

Blayney 2020 Master Plan and Implementation Strategy

Prepared for Blayney Shire Council

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design
group.



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South East Asia

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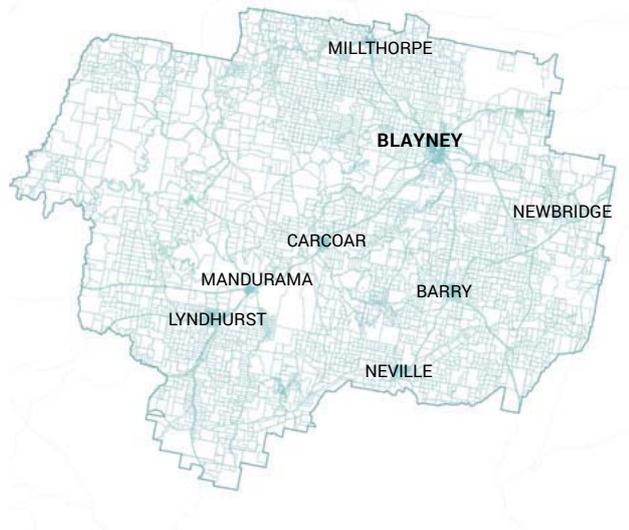
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The Project

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

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



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

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

Key project objectives

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

-
- 1 Evaluate the commercial, transportation, tourism and land use options able to stimulate employment, sector growth and investment
 - 2 Identify key initiatives to improve the overall competitive position of Blayney Shire
 - 3 Investigate the economic and market influences necessary to implement the master plan recommendations
 - 4 Create a vibrant, economically viable, high quality and safe town centre, including strategies to address the fatigued public domain, local market position, priority connections
 - 5 Review land use planning in terms of availability of land for current and future land uses linked to the recommendations of the economic development strategy
 - 6 Review transport and movement network within Blayney and consider any short and long term alterations to vehicular and pedestrian movement and parking patterns
 - 7 Identify key implementation and staging recommendations, with specific focus on clear 'quick-win' recommendations, as well as longer term investment strategies for the centre
-

The project team

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

The following services and roles were provided by each company:



Place Design Group

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

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



Western Research Institute

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

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

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



MRCagney

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

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

- Traffic and Transport Review
- Consultation and engagement facilitation

Project elements and tasks

1 / Observational research

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

2 / Engagement

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

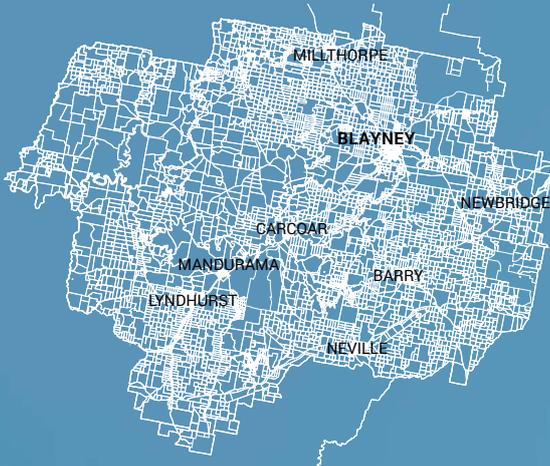
3 / Analysis

-
- Demographic trends
 - Land supply and conflicts
 - Economic/ employment trends and opportunities
 - The urban/ physical environment
 - Blayney businesses, uses and vacancy levels
 - Traffic and movement pattern mapping
 - Activity, destination and energy mapping
 - Constraints and planning overlays
 - Planning and zoning

4 / Strategy

-
- Economic development strategy
 - 'Blayney' Strategy
 - Movement strategy
 - Main street vision statement and plan
 - Implementation Guide

Blayney 2020 Master Plan



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

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

The Project

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

Key aims of the project include:

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

Vision

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

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

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

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



Key Master Plan strategies

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

Blayney priorities

Brand Blayney

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

Blayney Traders

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

Main Street Strategy

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

Shirewide priorities

Blayney Shire Loop Strategy

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

Agriculture

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

Food and Beverage Manufacturing

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

Illustrated Master Plan



Strategy concepts

1 / We observed and researched

Tour of Blayney Shire and surrounding townships



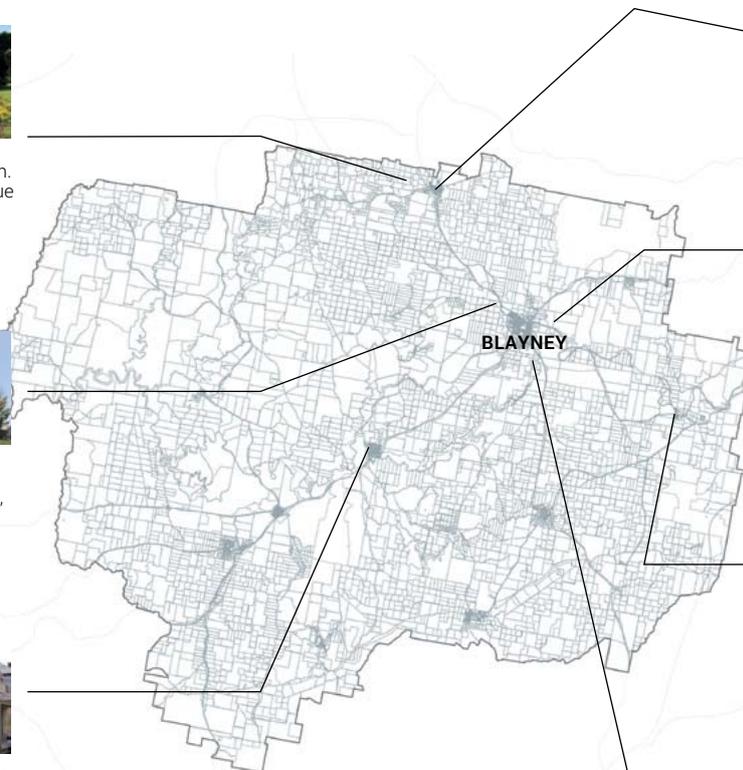
'Bypassed' Millthorpe has retained character and visitation. Celebrate and leverage its unique character further.



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



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



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



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



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

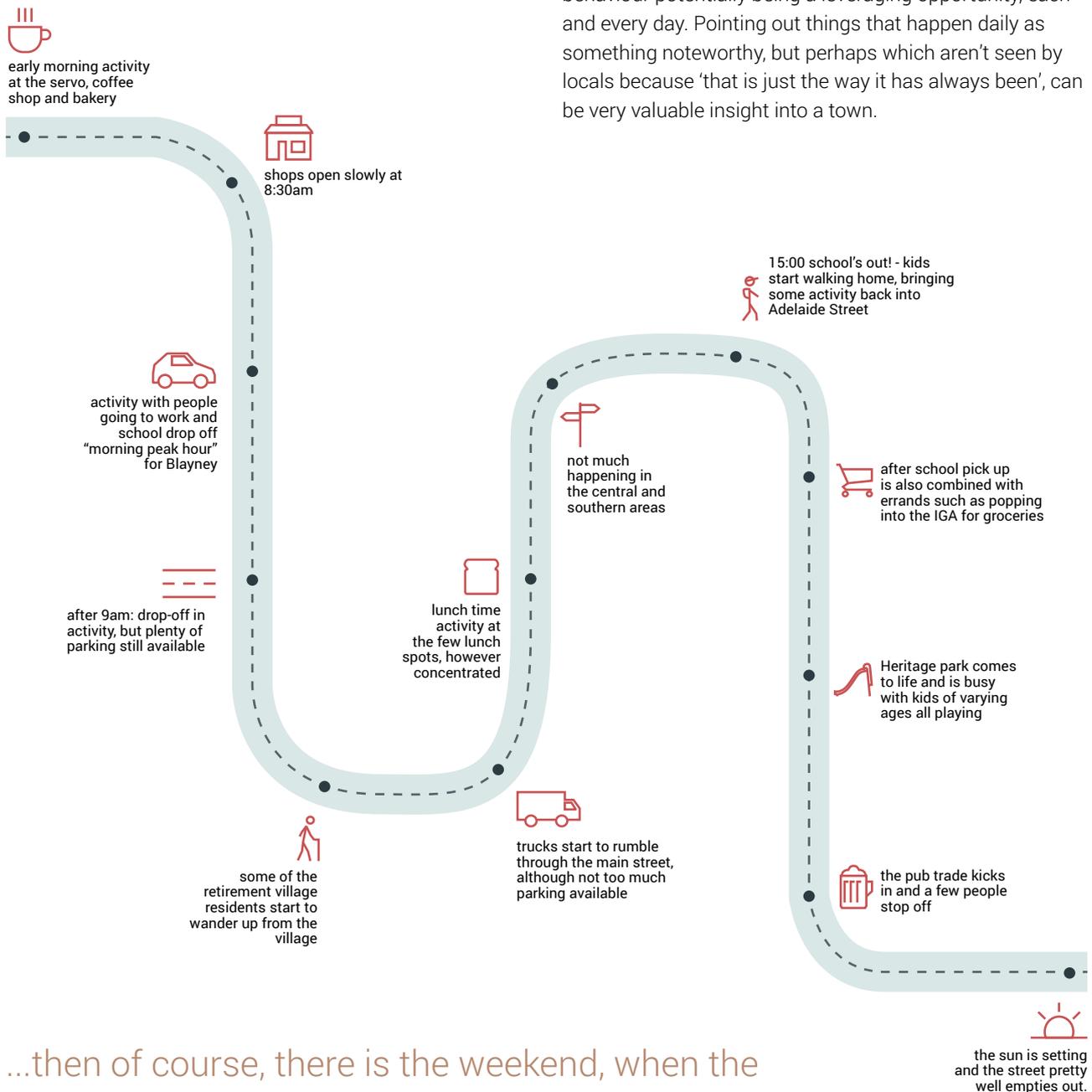


It is a Shire of rolling rural landscapes and presents amazing vistas. Capture these vistas from every vantage point in towns and vilalges.

A day in the life of the Blayney main street

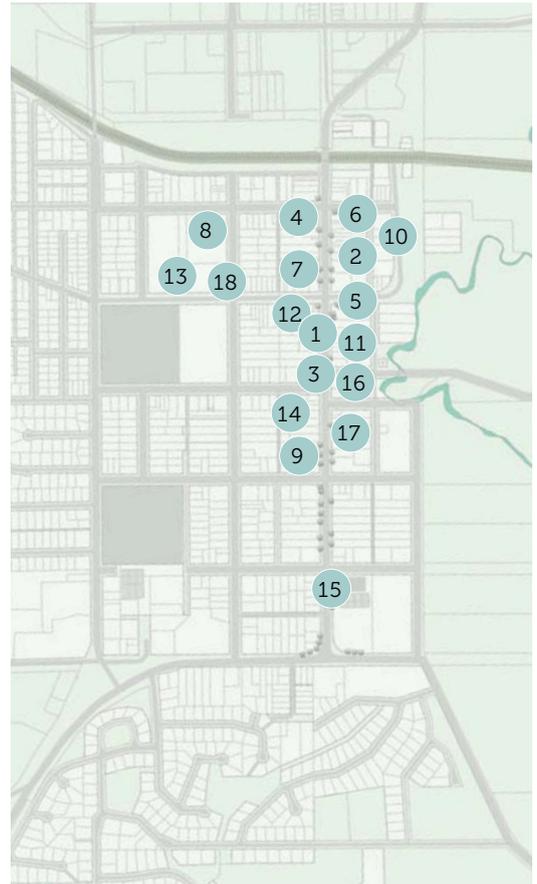
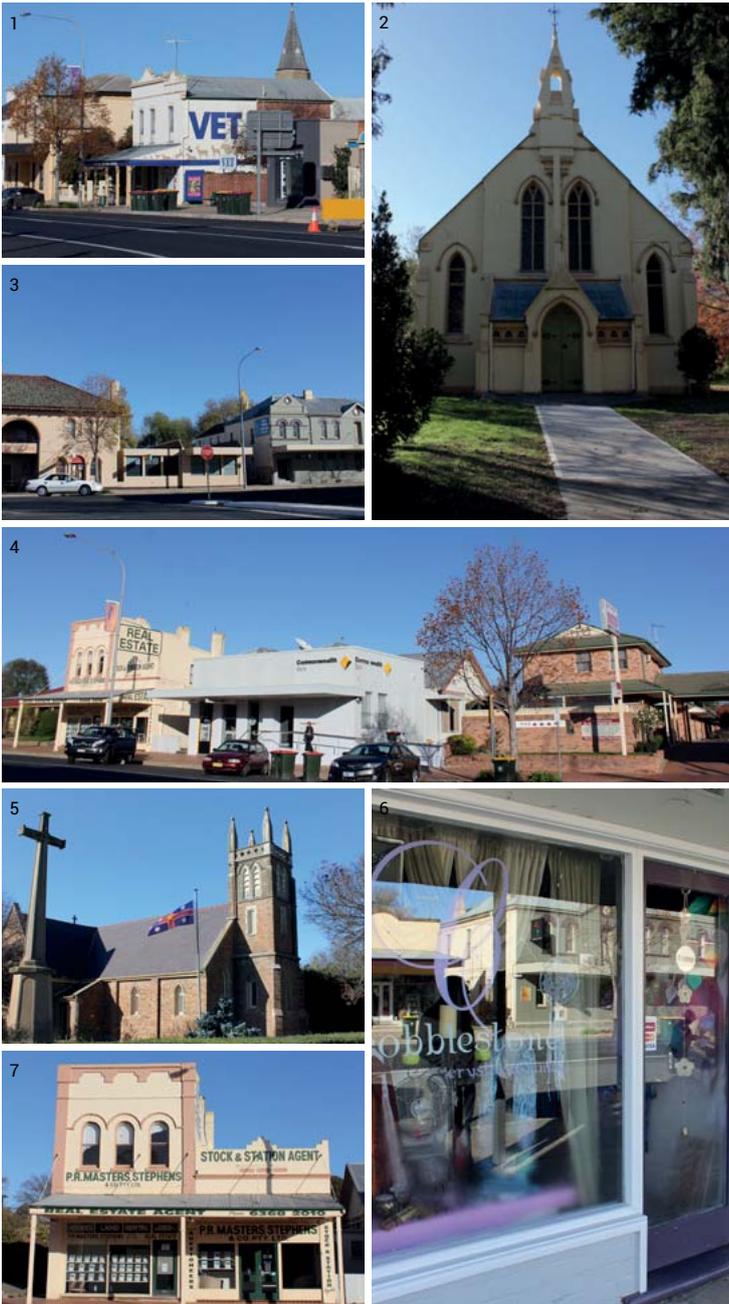
Visits to Blayney observed a consistent and regular 'rhythm' to the town centre and activities of the township. The following indicative timeline and diagram illustrates these observations.

Many of the observations and routine elements of activity are seen to be major benefits to the town, with recurring behaviour potentially being a leveraging opportunity, each and every day. Pointing out things that happen daily as something noteworthy, but perhaps which aren't seen by locals because 'that is just the way it has always been', can be very valuable insight into a town.



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

Detailed inspection, observation and mapping of the Town of Blayney





Car, truck, bicycle and pedestrian movements

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

- Poor quality footpaths and kerb ramps along Adelaide St
- Lack of general pedestrian activity,
- Too much short distance driving
- Lack of cyclist infrastructure/ protected lanes on Adelaide St
- Intersection and road design has poor walkability outcomes

- Poor quality and indirect pedestrian links to rail station
- Obscured, uninviting bus stop, lacking casual surveillance
- RMS is a key stakeholder for the Blayney Main Street with responsibility for state traffic matters
- RMS is in a position to assist regeneration of Blayney Main Street precincts through management/ re-direction of large volumes of industrial traffic
- Would restore sense of place and allow more pedestrian friendly outcomes

Figure 1: Movement analysis map



Legend

- | | | |
|--|---|--|
|  RETIREMENT VILLAGE |  MAJOR CAR ROUTE |  PEDESTRIAN 'UNFRIENDLY ZONE' |
|  SPORTS CENTRE |  SUPERMARKET |  BICYCLE 'UNFRIENDLY ZONE' |
|  DANGEROUS INTERSECTION |  HOTEL | |

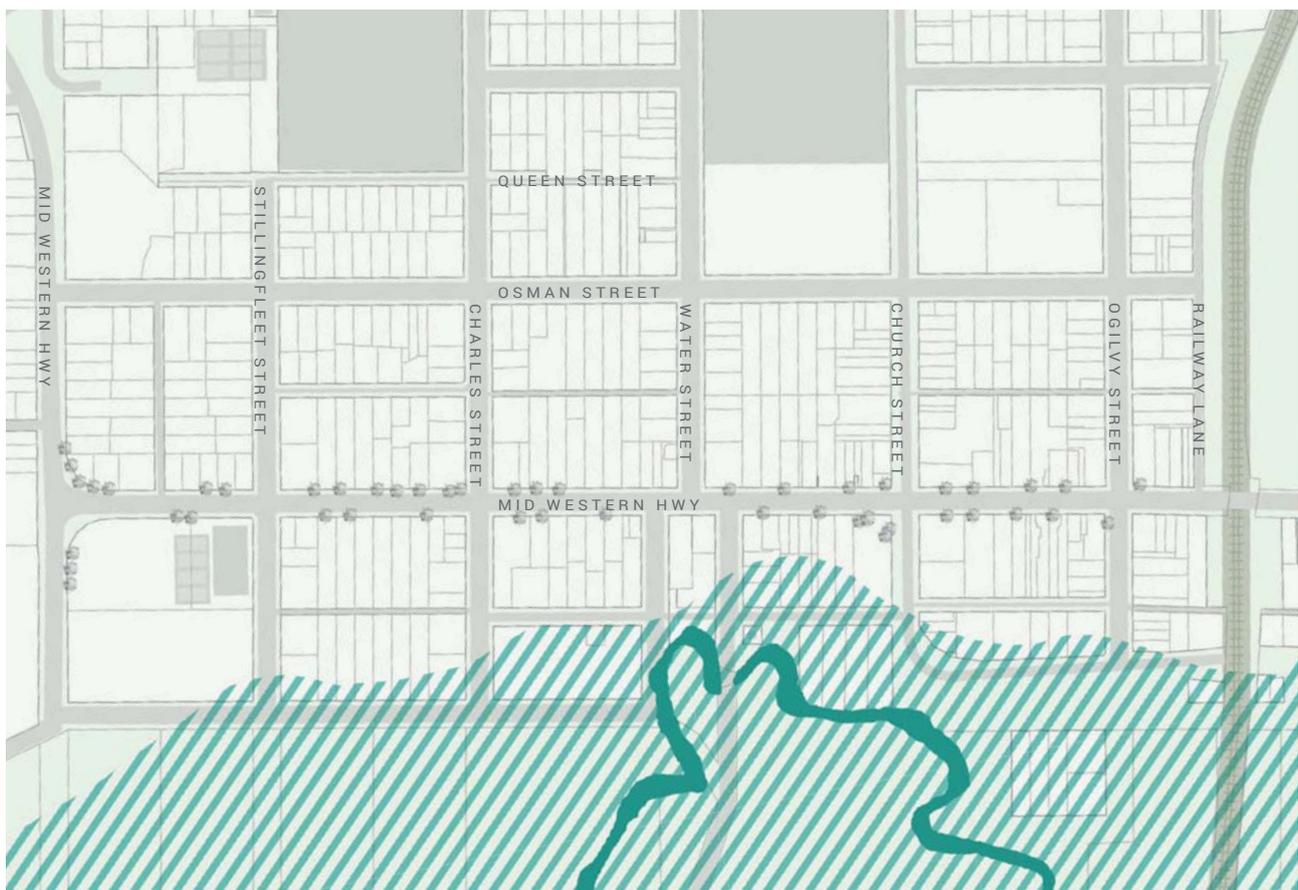
Council studies and research - flooding

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

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

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

Figure 2: Council flooding map



Legend

-  LEP FLOOD OVERLAY
-  BELUBULA RIVER

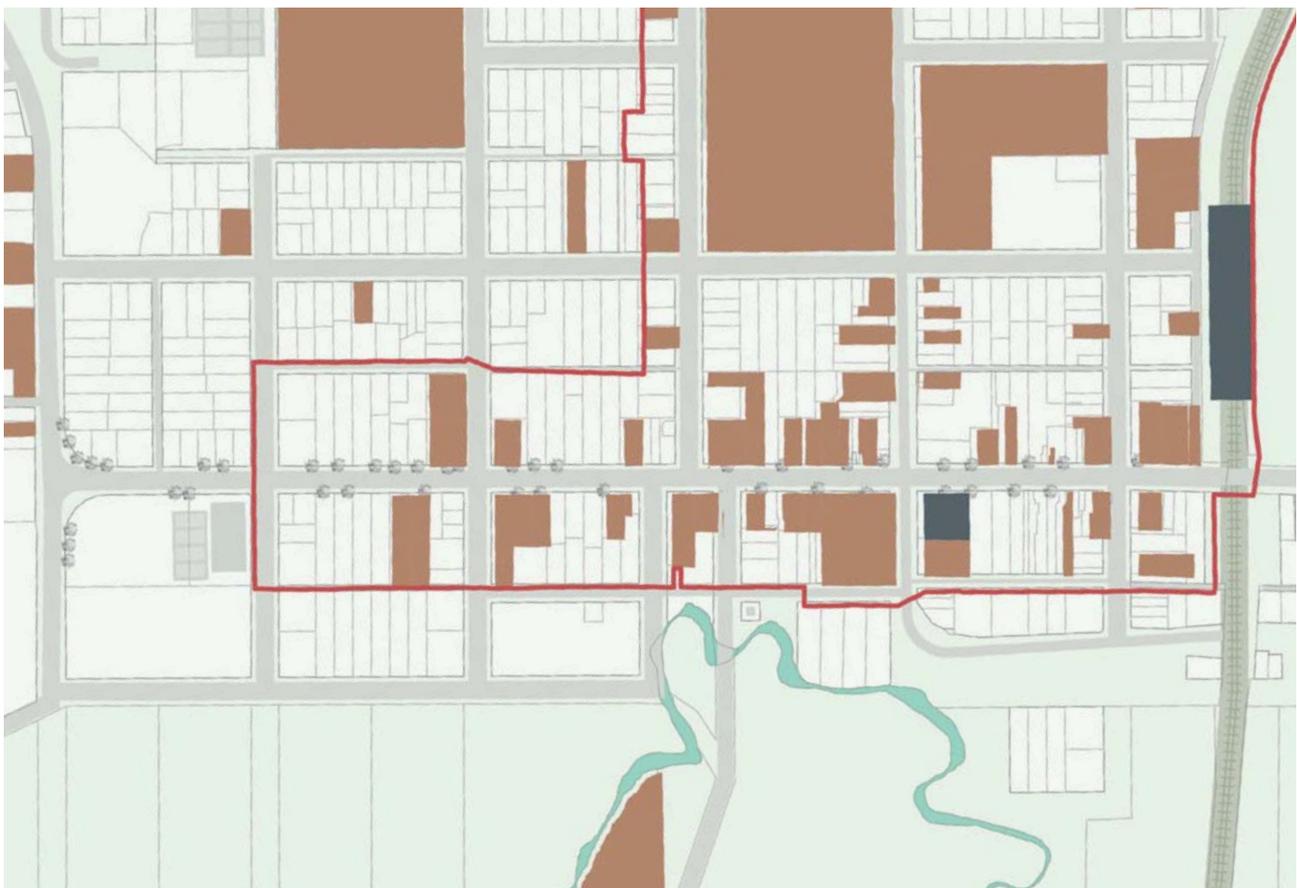
Council studies and research - heritage

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

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

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

Figure 3: Heritage overlay map



Legend

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

2 / Engagement

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

This included:

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

The adjoining photos are photographs taken during our community consultation events

IMAGE LEGEND

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



Initial community meeting notes

Table 1: Community public meeting responses

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

What the community like in Blayney**What the community is concerned with**

Tourism

24-hour service station in Blayney

Missed capture of passing trade

IDEA: Blayney stone – landmark and tie to possible sister city (Blarney)

New 'historic village' signs are not meaningful to community

Farmers Markets

Lack of support for local business eg no sign or wayfinding

Heritage tourism needs focus

Community identity needs revival

Compare to Millthorpe/ Carcoar

Open space and recreation

Centre Point swimming pool is a good community asset

Some improvements needed in certain parks

Opportunity for Cultural centre incorporating the library and the Kable museum should be considered.

Good 'adventure' style park – but dangerous

It may need to be a new building or a substantial increase to the current library site.

The planning for this needs to be in the next 10 year plan, however it ideally should be funded and built in the next term of Council.

It would be best in Adelaide Street and could be made a feature with gardens featuring flowing water.

Governance

Risk adverse Council

Used to have chamber of commerce, arts council and an active trades group like in Carcoar is needed

Structured business interviews

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

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

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

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

Tourism

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

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

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

Interviewees additionally noted:

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

Food & Beverage Manufacturing

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

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

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

Interviewees additionally noted:

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

Agriculture Opportunities

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

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

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

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

Interviewees additionally noted:

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

Structured business interviews

Manufacturing opportunities

Blayney manufacturers interviewed as part of this research reported strong operations and good market conditions.

Industry interviews were undertaken with:

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

In both cases it was advised that current work and opportunities were more than they were capable of undertaking. The suggestion is made that there are shortages of specific skills in this sector in Blayney.

While the Food & Beverage Manufacturing sector has a shortage of engineers, food technologists and butchers, ICR Engineering described extreme shortages of skilled metal workers. ICR Engineering reported having need for approximately 100 metal workers over recent years, had the staff been available.

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

Interviewees additionally noted:

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



IMAGES TOP TO BOTTOM

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

Informal business and community interviews

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

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

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

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

"Chill Blayney - say it proud."

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

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

"More seats and shade in the main street"

"Local produces need more promotion."

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

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

Formal community engagement events June 2015

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

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

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

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



Consultation feedback summaries

Access and connectivity

Long term transport strategy to be considered:

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

Pedestrian strategy

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

Community, Culture and Identity

Community Uses

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

Culture

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

Identity

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

Open Space And Recreation

Open space

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

Recreation

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

Economic Development

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

Visual summary

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

Figure 4: Community engagement envisioned plan summary



3 / Analysis

Socio-economic profile

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

Key demographic facts

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

Population



Projected Population Growth 0.5-1.05% p.a. (medium-low to high range)

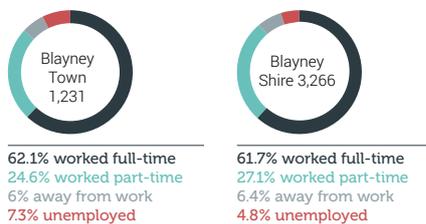
Gross Regional Product \$369M



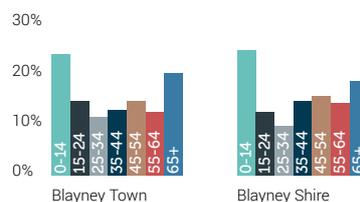
Dwelling Structures



Employment



Age of population



Economy

Key sectors in 2013/14:

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

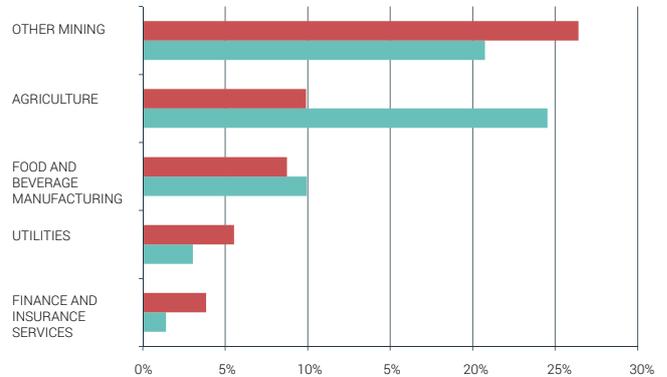
Changes in sectoral employment between 2006 and 2011

The most significant changes were experienced:

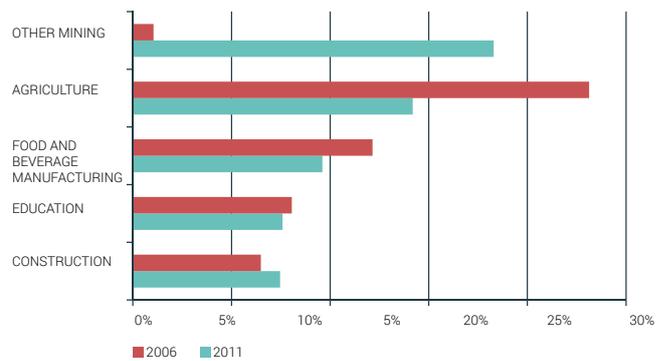
- in Other Mining, where employment increased by 17 percentage points;
- in Agriculture, where employment decreased by 9 percentage points; and
- Food & Beverage Manufacturing, where employment decreased by 3 percentage points.

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

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



GRAPH 1: KEY CONTRIBUTORS - SECTORS



GRAPH 2: CHANGES IN EMPLOYMENT FOR TOP 5 SECTORS

Key Shift Share results between 2006 and 2011

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

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

Table 2: Key shift share results

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

Employment mapping by occupation

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

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

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

Table 3: Employment mapping

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

Count of businesses

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

Significant changes in the count of businesses include:

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

Land analysis

Land supply & vacant land review

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

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

Figure 5: Land supply analysis



Legend

- VACANT LAND
- VACANT BUILDING

Retail uses

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

Figure 6: Retail uses analysis



Legend

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

Previous Council studies

Table 4: Previous studies review analysis

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

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

SWOT analysis

Table 5: Strengths/ Weaknesses/ Opportunities/ Threats analysis

Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

4 / Strategies

Master plan vision

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

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

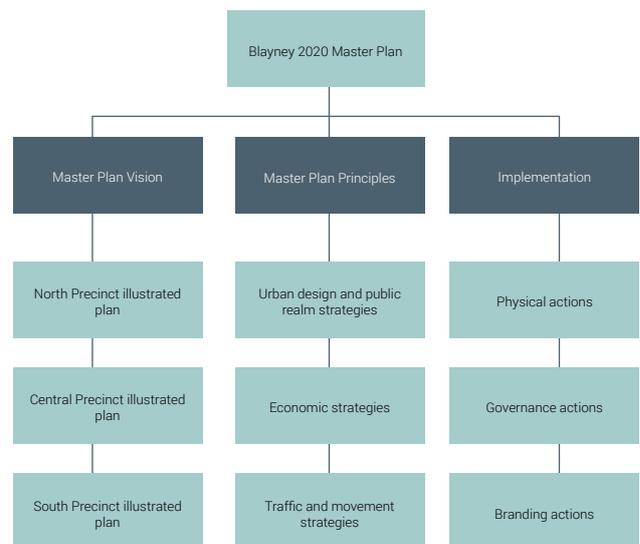
From churches and pubs side by side on wide footpaths, to quality community facilities, Blayney is rich with culture and character. Our town's well preserved and respected heritage is evident in our vibrant main street and our country streets. From paddock to plate, our Blayney shows off local delicacies,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

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

The Master Plan framework

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

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



Blayney positioning

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

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

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

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



Illustrated Master Plan



Legend

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

Main Street North



KEY PLAN

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



Main Street Central



KEY PLAN

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



Main Street South

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



KEY PLAN



Typical imagery



Implementation and interventions

What are Interventions?

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

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

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

Physical

Temporary Interventions

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

Permanent

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

EXAMPLE PHYSICAL INTERVENTIONS



RECREATIONAL WALKING TRAIL



NEW OR IMPROVED GREEN SPACE



PATHWAYS AND ACTIVE MOVEMENT LINK



INTERSECTION IMPROVEMENTS



NEW RECREATION OPTIONS



STREETSCAPE IMPROVEMENTS



BICYCLE INFRASTRUCTURE



CAR PARKING RECONFIGURATION



PEDESTRIAN CROSSING



IMPROVED AMENITIES



CROSS BLOCK CONNECTION



CARAVAN FACILITIES

Governance

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

Brand and identity

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

EXAMPLE GOVERNANCE INTERVENTIONS



GOVERNANCE AND COORDINATION



COUNCIL ASSETS



FURTHER STUDY
DETAIL



CIVIC & EDUCATION
USES



BUILDING BUSINESS
ACUMEN

EXAMPLE BRAND AND IDENTITY INTERVENTIONS



FOOD BEVERAGE
ACTIVATION



EVENTS AND
ACTIVITIES



RETAIL ACTIVATION



TOURISM AND
MARKETING



RESIDENTIAL GROWTH



SIGNAGE / WAYFINDING

Implementation and interventions - Physical

#	Action	Themes	Discussion	Responsibility	Timing	Spend
P1	Undertake detailed design of main street		<p>Blayney's main street, Adelaide, is also the Mid Western Highway. It predominantly functions as a highway, and is very wide, car dominated with little shade or enclosure from upper levels of buildings. Width, shade and enclosure help frame a street and will influence driver behaviour and pedestrian movements.</p> <p>In order to bring some main street functions back to Adelaide Street, a detailed road design process should investigate options to improve the enclosure of the street and provide a more human scale; to return the main street as a place for people.</p> <p>Road design elements to be considered include:</p> <ul style="list-style-type: none"> – median strip planting zones in conjunction with kerb build outs – re-configured car parking (parallel parking will reduce road pavement width and give back to verge areas) – increased deep planting for larger canopy trees – a mix of deciduous and evergreen street tree species 	BSC in conjunction with RMS	<p>Undertaken design in short term.</p> <p>Works to occur in staged manner in short through to long term</p>	\$\$
Link to other actions		    	P2 P3 P4 P8 P11 P15 B6 B7			
P2	Construct additional pedestrian crossing points		<p>At present Adelaide Street functions predominantly as a highway and whilst crossing can be navigated (sufficient breaks in traffic) for most of its length, few dedicated, safe and equitable crossings exist for people of all abilities.</p> <p>Options worth further detailed consideration and resolution with RMS include:</p> <ul style="list-style-type: none"> – Installation of 2-3 additional highway pedestrian crossings, investigating options for one of these between Ogilvy and Church Streets – Additional blisters at 2 other intersection points – A raised pedestrian crossing on Church St, with kerb build outs, linking post office and church sites for safer movement for retirement village residents to the main street – Consider location of mid-block crossing between Church and Burns Street – Upgrade Water/ Martin/ Burns Streets' multi-intersection with highway to improve function and navigation for pedestrians – Re-design Martin St for one way access only, incorporating 'promenade' pedestrian access to river in conjunction with formalising river walking trail – Align crossings with footpaths and shortest/desired paths 	BSC in conjunction with RMS	<p>Undertaken design in short term.</p> <p>Works to occur in staged manner in short through to long term</p>	\$\$\$
Link to other actions		   	P1 P4 P7 P8 P13			
P3	Convert angle to parallel parking		<p>Adelaide street accommodates ample parking, configured for 45°, rear-in parking on both sides. This creates considerable width in the road pavement and is seen as an opportunity to re-purpose some of this road pavement. Alternative parking configurations such as parallel parking will reduce the number of car parks by some, but will more importantly create additional landscape and verge areas which will contribute street enclosure.</p> <p>As a prominent part of the overall main street detailed design action, specific investigations and discussion with RMS for the potential to convert angled parking to parallel parking should be undertaken. Preliminary focus should be on the North precinct of the main street.</p>	BSC in conjunction with RMS	<p>Undertaken design in short term.</p> <p>Works to occur in staged manner in short through to long term.</p> <p>First stage to be CBD North precinct</p>	\$\$\$
Link to other actions		    	P1 P4 P11 P14 P15 G5			

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

#	Action	Themes	Discussion	Responsibility	Timing	Spend
P7	Investigate mid-block link to Henry Street supermarket	 	<p>The supermarket on Henry Street is disconnected from the main street encouraging most shoppers to drive between it and other main street shops. Ideally a supermarket would be located on the main street as an anchor to other retailing and activity, but until market drivers and property conditions align to facilitate such a change, a link to the IGA should be established to encourage walking between the supermarket and other main street retailing/ services.</p> <p>It is noted that some properties provide front access to Adelaide Street as well as rear access to Henry Street (such as the chemist) but this is not ideal through an active tenancy.</p> <p>This action should:</p> <ul style="list-style-type: none"> – Explore opportunities for a formal link and mid-block connection between Adelaide and Henry Streets – Explore whether a link through the partial arcade of the old Video Parlour building could be made – Consider acquisition of a suitable building/ property to facilitate this linkage, whilst retaining some retail space for other strategic purposes 	BSC	Medium Term	
Link to other actions		  	P13 G14 B1 B2			
P8	Review road, verge and pavements treatments at main intersections		<p>Main intersections of the main street/ highway are nominally its intersections with:</p> <ul style="list-style-type: none"> – Church Street – Water and Burns Streets – and Hobbys Yards Road <p>These intersection should be reviewed for both vehicular and pedestrian safety and function.</p> <p>Pedestrian crossing treatments (blisters or signalised) should be considered for Church Street and Water-Burns Streets intersections.</p> <p>The Church Street intersection is a critical entry point into town from Millthorpe and Orange. Whilst some works such as a roundabout are preliminarily considered unsuitable, landmark or gateway treatments should be progressed to mark the arrival to the main street. This may comprise overhead, catenary style artwork and signage installations, which should not affect traffic movement and functionality.</p>	BSC & RMS	Short Term	
Link to other actions		      	P1 P2 P4 P9 P11 P13 P14 P15 B7			
P9	Upgrade Hobbys Yards /highway intersection		<p>The intersection of Hobbys Yards Road with the highway is renown as unsafe by both Council and the community. This intersection was one of the most identified issues during community engagement. This corner is also a gateway to town and the main street, and is important to have resolved.</p> <p>Safe navigation of the intersection is compromised through its road design with severe cambers and sharp turns. Further issues are blind vehicular turns, speeding traffic, and unfriendly pedestrian environments. These conditions have resulted in accidents and truck rollovers in the past.</p> <p>This action requires collaboration with RMS to review re-design options and propose the necessary upgrade. Design directions may be two-fold:</p> <ul style="list-style-type: none"> – A simple upgrade of current intersection – A diversion of Hobbys Yards Road bound traffic to Farm Lane (behind Heritage Park), via Stillingfleet Street. This option would have the added benefit of potentially allowing a closure of this section of Hobbys Yards Road and link up the park spaces and/or provide additional parking in the defunct road reserve. 	BSC & RMS	Short Term	  
Link to other actions		  	P5 G6			

#	Action	Themes	Discussion	Responsibility	Timing	Spend
P10	Construct a recreation / exercise trail	 	<p>An outdoor exercise trail through existing park and open space networks would be a valuable contribution to a looping inner town network.</p> <p>The trail potentially could link with 'bases' at Centrepoint, Carrington Park, the Belubula River frontage along Henry Street, Dakers Oval, Heritage Park and the Presidents' Walk open space on Hobbys Yards Road.</p> <p>The trail could incorporate exercise equipment (refer to facilities recently installed in Cowra).</p>	BSC	Medium Term	\$\$
Link to other actions		  	P6 P13 P14			
P11	Investigate options to reduce traffic speeds in the main street		<p>The highway designation of the main street, means that heavy vehicles will continue to drive through the town centre unless a bypass is created - but this creates other problems for the commercial vitality of a small regional town.</p> <p>Options to reduce regulated speed limits along the highway for key portions of Adelaide Street, and in particular for the North precinct, should be discussed with RMS. A slower environment would improve safety in the main street, and for improved pedestrian activity.</p>	BSC & RMS	Medium Term	\$
Link to other actions		  	P1 P3 P8 P9 P15			
P12	Upgrade and restore main street building facades	 	<p>Relative to the building quality and heritage value of other villages within the Shire, Blayney's main street buildings exhibit an inconsistent built form and lack character. While heritage is evident in some individual buildings the overall character of the main street is degraded through unsympathetic contemporary constructions, ad hoc additions and upgrades or deteriorated buildings.</p> <p>A program of upgrading and improving facades along the main street - to reinstate heritage and character values where necessary, and also to just beautifying the streetscape and buildings - would be a major benefit to the town image.</p> <p>Options could include:</p> <ul style="list-style-type: none"> – Uncover original shopfronts and character elements – Embellish hotel/pub facades to make major buildings more obvious landmarks – Coordinate a program for private owners to upgrade facades, shopfronts and signage – Resource funding through grants or assistance from Council 	BSC and private owners and businesses	Short to Long term	\$\$
Link to other actions		  	G1 G4 G9 G16 B1 B2 B3			

#	Action	Themes Discussion	Responsibility	Timing	Spend	
P13	Consolidation of pedestrian network	 <p>Blayney's pedestrian network should be formalised through an appropriate technical and strategic study to produce an adopted plan for active movement*.</p>  <p>Any pedestrian network planning should consider the following works:</p> <ul style="list-style-type: none"> – Create a consistent, legible wayfinding strategy and signage incorporating landmarks that contribute to broader tourism and visitor strategies as outlined in Council's plans and policies, as well as this document – Identify an inner town network and construct paths where required to complete an accessible, evenly graded, connected loop of key destinations – Provide a legible, direct pedestrian/ cycle path across railway line on Adelaide street – Pedestrian crossing of Railway Lane linking to bus stop at railway station – Remove visual barriers to bus stop/ improve casual surveillance. – Recreational (Heritage Park to Dakers Oval / Ogilvy Street) <ul style="list-style-type: none"> > Nature walk along Belubula River > Running track with fitness equipment. > Could use Henry St or Farm Lane road reserve, then run alongside river from Burns Street – Precinct (Heritage Park) <ul style="list-style-type: none"> > Rationalise access and car parking to prioritise pedestrian and cyclist outcomes > Include opposite side of Adelaide Street and Martin Street footpaths in considerations 	BSC	Short to medium term		
Link to other actions		     	P1 P2 P4 P7 P8 P9 P10			
P14	Creation of a cycle network	 <p>There is presently a lack of identifiable bicycle infrastructure or networks in Blayney. Blayney's cycle network should be formalised through an appropriate technical and strategic study to produce an adopted plan for active movement*.</p> <p>Any cycle network planning should consider the following works to a primary bicycle network (Adelaide Street, Rail line – Barry Rd):</p> <ul style="list-style-type: none"> – Protected bike paths on each side of Adelaide Street – Reconfiguration of angled parking bays to parallel bays – Street trees to be managed to accommodate bike paths <p>Secondary cycle network planning (Water, Church, Ogilvy between Adelaide and Carcoar Street, Carcoar Street between Water and Ogilvy Street) should consider the following works:</p> <ul style="list-style-type: none"> – Line marked lanes in conjunction with parallel car parking re-configuration – Provide marked buffer between parallel bays and bike lane to prevent 'doorings' – Green paint treatment through intersections 	BSC	Short to medium term		
Link to other actions		     	P1 P2 P4 P6 P8 P9 P10 P11 P15			

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

#	Action	Themes	Discussion	Responsibility	Timing	Spend
P15	Investigate potential link road between Mid-Western Highway and Millthorpe Road	 	<p>The potential to create a link road to the north of Blayney town centre will provide a number of benefits, such as:</p> <ul style="list-style-type: none"> – creating a significant highway connection for industrial zoned lands north of Blayney, improving growth potential for industry – removing large traffic travelling through Blayney to Orange (including the many ANL trucks) – creating a second rail crossing to better manage traffic or flood events that may otherwise restrict movement at the existing single crossing point to Adelaide Street. <p>A potential alignment is shown in Figure 7 on the following page.</p>	BSC and private owners and businesses	Short to Long term	💰💰
Link to other actions		 	P1 P8 P9			

Figure 7: Potential link road



Legend

- POTENTIAL LINK ROAD ALIGNMENT
- EXISTING RAIL CROSSING
- INDUSTRIAL LANDS

Implementation and interventions - Governance

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

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

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

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

#	Action	Theme	Discussion	Responsibility	Timing	Spend
G13	Update new/prospective resident's information kit	 	<p>Council's current promotional material for potential new residents regarding community facilities, community spirit, events and activities etc is not being thoroughly promoted by Council.</p> <p>A new residents kit is provided to residents once they have arrived, but nothing exists to proactively sell the reasons to move to Blayney. Some options moving forward could include:</p> <ul style="list-style-type: none"> – Interview new residents to understand motivations, key attraction points and then ensure these are then promoted – Update web material to ensure interview outcomes are well communicated – Update kit for prospective residents promoting key attributes, services and facilities (eg Centrepoint Sport and Leisure) 	BSC	Short – medium term	
	Link to other actions		B1			
G14	Incentivise supermarket retailer as an anchor for the main street		<p>At this time Blayney's supermarket is located on Henry Street, a block away from the main retailing areas of Adelaide Street. Best practice main street planning would seek to have this core tenant located on the main street as an anchor of activity for other retail tenancies.</p> <p>It should be a strategic consideration of Council to help facilitate any future opportunity to locate a major retailer, such as a supermarket, on Adelaide Street.</p> <p>However until market and property conditions are conducive to this locating or re-locating of a supermarket on Adelaide Street, efforts to better integrate the existing supermarket with the main street should be made. For example, the planning for mid block links to Henry Street, potentially supporting retail or active uses through the middle and rear of main street blocks.</p> <p>Council may also actively engage with respective land owners to negotiate outcomes as part of the proposed future upgrades to the existing supermarket; or for mid-block link opportunities, considering investments that can leverage off existing Council assets (see G6 specific action).</p>	BSC	Medium to Long Term	
	Link to other actions	 	G6 P15			
G15	Investigate land supply and re-zoning opportunities	 	<p>Demographic analysis showed a growing aged population in Blayney, and this is seen as further incentive for Blayney to ensure residential zoned lands are supplemented, and specifically are appropriate for retirement and aged care housing opportunities.</p> <p>The ability to provide retirement housing could potentially meet demands for the broader region, and this could stimulate growth and development in Blayney. In addition, if located in proximity of the main street, a greater trade catchment is available for local businesses.</p> <p>It is suggested that Council undertake a more detailed analysis of future demand for retirement and aged care housing considering any requirements for re-zoning, as well as the potential for Council owned land to meet any identified needs in this sector.</p>	BSC	Short – medium term	  
	Link to other actions	 	G6 G8			

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

Implementation and interventions - Brand

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

#	Action	Theme	Discussion	Responsibility	Timing	Spend
B4	Advertise the Blayney 'loop' as part of the Village Shire tourism strategy (advertising & signage)		<p>The Blayney Shire is called the Village Shire in recognition of its network of villages and pristine heritage towns.</p> <p>New tourism signage describing and directing Shire visitors to some of these towns has been installed, however the invitation is not extended through the signage to continue on to the next town. And the signage does not map out a tourist drive that loops the key Blayney tourist towns together.</p> <p>There is an opportunity to reinforce Blayney's Village Shire tourism, through a more comprehensive tourism signage strategy, to encourage visitors in any part of the Shire to also visit Blayney's other villages and to stop in Blayney town as the gateway to and from their journey for fuel, refreshments and an idyllic rest stop.</p>	BSC and traders groups	Short term	\$ \$
	Link to other actions		   G4 G12 B2			
B5	Promote a 'Cool Beef' cooperative		<p>As identified within the WRI research report, there is considered to be significant opportunity for overseas export of beef, in particular to Asian markets. It was suggested that individual farms could link efforts to create united cooperatives etc to sell beef to these markets, rather than attempting to each do this individually. The strength of a united efforts will not only spread marketing and business development costs, but also increase capacity to supply larger orders and open up larger markets.</p> <p>Whilst this would largely be private farm led initiative, Council could act as a catalyst to convene farms to suggest the concept and then actively participate in a support capacity for such an initiative.</p>	Private farms with assistance and support from Council	Short-medium term	\$
	Link to other actions		NIL			
B6	Use light pole banners to promote branding activities		<p>Council already has existing light pole signage infrastructure. It is understood this signage was being upgraded at the time this report was being prepared. An opportunity exists to utilise this signage to promote the above campaigns.</p>	BSC	Short-Long Term	\$ \$
	Link to other actions		   P1 B1 B2 B7			
B7	Create identifiable arrival experiences and gateway intersections		<p>As noted earlier in the physical works section of this implementation plan, the intersection of the Mid Western Highway and Church Street is a major arrival point to the Blayney main street. An opportunity to create a gateway statement at this intersection would be valuable to defining Blayney's main street and reinforcing its identity and character. It will create interest and appeal to passers' through, enticing people to stop and spend a moment in Blayney.</p> <p>Whilst it is acknowledged that major intersection works such as a roundabout or signalised intersection are unnecessary Council should explore opportunities to treat this intersection and to install signage in and around the intersection to improve the arrival experience into the town.</p> <p>This could notionally (with RMS approval) be an overhead catenary structure/art piece to signage and mark the arrival into Blayney.</p>	BSC with RMS	Medium Term	\$ \$ \$
	Link to other actions		   P1 P2 P8 P15			

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

Core strategy concepts

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

Brand Blayney

Issue

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

Strategy Purpose

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

Strategy Concept

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

Strategy Elements

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

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



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

Blayney Traders

Issue

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

Strategy Purpose

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

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

Strategy Concept

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

Strategy Elements

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

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

Strategy Implementation

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



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



Blayney economic opportunities

Strategy Purpose

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

Strategy Concept

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

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

Strategy Elements

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

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

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

Tourism opportunities

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

Recommendations

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

Agriculture opportunities

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

Advantages for the Blayney Agriculture sector include:

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

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

Recommendations

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

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

Food and Beverage Manufacturing opportunities

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

Recommendations

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

Manufacturing opportunities

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

The Manufacturing sector needs to respond to the following issues:

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

Recommendations

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



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

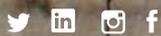




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