



ECONOMIC DEVELOPMENT COMMITTEE

04 February 2025



COMMUNITY STRATEGIC PLAN 2018-2028

ONE – CENTRAL COAST IS THE COMMUNITY STRATEGIC PLAN (CSP) FOR THE CENTRAL COAST LOCAL GOVERNMENT AREA

ONE – CENTRAL COAST DEFINES THE COMMUNITY'S VISION AND IS OUR ROADMAP FOR THE FUTURE

ONE – CENTRAL COAST BRINGS TOGETHER EXTENSIVE COMMUNITY FEEDBACK TO SET KEY DIRECTIONS AND PRIORITIES

One - Central Coast will shape and inform Council's business activities, future plans, services and expenditure. Where actions are the responsibility of other organisations, sectors and groups to deliver, Council will work with key partners to advocate on behalf of our community.

Ultimately, every one of us who live on the Central Coast has an opportunity and responsibility to create a sustainable future from which we can all benefit. Working together we can make a difference.

RESPONSIBLE

WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.

We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

 **Good governance and great partnerships**

G2 Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making

There are 5 themes, 12 focus areas and 48 objectives

COMMUNITY STRATEGIC PLAN 2018-2028 FRAMEWORK

All council reports contained within the Business Paper are now aligned to the Community Strategic Plan. Each report will contain a cross reference to a Theme, Focus Area and Objective within the framework of the Plan.

The infographic details the following structure:

- THEME: BELONGING**
 - Focus Area: OUR COMMUNITY (C1-C4)
 - Focus Area: COMMUNITY GOVERNANCE AND LOCAL GOVERNMENT (G1-G2)
- THEME: SMART**
 - Focus Area: A GROWING AND COMPETITIVE REGION (C1-C4)
 - Focus Area: A PLACE OF OPPORTUNITY FOR PEOPLE (G1-G2)
- THEME: GREEN**
 - Focus Area: ENVIRONMENTAL WELL-BEING FOR THE FUTURE (C1-C4)
 - Focus Area: INCREASED RAIN WATER REPTAIN CAPACITY (G1-G2)
- THEME: RESPONSIBLE**
 - Focus Area: GOOD GOVERNANCE AND GREAT PARTNERSHIPS (C1-C4)
 - Focus Area: BELONGING THROUGH INFRASTRUCTURE (G1-G2)
 - Focus Area: SAFE, ACTIVE AND SUSTAINABLE DEVELOPMENT (C1-C4)
- THEME: LIVEABLE**
 - Focus Area: RELIABLE PUBLIC TRANSPORT AND CONNECTIONS (C1-C4)
 - Focus Area: SAFE AND SOUND LIVING AND WORKING CONDITIONS (G1-G2)
 - Focus Area: HEALTHY LIFESTYLES (C1-C4)



Meeting Notice

**The Economic Development Committee
of Central Coast Council
will be held in Function Room 2,
2 Hely Street, Wyong
on Tuesday 4 February 2025 at 6:00pm,
for the transaction of the business listed below:**

1 Reports

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Mayor Lawrie McKinna
Chairperson

1.1 INTRODUCTION: WELCOME, ACKNOWLEDGEMENT OF COUNTRY, APOLOGIES

Mayor Lawrie McKinna

Welcome, Acknowledgement of Country, Receipt of Apologies

We acknowledge the Traditional Custodians of the land on which we live, work and play.

We pay our respects to Darkinjung Country, and Elders past and present.

We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home.

We recognise our future leaders and the shared responsibility to care for and protect our place and people.

Item No: 1.2
Title: Disclosures of Interest
Department: Corporate Services

4 February 2025 Economic Development Committee

Reference: F2025/00095 - D16618993



Chapter 14 of the *Local Government Act 1993* ("LG Act") regulates the way in which the councillors and relevant staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public functions.

Section 451 of the LG Act states:

- "(1) A councillor or a member of a council committee who has a pecuniary interest in any matter with which the council is concerned and who is present at a meeting of the council or committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.*
- (2) The councillor or member must not be present at, or in sight of, the meeting of the council or committee:*
 - (a) at any time during which the matter is being considered or discussed by the council or committee, or*
 - (b) at any time during which the council or committee is voting on any question in relation to the matter.*
- (3) For the removal of doubt, a councillor or a member of a council committee is not prevented by this section from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the councillor or member has an interest in the matter of a kind referred to in section 448.*
- (4) Subsections (1) and (2) do not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting, if:*
 - (a) the matter is a proposal relating to:*
 - (i) the making of a principal environmental planning instrument applying to the whole or a significant part of the council's area, or*
 - (ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant part of the council's area, and*

1.2 Disclosures of Interest (cont'd)

- (a1) *the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person (whose interests are relevant under section 443) in that person's principal place of residence, and*
 - (b) *the councillor made a special disclosure under this section in relation to the interest before the commencement of the meeting.*
- (5) *The special disclosure of the pecuniary interest must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and must:*
- (a) *be in the form prescribed by the regulations, and*
 - (b) *contain the information required by the regulations."*

Further, the Code of Conduct adopted by Council applies to all councillors and staff. The Code relevantly provides that if a councillor or staff have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed as well as providing for a number of ways in which a non-pecuniary conflicts of interests might be managed.

Recommendation

That Committee members and staff now disclose any conflicts of interest in matters under consideration at this meeting.



Item No: 1.3
Title: High Speed Rail - Economic Benefits for the Central Coast
Department: Environment and Planning

4 February 2025 Economic Development Committee

Reference: F2004/06709 - D16607478
Author: Shannon Turkington, Unit Manager Strategic Planning
Executive: Jamie Loader, Director Environment and Planning

Recommendation

That the Committee notes the information provided in this report

Report purpose

This report has been prepared to provide an overview of the proposed high speed rail project and the economic benefits it may provide to the Central Coast.

Executive Summary

The Australian Government is planning for a future high speed rail network to connect Brisbane, Sydney, Canberra, Melbourne and regional communities across the east coast of Australia.

The first phase is proposed to connect Newcastle to Sydney in about one hour on a new dedicated high speed railway. From the Central Coast it will take about 30 minutes to get to Newcastle or to Sydney. The Australian Government is preparing a business case (due for completion December 2024) to consider the viability of the project and future steps to deliver high speed rail.

Background

The Newcastle to Sydney corridor is currently being investigated by the High Speed Rail Authority as the first phase of the east coast high speed rail network. The first phase will connect the two (2) largest cities in NSW – Sydney and Newcastle via the Central Coast.

Statistics provided by the High Speed Rail Authority show that the existing rail network between Newcastle and Sydney is the busiest in Australia, with approximately 15 million passengers transported annually, along with significant volumes of freight. Passenger services

1.3 High Speed Rail - Economic Benefits for the Central Coast (cont'd)

are often disrupted by freight train movements and the network is forecast to reach full capacity by the early 2040s.

The current Newcastle to Sydney journey time by train and car is about 2.5 hours and road travel is often impacted by traffic accidents, with many 'single points of failure' existing on the M1 motorway.

There are 91,000 trips every weekday on the road corridor between Newcastle / Lake Macquarie and Sydney. The High speed Rail Authority estimates that high speed rail would more than halve existing journey times, with greater reliability.



Figure 1: Journey Times (source: High Speed Rail Authority)

Report

The introduction of high speed rail would provide several social and economic benefits for the Central Coast, including:

- Fast reliable transport between Capital Cities and Regional Areas, easing congestion on existing transport network for current and future populations.
- New regional growth opportunities, including tourism, new jobs, and industries.
- Less commute times to access employment opportunities outside of the Central Coast
- Creation of cities along the routes and near stations, providing more job and lifestyle choices, greater housing options and new economic opportunities
- A resilient and sustainable network contributing to meeting Australia's net-zero targets.

In 2022, UNSW City Futures Research Centre released a report titled High Speed Rail Value Uplift: Preliminary Investigation Report that calculated estimated growth or value uplift in land values due to high speed rail. According to the estimates in the report, the land

1.3 High Speed Rail - Economic Benefits for the Central Coast (cont'd)

surrounding new high speed rail stations on the east coast would experience significant value increase between \$48 billion to \$140 billion based on the population scenarios used in the report.

This included infrastructure related uplift for existing residential properties from improved accessibility and planning related value uplift from land rezoned to a residential use around the stations. The value capture mechanism could be used to offset some or all of the cost of constructing the high speed rail network.



Figure 2: Artists Impression of Rail Network (source: High Speed Rail Authority)

Stakeholder Engagement

Council staff have been briefed by the High Speed Rail Authority to understand the project and also the marine geotechnical investigations that have been undertaken in the Hawkesbury River and Brisbane Water. The geotechnical drilling was undertaken late last year to assess the likely impacts on the environment, with the outcomes used to inform the preparation of the business case for the project.

A National High Speed Rail Hub has been established in Newcastle which is provided as the central point where people can learn about high speed rail, including the stations and the trains. Further information on the project can be found using the link below:

[High Speed Rail Authority | High Speed Rail Authority](#)

Should the project proceed, ongoing consultation between Council and the High Speed Rail Authority will be required to determine station locations and the impact the high speed rail will have on Council's local infrastructure network.

Financial Considerations

Financial Year (FY) Implications.

The proposal does not have financial implications for the current year or outer years in the LTFP.

Budget and Long-Term Financial Plan (LTFP) Impact.

The FY adopted budget does not include the impact of this proposal and the amount will need to be included in a future Quarterly Budget Review. The LTFP does not allow for the ongoing impact and will need to be updated in the next review.

There is no financial impact in the short or long term of the proposed high speed rail as no decision has been made by the Australian Government on whether this project will proceed. If the project does proceed, Council staff will work with the High Speed Rail Authority to determine timing, future projects, funding source and costs.

Link to Community Strategic Plan

Theme 4: Responsible

Goal H: Delivering essential infrastructure

R-H4: Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water.

Risk Management

There is no risk to Council currently has the project is still in the planning phase and has no approval to proceed.

Critical Dates or Timeframes

The Business Case was to be prepared by the Australian Government by December 2024.

Attachments

Nil.



Item No: 1.4
Title: Destination Management Model and Destination Marketing Strategy Operations Report
Department: Community and Recreation Services

4 February 2025 Economic Development Committee

Reference: F2025/00095 - D16613652
Author: Bianca Gilmore, Section Manager Destination Marketing and Visitor Services
Myra Pettinger, Team Leader Marketing and Tourism
Manager: Sue Ledingham, Unit Manager Communications Marketing and Customer Engagement
Executive: Melanie Smith, Director Community and Recreation Services

Recommendation

That the Committee receives the progress report and attachments on the Central Coast Destination Management Model and Destination Marketing Strategy 2022-2026.

Report purpose

To inform the committee on the progress and implementation of the Destination Management Model and Destination Marketing Strategy 2023-2026.

Executive Summary

Central Coast Council has implemented a destination management model, which is managed internally by Destination Central Coast.

Key benefits of the destination management model are:

- Strategic management of all Visitor Economy goals for the Central Coast
- Improved tourism industry and government stakeholder communications
- Aligned implementation of destination management, destination marketing and visitor servicing.

The Destination Management Model has been successful in its implementation, demonstrated by a significant increase in the value of the Central Coast visitor economy, delivery of successful industry programs and destination marketing campaigns, multiple industry awards, and achievement of ECO Certification and international recognition for the Destination.

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

Background

At the Ordinary Council Meeting of 11 May 2020, Council was presented with a Tourism Management Review and adopted the current destination management model.

The following recommendations were resolved by Council at its meeting of 11 May 2020:

- 389/20 *That Council receive the report and attachment on the Tourism Management Review.*
- 390/20 *That Council request the Chief Executive Officer to appropriately resource a dedicated team within Council to provide internal coordination of the recommended model and management functions for the proposed tourism management services to support the Destination Brand Strategy, Visitor Information Services and Tourism Opportunity Plan.*
- 391/20 *That Council resolve to undertake a procurement and/or tender processes for the proposed Tourism Management Operating Model, including digital and creative marketing, public relations and industry services as outlined in the recommended model.*
- 392/20 *That Council request the Chief Executive Officer to develop a three-year action plan based on recommendations in the Tourism Management Review.*
- 393/20 *That Council consider a further report about a possible regional committee structure after referral to the Tourism Advisory Committee.*
- 394/20 *That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that Attachment 1 remain confidential in accordance with section 10A(2)(d) of the Local Government Act as it contains commercial information of a confidential nature that would, if disclosed, reveal a trade secret and because consideration of the matter in open Council would on balance be contrary to the public interest as it would affect Councils ability to obtain value for money services for the Central Coast community.*

As per the above resolutions, Council implemented the current destination management model, a Destination Management Plan and developed subsequent Destination Marketing Strategies to deliver on visitor economy goals for the region in the subsequent years. The Tourism Advisory Committee was changed to an Economic Development and Regional Activation Network as resolved on 23 March 2021 Ordinary Council meeting.

The results and key achievements delivered through the programs in the model are undertaken by Council's Destination Marketing and Visitor Services Section (known as Destination Central Coast to the tourism industry and external stakeholders) and are included in the following report.

Report

Tourism plays a significant role in the region's economy alongside the largest sectors of retail, manufacturing, property and business services, and health and community services.

Despite the challenges faced by the tourism sector since 2020 due to COVID-19, the Central Coast visitor economy has shown significant resilience, rebounding and exceeding pre-pandemic levels, as evidenced by Tourism Research Australia data for the year ending September 2024.

- Central Coast had a total of 5.3 million visitors, 5.8 million overnight stays with \$1.4 billion injected into the local economy;
- The value of the Central Coast's visitor economy in 2024 increased by \$236million compared to 2019, 21.5% growth;
- Domestic overnight travel is +18.8%. The average stay is 2.6 nights with visitors spending an average of \$500 per visitor.

The Destination Central Coast ReviewPro, which is an online review insights report, covering the period from July to September 2024, highlights outstanding results in visitor experience and customer satisfaction.

- By analysing online reviews from over 175 different websites, the report shows that the Central Coast has received excellent ratings. Tourism Operators achieved an online reputation score of 89%, Restaurants scored 86%, and ECO Certified Operators reached an exceptional 95%. These scores reflect the high-quality tourism experiences available in our region and the positive feedback received from visitors.

Visitor economy landscape

Destination Management is a shared activity between a range of government bodies and local industry. Council's role as an enabler for tourism lies in the implementation of strategies and plans which are designed towards achieving visitor economy targets through management, development, and promotion of the Central Coast's unique assets.

Destination Central Coast has working relationships with key stakeholder groups such as the local tourism industry, our Regional Destination Network (Destination Sydney Surrounds North), our State Tourism Organisation (Destination New South Wales) and our National Tourism Organisation (Tourism Australia).

Council's investment in the visitor economy

Council invests in destination management and marketing, leveraging visitor and industry insights and research to effectively promote the region to target markets. When combined with infrastructure investments, this approach fosters a vibrant and sustainable tourism ecosystem.

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

Furthermore, the Council's investment in the visitor economy is substantial, focusing on enhancing and promoting local built and natural assets while ensuring their preservation for future generations. By investing in infrastructure, events, and sponsorships, the Council stimulates economic development and enhances the vibrancy and appeal of the region.

Current destination management model

Destination Central Coast, comprised of the Council's Destination Marketing and Visitor Services Section, is responsible for a range of functions under the Destination Management Model. These functions include:

- destination marketing
- destination public relations
- destination management
- industry services
- visitor services
- research and stakeholder engagement
- development, coordination and implementation of actions from the Central Coast Destination Management Plan, and
- ongoing actions for the Central Coast's ECO Destination Certification.

The consumer-facing brand, Love Central Coast, is consistently utilised in all promotional activities related to these functions.

Milestones achieved since model endorsement

Since its endorsement by the Council in 2020, the destination management model has achieved significant milestones, including:

- 2020 – Launch of the Central Coast destination brand
- 2020 – Launch of the LoveCentralCoast.com website
- 2021 – Achieved Central Coast ECO Destination Certification
- 2021 – Development of Central Coast Destination Management Plan 2022-2025
- 2022 – Tourism round table sessions held with industry and government stakeholders
- 2023 – Enhancement to content and additional features on LoveCentralCoast.com
- 2023 – Opening of a new Visitor Centre
- 2023 – Launched Central Coast Destination Marketing Three-year Strategy
- 2024 – Conclusion of the Tourism Opportunity Plan 2020-2024
- 2024 – Implemented ECO Certification Audit.

This model has successfully enhanced visitor experiences, improved destination marketing, and fostered partnerships within the tourism industry, demonstrating its positive impact on local economic growth and community engagement.

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

Key responsibilities of Destination Central Coast

Destination Central Coast is responsible for coordinating various tourism management functions, including:

- Implementation of the Destination Management Plan 2022-2025 and management of Visitor Information Services
- Management of the Destination Marketing Strategy 2023-2026 in collaboration with industry partners
- Delivering the Tourism Industry Services Program and Partnerships
- Oversight of cooperative marketing campaigns and public relations initiatives
- Acting as a single point of contact for Destination Sydney Surrounds North Destination network, Destination NSW and Tourism Australia
- Representation of the Central Coast in partnership with Destination NSW at Asia Pacific Incentives and Meetings Event (AIME) and ATE (Australian Tourism Exchange)
- Supporting strategic partnerships for business conferences and events
- Management of the LoveCentralCoast.com.au website and its associated social media channels and content.

The above approach facilitates effective destination management and promotes sustainable tourism growth in the region.

Destination Management Plan 2022-2025 Overview

The Central Coast's Destination Management Plan (CCDMP) provides a strategic roadmap for sustainable tourism growth, aiming to keep the region vibrant and appealing to visitors while benefiting the local economy and community.

A progress report detailing the actions and projects from the CCDMP will be tabled at the Ordinary Council meeting on 25 March 2025, highlighting advancements across six (6) strategic themes:

1. Identity, Awareness, and Placemaking.
2. Eco Destination, Nature, Water, and Trails.
3. Produce, Creators, and Culture.
4. Events, Festivals, and Conferencing.
5. Enabling Infrastructure.
6. Industry Development and Collaboration.

Destination Central Coast will begin developing the next Destination Management Plan (2026 to 2029) in mid-2025, engaging with industry and community stakeholders to ensure it meets the evolving needs of visitors, businesses, and residents.

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

Destination Marketing Strategy 2023-26

A key action of the Destination Management Plan is the Destination Marketing Strategy 2023-26, this comprehensive three (3)-year roadmap is designed to align all marketing activities with the Destination Central Coast Brand and to enhance the region's profile as a premier tourism destination. The strategy aligns with the Central Coast Destination Management Plan 2022-2025 and establishes a cohesive framework for marketing activities under the unified brand, #lovecentralcoast.

The established Central Coast Destination Brand, #lovecentralcoast, serves as the unifying thread, ensuring a consistent and distinctive identity for the region throughout the implementation of these activities.

- Vision and objectives
The primary vision of the strategy is to position the Central Coast as a vibrant and attractive destination. Key objectives include:
 - Economic Growth: Focus on increasing overnight visitation and expenditure, particularly targeting the Sydney market
 - Diverse Visitor Experiences: Promote unique offerings across five sub-regions: Central Business Districts, Peninsula, Headlands, Hinterland, and Lakes.

- Brand pillars and sub-regions
The strategy is anchored by six key brand pillars that define the Central Coast's identity:
 - Adventure
 - Diversity
 - Nature
 - Creativity
 - Inclusivity
 - Innovation.

These pillars guide marketing efforts and help articulate the region's unique strengths across five (5) sub-regions.

Each sub-region offers unique experiences, and the approach encourages exploration, emphasizing experience grouping over geographical borders, and aligns with the #lovecentralcoast brand initiative:

- The Central Coast Business Districts
- The Peninsula
- The Headlands

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

- The Hinterland
- The Lakes.

- Target markets

The strategy identifies two (2) primary target audiences:

- Active Couples (ages 35-55)
- Adventurous Families (ages 25-45 with children under 12).

The focus is on increasing overnight stays and visitor spending while also attracting residents and businesses and exploring opportunities in the Meetings and Business Events sector.

- Performance targets

To measure success, the strategy sets the following performance targets by 2026:

- 10% increase in overnight visitor
- 15% increase in visitor expenditure
- 20% increase in visitation to the Central Coast Hinterland.

- Implementation plan

The strategy outlines a three-year marketing plan with specific yearly themes:

- Year 1: Adventure, Eco Destination, Nature, and Diversity
- Year 2: Creativity & Inclusion, Events, Culture, and Entertainment
- Year 3: Wellness, with a focus on CBD Experience, Innovation, and Opportunity.

Each year will involve targeted marketing activities across owned, earned, and paid channels.

Current status

Over the past four (4) years the Central Coast has strengthened its visitor economy and exceeded expectations since the global pandemic in 2020 for visitor targets. Some notable achievements that have resulted in the Destination Management model implementation are reported below.

- Awards and recognition

- Winner of the Gold Award for Local Government Award for Tourism at the 2023 NSW Tourism Awards
- Top 100 Green Destinations Story for four consecutive years
- First Place for Destination Management at the 2024 Green Destinations Story Awards at ITB Berlin

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

- Finalist for Nature & Scenery at the 2025 Green Destinations Story Awards, marking the fourth consecutive year of recognition at ITB Berlin
- Double finalist in the 2024 NSW Tourism Awards for Destination Marketing and Campaigns and Visitor Services.

- Visitor growth

According to the latest data from Tourism Research Australia, there has been notable growth in domestic overnight visitor expenditure for September 2024 compared to September 2023. Specifically, there was an 18.8% increase in domestic overnight expenditure.

- Brand performance
 - The Love Central Coast brand has flourished, with over 2.4 million annual website sessions
 - More than 20 major marketing campaigns launched each year.

- Industry programs

Delivery of 15 programs and events such as the Digital Deep Dive and Tourism Excellence Program, along with participation in trade shows like AIME and ATE.

- Visitor engagement
 - Launched the new Pelican time at The Entrance attracting 33,163 visitors year-to-date (YTD)
 - Opened the upgraded Visitor Centre at The Entrance and welcomed 31,187 visitors YTD, reflecting a 24% increase from the previous year.

- Strategic initiatives:
 - Launched initiatives supporting accessible and inclusive tourism, including Digital Access Cards.

- Sustainability efforts:
 - Advancement toward ECO Destination Certification to the next level from Nature to Ecotourism level
 - Nine ECO Certified operators and 16 additional operators on their sustainability journey.

- Promotion and social media:
 - Launched the "What's On" initiative for marketing Council-owned and supported events
 - Surpassed 100,000 social media followers across Destination Central Coast channels
 - LoveCentralCoast.com recorded an 8.11% growth in business listings, reaching 2,054 listings (FY 2023-24)

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

- Email campaigns achieved an open rate of 31.39% for consumers and 25.12% for industry (FY 2023-24)
- Social media reach included 3.3 million people on Facebook (up 41.9%) and 702.9 million on Instagram (up 12.9%) (FY 2023-24)
- Secured over 150 pieces of tourism media coverage, generating 37.7 million opportunities for visibility, along with 12 hosted press trips.

Stakeholder Engagement

- In 2021, extensive industry and stakeholder consultation was conducted during the development of the Central Coast Destination Management Plan 2022-2026.
- In 2022, additional industry and stakeholder consultation was conducted through two (2) Tourism Round Table events which assessed the strategy's effectiveness following significant weather events and the impacts of COVID-19.

Financial Considerations

Financial Year (FY) Implications.

The proposal does not have financial implications for the current year or outer years in the LTFP.

Budget and Long-Term Financial Plan (LTFP) Impact.

The FY adopted budget includes funding for this proposal and the LTFP includes funding for the ongoing impact.

The Council actively invests in implementing the destination management model through various channels, including Destination Marketing and Management, Public Relations activity and Industry Programs, committing \$968,000 annually for this purpose.

The expenses related to delivering the Destination Management Model are incorporated into the annual budget process, aligned with the action plans developed each year.

Additionally, the Council's investment in events, open spaces, recreational activities, and other services enhances the overall visitor experience.

Link to Community Strategic Plan

Theme 5: Liveable

Goal C: A growing and competitive region

S-C4: Promote and grow tourism that celebrates the natural and cultural assets of the Central Coast in a way that is accessible, sustainable and eco-friendly.

1.4 Destination Management Model and Destination Marketing Strategy Operations Report (cont'd)

Risk Management

Reputation – there is considerable reputational risk if Council were not to deliver outcomes on tourism funding to support the visitor economy through destination marketing, destination management and industry services.

Community expectations - Tourism is integral to the Community Strategic Plan (CSP) 2030, with 79% of survey respondents recognising the Central Coast's potential for tourism growth. The Central Coast Long Term Economic Development Strategy underscores tourism's importance alongside other major sectors like retail and health services. Traditional tourism jobs account for 8.9% of the workforce, with 66% of the community viewing the growth of the visitor economy as a significant opportunity.

Tourism development brings improvement to services and facilities in a region that can improve the quality of life of its residents. This includes an appreciation of enhanced lifestyle and leisure opportunities arising from tourism development and the direct benefits of local employment and business opportunities.

Critical Dates or Timeframes

Destination Central Coast will begin developing the next Destination Management Plan (2026-2029) in mid-2025, engaging with industry and community stakeholders to ensure it meets the evolving needs of visitors, businesses, and residents.

Attachments

- | | | | |
|---|---|--|-----------|
| 1 |   | Destination Central Coast_Marketing Strategy | D16614258 |
| 2 |   | Love Central Coast Website Resources | D16614260 |



centralcoast

Destination Marketing Strategy

2023 -2026

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the
Traditional Custodians
of the land on which we
live, work and play.

We pay our respects to Darkinjung country, and Elders past and present. We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home. We recognise our future leaders and the shared responsibility to care for and protect our place and people.



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Executive Summary

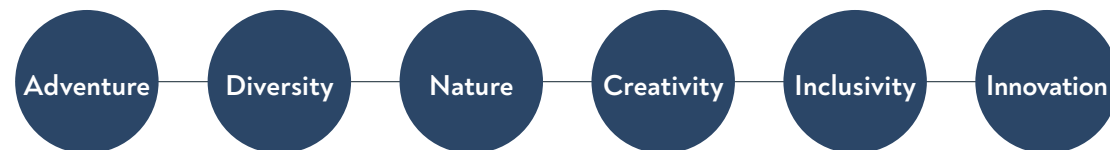
The Central Coast 2023-26 Destination Marketing Strategy is a comprehensive three-year roadmap designed to align all marketing activities with the Destination Central Coast Brand.

This Strategy has been developed to realise the vision for the Central Coast set out in the Central Coast Destination Management Plan 2022-2025 (DMP) and the Destination Brand Guide established in 2020. It has been developed to implement the key marketing actions identified in the DMP, and to align with key strategic documents. This Strategy serves as a foundation for achieving a consistent brand identity.

The established Central Coast Destination Brand, #lovecentralcoast serves as the unifying thread, ensuring a consistent and distinctive identity for the region throughout the implementation of these activities. It will guide the implementation of specific and targeted actions to achieve the vision set out in the DMP of positioning the Central Coast as a vibrant and magnetic destination.

Brand Pillars and Sub-Regional Focus

The Strategy builds on the six key brand pillars of:



These pillars guide the presentation of the Central Coast across five sub-regions

Each sub-region offers unique experiences, leveraging the strengths outlined in the Destination Management Plan. The approach encourages exploration, emphasising experience grouping over geographical borders, and aligns with the #lovecentralcoast brand initiative.



What is the vision?

To create a destination that is a vibrant and magnetic place to LIVE, WORK and PLAY

This Strategy guides how we communicate with residents, the business community, and visitors, with primary objectives centred on realising the economic growth potential of the visitor market. From the picturesque headlands to the tranquil hinterlands, the vision encompasses a thriving, connected, and supported industry.

This industry is dedicated to providing compelling visitor experiences, positioning the Central Coast as a premier destination for sustainable tourism and an enviable lifestyle.

Target Markets

The primary focus is on achieving economic growth through the visitor market, primarily targeting Sydney. There is a specific focus on Sydney City, Inner South, North Sydney & Hornsby. Two key audiences are identified: Active Couples (35-55) and Adventurous Families (25-45 with kids <12 years). The primary targets include increasing overnight visitation and expenditure. Secondary targets involve attracting residents and businesses to the area, and potential entry into the Meetings and Events sector.

Strategic Framework and Performance Targets

The Strategy aligns with ten key objectives from the DMP, including investment attraction, sustainable visitation, visitor yield increase, brand awareness, unified brand identity, activated towns, leisure and business destination, infrastructure investment, sustainable tourism promotion, and industry empowerment. Performance targets are set to achieve a 10% growth in overnight visitors, a 15% increase in visitor expenditure, and a 20% increase in visitation to the Central Coast Hinterland by 2025.

Executive Summary

Strategic Considerations and Opportunities

Key strategic considerations involve brand positioning, diverse products and experiences, sustainable infrastructure, vibrant events industry development, and leveraging competitive advantages. Opportunities identified include enhancing the website, implementing efficient wayfinding systems, community awareness programs, and a focused promotion of the Central Coast Hinterland.

Implementation

The strategy adopts a three-year marketing implementation plan aligning with the brand pillars and articulating the uniqueness of the Central Coast to target audiences. Year 1 focuses on Adventure, Eco Destination, Nature, and Diversity (with a secondary market focus on Hospitality). Year 2 emphasises Creativity & Inclusion, Events, Culture, and Entertainment (with a secondary market focus on Wellness). Year 3 targets Wellness (with a secondary market focus on CBD Experience, Innovation and Opportunity). The strategy concludes with a breakdown of activities across Owned, Earned, and Paid Channels for each fiscal year (FY24, FY25, FY26). Activities are strategically allocated to establish the Central Coast as a premier sustainable tourism and lifestyle destination, emphasising cohesive brand communication and stakeholder engagement.

Role of Council and Industry

Stakeholder engagement has been a cornerstone of this strategy, involving key players in the community, businesses, and tourism sectors to ensure alignment and gain support for the proposed activities. Council, as Destination Central Coast, spearheads the Central Coast 2023-26 Destination Marketing Strategy, overseeing its execution and allocating resources. Industry partners, especially in tourism and hospitality, play a pivotal role in crafting diverse visitor experiences and promoting sustainability. Collaborative efforts among stakeholders are key to enabling a thriving visitor economy.

Strengths of the Central Coast

The Central Coast's visitor economy is fortified by a myriad of strengths, from its diverse natural attractions to the vibrant cultural scene. The region's scenic beauty, encompassing the Peninsula, Hinterland, Headlands, Lakes, and Central Business Districts, forms a compelling backdrop for visitors. The #lovecentralcoast brand pillars—Adventure, Diversity, Nature, Creativity, Inclusivity, and Innovation—further amplify its unique assets. A dedicated focus on Active Couples and Adventurous Families as primary audiences, coupled with strategic year-wise themes, positions the Central Coast for sustained growth. Strengthened by eco-tourism certification, the region not only offers memorable experiences but also embraces sustainable practices, ensuring a thriving and responsible visitor economy.



End Result

The ultimate goal of this strategy is to position the Central Coast as a premier sustainable tourism destination, fostering economic growth, community support, and a distinctive brand identity. Through targeted actions and collaboration, the Strategy aims to realise the vision of a vibrant and magnetic Central Coast, offering compelling experiences for residents, businesses, and visitors alike.

Introduction

The Central Coast's 2023-26 Destination Marketing Strategy is an ambitious roadmap aligning all marketing activities with the Destination Central Coast Brand. This Strategy sets the stage for a strategic marketing approach that integrates various plans, engages stakeholders, and focuses on a consistent brand identity to position the Central Coast as an attractive and enduring destination.

Through a meticulous review of existing Destination activities, this forward-looking marketing strategy extends from 2023 to 2026, incorporating the Destination brand and aligning with other pertinent strategies and plans.

In developing this holistic marketing strategy, the Strategy draws inspiration and guidance from key strategic documents, such as the One Central Coast Community Strategic Plan 2018-2028, Central Coast Destination Management Plan 2022-2025, Long Term Economic Development Strategy, and the forthcoming Major Event Strategy. Additionally, insights from the Tourism Round Table Findings and the ECO Destination Certification contribute to the well-rounded approach.

The integration of these strategies and plans aims to create synergy,

fostering shared strategic goals among residents, businesses and visitors. The initiatives embedded in these documents collectively strive to enhance the quality of life for residents, spur the growth of a thriving and sustainable economy, and position the Central Coast as an appealing place to live, work, and visit. The established Central Coast Destination Brand serves as the unifying thread, ensuring a consistent and distinctive identity for the region throughout the implementation of these activities.

The strategy's approach emphasises the need for a singular and purposeful execution – one brand, one way. Every activity undertaken to achieve destination brand alignment will be designed to inspire individuals to fall in love with the Central Coast, instigate commitment and action, capture and share their experiences to inspire others, and ultimately entice them back to the region repeatedly.



The Central Coast has also undergone a recent rebranding effort, rejuvenating its image and enhancing its appeal. The destination brand not only captures the essence of the region but also serves as a powerful tool to attract visitors, residents, and investors. This strategic initiative aligns with the broader goal of capitalising on the region's potential for growth in various sectors, from tourism to residential and economic expansion.

The strategy is focused on achieving economic growth through the visitor market, with Sydney, particularly specific regions, as the main target. The plan targets two key audiences: Active Couples (35-55) seeking nature-based escapes and wellness activities, and Adventurous Families (25-45 with kids <12 years) looking for family-oriented nature experiences. The emphasis is on increasing overnight visitation and expenditure from these groups. Secondary targets include residents and businesses, aiming to positively influence perceptions and promote economic growth. The strategy also explores additional markets, including the Meetings and Events sector, to leverage the positive image of the Central Coast.

The Central Coast is renowned for its diverse offerings, unveiling hidden gems and unique experiences across five sub-regions.

The strategy emphasises bite-sized sub-regional propositions, grouping experiences over geographical borders to encourage exploration and return visits. The Peninsula offers romantic getaways. The Hinterland boasts fresh produce and scenic walks. The Headlands are the heartland of fun. The Lakes provide a slower pace with dynamic urban areas. The Central Business Districts serve as gateways into the broader region.

Leveraging strengths outlined in the Destination Management Plan, the key brand pillars - Adventure, Diversity, Nature, Creativity, Inclusive, and Innovation - showcase the region compellingly. Our three-year plan prioritises these pillars, focusing on Adventure, Eco Destination, Nature, and Diversity in Year one, Creativity & Inclusive, Events, Culture, and Entertainment in Year two, and Wellness in Year three. This strategic approach aims to captivate and engage audiences, inviting them to discover and appreciate the reasons to #lovecentralcoast.

Through this strategic marketing strategy, the Central Coast aims not only to promote its unique offerings but also to establish itself as an enduring destination with its diverse audience.



About the Central Coast Region

The Central Coast Region in New South Wales stands out as an ideal destination for those seeking an exceptional living experience, professional opportunities, and recreational activities. Nestled between Sydney and Newcastle, this region boasts a diverse and captivating environment, blending coastal charm, waterway allure, and natural wonders.

One of the Central Coast's most notable features is its extensive coastline, offering residents and visitors a range of pristine beaches, scenic coastal walks, and water-based activities. The region's commitment to preserving its natural beauty is evident in the array of national parks and reserves, providing opportunities for bushwalking, wildlife observation, and outdoor adventures.

Complementing its natural treasures, the Central Coast takes pride in a vibrant cultural scene. The region hosts a spectrum of artistic events, galleries, and cultural festivals, enriching the community and attracting creative minds. Residents have access to a variety of dining options showcasing local produce, contributing to a burgeoning food scene that caters to diverse tastes.

Economically, the Central Coast has a dynamic and sustainable economy. The region's strategic roadmap, including the DMP, reflects a thoughtful approach to development, ensuring a balance between growth and environmental

preservation. The DMP serves as a guiding force, fostering economic prosperity while maintaining the area's unique character.

The DMP plays a pivotal role in shaping the region's future. It outlines strategies to leverage the destination brand for increased visibility and recognition, aiming to position the Central Coast as a highly sought-after destination. The emphasis on brand and positioning underscores the commitment to creating a lasting impression on both tourists and those considering making the Central Coast their home.

In summary, the Central Coast Region offers a well-rounded and enriching lifestyle, blending natural beauty, cultural vibrancy, and economic opportunity. With a clear vision outlined in strategic plans, the region is poised to emerge as a premier destination, drawing individuals not only to visit but to establish a fulfilling life in this dynamic and picturesque part of New South Wales.





Vision and Objectives

Vision: To create a destination that is a vibrant and magnetic place to LIVE, WORK and PLAY.

Vision

The Central Coast region aspires to be more than just a geographic location; it aims to be a vibrant, magnetic place that embodies an exceptional lifestyle. From the picturesque headlands to the tranquil hinterlands, the vision encompasses a thriving, connected, and supported industry. This industry is dedicated to providing compelling visitor experiences, positioning the Central Coast as a premier destination for sustainable tourism and an enviable lifestyle.

This strategy guides how we talk to residents, the business community and visitors, however our primary objectives are centred on realising the economic growth potential of the visitor market.

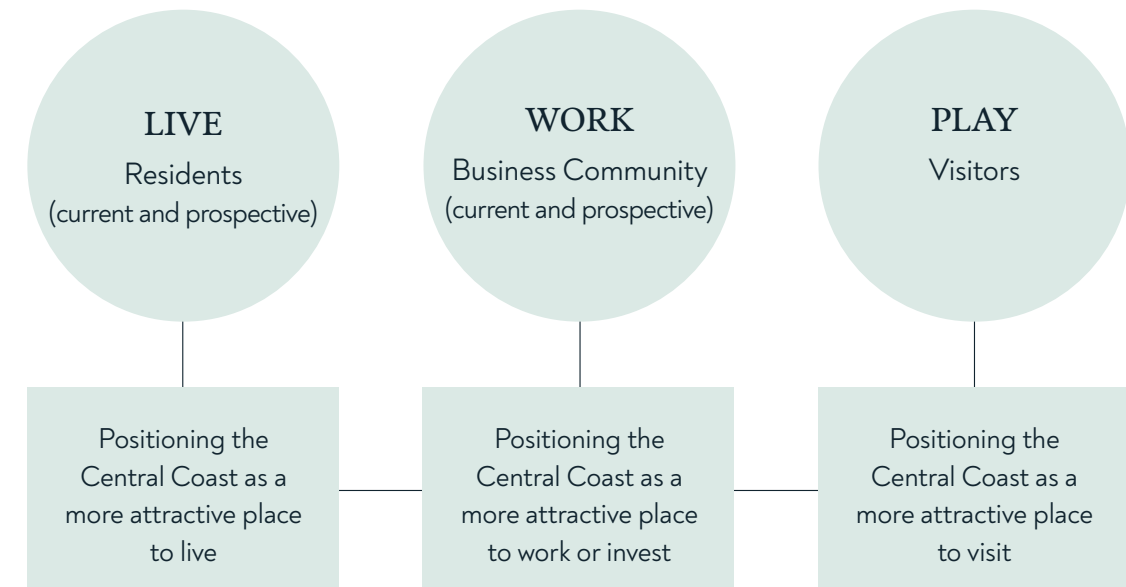
By actively promoting the Central Coast as a compelling visitor destination, there will be a positive flow on to perceptions of residents and businesses.

Our Ambition

From headland to hinterland the Central Coast provides compelling visitor experiences that position the destination as a premier sustainable tourism and lifestyle destination.

Our Mission

By showcasing the convenient location, just an hour from Sydney and from Newcastle, the unique natural landscapes and experiences, and the ability to connect people with experiences through our innovative business operators.



This marketing strategy guides how we ‘talk’ to Residents, the Business Community and Visitors alike, however our primary objectives are centred on realising the economic growth potential of the Central Coast’s visitor market.

Goals

Increase overnight visitation to the Central Coast
Increase visitor expenditure
Increase visitation to the Hinterland region by 2025

How

By actively promoting the Central Coast as a compelling visitor destination, there will be a positive ‘flow on’ effect to perceptions of residents (current and prospective) and businesses alike

The destination proposition includes brand aligned promotion of council wide projects streams with impacts on residents, business and visitors alike e.g. Community, Culture, Placemaking and Economic Development projects.

This is the cyclical power of having a strong and integrated visitor economy that works in unison with the broader region’s economy and community.

Strategic Marketing Objectives

Changing Perceptions

The primary objective is to reshape the way the Central Coast is perceived. This involves challenging and altering existing stereotypes or misconceptions about the region.

By highlighting its unique features, cultural richness, and diverse offerings, the strategy seeks to position the Central Coast as an appealing place across various aspects of life – residential, professional, and recreational.

Desirability in All Aspects

The goal is not only to make the Central Coast a desirable tourist destination but also an attractive place to reside and work. By focusing on all aspects of life, the strategy recognises that attracting people for various reasons – whether as residents, employees, or tourists – contributes to the overall vitality and sustainability of the region.

Creating Raving Fans and Advocates

Building a strong and positive community around the Central Coast is crucial. The strategy aims to create passionate supporters and advocates for the region. These advocates will not only promote the area to potential visitors but also contribute to a sense of pride and belonging among residents and businesses.

Audience Engagement

Recognising the diverse stakeholders involved, the strategy emphasises engaging with different audience segments – residents,

visitors, and businesses. By tailoring messages and experiences to meet the unique needs and expectations of each group, the aim is to foster a sense of inclusivity and mutual benefit.

Sustainability as a Key Value

The Central Coast seeks to establish itself as a sustainable tourism and lifestyle destination. This involves not only promoting eco-friendly practices but also ensuring the long-term viability of local businesses, communities, and natural resources. Sustainability is integrated into the overall brand identity, appealing to environmentally conscious individuals and businesses.

Connected Industry

The strategy recognises the importance of a connected and supported industry. This involves fostering collaboration among local businesses, ensuring they work together to provide seamless and high-quality experiences for residents and visitors alike. Support mechanisms are put in place to help the industry thrive, enhancing the overall appeal of the Central Coast.

In summary, the vision and objectives outlined in the marketing strategy for the Central Coast are comprehensive, aiming to transform perceptions, create a thriving community, and establish the region as a premier sustainable destination for living, working, and leisure. The focus on inclusivity, sustainability, and collaboration ensures a holistic approach to achieving these goals.

Strategic Frameworks

Destination Management Plan Objectives

The Central Coast Destination Management Plan 2022-2025 (DMP) identified key strategic objectives. These strategic objectives are described below.

I

Investment Attraction

Attract investments to make the Central Coast an appealing place for living, working, and leisure.

2

Sustainable Visitation

Develop strategies for year-round visitation, reducing seasonality impact and maintaining appeal.

3

Visitor Yield Increase

Maximise tourism's economic impact by extending stays and encouraging overnight visits.

4

Brand Awareness and Storytelling

Increase awareness and reshape the narrative by showcasing unique Central Coast experiences.

5

Unified Brand Identity

Create a cohesive, recognised brand representing the entire Central Coast.

6

Activated Towns

Develop vibrant towns with unique features to attract and create memorable experiences.

7

Leisure and Business Destination

Position the Central Coast for both leisure and business events through strategic partnerships.

8

Enabling Infrastructure Investment

Attract investment in essential facilities like transportation and accommodation.

9

Sustainable Tourism Promotion

Promote sustainable and eco-friendly tourism practices aligned with Eco Destination Certification.

IO

Industry Empowerment

Foster collaboration

Strategic Considerations

The Central Coast is strategically enhancing its visitor economy through a detailed Destination Management Plan. This plan identifies key pillars crucial for the region’s growth and sustainability as a tourist destination.

Destination Brand and Positioning

Brand Essence

Crafting a captivating destination brand goes beyond marketing—it's storytelling. The brand should resonate with the audience, embodying the region's identity. Example Copy: "Welcome to the Central Coast, where time slows down, and coastal serenity meets adventurous spirits. Explore vibrant communities and experiences that linger in your heart."

Infrastructure and Accessibility

Sustainable Connectivity

Investments in infrastructure enhance the overall visitor experience. Ensuring seamless transportation, efficient navigation, and accessibility for all are fundamental considerations.

Considerations:

- Upgrade transportation networks.
- Implement efficient wayfinding systems.
- Ensure accessibility for diverse needs.

Products, Experiences, & Attractions

Diversity and Innovation

A thriving visitor economy requires diverse, high-quality offerings. Innovation and collaboration ensure a dynamic range of attractions. Example Copy: "Embark on a journey with accommodations from beachfront retreats to cosy bed and breakfasts. The Central Coast offers a mosaic of experiences for every traveller."

Events Industry Development

Cultural Vibrancy and Community Engagement

Events breathe life into a destination, creating memorable moments. The strategic development involves supporting signature events and local festivals that resonate with the region's identity.

Considerations:

- Identify and support signature events.
- Collaborate with local organisers for a diverse calendar.
- Create partnerships for successful execution and promotion.

Conclusion

These strategic considerations lay the foundation for the Central Coast’s journey toward a thriving visitor economy. By crafting a captivating brand, diversifying offerings, enhancing infrastructure, and fostering a vibrant events industry, the Central Coast aims to be a destination of choice, leaving a lasting impression on explorers.



Performance Targets

10%

Growth in Overnight Visitors (by 2025)

The target reflects the ambition to attract a larger number of overnight visitors, indicating a thriving and sustained interest in the Central Coast as a destination.

15%

Increase in Visitor Expenditure

The objective is to boost the economic impact of tourism by encouraging visitors to spend more during their stay, contributing to the local economy.

20%

Increase in Visitation to Central Coast Hinterland (by 2025)

This target highlights the goal of dispersing visitors beyond the tourist hotspots, promoting the Central Coast Hinterland for a more diversified tourism experience.



Brand Positioning Overview

The 'Love Central Coast' brand was created in 2020 for the local community, visitors, businesses, and potential residents. It encourages connection and love for the Central Coast through campaigns and activities. The central idea is #lovecentralcoast, promoting a strong connection to the destination and inspiring people to share what they love about their experiences.

Visitors and locals are urged to explore the Central Coast, fostering a love that grows with each experience. Over the next three years, a 'Local Love' campaign is planned, using

#lovecentralcoast as the main call to action. This campaign aims to encourage collaboration among local businesses, showcasing the destination through their perspectives and inviting visitors to do the same.

The unique selling proposition (USP) is the combination of coastal and hinterland experiences within an hour from Sydney. This offers a special advantage that can be maximised with targeted investment in the hinterland and strategic promotion.

Marketing Insights and Opportunities

Insights

- Lack of clear identity and competitive messaging.
- Lack of awareness or poor perceptions of the Central Coast.
- Need to develop itineraries that promote dispersal across the Central Coast, particularly into the Hinterland.
- Proximity to Sydney, major opportunity.
- Western Sydney identified as a market opportunity but low yield; Northern and Central Sydney emerging markets with high yield proposition.

Opportunities Identified

- Focus on high yield markets from Sydney (Central and North Western).
- Promote Hinterland products and experiences.
- Promote and enhance Central Coast villages and townships.
- Promotion as an overnight wellness and escape destination.
- Website enhancement.
- Improved signage. (review and implement wayfinding strategy)
- Community awareness program - promote tourism assets and experiences to residents, to promote to visiting friends and relatives market.

Stakeholder Engagement

Stakeholder Collaboration for Marketing Strategy Development

Destination Central Coast initiated extensive stakeholder engagements as a pivotal step in crafting the Central Coast Marketing Strategy. The approach encompassed various methods to comprehensively comprehend the region's dynamics, including one-on-one sessions, industry workshops, and a comprehensive business and community survey. Notable activities comprised eight individual consultations with key government agencies and local operators identified by the council, four industry workshops attended by over 30 industry members across four sub-regions, and a community and business survey distributed by the council, garnering approximately 650 responses from community members and local operators.

Outlined below is the structured methodology:

Industry Engagement: Conducted eight one-on-one sessions with key government agencies and local operators as identified by the council.

Surveys: Executed a widespread community and business survey, distributed by the council, which yielded approximately 650 responses, providing valuable insights into challenges and opportunities.

Meetings: Facilitated four industry workshops attended by a diverse group of over 30 industry members across four sub-regions, focusing on identifying specific challenges and opportunities.

Industry Engagement Day: Hosted a half-day stakeholder engagement session to delve into challenges, opportunities, and innovative ideas for redefining the region's presentation, fostering blue-sky thinking. Confirmation of the existing foundation includes an established destination brand and a comprehensive set of strategies, policies, and plans. The identified need is for a unified and collaborative approach to market all activities targeted at various destination audience segments. The half-day stakeholder engagement played a pivotal role in fostering cohesion, collaboration, and brainstorming to refine the region's overall presentation.

Key Findings

Key Finding from the Stakeholder engagement process were identified and included:

1. Clearer Positioning Needed:

The Central Coast needs clearer destination positioning.

2. Understanding Audience Drivers:

Greater understanding of what motivates the target audience is required.

3. Confident USP Articulation:

The Central Coast should confidently communicate its unique selling propositions (USPs).

4. Region/Product Readiness Clarity:

More conviction and prioritisation needed in determining local, domestic, and international readiness of regions/products.

5. Inspire 'Local Love':

Encourage residents to embrace and share their love for the Central Coast.

6. Clarity on Geography:

Clear up confusion about Central Coast boundaries for both visitors and locals.

7. Proximity Awareness:

Increase awareness of distances between towns/regions.

8. Seasonal Promotion Boost:

Invest more in winter/shoulder season promotion for improved seasonality.

9. Focused Regional Push:

Consider targeted promotion for specific regions needing more attention.

10. Leverage Events:

Utilise events as a key driver to attract visitors to the region.

Competitive Advantages Simplified

Nature-Based Offering:

Unique combination of hinterland, coast, and waterways.

Abundance of Products and Experience:

Variety of activities within close proximity.

Family-Friendly Focus:

Emphasis on offerings suitable for children and families.

Accessibility Advantage:

Closer and quicker travel from Sydney.

What Makes Us Different

Continuous Evolution:

The Central Coast is dynamic, continually growing, and evolving.

Proximity to Sydney:

Close to Sydney, offering both natural beauty and urban benefits.

Escapism Feel:

A place to break free, reconnect, and kindle wanderlust.

Abundance Reinforcement:

Highlight the region's strength with more to do and see compared to surrounding destinations.

Proximity Advantage:

While feeling like a world away, the Central Coast is easily connected with Sydney.

Compelling Escapism:

Provide reasons for visitors to escape the city, locals to explore, and businesses to innovate and flourish sustainably.

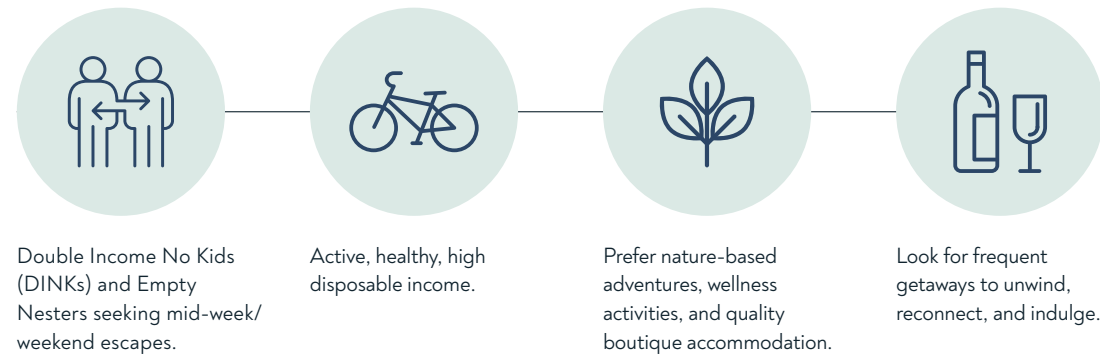


Target Markets

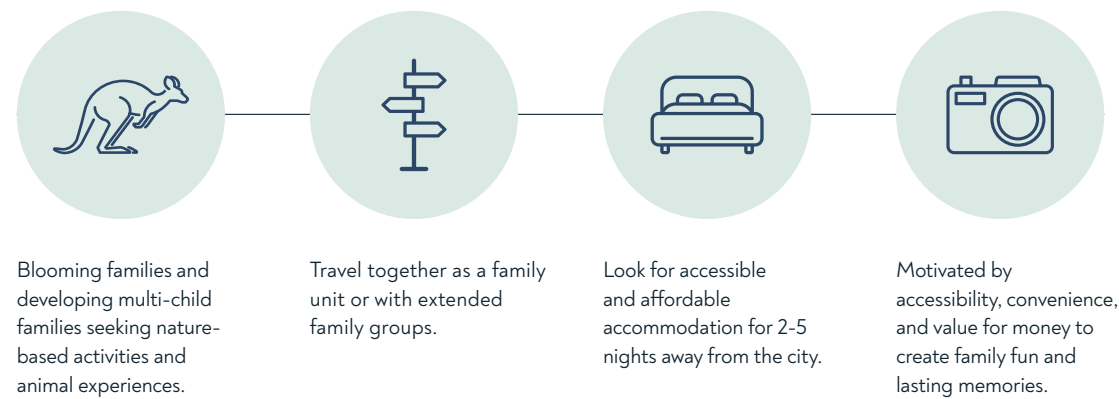
Primary Target Markets

The primary focus is on realising economic growth through the Central Coast's visitor market. Sydney, particularly Sydney City, Inner South, North Sydney & Hornsby, is our main target.

1st Key Audience Active Couples (Aged 35-55):



2nd Key Audience Adventurous Families (Parents aged 25-45 with kids under 12 years):



Secondary Target Markets

Actively promoting the Central Coast as an enticing visitor destination has positive effects on resident and business perceptions.

Primary Approach:
Use clear, connected, and consistent communication to shift current perceptions and showcase future developments over the next three years.

Secondary Targets Current & Prospective Residents:



Secondary Targets Current & Prospective Businesses:



To achieve our objectives of increasing overnight visitation and visitor expenditure, we prioritise efforts and resources in attracting and serving these two key audiences from Sydney.

Additional Markets to Consider:
MICE (Meetings, Incentives, Conferences, and Exhibitions):
Explore opportunities in the Meetings and Events sector, leveraging the positive perception of the Central Coast.



Strategic Opportunities

The Central Coast, with its vast and diverse offerings, presents unique hidden gems and experiences across five sub-regions.

To maximise visitor experience, we aim to showcase the destination's personality, diversity, and highlights in bite-sized sub-regional propositions. This approach

emphasises experience grouping over geographical borders, encouraging visitors to explore different parts and return for varied experiences. This approach ensures a clear and compelling presentation of the Central Coast, encouraging visitors to discover and return for the unique experiences each sub-region has to offer.

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Five Sub-Regions:



The Peninsula

Ideal for romantic getaways with good food, boutique accommodation, and the breathtaking 14km Bouddi National Park Coastal Walk.



The Hinterland

Bursting with fresh produce, scenic walks, farm gate experiences, and culinary adventures. Explore the scenic Tourist Drive 33 and the unique Australian animal attractions.



The Headlands

The heartland of fun and entertainment, featuring iconic beaches, watersports, seaside towns filled with boutiques, cafes, and vibrant nightlife.



The Lakes

A region for a slower pace, offering a creative, alternative dynamic urban areas with cool cafes, artisanal retail, and serene, family-friendly waterways.



The Central Business Districts

Hubs for business and entertainment, these diverse business centers serve as gateways into the broader Central Coast. The area is an emerging powerhouse in food production, with ambitions for education, industry, and entertainment.

Key Brand Pillars

By leveraging these brand pillars, we aim to showcase the diverse attractions of the Central Coast in a clear and compelling manner across all sub-regions. This strategy aligns with the #lovecentralcoast initiative outlined in the Brand Style Guide.



Adventure

Unlock your adventure potential with water sports, bushwalks, and animal attractions.



Diversity

Embrace the progressive and inclusive community, reflecting diversity in visitors, business owners, hospitality, and entertainment.



Nature

Immerse yourself in the beauty of Australia's natural locations, eco-tourism destinations, and local produce.



Creativity

Experience the rich culture and history of the Central Coast through events and entertainment.



Inclusive

Promote health, wellbeing, and a sense of belonging through inclusive events, diverse experiences, and accessible accommodations.



Innovation and Opportunity

Find inspiration for creativity and innovation on the Central Coast, with ongoing investment in the CBD supporting further development in these areas.



In Summary

The Central Coast offers a wide array of experiences that cater to adventure, diversity, nature, creativity, inclusivity, and innovation. This approach aims to captivate and engage audiences, encouraging them to discover and appreciate all the reasons to #lovecentralcoast.

Implementation Plan

This 3-year marketing plan prioritises key elements including brand pillars, product, experiences and events. We'll focus on what's most compelling for visitors now, gradually expanding over the three years with additional investment and development.

Year One	Year Two	Year Three
Adventure, Eco Destination, Nature, Diversity (Secondary market : Hospitality)	Creativity & Inclusive, Events, Culture, Entertainment (Secondary market: Wellness)	Wellness (Secondary market: CBD Experience, Innovation, Opportunity)

Activity will be split out across the three years of this plan FY24, FY25 & FY26, and divided into owned channels, earned channels and paid channels.

In our three-year marketing plan spanning FY23 to FY26, we'll strategically allocate activities across owned, earned, and paid channels.

Owned Channels:

These are channels we fully control, reaching our owned audiences (website visitors, social media followers, email subscribers).

Focus areas: Content Development, Maps, Itineraries, Website, Social Media, EDM (Electronic Direct Mail).

Earned Channels:

Non-branded and non-owned channels exposing our brand to new audiences.

Key strategies: Public Relations (PR), VFR (Visiting Friends and Relatives), Cooperative Marketing, User generated social content..

Paid Channels:

Activities involving paid advertising for broader outreach.

Initiatives: Cooperative Marketing, Seasonal campaigns, Clever Brand Advertising, Media Partnerships, Influencer Partnerships.

Specific Activities

Content Development:

Develop compelling content to showcase the destination, acting as a virtual introduction for potential visitors.

Maps:

Provide essential geographical tools for visitors to navigate the diverse region, ensuring clarity on proximity to experiences.

Itineraries:

Offer tried-and-tested plans to guide visitors, enhancing their overall experience and reducing research efforts.

Website:

Centralised showcase for the brand, serving as a comprehensive resource for visitors and investors, promoting a unified brand identity.

Social Media:

Reflect the destination brand across all social channels, providing instant insight for new visitors.

EDM (Electronic Direct Mail):

Leverage owned channels to deliver detailed messages directly to engaged audiences, capitalising on high engagement rates.

PR (Public Relations):

Amplify reach, shift perceptions, and highlight the best aspects of the Central Coast through industry media experts' perspectives.

VFR

(Visiting Friends and Relatives):

Engage industry and locals to create and share content with their personal networks, fostering stronger connections with target and broader audiences.

Co-Operative Marketing:

Amplify industry-led initiatives aligned with seasons to sustain communication activity, showcasing a variety of experiences.

Seasonal Campaigns:

Showcase seasonal events and attractions to maintain visibility, extend marketing reach, and attract visitors consistently.

Brand Advertising:

Utilise clever and creative advertising to reach new visitors, delivering compelling messages and shaping the narrative of the Central Coast.



Plan Overview

2023-2026

Annual Implementation Plan Task Overview	Task Description	Priority
CONTENT DEVELOPMENT		
Photography (brand hero)	Photography content developed to promote relevant themes	Medium
Video (brand hero)	Video content developed to promote relevant themes	Medium
Creative / Design	Graphic Designer for all visitor collateral and creative	Medium
Content Library	Ongoing management of content library	High
OWNED CHANNELS		
Visitor publications development and distribution	Printed neighbourhood guides, post cards, visitor guides, maps etc	High
Ongoing Content Development	Upkeep of digital itineraries, local guides on LoveCentralCoast.com	High
EDMs	Monthly e-news sent to industry and consumer databases	High
Organic socials	Planning and implementaion of @ LoveCentralCoastNSW social media platforms	Medium
Website	Updates and developments for LoveCentralCoast.com in line with marketing strategy objectives and user experience	High
Visitor Information Centre	Content updates, consignment store, collaborations, merchandise, events, open days	High
INDUSTRY CHANNELS		
Industry trade events	Attendance at annual industry events such as ATE, AIME and relevant Tourism Conferences	Medium
Destination NSW Partnerships	DNSW and DSSN regular meetings, sharing of information and potential partnership programs, international ready programs and Co-op marketing	Medium
Industry events and networking	Hosting ongoing quarterly tourism networking events and bi-annual famils	High
Ongoing industry upskilling programs	Attendance at annual industry events such as ATE, AIME and relevant Tourism Conferences	Low
Product itinerary packaging	Industry opportunities	Medium
ECO Certification and advocacy program	Managing and maintaining ECO Destination status including Review Pro and advocating for more certified operators	High

EARNED CHANNELS		
Destination PR	Management of PR Agency on retainer undertaking influencer and media pitching and partnerships	High
Social UGC (Photography and Video)	Leveraging user generated content from #LoveCentralCoast to uplift social media strategy	Low
LOVE LOCAL INITIATIVE		
Love Local Lists	Promote Love Local Lists with every major holiday / occasion i.e. School Holidays, Mother's Day	Medium
Fresh Finds	Monthly promotion of new tourism product i.e. Four fresh finds, Short Burst News	Medium
Local Open Days	Develop local open days for locals and operators to attend	Medium
CO-OPERATIVE MARKETING		
Major Destination Campaign in partnership with local industry	Develop large scale multi channel campaign with industry buy in options and matched funding (Google, Meta, LCC.com landing page, radio etc)	High
PAID MEDIA CHANNELS		
Visiting Friends and Relatives Campaign	VFR campaign in market annually targeting local audience	High
Sydney Campaign	Sydney campaign in market annually targeting Sydney audience	High
Destination Always On: Brand Awareness	Continuous destination marketing program featuring key themes and pillars associated to destination brand	Medium
Destination Always On: Seasonal Campaigns	Continuous destination marketing program featuring seasonal content and spikes in off peak periods	High
Pelican Time	Promotion of hero Council led Eco friendly tourism experience	Low
ECO Marketing Program	Promotion of ECO product and experiences	Medium
Destination What's On	Promotion of monthly tourism and council events program	Medium
SIGNAGE		
Wayfinding	Further development of wayfinding	High
Development of Central Coast brand across the region	Utilisation of free assets such as bus stops, lightboxes, scrim, banners and council assets to apply the destination brand to broaden awareness	Low

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@LOVECENTRALCOASTNSW



The Central Coast's tourism information hub

The Central Coast region is home to a nationally awarded gourmet foodie scene, array of coastal, hinterland and aquatic treasures, diverse art trails, creative communities, and immersive cultural experiences. With so much to see and experience around every corner, Love Central Coast's website is an all-in-one source of information on how to travel across the region.

Love Central Coast home page

The Love Central Coast home page gives our visitors a warm welcome to what the beautiful Central Coast region has to offer, from things to do, places to stay, eat and drink, curated itineraries to make the most of your visit and iconic events to experience.

lovecentralcoast.com

Industry Hub

Explore the Industry Hub, a place for Central Coast business operators to see how Destination Central Coast can assist their business.

lovecentralcoast.com/industry

Business events hub

Discover the wide range of accommodation and event venues situated near incredible beaches, lush hinterland areas and local attractions in our Business Events Hub.

lovecentralcoast.com/business-events

Business event guide

A comprehensive guide that highlights how to make the most of your business trip to the Central Coast and why our region should be your next destination for business events, team building and business leisure.

lovecentralcoast.com/business-events



centralcoast
NSW

Itineraries

Curated itineraries to give every visitor inspiration on where to travel during their stay on the Central Coast, from a day trip to a longer stay.

lovecentralcoast.com/itineraries

Eco Journey

As a certified ECO destination, learn how your business can benefit from our region's ECO Destination status.

lovecentralcoast.com/eco-business

Visitor Guide

A complete guide to help consumers plan their next trip to the Central Coast or inspire them whilst they're in our region.

lovecentralcoast.com/visitor-information-centres

Neighbourhood Guide

A must-do guide for each of our town centres, highlighting how these neighbourhoods are great places to live, work and play.

lovecentralcoast.com/neighbourhood-guides

Accessibility

A comprehensive guide on the accessible features of things to do on the Coast to help plan your visit.

lovecentralcoast.com/news/accessible-destinations-on-the-central-coast

Growing Tourism campaign page

A snapshot of the multi-year tourism content development project led by Destination Central Coast, designed to increase visitation and dispersal across the region and see our visitor economy thrive.

lovecentralcoast.com/growing-tourism-on-the-nsw-central-coast

What's on

Find out what's happening on the Central Coast each month, from iconic events to markets and festivals.

lovecentralcoast.com/events

Sign up to our consumer newsletter

Keep up to date with what's happening on the Central Coast via our newsletter.

lovecentralcoast.com

Social channels

Stay connected with Love Central Coast on our social channels! Whether it's our Instagram, Facebook or YouTube channel, we'll keep you in the loop which what's happening on the Central Coast.

Find us at [@LoveCentralCoast](https://www.facebook.com/LoveCentralCoast) across Facebook, Instagram and YouTube

Linked In

Follow Destination Central Coast on LinkedIn and keep up to date with the latest tourism industry news.

Find us at [@DestinationCentralCoast](https://www.linkedin.com/company/DestinationCentralCoast)

Central Coast Destination Management Plan (CCDMP)

Our Destination Management Plan maps out a 3-year strategy, combining a strategic framework together with projects and actions to make the Central Coast a better place to live, work and play.

lovecentralcoast.com/industry

Central Coast Residential Development Guide

A guide highlighting the Central Coast's plan towards medium to high density and affordable residential housing.

lovecentralcoast.com





Item No: 1.5
Title: Business Economic Development Operations Report
Department: Environment and Planning

4 February 2025 Economic Development Committee

Reference: F2025/00095 - D16615258
Author: Andrew Powrie, Business Economic Development Manager
Manager: Sue Ledingham, Unit Manager Communications Marketing and Customer Engagement
Executive: Melanie Smith, Director Community and Recreation Services

Recommendation

That the Committee notes the progress report and attachments of the Business Economic Development Operations Report.

Report purpose

To inform the committee on the progress and implementation of business and economic development activities that support the delivery of the Economic Development Strategy 2020-2040.

Executive Summary

Council adopted the first Central Coast Economic Development Strategy 2020-2040 (the Strategy) in 2020, it is a strategic planning document prepared to inform the current and future provision for economic development progress across the Local Government Area (LGA). (Attachment 1).

Due to the COVID pandemic in 2020 the Strategy's implementation was delayed in commencement until 2022.

This report specifically provides an update on a range of projects and activities delivered over the past 18 months, these activities delivered support the implementation of the Strategy.

Background

The Strategy takes a long-term view through to 2040 and was developed to guide Council's decision making around economic development initiatives that assist in creating jobs and stimulating the economy.

Whilst the Strategy focuses on economic development for the Central Coast, it also forms part of a much broader policy context, reflecting the wider perspective and aspirations of our region.

At its Ordinary Council meeting held Tuesday 28 September 2020, Council resolved the following:

- 922/20 *That Council receive and note the Draft Economic Development Strategy 2020-2040 and the Economic Recovery and Resilience Framework.*
- 923/20 *That Council endorse the Draft Central Coast Economic Development Strategy 2020-2040 with the following amendments:*
- a) *Amendments as resolved by Council on 9 June 2020 to be made in the final document*
 - b) *Page 26 – under IMPROVING ECONOMIC LEADERSHIP AND COORDINATION - Add "Projects that build consensus across all levels of government, key stakeholders and the community"*
 - c) *Wherever a reference to a "City Deal" is made, specify that the action is to "investigate a City Deal"*
 - d) *Page 31 – "Work with stakeholders, peak bodies and the community to modernise and streamline planning processes and requirements to future-proof our new development"*
 - e) *Replace references to "removing red tape" to "streamlining processes"*
- 924/20 *That Council endorse the Draft Central Coast Economic Recovery and Resilience Framework with the following amendments:*
- *Page 5 - Council is investigating opportunities to advance the economic revitalisation of Gosford, Wyong, The Entrance, Peninsula and other town centre*
 - *Page 8 – Amend to add "Quadruple Bottom Line" as a Response Principle - defined in terms of economic, social, ecological and governance*
 - *Page 17 – Amend Strategic Themes to add "Quadruple Bottom Line"*
 - *Page 22 – replace "entering into public-private partnerships" with "investigate public-private partnerships"*
 - *Replace references to "removing red tape" with "streamlining processes".*
- 925/20 *That Council note that the Implementation Plans for the Draft Central Coast Economic Development Strategy 2020-2040 and the Draft Economic Recovery and Resilience Action Plan are draft documents to be amended in line with changes above and subject to further discussion before finalisation.*

The Strategy has six (6) strategic themes with 37 aligned priority actions:

1. Economic Coordination

This theme has a focus on providing consolidated messaging to all key stakeholders regarding the vision, key infrastructure, and funding requirements/ priorities for the region. This is where the area of advocacy sits for the organisation.

2. Economic Partnerships

This theme identifies building partnerships needed to deliver economic strength and opportunity for the Coast. Industry, the Darkinjung Local Aboriginal Land Council and key government departments were identified to form the cornerstone of those partnerships.

3. Economic Infrastructure

This theme highlights physical and digital infrastructure as foundations of economic development. Key targets prioritised are improving the public transport network and available serviced employment lands.

4. Economic Innovation & Enterprise

This theme acknowledges the need to support industry growth and innovation given local businesses are the drivers of economic development.

5. Economic Futures

This theme addresses a commitment to future economy leadership, leveraging digital technology and new diversified economic opportunities for a stronger Central Coast.

6. Economic Transformation

This theme focuses on business-friendly systems and frameworks that are needed to ensure the ongoing strength of the Coast's economy and a local government that is supportive of business investment and is proactive in its planning policy and development approvals.

Community and Economic Indicators

In the Strategy there are seven (7) broad-facing community and economic indicator targets identified for the implementation plan, spanning from population, job growth, employment self-containment through to visitor numbers and the value of the local economy.

Description	2020	Goal by 2040	2025 Target	2030 Target	2035 Target	2040 Target	Gap
Population	342,047	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	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 % points
Tourism visitors	4.7M nights	50% increase in share of Greater Sydney Tourism market	7.9M	10.8M	12.4M	14.8	9.9M nights
GRP per capita	\$39,343	In line with Greater Sydney GRP per capita	\$52,595	\$61,981	\$71,368	\$80,755	\$41,322
Gross Regional Product	\$13.5B	In line with Greater Sydney GRP per capita	\$17.7B	\$20.5B	\$25.4B	\$34.7B	\$21.2B
Household Income	\$1,594 per week	In line with Greater Sydney	\$1,761 p/w	\$1,880 p/w	\$1,999 p/w	\$2,118 p/w	\$524 p/w

Actions undertaken to support the Strategy’s implementation are incorporated into the Operational Plan and Budget on an annual basis.

Implementation of the Economic Recovery and Resilience Framework and Action Plan commenced in 2020 to respond to the economic challenges as a result of the COVID-19 pandemic. The action plan identified a number of initiatives to support the business and broader community and delivered a number of actions including:

- ongoing Business surveys to measure the impact,
- a Buy Local Campaign,
- an economic dashboard populated with real time COVID related data, and
- connection of businesses to government support programs.

To support collaboration and a coordinated response, a Regional Economic Recovery Taskforce was established in 2020 to assist in the response with initiatives aimed at stimulating investment, keeping jobs and helping businesses become resilient. The taskforce continues to support economic development outputs and outcomes.

Report

Council's role is to enable economic development outcomes by taking a holistic approach to developing the Central Coast economy. Sustainable Economic Development is a long term endeavour with multiple touch-points and lead stakeholders.

Economic development takes many forms in its delivery at a local level. The following summary of projects and initiatives gives a good overview of the broad-ranging nature of projects and activities Council's Business Economic Development Section undertakes annually.

Industry Database

Oversight and management of the Central Coast Industry database tailored to economic development practitioners. Currently there are approximately 25,500 Central Coast businesses registered. The database is updated half-yearly to ensure any new Australian Business Number (ABN) registered businesses, and those that have de-registered are captured. The database supports engagement with industry and provides a direct communication channel for internal and external stakeholders. In the F2023-24 FY 168,100 direct local business engagements (open rates and clicks were achieved through E-Newsletters and Electronic Direct Mails (EDMs)).

Regional Economy Taskforce

The purpose and role of the Central Coast Regional Economy Taskforce is to bring together the relevant specialist areas of all the government departments, agencies, and service providers that are active on the Central Coast in relation to economic development outcomes. Council supports this taskforce providing real-time economic data and information for sharing and collaboration. Meetings are held fortnightly, and Council also assists with secretariat support.

Business Retention and Expansion Survey (BRE)

The first Central Coast BRE Survey was completed in late 2024. It is proposed that this will be an annual survey designed to better understand how local businesses are progressing year on year. The survey enables Council to engage with local businesses to understand patterns or trends in relation to barriers and strengths relevant to localised business retention and expansion. The report is due to be finalised by March 2025.

Night Time Economy (NTE)

In 2024, Council adopted a Night Time Economy Discussion Paper to guide activity development to enhance and grow the night time economy on the Central Coast. Currently, in collaboration with the Office of the 24-Hour Economy Commissioner, there are two (2) Uptown Accelerator Districts identified for the Central Coast - Gosford and Terrigal.

Business Growth Programs

A number of business industry development programs are provided to support the growth for local businesses, these include:

- 2023-24 - Digital Growth Program delivered - 26 businesses participated.
- 2024-25 - Marketing Growth Program. Three 'Marketing Makeover' Programs will be run in the February - June period 2025 (15 businesses per Program – 45 in total).

Economic Data and State of the Economy Dashboard

Council invests in a number of data sets across socio-economic indicators for the Central Coast. This information is used to populate the Economic Dashboard on Council's website launched in 2024 and is also provided to the Regional Economy Taskforce.

Grants Website

Council provides an annual subscription to an online grants/funding website called the GrantGuru, this is provided to businesses free of charge. There are currently 1,200 local businesses and community groups registered.

State of the Economy Forums

Council has a program to deliver business information forums to support local business on what's available, how our economy is tracking and, most importantly, give awareness of who to talk to and where to look if they require local business data statistics or information.

Visitor Accommodation Development Action Plan

The current Economic Development Strategy has identified commercial accommodation as a lead sector to support with the provision of new accommodation product needed to strengthen the visitor economy. A Visitor Accommodation Development Action Plan is currently at a final draft stage of development. In summary the proposed actions identify ways to support improving the quality of current commercial accommodation and creating an Investment Prospectus.

Business Investment Concierge Support

Support on an ongoing basis to any initial business growth or expansion approaches to Council, on average 30 to 40 per year.

Official Partnerships

- Invited member on Workforce Australia's Sydney North and West Local Jobs and Skills Taskforce
- Supporting Central Coast Industry Connect (Manufacturing Cluster) annual sponsorship, inclusive of Biennial Industry Festival - \$3,000p/a
- Supporting Business NSW Annual Business Awards sponsorship - \$3,500p/a.

Regional Stakeholders

- Central Coast Industry Connect
- The Office of the 24Hr Commissioner
- Darkinjung Local Aboriginal Land Council
- Department of Primary Industries and Regional Development (who Council partnered with in 2023 to produce an Investment Pitch Deck (Attachment 2) and an investment video in 2024)
- The University of Newcastle
- Bara Barang
- The Business Centre
- The Barang Regional Alliance
- Ausindustry
- The Premiers Department
- Service NSW Business Bureau
- Department of Education - State Training Services
- Regional Development Australia Central Coast
- Investment NSW, and
- Hunter Central Coast Development Corporation.

Stakeholder Engagement

Industry and business engagement is ongoing across a range of business connection channels; e-Newsletter and Electronic Direct Mail (EDMs), business growth programs, business investment enquiries and business events held.

Financial Considerations

Financial Year (FY) Implications.

The proposal does not have financial implications for the current year or outer years in the LTFP.

Budget and Long-Term Financial Plan (LTFP) Impact.

The FY adopted budget includes the impact for this proposal.

Link to Community Strategic Plan

Theme 2: Smart

Goal C: A growing and competitive region

S-C3: Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.



Risk Management

There have been no risks identified in the preparation of the operational report.

Critical Dates or Timeframes

Nil

Attachments

- | | | |
|---|--|-----------|
| 1 |  Economic Development Strategy 2020-2040 - Copy | D16615356 |
| 2 |  Central Coast Investment Pitch Deck | D16615360 |



MARCH 2020

In response to the evolving situation with Coronavirus (COVID-19), we are continuing to take measured precautions to ensure we keep our community safe whilst we navigate through this economic crisis. Due to the unpredictable and highly variable nature of this health and economic crisis, some items within the implementation plan may have to be re-prioritised or deferred to be able to meet the immediate needs of other items.

COVID-19 DATA UPDATE

This Strategy references economic data that is pre COVID-19. Current economic data will be regularly updated and presented in a digital dashboard on Council's webpage.



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INTRODUCTION

THE CENTRAL COAST IS A REGION OF RICHES AND OPPORTUNITY

Rich in natural assets, economic possibility, culture, community and leadership, we are a destination for living, business, investment, innovation, and recreation.

The Central Coast has its eyes on the future working to build economic strength and momentum towards future-proofing our region.

This document, the *Central Coast Economic Development Strategy*, charts our forward course. It sets our economic vision and values, our objectives and targets, and the priority actions to deliver real results for the Central Coast.

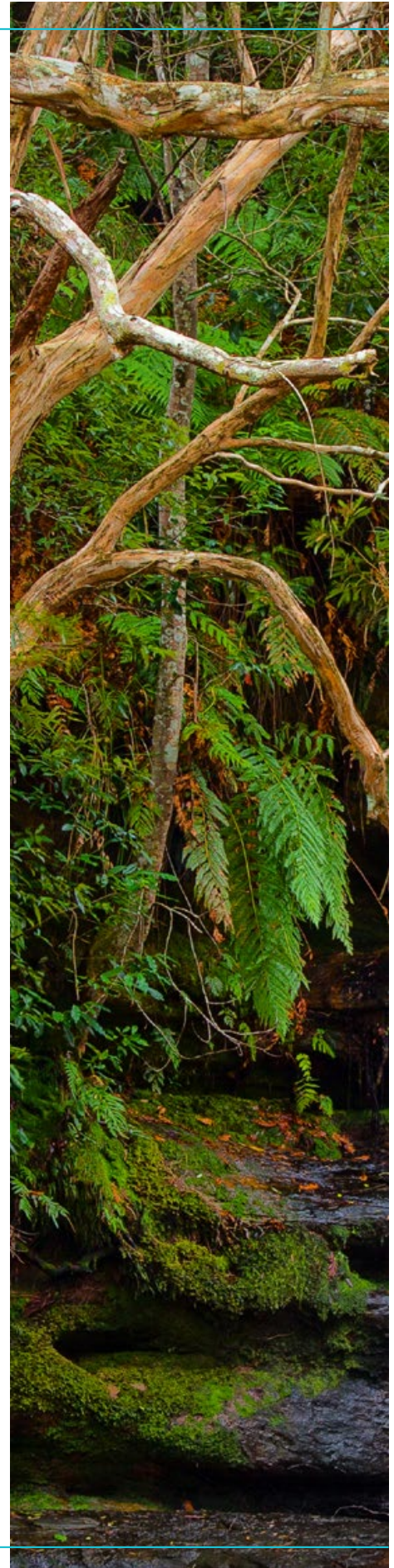
As a region, we have economic opportunities in front of us – the digital revolution, emerging local industries, smart technologies, a growing innovation eco-system, and a desirable growing visitor economy. We also face challenges, both local and global – unprecedented impacts from bush fires, floods, water restrictions and a global pandemic have exacerbated existing socioeconomic challenges such as an aging population, youth employment, climate change, and congestion.

The Central Coast is gearing up for the future, ready to face opportunity and local economic challenges with equal vigour. With resilience at the forefront, we're committed to more jobs, building economic strength, sustainable growth, diversification, local investment, and community wellbeing. This Strategy

leads the way for a stronger, more agile, resilient and innovative Central Coast economy.

In the immediate short term, we are committed to action through a 2022 Economic Recovery Plan to coordinate economic policy, investment and collaboration that drives employment, trade, local development, and business. In the long term, we are committed to building a resilient Central Coast economy through this 2040 Economic Development Strategy.

In 2040, the Central Coast will be a smart, connected and vibrant region. We will value and promote our natural beauty and heritage, striving for overall sustainability. Infrastructure investment, innovation and local development will drive prosperity. Our economy will be strong, diverse and resilient, delivering opportunity and benefits to our community.





**INDIGENOUS
ACKNOWLEDGEMENT**

We acknowledge the Traditional Custodians and First Peoples of this Land and pay our respects to Elders, past, present and emerging. The *Central Coast 2040 Economic Development Strategy* reflects our commitment to celebrating Indigenous culture and enhancing economic opportunities and outcomes for local Aboriginal and Torres Strait Islanders.

BY 2040

THE CENTRAL COAST WILL:



welcome
nearly

88,000
new residents



grow the
economy by over

\$21BILLION



create
over

72,000
new jobs

THE BIG PICTURE

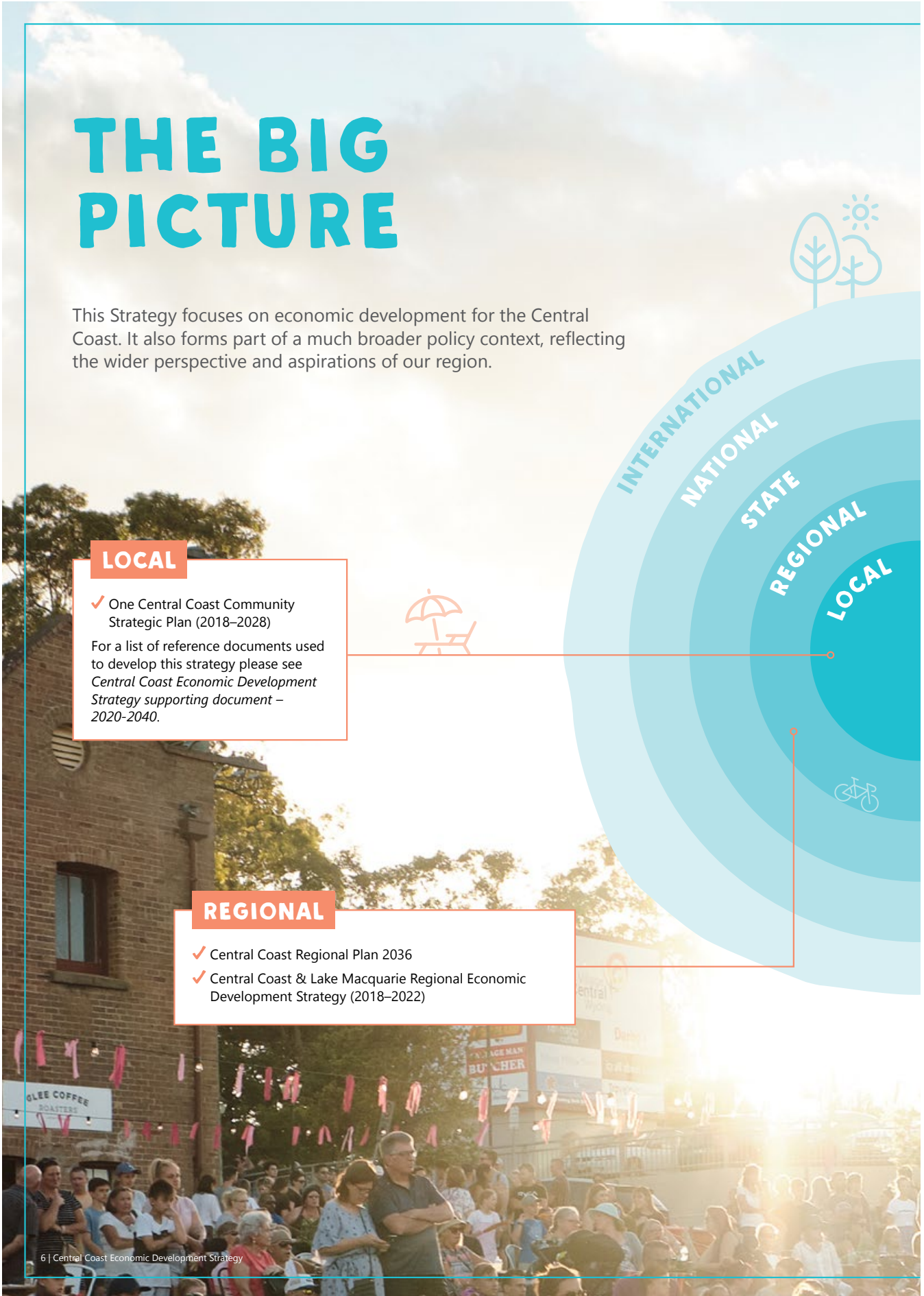
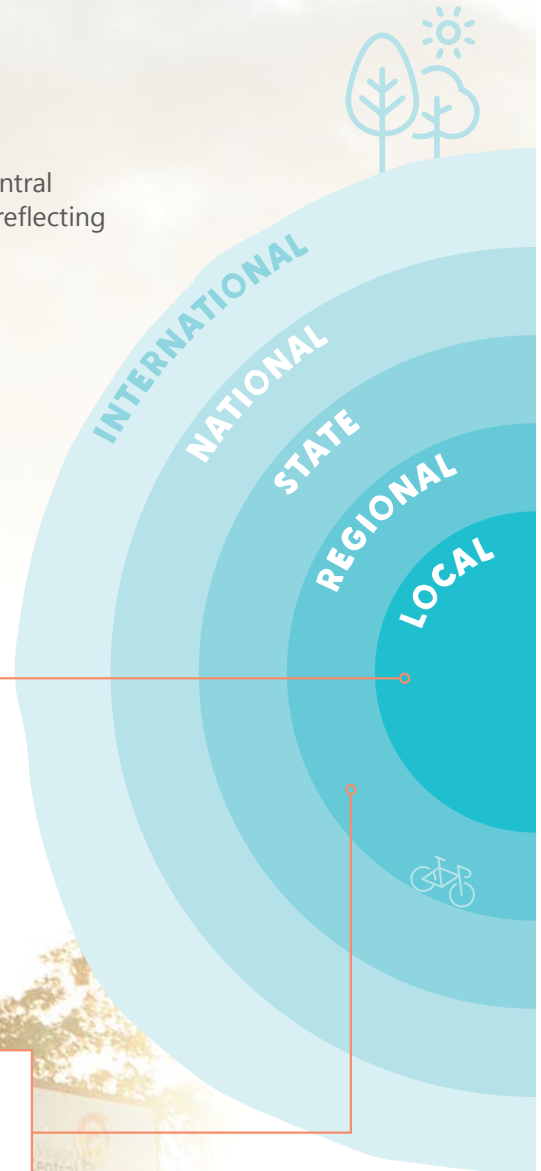
This Strategy focuses on economic development for the Central Coast. It also forms part of a much broader policy context, reflecting the wider perspective and aspirations of our region.

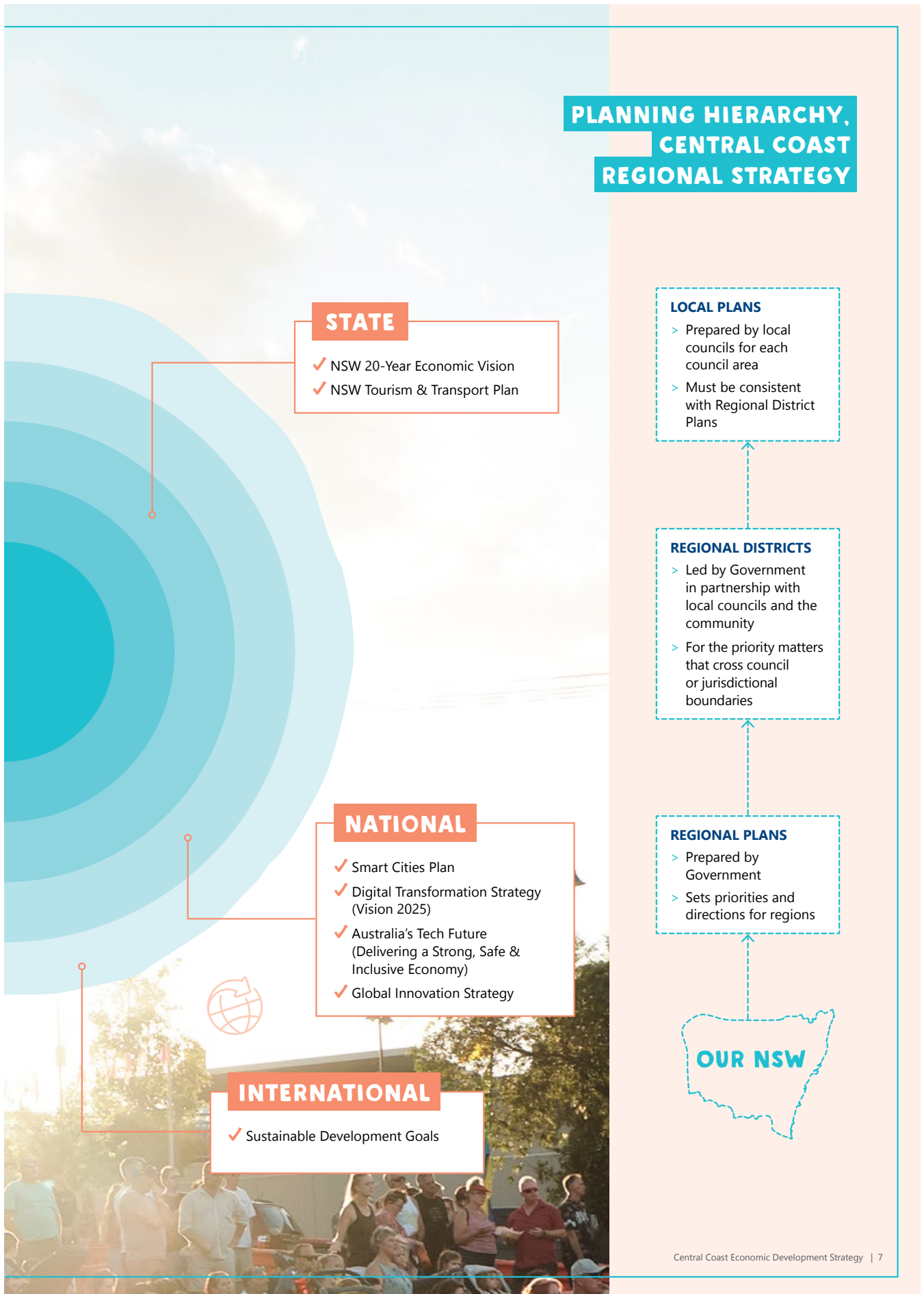
LOCAL

- ✓ One Central Coast Community Strategic Plan (2018–2028)
- For a list of reference documents used to develop this strategy please see *Central Coast Economic Development Strategy supporting document – 2020-2040*.

REGIONAL

- ✓ Central Coast Regional Plan 2036
- ✓ Central Coast & Lake Macquarie Regional Economic Development Strategy (2018–2022)










OUR CURRENT ECONOMY

BY THE NUMBERS

COVID-19 DATA UPDATE

This Strategy references economic data that is pre COVID-19. Current economic data will be regularly updated and presented in a digital dashboard on Council's webpage.

	CENTRAL COAST	GREATER SYDNEY	NSW
POPULATION (2018) 	342,047	5,230,330	7,988,241
POPULATION GROWTH RATE (10 Year Average)	0.9%	1.9%	1.4%
MEDIAN AGE (2017) 	41.8	36.1	37.5
EDUCATION (Bachelor's Degree or Higher, 2016)	14%	32.7%	23.4%
INTERNET ACCESSED FROM DWELLING (2016) 	80.6%	85.6%	82.5%
PARTICIPATION RATE – PEOPLE IN THE WORKFORCE (2016)	56%	66.9%	59.2%
UNEMPLOYMENT RATE (March 2019) 	5.4%	4.5%	4.3%
YOUTH UNEMPLOYMENT RATE	14.6%	10.4%	13.6%
AVERAGE WEEKLY HOUSEHOLD INCOME (2016) 	\$1,595	\$2,118	\$1,889
LOCAL RESIDENTS JOURNEY TO WORK BY PUBLIC TRANSPORT WITHIN THE LOCAL GOVERNMENT AREA. (2016)	2.7%	25.3%	16.0%

Journey to Work (2016)

25.4% | 35,300 people
Commute Outside the Central Coast LGA

68.3% | 95,389 people
Commute Inside the Central Coast LGA

6.3% | 8,828 people
No fixed workplace

**Key Industries of Employment
(2018/19)**

18.7% Health Care and Social Assistance
11.4% Construction

12.3% Retail Trade
8.4% Education and Training

8.9% Accommodation and Food Services
7.3% Manufacturing

Our Local Aboriginal Economy

12,485 Central Coast: **3.8%**
Population (2016) NSW: **2.9%**

Unemployment Rate

13.8% Central Coast
15.3% NSW

Average High School Completion

30.6% Central Coast
28.4% NSW



Central Coast Economic Development Strategy | 9

MEASURING PROGRESS

In addition to our base 2040 targets, we will benchmark the Central Coast against National Cities Performance Framework, which was first launched by the Australian Government in December 2017. The Framework provides a snapshot of the productivity and progress of Australia's largest 21 cities. It tracks performance across the key measures of: Jobs and Skills; Infrastructure and Investment; Liveability and Sustainability; Innovation and Digital Opportunities; Governance, Planning and Regulation; and Housing.

The Central Coast is not currently included within the national framework measurement; however, the table below provides some comparisons across key areas that indicate performance against Greater Sydney (of which Central Coast forms a part) and also against the State as a whole.

	CENTRAL COAST	GREATER SYDNEY	NSW
Jobs and skills			
Youth unemployment rate (place of usual residence) ¹	14.6%	10.4%	13.6%
Unemployment rate ²	5.35%	4.5%	4.3%
Indigenous unemployment rate ¹	13.8%	11.8%	15.3%
Participation rate ¹	56%	66.9%	59.2%
Gross regional product ⁴	\$13.49 billion	\$422 billion	
Completed high school ¹	40.3%	65%	52.1%
Bachelor's degree or higher ¹	14%	32.7%	23.4%
Housing			
Social housing ¹	3.4%	4.6%	4.4%
Average household income ¹	\$1,595	\$2,118	\$1,889
Proportion of households under mortgage stress ¹	9.3%	8.7%	9.6%
Median house price ⁴	\$690,084	\$1.37 million	\$740,444
Median unit price ⁴	\$491,484	\$876,780	\$676,368
Proportion of households under rent stress ¹	34.8%	26.7%	27.9%
Infrastructure and investment			
Proportion of journeys to work by public transport ¹	2.7%	25.3%	16%
Liveability			
Proportion of people that volunteer ¹	17.2%	18%	18.1%
Languages other than English spoken at home ¹	5.8%	38%	25.1%
Adults that feel safe after dark in their local area ¹	47.1 ASR ⁵ per 100	52%	53.4 ASR ⁵ per 100
Proportion of adults who are obese ¹	32.5 ASR ⁵ per 100	24.5 ASR ⁵ per 100	28.9 ASR ⁵ per 100
Innovation			
Total businesses ³	23,617	N/A	N/A
Households with internet connection ¹	77.3%	88%	78.2%
Planning			
Population ³	342,047	5,230,330	7,988,241
Average annual population growth rate (2008–2018)	0.9%	1.9% (2013–18)	1.4%

Note: 1. 2016 data, 2. March quarter 2019, 3. 2018, 4. June 2018, 5. Age-standardised rate

Note. This Strategy references economic data that is pre COVID-19. Current economic data will be regularly updated and presented in a digital dashboard on Council's webpage.





ENGAGEMENT SNAPSHOT

This Strategy has been shaped by consultation with the community and local stakeholders, both face to face and by digital questionnaires. The top key words identified during the engagement process are listed below:

OUR ECONOMIC DEVELOPMENT VISION – TOP WORDS

Transport/Infrastructure/Housing **41%**

Airport/Aviation **29%**

Lifestyle/Liveability **25%**

Innovative/modern **23%**

Successful/Thriving **19%**

OUR COMPETITIVE ADVANTAGE

Lifestyle and Liveability **78%**

Natural Environment **75%**

Access to Sydney & Newcastle **67%**

Investment in Gosford CBD **47%**

Regional Leadership **33%**

OUR ECONOMIC CONCERNS

Lack of Local Job Opportunity (Commuting) **76%**

Transport & Access **72%**

Opportunities for Youth **57%**

Ease of Movement (Roads) **54%**

Need for Enhanced Entertainment/Leisure
Facilities **41%**

OUR BIG OPPORTUNITIES

Encouraging Business Expansion & Attracting
New Businesses **70%**

Growing the Visitor Economy **66%**

Leveraging Major Education Facilities **62%**

Taking Advantage of Highway Connectivity **57%**

Availability of Land for Growth **45%**

OUR ECONOMY – IN THE SPOTLIGHT

The Central Coast has a diverse economy supported by natural assets, local infrastructure, and our people. Looking to our future economy, we'll be building on our strengths, addressing key challenges, taking advantage of new opportunities, and managing emerging risks.

STRENGTHS

Food Manufacturing

There are internationally branded food manufacturing businesses that produce on the Central Coast – including McCain Foods, Sara Lee, Mars, Sanitarium and George Weston Foods. The existence of these international brands put the Central Coast on the map for further potential investment and showcases that the region has the right ingredients for supporting big industry.

Natural Assets

The Central Coast has a variety of natural assets including beaches, bushland, lakes and waterways. National parks, state forests, bushland, beaches and waterways occupy over half the region. These assets act as a draw for creative industries and tourism.

Universities and Education

The University of Newcastle (UON) Ourimbah campus, halfway between Gosford and Wyong, is a key asset of the Central Coast. Other institutions including NSW TAFE Ourimbah campus, Central Coast Community College and TLK Community College also provide further education and pathways to employment for youth. These centres will play a critical role in up-skilling our workforce to help meet current and future demands/challenges.

Tourism

Rich in natural beauty, the Central Coast has a vibrant Tourism economy, surpassing the \$1 Billion mark for visitor expenditure in 2019 to the local economy.



Advanced Manufacturing

A considerable amount of employment in the region is centered upon advanced manufacturing such as, food products, high tech software and hardware, fabricated metal products and other specialised manufacturing industries.



Healthcare and Social Assistance

The Central Coast has a high density of care provision compared to NSW. Gosford and Wyong Hospitals ensure the stability of healthcare provision for the region. Additionally, Gosford Medical School and Research Institute is a drawcard for health professionals, and young people seeking training and employment.

Geographic Location and Connectivity

The Central Coast is strategically located 1 hour from both Sydney and Newcastle. Not only does that make it a prime tourism hotspot with its unique geography and distinct natural beauty, it also provides a direct link to Regional, National, and International markets.



HOW WE APPROACH OUR REGIONAL CHALLENGES DETERMINES OUR ECONOMIC STRENGTH



CHALLENGES

Public transport

The Central Coast has a range of mobility and public transport challenges which can constrain local movement and economic opportunity. We must work with our geography, infrastructure gaps and transit affordability to be future-ready.

Our Economic Brand

Central Coast has a vibrant economy and incredible potential, but this 'economic brand' is not yet fully developed and leveraged to attract new investment, talent, and innovation to the region.

Wide Socio-economic Gap

4 out of the 10 Central Coast postcodes ranked in top 10% most disadvantaged, and 6 out of the 10 are ranked in the top 30% most disadvantaged communities in NSW (out of the 621 localities) (APO, 2015).

Land Usage

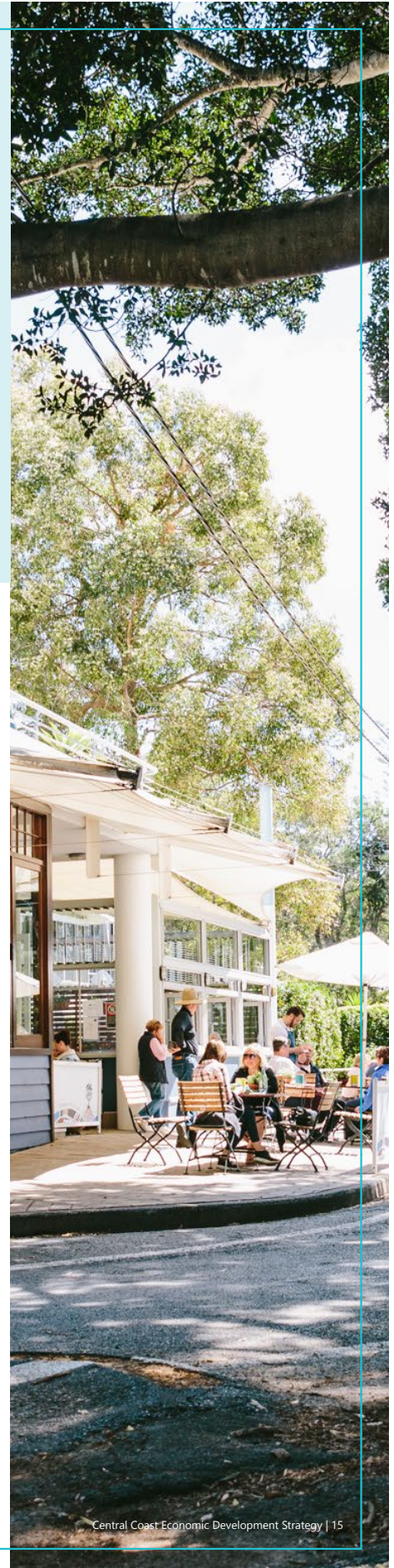
Ensuring conservation outcomes are met as the region develops is integral to maintaining liveability and sustainability. Land use challenges also extend to creating clear, consistent and appropriate land zoning for manufacturing, commercial and housing development.

Youth population retention

The median age in the Central Coast is 41.8 years, well above the State median of 37.5. This is reflective of both a high in-migration of retirees coupled with a high out-migration of youth. One challenge will be to retain the youth population, as they are key productive contributors to industry, innovation and new business start ups.

Youth Unemployment

The Central Coast has relatively high rates of youth unemployment, making it difficult to encourage youth to stay in the Central Coast and inhibiting our ability to attract new and emerging talent.



WE CAN MAKE THE MOST OF THE CENTRAL COAST'S UNIQUE OPPORTUNITIES, LIFESTYLE AND ECONOMY

OPPORTUNITIES

A Destination for Relocation

The burgeoning metropolises of Sydney and Newcastle are becoming increasingly unaffordable and congested. Future high-speed rail and Northconnex empowers the Central Coast to be a Satellite City home to professionals and young families. The relaxed lifestyle and growing health and care industries, such as the Gosford healthcare precinct, markets the Central Coast as an idyllic place for all.

Education and Training Hotspot

Predicted to be a high growth sector of the NSW and Australian economy, the Central Coast is primed to capitalise. Home to the ever-developing Ourimbah Campus; a partnership between the University of Newcastle and Hunter Institute of TAFE, as well as the Gosford and Wyong campuses of Hunter TAFE.

Tourism – Making CC a Single Destination

The beauty of increased visitation and increased spending saw tourism expenditure increase 22% to over \$1billion in the year ending March, 2019. Developing a regional destination identity and expanding entertainment and activity prospects, offers the Central Coast an opportunity to increase intraregional exploration, off-peak tourism and a more age diverse tourism profile.

New Business

The Central Coast offers an affordable and connected alternative to Sydney. There is a large amount of land that is already zoned for industrial and business uses that can be better utilised to drive forward development and employment.

Local Aboriginal Community

The Central Coast has a strong Indigenous population, that is supported by the Local Aboriginal Land Councils. We will collaborate with our Aboriginal community to identify economic opportunities to become a unified and inclusive Central Coast region, that celebrates our past, present, and future Aboriginal cultural heritage.

Night Life – Keeping People and Money Local

Community engagement indicates that the Central Coast is looking for a more vibrant nightlife. Specific to the Gosford area, the foreshore, Central Coast Stadium, and the recently revitalised Gosford City Centre are prime locations for further activation. Within all Central Coast town centres, energetic food and entertainment precincts improve liveability and keep money and jobs local. A dynamic Central Coast nightlife will also help retain young people by making the area more appealing and employment more accessible.

Aviation

Central Coast has a range of opportunities to drive economic growth via the aviation industry. With a changing NSW airport strategy, we have the opportunity to capitalise on an Airport precinct. Located conveniently 90min from Sydney and 45min from Newcastle, investment in niche general aviation could be a catalyst for new growth in a variety of industries including, aviation, manufacturing, maintenance and service operations. Development could fuel and be powered by Central Coast's strong food and metal manufacturing presence and would compliment the recent redevelopment of the Newcastle airport and the establishment of the Western Sydney's Aretropolis. We will also progress work with Newcastle Airport to investigate opportunities, investments and arrangements that deliver benefits to the Central Coast community.

Green and Sustainability Industries

The global economy continues to transition towards greener and more sustainable patterns of production and consumption. This transformation is driving significant new opportunities for investment, job creation and prosperity. Central Coast is well placed to take advantage of this green economy revolution.

Warnervale Development

The establishment of the Warnervale Working Group to progress development of cleared land currently available and zoned Industrial or Business in the Warnervale area as an employment precinct focused around the following sectors: health, manufacturing, food production, renewable energy and/or waste.



RISKS

Economic Development, Governance, Co-ordination & Consensus

There is a recognised need for support from and enhanced coordination between the existing regional leaders involved in economic development. Without the proper governance structure and effective collaboration, the Central Coast will not meet the targets contained within this strategy.

Building a shared vision and support for local priorities is an ongoing challenge for all communities. Council is committed to building broad community support for key economic initiatives, working with decision-makers, stakeholders and the community.

Uniform Economy

A diverse economy is a resilient and dynamic economy. However, outside of a relatively strong manufacturing presence, the Central Coast economy is highly service industry reliant. The highest employing sectors are Health Care and Social Assistance, Construction, and Retail. This leaves the Central Coast vulnerable to slowing down in population growth and consumption spending that fuel these industries.

Congestion and Service Demand

The Central Coast population is expected to increase 20% by 2040 requiring a substantial evolution of educational, cultural and recreational spaces, health and safety infrastructure, commercial development and transportation options to maintain the Central Coast's liveability. Adding to this is the expected increase in tourism and commuter traffic, the Central Coast attractive lifestyle may be vulnerable.

Note. This Strategy references economic data that is pre COVID-19. Current economic data will be regularly updated and presented in a digital dashboard on Council's webpage.

Emerging Smart Economy

The global economy is moving towards skill dependent and highly connected smart industries. Currently the Central Coast's lower educational attainment levels and ageing population puts it at risk of being left behind. Furthermore, consultation with local business indicated a gap opportunity ranging from semi-skilled to highly skilled in areas such as manufacturing and engineering.

Mortgage Stress and Affordable Housing

With one in ten households with mortgages facing mortgage stress, and over a third of renters suffering from rental stress, housing costs threaten to undermine the wellbeing of those on the Central Coast. As the population continues to increase the upward pressure on prices will likely exacerbate this threat.

Youth Exodus

In the Central Coast, as it is throughout Australia, youth unemployment is significantly above general unemployment levels and the gap is growing further apart.

The Central Coast also faces an aging population as young people leave the region to find recreational and vocational opportunity. Coupled with lower high school and tertiary education completion levels, the region's civic and economic future are at risk.



MOVING THE ECONOMY TOWARD 2040

The Central Coast is a region on the rise. Located in the heart of the fastest growing corridor in NSW, it has the opportunity to become an economic and innovation powerhouse.

The population of the region stretching from northern Sydney to Newcastle, which includes the Central Coast and surrounding areas, is forecast to reach 1.1 million by 2036.

As a metro satellite to both Sydney and Newcastle, the Central Coast has the unique prospect of attracting large numbers of families seeking a better lifestyle, professionals seeking new employment and investors seeking new opportunities.

Supporting economic growth will require new job creation and infrastructure investment. Creating higher value employment will require new skills and training and higher year 12 completion rates. Creating new local jobs is particularly important as some 25% of employed residents currently travel outside the Central Coast for work.



KEY GROWTH SECTORS TO 2040

Economic indicators for the local region and NSW provide insight into the sectors with the highest growth potential for the Central Coast. Key sectors, both existing and emerging, are noted in the tables to the right.

EXISTING SECTORS TO SUPPORT

Health Care and Well-being

Progressive combination of health, aged care, and retirement professionals and students, supported by modern healthcare facilities and integrated university opportunities, including a Medical School, as well as health precincts and allied businesses.



Retail Trade

Prosperous range of boutique and major retailers in rejuvenated and expanding town centres with opportunities for further redevelopment.

Accommodation and Food Services

Provision of short-term accommodation and food and beverage services to help strengthen the growing visitor economy.

Construction

Diverse range of skilled trades in an expansive construction sector consisting of small proprietor and large-scale corporations, providing specialised construction services (for new buildings/ infrastructure, and renewal) throughout the region.



EMERGING SECTORS TO GROW

Education, Innovation and Research

High-quality academic and technical education institutions that anticipate future economic trends by ingraining research and innovation into its core services.

Advanced Manufacturing

Support advanced manufacturing networks to embrace, expand, and innovate their specialised sub-sectors, including food products, high-tech software and hardware, fabricated metal products and other specialised manufacturing industries.

Sustainable, Green Industries and the Circular Economy

Establish the region as a circular economy hub and accelerate the production of renewable energy to power the Central Coast economy.



Technology and innovation continue to enhance the sustainability of agriculture, and the global market for such production is growing rapidly. The green economy too is booming, and green industry – in renewable energy, green buildings, sustainable transport, and water, waste and land management, etc. – will be an increasing source of employment and growth for our economy.

Small Business and Entrepreneurship

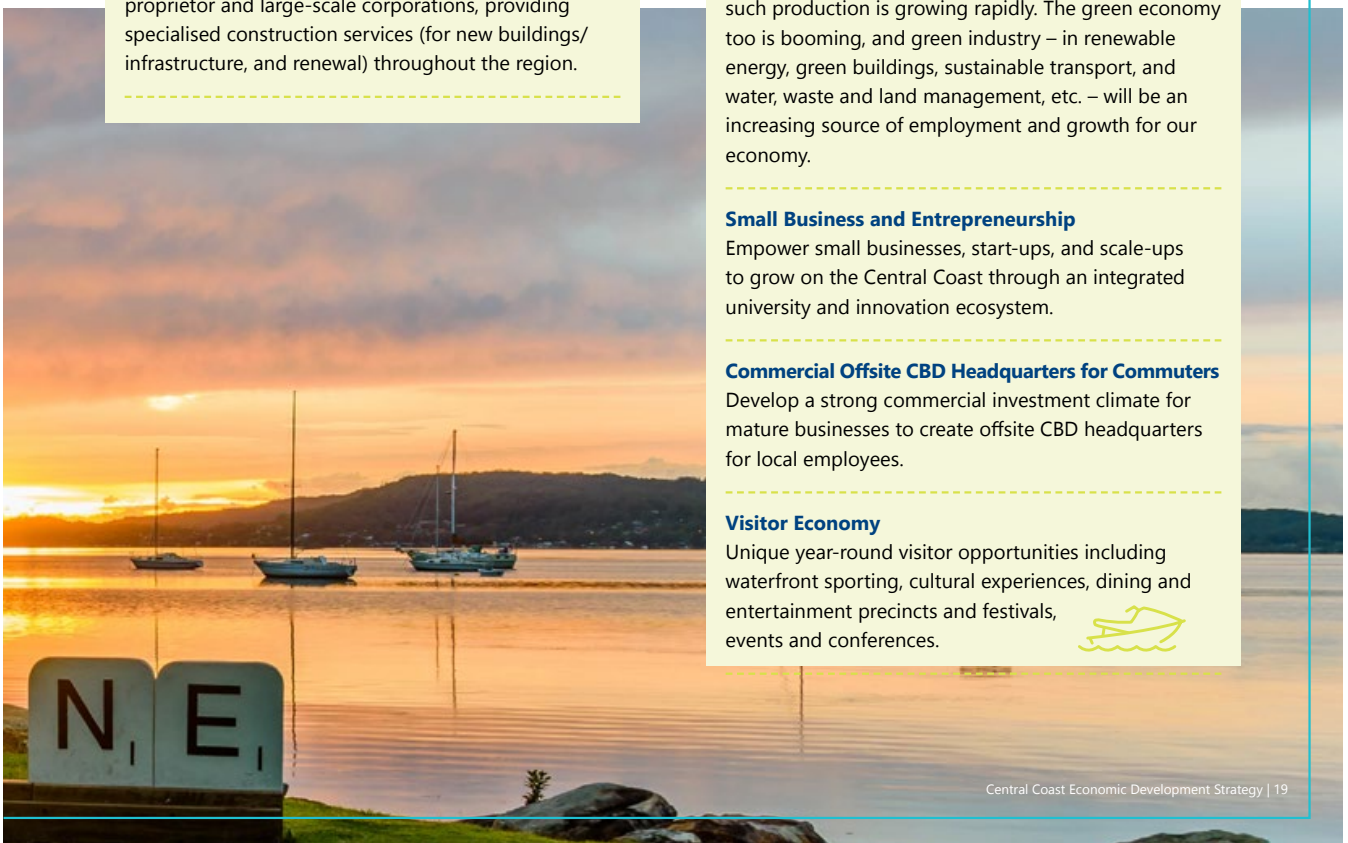
Empower small businesses, start-ups, and scale-ups to grow on the Central Coast through an integrated university and innovation ecosystem.

Commercial Offsite CBD Headquarters for Commuters

Develop a strong commercial investment climate for mature businesses to create offsite CBD headquarters for local employees.

Visitor Economy

Unique year-round visitor opportunities including waterfront sporting, cultural experiences, dining and entertainment precincts and festivals, events and conferences.



ECONOMIC DEVELOPMENT OVERVIEW

Developed in collaboration with community, and integrating extensive economic research, this Strategy will ensure that the Central Coast remains a region of unique potential and exciting economic opportunity.

OUR BOLD 2040 VISION FOR CENTRAL COAST

A region providing economic and employment opportunities to fulfil our community's vision for a smart, green and liveable region with a shared sense of belonging and responsibility.

THIS STRATEGY IS FOCUSED ON ECONOMIC RESULTS, DELIVERING OPPORTUNITY AND PROSPERITY TO OUR COMMUNITY.

PERFORMANCE DIMENSIONS

Economic & Community Progress, Program & Project Impacts,
Programs & Projects, Inputs & Resourcing

OBJECTIVES

- ✓ Improving economic leadership and coordination, and building consensus
- ✓ Advancing sustainability - economic, social and environmental
- ✓ Enhancing economic efficiency and competitiveness
- ✓ Increasing community wellbeing
- ✓ Building our profile as an economic destination
- ✓ Enhancing local innovation and enterprise
- ✓ Increasing skills and economic capabilities
- ✓ Delivering infrastructure for the future
- ✓ Fostering economic diversity and vibrancy
- ✓ Ensuring consistency with the Community Strategic Plan 2018-2028

STRATEGIC THEMES

-  Coordination
-  Partnerships
-  Infrastructure
-  Innovation and Enterprise
-  Futures
-  Transformation

VALUES

Innovation, Collaboration, Sustainability, Capability, Opportunity, Unity

OUR BOLD 2040 VISION FOR CENTRAL COAST

A REGION PROVIDING ECONOMIC AND EMPLOYMENT OPPORTUNITIES TO FULFIL OUR COMMUNITY'S VISION FOR A SMART, GREEN AND LIVEABLE REGION WITH A SHARED SENSE OF BELONGING AND RESPONSIBILITY.

A Central Coast economy where:

LOCALS CAN CHOOSE TO WORK LOCALLY

EVERYONE HAS OPPORTUNITIES

OUR ENVIRONMENT IS VALUED AND SUSTAINED

PEOPLE WANT TO VISIT AND DO BUSINESS

TOURISM AND TRADE PARTNERS ARE WELCOMED

IT'S EASY TO START A BUSINESS

INVESTMENT DELIVERS SHAREHOLDER AND COMMUNITY VALUE

DIVERSITY IS CELEBRATED

INNOVATION AND EMPLOYMENT PATHWAYS ARE ABOUND

CREATIVITY AND PARTICIPATION ARE EMPOWERED







Our Economic Development journey will be guided by the following values and principles.

UNITY

As a Council and community, we are unified in our desire to build a strong Central Coast economy, delivering prosperity and wellbeing. Together we aim to inspire, create, and empower, generating economic synergies and momentum. This Strategy is both a symbol and driver of this unity, reflecting our shared economic purpose and direction.

INNOVATION

Central Coast will encourage innovation, in both our general economic systems and via specific initiatives. We value economic modernisation, including digital transformation, the 'circular economy', and the 'green economy'. We will encourage the emergence of innovative local businesses, products and ideas. We will strive to develop and embrace new technology and innovations that both improve local services and can be exported outside our region.

RESILIENCE

Central Coast is resilient in our community and economy. The Central Coast will continue to build our business resilience, increasing shared office spaces and encouraging remote working opportunities. We will increase manufacturing and business to business connectivity, working to become a hub of regional activity and self-sufficiency. We will also be open to the benefits of digital technology to enhance connectivity and build opportunity.

COLLABORATION

We value collaboration and partnership as a means to harness local creativity, spur innovation and drive economic activity. The Central Coast will encourage broad economic leadership, dialogue and cooperation to enhance participation, build resilience, and advance our economic objectives.



SUSTAINABILITY

The Central Coast values our environment and natural resources for their elemental contribution to health, well-being, and economic activity. Developing an economy that works in tandem with both environmental and social sustainability is a core principle of this Strategy. We aim to deliver prosperity for current and future generations, while achieving quadruple bottom line and addressing environmental challenges which threaten our society and economy.

CAPABILITY

The Central Coast will align its workforce capacity towards our existing and emerging industries. Through education, training, programs, communication, and partnerships, we will be known for our economic capabilities and our ability to adapt and attract high-value industries that are aligned with our people, skills, and innovation.

OPPORTUNITY

The Central Coast values an economy that provides opportunities for all, supports participation and shares prosperity. Expanding local economic opportunities – for employment, enterprise, innovation, inclusion, creativity, wellbeing, investment, and entrepreneurship – will be the guiding principle of this Strategy.

KEY ECONOMIC OBJECTIVES

This Strategy takes a holistic approach to developing the Central Coast economy. Core objectives of our Strategy include:

IMPROVING ECONOMIC LEADERSHIP AND COORDINATION

To prioritise and accelerate economic planning and projects

LONG-TERM KPI'S

- > Community support for local economic policies
- > Efficiency of economic decision making
- > Projects that build consensus across all levels of government, key stakeholders and the community

INCREASING COMMUNITY WELLBEING

To ensure our economy delivers improved quality of life

LONG-TERM KPI'S

- > Measures of economic inclusion/equity
- > Health, safety, justice and social indicators
- > Measures of wellbeing and happiness
- > Workplace diversity profiles

ADVANCING SUSTAINABILITY

To ensure prosperity and liveability now and into the future

LONG-TERM KPI'S

- > Efficiency of resource usage
- > Greenhouse gas emissions per capita
- > Water and Air Quality
- > Protection of biodiversity
- > Social justice

BUILDING OUR PROFILE AS AN ECONOMIC DESTINATION

To attract and retain people, jobs, investment and business

LONG-TERM KPI'S

- > Central Coast brand recognition and perception
- > Inward investment levels
- > Talent retention indicators

ENHANCING ECONOMIC EFFICIENCY AND COMPETITIVENESS

To drive investment and economic growth

LONG-TERM KPI'S

- > Economic activity and income levels
- > Congestion levels and people commuting
- > Productivity levels
- > Labour market statistics

ENHANCING LOCAL INNOVATION AND ENTERPRISE

To create new jobs, businesses, knowledge and partnerships

LONG-TERM KPI'S

- > Innovation activity and performance outcomes
- > Business performance
- > Intellectual property measures



THE CENTRAL COAST
ECONOMY WILL BE
DRIVEN BY OUR
COMMITMENT TO
ACHIEVING THE
OBJECTIVES OF OUR
STRATEGY.

**INCREASING SKILLS AND
ECONOMIC CAPABILITIES**

*To expand economic capacity and
future-proof our economy*

LONG-TERM KPI'S

- > Tertiary qualification levels
- > Technology literacy and access
- > Distribution of educational attainment

**DELIVERING INFRASTRUCTURE
FOR THE FUTURE**

*To drive economic growth and
productivity*

LONG-TERM KPI'S

- > Infrastructure investment
- > Building approvals and completions
- > Level and utilisation of infrastructure
- > Commercial office space vacancy rates
- > Industrial Land

**FOSTERING ECONOMIC
DIVERSITY AND VIBRANCY**

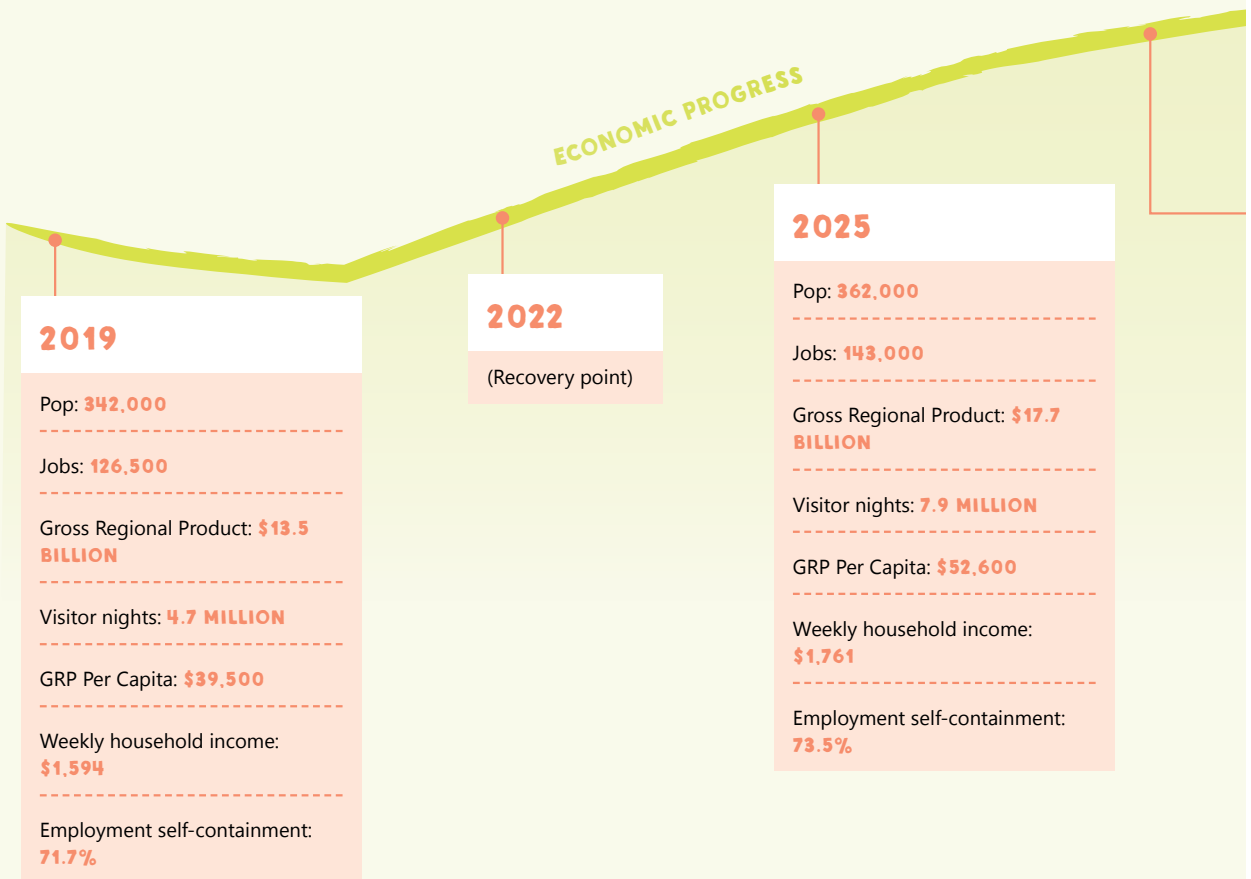
*To increase economic resilience,
visitation, creativity and participation*

LONG-TERM KPI'S

- > Visitor economy statistics
- > Night-time economy and event statistics
- > Economic diversity measures
- > Creative economy measures

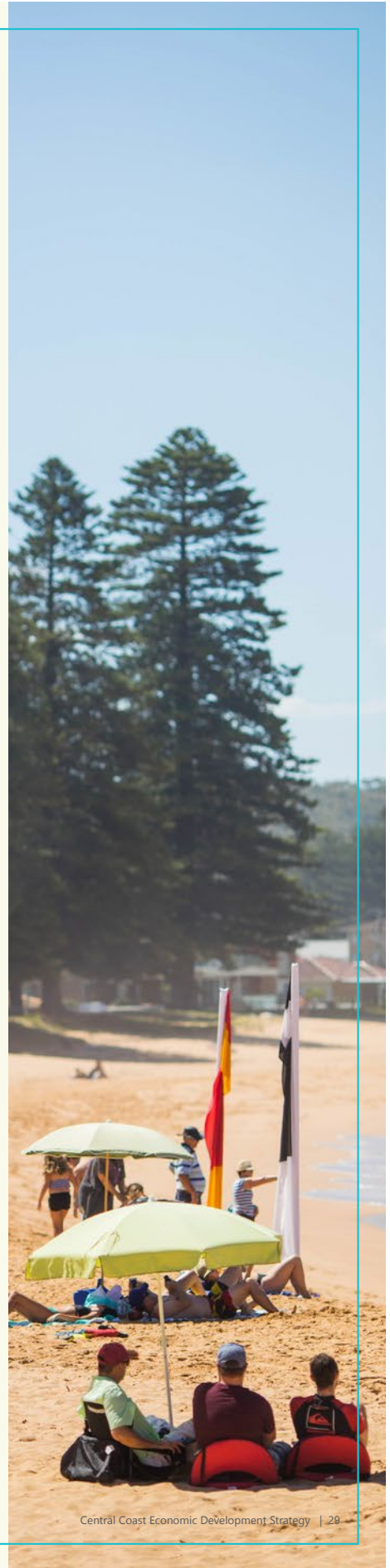
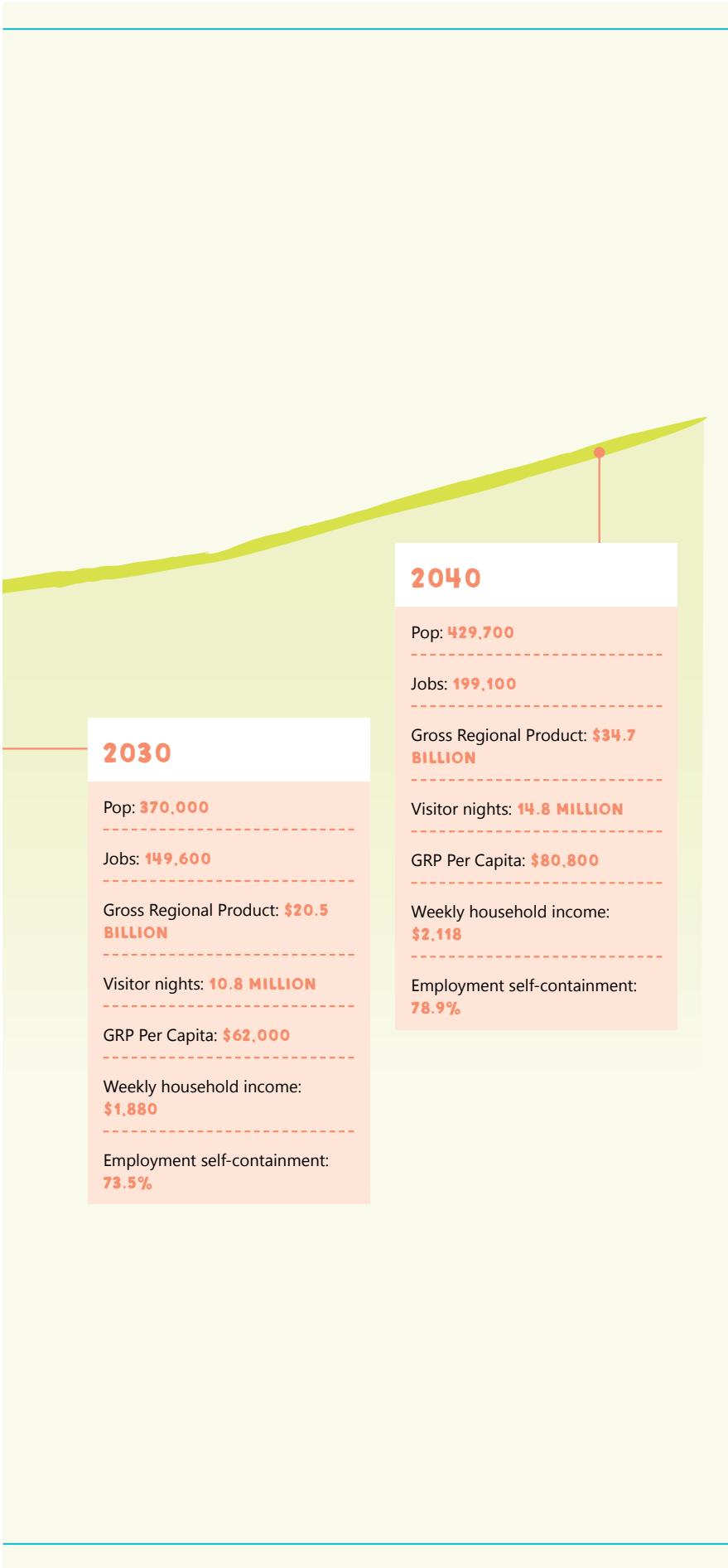
LOOKING FORWARD

TARGETING ECONOMIC STRENGTH AND SUSTAINABILITY



Data displayed is real, i.e. excludes inflation

Data displayed represents an economic forecast. Council will be revise data annually and align targets with progress through recovery back to the original benchmark



Central Coast Economic Development Strategy | 29

STRATEGIC THEMES & PRIORITY ACTIONS

To deliver this Strategy, Central Coast will focus on six Strategic Themes. This section presents these Themes and the supporting Priority Actions that make up the 2022 Economic Recovery Plan and 2040 Economic Development Strategy.



ECONOMIC COORDINATION

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.

Priority actions include:

- > 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



ECONOMIC PARTNERSHIPS

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.

Priority actions include:

- > Collaborate with all levels of government and the community to investigate 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



ECONOMIC INFRASTRUCTURE

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.

Priority actions include:

- > 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 stakeholders, peak bodies and the community to modernise and streamline 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



ECONOMIC INNOVATION & ENTERPRISE

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.

Priority actions include:

- > 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



ECONOMIC FUTURES

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.

Priority actions include:

- > Prepare a Night-Time Economy discussion paper, exploring options for enhancing the diversity and size of our night-time economy
- > Develop and implement 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



ECONOMIC TRANSFORMATION

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.

Priority actions include:

- > Identify high value regulatory reform and streamlining processes 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 and 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



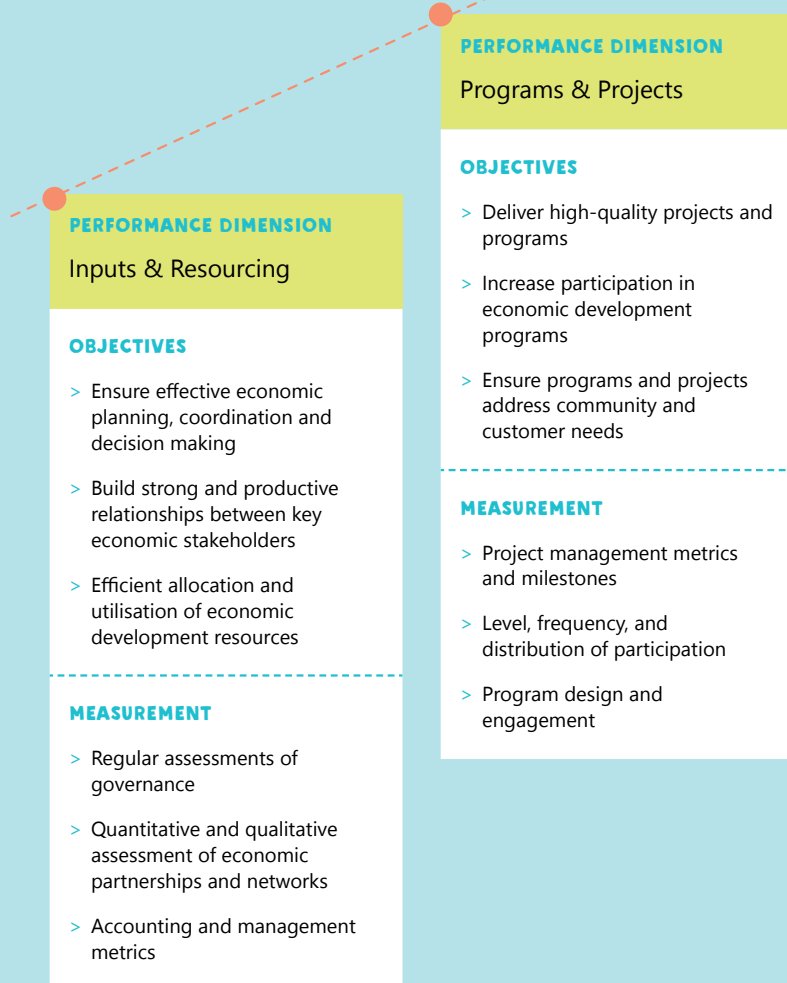
**WE ARE COMMITTED
TO NEW METHODS
OF COLLABORATION,
CONNECTIVITY,
PARTICIPATION AND
INNOVATION.**

EDS PERFORMANCE FRAMEWORK

Ultimately, the success of this Strategy will be measured by long-term economic and community outcomes for the Central Coast. These long-term objectives and key performance indicators are noted on Page 26 of this Strategy. An annual report will be prepared to measure progress against these performance indicators.

Success will also be measured by other dimensions of this Strategy, accounting for shorter-term activities and impacts. This includes the efficiency of inputs invested to deliver this Strategy, the quality of economic development projects and programs, and the direct impact or influence of these projects.

This performance hierarchy (or logic) is summarised in the tables to the right. Note that as we move up the performance hierarchy, we get closer to our ultimate economic outcomes, but have less ability to control performance (since long term economic results will be influenced by many other factors beyond this Strategy).



PERFORMANCE DIMENSION

Program & Project Impacts

OBJECTIVES

- > Improve community and customer satisfaction with economic development programs/projects
- > Increase innovation and entrepreneurial activity
- > Build economic, business and innovation skills and capabilities
- > Enhance the Central Coast's profile as a destination for visitors, business, investment and innovation

MEASUREMENT

- > Feedback and indicators from customer surveys and interviews
- > Quantity and type of innovation activity
- > Level, type and distribution of key skills/capabilities
- > Perceptions of the Central Coast's economy

PERFORMANCE DIMENSION

Economic & Community Progress

OBJECTIVES

Build a stronger Central Coast economy which generates and shares prosperity, now and into the future (see Page 26 for full list of objectives)

MEASUREMENT

Economic, social and environmental KPIs (see Page 26)



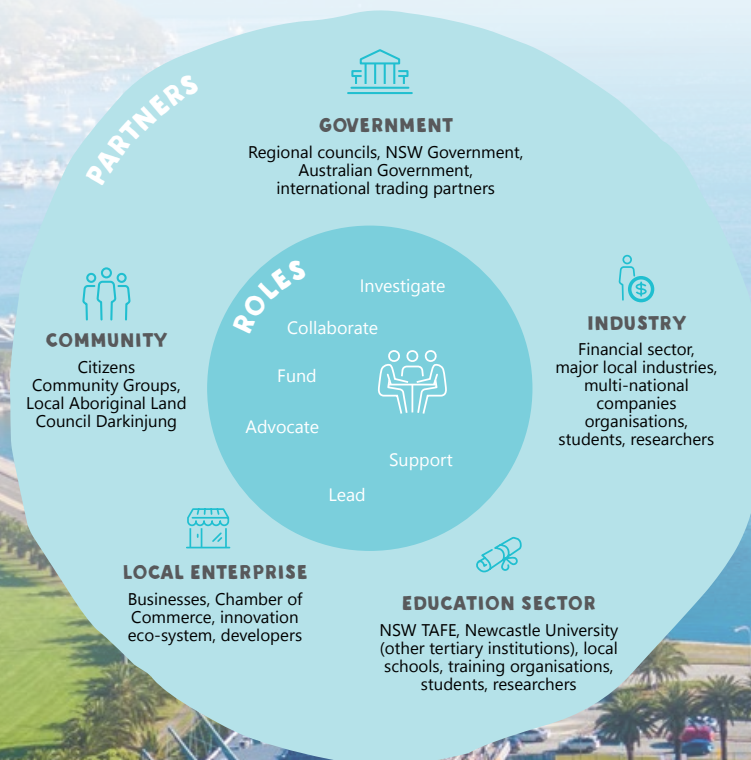
WORKING TOGETHER

Our economic future is in our own hands both collectively and individually. We all have a role to play in imagining and developing the Central Coast economy. We are each a shareholder in our economic future, standing to gain by making our economy stronger, more innovative and sustainable.

Central Coast Council will take a leadership role, as representatives of local residents and custodians of our assets and natural heritage.

However, Council does not control all the economic development levers for the Central Coast. Rather, we will continue to work closely with all parties to optimise economic development, leverage funding, and coordinate investment and action.

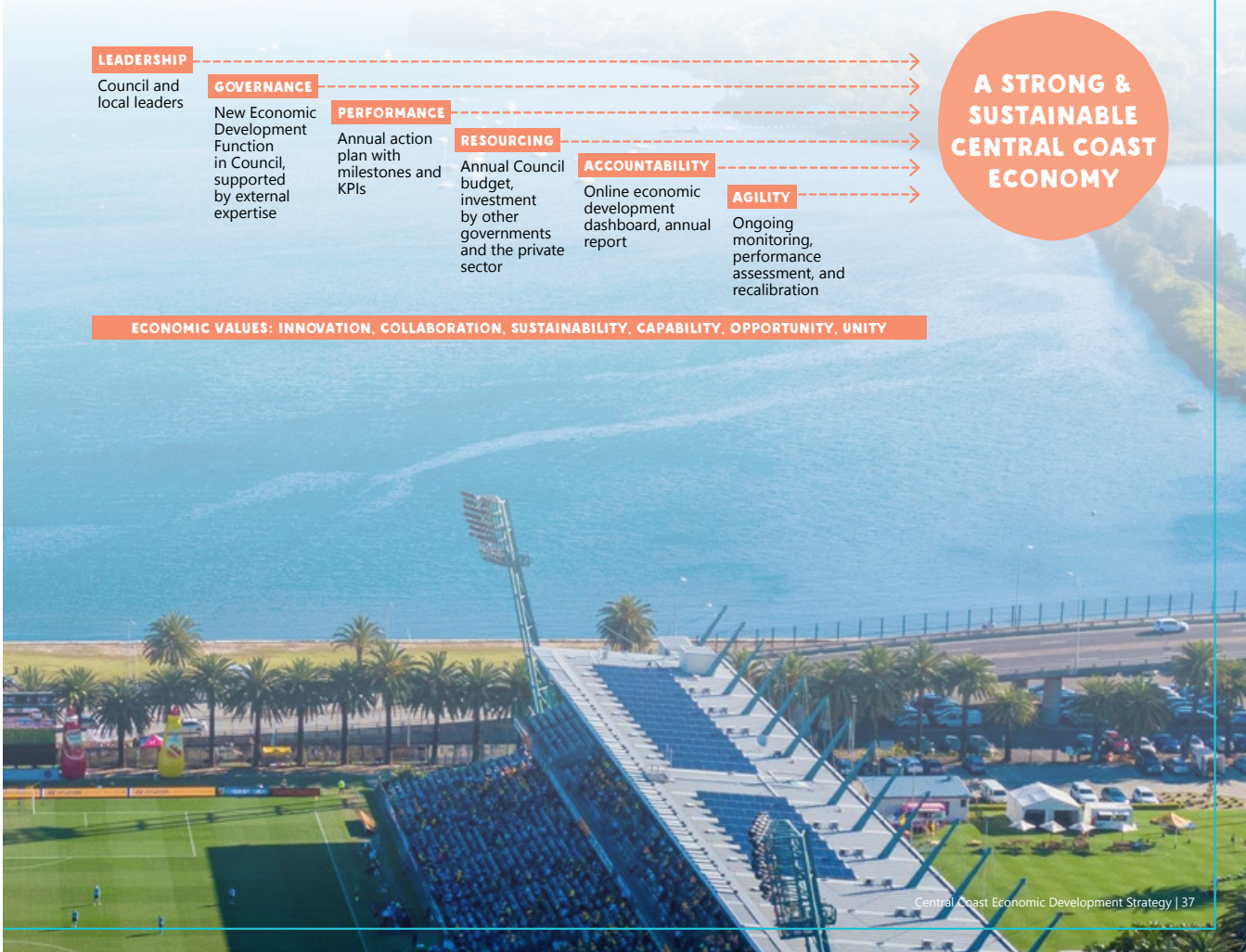
This collaboration will be guided by the partnership framework below, which summarises the many partners and the various roles they will play, to drive economic development for the Central Coast.



IMPLEMENTATION OVERVIEW

This Strategy presents our vision and plan for Central Coast economic development. More importantly, we're committed to action, momentum and results. We're dedicated to improving wellbeing for our community through the delivery of a strong, sustainable economy.

To drive real and enduring economic progress for the Central Coast, we will employ a robust implementation framework, summarised in the diagram below. The centrepiece of this framework will be an annual Economic Development Action Plan, outlining priority actions, milestones and accountabilities for progressing this Strategy.





Council Offices 2 Hely St Wyong | 49 Mann St Gosford | 8.30am - 5.00pm Monday to Friday | T 4350 5555 / 4325 8222

centralcoast.nsw.gov.au

Department of Regional NSW

Central Coast

Investregional.nsw.gov.au



Avoca beach
(Credit: Destination NSW)

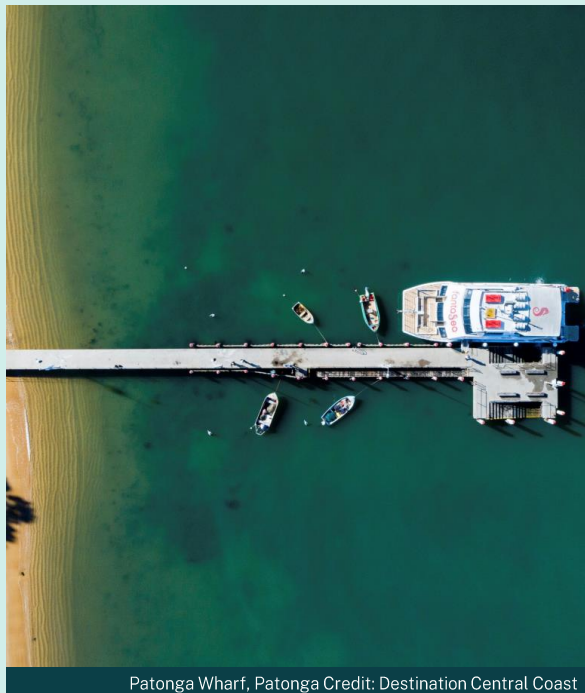




The Department of Regional New South Wales acknowledges that it stands on Country which always was and always will be Aboriginal land. We acknowledge the Traditional Custodians of the land and waters, and we show our respect for Elders past, present and emerging. We are committed to providing places in which Aboriginal people are included socially, culturally and economically through thoughtful and collaborative approaches to our work.

'On Country', Charmaine Mumbulla, 2022

Central Coast, a great place to live and do business



Patonga Wharf, Patonga Credit: Destination Central Coast



A Major Commercial Centre

- Over \$17 billion in annual Gross Regional Product (GRP) via a diversified economy
- The region has a strong economy with sector expertise in healthcare and social assistance, food manufacturing, tourism, logistics, agriculture, education, and construction
- Over 50 food manufacturing and processing companies are located in the region, including well-known international brands such as Sanitarium and Mars Foods
- In addition to food products, advanced manufacturing in the region also includes high tech software, hardware, fabricated metal products, MedTech and other specialised manufacturing industries



The Right Connections – Transport, Logistics, Infrastructure

- The Central Coast is globally connected being centrally located between Sydney (1 hour south) and Newcastle (1 hour north)
- Residents have a choice of two airports, including the major Sydney International Airport and Newcastle Airport. Port access is provided via Port Botany (Sydney) and Port of Newcastle, both located around 1 hour away. The region is also serviced by the Sydney-Newcastle railway line
- On the M1 Pacific Motorway, which is the major north-south route on the east coast of Australia and has recently received \$3 billion in upgrades

Note: All dollar amounts shown in Australian Dollars (AUD)

Central Coast, a great place to live and do business



Paddle Boarding on Pearl Beach, Central Coast. Credit: Destination NSW

Central Coast



Large, highly Skilled Workforce

- A large workforce of 195,000 resides within a 1-hour drive, including those located in the northern portion of Sydney
- At the time of the ABS census in 2021, over 50,000 residents held tertiary qualifications, while 70,000 held vocational qualifications



Enviably Lifestyle

- Choice of housing that is comparatively cheaper than metropolitan Sydney, while being close to jobs, retail and services, as well as world class education and medical infrastructure
- Extensive array of scenic national parks, pristine beaches, and waterways
- Relaxed lifestyle in a magnificent, natural, pollution-free environment



Choice of Education

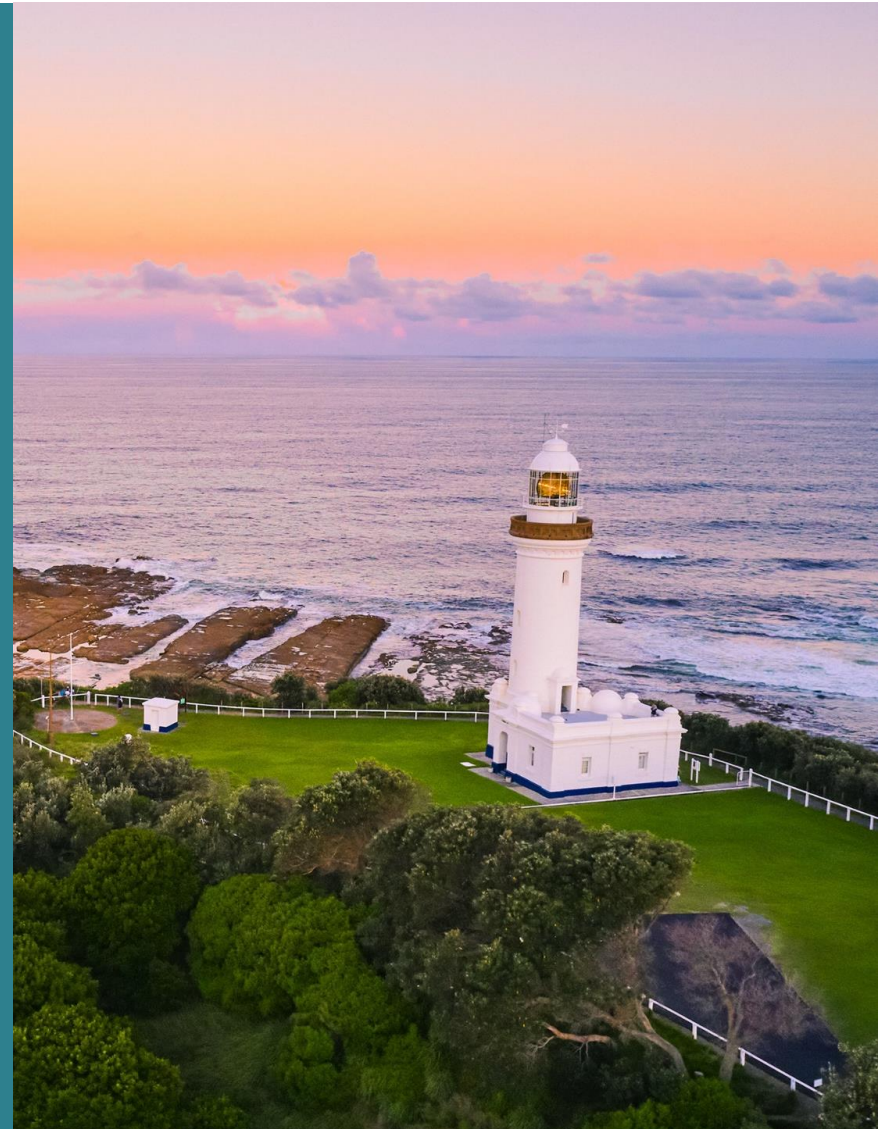
- The multisector Central Coast Campus at Ourimbah comprises the University of Newcastle's Central Coast Campus, TAFE NSW and the Central Coast Community College.
- Additional TAFE campuses are also located at Gosford and Wyong.
- The main campuses for the University of Newcastle and Macquarie University are located around an hour to the north and south



About the Central Coast

1

Norah Head Lighthouse, Central Coast (Credit: Destination NSW)



About the Central Coast Opportunity



Gosford Regional Corridor (Credit: Central Coast Council)

Rich in natural assets, economic possibility, culture, community and leadership, the Central Coast is a destination for living, business, investment, innovation, and recreation.

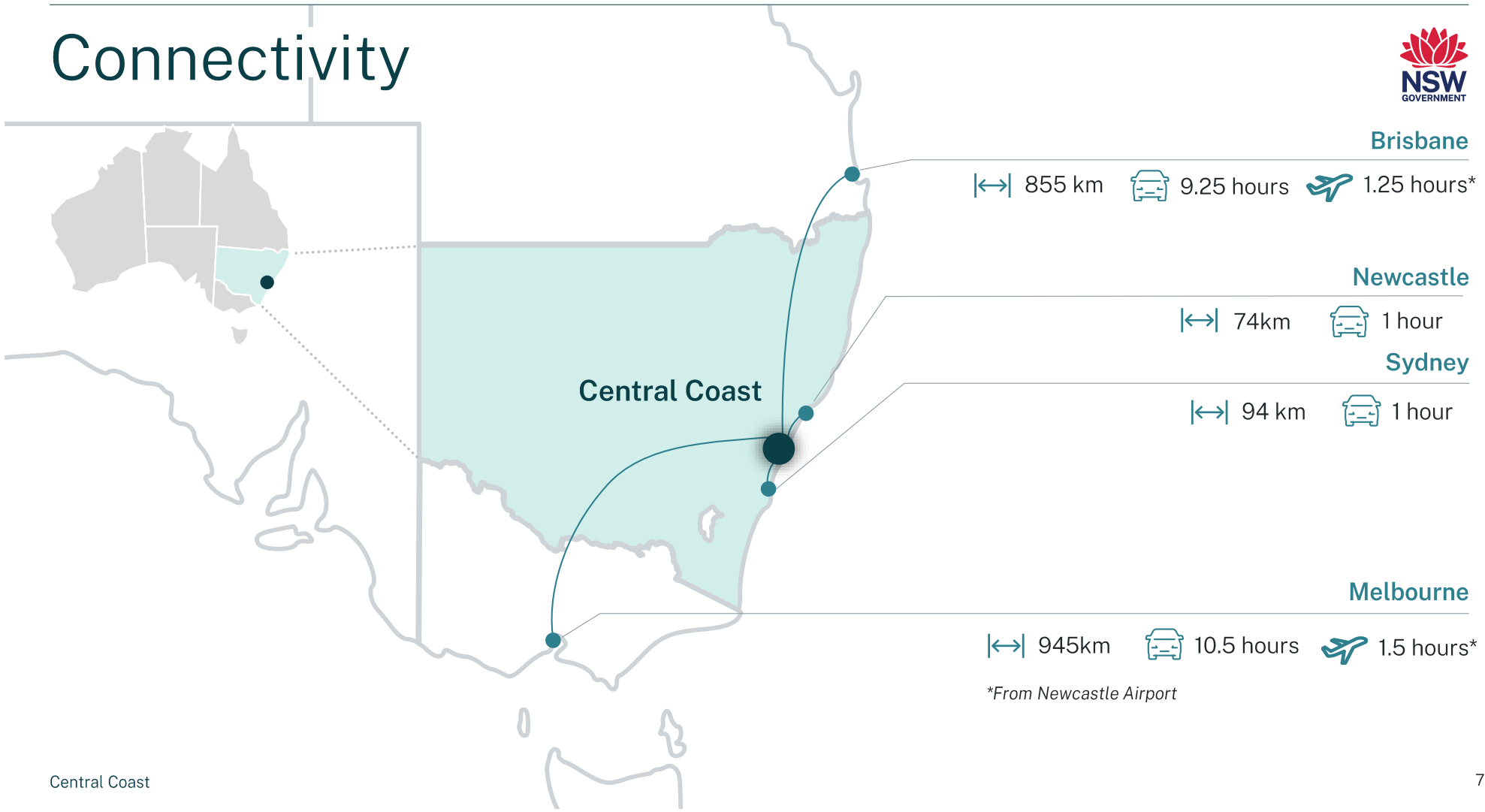


Opportunity

The Central Coast is an ideal location for businesses looking to establish or expand their operations. With its proximity to the large, growing urban centres of Sydney (2nd biggest city in Australia) and Newcastle (7th biggest city in Australia), the region offers easy access to major markets and transportation hubs. Additionally, the Central Coast boasts a significant local workforce, including many with trades qualifications. This means that businesses can tap into a pool of skilled workers who are ready to contribute to their success.



Connectivity



Central Coast

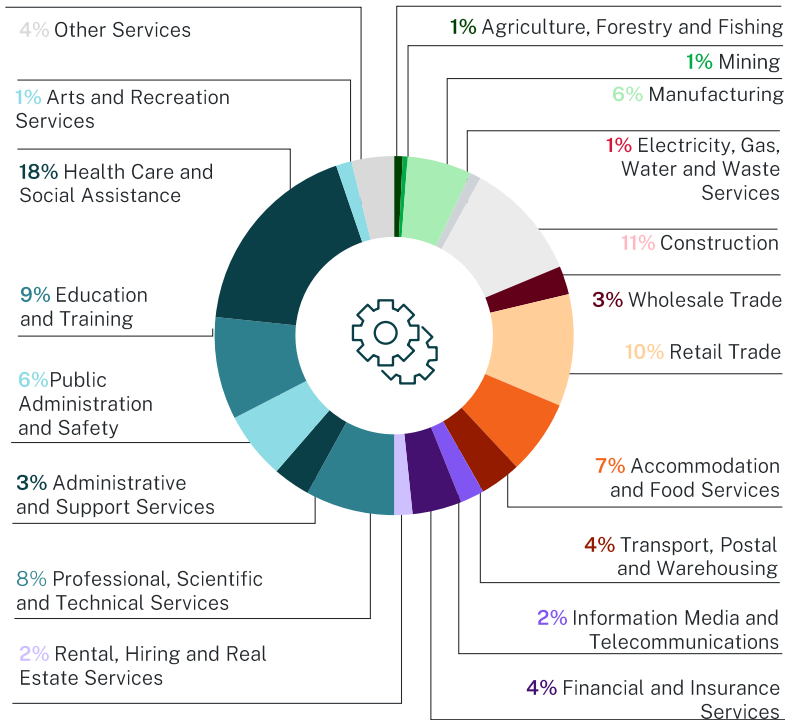


Central Coast workforce – 1 hour drive

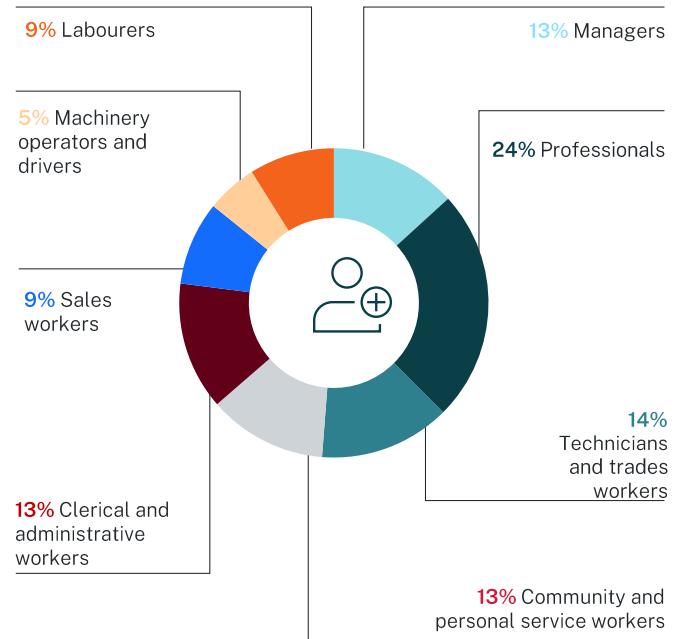

195,155
Total available workforce within a 1 hour drive radius


10,000+
Manufacturing workers in 1 hour drive radius

Workforce by industry



Workforce by occupation



University of Newcastle (UON)



Renders of UON's new high-tech campus on the Central Coast, due in 2025
(Credit: UON)

Central Coast

While the University of Newcastle's main campus is in nearby Newcastle (1-hours' drive), the university also has major campuses in Central Coast, Sydney and Singapore, with the Central Coast campus being its second largest.

University of Newcastle in the
top 200 global universities

Source: 2022 Quacquarelli Symonds (QS) World University Rankings

#1 in Australia

University in Australia for industry collaboration

Source: Innovation Connections data 2015 - 2022

Specialities

- Medical science
- Energy and resources
- Mining
- Engineering
- Defence and aerospace
- Food science and agriculture

36,000+

students currently studying at the University of Newcastle

10,200+

students studying engineering, science and environment studies

Source: The University of Newcastle annual report, 2022



Innovation and research capital



The Central Coast has a large commuter population who commute to Sydney to work and study. Within 2 hours reach, there are multiple high quality research institutions.



There are 20 large university campuses within Sydney, with 5 universities within the global top 500 hosting their main campuses in greater Sydney:



Source: ABS census, 2021

 289,540

people in Greater Sydney were attending university in 2021.

 2 x Go8 Universities

Home to two of the prestigious 'Group of Eight' (Go8) universities, which comprises Australia's most research-intensive universities.

 2nd in Australia

UNSW and the University of Sydney ranked =19th in the world and =2nd in Australia

(QS World University Rankings, 2024)

Food Manufacturing Innovation Hub on the Central Coast



\$17.2 m

In funding committed for the facility

\$1.24 bn

Output of food manufacturing industry on the Central Coast



Central Coast

Led by Central Coast Industry Connect (CCIC), the Regional manufacturing umbrella body and founding member of Food Innovation Australia Limited, the Food Manufacturing Innovation Hub will build on the Central Coast's reputation as an internationally renowned centre for excellence in food and agricultural innovation. The Innovation Hub will house a purpose-built facility designed to grow local business and assist small to medium sized food producers to scale up their business.

While the primary target market is SME Food manufacturers on the Central Coast, the Innovation Hub's services are available to all food and beverage manufacturers, universities and other research organisations together with community organisations where the Innovation Hub can provide knowledge and skills to these people.



200

Direct jobs as a result of the facility



2,000 m²

Proposed floor space

The Innovation Hub's unique proposition is:

- it will house the **only pilot plant in NSW** to operate across a number of food processes aligned to local needs and emerging trends.
- it will develop a training program for machine operators and deliver this in the hub using the pilot facilities. There are **no existing commercial courses** of this type.
- ability to do contract manufacturing, consulting and program delivery.

The Innovation Hub has received input from major food manufacturing companies: Mars Food, Sanitarium and Agrana.



Cutting Edge Research and Development



NSW research capability



Wide ranging research and development underway



Autonomous drone technology



Greenhouse innovations



Flavourtech



Precision fermentation

Department of Primary Industries (DPI)

- Globally ranked as a top 1% plant, animal and environmental sciences research organisation
- Over 600 researchers and 13,000 hectares of trial farms
- Access to research infrastructure, weather and soil data, and NSW's diverse agricultural products
- Gives AgTech developers a unique opportunity to test and develop livestock, horticulture, fisheries and forestry products across its 25 research stations

Central Coast: Leadership in Intensive Agriculture



\$177 million

Gross value of agricultural produce produced in the Central Coast, 2020-21



Central Coast

The following commodities were grown in the region, showing the region's strength in intensive agriculture (2021)

\$5+ million

#1 most productive region in NSW for cut flowers grown undercover and outside

\$41 million

#3 most productive region in NSW for eggs

\$64 million

#4 most productive region in NSW for poultry

Source: ABS 2021 Value of Agricultural Commodities

The region's strength in intensive agricultural industries means high levels worth of produce can be grown in relatively small areas

23+ ha

of undercover cropping currently within the region

197 km²

of land in the region dedicated to agricultural production (12%)

206

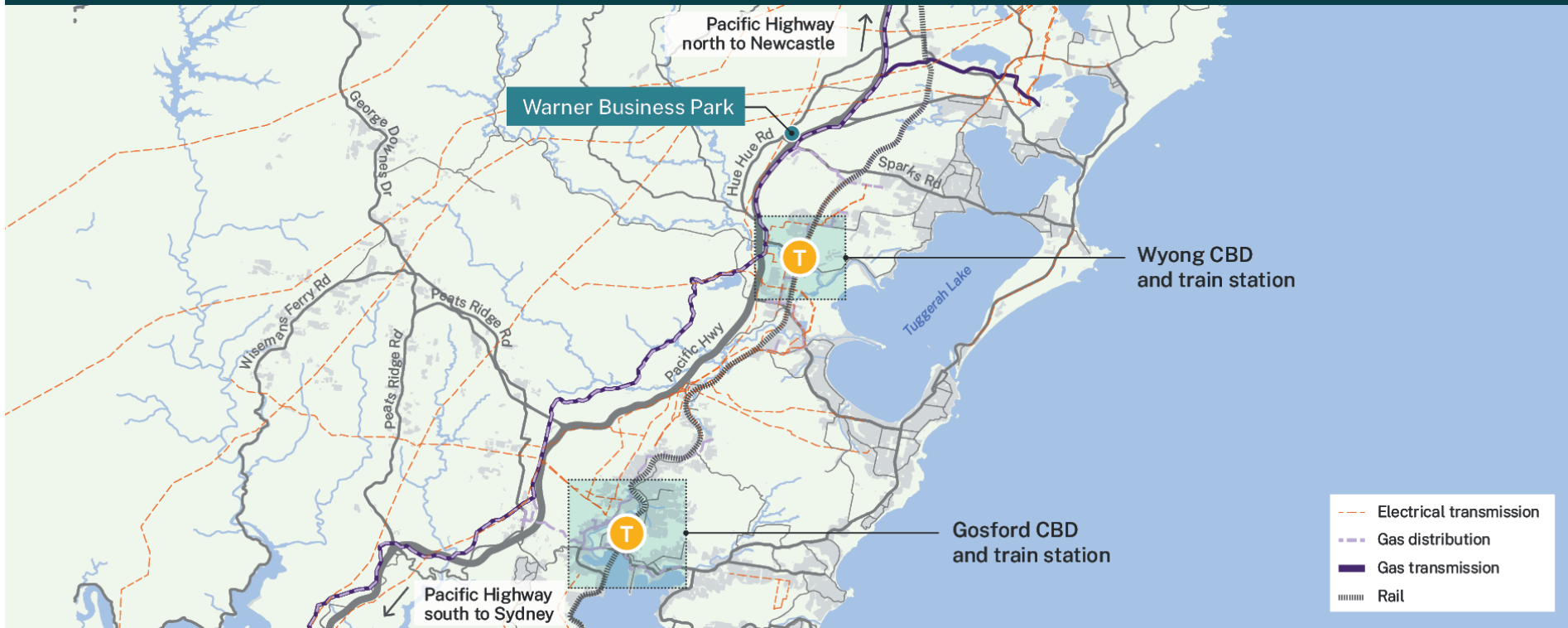
Agricultural businesses in the region, employing 900 people



Central Coast Industrial Lands



Context



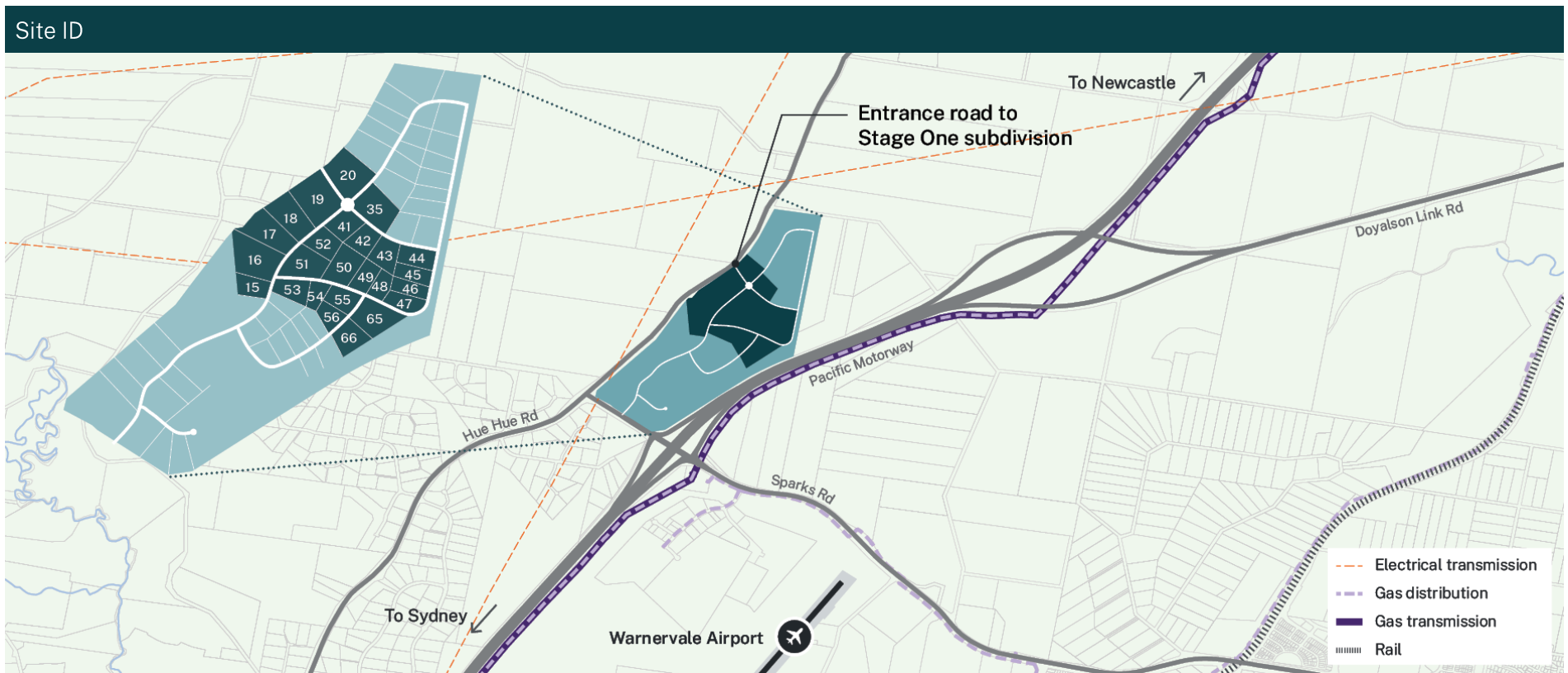
Department of Regional NSW

Warner Business Park



Site details	Sparks Road and Hue Hue Road, Jiliby
Land specifications	<ul style="list-style-type: none"> • IN1 – General Industrial • 15ha in total. Lots ranging from 4,500m²-30,000m² • Potential floor area from 1,500m² to 15,000m² • Benched & serviced lots expected to be delivered Q4 2023
Land/Lease costs and Availability	<ul style="list-style-type: none"> • \$550-\$600 per square metre (sale price) • Available for lease or sales
Power specifications	<ul style="list-style-type: none"> • Serviced by significant electrical infrastructure • Gas available
Access to water	<ul style="list-style-type: none"> • Main water and waste water systems connected
Access to transport and infrastructure	<ul style="list-style-type: none"> • Direct access to the M1 Pacific Motorway • B double approved • Strategically located in the centre of NSW's fastest growing corridor, Sydney to Newcastle • Provides 86.43ha of land with 67ha zoned IN1.
Access to skilled labour	<ul style="list-style-type: none"> • Access to a skilled workforce of over 195,000 people • Over 50,000 residents are tertiary educated

Warner Business Park, Central Coast



Warner Business Park, Central Coast



Aerial photograph of the Warner Business Park on the Central Coast (Credit: Winarch Capital)

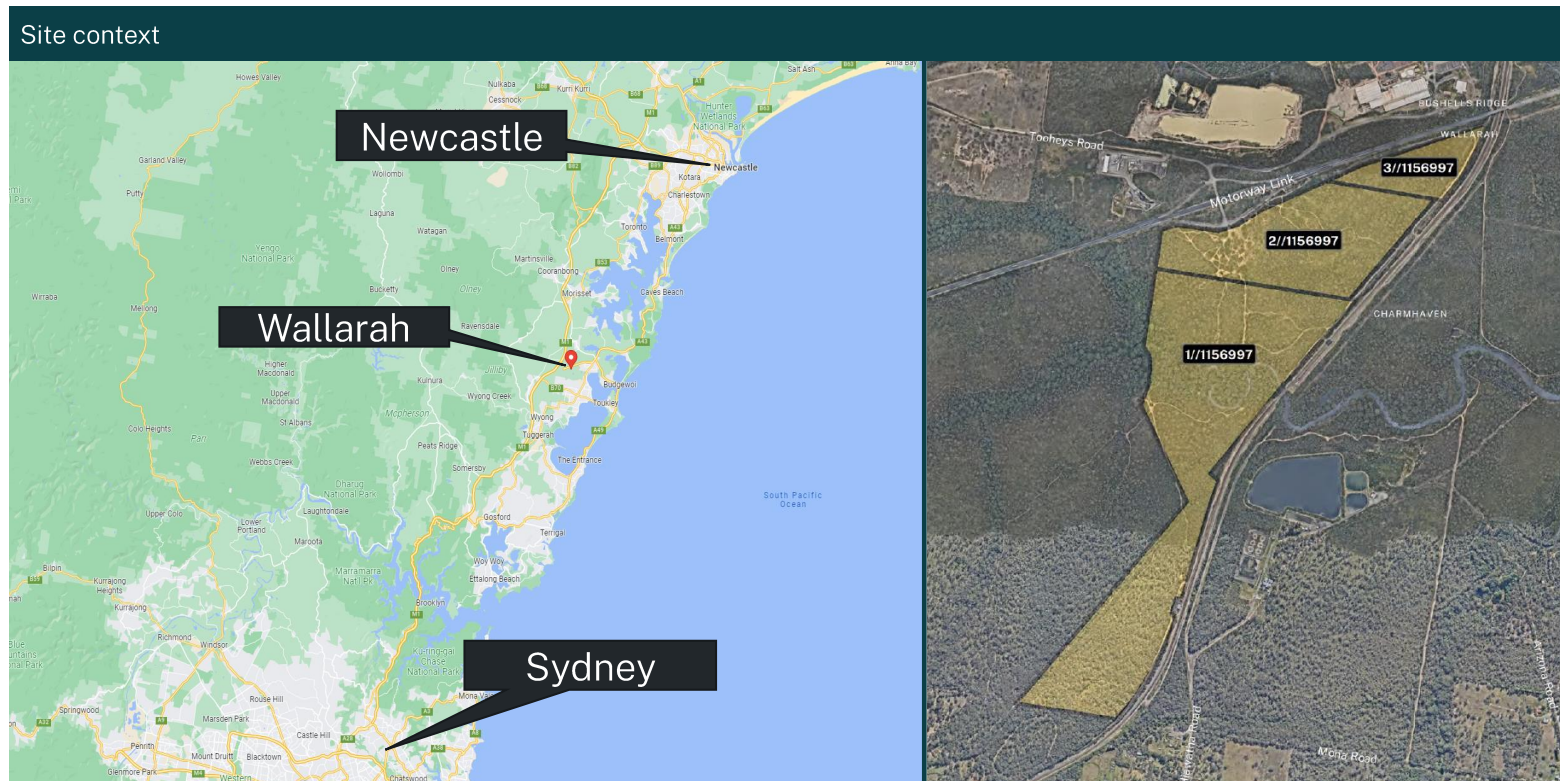


Wallarrah



Site details	380 Motorway Link Rd, Central Coast
Ownership	<ul style="list-style-type: none"> Darkinjung Local Aboriginal Land Council
Land specifications	<ul style="list-style-type: none"> 87 ha total IN1 General Industrial (approximately 42 ha) and E2 Environmental Conservation (approximately 45 ha)
Land/Lease costs and Availability	<ul style="list-style-type: none"> TBC. Likely long term lease (40-50 years)
Power specifications	<ul style="list-style-type: none"> TBC Located within the Hunter Central Coast Renewable Energy Zone (REZ)
Access to water	<ul style="list-style-type: none"> TBC
Access to transport infrastructure	<ul style="list-style-type: none"> Direct access capability to the major transportation routes of the M1 Pacific Motorway, Pacific Highway. Connection to the Northern Rail Corridor being explored. North east of the Warnervale Airport
Surrounding ecosystem	<ul style="list-style-type: none"> 1 hour to Port of Newcastle and 1 hour 30 minutes Port Botany
Access to skilled labour	<ul style="list-style-type: none"> Access to a skilled workforce of over 140,000 people Tap into Hunter's 360,000 skilled workforce

Wallarah



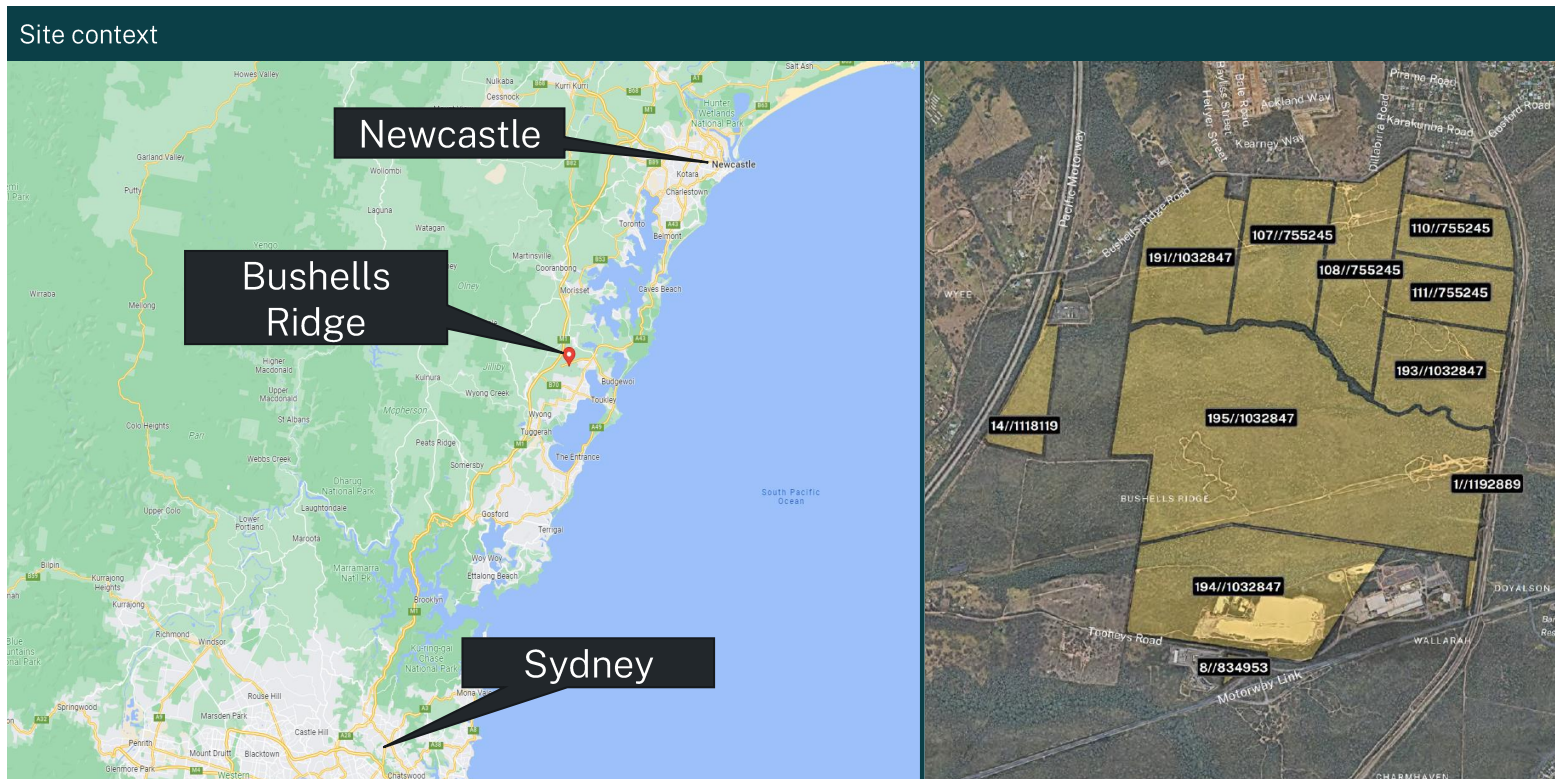
Central Coast

Bushells Ridge



Site details	Tooheys Rd, Central Coast
Ownership	<ul style="list-style-type: none"> • Darkinjung Local Aboriginal Land Council
Land specifications	<ul style="list-style-type: none"> • 361 ha total • Largely IN1 General Industrial zoned • Environmental studies currently being undertaken
Land/Lease costs and Availability	<ul style="list-style-type: none"> • TBC. Likely long term lease (40-50 years)
Power specifications	<ul style="list-style-type: none"> • TBC • Located within the Hunter Central Coast Renewable Energy Zone (REZ)
Access to water	<ul style="list-style-type: none"> • TBC
Access to transport infrastructure	<ul style="list-style-type: none"> • Direct access capability to the major transportation routes of the M1 Pacific Motorway, Pacific Highway. • Connection to the Northern Rail Corridor being explored.
Surrounding ecosystem	<ul style="list-style-type: none"> • 1 hour to Port of Newcastle and 1 hour 30 minutes Port Botany
Access to skilled labour	<ul style="list-style-type: none"> • Access to a skilled workforce of over 140,000 people • Tap into Hunter's 360,000 skilled workforce

Bushells Ridge



Investor support in regional NSW

Circular Plastics facility established in Albury continues to be supported by the Department of Regional NSW



State Government Support



\$250 million Renewable Manufacturing Fund

Grant program focused on the manufacturing of plant, equipment and processes needed to produce renewable energy and low carbon products (including electric vehicles) using commercialised technology. Focus on technologies that are commercially viable and ready for scaling up. Funding timeframes: 2023 to 2027.

→ [Fund information](#)



\$300 million Low Carbon Manufacturing Fund

Grant program will help expand and establish local manufacturing in low carbon sectors with focus on technologies that are commercially viable and ready for scaling up.

→ [Fund information](#)



\$4.2 billion To deliver priority initiatives

In addition, the NSW Government is investing in priority initiatives to deliver on the 20-Year Economic Vision for Regional NSW through \$4.2bn Snowy Hydro Legacy Fund and the \$3.3Bn Regional Growth Fund.



\$2 billion To reduce emissions in NSW

The NSW and Commonwealth Governments will invest almost \$2bn over 10 years to reduce emissions in NSW – making NSW's Net Zero Plan the most comprehensive, fully-funded plan in Australia.

Commonwealth Government Support



\$1.9 billion
Powering Australia

Powering Australia plan:
focused on

- creating jobs
- cutting power bills
- reducing emissions by boosting renewable energy.

As part of the Powering Australia commitment, the \$1.9 billion Powering the Regions Fund (PRF) has been established.

The PRF will provide funding to help in the transition towards net zero emissions by focusing on four key areas:

- Decarbonising existing industries
- Developing new clean energy industries
- Workforce development
- Purchasing carbon credits.

→ [Fund information](#)

Central Coast



\$2.5 billion
Government investment

Government investment committed to projects through agencies including the ARC, ARENA, the CEFC, the CER, CSIRO, DISER and NAIF in the financial year ending 30 June 2021. This includes \$1.1 billion invested in priority technologies.



\$15 billion
National Reconstruction Fund
Government investment

The Australian Government has committed \$15 billion to establish the National Reconstruction Fund (NRF).

The NRF will provide finance for projects that diversify and transform Australia's industry and economy. By establishing the NRF the government is helping to secure Australia's future prosperity and driving sustainable economic growth.

The NRF will provide finance to projects in priority areas to leverage Australia's natural and competitive strengths.



Solar 30 30 30

Aims for solar photovoltaic (solar) to achieve 30% efficiency at 30 cents per installed watt by 2030.

Led by ARENA, the initiative will help drive down costs to meet the stretch goal for the newly prioritised technology: ultra low-cost solar electricity generation at \$15 per MWh, or approximately a third of today's costs.

\$40M R&D funding round launched in 2022 to support Australia's solar researchers and industry and drive innovation that will deliver ultra low cost solar.

Commonwealth Government Support



\$392 million
Federal Industry Growth Program

The program supports innovative small and medium enterprises undertaking commercialisation and/or growth projects within the National Reconstruction Fund priority areas through advisory services and opportunities for matched grant funding. Minor changes or improvements to existing products or services are not considered innovative.

→ [Fund information](#)



\$400 million
ARENA Industrial Transformation Stream

The program, to be administered by ARENA, will be open to a range of existing industrial facilities in regional areas to support for industrial facilities to reduce emissions and meet Australia's emission reduction targets.

→ [Fund information](#)



\$20 billion
Rewiring the Nation

Rewiring the Nation is the Australian Commonwealth Government's program to make clean energy more accessible and affordable across Australia. The program is investing \$20 billion to modernise Australia's electricity grid and infrastructure. The plan will help Australia meet its emissions reduction target of 43% by 2030 and net zero by 2050. The Clean Energy Finance Corporation is administering \$19 billion of low-cost finance for Rewiring the Nation.

→ [Fund information](#)

NSW Regional Development Trust Fund



The \$350m NSW Regional Development Trust Fund defines a new approach to supporting people living in rural, regional and remote areas.

Funding decisions of the Trust will be guided by a new Regional Development Advisory Council that will also play a key role in engaging communities to update the Regional Development Act.

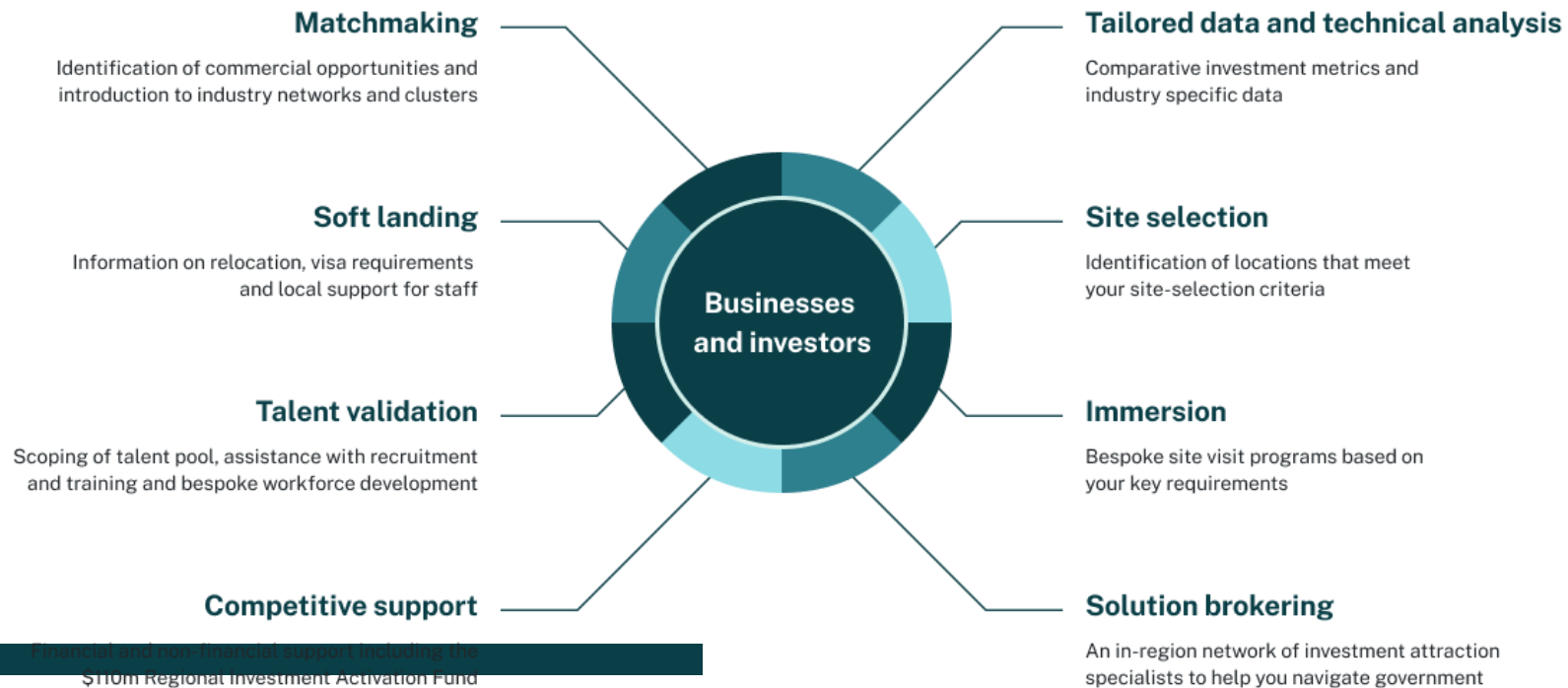
The Regional Development Trust Fund will strategically invest in four focus areas:

1. Sustainable regional industries, including emerging and engine industries
2. Aboriginal economic development and enterprise
3. Community infrastructure and capacity building
4. Improving regional service delivery.



How we can help

Dedicated team in Regional NSW to look after long term investment



NSW Government Assistance



We connect government, business, industry, education providers and community with opportunities for growth

Our business model is to work in meaningful, long-term partnerships with:

1



Local government

2



Communities

3



Indigenous stakeholders

4



Investors and industry

5



Education and research institutions

Food manufacturing

2



Industry snapshot



Orange juice manufacturing production line at East Coast Beverages on the Central Coast (Credit: Central Coast Council)

Central Coast

Trends in Australia's food market between 1988-89 and 2016-17,



Indicative food production

\$117 billion

up from \$65 billion
2.1% average increase per year



Household food consumption expenditure

\$92 billion

up from \$49 billion
2.3% average increase per year



Net food exports

\$25 billion

up from \$16 billion to
1.5% average increase per year
(in 2015-16 prices)



70%

of Australia's agricultural production is exported



10%

of Australia's food is imported



\$85 billion

gross value of Australian agricultural production forecast for 2022-23

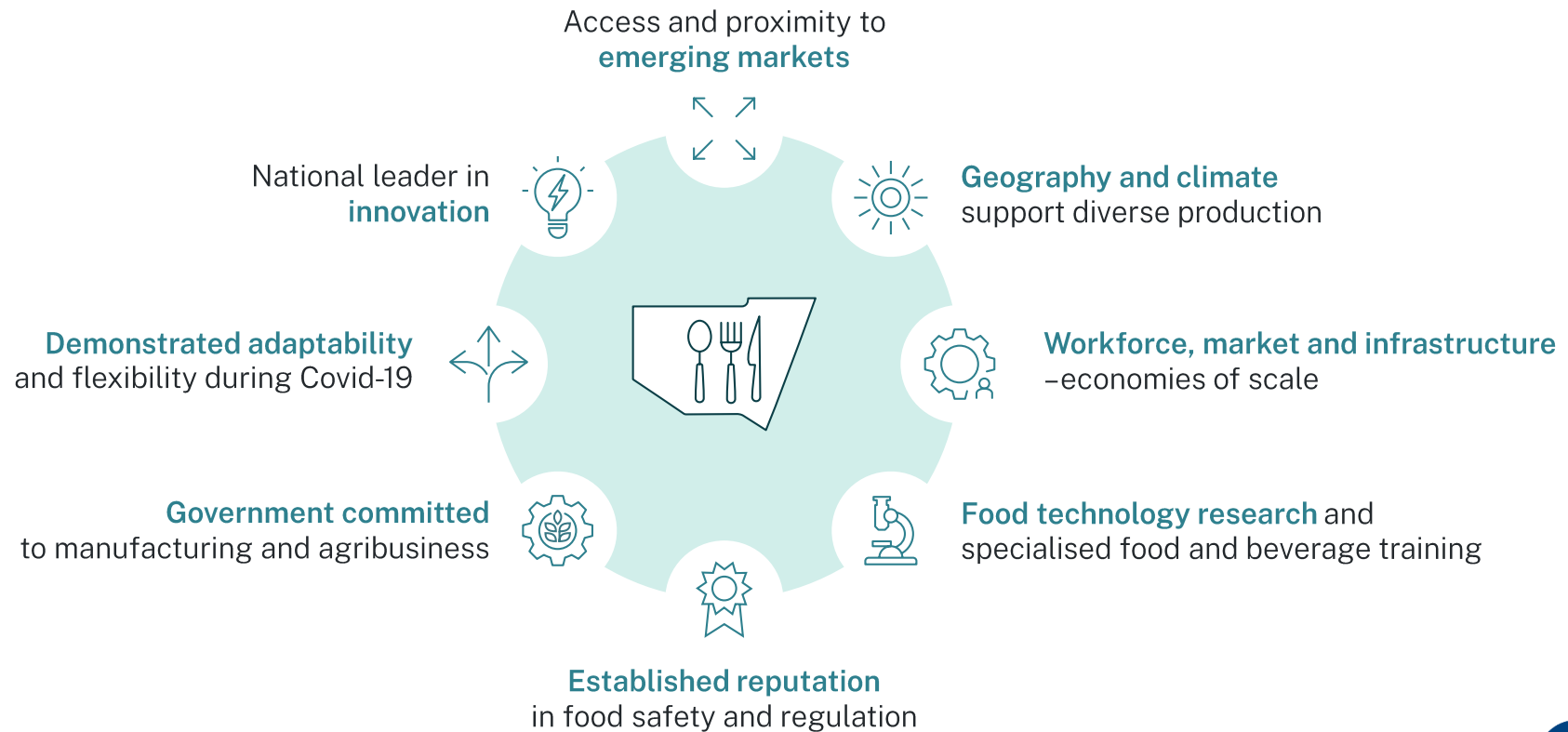


\$38 billion

exports from the food and beverage manufacturing industry in 2019-2020, representing 29% of the sector's total revenue.



NSW food and beverage strengths



Opportunity in the Central Coast for food manufacturing



Orange farm on the Central Coast (Credit: Central Coast Council)

Central Coast

The NSW Central Coast has attracted a strong and growing, innovative food manufacturing sector, primarily due to the location, access to markets and the skilled workforce.



Large skilled workforce

Over 2,500 workforce skilled in food manufacturing on the Central Coast.



Proximity to major markets

Close proximity to Sydney (5.3 million population) allowing for access to Sydney population and short distribution time.



Large surrounding agricultural sector

Large surrounding agricultural sector enables locally sourced feedstock.



Central Coast Food Alliance

Central Coast Food Alliance brings together industry, research and government to collaboratively grow the sector.

Source: economy .id,
The University of Newcastle annual report, 2022



Warner Business Park



86.43 ha

Provides 86.43 hectares of land with 67 hectares zoned IN1 (general industrial)



-60%

Approximate discount in land values compared to Sydney metro (2023)



Utilities

Power, sewer, water, and high-speed NBN connectivity readily available



Direct highway access

to M1 Pacific Highway – main arterial road route between Sydney, Newcastle and Brisbane.



7800m² – 1.98 ha

Lot sizes available



Image credit: Winarch Capital

Strategic location and supportive ecosystem



The region is an attractive destination for industries due to its established infrastructure and proximity to Sydney and Newcastle.

\$17 billion

Value of the Central Coast's Gross Regional Product (GRP), 2022.

\$3.825 billion

Output generated by the Central Coast Manufacturing industry in 2022

28,575

Local workers with a Bachelor or higher degree from a University

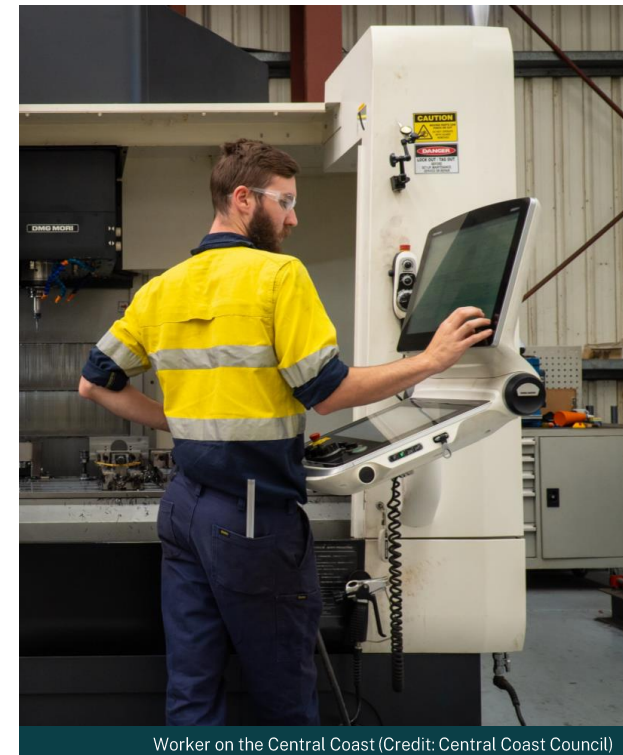
Source: Economy .id and ABS 2021 Census of employment, income and education

10,000+ workers

Employed by the Manufacturing Industry in a one-hour drive radius

Some of the high-performing businesses thriving in the Central Coast region include:

MARS

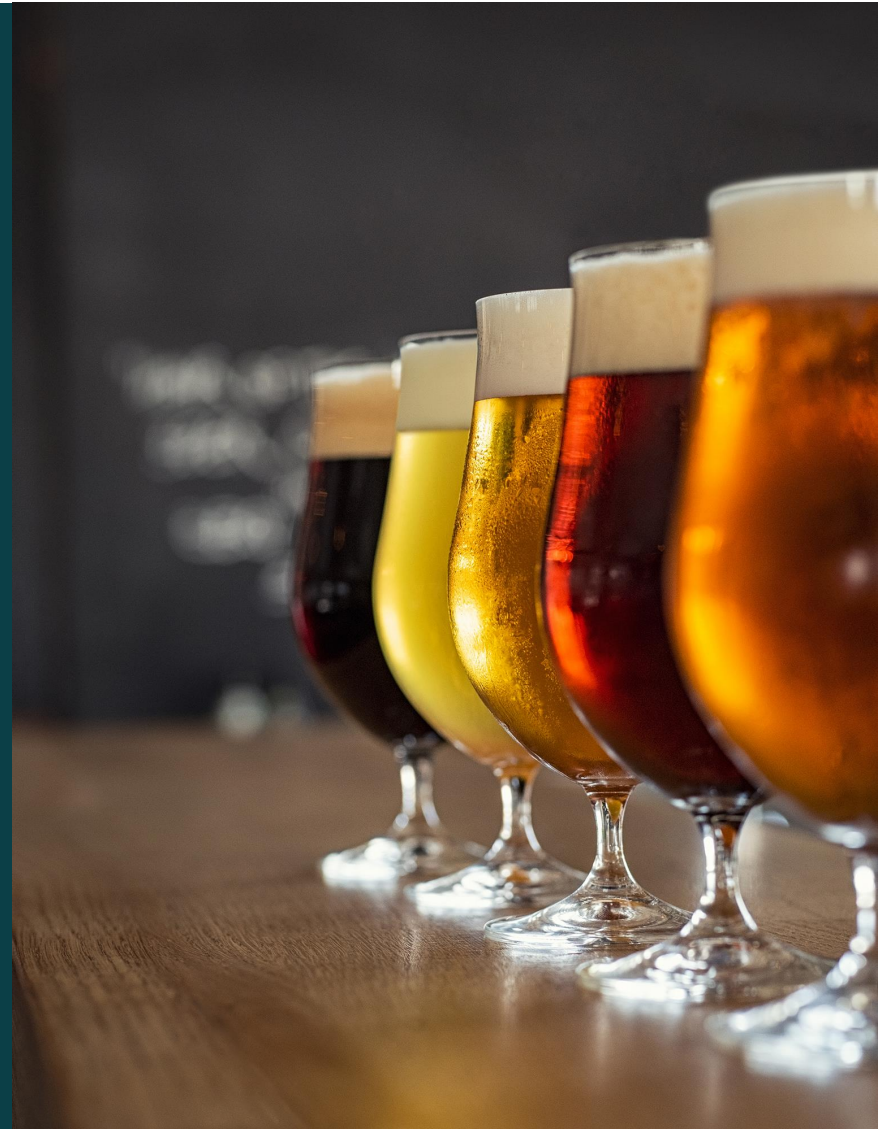


Worker on the Central Coast (Credit: Central Coast Council)



Distilling and Breweries

2



Industry snapshot – distilleries



Strong demand for premium products and rising exports have lifted revenue

Between 2011–12 and 2018–19, the value of Australian spirit exports rose 284% to \$267 million, equivalent to average annual growth of 21%.



Strong regional presence

The industry maintains a particularly active presence in regional Australia, with about two thirds of spirits manufacturers are located outside metropolitan cities, employing about one-third of the industry's total workforce.

(Source: 2022 Pre-Budget Submission, Australian Distillers Association).



\$11.6 billion in added value to the Australian economy

The spirits industry directly supports over 52,900 jobs in spirits manufacturing, retail, wholesale and Hospitality.



Australian spirits in demand

Consumer preferences are shifting towards local products, making Australian whisky and gin more popular and aiding industry revenue growth. Australian distillers are continually recognised for the quality spirits they produce, taking home coveted awards from some of the world's most prestigious competitions.

Industry snapshot – breweries



Central Coast



Australia's craft beer industry is worth over \$800 million

The industry has grown 6.2% from 2015 to 2020 demonstrating remarkable potential



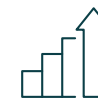
Independent breweries supplied 5.9% of the total market volume in 2018/19

Indie craft beer makers are a growing industry, according to the 2018/19 report by the Independent Brewers Association. For example, while the 2011 market volume share of Australian microbreweries was just over 1%, it grew to almost 6% in 2019



Australian consumers prefer domestic product

85% of the beer sold in Australia is produced domestically (Brewers Association of Australia)



Kombucha also a rising force

The global kombucha market is projected to increase from around US\$2.705 billion currently to US\$4.255 billion in 2028 (an average annual increase of 9.48%). The Asia Pacific region is expected to host the fastest-growing market.



Opportunity in the Central Coast for brewing and distilling enterprises



Top destination

The Central Coast has seen an influx in small, artisan and boutique producers in recent years to cater for the expanding Sydney day-tripper market, looking for an escape to a naturally abundant setting.



Easy access to major markets

Strategically located between Sydney (5.3 million population, 90km, 1 hour's drive) and Australia's 7th largest city, Newcastle (450,000 population, 90km, 1 hour's drive)



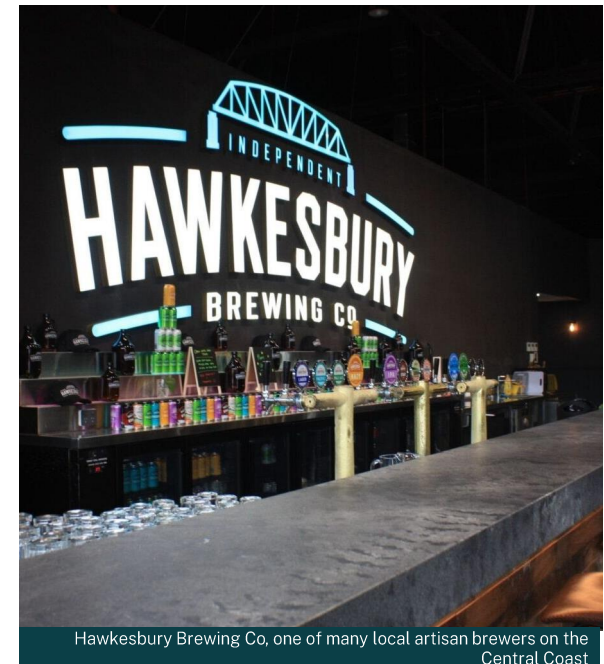
Existing ecosystem

Already home to a growing network of brewing companies, including ABC Filling, Six Strings Brewery, East Coast Beverages, and Hawkesbury Breweries.



Large skilled workforce

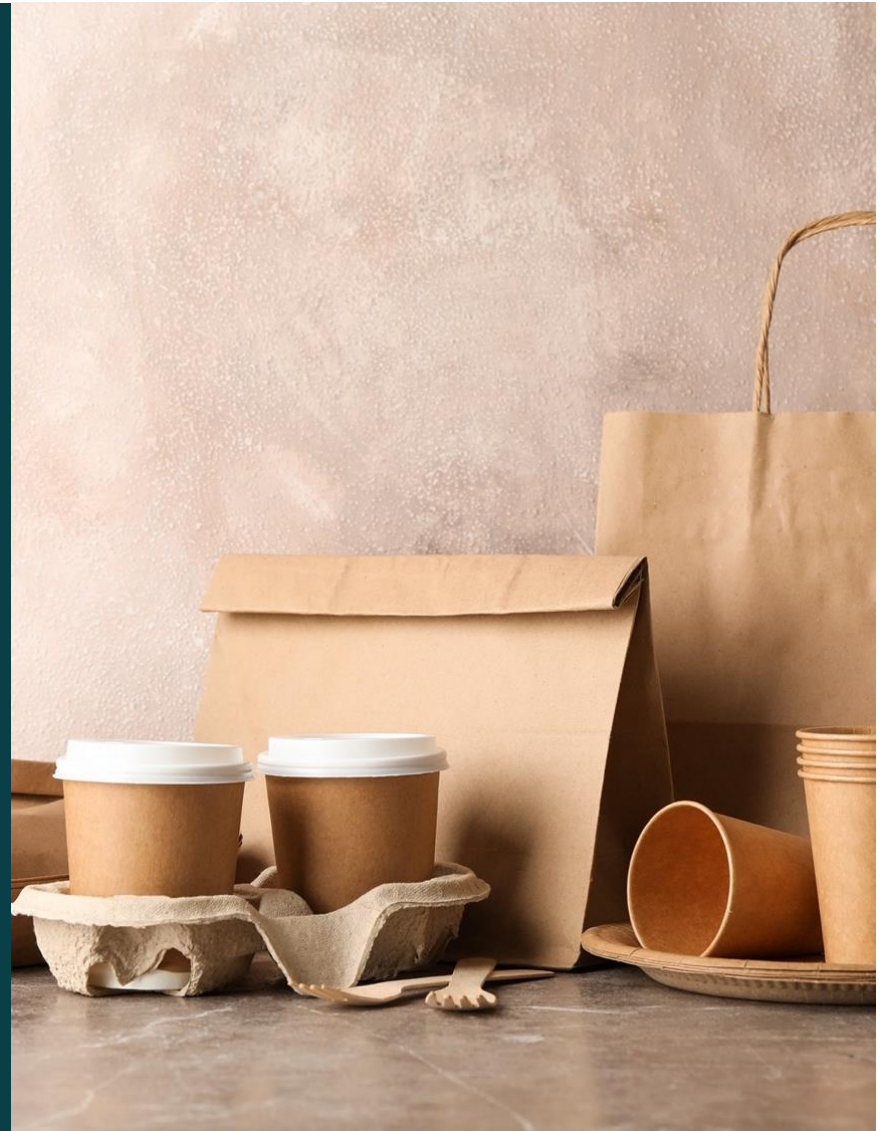
Over 2,500 workforce skilled in food manufacturing on the Central Coast. The nearby University of Newcastle also hosts over 36,000 students that business to draw on for casual workforce needs.



Hawkesbury Brewing Co, one of many local artisan brewers on the Central Coast

Food Package Manufacturing

2





Industry snapshot

100%

Target for Australian packaging to be recyclable, compostable or reusable by 2025



Demand for sustainable solutions

Global bioplastics production capacities are set to increase from around 2.23 million tonnes in 2022 to approximately 6.3 million tonnes in 2027.



Plastic waste

About 3.4 million tonnes of plastic is currently used and discarded by Australians every year. Approximately 30 percent of this is single use plastics.



Consumer demand

Increasingly strong consumer demand for bioplastics as Australian consumers look for locally produced, environmentally-friendly materials driven by the recent ban on single use plastics.

Opportunity in the Central Coast



A worker packing orange juice at East Coast Beverages (Credit: Central Coast Council)

Central Coast

The NSW Central Coast has attracted a strong, innovative food manufacturing sector, worth over \$1.24 billion, that has grown in the past 12 months due to:



Proximity to major markets

Strategically located between Sydney (5.3 million population, 90km, 1 hour's drive) and Australia's 7th largest city, Newcastle (450,000 population, 90km, 1.2 hours' drive)



Access to workforce

As well as a large local manufacturing workforce (10,000+), business can access the University of Newcastle's 36,000 graduate pipeline for casual workforce needs.



Access to customers

50+ food manufacturing and processing companies already existing within the LGA. Their combined exports contribute \$637 million per year to the local economy.



Access to inputs

With over \$117 million worth of agricultural commodities grown in the region in 2021, the Central Coast hosts an agricultural powerhouse.

Source: ABS 2021 Value of Agricultural Commodities and National Institute of Economic and Industry Research (NIEIR) 2022. Compiled and presented in economy.id by .id (informed decisions). Data are based on a 2020/21 price base for all years

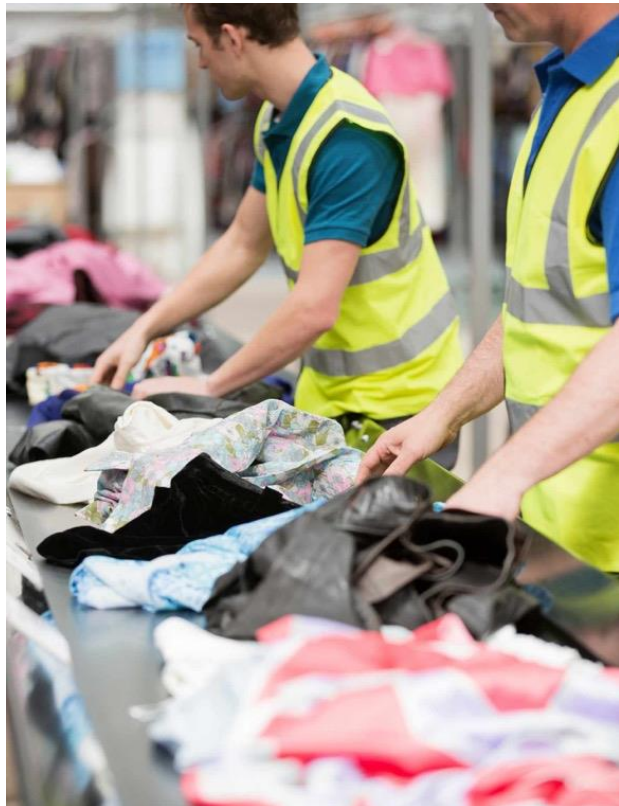


Food Waste Circular Economy

2



Industry snapshot

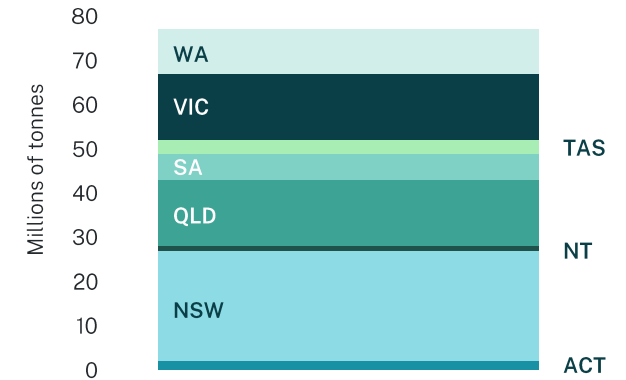


The NSW Government's Waste and Sustainable Materials Strategy has set the following targets to be met by 2030

- 80% average recovery rate from all waste streams
- 50% the amount of organic waste sent to landfill
- 60% reduction of litter
- Zero net zero emissions from organic waste to landfill

Over the next 20 years, NSW waste volumes are forecast to grow from 21 million tonnes in FY2021 to nearly 37 million tonnes in FY2041

Waste generation (core waste and ash) by material and stream, Australia 2018-19



NSW, with its large economy and population, creates around one third of Australia's total waste

Source: NSW Waste and Sustainable Materials Strategy 2019

Industry snapshot



In 2019, an estimated **2.5 million tonnes of organic waste** (such as food organics, garden organics, timber and textiles) was sent to landfill.

Emissions from organic waste decomposing in landfill make up more than **2% of total net annual emissions in NSW**.

Increased diversion of organics from landfill and processing technologies like composting and anaerobic digestion are an important first step towards reducing emissions from waste

Source: NSW Waste and Sustainable Materials Strategy 2019



\$20 billion

Estimated annual value of the Australian food waste problem



2.5m tonnes

Organic waste sent to landfill in Australia, 2021



\$1.75 trillion

Global cost of food waste problem in 2021, expected to grow to \$2.2 trillion by 2030



25+ years

Legacy methane emissions from organics in landfill can continue for 25+ years



Industry snapshot



iQRenew is a recycling business based on the Central Coast (Credit: Central Coast Council)

Central Coast

Global problem with a local solution

Through the NSW Waste and Sustainable Materials Strategy, the NSW government has three priorities for infrastructure for organic waste, that position the regions as key elements in the greater solution. These are:

1. New facilities to process combined food and garden organics (FOGO) and some food-only processing (such as anaerobic digestion); The organics are processed into compost and returned to local soils, which sequesters carbon, improves soil health, increases water retention and boosts crop yields.
2. New organics transfer stations to move material outside urban areas for processing and small-scale onsite solutions in high population areas and industry centres
3. Additional small-scale onsite solutions across all regions

To date, actions by the NSW government:

- \$105 million** spent since 2013 to keep food and garden organic waste out of landfill
- \$207million** spent since 2013 for local government to boost recycling and regional collaboration for waste management

Planned actions by the NSW government:

- \$7.5 million** NSW government investment to support the installation of landfill gas capture infrastructure to complement regulatory measures
- Separate collection** of food waste from targeted businesses and other entities that generate the highest volumes of food waste, including large supermarkets and hospitality businesses



46

Opportunity in the Central Coast



Students on Campus at UON Ourimbah (Credit: Central Coast Council)

The Central Coast is the ideal destination for creating a circular economy based on Food Waste due to a combination of proximity to large population areas that produce waste, the NSW government's priority to regionalise recycling and reclaiming of waste, and an existing local agricultural and industrial basis for offtake of biogas or composting and anaerobic digestion



\$117 million

Total Gross Value of agricultural commodities grown in the region



R&D

Close location of the University of Newcastle, as well as Sydney-based universities, providing research and collaboration opportunities.



Significant waste streams

In addition to circa 210,000 tonnes of domestic waste generation, 2 local landfill facilities and 1 local transfer station, businesses on the Central Coast have the ability to tap into FOGO municipal waste from Central Coast, Newcastle and Sydney



Existing entities

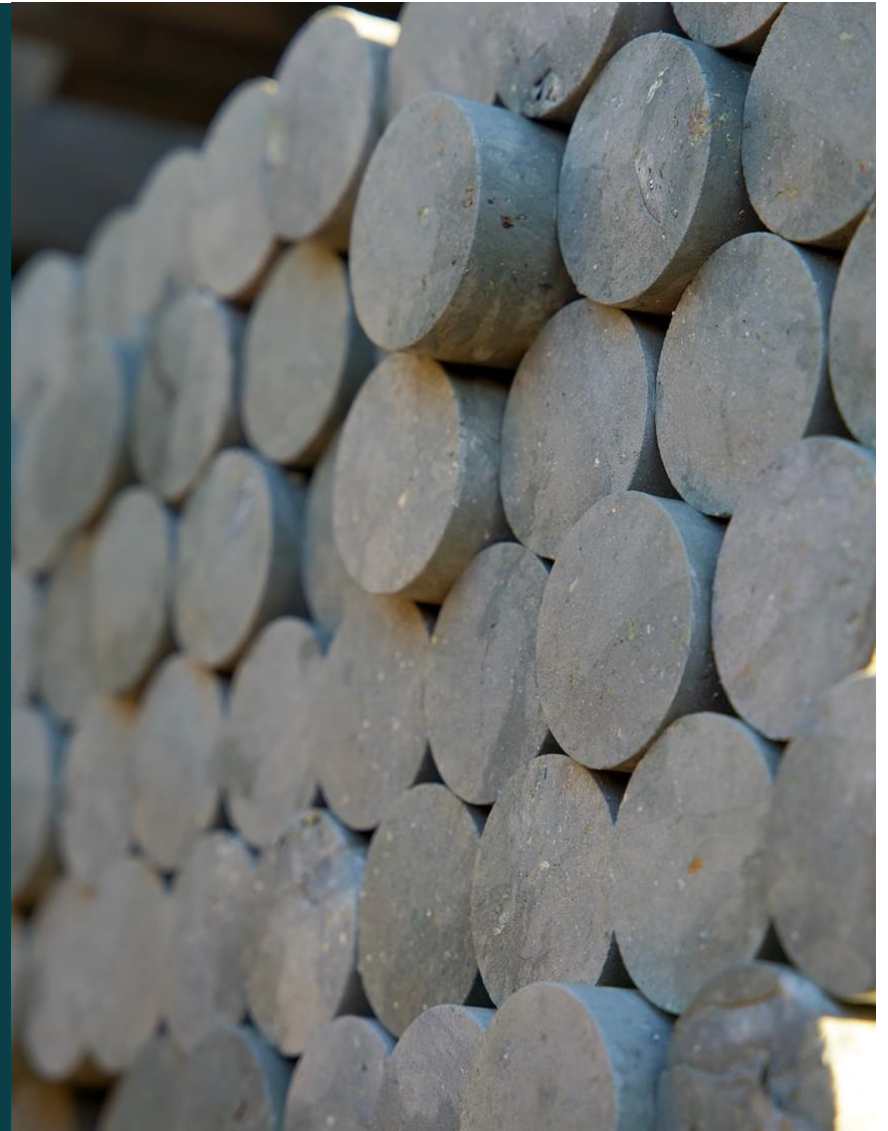
ARC Ento Tech Ltd is already located in Somersby. The company is using Black Soldier Flies to process organic waste.

Source: ABS Value of Agricultural Commodities produced 2021
Waste: NSW EPA 2021, NSW Spatial



Green Construction Materials Manufacturing

2



Industry snapshot



25%

of Australia's carbon emissions are made by buildings



Central Coast



Race to net zero

NSW has whole-of-economy targets to reduce greenhouse gas emissions by 50 per cent by 2030 compared to 2005 levels, and to achieve net zero emissions by 2050.



New regulation

The NSW State Environmental Planning Policy (Sustainable Buildings) 2022 (Sustainable Buildings SEPP) commenced on 1 October 2023 and is a key policy step to NSW achieving net zero emissions by 2050.



Holding developers to account

The Sustainable Buildings SEPP will now require an applicant (developer) to **quantify and report on embodied emissions which are greenhouse gas emissions resulting from the materials used to construct a building** including emissions from extracting raw materials, transportation of materials for manufacture and the manufacture of those materials used to construct the building.





Industry snapshot



Multi-story buildings under construction on the Central Coast (Credit: Central Coast Council)

Central Coast

Australia is a global leader in sustainable property development leading to a rapidly developing demand for green construction materials.



12 million sqm

Green Star certified or registered green building space

Demand in Australia is expected to increase, as the major property developers – including Lendlease, Mirvac, Stockland and The GPT Group - work to achieve ambitious net zero targets.



US\$2.32 billion

Value of Australian green building materials market in 2019



8.23%

Estimated average annual growth of the Australian green building materials market between 2020 and 2027



50

Opportunity in the Central Coast for Green Construction Materials Manufacturing



Access to major markets

The Central Coast is less than 2 hours from Sydney and Newcastle, Australia's 2nd and 7th largest cities respectively.



Proximity to leading research and development

Close location of the University of Newcastle, as well as Sydney-based universities, providing research and collaboration opportunities.



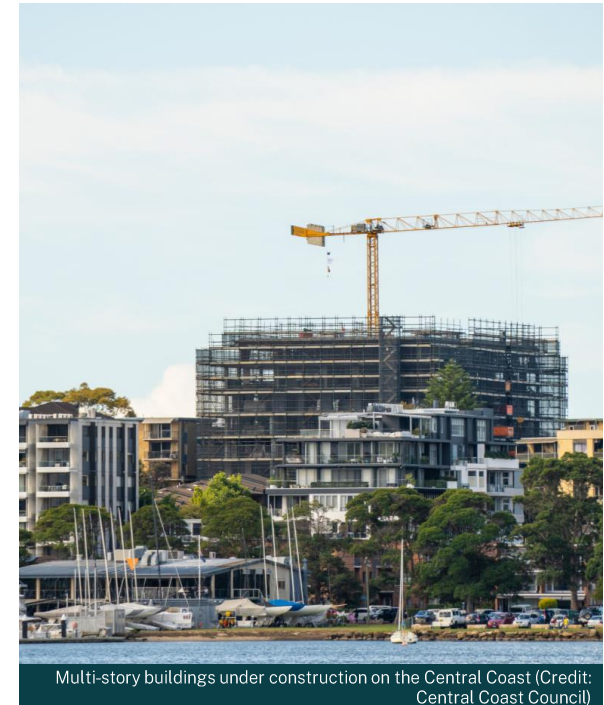
Close to construction boom

With \$6.5 billion worth of infrastructure planned or under way and nearly \$2 billion in private development projects, the nearby city of Newcastle is in a construction boom.



Access to raw input

Proximity to inputs, such as used mining tyres, fly ash etc, as well as natural inputs i.e. timber. In addition, ability to tap into over 800,000 tonnes of municipal waste from the Central Coast, Newcastle and Sydney.



Multi-story buildings under construction on the Central Coast (Credit: Central Coast Council)



Tech and Cyber Security

2





Industry Snapshot

Opportunity for Tech & Cyber Security companies in New South Wales



2,000

active start ups in NSW



314,000

tech workforce, with
10% growth from 2020



45%

of Australian AI businesses
are based in NSW



50%

of Australian universities with
world leading quantum science
capabilities are in NSW



14%

of Australia's Fintechs have raised
over \$100 million



60%

of Australian fintech start ups
are based in NSW

Opportunity in the Central Coast



Gosford on the Central Coast (Credit: Greater Cities Commission)

A growing number of Tech and Cyber Security companies, such as Blinkmobile, Mirait Technologies Australia, Servers Australia, Sterland Computing are establishing in the region resulting in a growing Cluster.



20% lower

Commercial office space rental in the Central Coast is approximately 20% of Sydney CBD rates.



Close proximity to Sydney & Newcastle

The Central Coast is less than 2 hours from Sydney and Newcastle, Australia's 2nd and 7th largest cities respectively.



Well-developed infrastructure

including connection to the NBN throughout the whole region. Connectivity through high-speed fibre internet and transport infrastructure make the Central Coast an attractive location for professional services companies.



World class research

Close location of the University of Newcastle, as well as Sydney-based universities, providing research and collaboration opportunities.

Supporting ecosystem



The region is an attractive destination for businesses due to its established infrastructure and proximity to Sydney and Newcastle.

\$17 billion

Value of the Central Coast's Gross Regional Product (GRP), 2022.

\$1.836 billion

Output generated by the Central Coast Professional, Scientific and Technical Services industry in 2022

50,000

residents are tertiary educated, while 70,000 hold a certificate from a registered training organisation

Source: Economy .id and ABS 2021 Census of employment, income and education

23,000+ workers

Within a one-hour drive employed in Professional, Scientific and Technical Services roles (excluding Computer System Design and Related Services).

Source: ABS 2021 Census of employment, income and education. Tablebuilder

44,200+ workers

More than three quarters of Central Coast commuters (86%) travel 50-250 kilometres to work, typically to the Sydney CBD, many of whom would prefer to work closer to home



Source: URBIS report, 2020



Students on campus at UON's Ourimbah Campus (Credit: Central Coast Council)





 investregional.nsw.gov.au
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1.6 GENERAL BUSINESS