EMERGING VISITOR ECONOMY

DETAIL	DESCRIPTION
Rationale	The visitor economy is a valuable growth sector and opportunity for the region. Increasing the economic returns from the visitor economy can be achieved through greater dispersal and lengthening of stay.
Council's Role	Facilitation, Planning and regulation, Advocacy
Strategic Partners	Orange 360, Local governments of neighboring regions, local business and community
Recommended Action Areas	<ul style="list-style-type: none"> • Encourage collaboration within the region and with surrounding local governments • Support local events and festivals and promote local villages • Support the development of visitor economy opportunities • Improve local visitor experience and wayfinding
How do these actions support identified opportunities?	<ul style="list-style-type: none"> • Collaborating with surrounding local governments has the potential to entice visitors to the region to come to Cabonne as well as attracting regional residents to the area. • Supporting existing tourism products and events and promoting local villages will assist in marketing the region and attracting visitors. • Providing hand holding to tourism investors is likely to facilitate investment attraction as well as diversify the tourism offering in the region.
Measuring Success	<ul style="list-style-type: none"> • Number of locations visited by visitors • Average length of stay



5. ADDRESS KEY CHALLENGES

DETAIL	DESCRIPTION
Rationale	Overcoming the key roadblocks for growth will be a key component to ensuring the region meets its economic potential.
Council's Role	Facilitation, Planning and regulation, Advocacy
Strategic Partners	Australian Museum, local community, other teams within Council, State government.
Recommended Action Areas	<ul style="list-style-type: none"> • Plan for population growth and associated infrastructure and services • Undertake Curatorial Strategy for Age of Fishes Museum • Undertake Asset & Service Rationalisation Review
How do these actions support identified opportunities?	<ul style="list-style-type: none"> • Proactively addressing challenges in the region will improve business conditions for existing and new businesses within the region, facilitating increased activity, certainty, and investment in the region.
Measuring Success	<ul style="list-style-type: none"> • Population growth (including components for migration) • Average house price



6. LEVERAGE SURROUNDING MAJOR PROJECTS

DETAIL	DESCRIPTION
Rationale	The broader region is on the cusp of significant economic activity, particularly in neighboring Parkes which will be the only junction of the Inland Rail and Trans-Australia Railway in Australia and the Parkes Special Activation Precinct.
Council's Role	Planning and regulation, Advocacy
Strategic Partners	Local governments of surrounding regions
Recommended Action Areas	<ul style="list-style-type: none"> • Proactively plan for major projects • Inform local business and industry of opportunities associated with surrounding major projects • Capitalise on State and Federal and other funding programs and opportunities to support the expansion and attraction of prominent and emerging sectors (such as agriculture, modern manufacturing, and the circular economy) • Contribute local information to relevant skills registers
How do these actions support identified opportunities?	<ul style="list-style-type: none"> • Proactively planning for major projects in the region will ensure flow-on benefits for Cabonne are captured by existing and future businesses in the region – improving business conditions and attractiveness of the region for investors.
Measuring Success	<ul style="list-style-type: none"> • Population growth (including components for migration) • Local unemployment rate



99 - 101 Bank St

MOLONG NSW 2866

16 Main St

CUDAL NSW 2864

70 Gaskill St

CANOWINDRA NSW 2804

council@cabonne.nsw.gov.au

(02) 6392 3200

Disclaimer: Whilst all care and diligence have been exercised in the preparation of this report, AEC Group Pty Ltd does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission or negligence on the part of AEC Group Pty Ltd or their employees. Any forecasts or projections used in the analysis can be affected by a number of unforeseen variables, and as such no warranty is given that a particular set of results will in fact be achieved.

www.cabonne.nsw.gov.au