



ECONOMIC DEVELOPMENT STRATEGY

DRAFT FOR COUNCIL ENDORSEMENT

IMPLEMENTATION PLAN

2020-2040





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1. 5 YEAR IMPLEMENTATION PLAN

1.1 VISION

Our Bold 2040 Vision for a New Central Coast.

A choice destination, greater than Sydney, succeeding because of abundant opportunities and incredibly skilled people that thrive on a strong indigenous heritage, natural beauty and unique lifestyle.

1.2 TIMEFRAMES

To achieve the long-term objectives of the Central Coast Economic Development Strategy the 37 priority actions have been planned out over a 5 year implementation road map. The implementation plan will be reviewed annually to review progress and assess each of the actions are still in line with the overall objectives.

Year 1 commences 1 January 2020 and concludes June 30 2021

Years 2 to 5 are based on financial years and conclude on 30 June 2025

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Table 1.1. Implementation Plan: Short, Medium and Long term targets

| Description | Now | Goal by 2040 | 2025 Target | 2030 Target | 2035 Target | 2040 Target | Gap |
|-----------------------------|--------------------|---|--------------------|---------------------|---------------------|---------------------|-----------------------|
| Population | 342,047 | Realise medium series population projections | 361,965 | 369,932 | 389,849 | 429,684 | 87,637 people |
| Jobs | 126,459 | 1.5 new jobs per new dwelling to 2040 | 142,966 | 149,569 | 166,077 | 199,091 | 72,632 jobs |
| Employment Self Containment | 71.7% | 10% enhancement | 73.5% | 73.5% | 77.1% | 78.9% | 7.2 percentage points |
| Tourism visitors | 4.7 million nights | 50% increase in the Central Coasts share of the Greater Sydney Tourism market | 7.9 million nights | 10.8 million nights | 12.4 million nights | 14.8 million nights | 9.9 million nights |
| GRP per capita | \$39,453 | In line with the Greater Sydney GRP per capita | \$52,595 | \$61,981 | \$71,368 | \$80,755 | \$41,322 |
| Gross Regional Product | \$13.5 billion | In line with the Greater Sydney GRP per capita | \$17.7 billion | \$20.5 billion | \$25.4 billion | \$34.7 billion | \$21.2 billion |
| Household Income | \$1,594 per week | In line with Greater Sydney | \$1,761 Per week | \$1,880 Per week | \$1,999 Per week | \$2,118 per week | \$524 |

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2. IMPLEMENTATION PLAN

The following strategic themes were identified through background analysis and consultation with key stakeholders in Central Coast.

Each presents a goal, a rationale and headline objectives and tasks to deliver the strategic initiative. A detailed implementation plan has been developed for each and is outlined below, as it will be updated, refreshed and refocussed regularly and as such, the implementation plan outlines the key initiatives for the first 5 years of the Central Coast Economic Development Strategy.

2.1 ECONOMIC COORDINATION

Goal: Effective planning and governance are cornerstones of successful economic development strategies. We are committed to developing best-practice, agile frameworks to lead and coordinate economic development for the Central Coast. We will provide one single and consolidated message to all key stakeholders regarding the vision, key infrastructure and funding requirements/ priorities for the region and in doing so, deliver economic growth and regional confidence through clear regional leadership and a concerted and collaborative push for identified regional priorities that will deliver growth for the region.

Rationale:

The Central Coast Council must provide one single and consolidated message to all key stakeholders regarding the vision, key infrastructure and funding requirements for the region. This will be developed and supported in conjunction with key industry stakeholders such as RDACC, HCCDC, CCIC, NSW Business Chamber, Local Aboriginal Land Council and key government departments. Council has a clear role as a leader and advocate for the regional community and business to support major infrastructure projects, overcome restrictive policy and legislation and/or work with business and industry proactively to form partnerships that will assist in achieving positive investment outcomes for the council area.

A united and coordinated approach from Council will assist in working toward economic development outcomes. Consultation identified that there was a strong need for a more coordinated and cohesive approach to achieving economic development outcomes and Council has the opportunity to take a lead in this role.

Priority Actions:

- Update Council's governance and resourcing of its economic development functions
- Identify suitably qualified experts and leaders with a range of skills to work with and advise Council's leadership with expert advice and co-ordinating capacity for ongoing Economic Development best practice.
- Develop a Central Coast Advocacy framework for Council to plan and deliver advocacy to implement identified priorities and drive change in the political landscape to influence public investment, build key relationships and influence policy
- Develop a Central Coast Economic Development Marketing and Communication Plan
- Explore new options to 'democratise' economic planning and prioritisation by enabling broader community and business engagement

Table 2.1. Implementation Plan: Economic Coordination

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|---|---|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Update Council's governance and resourcing of its economic development functions | <ul style="list-style-type: none"> Provision of appropriate funding & resourcing of personnel and programs to enable effective delivery | <ul style="list-style-type: none"> Economic Development driven activities are appropriately funded & resourced Efficiency of economic decision making | | | | | | |
| Identify suitably qualified experts and leaders with a range of skills to work with and advise Council's leadership with expert advice and co-ordinating capacity for ongoing Economic Development best practice. | <ul style="list-style-type: none"> Examine examples of other LGA models for economic development and investment attraction agencies Determine most appropriate potential model for Central Coast and table for discussion and progression | <ul style="list-style-type: none"> External models are reviewed Report & recommendation made & considered Community Support for local economic policies | | | | | | |
| Develop a Central Coast Advocacy framework for Council to plan and deliver advocacy to implement identified priorities and drive change in the political landscape to influence public investment, build key relationships and influence policy | <ul style="list-style-type: none"> Identify and prioritise priority service, infrastructure & program needs for the broader region Develop an evidence base (business case) to advocate for public investment in identified projects | <ul style="list-style-type: none"> Projects prioritised and are made 'shovel ready' through business case development Advocacy Plan developed Efficiency of economic decision making | <ul style="list-style-type: none"> Department of Planning and Environment Regional Development Australia Central Coast, Hunter and Central Coast Development Corporation Local Aboriginal Council | | | | | |
| Develop a Central Coast Economic Development Marketing and Communication Plan | <ul style="list-style-type: none"> Develop a new regional brand that embodies the vision for the new economy Adopt a targeted program and approach to promoting the regions new identity and competitive advantages to potential investors and priority markets Establish a Central Coast ambassador program – utilising local identities and community and business leaders to promote the region Development of a quarterly Economic Development Activity | <ul style="list-style-type: none"> Competitive regional branding and positioning statements developed for target markets and sectors Targeted marketing and promotional activities that reinforce the new identity and showcase the region are developed, focus tested and implemented Ambassador program developed in key focus areas with necessary tools and information | <ul style="list-style-type: none"> Industry University of Newcastle Property Council of Australia Local Aboriginal Council Regional Development Australia Central Coast New South Wales Chamber of Commerce, Business NSW | | | | | |

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|--|---|---|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| | <p>Newsletter that provides updated headline economic data, brief overview of major projects & celebrates local business community successes</p> | <ul style="list-style-type: none"> Quarterly updates provided to Council, Stakeholders & Community | | | | | | |
| <p>Explore new options to 'democratise' economic planning and prioritisation by enabling broader community and business engagement</p> | <ul style="list-style-type: none"> Seek interest from neighbouring LGAs to collaborate on potential projects that are of a scale and importance to meet City Deal requirements Form an agenda and charter to collaborate on joint beneficial projects | <ul style="list-style-type: none"> Activated discussions with regional partners to agree on beneficial projects Community support for economic policies | <ul style="list-style-type: none"> Regional Development Australia Central Coast, Hunter and Central Coast Development Corporation, Central Coast Industry Connect Surrounding Councils Local Aboriginal Council | | | | | |

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2.2 ECONOMIC PARTNERSHIPS

Goal: Collaboration with partners is an economic development catalyst, generating better policies, expanded trade and commerce, new investment, and knowledge exchange. We are committed to nurturing partnerships that deliver economic strength, resilience, and opportunity to the Central Coast.

Rationale:

The Central Coast covers a large area with a diversity of townships, community groups, government and Councils. In order for the Central Coast to realise its potential as a region with a City that has a growing diverse economy which retains its youth and raises all levels of benchmarking data to level with greater Sydney strong leadership and collaboration with key industry stakeholders such as RDACC, HCCDC, CCIC, NSW Business Chamber, Local Aboriginal Land Council Darkinjung and key government departments will form the cornerstone of achieving our vision.

Priority Actions:

- Collaborate with all levels of government and the community to secure a City Deal for the Central Coast to support productive and liveable cities that encourage innovation, support growth and create jobs
- Develop a regional economic action plan with surrounding councils to leverage economic agglomeration
- Collaborate with local industry and community to prepare a Visitor Economy Growth Action Plan
- Prepare a roadmap to enhance international economic engagement and trade, working with Austrade and NSW Government
- Collaborate with all levels of government to deliver essential services and infrastructure to our growing communities across the Central Coast

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Table 2.2. Implementation Plan: Economic Partnerships

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|---|---|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Collaborate with all levels of government and the community to secure a City Deal for the Central Coast to support productive and liveable cities that encourage innovation, support growth and create jobs | <ul style="list-style-type: none"> Align priority advocacy projects with potential City Deals projects | <ul style="list-style-type: none"> Priority projects are clearly identified and feature in any potential City Deals progression | <ul style="list-style-type: none"> Federal Government NSW Government Regional Development Australia Central Coast Local Aboriginal Council | | | | | |
| Develop a regional economic action plan with surrounding councils to leverage economic agglomeration | <ul style="list-style-type: none"> Engage with Surrounding Councils and identify key economic agglomeration opportunities and develop and action plan | <ul style="list-style-type: none"> Key agglomeration programs and projects identified and documented for business case development Business cases developed Funding opportunities identified Grant funding secured and projects underway | <ul style="list-style-type: none"> Regional Development Australia Central Coast Department of Premier and Cabinet Hunter and Central Coast Development Corporation Surrounding Councils Local Aboriginal Council | | | | | |
| Collaborate with local industry and community to prepare a Visitor Economy Growth Action Plan | <ul style="list-style-type: none"> Engage with developers and tourism operators to gain an understanding of issues and opportunities relevant to tourism infrastructure investment Report on findings and potential strategies to overcome obstacles, attract & encourage good investment Prepare a detailed accommodation audit and implementation plan | <ul style="list-style-type: none"> Meetings held with stakeholders to establish investment requirements Report produced Visitor economy stats Central Coast Accommodation audit complete with implementation plan Visitor Economy Stats International Visitor nights Domestic Visitor nights Domestic Daytrips | <ul style="list-style-type: none"> Regional Development Australia Central Coast Destination Sydney Surrounds North, Department of Premier and Cabinet Tourism Operators Tourism Australia Local Aboriginal Council | | | | | |
| Prepare a roadmap to enhance international economic engagement and trade, working with Austrade and NSW Government | <ul style="list-style-type: none"> Develop a marketing program to encourage business expansion and support the attraction of new business and industry to | <ul style="list-style-type: none"> Target industries program developed | <ul style="list-style-type: none"> Austrade Department of Premier and Cabinet | | | | | |

CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|--|--|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| | <ul style="list-style-type: none"> the Central Coast with particular focus on High value industries such as health & medical, professional & scientific services, warehousing & logistics, and advanced (including food) manufacturing Ensure employment lands are appropriately zoned and serviced to accommodate target industry needs | <ul style="list-style-type: none"> Planning Scheme aligns with target industry requirements Commercial Office Space vacancy rates Total commercial space supply Total Employment land supply and vacancy Measures of Central Coast Brand Reputation Inward investment Levels | <ul style="list-style-type: none"> Central Coast Industry Connect NSW Department of Industry Business NSW | | | | | |
| Collaborate with all levels of government to deliver essential services and infrastructure to our growing communities across the Central Coast | <ul style="list-style-type: none"> Continue to examine & trial innovative approaches to overcoming east-west connection to spine transport infrastructure Improve connections between residential and employment areas, including opportunities to better use public transport, walking and cycling modes. | <ul style="list-style-type: none"> Infrastructure investment Level and utilisation of infrastructure | <ul style="list-style-type: none"> Department of Planning and Environment Transport for NSW Federal Government Hunter and Central Coast Development Corporation Roads Maritime Services NSW | | | | | |

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2.3 ECONOMIC INFRASTRUCTURE

Goal: Physical and digital infrastructure are foundations of economic development, providing vital networks to support investment, trade, innovation and wellbeing. We are committed to building high-value local infrastructure, working with other governments and the private sector to expand the Central Coast's economic capacity. Key targets being, public transport network to allow the local population to access job opportunities as well as the available serviced employment lands to attract new employers to the region.

Rationale:

The Central Coast has significant tracts of zoned industrial land, however, much of it is in part or wholly constrained by environmental constraints, and/ or a lack of infrastructure. This means the effective available employment lands accessible by new businesses wanting to invest in and locate to the Central Coast are very limited. Identified employment land and activation precincts such as the Southern and Northern growth corridors. The Southern Growth Corridor links the Somersby Business Park and to Erina, providing services to the communities in the southern half of the region. The Northern Growth Corridor links Tuggerah to Warnervale to become a priority location for service and business growth.

Whilst the Central Coast is well connected via rail and major roads to Sydney and Newcastle, intra-regional transport is difficult, with only a north-south spine providing services. Transport from residential areas to employment areas without a car is difficult. This is made more complex by the natural structure and waterways. A lack of public transport options presenting difficulties in getting to/from potential work locations is cited as being largely attributable to the high local youth unemployment, even though employers in these regions cite skilled labour shortages as being a critical issue/ constraint.

The region needs a proactive and investment ready (supportive) planning framework and team that reflects the economic strengths and growth areas of the economy. Industries such as food product and housing component manufacturing, education and training, transport and logistics, health and medical precincts and industrial and commercial space in general need to be catered for and areas found for their expansion.

Priority Actions:

- Progress growth corridor development strategies
- Progress development strategies for Urban Release Areas
- Enhance local infrastructure with 'smart technology' to increase efficiency, connectivity and capacity
- Prepare a Central Coast Transport Strategy, highlighting priority transport infrastructure projects, over the short and longer term to achieve the 30-minute city
- Explore options to bring super-fast digital connectivity to the Central Coast (including optic fibre, mobile, and wireless networks).
- Work with local developers to modernise planning processes and requirements to future-proof our new developments
- Develop a dedicated, long-term Central Coast Infrastructure implementation plan to guide local planning and engagement with the State and Federal governments to clearly articulate the need and benefit

Table 2.3. Implementation Plan: Economic Infrastructure

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|---|---|---|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Progress growth corridor development strategies | <ul style="list-style-type: none"> Unlock zoned employment and industry lands through effective planning processes and actions to deliver serviceability and accessibility Identification of constraints related to current zoning and assessment of actual total employment land space available Assessment of capability & timing to provide servicing to facilitate development | <ul style="list-style-type: none"> Total accessible employment zone land clarified Serviceability and timing clarified" New Serviced Employment land supplied annually Annual employment land occupation rate Annual Employment land Inquiry vs conversion rate Major Projects Planned Investment confidence | <ul style="list-style-type: none"> Department of Planning and Environment Local Aboriginal Council Darkinjung Department of Premier and Cabinet | | | | | |
| Progress development strategies for Urban Release Areas | <ul style="list-style-type: none"> Identify Key growth urban areas and prepare the necessary infrastructure plans, ecological clearances and required funding for essential services to eliminate red tape, expedite and accelerate Urban growth | <ul style="list-style-type: none"> Infrastructure investment Building approvals and completions New residential dwelling approvals and completions Number of residential subdivision approvals | <ul style="list-style-type: none"> Department of Planning and Environment Local Aboriginal Council Darkinjung | | | | | |
| Enhance local infrastructure with 'smart technology' to increase efficiency, connectivity and capacity | <ul style="list-style-type: none"> Preliminary report on adoption and integration of Smart City/ Region technologies and activities into regional infrastructure and future planning | <ul style="list-style-type: none"> Smart Region Strategy developed Level and utilisation of infrastructure | <ul style="list-style-type: none"> Department of Planning and Environment Roads Maritime Services NSW Transport for NSW | | | | | |
| Prepare a Central Coast Transport Strategy, highlighting priority transport infrastructure projects, over the short and longer term to achieve the 30-minute city | <ul style="list-style-type: none"> Continue to examine & trial innovative approaches to overcoming east-west connection to spine transport infrastructure Improve connections between residential and employment areas, including opportunities to better use public transport, walking and cycling modes. | <ul style="list-style-type: none"> Demand Responsive Transport is expanded / enhanced to improve local transport requirements Future connection nodes and alternative transport modes are reflected in transport planning strategy Level and utilisation of infrastructure | <ul style="list-style-type: none"> Department of Planning and Environment Transport for NSW Roads Maritime Services NSW Department of Premier and Cabinet Private operators | | | | | |

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|--|--|---|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Explore options to bring super-fast digital connectivity to the Central Coast (including optic fibre, mobile, and wireless networks). | <ul style="list-style-type: none"> Work with telecommunication providers to ensure delivery of world class digital connectivity infrastructure and services, with a focus on Gosford CBD for 10GA connectivity to increase commercial office activity and associated employment Work with NBN and Telcos to bring the central Coast internet connection in line with greater Sydney | <ul style="list-style-type: none"> Digital infrastructure spend Gosford CBD Mbs speed Average Central Coast Mbs speed Mobile coverage Households with internet connection NBN delivery and spend | <ul style="list-style-type: none"> Telecommunication providers NSW Government Federal Government | | | | | |
| Work with local developers to modernise planning processes and requirements to future-proof our new developments | <ul style="list-style-type: none"> Engage with Central Coast investors and developers with a specialised consultant to workshop best practice planning pathways benchmarked against all NSW LGA's | <ul style="list-style-type: none"> Non-residential building approval timeframes (By type) Major Projects Planned Non-residential building completions | <ul style="list-style-type: none"> Commercial Property agents Department of Planning and Environment Private investors Local Aboriginal Council Darkinjung | | | | | |
| Develop a dedicated, long-term Central Coast Infrastructure implementation plan to guide local planning and engagement with the State and Federal governments to clearly articulate the need and benefit | <ul style="list-style-type: none"> Identify the regions long term infrastructure priorities in collaboration with surrounding Councils, private sector, state government and federal government and sort the order of preference and implementation pathway Develop a regional investment prospectus for national and global markets to profile infrastructure and commercial investment opportunities in the region | <ul style="list-style-type: none"> Long term infrastructure priorities identified Business cases complete Implementation and priority plan complete Funding secured for priority infrastructure Investment prospectus developed for national and international marketing | <ul style="list-style-type: none"> Commercial Property agents Department of Planning and Environment Private investors Local Aboriginal Council Darkinjung Regional Development Australia Central Coast Federal Government NSW Government Central Coast Industry Connect Business NSW | | | | | |

2.4 ECONOMIC INNOVATION & ENTERPRISE

Goal: Local business and enterprise are the drivers of economic development, powering employment, innovation, and investment. We are committed to supporting a thriving business and innovation eco-system, creating new jobs, commercial profit and community value for the Central Coast.

Rationale:

The Central Coast has strong representation in advanced manufacturing, health care and social assistance, retail trade, accommodation and food services, construction but is also poised to benefit from the emerging sectors in education and training, professional scientific and technical services, logistics and transport, financial and insurance services and the visitor economy. We can begin to build the future of tomorrow by mobilising the students of today to be ready for tomorrow through working with established industries and capitalising on the emerging high growth industries.

Priority Actions:

- Work with the local innovation eco-system to establish a Central Coast Innovation Network
- Start a digital education and accelerator program for all primary and secondary public schools on the Central Coast
- Establish and partner with Universities to foster collaboration and attraction of new high value industry and to enhance existing established industry
- Identifying precincts and sectors with high growth prospects, and preparing roadmaps to drive this economic development
- Develop an internal Innovation Policy Framework for Council
- Transform Council's innovation and business development programs to enhance local impacts and outcomes
- Prepare a roadmap to drive economic vibrancy and diversity, exploring options such as events, city activations, better design, place-making, and promotion and utilisation of natural areas
- Build on existing advanced manufacturing and food innovation to enhance and promote business excellence
- Prepare a health innovation business case to compliment the growing health economy

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Table 2.4. Implementation Plan: Economic Innovation & Enterprise

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|--|--|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Work with the local innovation ecosystem to establish a Central Coast Innovation Network | <ul style="list-style-type: none"> Engage with existing business clusters to build upon specialised knowledge and innovation to enhance existing networks Work with existing leaders within in high value target industries to establish new innovation cluster networks | <ul style="list-style-type: none"> Business Counts (Total and Key Industries) Intellectual Property Registrations Business stats Measure of innovation activity and outcomes | <ul style="list-style-type: none"> Business NSW Local Chambers of Commerce Central Coast Industry Connect UON Industry Central Coast Local Health District | | | | | |
| Start a digital education and accelerator program for all primary and secondary public schools on the Central Coast | <ul style="list-style-type: none"> Engage with Central Coast Public primary and tertiary schools to develop the Central Coast digital accelerator program Develop investment prospectus to fund a computer for every student on the Central Coast Engage and enrol | <ul style="list-style-type: none"> Schools enrolled in Digital accelerator program School Containment rate Completed high school Post School Qualifications Proportion of Residents Attending Educational establishments Technology Literacy and access Distribution of educational attainment | <ul style="list-style-type: none"> Central Coast Industry Connect Business NSW TAFE UON P-TECH NSW Department of Education | | | | | |
| Establish and partner with Universities to foster collaboration and attraction of new high value industry and to enhance existing established industry | <ul style="list-style-type: none"> Build a register of the regions key employers by size / industry. Schedule regular engagement focussed on growth, activity and skills requirements Actively engage with local business networks and Chambers to ensure two-way communication is established and maintained Engage with industry to identify leaders in high value industries and | <ul style="list-style-type: none"> Talent retention measures Inward investment levels Economic Diversity measures Creative economy measures Post School Qualifications Proportion of Residents Attending Educational establishments Distribution of educational attainment Completed high school | <ul style="list-style-type: none"> University of Newcastle Business NSW TAFE NSW Central Coast Industry Connect Regional Development Australia Central Coast Department of Premier and Cabinet | | | | | |

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|--|--|---|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| | <ul style="list-style-type: none"> an education pathway to bridge skills gap is identified Engage with universities to identify future and existing education programs to partner and support industry | <ul style="list-style-type: none"> Register of key employers and industries collated | | | | | | |
| Identifying precincts and sectors with high growth prospects, and prepare roadmaps to drive economic development | <ul style="list-style-type: none"> Develop and aggressively implement industry and investment plans for each of the high-value industries identified in EDS- focussing on addressing impediments to growth, workforce requirements, supply chains, skills gaps, education alignment, market opportunities and the identification of key investment targets Develop a clear investment proposition with appropriate incentives and compelling marketing materials for each high-value industry to attract and generate new investment | <ul style="list-style-type: none"> Economic activity and income levels Congestion and commuting measures Productivity stats Labour Market stats Detailed market analysis with implementation plan developed for high value industries Investment plans and marketing material complete Investment Targeted marketing campaign deployed Annual high value Inquiry vs conversion rate | <ul style="list-style-type: none"> Regional Development Australia Central Coast Central Coast Industry Connect Central Coast Food Innovation Cluster Department of Premier and Cabinet Business NSW Local Chambers of Commerce NSW Department of Industry | | | | | |
| Develop an internal Innovation Policy Framework for Council | <ul style="list-style-type: none"> Conduct an audit of council's current innovation practices and business processes. Develop a framework for business improvement and a change management process to introduce an innovation framework | <ul style="list-style-type: none"> Council is easy to do business with DA Approval timeframes Customer satisfaction levels Investment attraction | | | | | | |
| Transform Council's innovation and business development programs to enhance local impacts and outcomes | <ul style="list-style-type: none"> Develop an annual implementation and engagement plan for business development focused on new business attraction in high value industries and retention of existing industry | <ul style="list-style-type: none"> Measures of Central Coast brand/ reputation as a place to do business | <ul style="list-style-type: none"> Department of Premier and Cabinet Business NSW Local Chambers of Commerce | | | | | |

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|---|--|---|---|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| | | | <ul style="list-style-type: none"> NSW Department of Industry Regional Development Australia Central Coast Central Coast Industry Connect | | | | | |
| Prepare a roadmap to drive economic vibrancy and diversity, exploring options such as events, city activations, better design, place-making, and promotion and utilisation of natural areas | <ul style="list-style-type: none"> Support and encourage development of the Gosford CBD and waterfront to provide cultural, leisure, entertainment and commercial opportunities for our residents Investigate the potential of a Conference and Convention Centre to further enhance the Gosford CBD and Waterfront Precinct area capabilities and access the lucrative MICE market and attract short term accommodation development Develop relationships with national and international commercial property agents to assist in soft promotion of activities Encourage sensitive design and development that takes advantage of our natural areas providing leisure opportunities for our residents and tourism attraction potential Complete detailed town centre streetscape design incorporating smart infrastructure, parking and design manuals that are sympathetic to each town centre and CBD Niche focused event program developed that puts the Central Coast on the Map. | <ul style="list-style-type: none"> Gosford CBD investment plan complete and actively marketed to attract investment Industry connections established Business cases prepared Conference facilities established in Gosford CBD Waterfront precinct Masterplan adopted Individual investment plans complete for Central Coast CBD's Design manuals for town centres complete Carpark manual complete for each town centre Streetscape design complete for each town centre Niche focused event with attendee numbers Measures of Wellbeing and happiness | <ul style="list-style-type: none"> Business NSW Local Chambers of Commerce Local businesses Destination Sydney Surrounds North Conferencing & Events Industry Hunter and Central Coast Development Corporation Tourism Operators Local Aboriginal Council | | | | | |
| Build on existing advanced manufacturing and food innovation to | <ul style="list-style-type: none"> Engage with established Central Coast Food innovation cluster and Central Coast industry connect to form a long-term strategy to build | <ul style="list-style-type: none"> Measures of innovation activity and outcomes Business stats | <ul style="list-style-type: none"> Regional Development Australia Central Coast Central Coast Industry Connect | | | | | |

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|--|---|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| enhance and promote business excellence | upon and support the specialised manufacturing industries | <ul style="list-style-type: none"> • Growth in advanced manufacturing industries | <ul style="list-style-type: none"> • Central Coast Food Innovation Cluster | | | | | |
| Prepare a health innovation business case to compliment the growing health economy | <ul style="list-style-type: none"> • Engage with NSW Local Area Health, NSW Health and established businesses on the Central Coast and outside the Central Coast to establish the framework of a health innovation precinct. | <ul style="list-style-type: none"> • Health, safety, justice and social indicators • Increases in Health-related business start-ups • Employment numbers in non-service-based health jobs • Intellectual property measures • Measures of innovation and activity outcomes | <ul style="list-style-type: none"> • NSW Area Health • Central Coast Local Area Health • Regional Development Australia Central Coast • Central Coast Industry Connect | | | | | |

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2.5 ECONOMIC FUTURES

Goal: The digital revolution is driving incredible changes to economies and communities the world over, presenting a host of new opportunities and challenges. We are committed to future economy leadership, leveraging digital technology and new economic opportunities for a stronger Central Coast.

Rational:

For the Central Coast to achieve the 30-minute city, digital infrastructure is the foundation of a smart city which draws its people into the CBDs for high value work and retains existing industry and attracts new innovative industry. With 65% of children now entering school projected to hold jobs that currently don't exist the promotion and facilitation of digital literacy coupled with smart infrastructure will enable the Central Coast workforce to pivot positively towards the emerging economy of the future.

The children and youth of today play a key role in mobilising towards the emerging future economy. It is imperative that we engage, collaborate and assimilate what the future generation desire. It is essential that we provide exciting opportunities and activities locally that attract and retain the younger generation after leaving school.

Priority actions:

- Prepare a Night-Time Economy discussion paper, exploring options for enhancing the diversity and size of our night-time economy
- Develop and implementing a Central Coast Future City (Smart Technology) road map
- Work with industry and community to promote 'smart working' (e.g. remote/flexible/co-working) opportunities for the Central Coast
- Promote programs to improve digital literacy and skills for all primary and secondary public schools and for businesses and the broader community
- Establish a framework to optimise the economic value of 'big data' for the Central Coast
- Prepare a youth engagement action plan for enrolment and education to enhance human capital, capacity building, employment opportunities and participation

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Table 2.5. Implementation Plan: Economic Futures

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|---|---|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Prepare a Night-Time Economy discussion paper, exploring options for enhancing the diversity and size of our night-time economy | <ul style="list-style-type: none"> Develop and implement planning policy that encourages centres activity and the built form to support activated, interactive and open space | <ul style="list-style-type: none"> Night-time economy cost benefit analysis complete Night-time economy discussion paper developed with baseline research International Evidence Review Establish advisory board Night time economy and event stats | <ul style="list-style-type: none"> Department of Planning and Environment Sydney City Council | | | | | |
| Develop and implementing a Central Coast Future City (Smart Technology) road map | <ul style="list-style-type: none"> Develop a Smart Region strategy to enhance and enable hard and soft infrastructure that will support more effective servicing and accessibility for community, business and industry Preliminary report on adoption and integration of Smart City/ Region technologies and activities into regional infrastructure and future planning | <ul style="list-style-type: none"> Smart Region Strategy developed | <ul style="list-style-type: none"> Department of Planning and Environment Private industry | | | | | |
| Work with industry and community to promote 'smart working' (e.g. remote/flexible/co-working) opportunities for the Central Coast | <ul style="list-style-type: none"> Engage with existing co-work industry providers and Sydney employers with a high representation of commuters to determine synergies | <ul style="list-style-type: none"> Health, safety, justice and social indicators Measures of wellbeing and happiness Congestion and commuting measures | <ul style="list-style-type: none"> Private industry | | | | | |
| Promote programs to improve digital literacy and skills for all primary and secondary public schools and for businesses and the broader community | <ul style="list-style-type: none"> Engage with local education providers to establish baseline digital education programs currently offered to the community. Engage with local industry and target industry to establish required education for digital literacy. Engage with community to determine level of digital literacy levels | <ul style="list-style-type: none"> Post School qualification levels Technology literacy and access Distribution of educational attainment New digital start-ups % employed in digital industries | <ul style="list-style-type: none"> TAFE NSW Department of Education University of Newcastle | | | | | |

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|--|---|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Establish a framework to optimise the economic value of 'big data' for the Central Coast | <ul style="list-style-type: none"> Determine data sharing with various agencies and what will be accessible. Engage with the private sector to determine data usage Review and benchmark other LGA data sharing and collection policies | <ul style="list-style-type: none"> Development of smart industries that provide innovation using data Measures of innovation activity and outcomes | <ul style="list-style-type: none"> NSW Government Federal Government Private Sector | | | | | |
| Prepare a youth engagement action plan for enrolment and education to enhance human capital, capacity building, employment opportunities and participation | <ul style="list-style-type: none"> Engage with schools and youth to determine issues with finding employment post school and other related issues faced by youth. Develop in consultation with youth leaders a framework to assist with youth engagement and to provide more employment opportunities and education opportunities | <ul style="list-style-type: none"> Measures of economic inclusion/equity Youth unemployment rate Youth employment participation rate University enrolment TAFE enrolment Apprentices | <ul style="list-style-type: none"> NSW Department of Education TAFE University of Newcastle | | | | | |

DRAFT SUBJECT TO COUNCIL APPROVAL

2.6 ECONOMIC TRANSFORMATION

Goal: In a fast-paced global economy, retaining competitiveness and meeting changing community expectations depends on continuing economic transformation. We are committed to progressing such reform – of economic systems, regulations, and frameworks – to ensure the ongoing strength and sustainability of the Central Coast’s economy.

Rationale:

Encouraging established businesses to invest further and attracting new investments to the region enables governments to stimulate employment and develop the economy and in doing so, drive accelerated job growth and prosperity. Governments support investment (existing business expansion and new investment) primarily by developing a business environment that is attractive and by promoting the attributes of their region as an investment location. Council may, in some instances, provide incentives (financial and non-financial) and other services to support and encourage investment. There are a range of investment attraction incentives local government can pursue to attract, support and encourage investment

A local government that is supportive of business investment and is proactive in its planning policy and development approvals will be seen as a cooperative, supportive and attractive investment ally. Disinterest, confused processes and changeable rules all present strong signals to investors that it will be better to invest elsewhere.

For a local government to fully embrace business and industry support and investment attraction it must be appropriately resourced.

Priority Actions:

- Identify high value regulatory reform and 'red tape' reduction initiatives to unlock economic growth
- Develop a 'Circular Economy' framework to build our sharing economy
- Explore options to accelerate the production and consumption of renewable energy to power the Central Coast economy
- Prepare an economic roadmap for the Central Coast to progress the UN’s Sustainable Development Goals (SDGs)
- Prepare a framework to incentivise to attract new high value corporate commercial business and partner with Government, to attract Government institutions to relocate to the region in order to lead the revitalisation of the CBDs and enhance the employment diversity of the region

DRAFT SUBJECT TO COUNCIL ENDORSEMENT

Table 2.6. Implementation Plan: Economic Transformation

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|---|---|--|--|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Identify high value regulatory reform and 'red tape' reduction initiatives to unlock economic growth | <ul style="list-style-type: none"> Review internal handling of commercial and industrial enquiries and development approvals processing Make recommended changes where required to assist in facilitation of potential investments and business enquiries" | <ul style="list-style-type: none"> Internal processes reviewed Recommendations made and positively effected | <ul style="list-style-type: none"> Services NSW Making Business Better | | | | | |
| Develop a 'Circular Economy' framework to build our sharing economy | <ul style="list-style-type: none"> Engage with the private sector and government to determine a framework to adopt Identify possible land to form a cleantech Green cluster of businesses that are focused on innovation and reuse of resources Establish incentives to attract organisations engaged in the Circular economy framework to relocate or establish themselves in the region Develop a region wide approach to address waste and reuse | <ul style="list-style-type: none"> Greenhouse gas emissions per capita Quality of natural environment Efficiency of resource usage Business start-up and relocation of cleantech companies Measures of innovation activity and outcomes | <ul style="list-style-type: none"> Private Sector Regional Development Australia Central Coast Central Coast Industry Connect Central Coast Food Innovation Cluster Department of Premier and Cabinet Business NSW Local Chambers of Commerce NSW Department of Industry | | | | | |
| Explore options to accelerate the production and consumption of renewable energy to power the Central Coast economy | <ul style="list-style-type: none"> Engage with industry and government to explore options to deploy renewable energy on the Central Coast Adopt a renewable energy approach for the Central coast | <ul style="list-style-type: none"> Greenhouse gas emissions per capita Quality of natural environment Efficiency of resource usage | <ul style="list-style-type: none"> Private Sector Regional Development Australia Central Coast Central Coast Industry Connect Central Coast Food Innovation Cluster Department of Premier and Cabinet Business NSW Local Chambers of Commerce | | | | | |

| Priority Action | Supporting Actions | Measure | Partners | Year | | | | |
|---|--|--|---|------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| | | | <ul style="list-style-type: none"> NSW Department of Industry | | | | | |
| Prepare an economic roadmap for the Central Coast to progress the UN's Sustainable Development Goals (SDGs) | <ul style="list-style-type: none"> Review UN's 17 sustainable Development goals framework and develop a roadmap that aligns the Central Coast with the UN's | <ul style="list-style-type: none"> Roadmap and implementation plan complete Measures of economic inclusion/equity | | | | | | |
| Prepare a framework to incentivise to attract new high value corporate commercial business and partner with Government, to attract Government institutions to relocate to the region in order to lead the revitalisation of the CBDs and enhance the employment diversity of the region | <ul style="list-style-type: none"> Actively market and promote opportunities for development and activation within the CBD and Waterfront Precinct Develop relationships with national & international commercial property agents to assist in soft promotion of opportunities Develop collateral & marketing program to support the scheme and investment attraction policies Develop a marketing program to encourage business expansion and support the attraction of new business and industry to the Central Coast with particular focus on health & medical, professional & scientific services Develop an investment attraction incentive scheme that supports activity where positive economic outcome criteria are met, i.e. new jobs, preferred developments such as A grade office accommodation | <ul style="list-style-type: none"> New Commercial Building Approvals and completions Commercial Office Space supply Commercial Office Space vacancy Serviced Employment land supply Employment land vacancy | <ul style="list-style-type: none"> Department of Planning and Environment Commercial property agents Institutional investors | | | | | |