



ANNUAL REPORT 2014



Annual Report 2014

31st March 2015

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BACKGROUND

WRI offers the following services:

- Economic policy development
- Market structure and assessment
- Economic impact analysis and inter-industry modelling
- Cost-benefit analysis
- Industry analysis e.g: competitive advantage assessment
- Economic modelling
- Market research
- Project assessment
- Evaluation studies
- Feasibility assessments

In February 1998 the Western Coordination Group resolved to support the creation of the Western Research Institute, dedicated to research and analysis aimed at developing the Western New South Wales economy. Initial financial support was provided by Charles Sturt University; NSW Department of State and Regional Development; Department of Employment, Workplace Relations and Small Business; Central Western Regional Development Board; Orana Regional Development Board; and Far West Regional Development Board.

The Western Research Institute (WRI) was launched on 23rd February 1999. WRI is a Public Company Limited by Guarantee and is controlled by a Board of Directors.

WRI holds a wealth of knowledge on employment, business development and investment issues affecting regional Australia. It has worked with Commonwealth, State and Local Governments and industry groups on numerous investment and development programs in regional areas. WRI has strong credentials in business and commercial market consulting and applied economic modelling including input-output analysis, benefit-cost analysis, program evaluation, shift-share, agribusiness and regional socio-economic surveys and analysis.

WRI has an extensive network of associates who provide a variety of consulting services and accordingly can offer clients integrated research solutions.

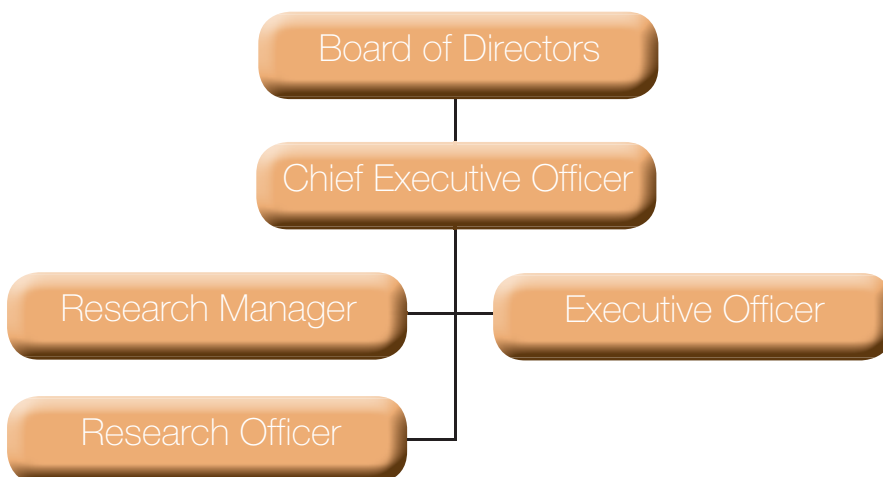
WRI is a one stop economic, social and business research consulting service, matching the range of services available from multi-national consulting firms and other larger companies at an affordable cost.

OBJECTIVES

WRI was established to pursue the following objectives:

1. Promoting the development of Australian agricultural resources, Australian industrial resources and Australian manufacturing resources, particularly in Western New South Wales, by providing users with a range of information, including, maintaining and providing the following services:
 - a. Assembling, updating and storing a range of relevant data in flexible retrieval form;
 - b. Regular general economic reporting for businesses and the community to facilitate informed economic decision making;
 - c. Compiling a library / bibliography of economic and related research for reference and referral; and
 - d. Conducting strategic research on key economic issues.
2. To support the objects of Charles Sturt University in the areas of regional development and applied research by providing independent, robust, relevant, credible, and high quality analysis to business, industry, government and the community in project consulting, research (including scientific research), and information delivery across all areas of economic policy.

Organisation Structure



AMBITION STATEMENT:

To be the country's leading research provider by providing research that promotes the development of regional and rural Australia.

BOARD OF DIRECTORS



Michael Milston – President

Milston Professional Advisory

Michael Milston is currently the Principal of Milston Professional Advisory, and previously the Director Human Services at Orange City Council, with over 24 years experience at the senior management level in local government. Michael has held a number of positions including Director and between 2006 to 2008 NSW Vice President of the professional association Local Government Managers Australia. Michael has an honours degree in Economics and a Graduate Diploma in Education from Sydney University, and an MBA from Charles Sturt University.



Ian Davison – Vice President

Country Advertising Agency Pty Ltd

Ian Davison is Managing Director of The Country Advertising Agency based at Orange. He is also a primary producer and wine grape grower. He has served on various regional development boards in the central west over the last 25 years including the Central Western Regional Development Board, The Central West Area Consultative Council and the Bathurst Business Enterprise Centre. In 2012 Ian was elected to Cabonne Shire Council.



Ian Rogan- Treasurer

Owner, Milthorpe Garden Nursery; Central Tablelands Local Land Services

Ian holds a Bachelor of Rural Science with Honours from the University of New England and has a wealth of experience in Agriculture Research and Development, having previously been General Manager of On-Farm R&D for Australian Wool Innovation and Regional Director of Research with NSW Department of Agriculture in Trangie. Complementing his experience in Agriculture R&D is Ian's experience as General Manager of Narromine Shire Council. Currently, Ian sits on the board of the Central Tablelands Local Land Services as well as operating a private rural and natural resources consulting business and the Milthorpe Garden Nursery.



Juliet Duffy – Secretary

Regional Envirosience Pty Ltd

Juliet brings over 20 years of experience in management, ITC, marketing, and science, in both domestic and international markets. She has held director positions in numerous regional development organisations, in the regional arts and private companies. Juliet holds a MSM (Syd Uni), and is passionate about integrating the triple bottom line principles into the culture of an organisation.



Peter Batten – Director

Retired Director of TAFE NSW – Training and Education Support – Industry Skills Unit – Orange and Granville

Peter has over 30 years experience in vocational education and training with TAFE NSW. He has held positions as the Associate Director of the Primary Industries and Natural Resources Curriculum Centre and from 1999 to 2006, Peter was the Director, Educational and Student Support and Assistant Director, Educational Programs in TAFE NSW Western Institute. Peter retired from his position with TAFE NSW in 2014.



Kate Baxter - Director

Institute Director, TAFE Western

Kate has lived and worked in rural NSW for over 25 years. She trained as a social worker and worked for ten years in a variety of roles with the health sector as well as the non-government welfare sector before commencing a career at TAFE. In May 2010 she was appointed as the Institute Director for TAFE NSW Western Institute. Kate has also served on the Central West Regional Development Board and the Board of Carewest. She holds postgraduate qualifications in social work and education.



Mark Burdack - Director

University Secretary, Director of Corporate Affairs and Office of the Vice-Chancellor

Mark Burdack is currently Director Corporate Affairs and Secretary of Charles Sturt University. In 2003 he was appointed as University Secretary at Charles Sturt University, working closely with the Chancellor and Council to implement governance reforms to align with best practice corporate governance. With a background in governance, project management, government and stakeholder relations, research and policy, and brand and communications, he has been involved with a range of major initiatives to promote development in rural and regional Australia. He is currently a member of Regional Development Australia – Central West; Engagement Australia; Regional Studies Association (UK); and the National Rural Law and Justice Council, as well as participating in a variety of working groups and committees across rural NSW focused on regional development and skills.



Paul Dowler - Director

Executive Director, Division of Finance, Charles Sturt University

Paul is the Executive Director, Finance at Charles Sturt University with responsibility for the division. He sits as part of the University Senior Executive and has held this position since the beginning of 2011. Prior to this, he held the position of Director, Business with CSU, a position held for 5 years. He has worked in the Higher Education sector for 22 years, with prior experience with Sydney University and University of New England and has an undergraduate degree in Accounting, a postgraduate MBA and has been a CPA since 1992.

PRESIDENT AND CEO'S REPORT

WRI entered 2014 with a renewed Strategic Plan which focussed on strengthening WRI's core consulting business and servicing regional Australia with credible research to support decision making. Key objectives included strengthening the research team, targeting higher education providers, local councils and organisations submitting funding applications, leveraging previous research projects.

Board of Directors

In early 2014, the Board and staff decided to update the organisation's strategic plan, in order to review the position and direction of the organisation. It was recognised that WRI is at a crucial stage in its operational life with a new CEO - long serving staff member Danielle Ranshaw, a new board member, an evolving staffing structure and an operational environment that is more competitive and uncertain. The updated strategic plan identified key areas of opportunity for WRI to explore, and challenges to overcome in order to strengthen WRI's position in the market.

During 2014, the Board and staff farewelled Director Paul Dowler. Paul had served on WRI's board since 2011 and provided valuable counsel to the Board and management during the past few challenging years.

WRI Team

In line with WRI's intention to build staff capacity in 2014, WRI welcomed new Senior Research Officers Erin Wise and Alistair MacLennan in June and July respectively. Both Erin and Alistair returned to the Central West after beginning their research careers in capital cities. Erin joins WRI with strong project management, customer relations and quantitative research skills, with over 10 years' experience in the Market Research Industry. Erin is also a qualified Market Research Practitioner (QPMR) with the Australian Social and Market Research Society (AMSRS) and teaches Market Research Analysis at CSU. Alistair brings strong skills in data analysis, business and economics, particularly around business and government policy, having worked for a number of years in the Queensland Parliament. Alistair is currently furthering his skills, studying accountancy with CPA Australia.

Research Officer Rebecca Hood spent 2014 heavily involved in Economic Impact work using the Input-Output modelling framework. Rebecca was able to further develop our expertise in undertaking high complexity modelling projects and she has also commenced training our two new SROs in these modelling techniques.

In 2014 WRI farewelled Research Officer Ivan Trofimov. Ivan had been with WRI since 2012 and leaves WRI heading for Malaysia in an Economics teaching position.



Left: CEO Danielle Ranshaw with NSW Minister for Local Government Paul Toole at the launch of *Adding Value: Economic Impact of cultural facilities in the Evocities* at the Australian Fossil and Mineral Museum in Bathurst.

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Right: WRI Team members Dale Curran (L) and Erin Wise at WRI's exhibit at the Australian Regional Development Conference in Albury.



Project work

WRI completed 30 research projects in 2014. A third of all projects completed in 2014 were commissioned by new clients and significantly, a number of projects completed in 2014 (for both new and returning clients) were focused in the Murray-Murrumbidgee region of NSW. This represents a significant expansion to WRI's recent research footprint. Both the level of new clients and our expanded geographic reach indicate that our profile is benefitting from recent, well received studies we have completed as well as from the beginnings of a reinvigorated business development approach.

Economic impact projects with a benefit-cost analysis component proved to be a key project methodology during 2014. The combination is becoming a highly sought after methodology for local government and other organisations submitting funding applications with the NSW state government such as Resources for Regions and Cobbora Transition Fund. WRI's research contributed to a number of regional projects successfully obtaining funding, these included Maitland CBD redevelopment and a number of projects for Wellington Council.

In addition, WRI completed a study in early 2014 that combined economic impact with social impact methodologies to provide a more comprehensive understanding of the impacts of a large mining operation on a regional community. This study generated significant interest amongst stakeholders in mining related Councils.

Education and community profiles were also a key focus area of WRI's research in 2014. WRI was able to support education providers, government and other regional organisations to better understand their communities through a range projects focusing on economic and community profiles.

Business Development

In 2014 WRI capitalised on a number of opportunities to expand its profile at a few key industry conferences. CEO Danielle Ranshaw and Senior Research Officer Erin Wise attended the national TAFE Directors Australia Conference in Sydney. Higher Education, particularly in the Vocational Education segment is a key regional industry and the conference presented an excellent opportunity for WRI staff to get a thorough understanding of the challenges and opportunities occurring in the sector and for WRI to raise its profile.

Executive Officer Dale Curran and Senior Research Officer Erin Wise also attended the Australian Regional Development Conference in Albury. WRI sponsored a trade exhibit stand which offered an excellent opportunity to interact with other conference attendees and highlight the organisation's research work. The conference was well patronised by a range of organisations involved in regional development and provided new insights into regional development strategies being undertaken across Australia.

WRI attended both conferences with a range of new and visually appealing, targeted marketing materials.

Financial wrap

In financial terms, WRI performed relatively successfully in 2014, earning approximately \$514,000 in accrued income. Despite the slight decrease in revenue compared with previous years, WRI has reported only a minor deficit of \$3,973, which is a significant improvement on the past two years.

2015

With a strong team in place and an expanded client base, WRI is well placed to greet the challenges of 2015 and beyond. In early 2015 WRI will relocate its offices to William st in the Bathurst CBD. The move comes as Skillset commences operation of its Senior College facility in the Flannery Centre in February 2015. The move to the Bathurst CBD will be the first time WRI is housed independently.

2015 is shaping up to offer good opportunities for WRI in particular through Charles Sturt University hosting the annual Sustaining Economic Growth in Regional Australia (SEGRA) Conference in Bathurst in October 2015. The conference is recognised as the nation's most credible and influential voice on issues affecting regional Australia and will provide both WRI and the Central West region with a good opportunity to showcase its strengths and capabilities.

WRI STAFF 2014

WRI is a regional development research organisation located in Bathurst, New South Wales. WRI holds a wealth of knowledge on employment, business development and investment issues affecting regional Australia. It has worked with Commonwealth, State and Local Governments and industry groups on numerous investment and development programs in regional areas. WRI has strong credentials in business and commercial market consulting and applied economic modelling including input-output analysis, shift-share, agribusiness and regional socio-economic surveys and analysis.

Ms Danielle Ranshaw – Chief Executive Officer BEc&Fin NSW

Danielle leads the team at WRI, managing overall research output and developing the organisation's business and profile. Danielle is an experienced researcher, having worked with WRI for seven years in roles ranging from survey development, data analysis, in-depth interview, stakeholder consultation, focus group facilitation, project management and client presentation. She joined WRI having several years' experience as a project manager within the information technology sector and a few years of experience working in academic support program development at Charles Sturt University. Additionally, Danielle has extensive experience in business process analysis, performance planning and review, report writing and project planning.

Danielle is currently a member of the Australasian Evaluation Society and has considerable experience in developing monitoring and evaluation frameworks, having completed both large scale and small evaluations for organisations in the Central West of NSW. She is also enrolled in postgraduate study related to community engagement work.

cultural sector, tourism and sporting events, infrastructure and manufacturing. Ivan has completed and was involved in economic impact studies, preparation of socio-economic profiles, feasibility studies, analyses of regional economic structure, due diligence and audit, as well as business case developments.

Ms Erin Wise – Senior Research Officer BBus Marketing, BBus Honours Class 1 (CSU)

Erin is a passionate market researcher with over 10 years' experience in the industry. Erin joins WRI after gaining a wealth of experience in brand strategy and development, and understanding consumer sentiment from her previous role as a Research Director at Pollinate. She is a skilled quantitative researcher with background in brand tracking, consumer segmentation, advertising testing and evaluation. Erin is proficient in multivariate data analysis techniques, project management, presenting and is dedicated to ensuring her clients solve their research problems.

Erin is currently a member of the Australian Marketing and Social Research Society and has been certified by the society as a Qualified Practicing Market Researcher (QPMR).

Mr Alistair Maclennan – Senior Research Officer BA Political Economy, First Class Honours (UNE)

Having served in a variety of parliamentary, public service and private sector roles, Alistair brings a wealth of research experience to WRI. Alistair has well developed skills in data analysis, economics and business, and has a wide understanding of government. In addition, Alistair also has experience in policy development in the energy sector, where he engaged with industry, government agencies and NGOs to inform policy. Alistair's experience in engaging with clients, stakeholders and the public assists WRI to fully understand its client's needs and provide tailored research.

Ms Rebecca Hood - Research Officer BBus (Fin/Acc) With Distinction CSU

After working in the Financial Services Industry for several years coupled with a degree in Finance and Accounting from CSU, Rebecca brings strong skills in finance, economics, business and accounting to WRI projects. Rebecca's extensive experience in the finance field and her high level understanding of current market knowledge gives Rebecca a solid understanding of the financial needs of regional and rural Australia. Having prior experience with local councils and retail, Rebecca also brings a robust understanding of the needs of regional businesses to her role at WRI.

In her role as Research Officer, Rebecca has worked on a wide range of projects covering many aspects of regional economic development including; economic and social impacts of mining and mine related developments, manufacturing operations, sporting events, not for profit social housing and aged care. Rebecca plays a key role in performing high level and varied economic impact (input-output) modelling and also has strong skills in benefit-cost analysis, human capital modelling, survey questionnaire development and the preparation of socio-economic profiles.

Ms Dale Curran – Executive Officer BA ANU

Dale is responsible for all administrative processes at WRI including executive support, finance, management of the Board of Directors and maintenance of policies. She has worked in a variety of roles at WRI, including Fieldwork Supervisor and Research Assistant, and has worked on several community and business surveys. Dale's skills and experience in data collection contribute to WRI's projects, bringing strong skills in data collection, particularly questionnaire development, data entry and telephone and face to face interviewing techniques. Dale brings a high level of organisational skill to her role as Executive Officer.

Ms Katherine Bell - Casual Research Officer

Katherine is a freelance writer whose strengths lie in research, literature review and synthesis writing. She has over 20 years' experience in corporate communications, human resources and executive support across private, government, charitable and multi-national organisations. Katherine has a particular interest in psychology and social science. Katherine has assisted WRI in contract research work periodically over the last two years.

Ms Kath Behrendt - Casual Senior Research Officer BFA, GradDip AgEc, MEcST (Economics) (UNE)

Kath has a professional background in agricultural economics, resource economics and accounting. She has worked in both the private and public sectors and has extensive experience in agribusiness planning and development, economic and financial analysis, and small business management. Kath's strengths lie in bioeconomic modelling, cost-benefit analysis, and efficiency and productivity analysis. Kath has assisted WRI in contract research work periodically over the last two years.

Dr. Ivan Trofimov - Research Officer

PHD (Macquarie) MEcSt (UNE) MA (Auckland)

Ivan is an economic and public policy analyst and brings experience in macroeconomics, corporate governance and international trade to WRI projects. Prior to joining WRI, he worked in corporate advisory firms, focusing on economic research and evaluation of corporate governance practices, and in a peak industry body, responsible for pharmaceutical policy formulation in Australia. He was also involved in consulting projects for the Commonwealth Secretariat, APEC Research Centre (New Zealand) and Pacific Islands Trade

and Investment Commission. Ivan holds a PhD in Applied Economics (Macquarie) and master degrees in agricultural and development economics (UNE) and (Auckland). He has published several papers in international economic journals.

In his role as research officer at WRI, Ivan has worked on a large number of projects in the areas of local government,

ASSOCIATES

Mr Tom Murphy - Associate

B.Ec. (Hons I) M.Sc. (Econ) Lancaster

Tom Murphy was WRI's founding CEO and held this position from 1999 until his retirement in December 2012. Under Tom's leadership WRI completed over 300 projects for all levels of government and government departments, industry groups, businesses, financial institutions, regional development boards and community groups, and educational institutions including universities, TAFE and schools in NSW, Victoria and Queensland.

Tom previously held academic positions as senior lecturer in Economics and Director of the Regional Economics Research Unit in the Faculty of Commerce, Charles Sturt University, Bathurst and positions at the University of New England and Macquarie University. He has also held the positions of Economic Analyst with the Office of National Assessments in Canberra, with responsibility for the ASEAN economies and Senior Consultant with KPMG Peat Marwick Management Consultants.

Tom's particular expertise is in regional economics and labour markets, and he has published in a wide range of economic subject areas in refereed and non-refereed articles, books and textbooks. Tom has a high local media profile in Western NSW for economic and social commentary and also features regularly on national radio particularly in connection to the quarterly agribusiness survey conducted for Westpac Australia wide.

Dr Guy West - Associate

Professor Guy West is experienced in regional economics with specialisation in applied quantitative economics. Current research interests include the theory and application of inter-industry models particularly in an integrated spatial econometric framework, the nature of economic structure at the regional and national levels, and regional economic projection, planning and growth. This revolves primarily around the study and identification of economic structure, involving concepts such as fundamental economic structure, structural change and evolution.

Dr. West has published extensively in international journals at both theoretical and empirical levels. He is an accomplished computer programmer and has developed a number of specialised economic models for analysing structural change, as well as more generalised software for inter-industry analysis. Some of this software is used extensively in universities in Australia, US, UK and Europe. He has been actively involved in consulting and advisory work in the area of economic impact analysis, planning, development and economic policy for federal, state and local government and the private sector.

ECONOMIC, SOCIAL & COMMUNITY IMPACTS

CADIA VALLEY OPERATIONS

The Western Research Institute recently completed an economic, social and community impact report for Cadia Valley Operations.

The study involved an economic impact study of the gold mining operation, based near Orange NSW, looking at its contribution to the local government areas adjacent to the mine's operations including Orange, Cabonne, Blayney, Cowra and Bathurst.

The results of the economic impact study show Cadia to be a significant contributor to its local economy, injecting \$1.5 billion in output, supporting almost 2,500 jobs and providing \$210 million in household income.

In addition to the economic impact study, WRI also completed a socio-economic profile of the region, and specifically the CVO workforce through a survey. The workforce survey was able to measure the impacts on CVO's local community in terms of patronage of facilities and services as well as contribution to the skilled workforce.

Interviews with stakeholders were also conducted, giving a 360 degree view of the mining operations in the region. Whilst stakeholders held both positive and negative views in relation to the gold mine, on balance it was recognised that CVO positively impacts its local community through the significant employment opportunities it provides and its economic contribution.

Understanding the socio-economic impact of the mining operation on their local communities provides CVO and their stakeholders with critical information for future planning. Indicators such as the skills mix of the workforce, key sectors benefitting from the mine's operations, and the employees' utilisation of community services provides the region with information to support further moves to diversify the economy for the future.

COMBINED ECONOMIC IMPACTS:

The combined economic impact of CVO's operations, including mining operations, construction, capital expenditure and local community contributions, generate in the CVO region approximately:

- \$773.4 million in Value Added, contributing 14.3% of gross regional product,
- \$210.7 in Household Income, representing 9.2% of household income; and
- 2,428 FTE Jobs, representing 6.5% of the local economies full time equivalent employment.



"This comprehensive study enabled CVO to reassess its community relations program and target where best to invest in the economy in order to minimise the impact of the closure.

We need to make sure we are putting these resources and funds where they'll make the biggest benefit."

Tony McPaul

General Manager, Cadia Valley Operations

Western Advocate 13 November 2014

REGIONAL FUNDING INITIATIVES

COBBORA TRANSITION FUND & RESOURCES FOR REGIONS

Supporting local government and organisations making applications for regional funding was identified as a key strategic opportunity or WRI to pursue in 2014. Two key funding initiatives which focused particularly on regional communities were identified; Cobbora Transition Fund and Resources for Regions. Both funding programs required robust economic assessments of the projects' demonstrated capacity to improve economic growth and productivity in the State. In 2014 WRI was able to support both Wellington Council and Maitland City Council in delivering high quality assessments of their infrastructure projects for submission.

Cobbora Transition Fund - Wellington CBD Revitalisation and Wellington Caves Holiday Complex Upgrade

The NSW Government's \$20 million Restart NSW Cobbora Transition Fund was established to create infrastructure that drives economic growth and productivity in the region. The \$20 million Fund recognises the impact that land acquisition and other activities associated with the Cobbora Coal Project have had on local communities spread across all four of the eligible Local Government Areas: Warrumbungle, Dubbo, Mid Western and Wellington.



Wellington Council was awarded \$2.9 million dollars for infrastructure projects including:

- Over \$700,000 for the CBD beautification scheme;
- \$350,000 for CBD building facades;
- \$740,000 for the Wellington Caves upgrade; and
- A further \$1.1m for other infrastructure projects.

Photo source: www.visitwellington.com.au/discover

Resources for Regions - Maitland City Council The Levee revitalisation project

Restart NSW Resources for Regions has committed \$217 million between 2012 and 2015 to fund infrastructure projects that will improve local infrastructure in regional areas affected by mining operations. Projects must be located in the local government areas of; Broken Hill, Cessnock, Cobar, Lithgow, Maitland, Mid-Western Regional, Muswellbrook, Narrabri, Newcastle, Singleton and Wollongong.

Maitland City Council was awarded \$9.9 million for the completion of the second stage of The Levee development

Photo Source: www.maitlandyoursay.com.au/thelevee



ECONOMIC CONTRIBUTION OF MUSEUMS & GALLERIES IN THE EVOCITIES

ADDING VALUE FOR REGIONAL ECONOMIES

Museums & Galleries NSW commissioned the Western Research Institute (WRI) to conduct research into the economic value of cultural facilities and activities in the seven Evocity regions of NSW. The Evocities are seven regional cities in NSW that have combined to market their locations collectively with the aim of attracting people to live in these regional centres. The Evocities are located across regional NSW in Albury, Armidale, Bathurst, Dubbo, Orange, Tamworth and Wagga Wagga.

Twenty five cultural facilities owned by Evocities councils including local history museums, specialist museums, regional art galleries and performing art facilities were selected to provide an insight into the economic contribution of cultural facilities to regional economies and into the effectiveness of investments in the cultural sector. Data for financial year 2012/13 was provided by each facility.

Overall the results of the economic impact study suggest that cultural facilities make an important contribution to the economies of the individual Evocities, as well as the combined Evocities. The largest economic impacts were generated in Albury and Dubbo, while the smallest ones were generated in Orange and Armidale Dumaresq. The returns from investment by local, state and federal government in the cultural facilities were highest in Orange and Armidale Dumaresq and lowest in Tamworth, Bathurst and Wagga Wagga.

OVERALL IMPACTS:

When flow-on effects are taken into account, the combined 26 cultural facilities in the Evocities were estimated to generate:

- Approximately \$32.35 million in value added, contributing 0.24 percent of the combined Evocities GRP;
- Approximately \$15.40 million in income, representing 0.24 percent of combined household income; and
- Approximately 293 FTE jobs, representing 0.27 percent of total FTE employment in the combined Evocities.



"Not only do they help mould and shape community identity by supporting local arts workers, and providing access to regional audiences, they also contribute positively to the local and regional economies and provide a positive return on investment for both State and Local government."

Mr Paul Toole

NSW Minister for Local Government

Quote taken from Museums & Galleries NSW Media Release, 1 August 2014

COMPLETED PROJECTS 2014

Measuring Impact

- Economic Impact of the Liqui-Moly Bathurst 12 Hour Event for Bathurst Regional Council
- Economic Impact of Recreational Charter Vessel Fishing for Dominion Consulting
- Australia wide Shift Share and Key Sector Analysis with Central West specific study for Charles Sturt University
- Economic, Social and Community Impacts of Cadia Valley Operations
- Economic contribution of Museums & Galleries in the Evocities; Adding Value for Regional Economies, for Museums & Galleries NSW
- Economic appraisal: Stage 3 Wellington CBD Revitalisation, for Wellington Council
- Economic appraisal: Redevelopment of Wellington's swimming pool, for Wellington Council
- Economic appraisal; Stage 1 of the Wellington Caves Holiday Complex, for Wellington Council
- Maitland CBD Revitalisation; Economic benefits and benefit cost analysis of Stage 2 The Levee Development, for Maitland City Council
- Economic Impact of Werris Creek Development, for The MAC services group
- Assessment of the CareWest 4C Project, for CareWest

Social and Economic Profiles

- Indicator mapping for TAFE Western

Understanding Sentiment

- Audience Development Survey for Bathurst Memorial Entertainment Centre
- Understanding the CSU First in Family Student for Charles Sturt University
- Understanding the needs of the Bathurst Community; Community Survey, for Bathurst RSL Club
- Demand Assessment Survey for United Protestant Association

Evaluating Outcomes

- Low Income Energy Efficiency Program Evaluation with Skillset

Local Government Projects

- Report on proposed special rates variation for Junee Shire Council
- Report on proposed special rates variation for Greater Hume Shire Council
- Community Impact Assessment for Junee Shire Council

Promoting Regional Development

- RDA Orana profile and opportunities update for Prospectus
- Housing Plus planning materials
- Cadia Valley Operations, Economic, Social and Community Impacts Executive Summary Document Preparation
- Economoc Profile and Opportunities in the Murray-Murrumbidgee Region for the NSW Department of Planning and Environment

LINKAGES

Local Government

- Bathurst Regional Council
- Cabonne Shire Council
- Central Darling Shire Council
- Central NSW Councils (CENTROC)
- Councils in the Barwon Darling Alliance
- Cowra Shire Council
- Dubbo City Council
- Fairfield Council
- Goulburn Mulwaree Council
- Greater Hume Shire Council
- Junee Shire Council
- Lithgow City Council
- Liverpool Council
- Maitland City Council
- Orange City Council
- Parkes Shire Council
- Singleton Council
- Wellington Council

Government

- NSW Department of Planning, Heritage Office
- Department of State and Regional Development
- NSW Department of Planning and Environment

Industry Groups

- Australian Pork Limited
- Australian Meat Industry Council
- Australian Meat Processing Council
- Albury Wodonga Corporation
- Arts OutWest
- Bells Line Expressway Group
- The Water Directorate
- Lachlan Valley Water

Business

- Applied Economics
- Australian Paper
- CareWest
- Electrolux
- Hyder Consulting

- Perpetual Regional Infrastructure Fund
- Printhe Wines
- The MAC Services Gro
- The Housing Alliance
- SG Heilbron and Associates
- Simplot Australia Pty Ltd
- Skillset
- State Water Corporation
- V8 Supercars Australia Pty Ltd

Education

- Association of NSW Regional Conservatoriums
- Bond University
- Charles Sturt University
- Chifley Business School
- Deakin University
- Griffith University
- James Cook University
- TAFE WESTERN
- TAFE NSW Education and Training Support Industry Skills Unit
- University of Ballarat
- University of Technology—Sydney
- University of Wollongong

Financial Institutions

- Marketmad.com
- Reliance Credit Union
- Westpac Banking Corporation

Regional Development Australia

- Central west
- Far West
- Murray
- Orana

Associates

- Professor John Hicks, BCom, DipEd MA (Melbourne), PhD Massey.
- Dr Kishor Sharma, PgDipMgt Iml, MEc TUNepal, PhD La Trobe.
- Adjunct Professor Greg Walker, MCom DipEd NSW, PhD Macq

