



DETAILED SUPPORTING DOCUMENT
2020 - 2040



DRAFT SUBJECT TO COUNCIL ENDORSEMENT

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY



CENTRAL COAST 2040

Over the next twenty years, the Central Coast will transform from what it is today, to realise its full potential as a major regional centre.

The change has already begun. Infrastructure projects such as NorthConnex will improve connectivity and reduce travel time, catalysing business opportunities. The Gosford CBD Revitalisation Plan is activity in motion – cranes are in the sky, new, high quality commercial buildings are appearing – there is investment and confidence in future development and growth for the region.

In 2040, the Central Coast is a smart, connected and vibrant region that values and promotes its natural beauty and heritage, encourages and balances development that contributes to the strength and diversity of the local economy and benefits the growing community.

We have broadened our economic base and successfully attracted high value industries representing the health and medical, advanced manufacturing and professional services sectors. Our desirable location, lifestyle and range of employment opportunities have helped to retain and grow our population, which now approaches 430,000 residents.

Further positive impacts of the higher value industries taking up available employment lands are reflected through lower unemployment, higher average household income and higher levels of education attainment encouraged by the opportunities available. The positive attainment across key socio-economic indicators displays levels commensurate with the Greater Sydney region.

A Smart Region

The Central Coast is a Smart Region, where innovation is embraced, promoted and practiced. Our redeveloped centres and new infrastructure have integrated smart technologies and sustainable and innovative design. Our smart region agenda has attracted high-value, knowledge-based industries, created new jobs which has positively impacted everyday life through improved accessibility to information and services.

The \$348 million redevelopment of Gosford Hospital and integration with the university has drawn health professionals and allied businesses to the region, creating further job opportunities across the spectrum. Wyong hospital's \$200 million redevelopment further enhances the capabilities of the health sector, which is amongst the largest employing sectors in the region.

Business and industry, government and education sectors work together to create new pathways to employment across the region's growth sectors, and provide school leavers with multiple options for further education and career futures.

A Connected Region

Travel times between the Central Coast, Sydney and Newcastle have reduced by up to 30% since the introduction of fast rail in 2030, with the soon to be completed high speed rail further cutting transit times to around 30 minutes.

The improved connectivity has encouraged companies to expand and relocate to the Central Coast, taking advantage of lower land development costs and availability, without compromising employee accessibility, leveraging the strong local skill base.

Following successful trials of Demand Responsive Transport (DRT), the scheme has been expanded to provide accessibility to an increased number of transport hubs, ensuring linkages to all employment zones, commercial centres and tertiary education locations.

Guaranteed connection via DRT to the nearest hub/zone does not exceed 15 minutes.

Dedicated autonomous bus/ tramways and cycle paths with share bike stands and charge point traverse the region along central routes ensuring multi-mode travel options.

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**A Vibrant Region**

Improved accessibility, environmentally sensitive development and focus on the core attributes of the natural Central Coast has developed tourism into a strong, year-round economic contributor. The waterfront sporting, cultural, dining and entertainment precinct draws regional visitation each week for festivals, events and conferences.

A broad level of quality short term accommodation supports outdoor and nature-based activities along the beaches and national parks, which are a national leader in the development of indigenous tourism activities and education.

A succession of new and redevelopment projects has transformed the waterfront precinct into a major focal point for community, sporting, entertainment, dining and leisure activities. Joining the expanded Central Coast Stadium and Leagues Club is the Central Coast Convention and Exhibition Centre. Short term accommodation supports precinct activity and encourages increased length of stay for visitors enjoying one of the region's most attractive assets.

The establishment of the university health, innovation and entrepreneurship precinct has injected vibrancy and activity into through the assimilation of over 2,500 students into the CBD fabric. Additional investment in nearby residential accommodation has followed, along with café's restaurants, bars and other population serving amenities to support the growing liveability requirements.

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY

1. INTRODUCTION

1.1 INDIGENOUS ACKNOWLEDGEMENT

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

1.2 OVERVIEW

The Central Coast is a region on the rise. Located in the centre of the fastest growing corridor in New South Wales stretching from the northern edge of Sydney, through to Newcastle. The state projected population along this corridor is estimated to be 1.1 million by 2036. The Central Coast, classed as a Metro Satellite due to its relative proximity to Sydney will become a major economic and population hub over the next two decades, attracting large numbers of families seeking new lifestyle and employment opportunities.

The region has a skilled workforce and a diverse economy, with expertise in healthcare and social assistance, food and housing component manufacturing, logistics, agriculture and construction. The Central Coast has cost-effective access to key consumer markets and export opportunities, with well-serviced road and rail infrastructure as well as strategically located warehousing and freight. Overseas and domestic demand will also support growth in household food manufacturing brands and food production industries. The Central Coast's convenient access to major markets makes it an ideal location for both business and industry.

By 2036, the Central Coast's population is projected to grow to more than 415,000, driving the need for employment and investment in infrastructure (NSW Government, 2018). An ageing population also prevails, with more than 27% of the population expected to be aged above 65 by 2036 (NSW Government, 2018). This will create further demand (and some pressure) for health care and social services, which is already the largest employment sector of the region. Approximately 23% of employed residents travel outside the Central Coast for employment purposes, placing importance on supporting economic growth, increasing skills and training and increasing year 12 completion rates to retain the workforce within the region (NSW Government, 2018).

The Central Coast has identified a range of strengths, weaknesses, opportunities and threats, which are explored further as part of the development of this Economic Development Strategy (EDS). The EDS and implementation plan will ensure the most appropriate approach and framework is employed in meeting the changing needs of regional business, industry and community into the future, and to define targets resulting in improved economic and social outcomes for residents.

1.3 PURPOSE OF THIS STRATEGY

Central Coast Council recognises the challenges and opportunities of growth in the coming decades. Historically, the regional economy has underperformed with lower GRP per capita, higher unemployment and lower educational attainment when compared to Greater Sydney. Many Central Coast residents leave the region for every workday – most of these are higher valued, higher remunerated roles such as those in the professional services sector, because sufficient opportunities do not currently exist locally.

The development and growth of the Central Coast as a true, well connected but individually enabled satellite of a broadening Greater Sydney is effectively mandated within NSW State government planning. The Central Coast will play a pivotal role as a northern arm that provides expansion opportunities and the development of a strong, diversified and innovation driven future economy.

Proximity to Sydney is a challenge and opportunity. The Strategy seeks to highlight the opportunities and mitigate the challenges. The EDS provides a strategic framework to guide Councils decision-making around sustainable economic development initiatives that assist in creating jobs and stimulating the Central Coast economy. Central Coast Council's Economic Development and Project Delivery has developed an economic development strategy (EDS), taking a long-term view through to 2040, but focus on the near term (ten-year) horizon for key actions to progress in the interim to start on the path to the 2040 strategy.

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The EDS highlights strategies to create a sustainable and increasingly self-sufficient community. It identifies the collaboration and partnerships needed to support a whole-of-Council and community vision for economic development and constructive steps to achieve outcomes.

1.4 APPROACH

The strategy was developed following the compilation of a detailed information base (literature review, socio-demographic and economic modelling) to be tested, informed by and built on through an extensive consultation phase with regional focus groups, one-on-one meetings as well as a Council staff and broader community opinion survey. All this information was compiled to understand the key opportunities presented to the region, the challenges that need to be overcome to realise them, as well as the 'must-have' outcomes for the local community. It is from this information and evidence base that the strategy development framework was developed.

A summary of the key stages in the development of the Central Coast Economic Development Strategy is outlined below:

- Developing a Detailed Evidence Base: Through a detailed literature review, background research and profiling to identify, based on desktop research the competitive advantages and challenges of the region and to be tested and validated in consultation.
- Testing this Data in Consultation: through detailed engagement with the local business and regional community, including:
 - Individual meetings: 17 stakeholders
 - Focus group workshops: 35 attendees
 - Community survey (211 respondents)
 - Central Coast Council officer survey (74 respondents)
- Development of a Strategic Economic Development Framework (Strategic Themes)
- Identification of key game changing initiative that will create an accelerated growth in the regional economic profile
- Reporting around the key strategic themes, the implementation requirements to ensure their success as well as the development of a public facing strategy document, supported by an internal working strategy document and implementation plan.

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2. GUIDING PRINCIPLES

2.1 SUSTAINABLE GROWTH

The Central Coast offers the potential of an attractive lifestyle – a slower than city pace, but with good rail and road accessibility to larger centres and abundant natural beauty throughout the natural bushland, natural waterways and coastline. In addition to the positive lifestyle elements, lower comparative cost of living to other areas within the Greater Sydney catchment has encouraged commuter migration, which will potentially increase as infrastructure projects such as NorthConnex and programmed faster (eventually high-speed) rail improve connectivity even further.

With projected high population growth facilitated through improved accessibility and outward pressures from other areas of Greater Sydney, the challenge for the Central Coast in achieving balanced, sustainable growth is four-fold and can be categorised as per below:

Social:	Ensuring that the provision of services to the community such as affordable housing provision, well planned built environment, cultural and recreation space, health and safety and local transport infrastructure are able to keep pace with development and population growth.
Environmental:	In the face of growth pressures, appropriate measures are required to be taken to ensure the protection of key environmental features, biodiversity, management of waste and water, air quality, adaptation to renewable sources and active management of climate change impacts, including positive initiatives.
Economic:	Population growth requires active measures taken to encourage and facilitate economic growth that will provide employment potential for new and existing residents. This requires development of economic strategies, ensuring provision and availability of suitable industrial and commercial lands, support and provision of vocational pathways, support of local business and attraction of new businesses, as well as ensuring financial sustainability of Council.
Civic Leadership:	Ensuring that Council consults with the residential and business community and adopts policy frameworks that are supportive of growth and the continuance of high levels of service provision. To provide leadership in a listening environment and uphold the ethics and integrity expected by the community, whilst making appropriate decisions that prioritise the benefit and prosperity for all.

2.2 PRIORITISATION OF ECO & SMART INDUSTRIES

The predominant employing sectors for the Central Coast are Health Care and Social Assistance, Construction, Retail and Manufacturing. With the exception of the manufacturing sector, which is broadly (there are obviously exceptions) in decline throughout Australia, population and the demands to service population growth is a key driver of the remaining industries.

In order to diversify the economy and create new employment opportunities in higher value, future focussed industries, the Central Coast needs to actively seek, attract and encourage the establishment of businesses that are less population and household service driven and are exporters of goods and services out of the region.

As a region known for its natural beauty, industries that are environmentally aligned and typically come under the banner of 'cleantech' are an obvious synergy. The sector encompasses activities such as solar and other renewables, energy efficiency, environmentally friendly building materials, waste management, and engineering and consulting services.



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The manufacturing sector, traditionally strong within the Central Coast still has a significant role to play, with existing companies transitioning to smarter technologies and a concerted effort should be made to both encourage and support this transition, as well as attraction of other advanced manufacturing companies which may range from producing high performance engineered products to functional foods and aerospace components.

The transition of the economy and capture of current and future opportunities is further enhanced through knowledge based industries and professional services, much of which is a current major import to the region. Evidence highlights a high proportion of the outward commuting workforce are employed in these sectors, indicating a strong local skills base that could be available to support local activity. The ability to provide an attractive investment environment and suitable workplace accommodation is a key factor in encouraging both new start-ups and potential relocations.

The development of a Smart Cities framework for the Central Coast will be form integral component of delivering future services and capacity to the residents and businesses of the region and that will act as a catalyst for inward investment and attraction of higher value industries.

2.3 CO-LOCATION AND INTEGRATION OF EDUCATION, TRAINING & JOB GROWTH

With higher than average unemployment and very high levels of youth unemployment experienced across the Central Coast, coordination between all levels of education, training, government and industry is required to adequately address the situation. Consultation with local business indicates opportunities exist ranging from semi-skilled to highly skilled in areas such as manufacturing and engineering. Each sector indicated a shortage of required personnel due to the inability to hire appropriately skilled and educated workers.

Skilling positions is not the only limiting factor constraining growth, transport accessibility is cited as a significant issue for the region – particularly for youth. The education and training sector holds a key position in facilitating improved employment prospects as well as skilling for future roles.

Universities and TAFE institutions are increasingly working together, often in co-located or shared campus facilities and is particularly popular in regional areas. Such is the case with the University of Newcastle and TAFE Hunter and Central Coast Campus at Ourimbah. The campus has a high level of interaction with all levels of government and industry – in this way, opportunities for linking future skilling requirements and provision of suitable learning can be mapped, as well as increasing the relationships between education and industry to engage in research and development, sharing of knowledge and creation of further opportunities that benefit the local economy through attracting additional partnering relationships and encouraged clustering activities.

Assisting, encouraging and facilitating continued engagement and collaboration is a key activity for the Central Coast Council to unlock the potential of relationships.

2.4 ALIGNMENT WITH COMMUNITY PRINCIPLES

One Central Coast (Community Plan) summarises the desired regional outcomes and principles and the 2040 environment and outcome they support. These core outcomes for the community include:

- Belonging
- Smart
- Green
- Responsible
- Liveable.

These community principles are considered and incorporated throughout the Central Coast Economic Development Strategy.



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3. CENTRAL COAST OVERVIEW

3.1 REGIONAL OVERVIEW SNAPSHOT

The Central Coast Local Government Area (Central Coast) is located in northern New South Wales, between Sydney and Newcastle. The Central Coast has a large geographical footprint of 168,107 km² and includes the previous local government areas of Gosford and Wyong. Despite the large size of the Central Coast, it loses a significant proportion of its workers each day through a daily commute to Sydney.

Arguably, proximity to Sydney has contributed to dampening development in higher value industries and financial and professional services, which typically are centred closer to high activity and high population areas. As a result, the majority of industry employment is local population and household service based. Comparatively lower industry development and diversification opportunities have resulted in higher than average local levels of unemployment and educational attainment.

Key characteristics of the Central Coast region include:

- The Population in Central Coast in 2018 is recorded as 342,047 people.
- The average age in Central Coast in 2017 was 41.8 years, an increase from 2008 at 39.6 years.
- Local Gross Regional Product was recorded at \$13.49 billion in 2018, following a growth rate of 2.8% from 2017.
- The average weekly household income in the Central Coast was \$1,594 in 2016. This is \$295 less than the New South Wales average household income.
- In July 2018 there were 126,459 local jobs in the Central Coast Region (by place of work).
- In 2016, Central Coast has a self-containment rate of 71.7% and a self-sufficiency rate of 91.1%. The other 39,532 employed Central Coast residents travel outside Central Coast to work.

Key Industries by Value (2017/18):

- Health Care and Social Assistance (14.5%)
- Manufacturing (8.9%)
- Retail Trade (7.9%)
- Construction (7.8%)
- Financial and Insurance Services (6.6%)

Key Industries of Employment by FTE (2016):

- Health Care and Social Assistance (17.8%)
- Construction (13.1%)
- Retail Trade (10.2%)
- Manufacturing (8.8%)
- Education and Training (7.1%)

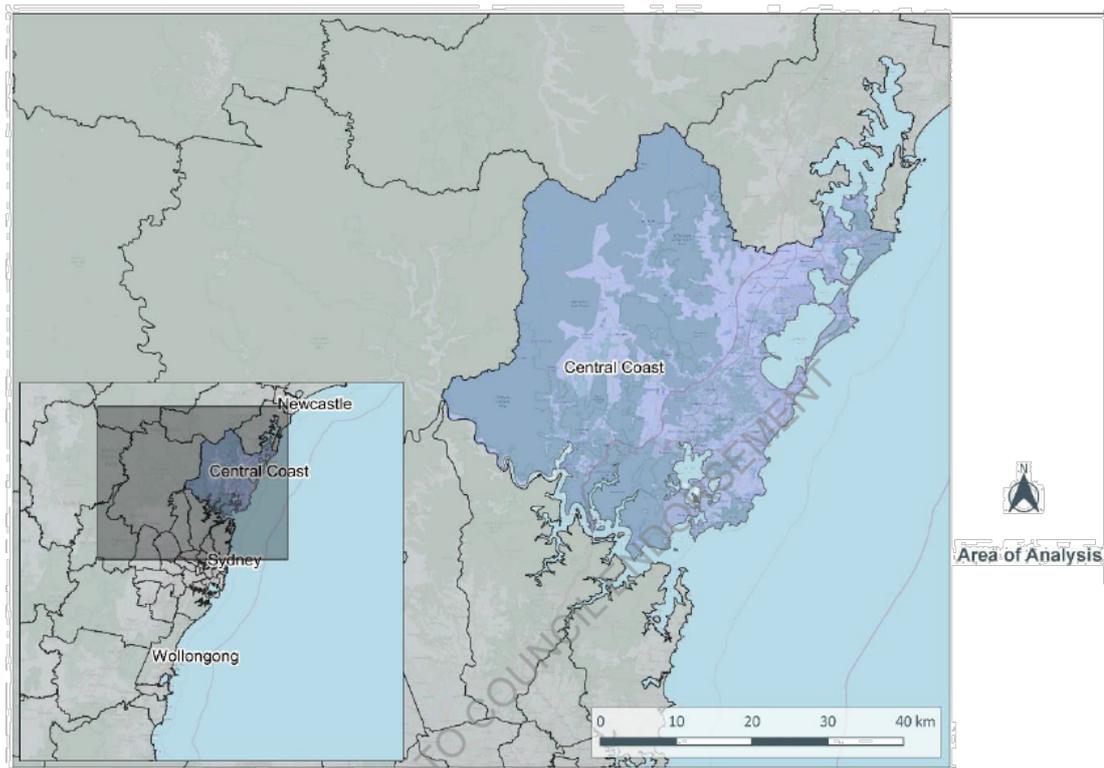
Key Industries of Employment -Total (2016):

- Health Care and Social Assistance (18.3%)
- Retail Trade (13.0%)
- Construction (10.5%)
- Accommodation and Food Services (9.5%)
- Education and Training (8.6%)

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Figure 3.1. Central Coast Location



Source: AEC

3.2 SOCIO-DEMOGRAPHIC & ECONOMIC OVERVIEW

3.2.1 Population

In 2018, Central Coast had a population of 342,047 people and had grown by 0.8% from 2008. The Central Coast population has an older age distribution than the state. Persons aged 25-64 years account for almost half the population, and 20.3% of the population were aged 65 and over in 2017. An ageing population is generally associated with increased demand for health infrastructure and aged care accommodation facilities. Population growth estimates suggest the local population is likely to increase to 414,615 by 2036. This represents growth of 20% from current levels, an average annual growth of 1.1%. This growth is likely to support the region's key sectors, which tend to be population-driven.

As at the 2016 Census there were 12,489 indigenous people living in Central Coast or 3.8% of the total population. Approximately 86.2% of indigenous people were employed in Central Coast, a higher proportion than the state which has 84.7% of its indigenous population employed. Indigenous residents in Central Coast also had a higher high school completion rate than New South Wales indigenous population at 30.6% compared to 28.4%, however, this is still lower than the overall Central Coast average of 40.3%.

3.2.2 Gross Regional Product

In 2018, the region recorded Gross Regional Product of approximately \$13.5 billion. The local economy has experienced strong growth since 2015, spurred by the health care and social assistance and construction sectors. Due to the position of Central Coast, the local economy is likely to have a broader servicing population than resident



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population, supporting the economy despite relatively weak population growth outcomes in recent years. The most prominent sectors (by total employment) in the economy in 2018 were health care and social assistance, manufacturing and retail trade with all three of these industries having labour specialisation along with accommodation and food services, construction, other services and rental, hiring and real estate services. Despite growing strongly since 2015, Central Coast had a slow 5-year annual growth and is also expected to grow at a slow pace to 2031, growing at 1.0% annually.

3.2.3 Labour Force

In the September quarter of 2018, Central Coast had a labour force of approximately 180,500 people, with 126,459 jobs located in the Central Coast Council area. Central Coast has a higher rate of unemployment than the state, at 5.8% compared to 4.5%. Youth unemployment (for persons aged between 15 and 24 years) is problematic at 14.6%, though this rate of youth unemployment is relatively consistent with other regions of Australia. The self-sufficiency rate for Central Coast is around 91.1%, meaning 91.1% of local jobs are being filled by residents. This suggests that the resident population is appropriately qualified and skilled for the local industry structure. The self-containment rate for the region is around 71.7%, meaning 71.7% of employed residents work locally.

Health care and social assistance had the most variance between total workers and Full Time Equivalent (FTE) workers with 7,831 more workers in total than FTE. Following this was retail trade and accommodation and food services.

3.2.4 Housing

Despite having lower housing costs (for owner occupiers and renters) than comparison areas of Greater Sydney and New South Wales, housing affordability in the region is problematic with almost 10% of households with mortgages experiencing mortgage stress and 35% of renting households in rental stress.

3.2.5 National Cities Performance Framework Comparison

The Australian Government launched the first National Cities Performance Framework on 8 December 2017 (Department of Infrastructure, Regional Development and Cities, 2017). The Performance Framework provides a snapshot of the productivity and progress of Australia's largest 21 cities. The framework 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, nor is all the data from the National Cities Performance Framework available for the Central Coast, however the table below provides available comparisons across the key areas of examination that indicate performance against Greater Sydney (of which Central Coast forms a part) and also against the State as a whole.

Figure 3.2. Smart Cities Benchmarks

Indicator	Central Coast	Greater Sydney	NSW
Jobs and Skills			
Youth Unemployment Rate (Place of Usual Residence) (a)	14.6%	10.4%	13.6%
Unemployment Rate(b)	5.35%	4.5%	4.30%
Indigenous Unemployment Rate (a)	13.8%	11.8%	15.3%
Participation Rate (a)	56.0%	66.9%	59.2%
Gross Regional Product (d)	\$13.49 billion	\$422 billion	\$559 billion
Completed High School (a)	40.3%	65.0%	52.1%
Bachelor's degree or Higher (a)	14.0%	32.7%	23.4%



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Indicator	Central Coast	Greater Sydney	NSW
Housing			
Social Housing (a)	3.4%	4.6%	4.4%
Average Weekly Household Income (a)	\$1,594	\$2,118	\$1,889
Proportion of households under mortgage stress (a)	9.3%	8.7%	9.6%
Median House Price (d)	\$690,084	\$1.37 million	\$740,444
Median Unit Price (d)	\$491,484	\$876,780	\$676,368
Proportion of households under rent stress (a)	34.8%	26.7%	27.9%
Infrastructure & Investment			
Proportion of journeys to work by public transport (a)	2.7%	25.3%	16.0%
Liveability & Sustainability			
Proportion of people that volunteer (a)	17.2%	18.0%	18.1%
Languages other than English spoken at home (a)	5.8%	38.0%	25.1%
Adults that feel safe after dark in their local area (a)	47.1 ASR per 100	52.0%	53.4 ASR per 100
Proportion of adults who are obese (a)	32.5 ASR per 100	24.5% ASR per 100	28.9 ASR per 100
Suicides per 100k people (a)	11.6 Average Annual ASR per 100	8.2 Average Annual ASR per 100	9.8 Average Annual ASR per 100
Innovation & Digital Opportunities			
Total Businesses (c)	23,617	N/A	N/A
Households with internet connection (a)	77.3%	88.0%	78.2%
Governance, Planning & Regulation			
Population (c)	342,047	5,230,330	7,988,241
Average annual population growth rate (2008-2018)	0.9%	1.9% (2013-2018)	1.4%
Proportion of population that is Indigenous (a)	4.6%	1.5%	3.4%
Average Age (e)	40.9 Years	35.8 Years	38.1 Years

Note: (a) 2016 data, (b) March Quarter 2019, (c) 2018, (d) June 2018 (e) 2017
Source: Economy.ID (2019), PHIDU (2018).

3.2.6 Visitor Economy

Tourism is a key potential growth sector for the region with tourism and hospitality accounting for approximately 7.9% of Gross Value Added in 2017/18 and 7.1% of employment. In the year ending July 2018 there were just over 5.1 million visitors to the Central Coast, the second most since 2007-08. The majority of visitors were domestic day trippers accounting for almost 70% of visitation however this is a decline in the proportion of day trip visitors that the region has seen historically averaging 71.8% of visitors since 2007-08. Domestic overnight visitors from within New South Wales accounted for approximately a quarter of visitors. Domestic overnight interstate visitors accounted for just 3.8% of visitation whilst international visitors comprised 1.3% of visitors. International visitors have increased their share of visitation from 0.7% in 2012-12 to 1.3% in 2017-18.

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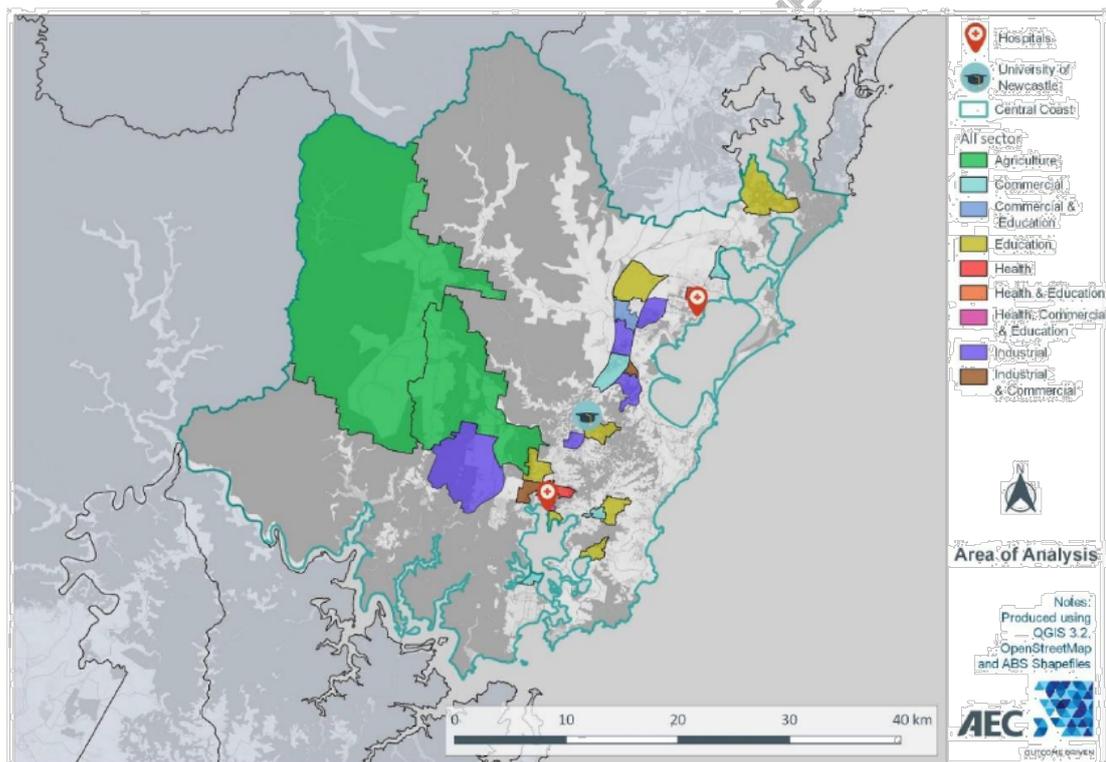


3.3 ACTIVITY PRECINCTS & KEY EMPLOYERS

Figure 3.3 outlines the key activity precincts and major employers within Central Coast, which include:

- **Central Coast Local Health District:** The recently redeveloped Gosford Hospital is one stage of the improvements to Central Coast health with a further \$72.5 million expansion for a Medical School and Research Institute, partnered with the University of Newcastle. This will increase jobs and opportunities for medical professionals to come to Central Coast, whilst also bringing spouses who could potentially be working with in the professional services industry.
- **University of Newcastle (UON):** The University has a strong commitment to the region and works closely with the two of the region's key employers (amongst others), an MOU for the CC Food Innovation Region Strategy and the Central Coast Local Health District.
- **Food Manufacturing Precincts:** There are internationally branded food manufacturing businesses that produce on the Central Coast - these include McCain Foods, Sara Lee, Mars, Sanitarium and George Weston Foods.

Figure 3.3. Activity Precinct Map, Central Coast



Source: AEC.

3.4 STRATEGIC ASSETS

Key strategic assets in the region include:

- **University of Newcastle (UON):** The Ourimbah campus, mid-way between the centres of Gosford and Wyong is a critical part of the future fabric for the Central Coast, providing further education and pathways to



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employment for youth, as well as opportunities for continued learning and up-skilling of current workforce which will help to meet the challenges of future demands.

- **Food Manufacturing:** There are internationally branded food manufacturing businesses that produce on the Central Coast - these include McCain Foods, Sara Lee, Mars, Sanitarium and George Weston Foods. Clustering of businesses such as these sends a clear message to the industry that the Central Coast region has the required support networks (university research, collegiate businesses) and attributes to support one of the most dynamic industries within the manufacturing sector. CC Food Innovation Region Strategy
- **Fabricated Metal Product Manufacturing:** There is a strong cluster of fabricated metal product manufacturing in Central Coast with a considerable amount of employment in structural metal product manufacturing. This is a strong industry and a key strategic asset for Central Coast.
- **General Aviation Airport:** Central Coast Airport is a small aircraft landing area owned and operated by Central Coast Council. It is located in Warnervale and is approximately 90 minutes' drive from Sydney and 45 minutes' drive from Newcastle. The runway at Central Coast Airport is sealed and is suitable for small private aircraft, charter aircraft and other users including helicopters.
- **Natural Assets:** Central Coast has a variety of natural assets that they can utilise including beaches, bushland, lakes and waterways. National parks, state forests, bushland, beaches and waterways occupy over half the region which can be a major drawcard for people moving or visiting the area.
- **High Speed Rail from Wollongong to Newcastle:** The proposed high-speed rail trainline will create a significantly faster transportation method connecting the Central Coast to Sydney. The current rail time from Sydney to Gosford is 1:19 hours with the high-speed rail expected to have an approximate travel time of 0:30.

3.5 LOCAL CHALLENGES

While the Central Coast NSW has many strengths and competitive advantages, there is also a range of challenges and limitations that need to be addressed and mitigated. A brief overview is included below.

3.5.1 Socio-Demographic Disadvantage

The Dropping off The Edge (2015) report shows the persistent communal disadvantage in the NSW Central Coast region, using 22 indicators. This analysis clearly shows that the NSW Central Coast has pockets of severe disadvantage, particularly in the 2262 & 2263 postcode localities. Specifically, these postcodes are ranked in the top 5% of 621 NSW localities requiring rent assistance for people aged 18 and over (APO, 2015). Postcodes 2259 and 2257 are in the top 10% of most disadvantaged for this indicator (APO, 2015). Unskilled workers (postcodes 2262 and 2263), long term unemployment (postcode 2263), numeracy insufficiency (postcodes 2262 and 2257) and psychiatric admissions (postcode 2263) are also areas of concern, with 4 of the 10 postcodes ranking in the top 10% of most disadvantaged (APO, 2015). Overall, 6 out of the 10 Central Coast postcodes are ranked in the top 30% of most disadvantaged communities when compared to the 621 localities in NSW (APO, 2015).

3.5.2 Intra Regional Transport Network/ Linkages

Whilst the Central Coast is well connected via rail & major roads to Sydney and Newcastle, intra-regional transport is difficult, with only a north-south spine providing services. Traversing the region is not an easy prospect, certainly made more difficult due to the natural structure and waterways, which provide challenges. A lack of public transport option is cited as being partly attributable to youth unemployment due to difficulties in getting to/from potential work locations, even though employers in these regions cite skilled labour shortages as being a key issue. The issue affects large sections of the community and also impacts on potential tourism growth – particularly for those who may arrive via train from Sydney. This is a challenge that once addressed could have significant benefits to the community.

3.5.3 Service Infrastructure to Activate Zoned Employment and Business Lands

Currently in the Central Coast there is a significant amount of land zoned for employment, however, businesses cannot use it yet as it is not serviced. Council will need to carry out work on roads, water supply systems, sewers,

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fencing and landscaping before it will be serviced appropriately. The packages of land have also been identified as being too small for large scale industrial warehousing, which once serviced could bring large scale manufacturing and industrial businesses to the region. The urban spatial plan will seek to plan to enable larger land parcels and service lands.

3.5.4 Perception & Marketing (Internal & External)

There are some very positive aspects of the Central Coast economy that are currently underplayed. There is a general lack of awareness of the current strengths and potential future opportunities – particularly for business and industry, that are important selling points for the region, which, if matched with the opportunities offered by the region's lifestyle, begin to form some compelling arguments for inward investment and population (particular worker) attraction.

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4. INFLUENCING FACTORS

4.1 KEY GROWTH SECTORS TO 2040

Industries that are well-represented and are expected to have high growth are industries that benefit from local labour specialisation (i.e., an LQ above 1.0) and are anticipated to experience strong (above average) average annual employment growth in New South Wales. These sectors should be pursued for economic development activities, as they are likely to experience significant growth in coming years. The industries located in this section for Central Coast are:

- Health Care and Social Assistance (LQ = 1.4, Growth Expectation = 1.8%)
- Retail Trade (LQ = 1.3, Growth Expectation = 1.6%)
- Accommodation and Food Services (LQ = 1.3, Growth Expectation = 1.5%)
- Construction (LQ = 1.2, Growth Expectation = 1.4%)
- Rental, Hiring and Real Estate Services (LQ = 1.1, Growth Expectation = 1.5%)

As manufacturing has many 2-digit industries that can be vastly different, an analysis of these industries is undertaken. An assessment of location quotients at the 2-Digit ANZSIC level suggests Central Coast has labour specialisations in the manufacturing industries of:

- Wood product manufacturing (LQ = 3.0)
- Fabricated metal product manufacturing (LQ = 1.5)
- Non-metallic mineral product manufacturing (LQ = 1.4)
- Food product manufacturing (LQ = 1.3)
- Machinery and equipment manufacturing (LQ = 1.1)
- Furniture and other manufacturing (LQ = 1.1)

Industries which are under-represented are expected to have high growth are industries which don't benefit from local labour specialisation (i.e., an LQ below 1.0) but are anticipated to experience strong (above average) average annual employment growth in New South Wales between 2016 and 2026. These sectors should be investigated further, where appropriate, to determine their potential to be targeted for economic development activities as they are may perform well in the coming years if local supply chains and support are available. Industries located in this section for Central Coast are:

- Education and Training (LQ = 0.9, Growth Expectation = 1.6%)
- Administrative and Support Services (LQ = 1.0, Growth Expectation = 1.5%)
- Electricity, Gas, Water and Waste Services (LQ = 1.0, Growth Expectation = 1.4%)
- Public Administration and Safety (LQ = 0.8, Growth Expectation = 1.5%)
- Arts and Recreation Services (LQ = 0.9, Growth Expectation = 1.4%)
- Professional, Scientific and Technical Services (LQ = 0.6, Growth Expectation = 1.6%)
- Transport, Postal and Warehousing (LQ = 0.7, Growth Expectation = 1.4%)
- Financial and Insurance Services (LQ = 0.6, Growth Expectation = 1.5%)



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4.2 CHANGING DEMOGRAPHIC TRENDS

The average age in Central Coast in 2017 was 40.9 years, an increase from 2008 at 39.6 years. Central Coast's population is expected to grow and with it, the average age of residents, which is expected to grow to 42.3 years old by 2036. This is likely due to both the aging nature of the wider population as well as the number of youths leaving the region as a result of the lack of opportunities for youths in Central Coast. By creating opportunities to retain their youths, this will help to develop the Central Coast economy.

4.3 COMMUNITY FEEDBACK

A survey of Central Coast Council officers, as well as the Central Coast resident community, was facilitated through the development of the strategy. A detailed survey analysis report was provided to Council and following are the key takeaways.

Lifestyle and liveability of the area are considered key strengths and competitive advantages for the region amongst staff and well as the community. Following lifestyle, the natural environment and accessibility are considered key strengths for the region.

Amongst the staff and the community, lack of job opportunities and transport were identified as the key challenges for the region.

Amongst the residential community, business expansion and tourism are seen as key opportunities for the region. Meanwhile, the staff nominated the creation of 'city based' (Sydney CBD) jobs through the attraction of new business, or relocation or expansion of existing business as the main opportunity for the region – in this way, current commuting residents would also be given the opportunity to find employment close to home. Both of these aspects are invariably related to accelerated jobs opportunities and are linked to the key challenges identified.

The top three areas nominated by the staff for development and prosperity of the region are linked to infrastructure, jobs and sustainable development. Whilst infrastructure was also identified for ideal future vision by the community, residents specifically highlighted the airport/aviation as the best suited industry for future development and ideal vision of the future.

4.4 IDENTIFIED COMMUNITY DESIRES

The consultation identified the following core elements of the future Central Coast socio-demographic and economic structure to 2040. These are summarised below.

4.4.1 Lifestyle & Health

Creating a lifestyle location in Central Coast is essential for creating a place for all residents but also attracting people and investment to the region.

An attractive lifestyle for the older population (over 50s) is important for Central Coast, which will accompany and support the local health precincts development in Gosford.

Once an attractive lifestyle for residents has been developed, this can then be leveraged for activation of the visitor economy.

4.4.2 Protection of the Natural Environment

While the natural assets the Central Coast has to offer are to be leveraged to increase tourism and lifestyle for residents, it is necessary that where possible, protect the environment and make sure that these assets are sustainably managed and developed. Constraints mapping is required to identify those areas that must be protected and those areas where development is justified and should be supported.

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4.4.3 Leadership & Communication

There are multiple organisations in the Central Coast working to grow the economy and employment opportunities, however, many do not know what other departments are doing. Leadership and a central driver such as the coordinator general to have everyone working together is necessary for the region's economic development.

Collaboration between Council, Government Departments and business and industry is key in maintaining the current businesses in the region as well as drawing more businesses to the area.

Communicating to businesses outside of the Central Coast that it is open for business and that there are opportunities and support to locate in Central Coast.

4.4.4 Available Serviced Industrial Land to Support Business & Employment Growth

There is a large amount of zoned industrial and business land, however very little of it is serviced appropriately and therefore businesses that want to move to the region cannot find the appropriate land causing these businesses to relocate elsewhere.

4.4.5 Lifestyle & Recreation Precinct

The Central Coast region requires an entertainment precinct, to increase visitation and liveability of its residents and to act as a catalyst to attract private investment. The identified location from consultations is close to the Central Coast Stadium so that major events can continue in the precinct whilst also being close to the Gosford Foreshore. This will work in with the Gosford City Centre Revitalisation which include transforming the Leagues Club Field into a nature-inspired play space, as well as increasing development in the city centre.

An entertainment precinct will likely help to retain youths in the region, especially on weekends with many travelling to Sydney for nightlife. Development of an active night time economy (NTE) through activities such as place activation and establishment of convention and conferencing facilities are key strategic actions

This will also improve the liveability and lifestyle offering of the region, giving residents and people from outside of Central Coast a reason to come for a holiday. With more attractions and offerings identified as a key to increasing tourism and business investment

4.4.6 Local Transport and Access

Local transportation is a must have for the Central Coast, as improving connections to all areas will produce benefits to youth unemployment, tourism and liveability for residents.

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5. VISION & TARGETS

5.1 ECONOMIC VISION

Our Bold 2040 Vision for a New Central Coast A choice destination, greater than Sydney, succeeding because of abundant opportunities and incredibly skilled people that thrive on a strong indigenous heritage, natural beauty and unique lifestyle.

5.2 KEY TARGETS

The characteristics of the future economy and how this differs from the current economy are summarised below:

Table 5.1. Key Central Coast Growth Targets to 2040

Description	Now	Goal	2040 Target	Gap
Population	342,047	Realise medium series population projections	429,684	87,637 people
Jobs	126,459	1.5 new jobs per new dwelling to 2040	199,091	72,632 jobs
Employment Self Containment	71.7%	10% enhancement	78.9%	7.2 percentage points
Tourism visitors	4.7 million nights	50% increase in the Central Coasts share of the Greater Sydney Tourism market	14.8 million nights	9.9 million nights
GRP per capita	\$39,453	In line with the Greater Sydney GRP per capita	\$80,775	\$41,322
Gross Regional Product	\$13.5 billion	In line with the Greater Sydney GRP per capita	\$34.7 billion	\$21.2 billion
Household Income	\$1,594 per week	In line with Greater Sydney	\$2,118 per week	\$524

Note: 2040 measures are in 2018 dollar terms

The rationale and logic behind the above growth targets is summarised as follows:

- The population goal is aligned to meet the medium series population projection for the region.
- The jobs target is set to increase the level of local employment targeting the generation of 1.5 jobs per new dwelling developed, which is driven by, and associated with, the talented and educated workers attracted to the region by its lifestyle and job opportunity.
- The additional local jobs will enhance employment self-containment, with a goal of a 10% increase in self-containment by 2040.
- The new jobs will be higher value and paying positions, therefore lifting the GRP per capita, with a goal to be in line with that of Greater Sydney.

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6. STRATEGIC THEMES & PRIORITY ACTION

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

Each presents a goal, a rationale and headline objectives and tasks to deliver the strategic initiative. A detailed implementation plan has been developed for each and is contained as a separate working document, as it will be updated, refreshed and refocussed regularly. Opportunities for funding to support the implementation of the strategic focus areas action plans are identified at the end of the section.

6.1 ECONOMIC COORDINATION

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

Rationale:

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

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

Priority Actions:

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



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6.2 ECONOMIC PARTNERSHIPS

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

Rationale:

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

Priority Actions:

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

6.3 ECONOMIC INFRASTRUCTURE

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

Rationale:

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

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

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



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Priority Actions:

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

6.4 ECONOMIC INNOVATION & ENTERPRISE

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

Rationale:

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

Priority Actions:

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



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6.5 ECONOMIC FUTURES

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

Rational:

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

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

Priority actions:

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

6.6 ECONOMIC TRANSFORMATION

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

Rationale:

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

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

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

Priority Actions:



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

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Investment Attraction Incentives

Non-Financial Investment Attraction Incentives

When considering the term 'incentives', this is not solely – and often, in the case of local government – rarely related directly in financial terms. Typically, assistance is offered and provided in the form of utilisation of existing services to provide benefit. This type of assistance is not to be underestimated or undervalued. Smooth and swift development assessment processes and the intentions of a progressive and engaged local government can contribute significantly to the development process and in turn have a substantial impact upon development costs.

Common amongst the types of 'soft' services offered by local government that are exempt of financial offerings, but equally provide benefit to proponents may take the form of:

- Site selection services
- Site infrastructure advice
- Assistance with planning processes to facilitate development approvals
- Links to government, business and employment support programs
- Access to statistical and general information and other reports that may assist business
- Access to business and community network contacts such as Chambers of Commerce
- Market information
- Supply Chain and workforce development.

Financial Investment Attraction Incentives

Local governments may also offer financial investment incentives to businesses wishing to locate, expand and retain their operations within the region. It is important to note that not all investment attraction activities are externally directed and that a portion of investment will logically come from within the area. Retention of local business that are seeking to expand is just as important as the attraction of new opportunities.

Discretionary support may be provided to approved businesses and projects where the nature and scale of investment displays the propensity to stimulate significant (sometimes quantified) economic and community benefits, diversity and value-add to the wider regional economy beyond the growth of the business itself. Typically, if offered, local government investment incentives seek to support projects that:

- Inject direct capital investment
- Create new jobs
- Create direct value-add through construction and operations
- Catalyse additional investment
- Generate growth in a key strategic area
- Support the growth of other businesses.

Direct financial incentives typically would take the form of offsets or deferrals for infrastructure costs, rate rebates or other discounts on related development assessment fees or financial grants for establishment costs.

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7. IMPLEMENTATION

A detailed implementation plan outlining the targeted measures, responsibilities and timings for each action are outlined in a separate implementation plan. This plan is intended to be a working document with implementation progress monitored on a quarterly basis and an annual review refocussing key areas of investment and activity as required. The following sections outline the Central Coast Council and its Executive Leadership Teams role in economic development and the delivery of this strategy.

7.1 IMPLEMENTATION PLANNING

A detailed implementation plan is provided under a separate cover as it forms a working document that will be updated on a regular basis (at least every 2-3 years) and refocussed to ensure it is working with and being responsive to the ever changing surrounding environment.

The implementation plan provides an overview of the core focus and direction to realise the opportunities and catalytic enablers for the Central Coast outlined in the preceding Economic Development Strategy.

7.2 COUNCILS ROLE IN ECONOMIC DEVELOPMENT

The role of Local Government in economic development is sometimes difficult to define, often subject to the unique priorities and regional constraints influencing the achievement of outcomes. In any case, the role of Council will typically fall into one of the following categories.

- **Advocacy:** The Council engages the business community and other levels of government to develop commitment, energy and attitude towards identified priorities. For the EDS, Council has a role to play in advocating for business needs, maintaining a future-focused agenda, and supporting the delivery of critical infrastructure to support economic development priorities.
- **Facilitation:** The Council acts in the EDP as a facilitator of opportunities. This involves connecting the various stakeholders to achieve desired outcomes. The Council can act as the information link between government, business and consumers, as relevant information is vital in generating local awareness and demand for identified priorities. The Council can also promote events and activities that support business capacity building and other economic development related initiatives, such as workshops to build the knowledge of businesses around skill development.
- **Planning & Regulation:** The Council's planning framework provides a mechanism to regulate and/ or encourage certain activities and developments that influence economic activity. Specific opportunities that relate to the EDP is the role the Council plays in making sure a positive, proactive and solution focused approach is applied.
- **Service Provider:** Service provision is one of the major functions of Local Government. A reliable supply of services and information can support economic development related opportunities.

7.3 GOVERNANCE

To be effective the EDS needs to have actionable targets tied back to the objectives of each strategic direction. It is critical these are resourced and funded as part of Council's annual Operational Plan. There are a range of funding sources available for the execution of the EDS, and Council needs to ensure there are clear and consistent guidelines regarding how funding is secured and allocated.

Beyond this Council needs a clear path and mechanism through which it communicates with and engages with the local business community and potential investors.

With the criticality of the earnest change required for the Central Coast to take advantage of current development interest, reinvigoration of the Gosford CBD and improved accessibility brought about by the NorthConnex infrastructure project, there may be a case for exploring differing models of governance to assist in driving the economic agenda.



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Such varying models exist in many other local government areas across Australia and the suitability of each has its pros and cons, which are outlined in the table below.

Table 7.1. Overview of Observed Pros and Cons of Governance Options

Structure	Typically Observed Pros	Typically Observed Cons
Advisory Board/ Committee	<ul style="list-style-type: none"> • Accesses private sector leadership and knowledge • Easier accounting and financial reporting • Greater alignment with Council goals • Creates forum for public-private discussions 	<ul style="list-style-type: none"> • Must operate under Council bureaucracy • Less flexible than independent models • Depending on governance, can have limited scope and influence
Strategic Alliance	<ul style="list-style-type: none"> • Simple structure usually agreeable to all members • Creates forum for regional cooperation and discussion • Can have effective lobbying voice to State and Federal Government • Informal structure can allow flexibility and efficient response to issues 	<ul style="list-style-type: none"> • Limited commitment from members • Limited buy-in from members • Difficult to tackle big issues • Difficult to affect change and demonstrate results • Places undue stress on existing commitments • Limited funding
Government Agency	<ul style="list-style-type: none"> • Independent government agencies that operate under a CEO/Board structure • More efficient and able to react to issues • Strong ties to Government for policy and funding • Strong structure and foundation 	<ul style="list-style-type: none"> • Still a part of government bureaucracy • Limited by Act and formal structure • Funding options are limited
Independent Association/ Organisation (Third Party)	<ul style="list-style-type: none"> • Leverages private sector experience • Delivery/outcome focused • Independent • Highly efficient and flexible • Leverages a broader set of skills • Can react quickly to market/issues • Combines public and private sector funding and input • Has significant input from private sector 	<ul style="list-style-type: none"> • Funding can dictate action • Personalities/staff critical to success • Highly visible • Financial reporting required • Governance must be correct to ensure strategic direction

Key considerations in the operation of a governance model is to ensure there are sufficient and appropriate review periods and sunset clauses as required to ensure the entity remains focussed, efficient, effective and avoids becoming a bureaucracy in and of itself.

7.4 FUNDING SOURCES

There are numerous opportunities for public investment available to the Central Coast Council to support the delivery of the Economic Development Implementation Plan. The core options, likely suitable to support the identified Central Coast options are outlined below:

Figure 7.1. Project Funding

Fund	Focus
Federal Government	
Climate Solutions Fund – Emissions Reduction Fund	On 25 February 2019 the Australian Government announced the Climate Solutions Fund, providing an additional \$2 billion to continue the momentum towards reaching Australia's 2030 emissions reduction target. The Emissions Reduction Fund supports Australian businesses, farmers and land managers to take practical actions to reduce emissions and improve the environment.



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Fund	Focus
Clean Energy Finance Corp	The Clean Energy Innovation Fund is the largest dedicated Australian investor of its kind. It was created as a specialist financier to invest \$200 million in early-stage clean energy companies. The Fund targets technologies and businesses that have passed beyond the research and development stage and which can benefit from early stage seed or growth capital to help them progress to the next stage of their development.
Cooperative Research Centre (CRC) Grants - Round 21	The Cooperative Research Centres (CRC) Program supports industry-led collaborations between industry, researchers and the community. It's a proven model for linking researchers with industry to focus on research and development towards use and commercialisation.
Austrade: Export Market Development Grants (EMDG)	Provides exporters who are aiming to increase their international sales with reimbursements of up to 50% of promotional expenses. Promotional expenses must be over \$15,000 to a maximum of \$150,000.
NSW Government	
Tourism Infrastructure Development Fund	The NSW Government has \$100 million available for new tourism projects across regional NSW with round two of the \$300 million Regional Growth—Environment and Tourism Fund now open.
Boosting Business Innovation Program	The New South Wales Government has invested \$18 million in the Boosting Business Innovation Program, giving small businesses access to research organisations to build strong local business communities and stimulate economic growth in metropolitan and regional NSW.
TechVouchers	The TechVouchers fund encourages research collaboration between NSW small-to-medium enterprises (SMEs) and Boosting Business Innovation Program (BBIP) delivery partners. Through TechVouchers, SMEs can be connected with an expert in a relevant field of research and embark on an innovative joint research project. The program also enables access to high tech instruments and facilities that would otherwise be difficult to access.
Growing Local Economies Fund	Is used to invest in crucial projects needed to support job creation and economic growth in regional NSW. This could be used to invest in the necessary infrastructure to service employment lands. The GLE program has been paused as of 14th July 2019 but will reopen following a review.
Small Business Grant	The Small Business Grant is designed to encourage small businesses, not liable for payroll tax, to employ new full-time, part-time and casual workers.
Infrastructure grants	The NSW Government offers grants to communities across NSW to support the building, renovation and fit-out of infrastructure. Funding is available for arts and cultural infrastructure, sport and recreation infrastructure and projects that enhance facilities used to shelter communities and provide emergency services.
Snowy Hydro Legacy Fund	The fund will help to deliver critical infrastructure and priority initiatives identified in the 20-Year Economic Vision for Regional NSW, NSW State Infrastructure Strategy 2018–2038 and other long-term government plans. The five areas of immediate focus will be improved water security, rail and road transport connections, freight linkages, digital connectivity and Special Activation Precincts to attract more industry investment in the regions.
Central Coast Council	
Fund the program from general revenue	Using general Council revenue to fund economic development programs.
Borrow for infrastructure development	Take out loans for investment in infrastructure development.

Source, Australian Government (2019), Austrade (2019), CEFC (2019), NSW Government (2019b).

7.5 MONITORING & EVALUATION

The Economic Development Strategy requires a mechanism to measure its performance. The ultimate goal of the Strategy is to create more jobs, create a quality lifestyle and ensure thriving, adaptable and responsive local businesses and industries. It is expected there will be two areas of measurement:

- Measuring the useful implementation of the strategy: focussing on the key performance indicators outlined in the implementation plan. Essentially ensuring the plan is being executed as intended



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY

- Measuring the economic outcomes delivered for the regional economy. This is very challenging to do on a causal basis; however, typically overall economic performance is monitored by tracking a range of broader economic development indicators. An example range of which is included in the table below.

Table 7.2. Key Indicators to Monitor

Indicator	Description
Growth	
GRP Growth	A key indicator to measure the degree to which the economy is prospering is GRP Growth as this will determine the level of economic activity in Central Coast.
Employment Growth	Sustainable employment growth is an indicator of which to measure success of the economy by increasing jobs within the region.
Population Growth	Strong population growth will mean that Central Coast is becoming more liveable and appealing.
Prosperity	
GRP per Capita	GRP per capita measures a regions prosperity as well as the standard of living of those living there.
Unemployment Rate	A decrease in the unemployment rate will mean more people looking for work have been employed.
Incomes (Household and Personal)	A higher average income for both households and individual persons means that businesses are prospering and can afford to pay higher wages.
Productivity	
GRP per FTE	To measure increasing in prosperity GRP per FTE will determine if more is being produced efficiently.
Business Support and Investment Attraction	
Business Counts (Total and Key Industries)	More businesses in key industries can be measured through the annual business counts of Central Coast.
Innovation	
IP Registrations	IP represents creations of the mind or intellect that can be legally owned. IP laws allow for protection of ideas and unique creations that exist in every business and if more registrations are occurring in Central Coast this will mean that there has been an increase in innovation.
Education	
School Containment Rate	This will mean that there is a higher level of students studying at school after they can leave giving them a greater education.
Post-School Qualifications	Post-school qualifications will take a longer period of time to see change but is a measure of educational attainment.
Proportion of Residents Attending Educational Institution	An increase in the proportion of residents that are studying will give a measure of more people searching for higher levels of education.
Infrastructure Delivery	
Non-Residential Building Approvals (by type)	More non-residential building approvals will mean an increase in industrial buildings and workspaces.
Major Projects Planned	The number of planned major projects will mean that more infrastructure is being delivered and is a key measure of infrastructure delivery.
Health	
Obesity Rates	Obesity rates declining is a key measure of health in Central Coast with less obese people causing an uplift in the health of residents.
Core Activity Need for Assistance	If there are more people in need of assistance this is likely a result of an increase in disabilities in the region.
Suicides	The rate of suicides is a key measure of mental health in Central Coast, and declining levels will mean that mental health is improving.

Source: AEC.

CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY



8. CATALYTIC PROJECTS

There were a number of catalytic projects identified as having the greatest potential to most expediently activate economic growth in the central coast region. These catalytic initiatives (outlined below) should be prioritised throughout the implementation and delivery of the Strategic Focus Area actions outlined in Section 6.

8.1 DEVELOPMENT & LOBBYING FOR A CITY DEAL

City Deals bring together the three levels of government (Australian, New South Wales and Central Coast Council), the community and the private sector. The City Deal partnership focuses on aligning planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms to secure the future prosperity and liveability of cities.

Potential projects developed to form part of a City Deal may include:

- Further redevelopment and revitalisation of Gosford into a City with High rise commercial space that increases employment retention and revitalises the waterfront into a world class entertainment, leisure, lifestyle and commercial precinct.
- Further redevelopment and revitalisation of Tuggerah to Wyong and the Wyong town centre.
- Development of Wyong Employment Zone including the Warnervale airport and surrounding employment lands into a General Aviation and Advanced Manufacturing Precinct
- Implementation of a Smart City Strategy to deliver business outcomes through digital connectivity.
- Development of innovation and enterprise hubs to foster entrepreneurship and new business start-ups
- Development of a dynamic, integrated regional transport system to achieve 30 minute city objectives.

8.2 AVAILABILITY OF SERVICED EMPLOYMENT LANDS

Council must be proactive in ensuring that there is sufficiently available and appropriately zoned and serviced employment land to satisfy the growth needs of business and industry. The availability of appropriately zoned and serviced employment lands will facilitate the retention and expansion of existing business. It will also accommodate the anticipated new investment as industry takes advantage of the opening up of the northern corridor.

A critical factor in generating local demand for both the current and future Central Coast, is the facilitation and planning for the short term and ongoing release of serviced lots ahead of market demand.

8.3 LOCAL TRANSPORT NETWORK SERVICES

Whilst the Central Coast's external connectivity via the M1 and rail linkages is good, the internal servicing outside of direct north-south routes makes traversing the region via the public transport network difficult. This lack of transport is cited as a key inhibitor for accessibility that increases employment options. This is particularly relevant to youth unemployment when addressing their ability to access education, training and employment services.

It is critical that the Central Coast community is sufficiently connected by its internal public transport network so they may wake each day with easy, cost effective and time efficient means of travelling to school to work, to the doctor, to see their family or access services. Higher levels of accessibility will benefit youth unemployment, the aged, tourism and liveability levels for residents.

8.4 DEVELOPMENT OF THE NIGHT TIME ECONOMY (NTE)

The Night Time Economy (NTE) can be defined as social or business activities that take place between 6pm and 6am. This includes a myriad of business activities, events and services. Overall, it is generally accepted that the NTE is driven by three core areas, with example activities described below, however, it is a diverse sector and may include varied activities and incorporate ancillary services such as transport and retail. It includes:



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- Entertainment: Performing arts, music and culture, sports, amusement parks and centres, casinos and gambling
- Food: Cafes and restaurants, as well as takeaway food services
- Drink: Liquor retailing, pubs, taverns, clubs, bars and hotels

Local government plays a key role in helping to shape vibrant, safe and sustainable Night Time Economies (NTEs), from planning and regulation, to creating spaces through placemaking and urban design to ensuring that a safe, protective environment is conducive to the encouragement of activities that help build and grow active centres.

The Redevelopment of areas within the Gosford CBD, along with place activation initiatives support and encourage the establishment of night time activities. Key developments that support the development of the night time economy include:

- Gosford Waterfront Re-Development: delivering cultural, recreational and leisure space
- Relocation of the University of Newcastle campus to the CBD will drive transformational change to the CBD population and act as a catalyst for new shops, bars, cafes and restaurants to service the student population, 300 of which will also be accommodated within the CBD area.
- Conference and convention facilities¹ at the waterfront precinct, which in turn support demand for additional short term accommodation.

8.5 AVIATION & ADVANCED MANUFACTURING PRECINCT

Feedback from the Community Survey regarding perceptions of the top three future industries for the Central Coast highlighted the aviation (and related) sector as a key and well supported development opportunity. Whilst there has been considerable debate regarding the development of the Warnervale airport, there are clearly opportunities to be explored for some expansion and development that could act as a catalyst for the attraction of high value aviation and aerospace related industries, including:

- Aircraft charter
- Manufacturing and maintenance
- Emergency services operations
- Airborne survey, surveillance and geo-sensing
- Helicopter operations
- Flight training.

The planned future expansion of Newcastle airport located less than one hours drive away, equally offers support and ancillary service opportunities for Central Coast based businesses.

8.6 DEVELOPMENT & IMPLEMENTATION OF A SMART CITIES PLAN

With the level of infrastructure and new development works to be carried out throughout the region, there is a significant opportunity to integrate elements of Smart Cities frameworks and functions into and throughout the fabric of the Central Coast. A Smart Cities Plan can contribute to the following outcomes:

- A strong and connected community that uses emerging technologies and helps to increase community and business participation levels and connectivity
- Create a more liveable region that utilises, smart technologies in its public places and embeds these technologies within its infrastructure

¹ The Meetings, Incentives, Conferences and Events (MICE) sector makes a significant contribution to the Australian economy. In 2018-19, revenue is projected at \$12.5 billion for the exhibition and conference centre industry, with New South Wales capturing 28% of total revenue.

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY



- Create a thriving region that is digitally enabled, and the infrastructure contributes to economic transformation in its support of business growth, investment and sustainability within priority sectors.

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY

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3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 4

Economic Development Strategy Detailed Support



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY

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9.1 Endorsed Central Coast Council Strategies / Plans

Year	Description
2018	Asset Management Strategy
2014	Carbon Tax Repeal Strategy
2019	Climate Change Policy
2019	Community Participation Plan
2018	Community Strategic Plan
2019	Corporate Strategic Plan
2020	Cultural Plan
2017	Destination Management Plan
2017	Disability Inclusion Action Plan
2019	Energy Procurement Strategy
2017	Engagement Framework
2019	Gosford Central Business District Heritage Interpretation Strategy
2013	Settlement Strategy (Wyong)
2019	Somersby to Erina Corridor Strategy
2009	The Entrance Peninsula Planning Strategy
2019	Tourism Opportunity Plan
2007	Water Plan 2050
2013	Wyong Retail Centres Strategy
2019	Youth Strategy
2019	Customer Experience Strategy
2018	Long Term Financial Plan
2018	Resourcing Strategy



IMPLEMENTATION PLAN
2020-2040





CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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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.

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

1. 5 YEAR IMPLEMENTATION PLAN

1.1 VISION

Our Bold 2040 Vision for a New Central Coast.

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

1.2 TIMEFRAMES

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

Year 1 commences 1 January 2020 and concludes June 30 2021

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

2. IMPLEMENTATION PLAN

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

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

2.1 ECONOMIC COORDINATION

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

Rationale:

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

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

Priority Actions:

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

Table 2.1. Implementation Plan: Economic Coordination

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

2.2 ECONOMIC PARTNERSHIPS

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

Rationale:

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

Priority Actions:

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

Table 2.2. Implementation Plan: Economic Partnerships

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

2.3 ECONOMIC INFRASTRUCTURE

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

Rationale:

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

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

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

Priority Actions:

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

Table 2.3. Implementation Plan: Economic Infrastructure

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

2.4 ECONOMIC INNOVATION & ENTERPRISE

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

Rationale:

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

Priority Actions:

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

Table 2.4. Implementation Plan: Economic Innovation & Enterprise

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

2.5 ECONOMIC FUTURES

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

Rational:

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

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

Priority actions:

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

Table 2.5. Implementation Plan: Economic Futures

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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

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CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

2.6 ECONOMIC TRANSFORMATION

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

Rationale:

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

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

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

Priority Actions:

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

Table 2.6. Implementation Plan: Economic Transformation

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



CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY – IMPLEMENTATION PLAN

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



TECHNICAL APPENDICES

JUNE 2019





CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT STRATEGY – TECHNICAL APPENDICES

FOR THE READER

This document provides a summary of the background information and analysis which informed the development of the Central Coast Economic Development Strategy. This document should be read and considered in the context of the findings of the strategy and includes:

- A socio-economic profile of the Central Coast local government area (**Appendix A**)
- A competitive assessment for the local government area (**Appendix B**)
- A comparative assessment, comparing Central Coast local government area to Greater Geelong, Newcastle and the Sunshine Coast (**Appendix C**).

Sources:

Appendix A has been sourced profile ID Central Coast unless otherwise noted. This is at the request of Central Coast Council that all data be collected from Profile ID. Appendix B and C have used sources from the Australian Bureau of Statistics (ABS) as well as AEC collated data.

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Disclaimer:

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APPENDIX A: REGIONAL PROFILE

This section provides an overview of local industry and key projects for the Central Coast Local Government Area.

CHARACTERISATION OF CENTRAL COAST ECONOMY

Industry Sector Analysis

Private Sector Breakdown

Manufacturing

Traditionally, manufacturing has been a strong employing sector in Central Coast employing 6.8% of total employees by place of work in 2016 and the fourth largest industry by Gross Value Add (GVA) with 8.9% of total GVA. Whilst it is the sixth largest employer by total employment, it is the fourth by Full Time Equivalent (FTE) employment, employing 8.8% of the regions FTE employment. The major manufacturing sub-industries (by total employment) were other wood product manufacturing, grain mill and cereal product manufacturing, bakery product manufacturing, structural metal product manufacturing and fruit and vegetable product manufacturing. Most jobs in manufacturing are filled by locals with 86.7% of manufacturing jobs being from people living in Central Coast and working there. Despite the overall growth of the Central Coast economy, manufacturing's GVA has seen declines since 2013-14, however, the presence of high-profile businesses particularly in food and beverage product manufacturing suggests there are opportunities for development in this sector going forward.

Building Construction and Trades

The construction industry was the third largest employing industry in 2016, employing approximately 10.2% of total workers. By FTE it was the second largest employer, with 13.1% of FTE employment in Central Coast. Due to the large number of people being employed in construction, it is the third highest industry of people living in Central Coast and working there (10,219 people in 2016), however it is the largest industry for people living in Central Coast and working elsewhere with over 6,200 people leaving in 2016. Construction is also the third largest industry in terms of contribution to total GVA, at 7.8%. The industry has grown faster than the overall economy over the last 10 years, growing annually by 3.0% compared to 2.1%. Despite the considerable growth, building completions (from development approval to building completion) have been low, being 60.7% in 2018.

Tourism and Hospitality

Tourism is a major sector in Central Coast, attracting over 5 million visitors in 2017-18 with the average length of stay being 3.1 nights. The main reason for visitors travelling to Central Coast is for a holiday with 43.7% of visitors coming for this reason, whilst a similar proportion also came to visit friends and relatives (39.4%). Accommodation and food services employs a large proportion of part time and casual workers. Accommodation and food services was the fourth largest industry by total employment in 2016, employing 8.8% of workers, whereas it employs 6.5% of employment by FTE. Tourism also causes expenditure in a variety of industries and can stimulate the local economy.

Professional Services

Professional, scientific and technical services employed approximately 4.8% of workers in Central Coast with financial and insurance services employing 2.3% of people. Professional, scientific and technical services account for 5.7% of GVA whilst financial and insurance services accounts for 6.3% of GVA showing that it is a high value industry to the region. Over a third, (38%) of Central Coast residents who worked in professional, scientific and technical services commuted outside the LGA for work in 2016. This figure represents 7,500 workers out-commuting and working in this industry (Bill, A & Jonita, M, 2019). Over half (51.5%) of Central Coast residents who worked in finance and insurance commuted outside the LGA for work in 2016. This figure represents approximately 4,700 workers out-commuting to work in this industry in 2016.



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Retail

The retail trade sector is a major employer in Central Coast, employing 12.5% of total workers in 2016 but 10.2% by FTE employment. Its contribution to GVA was 7.9% in 2016-17, the fifth largest of all sectors and 2.2 percentage points higher than the state’s contribution.

Agriculture

Agriculture is a small sector in the Central Coast Economy employing approximately 1.0% of its workforce in 2016 and accounting for 1.1% of Gross Value Added (GVA) in 2017-18. The most prominent commodities produced by value include poultry, nurseries, cut flowers or cultivated turf, tomatoes and avocados. Sheep, grains and dairy cattle is the region’s second largest import due to the food manufacturing businesses that are located in Central Coast.

Private Health Services

There are multiple private hospitals in Central Coast including Gosford Private Hospital, Berkeley Vale Private Hospital.

Public Sector Breakdown

Health Services

Health care and social assistance is the largest employing industry in Central Coast, accounting for almost 20% of all workers. It is the second largest industry following ownership of dwellings in terms of GVA contribution. Public hospitals in the region include the newly redeveloped Gosford Hospital, Long Jetty, Woy Woy and Wyong.

Government Agencies and Services

Public administration and safety employ 5.2% of workers in Central Coast, whilst contributing to 3.9% of GVA.

Education

Central Coast had a poor high school completion rate in 2016 with just 44.0% of people completing year 12 compared to 57.0% in New South Wales. Levels of higher education attainment are lower in Central Coast than the State with more than half not having a qualification. Approximately 23.2% of people have an advanced diploma or higher qualification compared to the State’s 31.8%. Education and training accounts for 5.9% of GVA.

Recent and Proposed Developments and Economic Growth

The following table provides an overview of key projects planned for the region. In 2018, Central Coast saw just 60.7% of its approved development applications completed (2-year delay used to calculate rate).

Table A. 1. Major Projects

Project	Project Phase	Project Costs
Pacific Highway Through Wyong	Roads and Maritime Services have commenced investigations for the Pacific Highway upgrade through the Wyong Town Centre. Design work and further community consultation has not yet commenced.	\$100,000,000
Tuggerah Precinct Activation	Initial precinct planning has been undertaken in collaboration with Central Coast Council, NSW Government agencies and regional stakeholders.	\$220,000,000
Central Coast Resource Recovery Facility	Concept designs and construction cost estimates have been completed.	\$53,000,000
Warnervale Town Centre Water and Sewer	Design stage complete.	\$8,728,847
Link Road, Warnervale	The first stage of the Link Road at the northern end from Sparks Road has been constructed. Roads and Maritime Services have developed a strategic design for the Link Road and upgrade of Pacific Highway. Roads and Maritime Services have proposed to progress Stage 2 of that strategic design at this time.	\$360,000,000

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 6

Economic Development Strategy Technical Appendices



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Project	Project Phase	Project Costs
Mardi to Warnervale Pipeline	The project follows a number of previous planning studies which identified the need for the pipeline and confirmed required sizing prior to Council undertaking full detailed design and environmental assessment.	\$58,000,000
Mardi Water Treatment Plant Upgrade	The requirement for the upgrade has been confirmed during the preparation of a network water quality strategy prepared by Council in 2015. A business case has been developed supported by significant analysis and modelling.	\$24,400,000
Ettalong Beach Ferry Wharf	The project will require a three-year implementation program which includes concept design, stakeholder engagement, detailed design and construction activities.	\$6,755,083
Gosford CBD Revitalization	Preliminary designs are currently available to commence public domain and streetscape improvements on Baker Street between Donnison Street and Georgiana Terrace. The remaining projects will require a five-year implementation program subject to funding and the coordinated staging of other revitalisation.	\$70,700,000
Rawson Road Level Crossing Replacement	This project will require a five-year implementation program which includes concept development, detailed design and construction activities. An extended program is required due to the size and complexity of the project including rail under or overpass, property acquisitions, external approvals and significant environmental constraints.	\$152,000,000
Wiseman Ferry Road Upgrade	The project has developed design drawings for the full restoration of two travel lanes on Wisemans Ferry Road, Gunderman at both embankment failure sites.	\$9,800,000
Woy Woy Peninsula Drainage	Stage 1 and 2 of the projects are completed. Stage 3 to 11 of the project will be detail designed in 2018.19. The remaining stages will require a six-year implementation program due to easement acquisitions and the extent of the drainage improvement works required.	\$10,000,000
Woy Woy Town Centre Wharf	This project will require a two-year implementation program which includes detailed design, stakeholder engagement and construction activities.	\$5,320,000
Central Coast Regional Sporting and Recreation Complex	Stage 2 design and approvals are complete. Construction phase and timeline is dependent on securing funding.	\$29,849,916

Source: Central Coast Council (2018).

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CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT STRATEGY – TECHNICAL APPENDICES

SOCIO-ECONOMIC INDICATORS

This chapter provides an overview of the key socio-economic data points for Central Coast local government area.

Current and Projected Population

Central Coast's population reached just over 342,000 people in 2018. The local population has grown at a slower rate than Greater Sydney in the past year, growing by 0.8% in 2018 compared to 1.8% in Greater Sydney. The Central Coast population has an older age distribution than the state. Approximately 18.8% of the population were aged between 0 and 14 years, and 12.0% were aged between 15 and 24 years. However, ages 25-64 years account for almost half the population, and 20.3% of the population were aged 65 and over. Approximately 48.9% of Central Coast residents were male and 51.1% were female (ABS, 2018b). Populations with an older average age are associated with increased demand for aged care and health care services.

Population growth in Central Coast is anticipated to grow over the coming years. Population growth estimates suggest the local population is likely to increase to 414,615 by 2036. This represents growth of 20% from current levels, an average annual growth of 1.1%.

Migration

Almost 85% of people living in Central Coast also lived in the LGA 5 years ago (ABS, 2017). The next highest proportion of residents previously lived overseas before moving to Central Coast at 2.0% of residents. People moving from LGAs in Greater Sydney followed with Hornsby at 0.9% and Blacktown at 0.8%.

Indigenous Community

In 2016 there were 12,489 indigenous people living in Central Coast or 3.8% of the total population. Approximately 86.2% of indigenous people were employed in Central Coast, a higher proportion than the state which has 84.7% of its indigenous population employed. Indigenous residents in Central Coast also had a higher high school completion rate than New South Wales indigenous population at 30.6% compared to 28.4%, however this is still lower than the Central Coast average of 40.3%.

Gross Regional Product

Local Gross Regional Product was recorded at \$13.5 billion in 2018, following growth of 2.8% from 2017. The local economy expanded at a faster pace than New South Wales, which expanded by 1.9%. The local economy has expanded by 3.7% annually since 2015, driven by expansion in the construction and health care and social assistance sectors.

Gross Value Added

In 2017-18 the strongest industries in Central Coast by GVA were health care and social assistance (14.5% of GVA), manufacturing (8.9%) and retail trade (7.9%). The structure of the economy is vastly different to Greater Sydney which most prominent industry is financial and insurance services, followed by professional, scientific and technical services.



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Figure A. 1. Industry Proportion of GVA, 2017-18



Source: Economy ID (2018).

Productivity Changes

Since 2012-13 mining has had the most improvement in productivity followed by financial and insurance services, rental, hiring and real estate services and wholesale trade. Industries that have seen a decline in productivity over this period were electricity, gas, water and waste services, transport, postal and warehousing and agriculture, forestry and fishing.

Labour Force

In the March quarter of 2019, Central Coast approximately 174,231 local resident workers. In the year ending June 2018 there were 126,459 jobs located in the Central Coast Council area, an increase of 3.7% from the previous year, however this growth is lower than the States growth of 4.2% over the same period. Unemployment in the March quarter of 2019 was 5.3% which is higher than the state unemployment rate of 4.3%. In 2016, 43.4% of the workforce worked part-time (34 hours or less), and 54.7% worked full-time (35 hours or more), compared with 34.9% and 63.1% respectively for New South Wales.

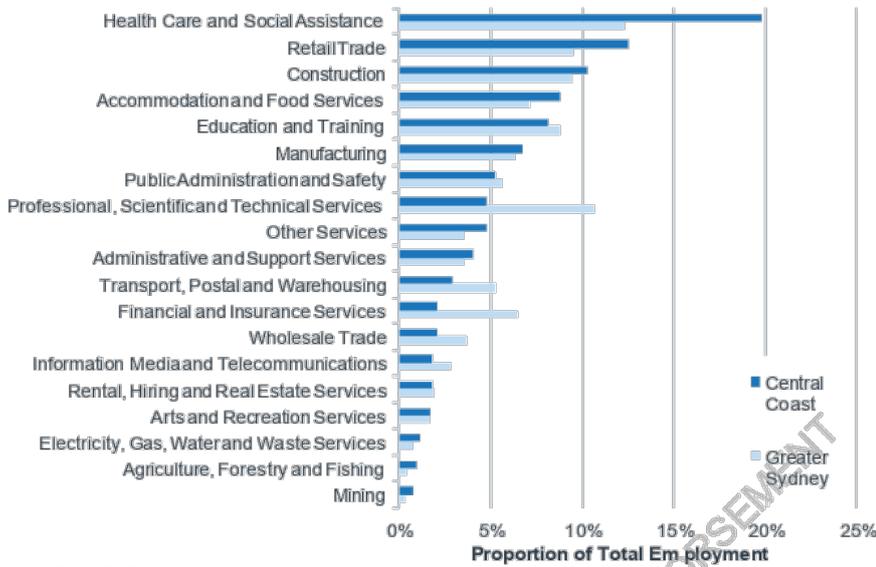
Employment by Industry (Total Employment)

Health care and social assistance was the largest employing industry (by total employment) in Central Coast in 2017-18 with 19.8% of employment. Retail trade and construction followed, with all three industries having a higher proportion of employment than Greater Sydney.



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Figure A. 2. Employment by Industry 2017-18

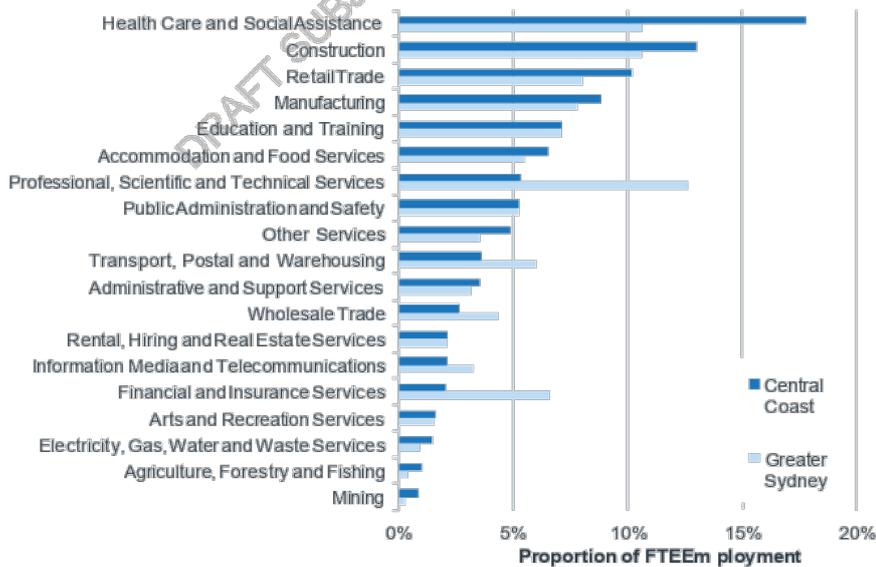


Source: Profile ID (2019).

Employment by Industry (FTE)

Health care and social assistance was the largest employing industry by full time equivalent (FTE) workers in Central Coast in 2017/18. Health care and social assistance accounts for a significantly higher proportion of the FTE workers in Central Coast than Greater Sydney at 10.6%. Following this was construction at 13.1% and retail trade at 10.2%. The largest difference between Greater Sydney and Central Coast was in professional, scientific and technical services which is the largest employer by FTE in Greater Sydney but is the seventh largest in Central Coast.

Figure A. 3. Employment by Industry (FTE) 2017-18



Source: Profile ID (2019).

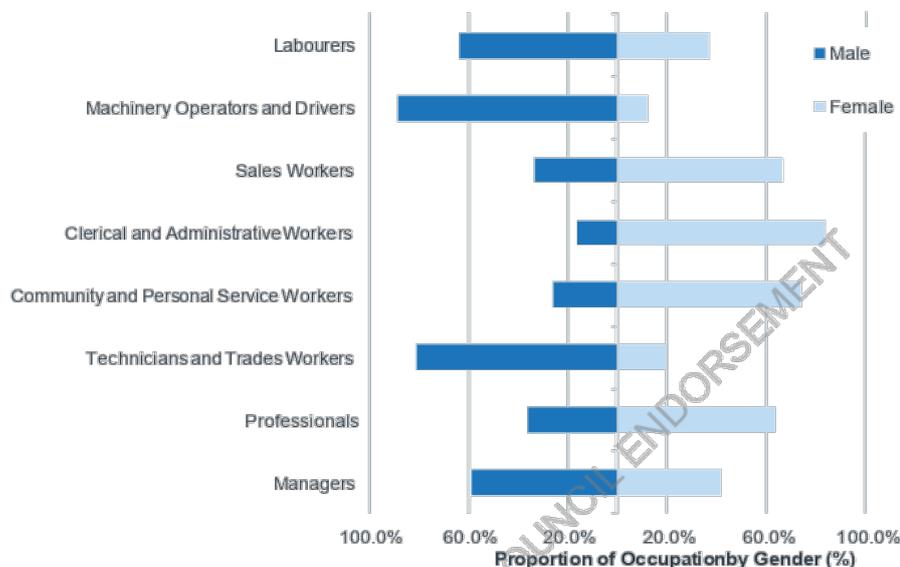


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Occupation by Gender (Place of Work)

In 2016, the Central Coast workforce was comprised of 45.9% males and 54.1% females. Male dominated occupations included managers but were primarily trades-related occupations such as technicians and trade workers, machinery operators and drivers as well as labourers. Females dominated occupations included professionals, clerical and administrative workers and community and personal service workers (ABS, 2018b).

Figure A.1. Occupation by Gender, 2016



Source: ABS (2017).

Industry Composition

The industry composition data provided for analysis groups industries into household services, business services and goods related, with separate industries for public administration and safety, agriculture, forestry and fishing and mining.

Household services include accommodation and food services, education and training, health care and social assistance, arts and recreation services and other.

Business services include information media and telecommunications, financial and insurance services, rental, hiring and real estate services, professional, scientific and technical services and administrative and support services.

Goods related include manufacturing, electricity, gas, water and waste services, construction, wholesale trade, retail trade and transport postal and warehousing.

The highest employing sector in the Central Coast Local Government Area (LGA) in 2018 was household services accounting for 43.2% of employment. This area has significantly increased its importance to the region, increasing by 5.8 percentage points over the last 10 years. Goods related is the second largest sector at 35.3% followed by business services at 14.5%. Public administration and safety composed of 5.3% of employment in the region. Smaller sectors of agriculture, forestry and fishing has 1.0% of employment whilst mining has 0.7%.

Building Approvals & Completions

The value of building approvals in the Central Coast LGA in the 2018-19 June financial year to date was \$788. In the year ending June 2019 the residential building approval value was \$563 million with the non-residential building approval value being \$225 million totalling \$948 million.



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In the year ending June 2018, the completion rate was 60.7% (assuming a 2-year delay from approval to completion) DPE (2018b).

Household Income

The average household income in the Central Coast was \$1,594 in 2016. This is \$295 less than the New South Wales average household income.

Housing

In 2018 the median house value in the Central Coast LGA was \$690,084, significantly lower than Greater Sydney at \$1,053,944 and lower than the New South Wales median at \$740,444. The median price of units was \$491,484, lower than Greater Sydney at \$752,913 and New South Wales at \$676,368. Despite being lower than Greater Sydney the median house multiple in Central Coast was 6.8 whilst for units the median multiple was 5.1. The median multiple is used to indicate the affordability of housing in a community. It is the ratio between median house price and the median household income. The international housing affordability survey determines that a median multiple of 5.1 and over is severely unaffordable (Demographia 2019).

The median weekly rental payment for a house in 2018 in the Central Coast LGA was \$425 per week, lower than Greater Sydney's \$530 per week and just lower than New South Wales at \$465 per week. Median unit rental payments were \$390 per week in Central Coast in 2018 compared to \$525 per week in Greater Sydney and \$490 per week in New South Wales.

In Central Coast 9.3% of households were in mortgage stress (are low income households/ bottom 40% of income distribution who spend more than 30% of income on mortgage or rental payments) slightly higher than the New South Wales average of 9.6%, whilst 34.8% of households were in rental stress compared to New South Wales at 27.9%. (PHIDU, 2018).

Household Type

In 2016, 67.7% of households in Central Coast were family households. The next highest proportion was lone person households comprising of 25.1% of households. Group households accounted for 2.9%.

Retail Trade

In December 2018 retail trade turnover in New South Wales was \$8.7 billion which is an increase of 2.1% from the previous year.

Consumer Price Index

In the year to December 2018, the CPI for Sydney increased 1.7%. During the same period, the CPI for the eight capital cities in Australia increased 1.8% p.a.

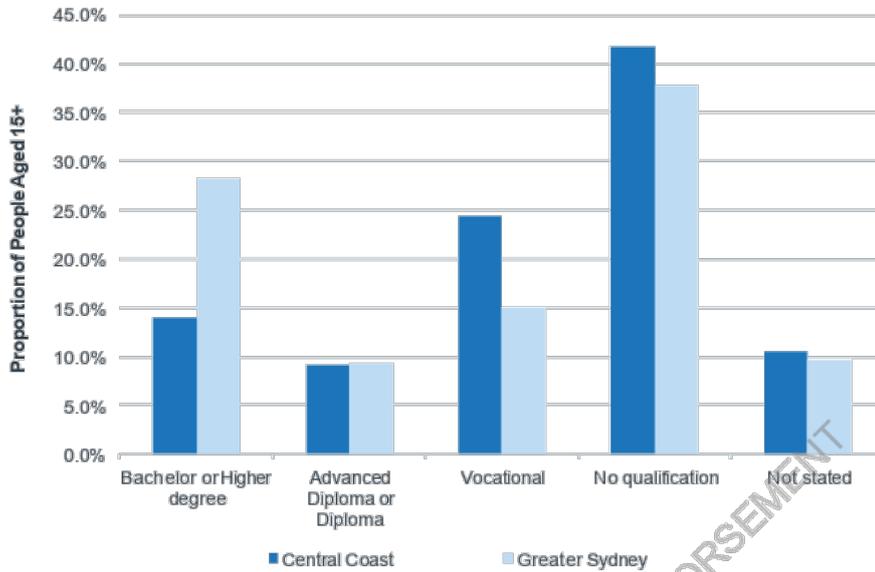
Level of Education

In the Central Coast, 40.3% of people completed high school compared to 60.0% in Greater Sydney. Bachelor's degree or higher was significantly below the Greater Sydney average whilst a higher proportion of people had no qualification, highlighting the lower education levels in Central Coast. Approximately 3.1% of people in Central Coast were attending university whilst 6.1% attending university in Greater Sydney.



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Figure A. 4. Non-School Qualifications



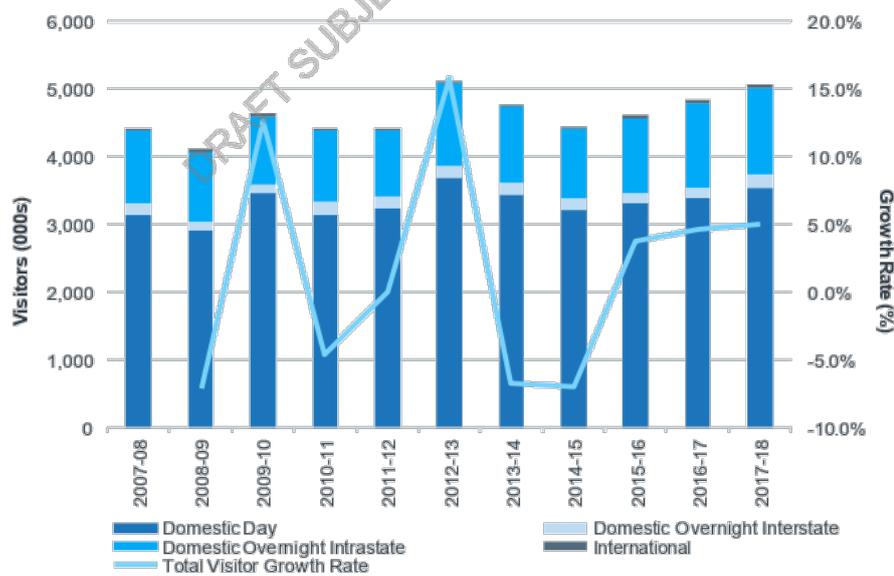
Source: Profile ID (2019).

Tourism

Visitation

In 2017-18 there were just over 5 million visitors to the Central Coast. The majority of visitors were domestic day trippers accounting for almost 70% of visitation. Domestic overnight visitors from within New South Wales accounted for approximately a quarter of visitors. Domestic overnight interstate visitors accounted for just 3.8% of visitation whilst international visitors comprised 1.3% of visitors (TRA, 2018).

Figure A.2. Visitation by Type, Central Coast.



Source: TRA 2018a, TRA 2018b.



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Nights

The number of visitor nights stayed in Central Coast in 2017-18 was 4.7 million. Total nights has seen an average annual increase of 1.3% since 2007-08. The largest volume of nights came from domestic overnight intrastate visitors (72.8%) followed by international visitors (14.9%), and domestic overnight interstate (12.3%) (TRA, 2018).

Average Length of Stay

International visitors had the longest length of stay, staying an average of 10.9 nights. Interstate domestic overnight visitors spent an average of 3.0 nights in Central Coast, followed by domestic overnight intrastate visitors at 2.7 nights (TRA, 2018).

Visitor Activity

Of the visitors to Central Coast, the activity that was most frequently undertaken by visitors was social activities (79.3% of visitors completed this activity) followed by outdoor/ nature activities (37.8%). The most popular social activity was eating out at a restaurant or café, followed by shopping and sightseeing. The most frequently undertaken outdoor/ nature activities were going to the beach, visiting a national or state park as well as bushwalking and visiting gardens. Approximately 16.5% of people that came to Central Coast and did an outdoor activity/ sport (TRA, 2018).

Purpose of Trip

The highest proportion of visitors to Central Coast visit for the purpose of a holiday (43.7%), followed by visiting friends and relatives (39.4%). Less than 10.0% of visitors go to Central Coast for business whilst 8.1% go for another reason (TRA, 2018).

Workforce

Tourism workers accounted for approximately 13.0% of workers in Central Coast in 2016. Of these workers 61.6% female and 38.4% male. Approximately 34.9% of workers worked full time hours whilst 59.9% of workers were working part time showing the significant issue in Central Coast of part time workers.

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APPENDIX B: COMPETITIVE ASSESSMENT

LOCATION QUOTIENTS

To demonstrate the specialisation of the economy, location quotients based on employment have been calculated. The location quotients demonstrate the degree to which a local or regional economy is specialised by examining the proportion of employment (by industry sub-sector) compared to a larger economy (Australian economy). Location quotients can be used to indicate strengths and weaknesses of a local or regional economy (i.e. identify its natural competitive advantage).

For this project, the analysis has compared the Central Coast LGA economy with that of the comparison regions of Geelong, Newcastle and Sunshine Coast. A location quotient of “1” means that Central Coast has an equal share of employment (compared to the Australia) for a specific industry sector, thus no potential advantage either way. A location quotient above “1” indicates a specialisation of labour and therefore an area of potential competitive advantage. If the location quotient is below “1”, the area has a weakness in this particular industry sector.

An assessment of location quotients at the 1-Digit ANZSIC level suggests Central Coast has labour specialisations in the industries of:

- Health care and social assistance (LQ = 1.4)
- Accommodation and food services (LQ = 1.3)
- Retail trade (LQ = 1.3)
- Construction (LQ = 1.2)
- Other Services (LQ = 1.2)
- Rental, hiring and real estate services (LQ = 1.1)
- Manufacturing (LQ = 1.03)

Central Coast has the highest LQ in accommodation and food services and the second highest in retail trade. Central Coast also has a higher specialisation in manufacturing than Sunshine Coast (LQ = 0.8) and Newcastle (LQ = 0.9), however Geelong is higher with an LQ of 1.2. Newcastle has a higher specialisation than Central Coast in health care and social assistance at 1.5, however Sunshine Coast and Geelong both have an LQ of 1.3.

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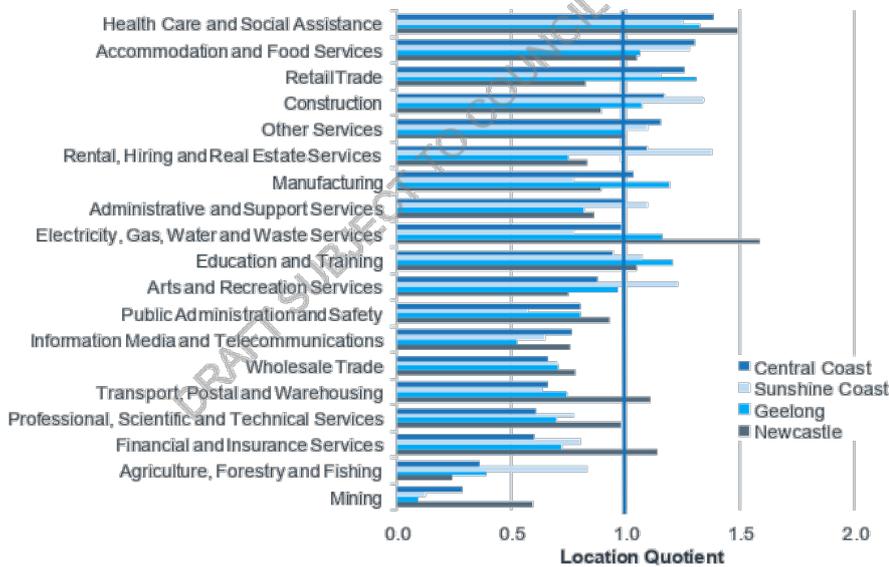
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Figure B.1. Location Quotients, 1 Digit ANZSIC, Central Coast



ABS (2017a).

Figure B.2. Location Quotients, 1 Digit ANZSIC, Central Coast v Comparison Regions



ABS (2017a).

As manufacturing has many 2-digit industries that can be vastly different, an analysis of these industries is undertaken. An assessment of location quotients at the 2-Digit ANZSIC level suggests Central Coast has labour specialisations in the manufacturing industries of:

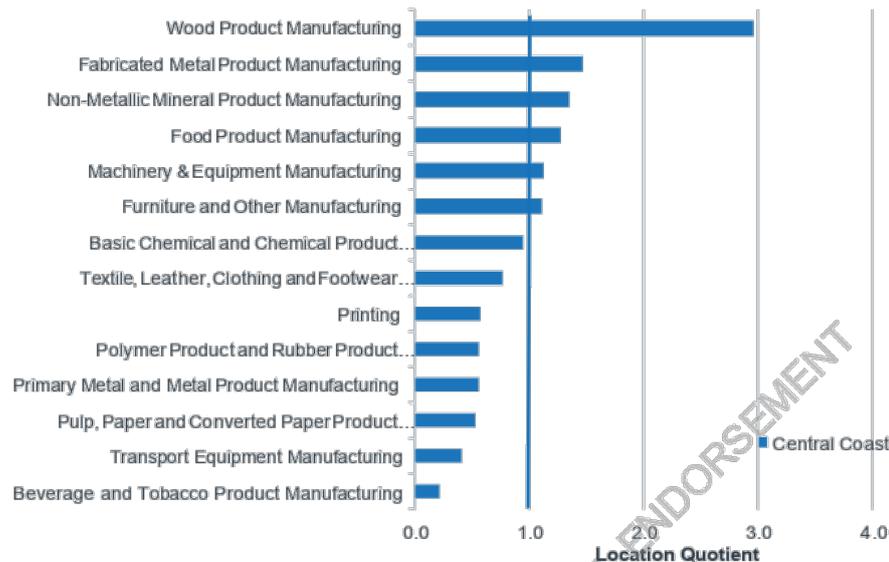
- Wood product manufacturing (LQ = 3.0)
- Fabricated metal product manufacturing (LQ = 1.5)
- Non-metallic mineral product manufacturing (LQ = 1.4).
- Food product manufacturing (LQ = 1.3)



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- Machinery and equipment manufacturing (LQ = 1.1)
- Furniture and other manufacturing (LQ = 1.1)

Figure B.3. Location Quotients, 2 Digit Manufacturing ANZSIC, Central Coast



ABS (2017a).

Table B.1. Location Quotients, 1 Digit ANZSIC (Ranked for Central Coast prevalence)

Sector	Central Coast	Sunshine Coast	Geelong	Newcastle
Health Care and Social Assistance	1.4	1.3	1.3	1.5
Accommodation and Food Services	1.3	1.3	1.1	1.0
Retail Trade	1.3	1.2	1.3	0.8
Construction	1.2	1.3	1.1	0.9
Other Services	1.2	1.1	1.0	1.0
Rental, Hiring and Real Estate Services	1.1	1.4	0.8	0.8
Manufacturing	1.0	0.8	1.2	0.9
Administrative and Support Services	1.0	1.1	0.8	0.9
Electricity, Gas, Water and Waste Services	1.0	0.8	1.2	1.6
Education and Training	0.9	1.1	1.2	1.1
Arts and Recreation Services	0.9	1.2	1.0	0.7
Public Administration and Safety	0.8	0.6	0.8	0.9
Information Media and Telecommunications	0.8	0.6	0.5	0.8
Wholesale Trade	0.7	0.7	0.7	0.8
Transport, Postal and Warehousing	0.7	0.6	0.7	1.1
Professional, Scientific and Technical Services	0.6	0.8	0.7	1.0
Financial and Insurance Services	0.6	0.8	0.7	1.1
Agriculture, Forestry and Fishing	0.4	0.8	0.4	0.2
Mining	0.3	0.1	0.1	0.6

ABS (2017a).



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CLUSTER MAPPING

Cluster mapping builds on the location quotient analysis by portraying the regional location quotients against NSW industry estimated employment growth over time (from 2015-16 to 2025-2026). By incorporating industry growth, cluster mapping allows for the identification of growth opportunities in specific industry sectors, where a natural competitive advantage already exists against a backdrop of an expanding/ growing sector State-wide.

Industry clusters located above the “1” on the vertical axis indicate an existing industry concentration (strength or competitive advantage, as discussed previously) within the region being examined. The NSW industry average annual employment growth estimate for 2015-16 to 2025-26 (AEC, unpublished b) is plotted along the horizontal axis, with 0% average annual growth over the period creating a midline. The further to the right of this central horizontal axis, the faster the industry is expected to expand. Similarly, the farther to the left of the zero percent midline, the faster it is expected to shed jobs during this period. The size of the cluster (circle) in the map demonstrates the size of the local workforce in that industry sector locally.

Industries which are located in the Well-Represented/High Growth section of the cluster map are industries which benefit from local labour specialisation (i.e., an LQ above 1.0) and are anticipated to experience strong (above average) average annual employment growth in New South Wales. These sectors should be pursued for economic development activities, as they are likely to experience significant growth in coming years. The industries located in this section for Central Coast are:

- Health Care and Social Assistance (LQ = 1.4, Growth Expectation = 1.8%)
- Retail Trade (LQ = 1.3, Growth Expectation = 1.6%)
- Accommodation and Food Services (LQ = 1.3, Growth Expectation = 1.5%)
- Construction (LQ = 1.2, Growth Expectation = 1.4%)
- Rental, Hiring and Real Estate Services (LQ = 1.1, Growth Expectation = 1.5%)

Industries which are located in the Under-Represented/High Growth section of the cluster map are industries which don't benefit from local labour specialisation (i.e., an LQ below 1.0) but are anticipated to experience strong (above average) average annual employment growth in New South Wales between 2016 and 2026. These sectors should be investigated further, where appropriate, to determine their potential to be targeted for economic development activities as they are may perform well in the coming years if local supply chains and support are available. Industries located in this section for Central Coast are:

- Education and Training (LQ = 0.9, Growth Expectation = 1.6%)
- Administrative and Support Services (LQ = 1.0, Growth Expectation = 1.5%)
- Electricity, Gas, Water and Waste Services (LQ = 1.0, Growth Expectation = 1.4%)
- Public Administration and Safety (LQ = 0.8, Growth Expectation = 1.5%)
- Arts and Recreation Services (LQ = 0.9, Growth Expectation = 1.4%)
- Professional, Scientific and Technical Services (LQ = 0.6, Growth Expectation = 1.6%)
- Transport, Postal and Warehousing (LQ = 0.7, Growth Expectation = 1.4%)
- Financial and Insurance Services (LQ = 0.6, Growth Expectation = 1.5%)

Industries which are located in the Well-Represented/Moderate Growth section of the cluster map are industries which benefit from local labour specialisation (i.e., an LQ above 1.0) and are anticipated to experience positive, but below average, average annual employment growth in New South Wales. These sectors could be considered for economic development activities, particularly if they are interconnected with strong-growth sectors of the economy. Industries located in this section for Central Coast are:

- Other Services (LQ = 1.2, Growth Expectation = 1.3%)
- Manufacturing (LQ = 1.0, Growth Expectation = 0.4%)



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Industries which are located in the Under-Represented/Moderate Growth section of the cluster map are industries which do not currently benefit from local labour specialisation (i.e., an LQ below 1.0) but are anticipated to experience positive, but below-average, average annual employment growth in New South Wales between 2016 and 2026. These sectors could be investigated further, where appropriate, to determine their potential to be targeted for economic development activities. Industries located in this section for Central Coast are:

- Information Media and Telecommunications (LQ = 0.8, Growth Expectation = 1.1%)
- Wholesale Trade (LQ = 0.7, Growth Expectation = 0.9%)
- Mining (LQ = 0.3, Growth Expectation = 1.1%)
- Agriculture, Forestry and Fishing (LQ = 0.4, Growth Expectation = 0.7%).

Manufacturing has been split into 2 and 3 digit industries to determine potential opportunities in Central Coast. The Australian growth rates for these industries has been assumed to be representative of the growths in Central Coast with location quotients still being respective to Australia (IBISworld 2018).

Key industries that should be explored include:

- Food Product Manufacturing (LQ = 1.3, Growth Expectation = 0.2%)
- Beverage Manufacturing (LQ=0.2, Growth Expectation = 3.4%).
- Non-Metallic Mineral Product Manufacturing (LQ = 1.4, Growth Expectation = 1.3%).

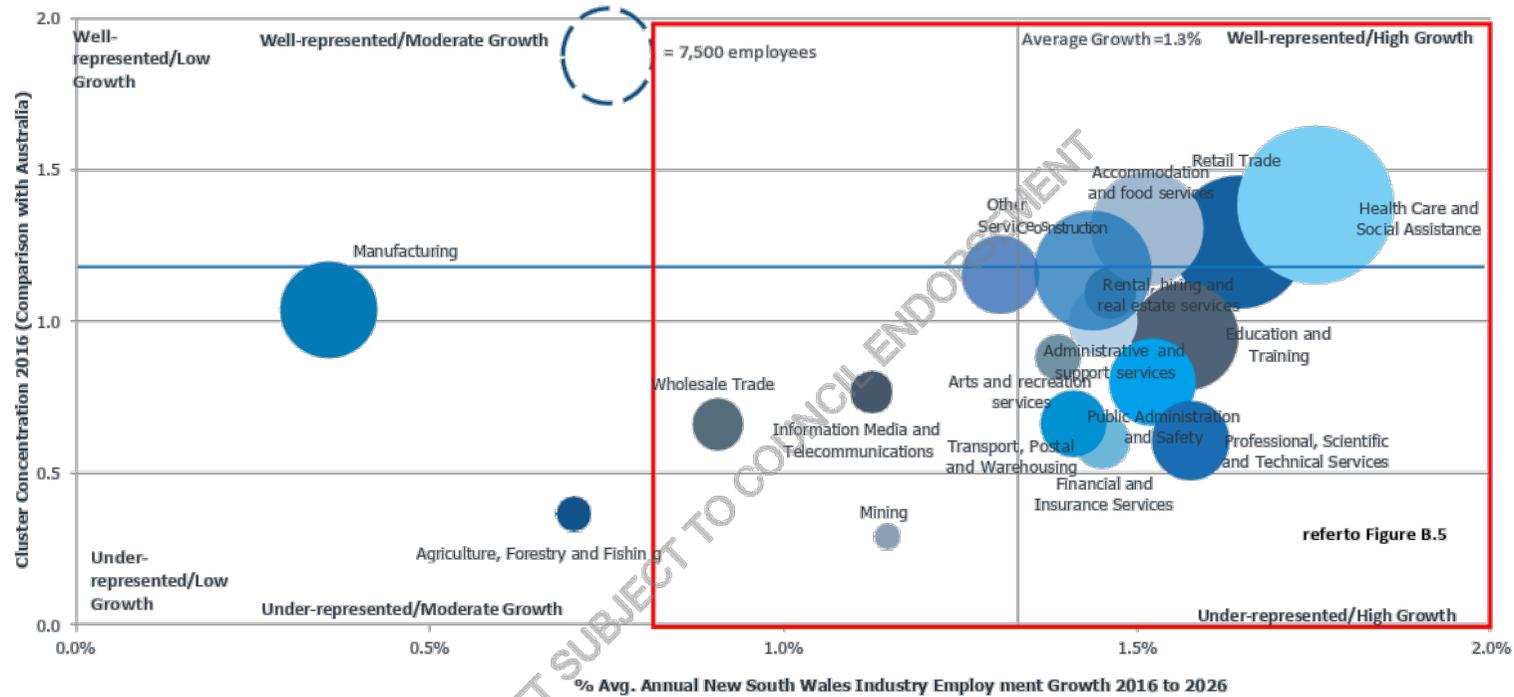
These three manufacturing industries all have positive growth expectations, whilst food product manufacturing and non-metallic mineral product manufacturing are also well represented industries. Beverage manufacturing is a potential opportunity for Central Coast with a significant growth expectation but does not have labour specialisation. It should be investigated further, where appropriate, to determine their potential to be targeted for economic development activities.

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Figure B.4. Cluster Map, 1 Digit ANZSIC, Central Coast

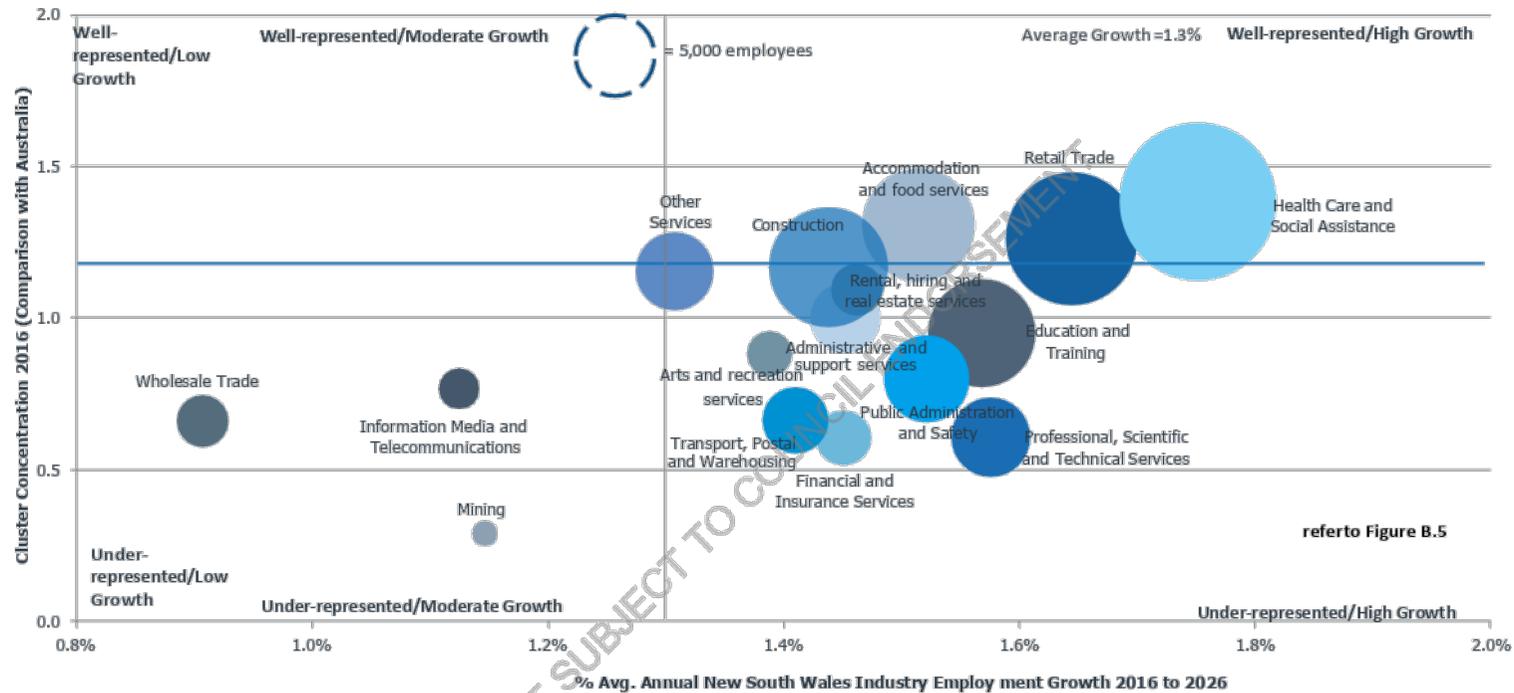


ABS (2017a), AEC (unpublished a).



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Figure B.5. Cluster Map, 1 Digit ANZSIC, Central Coast (Amended Scale)



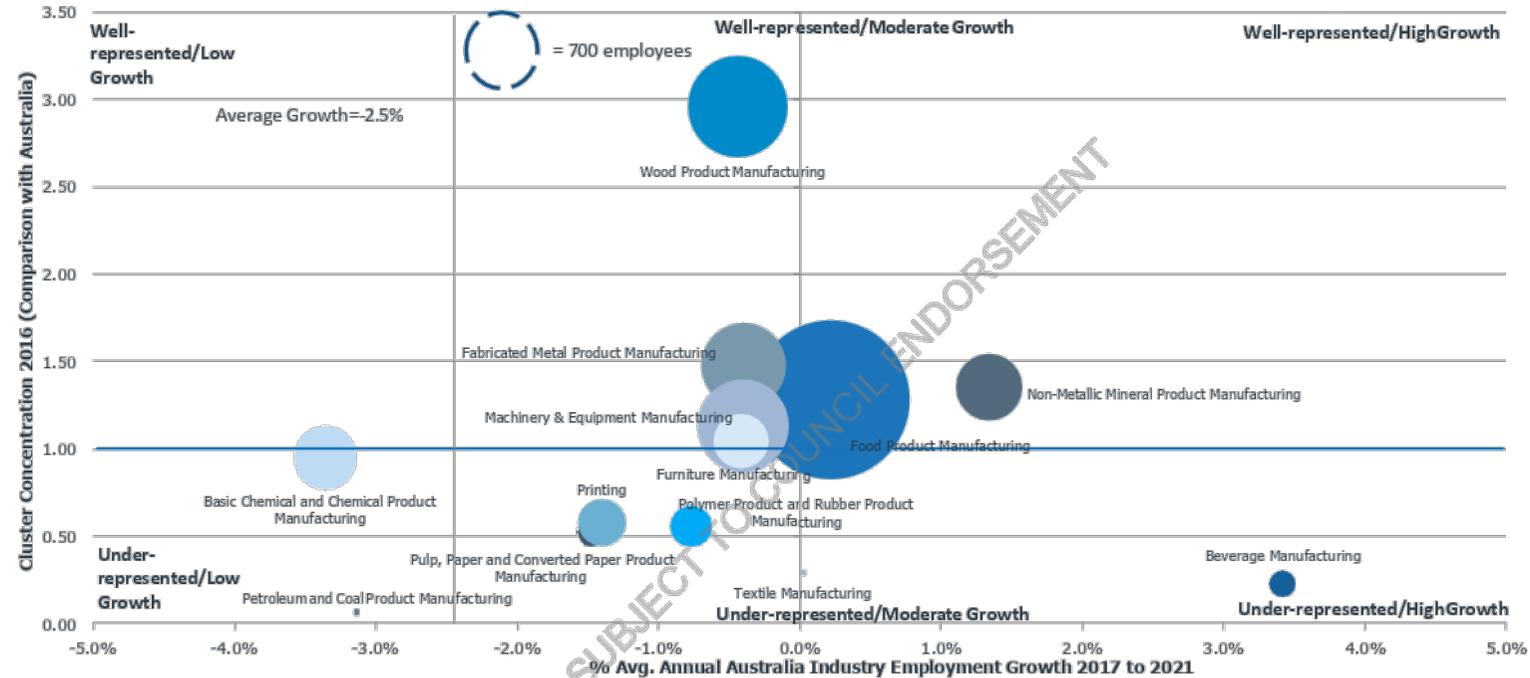
Note: The horizontal axis has been amended to include only a snapshot from 0 to 2.0 and 0.8% to 2%, respectively, to better identify the industries in this section. ABS (2017a), AEC (unpublished a)

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Figure. B.6. Cluster Map, Manufacturing Industries, Central Coast



ABS (2017a), AEC (unpublished a). IBIS world (2018)

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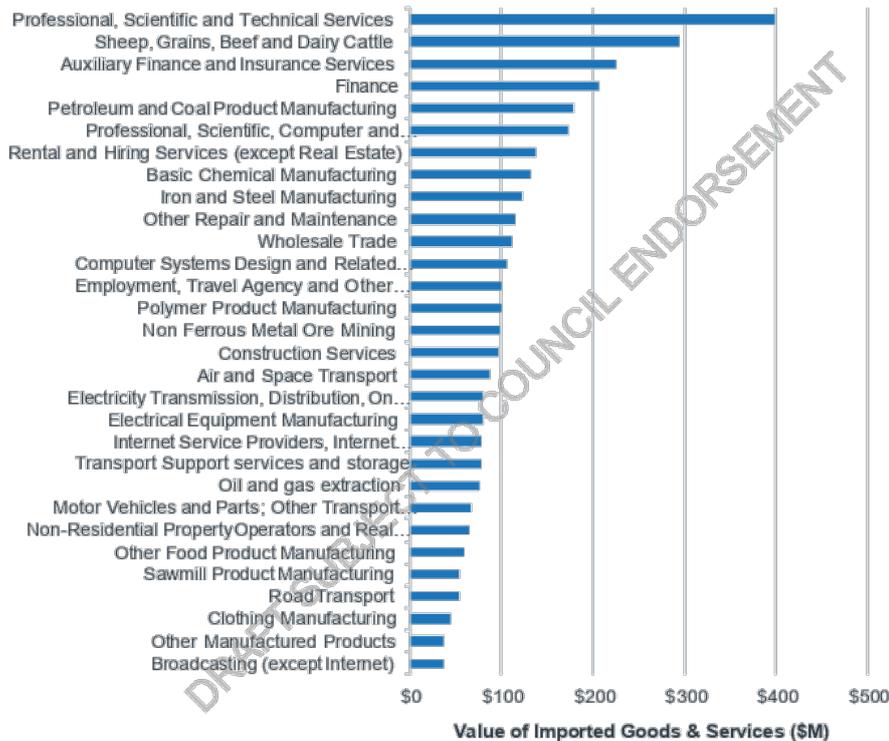
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IMPORT/ EXPORT ANALYSIS

Prominent imports into a region can represent opportunities, where skills and labour can be easily sourced. This could improve local industry supply chains and provide additional job opportunities for locals.

In 2014-15, an estimated \$4,235.9 million worth of imports came into Central Coast LGA. The key import Central Coast was professional, scientific and technical services importing nearly \$400 million. Sheep, grains, beef and dairy cattle was the second largest import, followed by auxiliary finance and insurance services and finance. Sheep, grains, beef and dairy cattle imports comprised over half (55%) of all imports into the food and beverage manufacturing sector. This is a key import into the meat and meat product manufacturing sub-sector.

Figure B.7. Imported Goods and Services, 2014-15



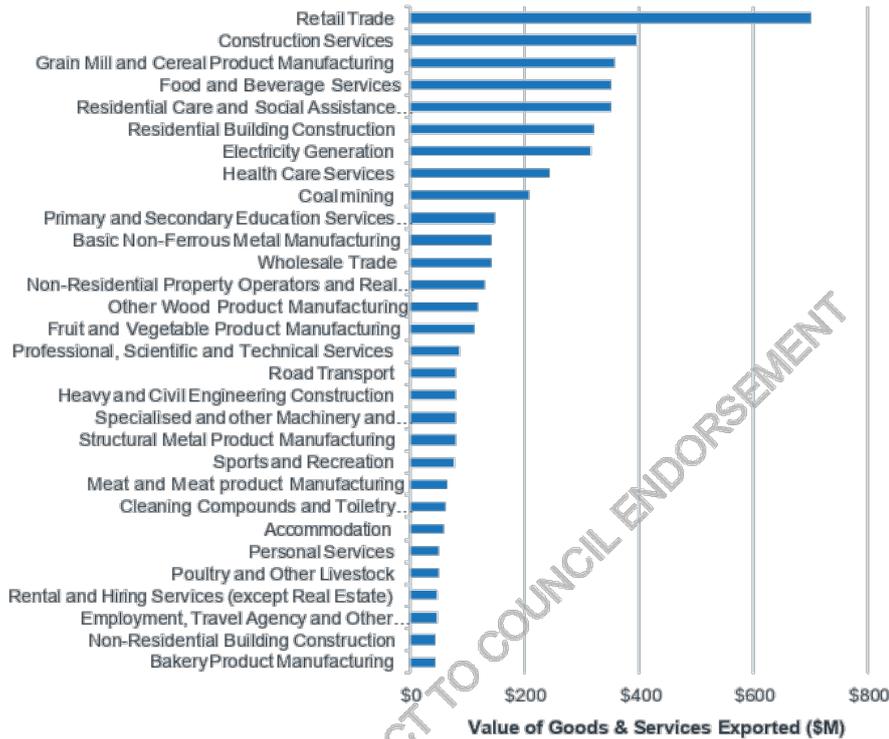
ABS (2017a), ABS (2017b).



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT STRATEGY – TECHNICAL APPENDICES

In 2014-15, an estimated \$5,979.2 million worth of exports left from Central Coast. Key exports from Central Coast are retail trade, construction services and grain mill and cereal product manufacturing, aligning with key employment sectors in the region.

Figure B.8. Exported Goods and Services, 2014-15



ABS (2017a), ABS (2017b).

DRAFT SUBJECT TO COUNCIL ENDORSEMENT



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT STRATEGY – TECHNICAL APPENDICES

APPENDIX C: COMPARATIVE ASSESSMENT

For the comparative assessment, key indicators for Central Coast were compared to the regions of Greater Geelong, Newcastle and Sunshine Coast.

POPULATION

Central Coast experienced low population growth from 2007 to 2017, with an average growth rate of 1.0%. This is the second lowest of the comparison regions, with Newcastle having the lowest population growth of 0.9%. Average population growth has been slowing in the recent 10 years. The projected growth from 2017 to 2031 in the Central Coast is projected to be the lowest of all the comparison regions, maintaining its current 10-year average annual growth of 1.0%. A slow population growth will have significant effects on the largest three employing industries in Central Coast being health care and social assistance, retail trade and construction.

Table C.1. Population Growth

Region	5 Year Average Annual Growth	10 Year Average Annual Growth	Average Annual Growth (2017-2031)
Central Coast	0.8%	1.0%	1.0%
Geelong	2.3%	1.9%	1.6%
Newcastle	0.7%	0.9%	1.1%
Sunshine Coast	2.5%	2.5%	2.1%

Source: ABS (2018a).

GROSS REGIONAL PRODUCT

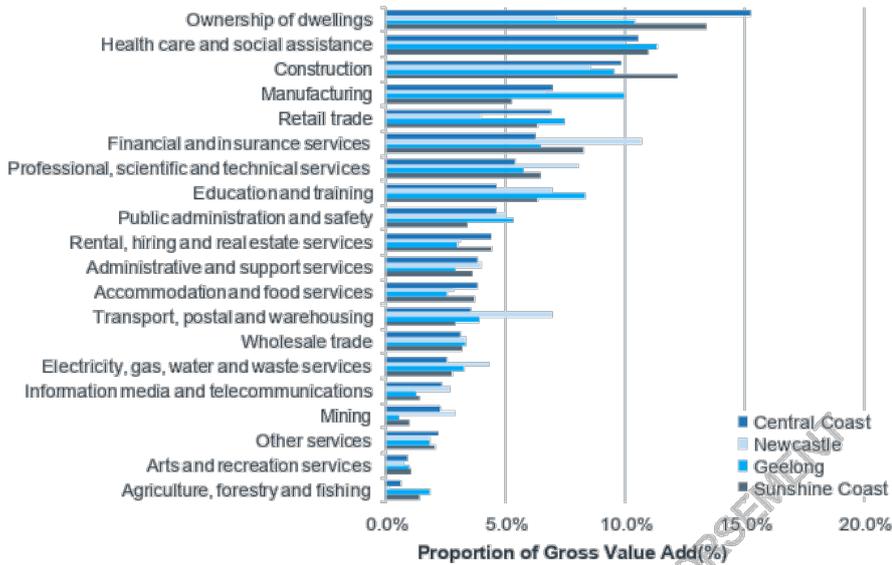
Central Coast recorded positive economic growth between 2006-07 and 2016-17. The strongest growth was between 2014-15 and 2015-16, growing by 4.7%. Gross Regional Product growth between 2015-16 and 2016-17 was 2.6%, the second highest of the comparison regions, with only Geelong higher at 3.8%. Central Coast had an average annual growth rate over the last 10 years of 2.1%. This is the second lowest of the comparison regions, with Newcastle being the only region with a lower average annual growth at 1.4%. Geelong grew its economy by 2.3% per annum whilst Sunshine Coast grew by 3.3% annually.

Ownership of dwellings was the largest contributor to gross value add (GVA) in 2016-17 in the Central Coast, accounting for 15.2% of GVA. Health care and social assistance (10.5%) was the second largest contributor to GVA, followed by construction (9.8%), manufacturing (7.0%) and retail trade (6.9%).



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT STRATEGY – TECHNICAL APPENDICES

Figure C.1. Proportion of Gross Value Add (ranked by Central Coast)



Source: AEC (unpublished).

EMPLOYMENT BY INDUSTRY

In 2016, health care and social assistance was the largest employing industry in the Central Coast (by place of work), accounting for 18.3% of jobs. Retail trade followed (13.0%) as well as construction (10.5%) and accommodation and food services (9.5%). As these are population reliant industries, slowing population growth will have a significant impact on employment and the economy. Newcastle had the highest proportion of employment in health care and social assistance at 19.8%, whilst Geelong and Sunshine Coast had 17.6% and 16.6%, respectively. Central Coast had the second highest proportion of workers in the construction sector of the comparison regions but had the highest proportion in accommodation and food services.

Figure C.2. Employment by Industry, 2016, PoW



Source: ABS (2017).



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT STRATEGY – TECHNICAL APPENDICES

EDUCATION

In 2016, more than half the population aged over 15 years in Central Coast did not have a post school qualification, higher than the comparison regions. The most prominent qualification type was certificate level at 24.3%, aligning with the industry structure of employment with manufacturing and construction being major employers. Central Coast had a lower proportion of people with a postgraduate degree, bachelor degree and graduate level diplomas/certificates than the comparison regions. This highlights a lack of higher education which is an area that can be improved through schools partnering with the University of Newcastle or a campus in Gosford.

Table C.2. Non School Education, 2016

Qualification	Central Coast	Newcastle	Greater Geelong	Sunshine Coast
Postgraduate Degree Level	2.4%	4.9%	3.2%	2.6%
Graduate Diploma and Graduate Certificate Level	1.3%	1.9%	2.3%	1.9%
Bachelor Degree Level	10.2%	16.0%	13.1%	12.0%
Advanced Diploma and Diploma Level	9.2%	8.5%	9.5%	9.9%
Certificate Level	24.3%	20.0%	20.8%	23.3%
No Qualification	52.5%	48.6%	51.2%	50.2%
Total	100.0%	100.0%	100.0%	100.0%

Source: ABS (2017).

A larger proportion of the Central Coast population aged over 15 years had not completed school than those that had, with only 44.0% completing high school. This is much lower than the comparison regions, with all comparison regions achieving a completion rate above 50%.

Table C.3. Highest School Year, 2016

	Central Coast	Newcastle	Greater Geelong	Sunshine Coast
Completed Year 12	44.0%	54.5%	50.8%	52.6%
Did not Complete year 12	56.0%	45.5%	49.2%	47.4%
Total	100.0%	100.0%	100.0%	100.0%

Source: ABS (2017).

YOUTH UNEMPLOYMENT

In 2016 youth unemployment (those aged between 15 and 24 years) in Central Coast was 14.6%, the second lowest of the comparison regions. Newcastle had the highest rate at 15.6% followed by Sunshine Coast at 15.3%. Geelong had the lowest rate at 13.5%.

Table C.5. Youth Unemployment, 2016.

Indicator	Central Coast	Newcastle	Greater Geelong	Sunshine Coast
Youth Unemployment	14.6%	15.9%	13.5%	15.3%

Source: ABS (2017).

JOURNEY TO WORK

Based on 2016 Census data, 100,153 residents living in Central Coast also work there, primarily in the sectors of retail trade, health care and social assistance, retail trade and construction. The self-sufficiency rate for the region is around 91.1%, meaning 91.1% of local jobs are being filled by local residents. This suggests that local residents are appropriately skilled and qualified for the current jobs structure in the region. The self-containment rate for the region is around 71.7%, meaning 71.7% of employed residents work locally. This is the highest of all the comparison regions.

The other 39,532 employed Central Coast residents travel outside Central Coast to work. These are primarily in the sectors of construction, health care and social assistance and public administration and safety. There is an



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT STRATEGY – TECHNICAL APPENDICES

opportunity for local industry growth in these sectors given the region has the skills locally but not necessarily the jobs.

Table C.6. Employment Self-Sufficiency and Self Containment

Region	Self-Sufficiency	Self Containment
Central Coast	91.1%	71.7%
Newcastle	49.3%	68.3%
Greater Geelong	83.0%	79.7%
Sunshine Coast	90.7%	81.9%

Source: ABS (2017)

DRAFT SUBJECT TO COUNCIL ENDORSEMENT

DRAFT SUBJECT TO COUNCIL ENDORSEMENT



Public Exhibition: Economic Development and Recovery Plans

CONSULTATION REPORT

Central Coast Council

September 2020



Introduction

Public Exhibition: Economic Development and Recovery Plans

Central Coast Council has developed the first coastwide Economic Development Strategy for the Central Coast Local Government area.

Planning for the future of the Central Coast has never been more important.

The Central Coast Community is currently experiencing an unprecedented health event that has impacted our community, our local businesses and our local economy.

Council have prepared two strategic documents to support our local community through this crisis and into the future: The Draft Economic Development Strategy and the Draft Economic Recovery and Resilience Framework.

The Draft Economic Development Strategy is a 20-year plan which includes broad objectives and actions that aim to strengthen the local economy through targeted investment, improved partnerships between the community, business, education sector, and State and Federal Governments, and promotion of the local area as a desirable place to do business. This strategy will also enable the region to focus its initiatives on those which provide the greatest tangible benefits to the local economy and Central Coast residents.

The Draft Economic Recovery and Resilience Framework was prepared to address the impacts of COVID-19 and an economic recession and bring forward key action items to support the local economy. The overall objective of the Economic Recovery and Resilience Framework is to reduce the impacts of the economic downturn, prepare for recovery and set the Central Coast on a path towards economic resilience in the future. To do this, we aim to keep businesses active, support jobs, foster human capital growth, increase community outreach, and drive collaboration and innovation.



Background

The public has been consulted throughout the development of this strategy and forms the foundation of the document. ,

31 January to 29 March 2019	Primary consultation period <ul style="list-style-type: none">• Focus group workshops• Face-to-face meetings• Phone meetings
March to April 2019	Community survey on yourvoiceourcoast.com – 285 responses.
October 2019 to February 2020	Additional consultation occurred during the period between after the first draft was prepared <ul style="list-style-type: none">• Focus group workshop• Invited internal and external stakeholders to review draft documents and received written submissions
22 June 2020 to 20 July 2020	Public exhibition of draft Economic Development Strategy and the Draft Economic Recovery and Resilience Framework
30 June 30 and 10 July 2020	Third-party customer research study (phone and online surveys)

Throughout the development of the strategy Council staff distributed this document to the Executive Leadership Team and at Councillor Briefings, emails to key stakeholders within the greater region, including Council Staff, businesses, the Local Aboriginal Land Council, and State and Federal Governments for review and comment. The feedback has been considered to draft Economic Development Strategy.

The draft Economic Development Strategy was scheduled to be presented to Council on 23 March 2020 for endorsement to be placed on public exhibition. By this time the COVID-19 pandemic had started to impact the baseline employment and economic data and a decision was made to defer the strategy.

Council has since been actively monitoring current data and projections. The Economic Development Strategy has been reworked to include the most recent employment and economic data to ensure the document is fit for purpose. The addition of the Recovery and Resilience Framework will ensure that Council is ready to act and can start implementing actions to counter the impacts that have occurred.

Both these documents were presented to Council on 9 June 2020 before being placed on public exhibition.



Engagement Approach

Aims and objectives of consultation

The purpose of the Economic Development and Recovery consultation was to:

- Inform the community of how Central Coast Council proposes to support the local economy through
- Present the community with the Draft Economic Development Strategy, Draft Economic Recovery and Resilience Framework and supporting documents.
- Enlist the community to help identify priorities that will be the focus for action now and longer-term actions.
- Encourage the community and stakeholders to provide feedback and share their thoughts

Our engagement framework

Consultation to develop the strategy has been designed in accordance with Central Coast Council’s Engagement Framework. This framework is available to view at <https://cdn.centralcoast.nsw.gov.au/sites/default/files/documents/policies-register/community-engagement/engagement-framework/engagementframework.pdf>

Promotion of activities

We carried out promotion of the public exhibition to ensure the community and stakeholders were aware of the opportunity to review the draft strategies and given enough notice to make a submission.

Your Voice – Our Coast website	<ul style="list-style-type: none"> • Project page launched on Monday 22 June 2020 • https://www.yourvoiceourcoast.com/all-projects/central-coast-economic-development-and-recovery-plans • The page received 1474 visits during the public exhibition period.
Media releases	<p>Central Coast Media Release – 22 June 2020</p> <p>“Plan for local economy to recover, reimagine, revitalise and rebound”</p> <p>https://www.centralcoast.nsw.gov.au/council/news/media-releases/plan-local-economy-to-recover-reimagine-revitalise-and-rebound</p>

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 7 Economic Development Strategy Public Consultation Summary Report June 2020



	<p>Council Meeting Media Highlight - 9 June 2020</p> <p>"Council unveils long-term economic vision for public consultation</p> <p>https://www.centralcoast.nsw.gov.au/council/news/media-releases/council-meeting-highlights-9-june-2020</p> <p>Copy of the media releases can be found in Appendix A.</p>
Coast Connect E-News	<p>Public exhibition promotion</p> <ul style="list-style-type: none"> Article in Coast Connect E-News issued on 23 June https://enews.centralcoast.nsw.gov.au/coast-connect-23-june-2020 <p>A copy of the Coast Connect E-News article can be found in Appendix B.</p>
Community Bulletin	<ul style="list-style-type: none"> Community Bulletin 7 – 13 July 2020 https://www.centralcoast.nsw.gov.au/council/news/covid-19-community-bulletin-7 <p>A copy of the Coast Connect articles can be found in Appendix C.</p>
Social media	<p>Public exhibition promotion</p> <ul style="list-style-type: none"> Facebook post on 22 June 2020 and 13 July 2020 Facebook advertisement (\$100 budget) – ran 13 to 19 July https://www.facebook.com/CentralCoastCouncil/photos/a.1714286218829703/2668291210095861/?type=3&_tn_=-R Instagram post on 13 July 2020 Twitter tweets on 22 June and 13 July 2020 Linked In Post on 12 July 2020 <p>Copies of the posts can be found in Appendix D.</p> <p><i>Note: Council Facebook posts on 22 June and 13 July 2020 and shared via Central Coast Business Support Page on 9 July 2020.</i></p>
Direct Contact	<p>Public exhibition promotion</p> <ul style="list-style-type: none"> Emails and calls community stakeholders commencing 22 June to advise of public exhibition.



Engagement summary

Overview

Council invited submissions on the draft exhibition documents during a formal Public Exhibition period between 22 June and 20 July 2020.

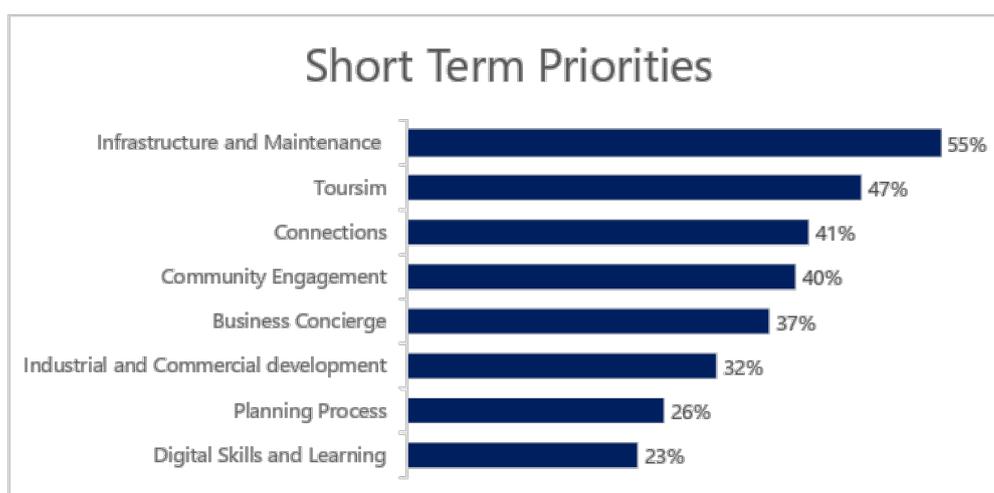
Community members were encouraged to:

- View the **Draft Economic Recovery and Resilience Framework**
- View the revised **Draft Economic Development Strategy** and supporting documents
- Read the **Frequently Asked Questions (FAQs)**
- Provide feedback via the **online submission form**
- Send a submission to ask@centralcoast.nsw.gov.au, or PO Box 21, Gosford NSW 2250.

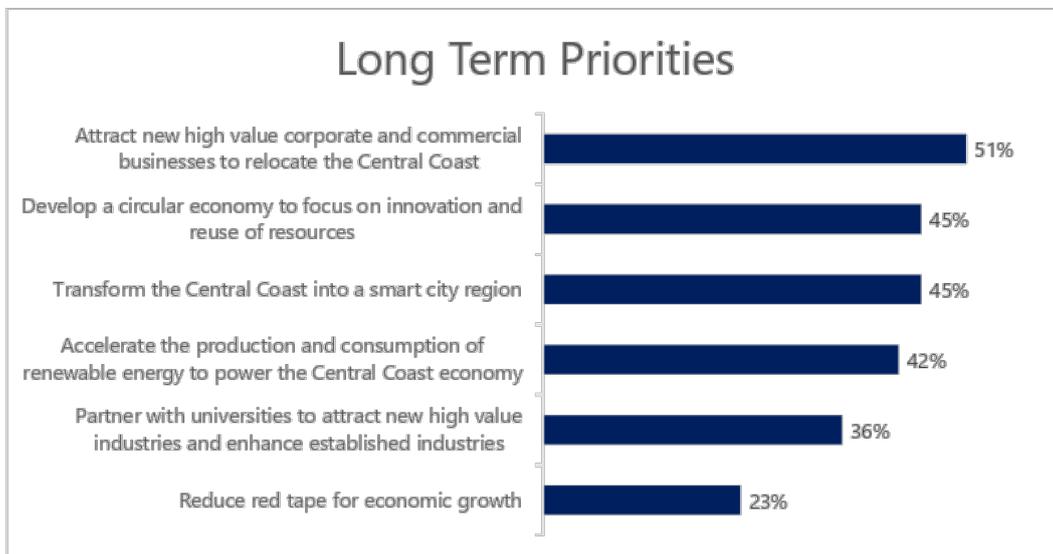
Online guided submission form

73 respondents completed the online guided submission form.

Respondents were asked to select their top three actions from the Draft Recovery and Resilience Framework that was most important to them. For example, 55% of respondents picked 'Infrastructure and Maintenance' as one of their top three priorities.



Respondents were also asked to select the top three long term action items that they believed would have the greatest positive impact on the Central Coast Economy.



The submission form also provided an opportunity to provide general feedback on the exhibition documents as well as share ideas and thoughts.

26 respondents chose to provide additional comments.

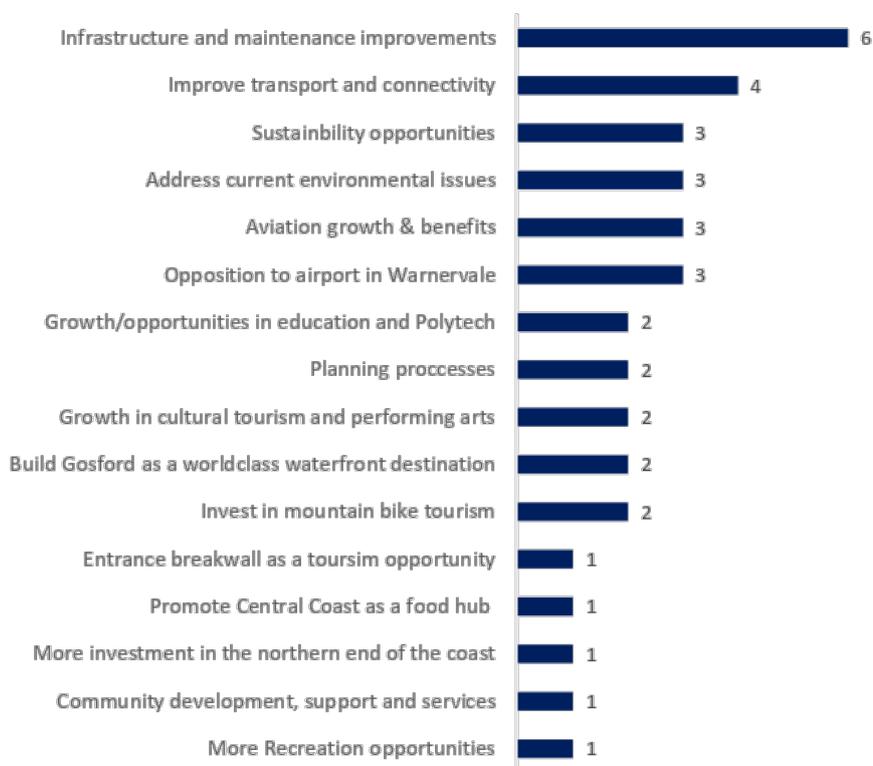
Key themes include:

- Tourism opportunities on the Central Coast
- Opposition to development of the Warnervale Airport
- Opportunities for growth in the Aviation Industry
- Improvements in infrastructure, maintenance, transport and connectivity

The comments and suggestions raised in the submission include have been coded and presented in **Figure 1**.



Figure 1 A high level summary of the additional comments received in the online submission form. The corresponding numbers relate to how many different submissions made reference to that particular matter. For example, six individual respondents made suggestions regarding infrastructure and maintenance improvements in their submission.



Many submissions included ideas and opinions previously provided by the community in the initial phases of the project during consultation undertaken in 2019. These matters have already been considered and/or incorporated into the draft strategy.

Written Submissions

Four submissions were also received in a letter format (some with attachments) received via email.

This included two submissions which expressed opposition to any future airport at Warnervale, one which specifically opposed references to aviation in the exhibition documentation.



One submission expressed support of a regional airport and unlocking potential in the aviation industry.

One late submission was also received which expressed support for the Economic Development Strategy and Economic Recovery and Resilience Framework and advocated for youth engagement, sustainability and the environment in all future economic development projects.

Third-party customer research study (phone and online surveys)

In addition to accepting written submissions, third-party research company Jetty Research conducted phone and online surveys with 601 Central Coast residents.

The specific objectives of this research were to:

- Measure the importance of an Economic Development Strategy for the Central Coast Region
- Measure current level of confidence and security regarding individual education, job climate, economy and financial circumstance
- Measure impact of COVID-19 on individuals' circumstances
- Measure the community's perception of most effective industries to target for growth
- Confirm the new vision statement (amended at the 9 June Council Meeting) resonated with the local community

The key findings from this research indicate:

- 86% agreed that it was important or extremely important for Council to develop and implement a detailed strategy and implementation plan for guiding actions supporting the local economy
- The majority of respondents indicated that Covid-19 restrictions had impacted them in some way. 22% indicated that Covid-19 restrictions had not impacted them or their household.
- Residents endorsed all 10 target industries currently being considered by Council.
- 70% of the community felt that this new vision statement resonated with them:

"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"

- The qualitative data referenced in the Jetty Research Report demonstrated key themes including infrastructure and transport, youth and employment.

The Jetty Research Central Coast Council Economic Development Survey has been provided as Appendix D for reference.



Consultation outcomes and next steps

Council would like to thank all community members and key stakeholders who have dedicated their time to read through the draft strategies, participate in engagement activities and provide feedback.

Your feedback provided valuable insight on a number of themes including transport, infrastructure, environmental matters, tourism, arts, culture and recreation. Council is currently undertaking a number of investigations, projects and strategies that relate to these key themes. Your feedback has been sent to the relevant teams within Council that are currently working on these related projects.

The Economic Development and Recovery Plans set a framework for how Council can support the community and the local economy now and into the future. Once adopted these plans will result in a number of projects and actions to be delivered over the next 20 years. Your feedback will be considered as we move forward in this direction.

To stay up-to-date, please register for our e-news at www.yourvoiceourcoast.com.



Appendices

Appendix A

Media release

Central Coast Council Media Release

22 June 2020

Plan for local economy to recover, reimagine, revitalise and rebound

Central Coast Council has developed the region's first overarching Economic Development Strategy and Recovery and Resilience Framework which are currently on public exhibition for the community to submit feedback.

The Central Coast economy has been hit hard by floods, bushfire and COVID-19 and Council is committed to facilitating a quick recovery and laying the foundations for sustainable growth and future resilience.

Council Unit Manager Economic Development and Project Delivery, Jamie Barclay said the Economic Development Strategy aims to strengthen and future-proof the local economy.

"This Strategy is focussed on initiatives that will provide the greatest tangible benefits to our economy and our community by harnessing the region's strengths and taking full advantage of the identified opportunities," Mr Barclay said.

"We have identified how our region can grow and develop through targeted investment, improved partnerships and promotion of our region as a desirable place to do business and visit

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 7 Economic Development Strategy Public Consultation Summary Report June 2020



as one destination. Throughout this time Council will continue to engage with the local community, collaborate with businesses and advocate to state and local governments, ensuring the best outcomes for the Central Coast.

“The Economic Development Strategy is a big-picture plan that identifies broad objectives and actions over 20-years but we know that there is a need for continued and immediate action to combat the impact of COVID-19.

“An Economic Recovery and Resilience Framework has also been prepared to address the impacts of COVID-19 and bring forward key action items to support the local economy.”

Mayor Lisa Matthews said the Central Coast community has band together in the face of unprecedented challenges and will emerge stronger than ever.

“Our community has experienced everything nature has had to offer in recent months and we have developed specific responses to these situations by drawing on our region’s strengths and capitalising on the many opportunities in front of us,” Mayor Matthews said.

“These plans are designed to ensure our local economy bounces back quickly in the short-term, fulfills its potential in the long-term, and is resilient enough to handle difficult times when they do hit.”

The draft Economic Development Strategy and Resilience Framework will be available online until 20 **July 2020**. Council invites the community to share their priorities for the Coast’s economy by visiting yourvoiceourcoast.com

ENDS

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 7 Economic Development Strategy Public Consultation Summary Report June 2020



Council meeting media highlights, 9 June 2020

Council unveils long-term economic vision for public consultation

Council are calling for public comment on the Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework which reflect on the changing economic conditions of the Central Coast accelerated by the impacts of COVID-19.

The draft Economic Development Strategy reiterates the long-term objective that by 2040, the Central Coast will welcome nearly 88,000 new residents, grow the economy by over \$21 Billion, and create over 72,000 new jobs from the pre-COVID-19 baseline. The Draft Economic Recovery and Resilience Framework aims to keep businesses active, support jobs, foster human capital growth, increase community outreach, and drive collaboration and innovation.

Mayor Lisa Matthews said the importance of planning for future economic challenges has been underscored by the impacts of the COVID-19 pandemic.

"It has been an extraordinary time for local businesses who are operating in a difficult environment, and our staff have recognised this by amending these strategies to reflect these rapid changes," said Mayor Matthews.

"Council must play its role to enable economic development that can increase local employment opportunities and provide a range of jobs for all residents. Ultimately, our economy will be strong, diverse and resilient, delivering opportunity and benefits to our community," Mayor Matthews concluded.

Consultation on the Draft Economic Development Strategy 2020-2040 with a range of external stakeholders began back in 2018 to assist in developing the first ever coast-wide economic strategy.

Both documents will be available for online comment at yourvoiceourcoast.com for a 28-day-period with an analysis of the public submissions to be considered by Council's Employment and Economic Development Advisory Committee.



Appendix B

Coast Connect e-newsletter 23 June 2020



Recover, reimagine, revitalise and rebound

Our strategy for sustainable economic development, plus a framework to address the impacts of COVID-19 and support the local economy, is available to view now.

Provide feedback by 20 July! >



Appendix C

Community Bulletin # 7, 13 July 2020

Community Bulletin

COVID-19 Information

Central
Coast
Council

Issue 7

FROM THE MAYOR

Despite the interruption COVID-19 has had on our every day lives, Council has been able to continue delivering essential services for our community and play our part in keeping the economy going and keeping locals in jobs.

The latest milestone is Council's progression with important water and sewerage infrastructure for Gosford CBD and Warnervale Town Centre.

These projects are part of the NSW Government's Central Coast Regional Plan 2036 - the 'blueprint' for growing our regional economy, accelerating housing supply and protecting and enhancing the natural environment on the Central Coast.

Supported by a combined \$21million in NSW Government funding under the Housing Acceleration Fund, this important next step will assist Council's delivery of water and sewerage infrastructure in two key growth areas of the Central Coast.

In Gosford CBD it will help meet the needs of an increased level of high-rise residential dwellings, the ongoing redevelopment of Gosford Hospital, the completion of the ATO and NSW Financial Services developments and other developments planned for the Gosford CBD area.

In Warnervale Town Centre it will help accelerate housing and commercial development in line with the Government's plans for the region. This is another example of what can be achieved when all levels of Government work together.

Mayor Lisa Matthews
Central Coast Council

YOUR COUNCIL

More customer service points open

As COVID-19 restrictions continue to ease, Council has reopened additional facilities and services, in accordance with safety regulations.

- Gosford administration office has reopened as a customer service point, including for planning enquiries (mornings only). Wyong administration office remains closed while maintenance work is undertaken but will reopen soon.
- Customer service transactions are now also available at libraries at Erina, Lake Haven, The Entrance, Tuggerah and Woy Woy.
- JP services available in limited hours at Gosford, Kincumber and Umina Libraries.
- Our Book Mobile service is back at a reduced capacity.
- Co-working facility the Gosford Smart-Work Hub has reopened providing an alternative to working from home or commuting to the office.
- The Grant McIbride Baths are open for swimmers with a lifeguard in attendance 8am-1pm each day.
- Central Coast Stadium has welcomed its first spectators to NRL games, with a maximum attendance of 4,500 patrons.

Please continue to help prevent the spread of COVID-19 by staying home if you feel unwell, regularly washing hands and practising social distancing.

For an updated list on the status of Council facilities and services go to centralcoast.nsw.gov.au/facilities

The 27 July Council Meeting will be livestreamed on YouTube. Details: centralcoast.nsw.gov.au/meeting-livestream for more information.

For customer service, contact us on 1300 463 954, online at centralcoast.nsw.gov.au or by visiting customer services points listed at centralcoast.nsw.gov.au/facilities

OUR ECONOMY

Have your say: Economic growth

Council's Economic Development Strategy with a Recovery and Resilience Framework is now online for public exhibition until 20 July.

The Economic Development Strategy is a big-picture plan that identifies broad objectives and actions over 20 years, accompanied by an Economic Recovery and Resilience Framework which addresses the impacts of COVID-19 and brings forward key action items to support the local economy and lay the foundations for sustainable growth.

Go to yourvoicesourcoast.com and have your say before 20 July.

Backing businesses in tough times

With many businesses experiencing hardship in the current financial climate, Council has set up a number of resources to help them operate as efficiently as possible. These include:

- a dedicated priority customer service channel for businesses seeking information from Council, including online resources
- access to Council's one-stop Grant Finder hub to source potential financial injections
- a commitment by Council to procuring goods and services from local businesses whenever possible and to promoting its upcoming works program to local suppliers
- online platforms which help local shoppers and businesses connect with other local businesses
- non enforcement of delivery times specified in development approvals.

For more details, visit centralcoast.nsw.gov.au/business-support

NEXT ISSUE

Don't miss the next issue. Sign up for our e-news at centralcoast.nsw.gov.au/enews

Are you struggling?

Find support at centralcoast.nsw.gov.au/help

Stay up to date with COVID-19 information: centralcoast.nsw.gov.au/COVID-19



Appendix D

Social media examples

1. Facebook Paid Campaign



2. Facebook Posts

**Central Coast Council**

21 June · 🌐

Plan for growth and resilience now on public exhibition.

Council's Economic Development Strategy with a Recovery and Resilience Framework is now online for public exhibition and for community feedback until 20 July.

The Economic Development Strategy is a big-picture plan that identifies broad objectives and actions over 20-years but we know that there is a need for continued and immediate action to combat the impact of COVID-19.

An Economic Recovery and Resilience Framework has been prepared to address the impacts of COVID-19 and bring forward key action items to support the local economy, facilitate a quick recovery and lay the foundations for sustainable growth and future resilience.

This Strategy is focused on initiatives that will provide the greatest tangible benefits to our economy and our community by harnessing the region's strengths and taking full advantage of the identified opportunities.

Go to www.yourvoiceourcoast.com and have your say before 20 July.





Central Coast Council

Don't miss out! Jump online and cast your vote to help prioritise the short and long terms actions for our region's economic development and recovery. Council's Draft Economic Development Strategy and the Recovery and Resilience Framework on public exhibition for your comments. Go to www.yourvoiceourcoast.com/all-projects/public-exhibition-central-coast-economic-development-and-recovery-plans

A scenic photograph of a sunset over a body of water. The sun is low on the horizon, casting a warm glow across the sky and reflecting on the water. Several sailboats are visible in the distance. In the foreground, a grassy bank features a sign that reads "IMAGINE" in large, white, block letters. The sign is placed on a wooden base. The overall atmosphere is peaceful and picturesque.

34 likes

3 shares




Central Coast Council
 7,018 followers
 2mo · 🌐

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#CentralCoast #CentralCoastBusiness
[#EconomicDevelopmentStrategy](#)



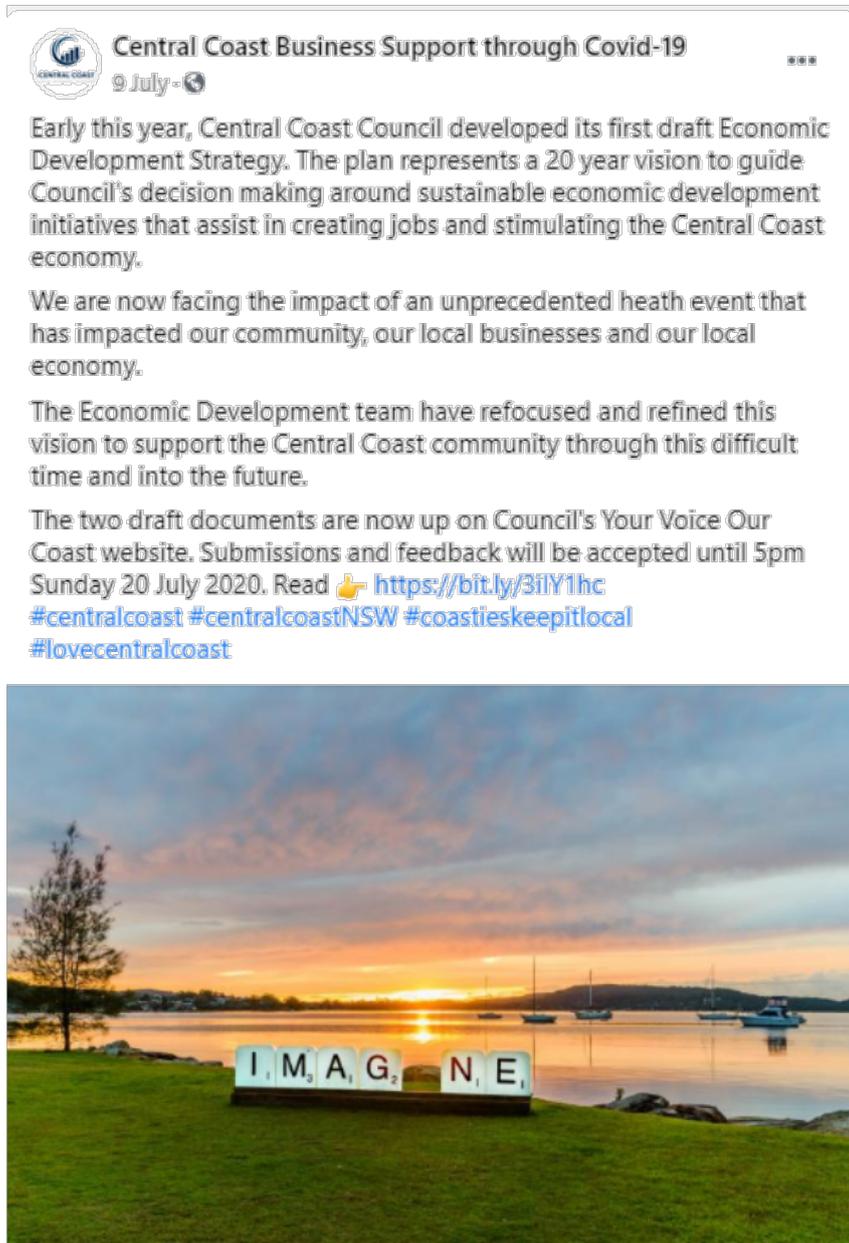


 **Central Coast Council**
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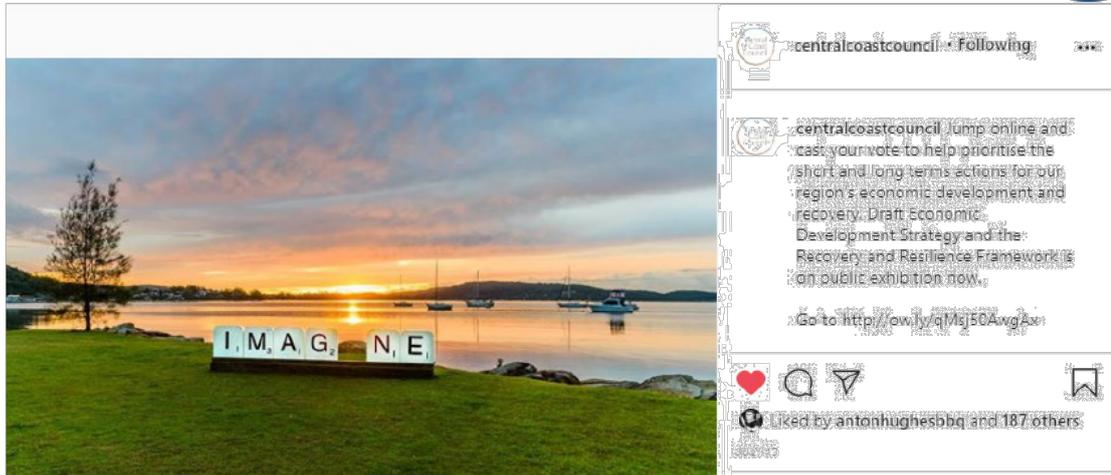
Jump online and cast your vote to help prioritise the short and long terms actions for our region's economic development and recovery. Draft Economic Development Strategy and the Recovery and Resilience Framework is on public exhibit... [see more](#)



 25 • 1 Comment



3. Instagram Post



4. Twitter Posts





5. LinkedIn Post



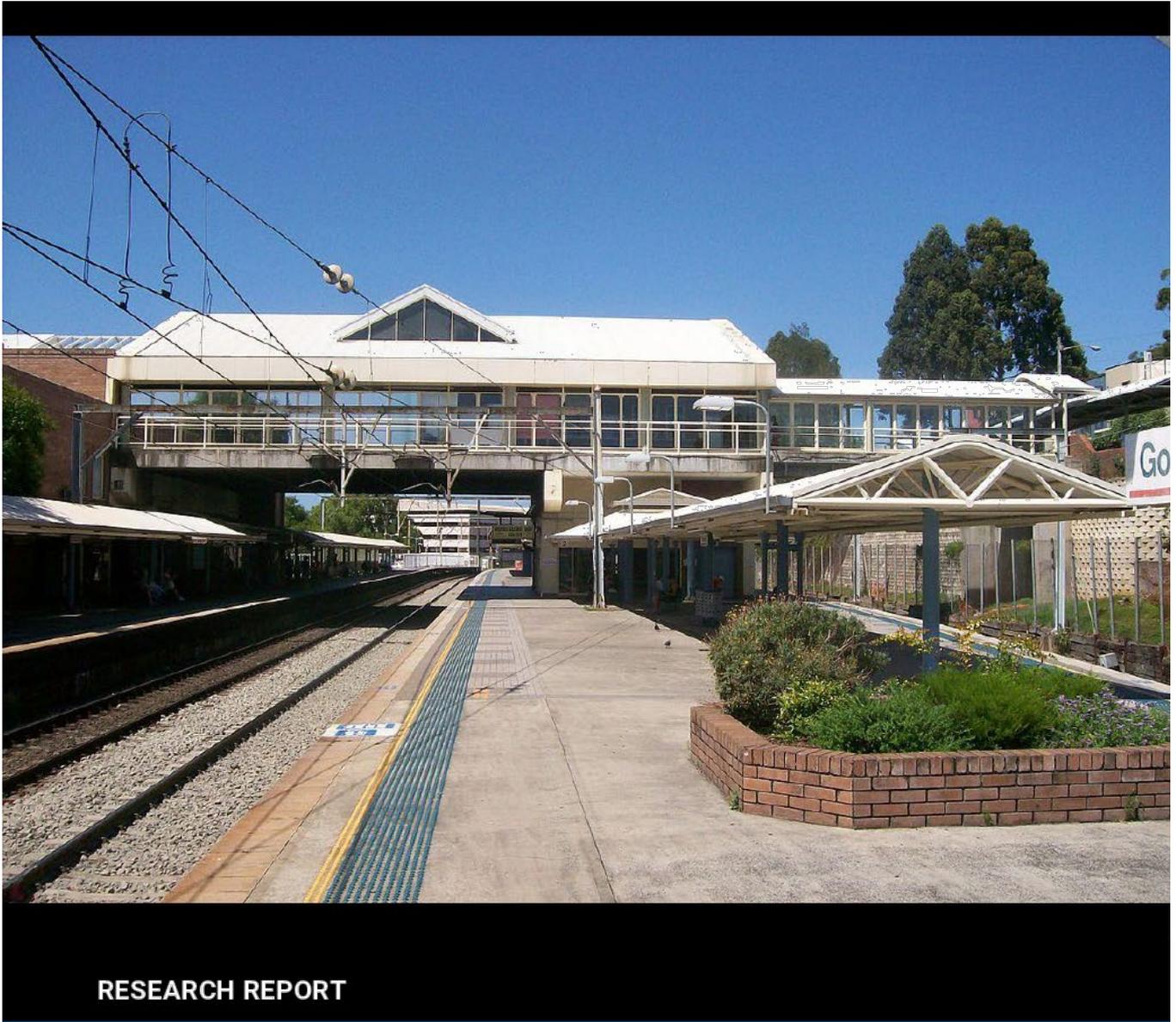
3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 7 Economic Development Strategy Public Consultation Summary Report June 2020



Appendix D

Jetty Research Report



Central Coast Council Economic Development Survey

Testing and Validating the Draft Economic Development Strategy and Resilience Framework

July 2020



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF
5868, JULY 2020



RESEARCH REPORT

Central Coast Council Economic Development Survey

Testing and Validating the Draft Economic Development Strategy and Resilience Framework

July 2020

Prepared by: Jetty Research

Project Reference: 5868

Version: Final



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3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

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3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

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1. EXECUTIVE SUMMARY



Central Coast Council (CCC) has developed a number of important documents which will provide direction to Council into the coming years including the Draft Economic Development Strategy and the Economic Recovery and Resilience Framework.

The Draft Economic Development Strategy was developed based on extensive consultation with the community prior to the COVID-19 pandemic and subsequent economic crisis. Thus the Economic Recovery and Resilience Framework was prepared to refocus Council's approach and prioritise key action items to support the local economy.

In June, residents in the Central Coast Council LGA undertook a 10 minute (average length) survey to test and validate Council's direction outlined in the Draft Economic Development Strategy. This research sought to validate the target areas and vision outlined in the Draft Economic Development Strategy with a representative sample of the community.

For more information on survey methodology, sampling error and sample characteristics, see pages 7-8. For more detailed information on the breakdown of survey respondents, see pages 19-21.

Among the survey's major conclusions:

While 22% indicated that Covid-19 restrictions had not impacted them or their household, some 42% mentioned that they were not socialising as much as before Covid-19 restrictions, 16% were on a reduced income, 15% were home schooling (or had home schooled), 13% were working from home and 10% were on reduced hours.

Impact was greatest among the 18 to 39s (those aged 60 years and over were more likely to indicate they had felt no impact (28% vs. 14% of those aged 18 to 39 years). Specifically, those aged 18 to 39 were more likely to be impacted by home schooling (27% vs. 2%), restrictions to kids activities (14% vs. 3%) and reduced incomes (23% vs. 7%).

Prior to Covid-19, 44% of residents surveyed who worked or studied, commuted for 30

minutes or more to their place of work/study. This dropped to 25% following Covid-19 restrictions.

Residents agreed that the industries Council selected to target for growth were appropriate with 71% or more residents endorsing each. The highest levels of favourability were seen for the health care and wellbeing industry (95%), small business and entrepreneurship (93%) and education, innovation and research (93%) industries. Advanced manufacturing, regional headquarters for Sydney CBD commuters and retail received the lowest, although still high, support from residents at 71%, 75% and 75% respectively.

Some 86% felt it was important for Council to develop and implement a detailed strategy and implementation plan for guiding actions supporting the local economy. Those agreeing strongly felt that it would provide a plan or pathway moving forward (33%), would help the economy in general (28%) and/or would assist to keep businesses and employment (25%). Others (21%) felt it was generally good practice which would keep Council accountable and running efficiently.

When asked to which of the two offered vision statements they preferred overwhelming preference related to:

- *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*

2. INTRODUCTION



2.1. BACKGROUND

Central Coast Council (CCC, or Council) has developed a number of important strategy documents to provide direction in the coming years. These include the Draft Economic Development Strategy and the Economic Recovery and Resilience Framework.

The Draft Economic Development Strategy was developed based on extensive consultation with the community prior to the COVID-19 pandemic and subsequent economic crisis. Thus the Economic Recovery and Resilience Framework was prepared post-COVID to refocus Council's approach and prioritise key action items to support the local economy.

Research was commissioned to:

- Measure preference for an Economic Development Strategy
- Measure current level of confidence and security in regard to individual education, job climate, economy and financial circumstance
- Measure impact of COVID-19 on individuals' circumstances
- Measure perception of most effective industries to target for growth
- Assess favourability of the current vision statement

2.2. METHODOLOGY

A survey form was constructed collaboratively between Council staff and Jetty Research (see Appendix 1), based on satisfying the above objectives. The survey was conducted using a random fixed line and mobile telephone poll of 601 residents aged 18+ residing in the Central Coast Council LGA.

Respondents were selected at random from a verified random sample residential telephone database of 5,238 residential and mobile telephone numbers within the LGA.

Polling was conducted between June 30th and July 10th 2020 (inclusive) from Jetty Research's Coffs Harbour CATI¹ call centre. A team of 10 researchers called residents on weekday evenings (excluding Friday) from 3.30 to 8pm. Where phones went unanswered, were engaged or diverted to answering machines, researchers phoned on up to five occasions at different times of the afternoon or evening.

The poll was conducted on a purely random basis, though ensuring an adequate mix of respondents by age and gender. Quotas by ward were implemented to ensure an equal spread and robust sample for sub-group analysis.

Respondents were screened to ensure they were aged 18 or over.

Survey time averaged 10.3 minutes. Response rate (measured as percentage of eligible residents reached who agreed to participate) was 29%.

Results of the CATI survey have been post-weighted by age and gender to match the demographic profile of the area. (See Appendix 2 for details of weighting calculation.)

¹ Computer-assisted telephone interviewing

2. INTRODUCTION



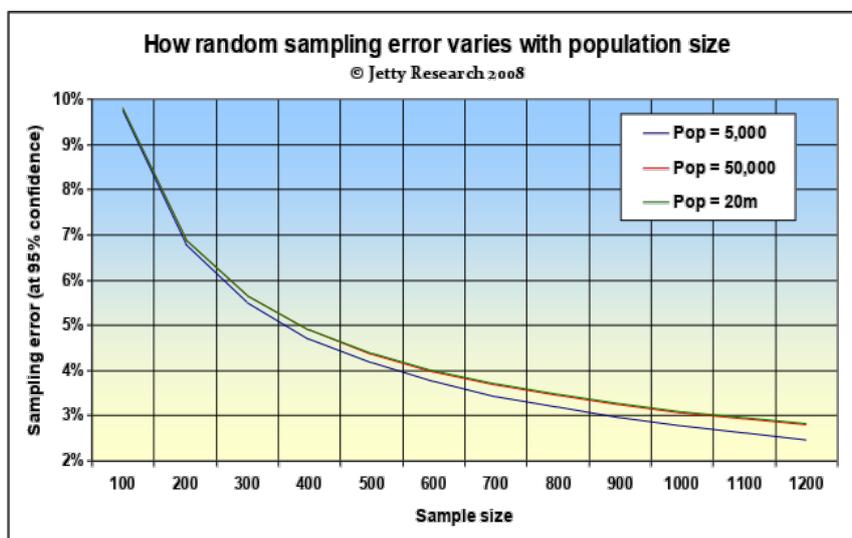
Please note that due to the nature of the survey, not all respondents answered every question. The number of respondents answering each question is marked as “Base=XXX” in the graph accompanying that question. Caution should be taken in analysing some questions due to the small sample size.

Where differences in this report are classed as significant, this implies they are statistically significant based on independent sample t-scores or other analysis of variation (or ANOVA) calculations. In statistical terms, significant differences are unlikely to have been caused by chance alone. Appendix 3 outlines the key results by demographic groups of interest.

Sampling error of a sample of 604 is +/- 4.0% at the 95% confidence level. (This means in effect that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population to within a +/- 4.0% margin in 19 of those 20 surveys.)

As Graph I shows, margin for error falls as sample size rises. Hence cross-tabulations or sub-groups within the overall sample will typically create much higher margins for error than the overall sample. For example, using the above population sizes, a sample size of 100 exhibits a margin for error of +/- 9.8% (again at the 95% confidence level).

Graph i: How sampling error varies with sample and population size



In addition to the random sampling error, above, there may also be some forms of non-random sampling error which may have affected results. These include residents unreachable by phone, the proportion of non-respondents (refusals, no answers etc.) and/or imperfections in the survey design. However, steps have been taken at each stage of the research process to minimise such errors wherever possible.

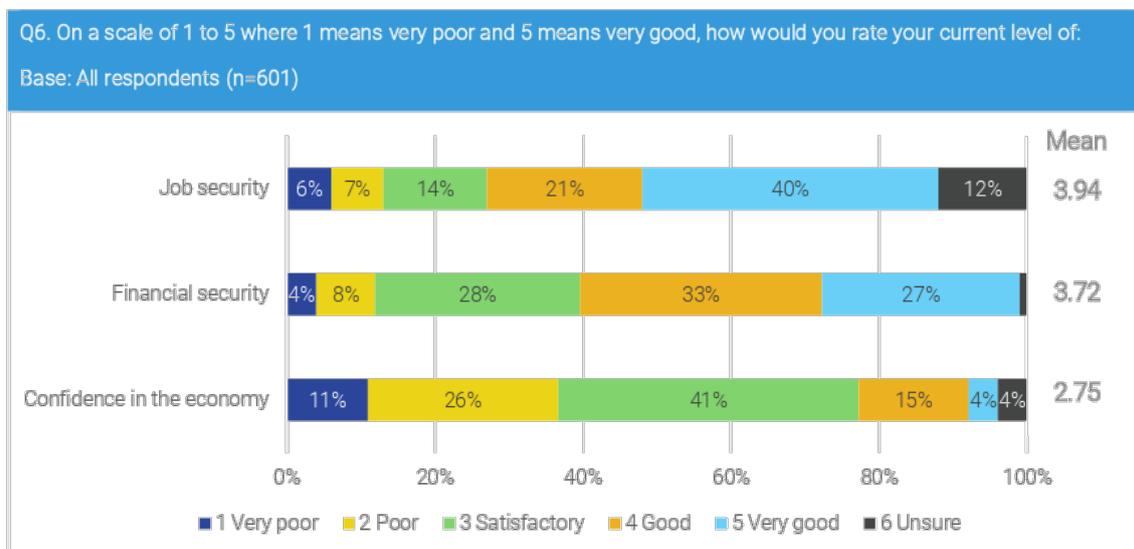
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3. CONFIDENCE AND SECURITY



Residents were asked to consider their current level of confidence with regard to their own job and financial security as well as confidence in the economy and rate each on a 1 to 5 scale where 1 meant very poor and 5 meant very good. The options of “don’t know” and “not applicable” were also allowed:

Figure 1: Level of confidence



Three-quarters of residents surveyed rated their job security as very good (40%), good (21%) or satisfactory (14%), an overall mean rating of 3.94 out of a possible 5.0. Just 13% felt their job security was poor (7% poor and 6% very poor) and a further 12% were unsure.

Financial security was only slightly lower with a mean rating of 3.72, and 88% rating their financial security as good (27% very good, 33% good and 28% satisfactory).

Confidence in the economy was significantly lower with over a third feeling the economic outlook was poor (26% poor and 11% very poor).

Interestingly, there were no significant differences by demographic groups of interest (see

Table 1: Level of confidence in Appendix 3).

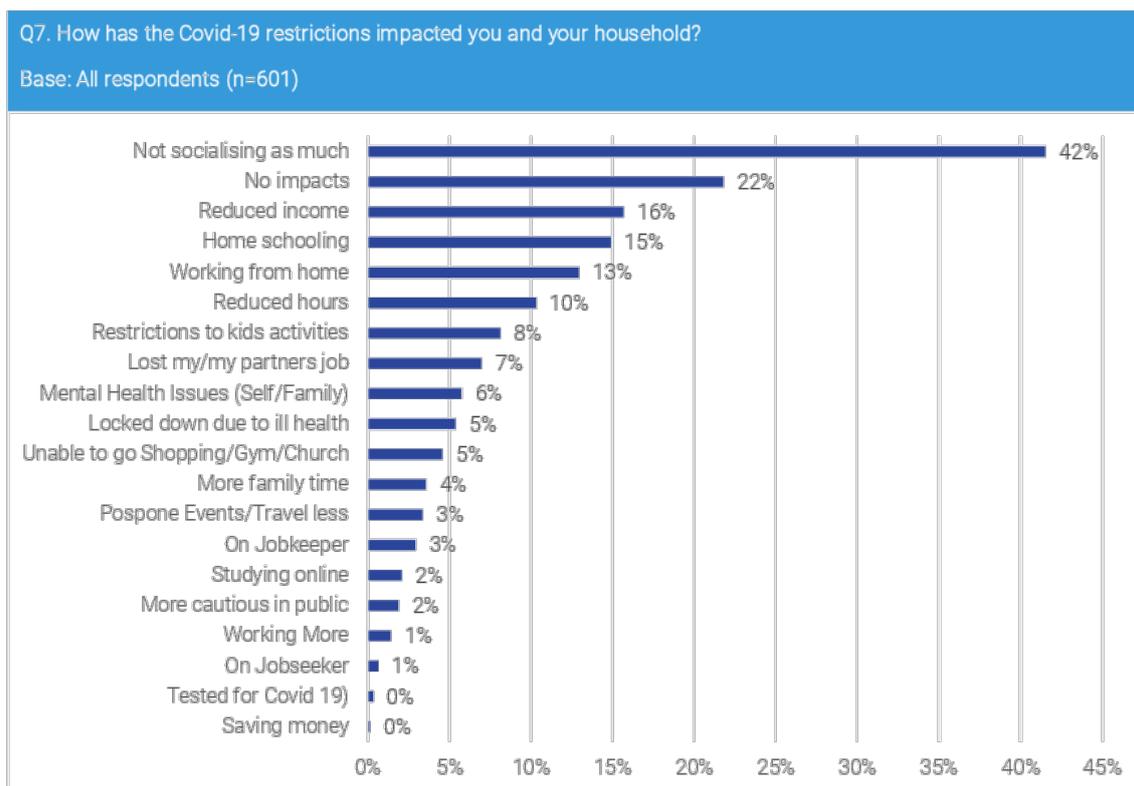
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4. IMPACT OF COVID-19 ON INDIVIDUALS



Residents were asked, in an unprompted question, to outline the ways in which Covid-19 has impacted themselves or their households. Their responses were coded and graphed below:

Figure 2: Impact of Covid-19 restrictions



While 22% indicated that Covid-19 restrictions had not impacted them or their household, some 42% mentioned that they were not socialising as much as before Covid-19 restrictions, 16% were on a reduced income, 15% were home schooling (or had home schooled), 13% were working from home and 10% were on reduced hours.²

As outlined in Table 3: Impact of Covid-19, those aged 18 to 39 were more likely than those aged 60 years and over to be impacted by home schooling (27% vs. 2%), restrictions to kids activities (14% vs. 3%) and reduced incomes (23% vs. 7%). Those aged 60 years and over were more likely to indicate they had felt no impact (28% vs. 14% of those aged 18 to 39 years).

² Note that being an unprompted question, results are likely to understate the incidence of these impacts

CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF 5868, JULY 2020

4. IMPACT OF COVID-19 ON INDIVIDUALS

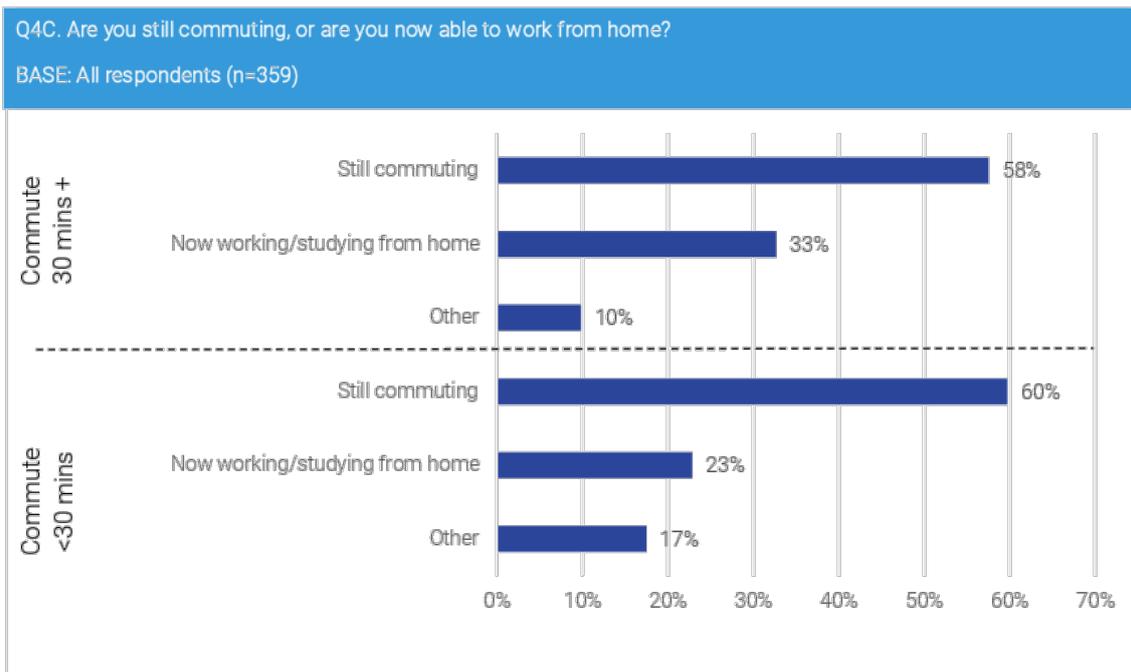


Figure 3: Commute prior for Covid-19



Prior to Covid-19, some 44% of residents surveyed who worked or studied commuted for 30 minutes or more to their place or work/study. This was higher among Budgewoi Ward residents at 65% and males at 52% (see Table 2: Commute longer than 30 minutes to your place of work/study prior to Covid-19 in Appendix 3).

Figure 4: Still commuting or working from home



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF 5868, JULY 2020

4. IMPACT OF COVID-19 ON INDIVIDUALS



The proportion still commuting 30 minutes or more following Covid-19 restrictions dropped to 25% of the total sample of those working or studying.

Overall, over half of those working or studying were still commuting to their place of work/study at the time of the interview (58% of those with a 30 minute or more commute and 60% of those with a commute of less than 30 minutes). Around a third (33%) of those with a 30 minute or more commute were working/studying from home and 23% of those with a shorted commute.

Those who indicated "other" either worked from home exclusively before Covid-19 restrictions or were doing a mixture of both working from home and commuting.



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5. PERCEPTION OF INDUSTRIES TO TARGET FOR GROWTH



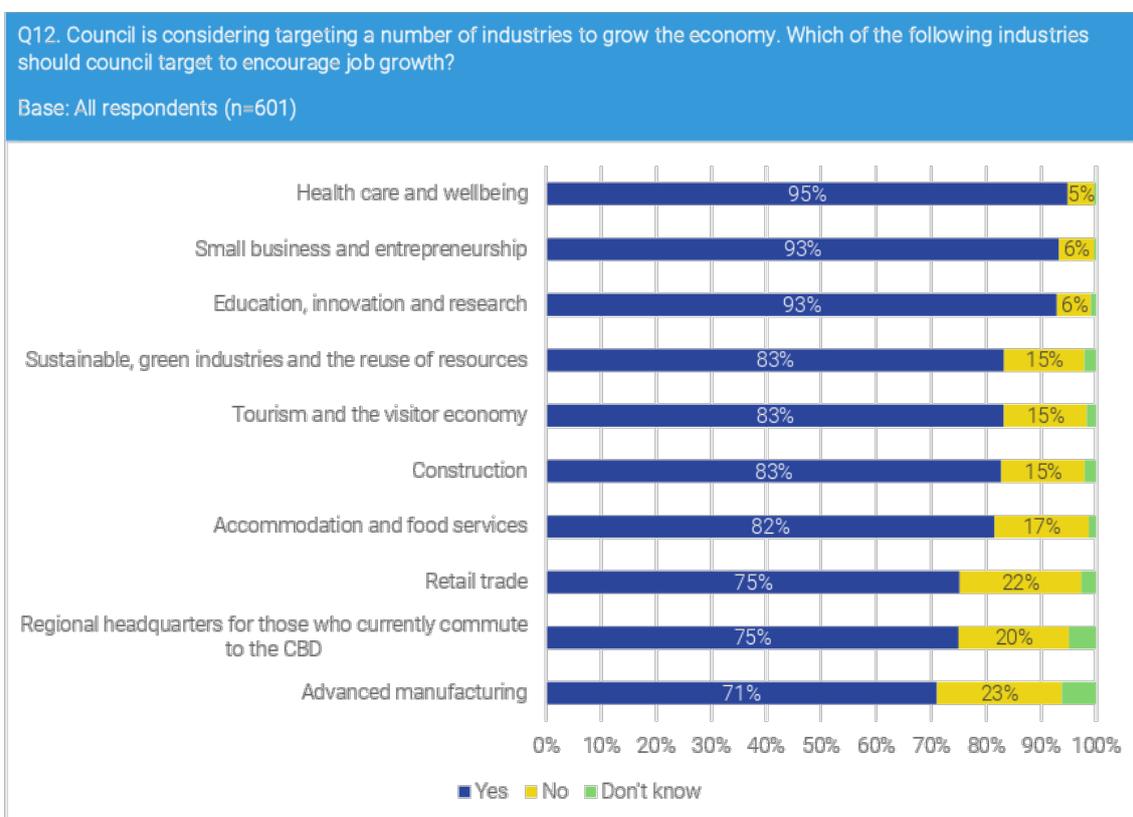
Residents were informed:

Council is considering targeting a number of industries to grow the economy.

And asked:

Which of the following industries should Council target to encourage job growth?

Figure 5: Industries to target



Each industry received resident endorsement from 71% or more residents with the highest proportion of residents feeling Council should encourage job growth in the health care and wellbeing (95%), small business and entrepreneurship (93%) and education, innovation and research (93%) industries. Advanced manufacturing, regional headquarters for Sydney CBD commuters and retail received the lowest, although still high, support from residents at 71%, 75% and 75% respectively.

There were no differences by demographic groups of interest.

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6. NEED FOR AND FAVOURABILITY OF VISION STATEMENT



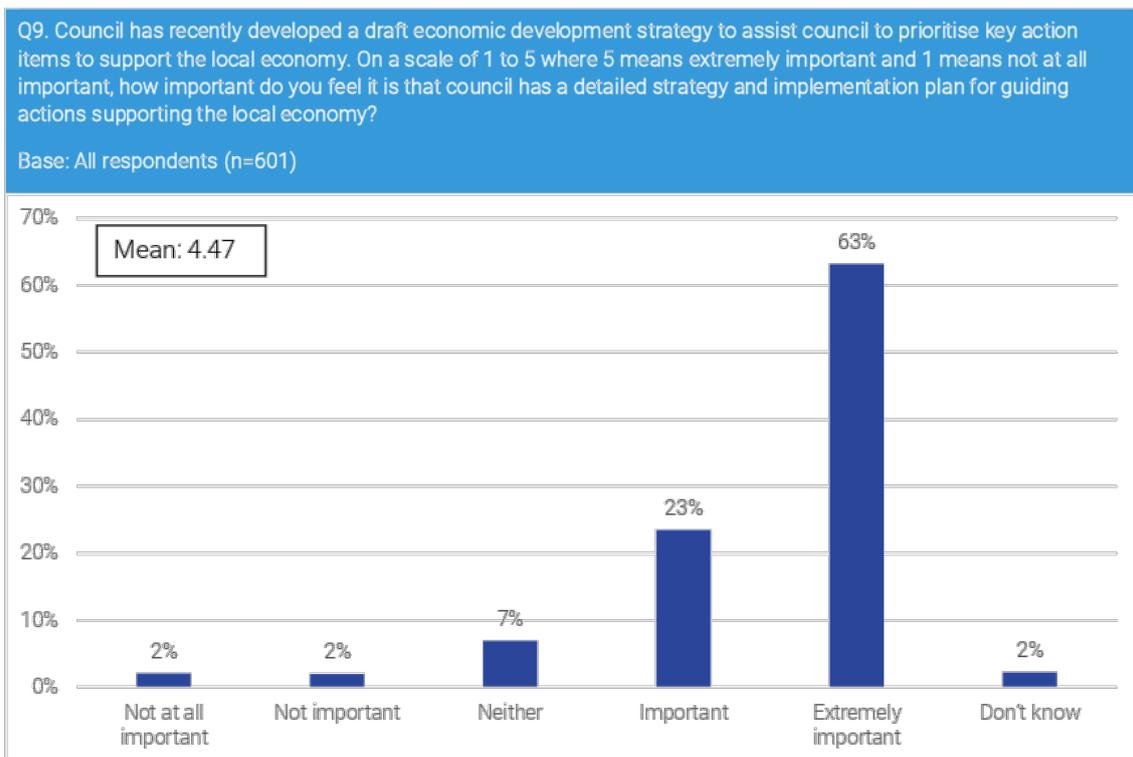
Residents were next informed that:

Council has recently developed a Draft Economic Development Strategy to assist Council to prioritise key action items to support the local economy.

And asked:

On a scale of 1 to 5 where 5 means extremely important and 1 means not at all important, how important do you feel it is that Council has a detailed strategy and implementation plan for guiding actions supporting the local economy?

Figure 6: Importance of a detailed strategy and implementation plan for guiding actions supporting the local economy



Some 86% felt it was important for Council to develop and implement a detailed strategy and implementation plan for guiding actions supporting the local economy.

There were no differences by demographic group of interest (see: Table 5: Importance of a detailed strategy and implementation plan for guiding actions supporting the local economy in Appendix 3).



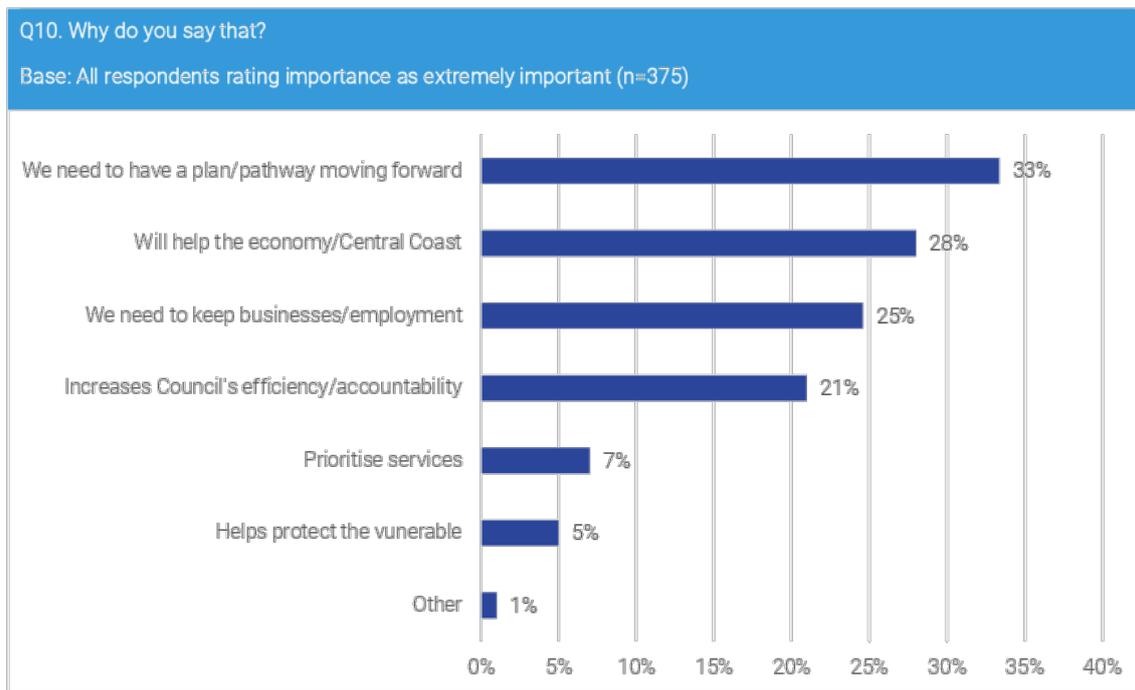
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6. NEED FOR AND FAVOURABILITY OF VISION STATEMENT



Those with particularly strong views (rating the above as either not at all important or extremely importance) were asked for their reasons why. Their verbatim responses have been themed and coded and are graphed below:

Figure 7: Reason for importance rating done



Those 375 residents rating the importance of a detailed strategy and implementation plan for guiding actions supporting the local economy as extremely important felt that it would provide a plan or pathway moving forward (33%), would help the economy in general (28%) and/or would assist to keep businesses and employment (25%). Some 21% also felt it was generally good practice which would keep Council accountable and running efficiently.

Residents were next read the following information and associated question:

Central Coast Council is developing a vision statement which will outline the future goals for the region's economy. I am now going to read out two options for this vision statement and I'd like you to tell me which one you prefer.

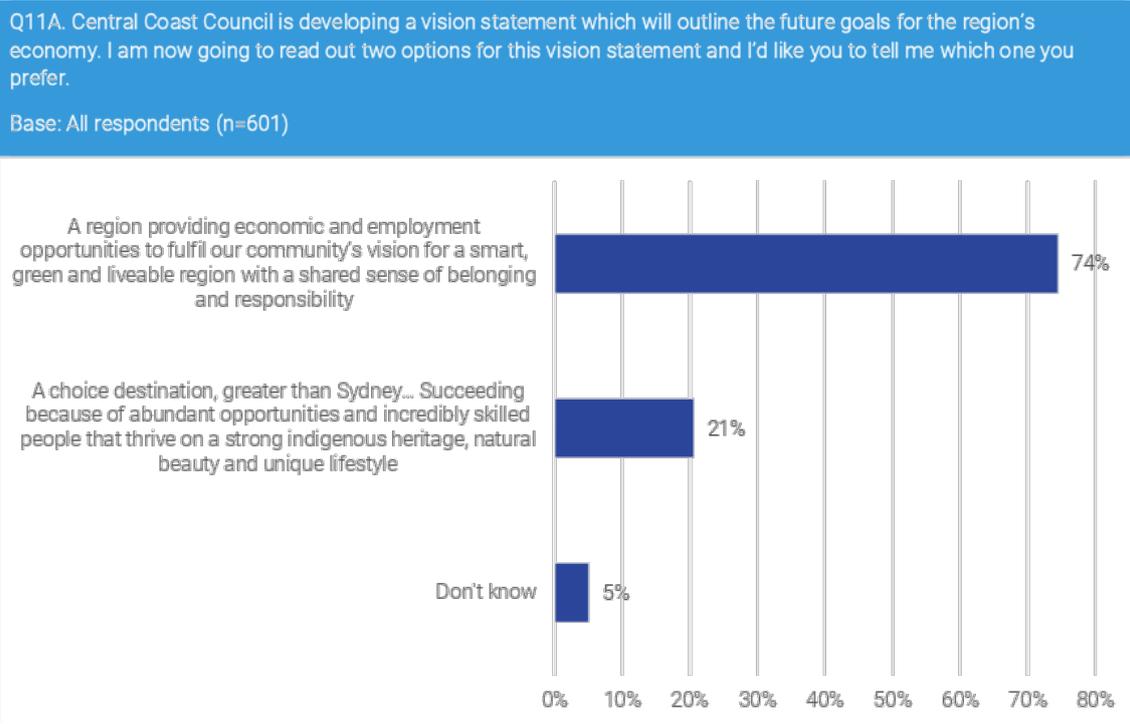
- *A choice destination, greater than Sydney... Succeeding because of abundant opportunities and incredibly skilled people that thrive on a strong indigenous heritage, natural beauty and unique lifestyle*
- *A region providing economic and employment opportunities to fulfil our community's vision for a smart, green and liveable region with a shared sense of belonging and responsibility*

CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF 5868, JULY 2020

6. NEED FOR AND FAVOURABILITY OF VISION STATEMENT



Figure 8: Vision Statement preference



Overwhelming preference related to the vision commencing with "A region providing economic" at 74%. Some 21% preferred the alternative (higher among 18 to 39 year olds at 29%, see Table 6: Vision Statement preference) and 5% were unsure.



7. OTHER WAYS COUNCIL CAN ASSIST THE ECONOMY



At the conclusion of the survey, residents were asked, in an open-ended question, whether there were any other things Council could do to assist the Central Coast economy. Responses were varied and specific to the individuals' circumstances preventing quantification of the results. However some broad themes were uncovered including:

Focus on infrastructure:

- "They need to do what they can to regenerate our lake system and further infrastructure"
- "Try to entice large business to set up infrastructure on Central Coast/such as warehousing, manufacturing, large business headquarters/state and federal govt offices"
- "Spend more money on infrastructure, like road repairs and use more local businesses"
- "Probably invest in infrastructure/parks/waterways/cleaning up the waterways for tourism and health/roads are shocking"

Specifically, roads:

- "Continue to improve roads and road maintenance"
- "Build better infrastructure/especially roads & parking/ Gosford CBD & train stations"
- "Better roads, particularly from Woy Woy to Gosford"
- "More attention to infrastructure especially the road network. If you're going to encourage more people up here the area needs to cope"

And trains:

- "Improve public transport...more trains ...they're always packed"
- "Basically the train network, more trains, limited stops trains in-between"
- "The Gosford CBD needs a lot of work to attract businesses and people. Better parking, to attract more business you need better parking, better roads, and better public transport. More frequent trains, trains need a lot more work. Buses to key spots eg Terrigal, Avoca, main beaches etc."
- "Yes, well not so much the economy, but for us people that have to travel outside the central coast because there not much work here, they need to focus on the trains, because when there elected we always get promises on trains and transport (even the buses up the Central Coast) and when they get elected nothing gets done about it, and with so many people moving here transport needs to be looked at"

Youth:

- "Development of youth - through schools , initiatives, co-operative groups and student based programs for greater links to be formed with local industries and global companies"
- "They need to address youth unemployment/social housing/ domestic violence and those people with addictions"
- "More youth activities/give kids something to do and a better opportunity for work later"

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 7 Economic Development Strategy Public Consultation Summary Report June 2020

CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF
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7. OTHER WAYS COUNCIL CAN ASSIST THE ECONOMY



And, of course, jobs:

- "I think they need to get more jobs on the coast/I think apprenticeships/internships skills for the digital economy for young people that is the key. They need to revamp the Gosford CBD"
- "Focusing on more job growth, rather than commuting to Sydney. Putting all the money towards the commuting and aiming on bringing those jobs here"
- "Ensure there are jobs/increase the opportunity for people to have community business/encourage small business"
- "Creation of more local jobs especially in property development; creation of sustainable job growth"

Many also took the opportunity to provide broad feedback to Council and the full list of verbatims is available in Appendix 4.



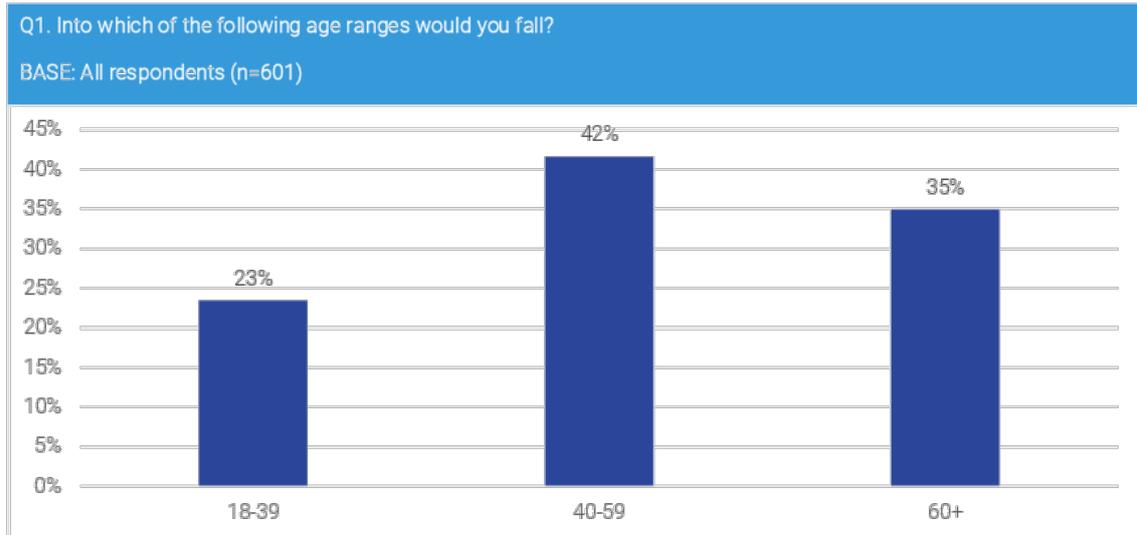
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8. SAMPLE CHARACTERISTICS



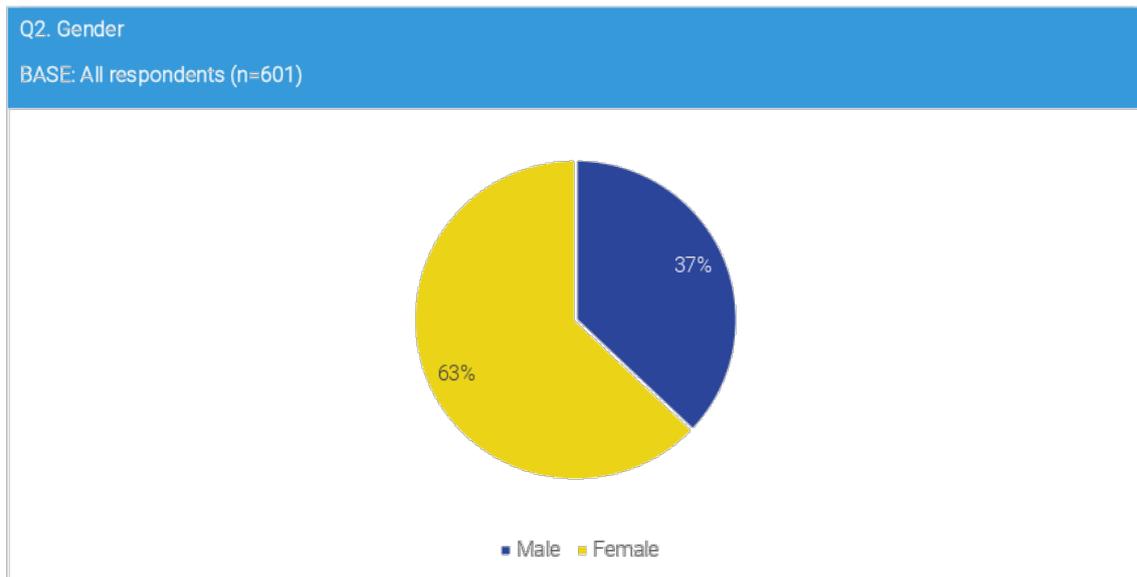
The following breaks down the survey sample by specific characteristics:

Figure 9: Age (unweighted)



Those aged 18 to 39 years were underrepresented in the overall sample (at 23% vs. the 2016 ABS Census proportion of 31%) and those aged 40 to 59 years slightly over represented (42% vs. 34%). Data was weighted to reflect the 2016 ABS Census population figures where 18 to 39 years is 31%, 40 to 59 years is 34% and 60 years and over is 35%. Weighting calculations are outlined in Appendix 2.

Figure 10: Gender (unweighted)



Females were overrepresented in the sample but weighted to 52% (as per 2016 ABC Census population figures) within the results.

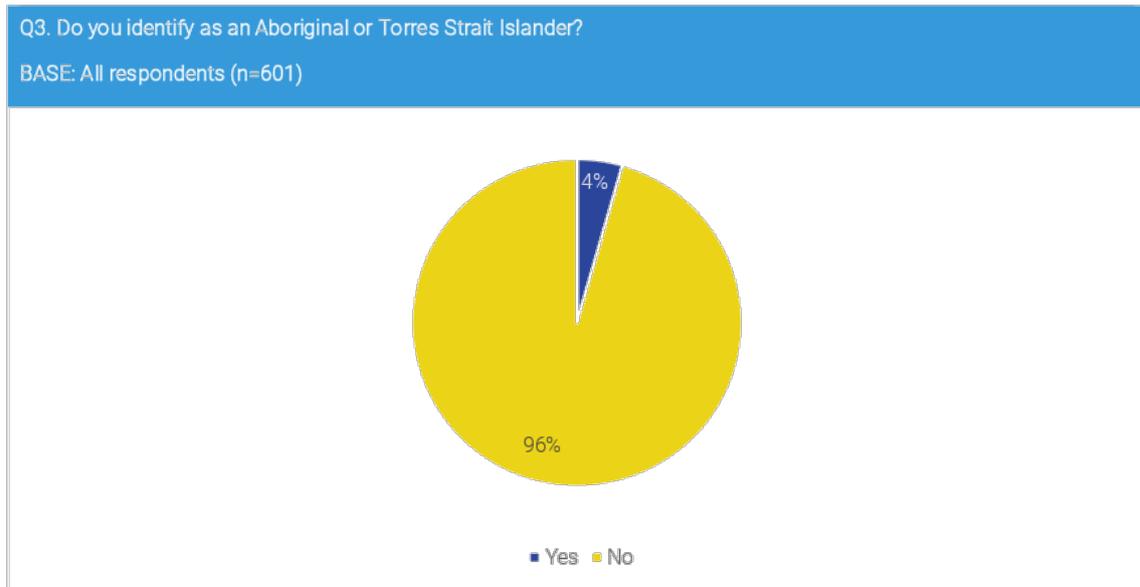


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8. SAMPLE CHARACTERISTICS

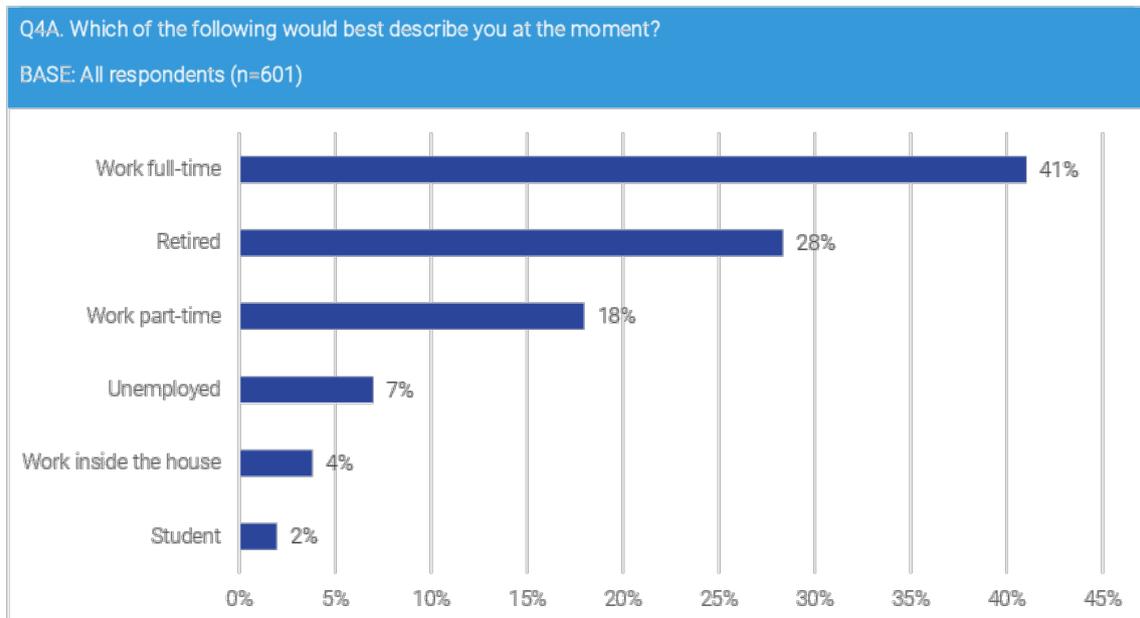


Figure 11: Aboriginal or Torres Strait Islander



Some 4% of those residents surveyed identified as Aboriginal or Torres Strait Islander.

Figure 12: Employment Status



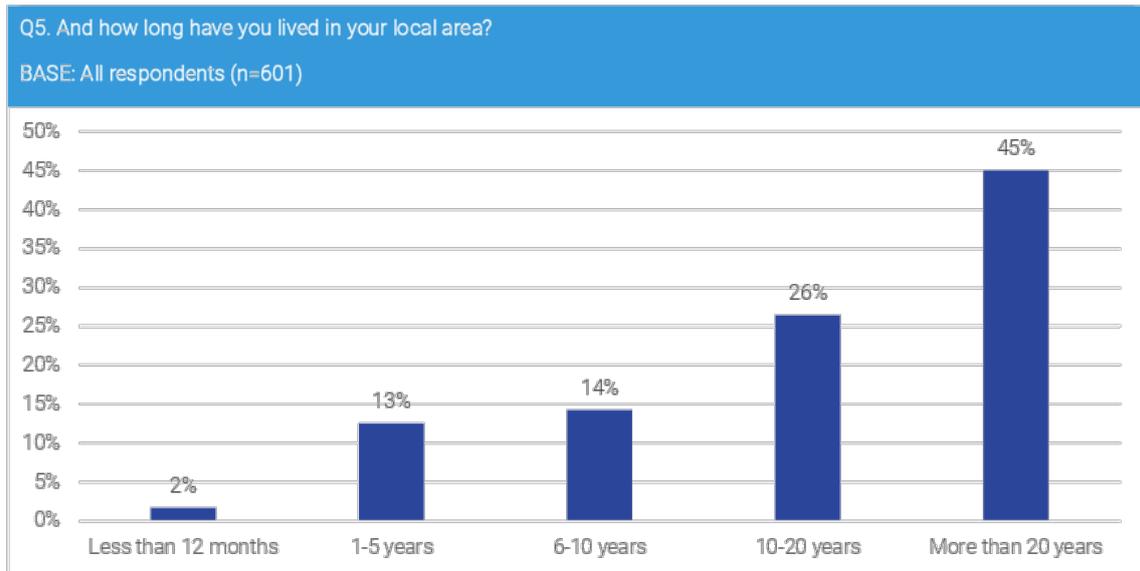
And 59% were working (41% full time and 18% part-time) with a further 28% retired and 7% unemployed.

CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF 5868, JULY 2020

8. SAMPLE CHARACTERISTICS



Figure 13: Length of time at current residence

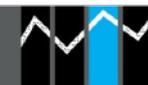


Some 45% of those residents surveyed had lived in the area for more than 20 years, 26% 10 to 20 years and 27% ten years or less.



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF
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9. APPENDIX 1: QUESTIONNAIRE



S1 Good afternoon/evening, my name is (name) and I'm calling from Jetty Research on behalf of Central Coast Council. Council is conducting a short survey of its residents and you have been chosen at random to take part. The survey only takes 10 minutes, all responses are confidential and we're not trying to sell anything. Would you be happy to assist Council by taking part in a short survey this afternoon/evening?

(If no, try to arrange callback or find another member of the household willing to take part.)

If yes, continue.

S2. (If yes) Thanks so much. Before we commence, can I just confirm you live in the Central Coast Council LGA?

Yes 1

No 2 THANK AND TERMINATE

S3. And what suburb do you live in? see attached list

S4. And are you a Central Coast Council Councillor or permanent Council employee?

YES 1 THANK AND TERMINATE

NO 2



CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF
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9. APPENDIX 1: QUESTIONNAIRE



S5. And can I have your first name for the survey?

CATEGORY/ OBJECTIVE	Q#	QUESTION	LIST OPTIONS	ANSWER OPTIONS
Classifi- cation	1	(Name), into which of the following age ranges would you fall?		18-29 30-39 40-49 50-59 60-69 70-74 75+
	2	Gender? (Don't ask)		Male Female
	3	Do you identify as an Aboriginal or Torres Strait Islander?		Yes No Rather not say
	4a	Which of the following would best describes you at the moment?		Work full-time Work part-time Student Retired Work inside the house Unemployed
	4b	(If Q4a=code 1-3) And prior to COVID-19, did you typically commute longer than 30 minutes to your place of work/study?		Yes No
	4c	(If Q4b=code 1) Are you still commuting, or are you now able to work from home?		Still commuting Now working from home Other (please explain)

CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF
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9. APPENDIX 1: QUESTIONNAIRE



	5	And how long have you lived in your local area?		<ul style="list-style-type: none"> Less than 12months 1-5 years 6-10 years 10-20 years More than 20 years
2	6	On a scale of 1 to 5 where 1 means very poor and 5 means very good, how would you rate your current level of:	<ul style="list-style-type: none"> Job security Financial security Confidence in the economy 	<ul style="list-style-type: none"> Very poor Poor Satisfactory Good Very good Unsure
3	7	And how has the COVID-19 restrictions impacted you and your household? (MULTIPLE RESPONSE, DO NOT READ OUT)		<ul style="list-style-type: none"> Reduced hours Reduced income Lost my/my partners job On Jobkeeper On Jobseeker Locked down due to ill health Not socialising as much Restrictions to kids activities Home schooling Studying online Working from home Other (please specify)
1	9	Council has recently developed a Draft Economic Development Strategy to assist Council to prioritise key action items to support the local economy. On a scale of 1 to 5 where 5 means extremely important and 1 means not at all important, how important do you feel it is that Council has a detailed strategy and implementation plan for guiding actions supporting the local economy?		<ul style="list-style-type: none"> Not at all important Not important Neither Important Extremely important Don't know

CENTRAL COAST COUNCIL ECONOMIC DEVELOPMENT SURVEY: REF
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9. APPENDIX 1: QUESTIONNAIRE



1	10	If code 1 or 5: Why do you say that?		Open-ended
5	11a	Central Coast Council is developing a vision statement which will outline the future goals for the region's economy. I am now going to read out two options for this vision statement and I'd like you to tell me which one you prefer.		<p>1. A choice destination, greater than Sydney... Succeeding because of abundant opportunities and incredibly skilled people that thrive on a strong indigenous heritage, natural beauty and unique lifestyle</p> <p>2. 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</p> <p>3. Don't know</p>
4	12	Council is considering targeting a number of industries to grow the economy. Which of the following industries should Council target to encourage job growth?	<p>Health care and wellbeing</p> <p>Retail trade</p> <p>Accommodation and food services</p> <p>Construction</p> <p>Education, innovation and research</p> <p>Advanced manufacturing</p> <p>Sustainable, green industries and the reuse of resources</p> <p>Small business and entrepreneurship</p> <p>Commercial offsite CBD headquarters for commuters</p> <p>Visitor economy</p>	<p>Yes</p> <p>No</p> <p>Don't know</p>
	15	Are there any other things Council could do to assist the Central Coast economy?		Open-ended
	16	Is there anything else you'd like to add?		Open-ended

Thanks so much, that's the end of the survey. Central Coast Council greatly appreciates your time and feedback today.

(ISO info, thank again and conclude.)

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10. APPENDIX 2: WEIGHTING METHOD



It is common in random surveys such as this to weight results by age and gender. This avoids the need to sample by quota (which is far more expensive than purely random sampling), and ensures the data from under- and over-represented groups is adjusted to meet the demographic profile of the survey population.

Population weighting can only occur where the true survey population is known. In this case the population, defined as “adults 18-plus living in the Central Coast Council LGA”, can be accurately measured through the 2016 ABS Census. We can hence weight the survey data by the known population.

To do this we divide the survey sample by gender (male/female) and across three age groups (in this case 18-39, 40-59, and 60-plus.) This divides respondents into one of six age and gender categories, as shown below:

AGE	MALE	FEMALE
18-39	7.7%	6.3%
40-59	22.0%	15.0%
60+	25.7%	23.4%

Meanwhile ABS data for the adult (18+) population of the LGA (as per 2016 ABS Census, Usual Resident profile), is shown in the following table:

AGE	MALE	FEMALE
18-39	21.4%	21.2%
40-59	16.9%	17.4%
60+	11.3%	11.9%
TOTAL	49.49%	50.51%

Dividing the “true” population by the sample population for each age and gender category provides the following weighting factors:

AGE	MALE	FEMALE
18-39	2.77	3.36
40-59	0.77	1.16
60+	0.44	0.51

These weightings are then assigned to each data record based on each respondent’s age/gender profile, and the raw data for each question is adjusted accordingly.

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11. APPENDIX 3: DIFFERENCES BY DEMOGRAPHIC GROUP



Table 1: Level of confidence

AVERAGE	WARD						AGE			GENDER	
	Total	Budgewoi Ward	Gosford East Ward	Gosford West Ward	The Entrance Ward	Wyong Ward	18-39	40-59	60+	Male	Female
Job security	3.9	3.8	3.9	4.0	3.9	4.1	4.0	4.0	3.5	3.8	4.0
Financial security	3.7	3.5	3.7	3.8	3.8	3.8	3.8	3.6	3.7	3.7	3.7
Confidence in the economy	2.8	2.7	2.7	2.8	2.8	2.7	2.8	2.6	2.8	2.7	2.8

Table 2: Commute longer than 30 minutes to your place of work/study prior to Covid-19

AVERAGE	WARD						AGE			GENDER	
	Total	Budgewoi Ward	Gosford East Ward	Gosford West Ward	The Entrance Ward	Wyong Ward	18-39	40-59	60+	Male	Female
Yes	44%	65% ↑	43%	39%	38%	34%	43%	47%	37%	52% ↑	35% ↓
No	56%	35% ↓	57%	61%	62%	66%	57%	53%	63%	48% ↓	65% ↑

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Table 3: Impact of Covid-19

AVERAGE	WARD						AGE			GENDER	
	Total	Budgewoi Ward	Gosford East Ward	Gosford West Ward	The Entrance Ward	Wyong Ward	18-39	40-59	60+	Male	Female
Not socialising as much	42%	42%	46%	37%	46%	36%	32%	33%	59%	40%	42%
No impacts	22%	19%	26%	21%	19%	24%	14%	23%	28%	24%	20%
Reduced income	16%	19%	16%	16%	18%	9%	23%	17%	7% ↓	20%	12%
Home schooling	15%	19%	15%	12%	15%	14%	27% ↑	18%	2%	16%	14%
Working from home	13%	11%	15%	16%	12%	12%	19%	19%	2%	10%	15%
Reduced hours	10%	11%	10%	11%	9%	10%	16%	12%	4%	13%	8%
Restrictions to kids activities	8%	6%	6%	5%	10%	13%	14%	8% ↓	3%	8%	8%
Lost my/my partners job	7%	9%	4%	6%	6%	9%	11%	9%	1% ↓	8%	6%
Mental Health Issues (Self/Family)	6%	6%	5%	7%	4%	7%	4%	9%	4%	5%	6%
Locked down due to ill health	5%	8%	4%	3%	6%	6%	3%	5%	8%	3%	8%
Unable to go Shopping/Gym/Church	5%	3%	4%	5%	5%	6%	4%	4%	6%	4%	5%
More family time	4%	3%	4%	4%	3%	4%	2%	3%	6%	3%	4%
Postpone Events/Travel less	3%	2%	2%	4%	4%	5%	3%	4%	4%	4%	3%
On Jobkeeper	3%	3%	2%	3%	1%	6%	5%	3%	1%	3%	3%
Other	2%	1%	1%	4%	3%	2%	4%	2%	1%	3%	2%
Studying online	2%	5%	1%	3%	1%	1%	3%	3%	1%	1%	3%
More cautious in public	2%	4%	0%	3%	0%	3%	2%	2%	2%	2%	2%
Working More	1%	1%	1%	2%	1%	3%	3%	1%	0%	1%	2%
On Jobseeker	1%	1%	1%	1%	0%	1%	1%	1%	0%	0%	1%
Tested for Covid 19)	0%	1%	0%	0%	1%	0%	1%	0%	0%	0%	1%
Saving money	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%

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Table 4: Industries to target

AVERAGE	WARD						AGE			GENDER	
	Total	Budgewoi Ward	Gosford East Ward	Gosford West Ward	The Entrance Ward	Wyong Ward	18-39	40-59	60+	Male	Female
Health care and wellbeing	95%	97%	95%	93%	93%	95%	96%	94%	95%	95%	95%
Retail trade	75%	72%	73%	82%	73%	76%	70%	74%	82%	77%	74%
Accommodation and food services	82%	82%	84%	83%	80%	79%	75%	85%	84%	81%	82%
Construction	83%	91%	84%	74%	84%	82%	82%	83%	83%	87%	79%
Education, innovation and research	93%	93%	91%	95%	91%	95%	95%	90%	94%	92%	94%
Advanced manufacturing	71%	66%	81%	69%	73%	66%	60% ↓	73%	79%	75%	67%
Sustainable, green industries and the reuse of resources	83%	82%	89%	85%	79%	81%	86%	85%	79%	80%	86%
Small business and entrepreneurship	93%	94%	92%	92%	95%	92%	94%	92%	94%	93%	93%
Regional headquarters for those who currently commute to the CBD	75%	75%	78%	73%	77%	72%	70%	77%	77%	76%	74%

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Tourism and the visitor economy	83%	81%	86%	82%	82%	85%	78%	84%	87%	84%	83%
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Table 5: Importance of a detailed strategy and implementation plan for guiding actions supporting the local economy

AVERAGE	Total	WARD					AGE			GENDER	
		Budgewoi Ward	Gosford East Ward	Gosford West Ward	The Entrance Ward	Wyong Ward	18-39	40-59	60+	Male	Female
Not important	4%	5%	3%	4%	5%	4%	3%	3%	7%	5%	4%
Neither	7%	5%	8%	8%	7%	7%	5%	8%	9%	6%	8%
Important	89%	90%	89%	88%	88%	89%	93%	89%	84%	89%	88%
Mean	4.47	4.5	4.54	4.39	4.46	4.46	4.51	4.57	4.33	4.5	4.44

Table 6: Vision Statement preference

AVERAGE	Total	WARD					AGE			GENDER	
		Budgewoi Ward	Gosford East Ward	Gosford West Ward	The Entrance Ward	Wyong Ward	18-39	40-59	60+	Male	Female
A choice destination, greater than Sydney... Succeeding because of abundant opportunities and incredibly skilled people	21%	16%	24%	20%	16%	26%	29% ↑	21%	12% ↓	20%	21%
A region providing economic and employment opportunities to fulfil our community's vision for a smart, green and liveable	74%	77%	72%	78%	78%	67%	68%	73%	82% ↑	75%	74%

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Don't know (DONT READ OUT)	5%	7%	4%	2%	6%	7%	3%	7%	6%	5%	5%
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12. APPENDIX 4: OTHER WAYS COULD ASSIST THE ECONOMY



Id	Q15
10	A faster train between here and Sydney, a regional airport
325	A focus on manufacturing and business centre growth
526	A real work for the dole system/clean our suburbs & building things learning new skills or trades/maintain work hours/get your own job or you will get a trade/help them with good opportunities
33	A strong focus on tourism
278	Advertising the beauty of the area//
190	Alternative transport into Sydney/trains are very unreliable/ bringing biz into central coast so we don't need to travel to cbd for work
77	Anything that doesn't overload in terms of infrastructure
549	As I said before probably more attention to infrastructure especially the road network. If you're going to encourage more people up here the area needs to cope.
420	As previously mentioned, fixing the roads, and cleaning street signs/over grown trees
154	Assist the police with resources and numbers
300	Assistance with rates / support for healthcare and healthcare workers
354	At some point our airport was on regional plan for use for employment & now just dropped off the radar/it was on the regional plan but now removed/this has caused a lot of upset our community job wise
429	At the moment they are doing as much as they can
577	Balance the bloody budget! Stop spending money they don't have!
61	Basically the train network, more trains, limited stops trains in-between
504	Be mindful of their small businesses/to look after them/put \$ into small business rather than waste \$ on red tape & ending up doing nothing

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295	Becoming a centre for education would be good
583	Better access to bike & walk tracks that are ecofriendly/ it is hard to get around without a car/so better public transport is vital especially the elderly
333	Better infrastructure for the community/ transport in particular/in all the areas it is one bus an hour/always have to wait an hour/it's an area where you need a car/an extra lane going past the western side of the Wyong station would be good but it never happens//
363	Better infrastructure in regards to local facilities like footpaths, bike paths, relaxing areas.
425	Better public transport and better transport links to get people around the central coast. This could be in the form of rail, buses & light rail.
590	Better roads, particularly from Woy Woy to Gosford
98	Bit over my head/at my age//
309	Build better infrastructure/especially roads & parking/ Gosford cbd & train stations
109	Build more accommodation, do the entrance up, that will create jobs
566	Can't think of any
79	Can't think of any right now
541	Can't think of anything
107	Career pathways for young adults. It's currently non-existent on the central coast.
253	Certainly bringing to the regional offices onto the central coast so people aren't commuting to Sydney every day and it opens up job opportunities.
214	Childcare...there are not a lot of council run childcare centres
542	Clean up our Tuggerah lake, so that the flooding stops or is minimised, in particular, tumbi creek that leads into the lake
352	Clean up the lake system/Tuggerah lakes
434	Collect and conserve water so that there is no longer plagued drought. If they can put further damming here or anything they can do to retain water so that they can actually have more industry such as market gardens and also horticulture.

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66	Consistent transparent guidelines for the development of educational and cultural precincts
53	Continue to improve roads and road maintenance. Encourage industry and manufacturing for local and Australian jobs, included rezoning and incentives to accommodate this.
477	Council can do a lot of things/no//
162	Council needs to work with state govt more...state govt impacts us enormously...and specifically for example in the area of public transport...trains and roads and buses
527	Council offices need to no longer think of it as two separate areas but one that needs to be developed equally. For example no longer Wyong and Gosford but central coast.
497	Council should adopt more work from home strategies and look at other sectors not part of the previous question...eg it
375	Create open spaces to attract tourism. Promote tourism
19	Creation of more local jobs especially in property development; creation of sustainable job growth.
122	Definitely improve the rail and ferry links to the city, specifically the rail link.
254	Develop the arts and culture side.
507	Develop the arts economy. There is plenty of space for outdoor theatre.
234	Development of young people, education as they come out of school with work opportunities
140	Development of youth - through schools , initiatives, co-operative groups and student based programs for greater links to be formed with local industries and global companies
54	Distribute money more fairly/more development locally around Toukley
289	Do what there supposed to do update the roads and the gutters
83	Don't approve buildings that don't meet the standard
396	Don't do stupid things like give the tax dept. prime real estate on the waterfront...they could have used infrastructure that already existed...it would have been a win/win
559	Don't know/difficult times/no bright ideas

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556	Don't waste money on projects that doesn't help the economy such as the boardwalk or sculptures and artwork in the street
161	Due to the current covid situation I don't think tourism should be a priority at this stage
388	Easy access to roads and transport/also extra parking for Ettalong markets and nearby beach area
244	Economy
380	Employ more indigenous people
103	Employment advertising specific for the central coast. A lot of jobs advertised through things like seek group the central coast area wise with the northern part of Sydney. The council should approach these companies and encourage them to separate the central coast from north Sydney to make jobs advertised on the central coast be specific to the central coast.
29	Encourage manufacturing sector// couldn't prompt further
8	Encourage more banks to open in area/ only Westpac & a credit union in my area/ difficult for elderly people to travel to do banking
491	Encourage people get jobs, get off the dole. No further comments
597	Encourage the establishment of manufacturing industries - people will want to buy goods made from Australia rather than imported goods
185	Enhance services for families, more opportunities for families to afford child care
498	Ensure that commuting to cbd or Newcastle is substantially reduced travel time/there are not enough jobs here/ 30,000 travel daily
322	Ensure there are jobs/ increase the opportunity for people to have community business/ encourage small business.
28	Everything is fine/Adcock park there is water leaking/needs to be fixed//
466	Faster da approvals. /more flexibility to titles for example allow builders better grow. They should ease the restrictions on each property to allow more flexibility for industry growth.
459	Fix all the roads up, it will it make it better for everyone
582	Fix our roads, fix more of the roads.
339	Fix roads so people will be able to get to their job quicker

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344	Fix the entrance causeway
586	Fix the roads, it will create jobs for both the people fixing the roads and the ones using them
257	Fix the roads, make it easier to travel around the coast. We need more industries up here, I don't how.
206	Fix the roads.
225	Fix the roads. I live in Woy Woy bay and we have the worst roads on the central coast. No further comments.
480	Fix the roads/70% of them need upgrading/to deal with the traffic better it is only growing
168	Fix up all the roads, curbs and guttering's. Have a consistent approach
578	Fix up the roads in san Remo.
423	Fixed the roads that need to be fixed and don't fix the roads that don't need fixing. Fix the roads with potholes instead of resurfacing the roads that don't need to be resurfaced.
115	Fixing the roads/ that would allow more people to be able to drive in a safe manner then what's out there now.
273	Fixing Tuggerah lake, and I know they know what needs to be done, is the most imperative thing as it's important to the central coast, improve commuter parking, provide incentives for families to relocate from Sydney to the central coast
313	Flood plain relief if, I get flooded
191	Focus on renewable energy solutions and control over development and facilitate smaller residential/cut red tape on granny flats
188	Focusing on emergency accommodation and low cost housing because people are going to lose their homes eventually.
156	Focusing on more job growth, rather than commuting to Sydney. Putting all the money towards the commuting and aiming on bringing those jobs here.
528	From a council point of view and living in lake Munmorah where I do. I would like to see the grass edges cleaned up bit more. The street I live in comes off the pacific highway and some of the grass is extremely high. I know they're busy but if they could keep the greenery a little bit neater, edges of the road, that sort of thing.
321	From my job perspective I'd like council to focus on mental health
413	Generally make the Gosford cbd more appealing because some of the areas look derelict.

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46	Get of their bottoms and do something/they sit on their hands too much and need to be proactive/ Gosford should be a thriving metropolis but was nearly dead at one point/no//
351	Give incentives to small businesses to come back to the main streets, Gosford and Wyong
515	Gosh I don't know, I can't think of anything at the moment.
57	Greater support for our local a league side/improved transport to and from Sydney
433	Have better business community engagement to support local business to supply their needs and wants/focus on local business, and business on the central coast to have better opportunities and reduce unemployment rate
384	Haven't thought about it
336	Health and education are two big ones, and the disability section, aged and children with disabilities
338	Help the aboriginal people, encourage that community to get jobs
299	How long is a piece of string/I am sure there are/you have already mentioned a few in the questions/bring some of those industries to the area//
489	I am leaning towards green energy/renewable energy//
267	I believe that they have got to support small business better and to do that they have got to make the area safer the biggest problem is right in Gosford, it has turned into a town of tumble weeds. Every second shop is closed down or is full of flashing lights and it is not a pleasing place to go to and you don't feel safe
86	I can't think of anything else, no.
366	I can't think of anything I think they're doing very well
58	I definitely think tourism because it's so beautiful and close to Sydney.
334	I do not know. /no further comments
361	I don't have enough knowledge to give a good answer on that one
274	I don't know about the economy and I have lived here most of my life and we could do with more curb and guttering and roads which are poorly maintained, now more people live here.

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535	I don't know.
184	I don't know. I really don't know.
148	I don't know/ haven't really thought about it/more activities for toddlers and young children/little weekend activity groups/more interaction for the kids at the weekend rather than sitting at home//
67	I don't know/feel like they are doing a reasonable job/the cbd needs some care and attention//
142	I don't know/I think everything has been covered/no//
55	I don't really know I don't really take a lot of interest/things have been promised up here but haven't really happened//
175	I feel that the favouritism is not a good trait for councils, when you're looking at investments and permits, its things like there are favourites and you wonder why. I don't think much has changed, the friends I talk to. I think they need to consider small businesses.
437	I just believe that we need more industry on the coast to keep more people working on the coast.
493	I just think it's' about visibility. I don't hear a lot, I'm hearing about covid but not a lot of local issues. More visibility locally.
157	I just think there should be more manufacturing on the coast so they don't have to commute to Newcastle, Sydney and western Sydney to support local trades.
240	I really didn't think the office which was built on the old school site should have been built, it should have been built to fill in some of the ugly places close to the station/more parking
69	I suppose try to create more employment.
315	I think a tafe after high school but not university, structured further education base needs to be targeted to help with traineeships and apprenticeships is important to build the ;economy
486	I think at the moment the council is doing a reasonable job. It's across several councils so it's quite challenging. I think also that it's very important that we pull in the tourists.
231	I think central coast council need to see the value in the Warnervale airport precinct. The potential that the precinct has for technology based industries and aviation based industries. That precinct needs to be seriously looked at and invested in because the potential is huge for the region.
525	I think council can improve recycling facilities and encourage use of renewable resources. Increase public transportation (more routes covered)/ I think there's more potential for a more sustainable lifestyle I think it might help us change our mind set, collecting of recyclable items veg and fruit waste.

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34	I think encouraging small business and social enterprises//
382	I think having a more sustainable and resourceful community/ so promoting more local produce and local businesses that communities can go to and get involved with so we can support our local community more.
97	I think it's really about diversifying the economy away from small business and retail. They should also be looking at it and educational services.
23	I think just job creation.
399	I think less development and more health. More mental health assistance for the community.
155	I think more could be done for understand of our local area. Opening up more bush walks, greater care of the environment so that the environment can be utilised without ecological damage.
286	I think more needs to be put into the state of our roads. I think there are a lot of areas that require general maintenance, like our parks and playing fields.
487	I think perhaps more road building, better roads and less money on things like that walkway at Terrigal.
89	I think possibly if the roads and everything were improved a bit more that would help more people visitor the area and also parking at beaches and stuff like that.
421	I think some of our roads are in desperate need of repair, and curbs and guttering. And more infrastructure /it provides jobs.
422	I think support local manufacturing.
269	I think that we could do with more natural gas area's. San Remo only have two areas with natural gas and were told they would not put in natural gas because the streets are around the wrong way. We need curb and guttering.
271	I think the central coast needs to put some kind of online brochure and potentially on television but they might not be able to afford that so I think an online brochure to attract tourism and residential.
395	I think they already do a fair bit in terms of grants for entrepreneurship and I'd like to see that continue but I think where I'd like to see a push is around the environmental and green technology aspects (future technologies). I know there's a place in Somersby (licella) that struggles to get enough grants - trying to commercialise a system but haven't got enough support from Australian government levels so they now have to commercialise it overseas. It would have been very beneficial for Australian recycling industries if they could have commercialised it here.
6	I think they just need to upgrade the roads and foot path systems, there's just things like that, that just need to be done.

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80	I think they need to address the problem at the entrance to the lake. I've been told by locals that they are going to do something for years. I did notice that they were very slow to react to the flooding last time at the entrance north.
222	I think they need to branch away from Terrigal and move further up the coast and down the coast. It would promote tourism in other areas.
419	I think they need to get more jobs on the coast/I think apprenticeships/internships skills for the digital economy for young people that is the key. They need to revamp the Gosford cbd.
178	I think they need to look at the bigger shopping centres and lower rents and put more shops in , generate more employment and bring some bigger manufacturing companies up and that will give us a lot of jobs too
108	I think they need to really re look at all their opportunities where they can expand things like cafes like at the Gosford water front. Where there is a nice place to sit, it would be nice to have cafes or something there. /re think their park areas and playgrounds and re zone a few areas for animals such as off leach parks/areas on the coast because I do not think there is enough. /walking tracks or footpaths for people to walk.
594	I think they really need to maintain the grounds better. They need to maintain the drainage areas, in particular near where I live, (peninsular leisure centre), the drain hasn't been done in years, weeds and everything growing, rats, it's not good.
20	I think they should assist the community with indoor centres, sports centres and get them back into business as they have suffered so much during covid 19
13	I think this is where it goes back to if we clean up the Gosford area and water front that would entice visitors, investment more construction and a better looking gateway to the central coast.
172	I think we need to find a way to reduce energy costs. I think we are losing a lot of opportunities by not having lower energy. / It is too expensive to run your business, if one third of what your costs are because of energy, how can you have a manufacturing plant or do basic things?
360	I think we should bring the jobs to the central coast.
555	I think what you've said covered it all, I can't think of anything.
355	I wish they'd open up their buildings so I could visit and communicate properly/I was trying to change cat's name and had to deal with lots of written correspondence which took weeks/if council had of been open I could have solved the situation on the spot
49	I would have thought that good management with councillors , and clear direction for the council
359	I would just say provide more jobs.
163	I would like council to develop the Gosford cbd area more quickly than they have.

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208	I would like the roads fixed especially on the peninsula/ and when it rains the potholes appear and it takes weeks for them to fix
101	I would like to see no homeless children on the street / also I would like to see more police presence in high crime areas / creation of more jobs for the young
229	I would like to see the banks doing sponsorships or donating money to charities or just help their local areas.
472	I would like to see, development of affordable accommodation, in line with councils affordable accommodation policy. Nothing seems to be happening. I am favour of a multi-cultural community
450	I would like to think that they'd leave Wyong airport alone because it encourages the youth of the area to expand their horizons. They will lose a lot of people if they close that down because they won't commute to Newcastle.
96	I would probably say be a little bit more visual. Project what they intend to do on a much clearer level, using radio or tv or other such means of communication. Reason being the radio is on 24/7/ and the council isn't making much use of it. The nun and use of the internet, the communication platforms... Facebook or what-have-you.
524	I would really appreciate council stop wasting money and put it into the community rather than council affairs...there's a lot of wasted funds and it's disappointing to hear about it when it could go to better things
235	I would suggest focusing a lot more on the hospitality, events, nightlife, cafes, restaurants and more promotion type events. The social industry has gone right down due to the virus. So not just focusing on the key areas that should be in any government but focusing more on the social aspects such as family outings and social events, and night life opportunities.
119	I would think to market the central coast as a holiday destination but also as an economical place to live.
593	If the council are looking at those areas that would go a long way to help//
505	If the Tuggerah lakes were opened and the waters were clean and they spent some money around the foreshore around the lake, it would bring a lot more tourists spending money in the area.
60	If they could just create more job opportunities for people who live on the coast
12	I'm not sure/not really interested.
303	Improve Avoca beach/bicycle track/improve parking/nothing else
548	Improve infrastructure/public transport in outer suburbs/ improve the infrastructure & services to equal our rates payments
205	Improve infrastructure, e.g. Schools & hospitals to accommodate population growth.

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123	Improve public transport...more trains ...they're always packed
385	Improve the entrance area. Shopping centre needs updating. The entrance channel could be opened to clean the lake & let fish and prawns in to improve the catch/ better quality fishing.
331	Improve the infrastructure of the area...it's very poor
263	Improve the infrastructure, easier access around
100	Improve the internal roads to fix traffic jams
567	Improve the roads
239	Improve the roads and have more police presence for the vandals
124	Improve the roads and sort mess out with the roads to Wyong
327	Improve the roads if they want to make tourism an area to create employment. Encourage 'clean' factories along the m1 i.e. Factories that don't put out pollution.
372	Improve the roads/some of the roads are appalling/especially in and out of towns//
340	Improve the train services from the city and Newcastle
476	Improve transport, they can't really do that but they could help and lighting/ the streets are really dark so sometimes you don't want go out in the night because of the lack of lighting/ there's a lot of potholes in the roads.
379	In regards to shopping centres, so everyone gets a fair amount of everything instead of people hoarding it. Only allow one item per product and if they have come in again to same shopping centre trying to get more of it, only allow them one item again instead of three or four.
293	In the long term, things like the railway and the road, because we only have the 2 connections
237	Incentives to attract larger manufacturing firms and bigger business to the central coast, incentivise current companies and manufacturers on the central coast
347	Increasing payments to people who can't contribute to the economy
519	Infrastructure - roads, there's unfinished projects. The road from Wyong to Wadalba is unfinished. The development stopped... Possibly an off ramp from the m1 to Wyong

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499	Infrastructure spending, allowing business to grow without restrictions, they need to fix the lake. The lake currently is a stinking swamp they need to open it up and give the tourist something to do when they come here, at the moment they can catch an infection just looking at it.
219	Infrastructure eg roads.
71	Insure Tuggerah lakes and the entrance is properly managed to utilise the lake system instead of the stagnant water supply in the Tuggerah lakes position. For example, make it more like lake Macquarie.
479	Introduce more infrastructure projects/upgrade our roads & footpaths
518	Invest in infrastructure. /it will provide local jobs and as a result people will spend.
25	Invest more into the community on creating more jobs. There is always a hold up in council with things being released in regards to land sub divisions and it holds up the building industry.
183	Investigate and expand public transport opportunities
291	It could increase good sporting facilities they could make money from/an artificial football pitch is an example/the grass fields cost money//
95	It would be fantastic if they would fix all of the potholes on the peninsula and curb and gutter. Maintain clean beaches.
9	It would be nice to have something like the gold coast or Brisbane around the entrance area. Decent hotels and accommodation and things like that. Places for visitors to go. The central coast is very much behind the times as far as holiday makers are concerned.
5	It's a balance with tourism/ so the tourism dollar is important but it shouldn't be to the detriment of the area/Terrigal is an example of how not to do it/and would have to be done very differently//
443	It's all covered in that which suits us
215	Its more the federal government that has to step up here I think the council is doing as good a job as possible//
32	It's mostly job opportunities is the big thing, especially for school leavers.
554	It's very difficult for me because I don't know everything they're doing.
195	Just backing small businesses and creating opportunities for local business
36	Just getting a strict plan in place for moving forward out of covid.

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85	Just make sure that the beautiful places are kept green and clean and tidy
573	Just on a personal note they could fix up the entrance/if you can clean that waterway up it will help with tourism.
105	Keep the curb sides clean/make sure everything looks uniform so it attracts tourist/lake Munmorah is a very good example of the need to keep the curb sides clean//
72	Knock down the top management and have actual workers instead of too many supervisors
261	Listen to your people/be open to new ideas/be transparent in your dealings/
442	Local infrastructure projects, eg .roads to give people jobs
256	Local infrastructure. Proper footpaths or bike paths so that people can move around more freely without having to use motors and things like that to move which comes into sustainability. /doing a bit more for people with disabilities. I know quite a few people with disabilities who are struggling to get work or really get anywhere.
209	Local public transport needs to be improved. More buses - smaller buses- to cover a bigger area and run more frequently.
376	Look out for the weak and vulnerable in our society
381	Lots of things they can do/look after the Tuggerah lakes a bit better//
400	Lower rates, lower tip fees
440	Lower their rates , that would help people
543	Maintenance of current facilities
488	Make their own infrastructure more viable and better managed
11	Make their planning applications approval process more stream lined
65	Maybe better parking/ just, Terrigal for example it would be easier to get around instead of having to park so far away.
21	Maybe improve the bus services? That's all that affects me.
517	Maybe keep the streets cleaner in Terrigal and empty the bins more often to keep the visitors happy
241	Maybe roads...upkeep and maintenance

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302	Medical specialist care. I still have to see a specialist that comes up from Sydney.
131	More around local businesses that have done really well. A bit more publicity for local cheese makers or pubs that have done really well
3	More businesses up here getting a go. It's all the Sydney companies getting a go.
242	More construction of footpaths. /it will give jobs and employment to people and boost business if you can sub contract out the work.
568	More environmental services like Fogo cos that will give a few jobs as well as help with the environment
468	More footpaths and accessibility - pram friendly - for people travelling by public transport footpath access is limited - helping people with families ditch cars for a day out
484	More free parking adjacent to the railway station.
114	More infrastructure in the Gosford cbd. With the hospitality and restaurants, if it was in one main street it would get more people in the area for leisure and to spend money in the general area and to get people visiting.
247	More infrastructure/ roads and planning/there is no vision or thought goes into it/at Tuggerah everyone gets channelled in there and it creates a bottleneck/needs a link road from east of the railway station through to east of Wyong railway station//
201	More jobs, a lot of jobs I have looked at you need a lot of qualifications for more training and on the job training that's not going to cost an arm and a leg and apprenticeships as an older person, younger people are getting the jobs. Ie: dominos won't employ me as it will cost them too much. As a mother that has to go back to the work force, I'm not entitled to Centrelink because my husband earns too much ... It's hard to back into the workforce
283	More low-cost housing for the growing number of people on the central coast who are sleeping rough. There would be less crime and domestic violence, helping people with psychiatric problems
31	More music venues/ greater entertainment always brings more opportunities.
248	More public transport in regional areas/more buses in later hours/no//
552	More services for aged care.
265	More support for people self-employed. More funds or advertising to keep money within the community
177	More the hands on things that need to be done/Terrigal bridge needs hand rails/further down near Terrigal drive and ocean view drive there have been 6 accidents/needs some sort of slowing down//

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18	More toilet facilities and maintained not just left, more rubbish bins, when I'm traveling around
288	More tourism attractions. This would bring more people to the central coast which will then provide more jobs and more income for the coast.
282	More tourists to come to area/not being advertised/needs more promotion
159	More walkways around the lakes. I have to drive 30 minutes to find a walking track yet I am surrounded by water. I this would bring more people to the outdoors and they would spend money at the little cafes.
428	More work for the local workers, especially trades
404	More youth activities /give kids something to do and a better opportunity for work later
17	Mountain bike trails in cos space attract potential tourism in great numbers but unsupervised construction by private organisations despoil the natural environment which is the area's greatest asset
116	My ideas is that I understand there are community gardens and things like that. I feel like with schools and things like that, that composting should be introduced in school and things like that. Trying to look after everything than having a plain sight of the community. I teach my son about soft plastics. I'm from nz and the central coast feels a lot like nz. More rundown buildings should be treated better.
151	My main concern would be to support and promote small business and small business owners
262	Need more doctors...the majority of people that come up here are retired people from Sydney and with more doctors more people would come up here
529	Need more schools and hospitals/more homes and buildings
204	Need to look at more employment here/like years ago when we had regional development and some of that was focused on man's road west Gosford which used to be an abattoir various business were encouraged to set up in his area so that people weren't commuting to Sydney/I cant remember the names of them but its like sanitarium set up in this area/the would encourage business to decentralise and come to the coast/they were big business such as a sleuth sterilising company and the govt back things. We have the at the moment but they are not going with peoples wishes so there needs to be some collaboration. But it was work suitable for young people/probably more trades based rather than white collar work.
47	Needs to support universities and educational facilities such as tafe to draw people here.
430	Not being very educated. I could say open the borders quicker than they have done.
134	Not concentrate so much on the environment more on jobs , health and education I'm not against the environment but these other things need more focus

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446	Not put so many units up and get Gosford back the way it used to be. Too many shops are closed and too many units. No more high rises.
173	Not to delay projects that have met all of the criteria/ approvals
138	Not waste money.
51	Okay, I fell that the recent planning comity that council has established should have a rep that actually lives on the peninsular, as part of this team, particularly when major decisions are being made by people that don't live in this area.
130	One thing that I'd like to see more of is useable space for locals/they have a lot of closed off spaces in the southern area we I live/sporting areas/open more grounds.
290	Only what we have talked about//
462	Open it up to tourism...tourism had died very badly
521	Open waterways to bring more boats in. Bringing more boats in owned by rich people brings in money for mooring costs and spending money in restaurants. The st Hubert bridge is too low and doesn't allow a lot of boats in.
341	Our roads need fixing/local suburbs/not just with loose gravel/resurfaced properly/we need gutters also so that when it rains erosion doesn't occur
595	Our suburb roads are like goat tracks/too many bumps in them/they only do about 10metre sections but they should do the whole road
41	Parking & public transport/ the population has outgrown the current services/they need to upgrade these essentials asap
230	Parking at train stations needs upgrading for commuters
350	Pay more attention to the people who live here
485	Personally living in the area in order to help growth in each suburbs it is really important to develop the roads not just filling in the potholes 5 or 6 times a year/will improve the look of the streets and hopefully value of the housing will go up//
139	Probably better consultation with the community, better access where they are trying to get to the community in a better manner
120	Probably but I would need a while to think about it.
320	Probably invest in infrastructure/parks/waterways/cleaning up the waterways for tourism and health/roads are shocking//
410	Probably need more parking. (to support regional growth)

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4	Probably reduce the levels of bureaucracy within council to streamline decisions relating to pretty much anything. Adopt lean management practices.
483	Probably stop increasing rates/keeping local roads up to scratch/no//
170	Promoting the area to large city areas.
250	Promotion of the central coast is very important. To keep moving, to keep having special announcements on 96.3fm. To promote and talk about how beautiful it is, the opportunities and where to find them. This place is surrounded by water.
358	Provide more jobs/homelessness/ more accommodation for the homeless/no//
56	Provide more tertiary education, it will bring people to the area
106	Provide parking, people would be more likely to come to the area
522	Put money towards the roads/
408	Put more apprentices on//
245	Put these ideas into practise/not more procrastinating
81	Put walking track/bike track/exercise equipment especially for older people in green ways/a few places we have noticed old rail tracks or minor roads have be upgraded to bike & walk tracks
104	Rejuvenate Gosford city centre to make it attractive for small business
45	Renewal energy and development
14	Review the development control plan
585	Ride a ferry service between Ettalong and circular quay
317	Roads and curb and guttering to create more jobs. Every time it rains it gets flooded around here. There's no gutters, nowhere for the water to go.
587	Roads need fixing. This will create jobs & stimulate the economy.
393	Roads need to be widened; they aren't wide enough. The way the roads are now hampers productivity because of the congestion

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30	Roads to take traffic if we want to grow the economy. It is no good growing the economy, increase the population & build new houses if the roads can't cope
403	Seeking out and making it easier for companies to house staff or help staff relocate to take advantage of lifestyle and cheaper cost of living. Actively seek business that can work in a distributed remote virtual manner
599	Should be more sustainable with their recycling/follow Queensland's example of a drop place for people to drop their rubbish/could get a second economy working//
508	Some more areas for the kids to be safe, not on the street
48	Spend less money - if there is surplus it should be being spent, it shouldn't go to consolidated revenue. Earnings from the rate payers should be spent
304	Spend more money on infrastructure, like road repairs and use more local businesses
374	Sporting and the arts/may be sponsorship for clubs and for up and coming sport stars
27	Start employing locals instead of overseas, more locals, support us first not backpackers.
349	Start spending their money in the north in the Wyong area and not concentrate on Gosford, ie: roads and business and housing
502	Stop all the over development at Gosford, there is just too much of it. It is just going on everywhere and I don't know what it is going to solve/it's putting an extra load on roads/making everything more crowded and that's not what we moved here for/too much high rise happening. Everything is becoming crowded.
569	Stop going on overseas trip use internet. Put the money into local area, use money for local area/ our rates
310	Stop over development. /having a more controlled plan for development that does not impact existing residence.
328	Stop people roting the system and defrauding
478	Stop procrastinating in local services for starters
129	Stop wasting money on doing research into improving Tuggerah lakes, complete the targets/ complete the work recommendations that have already been offered.
152	Stop wasting money/need to start employing trades people through the council/fix the roads and drainage show more initiative//
563	Support group to make sure they have as rapid approval process for new investment/ changes to water front and cbd
216	Supporting small businesses that are struggling.

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545	Supporting the automotive industry.
475	Sustainable mountain biking trails at Kincumber mountain
427	Take the pressure off ratepayers/reduce their bills during this crisis/all household necessities/like power gas & water to assist & to give us all a break for the next 12 months at least
180	Target the cleaning up of Tuggerah lake and working on the entrance break wall
35	That basically doing this type of a survey during a financial crisis when the council has agreed and voted to increase council rates is a bit of a joke, it's a joke.
371	The actual city of Gosford needs revitalisation with more commercial investment and revitalise that part of the central coast to make it a more vibrant city.
537	The arts/very talented people live here & the people in the area need entertaining by the local professional performers & artists/a film studio to be built to assist this/we need a positive industry going forward
198	The community services sector/
509	The Gosford cbd needs a lot of work to attract businesses and people. Better parking, to attract more business you need better parking, better roads, and better public transport. More frequent trains, trains need a lot more work. Buses to key spots eg Terrigal, Avoca, main beaches etc.
368	The one thing they are doing right is all the recyclables and plastics that have been melted it down and put back into the roads materials and t continue with this plan and the earn and return.
444	The only person that would know an answer for this is a councillor.
387	The place is a bottleneck...there's only one road in and out...you just can't go anywhere...I think they should get up there in a helicopter and see what's wrong with the place
364	The roads and transport system has a lack of resources. In particular my youngest daughter doesn't have public transport to and from school and so is reliant on other forms of transport to get to and from school.
266	The transport network is one of the biggest issues/there is a lot more they could do with Gosford/I would like to see it become a weekend attraction with markets and get rid of the road between the park and thaw waterfront/peruse higher education opportunities
268	There are things they can actually repair. If they rebuild the actual wharf area that goes directly to the beach area. It's on Katherine bell on a beach area. Apparently it was burnt down years ago. It is an icon for the area. They should repair that and get that back going. People from all over Australia will come and look at that again.

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167	Their customer service within the council needs to be improved vastly and promptness and proficiency to allow them to improve and provide better support and a better service to those living and working in the coast and to encourages others to want to do the same.
147	There is a lot of incentivisation towards green energy and sustainable living/Sydney is funded by a solar farm which is on the central coast but is not coming here//
584	There is nothing here for young/
166	There's a massive aged population on the coast. So, more aged care and I suppose facilities and services for the aged.
165	They are killing job growth/they stop anything related to job growth if some opportunity arises/need to get rid of some of the councillors//
221	They can stop procrastinating about the current development applications that they've got...it takes far too long to get approvals
74	They can't do anything about power/we have no power stations/we are paying too much for power
200	They could be more economically efficient.
68	They could focus development on primary industry and commit to local tertiary education
223	They could have a program for public upgrades, curb and guttering footpaths and roads
389	They could open up Kincumber tip well I live around that area and that's my biggest grief at the moment. It would bring money into and around that area like shops around Kincumber, we wouldn't have to go to woozy. The overtime spent on Gosford council with their workers working overtime on a Saturday, you never ever see these guys working thru the week then all of a sudden on a Saturday you see them in bundles everywhere it's just crazy.
52	They could pull their finger out with the Gosford water front, fix the roads, there are some shocking roads about and they just patched them up and that was it, there are sections of road around the Toowoan bay area that constantly just get patched up.
426	They could support small business and local produce growing, vegetable growing, market gardens so we have produce markets. There are some already but we should have more market growing's for local consumption.
211	They need to address youth unemployment/social housing/ domestic violence and those people with addictions//
294	They need to build a break wall at the entrance/stop the flooding//
449	They need to do what they can to regenerate our lake system and further infrastructure.
76	They need to plan the areas before they build on them so they have sewer, electricity and roads

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343	They should open the lake up to the ocean and build a break wall to get more people up here.
561	They should waiving levies to assist small business/give more leeway to pay off various fees
464	They're going pretty well/keep things local
455	To be a little more people centric. There was a little sticker inside the recycle bin to say that your recycling is great and to enter a code to get a 50 dollar voucher. It let you know the council was watching and made you feel like you are part of a collective. Instead of them being a bunch of people in an office it felt like we were working together on one thing.
187	To boost the economy it needs to start happening now!
412	Town centre manager could include the bottom end of Toukley as well as the top. They could return the federal money that they have been given to create enclaves of low socioeconomic roots and prohibit construction of multilevel dwellings that are not run past the residents of the local area. More personal development of small business owners.
260	Town planning like roads which are over populated/becoming like Sydney overpopulated/infrastructure//
539	Transport is a key issue, all the things we mentioned need good transport
91	Try to do the right thing/improving facilities for disabled
365	Try to entice large business to set up infrastructure on central coast/such as warehousing, manufacturing, large business headquarters/state and federal govt offices
394	Umm yen I think we need more business up here more apprenticeships and jobs for the young people, I don't feel we utilise the skills we have, there are a lot of kids out there that are very bright and are not given the opportunity.
473	Umm, I think from my own experience and what I've seen over the years I've been a central coast resident, more training and careers opportunity's for young people.
59	Umm, other than providing or trying to provide more jobs that's about it, maybe build more car parks and provide more people with jobs, we can't get any car parks in Gosford
93	Umm, probably umm increases the hospital or build another hospital that will accommodate all types of problems (more health resources in this area), increase transport from the city out here. They can put some curb and gutters, that would help a lot
454	Very fast broadband for people working at home. More focus on green and renewable businesses and more emphasis on local businesses that aren't being green. So a push by local council to stomp on any new business that isn't green.

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227	Warrivale town centre needs a proper shopping centre/when I purchased here 15yrs ago I was told the shopping centre was on the plan/nothing has ever happened/no shops & too many people
432	Wary of potential growth of area/ be prepared for potential growth/ roads & water to accommodate growth
252	We don't have a spinal care or treatment centre and considering that we are quite a big region I think we should.
592	We need more entertainment more activities to attract more Sydney siders to the central coast.it will help the economy and everyone. They eat out and stay. We need more shows.
272	We need more shopping facilities e.g., Coles in my area. I am 92 and travelling to Gosford is difficult
281	We now to have to share a recycle bin with our neighbour now that we live in a villa whereas before when we lived in a house we used to have our own bin/I think it sucks//
285	Well it all depends on the planning and strategic planning on the issues you have planned, I could speak for an hour/ there's a lot of maintenance required in the council. We've lived here on the coast for 30 years. we've noticed there's a huge amount of development in the infrastructure of council/ we've noticed in the entrance area - even with footpaths and in some places gutters and for an anticipated higher volume tourist area the entrance needs a lot of money spent on infasturce/ I know the street is dying for other reasons but without that infrastructure its going to push people away/ it seems the entrance is not getting the same development attention as in Gosford.
547	Well the council has a big area to follow, and up to now I'd say there doing quite a good job, they're doing what they can. I think there progressing very well, we've had some good mayors and bad mayors.
324	Well, I've got an example of something that happened to me a few years ago. I was driving my car along Bensville and a tree actually came down and smashed through my window and I ended up having to pay \$600. I rang up the council and I told them that they should trim the trees and if they could please reimburse me, and I got a negative reply and that it wasn't reply. I went down and I was afraid to drive up and down there for a very long time, and by the time I actually got back down there I couldn't see that they'd actually done anything. I'm concerned about people's safety there.
125	What I think the council should do is concentrate on the wants of the council voters. It took them so long to open the channel at the entrance that I was standing in knee deep water at my brother's house in san Remo because they needed to do studying to see what would happen if they opened the channel. They were worried about what the result of sand flows, rather than opening the channel while houses were flooding. (The entrance channel).
141	What I think they should do is more funding to go to children and universities to further their studies to enhance and give them an opportunity.
456	Working on the waterways if they want to boost tourism//
150	Yes they could communicate better than they are/we get no information from the council what so ever/the only information we get is from the advocate//no//

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- | | |
|-----|---|
| 112 | Yes, dredge the water ways dredge our canals. We pay our rates to have our canals cleaned from all the floods and they haven't done our canals in 30 or 40 years. Speed up the development process, speed day's and bay's, just speed the whole process up. It takes years for anything to happen around here, there's a block of units in Gosford 17 years. |
| 424 | Yes, well not so much the economy, but for us people that have to travel outside the central coast because there not much work here, they need to focus on the trains, because when there elected we always get promises on trains and transport (even the buses up the central coast) and when they get elected nothing gets done about it, and with so many people moving here transport needs to be looked at. |



ECONOMIC
DEVELOPMENT
STRATEGY

DRAFT SUBMITTED FOR COUNCIL ENDORSEMENT

CONSULTATION
SUMMARY

MARCH 2020





CONSULTATION SUMMARY

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CONSULTATION SUMMARY

1. INTRODUCTION

1.1 BACKGROUND

A core component of the Central Coast Economic Development Strategy is the compilation of feedback received from key stakeholders, both internal and external – this may include representative and leaders from within business and industry, property and construction, community groups and other levels of government – all of which have a stake and interest in the current circumstance and future economic trajectory of the region and what factors may shape the desired future economy.

Typically, the feedback sought relates to opinions, impressions and suggestions that include the core strengths, limiting challenges and future opportunities to be embraced in developing a focussed Economic Development Strategy for the Central Coast.

1.2 PURPOSE OF THIS REPORT

The consultation summary provides a source of stakeholder commentary and input into components of the strategy seeking to understand the region's current economic barometer from an introspective viewpoint. It provides a platform to capture both differing and aligned sets of opinions and adds value to the process of developing the Economic Development Strategy to ensure that challenges are met, opportunities are realised, and strengths are leveraged.

1.3 APPROACH

Consultations were undertaken as part of the Central Coast Economic Development Strategy, including focus group workshops, face-to-face meetings, phone meetings, and surveys. The primary consultation period was 31 January through 29 March 2019, with an intensive period of local engagement and focus group workshops during the week commencing March 18-21 2018, with follow up calls made to unavailable key stakeholders following this.

Additional consultation occurred during the period between October 2019 – February 2020 after the first draft of the EDS. Council staff distributed this document via Executive Leadership Team and Councilor Briefings, emails to key stakeholders within the greater region including Council Staff, businesses, Local Aboriginal Land Council, State and Federal Governments for review and comment. Feedback has been encapsulated in the draft Economic Development Strategy.

A full list of focus group workshop attendees, individual meetings and subsequent telephone meetings is attached in the Appendices at end of this report.



CONSULTATION SUMMARY

2. SUMMARY

This section presents a summary of the key implications identified for the development of the Central Coast Economic Development Strategy through the consultation sessions. This document does not present or represent the Economic Development Strategy, but reflects what learnings came from the consultation to inform the Economic Development Strategy.

2.1 STRENGTHS

The following key strengths were identified as being relevant for consideration in the development of the Economic Development Strategy:

- **Gosford CBD Developments:** There are hundreds of millions of dollars committed to current and future development projects within the Gosford CBD area. This type of investment impact cannot be understated and aside from the direct capital injections and jobs provided during construction phase, the longer-term benefits of occupation and activation will reap rewards in the years to come for the regional economy and act as a beacon to attract additional investment and support required infrastructure.
- **University of Newcastle (UON):** the Ourimbah campus, mid-way between the centres of Gosford and Wyong is a critical part of the future fabric for the Central Coast, providing further education and pathways to employment for youth, as well as opportunities for continued learning and up-skilling of current workforce which will help to meet the challenges of future demands. The University has a strong commitment to the region and works closely with the two of the region's key employers (amongst others), being the food manufacturing industry (including research) and the Gosford Health Authority. The Gosford Hospital redevelopment will be augmented through the collaboration and inclusion of the UON Medical School.
- **Food Manufacturing:** There are internationally branded food manufacturing businesses that produce on the Central Coast - these include McCain Foods, Sara Lee, Mars, Sanitarium and George Weston Foods. Clustering of businesses such as these sends a clear message to the industry that the Central Coast region has the required support networks (university research, collegiate businesses) and attributes to support one of the most dynamic industries within the manufacturing sector.
- **Skilled/ Available Workforce:** Central Coast has a significant and skilled workforce of local residents. A significant amount of these resident workers leave the region each day to work elsewhere showing that there are skilled residents that are forced to leave the region as the jobs aren't available in Central Coast. If jobs became available in Central Coast, there would already be sufficient resident workforce to supply the majority of opportunities.

2.2 CHALLENGES

The following challenges were identified as being the key issues to be considered and overcome to ensure a prosperous region moving forward:

- **Availability of Serviced Industrial Land:** Despite a large amount of current and future (20-40ha) zoned industrial land, very little is currently unconstrained or serviced appropriately. Anecdotally, there are recent examples of businesses seeking to relocate to the region, however, they have been constrained having not successfully found readily available and appropriate land parcels for near term development. This is a clear inhibitor to the creation of local employment opportunities into the future.
- **Public Transport:** Whilst the Central Coast is well connected via rail & major roads to Sydney and Newcastle, intra-regional transport is difficult, with only a north-south spine providing services. Traversing the region is not an easy prospect, certainly made more difficult due to the natural structure and waterways, which provide challenges. A lack of public transport option is cited as being partly attributable to youth unemployment due to difficulties in getting to/from potential work locations, even though employers in these regions cite skilled labour shortages as being a key issue. The issue affects large sections of the community and also impacts on potential tourism growth – particularly for those who may arrive via train from Sydney. This is a challenge that once addressed could have significant benefits to the community.



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- **Accommodation Options:** The Central Coast lacks diversity and higher quality accommodation offerings, with limited scope for business travellers, particularly in close proximity to the Gosford and Wyong centres. Higher amenity accommodation is mainly restricted to the immediate coastal areas.
- **Clarity Around Regional Objectives:** Whilst there is positive activity occurring, the multiple stakeholders across levels of community and government (all levels) do not appear to have clearly articulated and focussed whole of region goals and objectives – or at least they are not obvious across the stakeholder groups. There would appear to be a strong case for coordinated regional action and leadership to crystallise the agreed, prioritised objectives.
- **Brain Drain to Sydney of Professional Workers:** Almost one third of workers leave the Central Coast to work in Sydney with a significant proportion of these being in the professional services industry. One of Central Coasts major imports is, in fact, professional services – therefore future plans to attract investment and jobs in this sector is a clear opportunity to take advantage of the resident workforce, increase local economic output and reduce regional imports.
- **Intra & Inter-Regional Awareness:** There are some very positive aspects of the Central Coast economy that are currently underplayed. There is a general lack of awareness of the current strengths and potential future opportunities – particularly for business and industry, that are important selling points for the region, which, if matched with the opportunities offered by the region's lifestyle, begin to form some compelling arguments for inward investment and population (particular worker) attraction.
- **Skills Shortages:** In addressing unemployment at both a general and youth level, there are examples of skills shortages in some areas that offer an opportunity for address and also indicate skilling pathways and future tertiary education and employment opportunities for school leavers. There is a strong case for skills gap analysis work to be undertaken to ensure that as many local opportunities are being filled and future-catered for through awareness of requirements.
- **Key Employer Connectivity:** The Central Coast is home to some strong national and multinational businesses in both the food and non-food manufacturing sectors (amongst others), however, there is currently a lack of engagement between Council and the regions strong employers. Linkages between Council, employers, educators and other related levels of government are critical to ensure key employers are supported and connected to the community, in addition to having a conduit through which to communicate effectively regarding issues and opportunities.

2.3 MUST HAVES

The following represent those factors that came through strongly in the consultation and engagement sessions as the 'must have' elements of the future Central Coast economy and local area:

- **Local Lifestyle and Health:**
 - Creating a lifestyle location in Central Coast is essential for creating a place for all residents but also attracting people to the region.
 - An attractive lifestyle for the older population (over 50s) is important for Central Coast, which will accompany the local health precincts development in Gosford.
 - Once an attractive lifestyle for residents has been developed, this can then be leveraged for tourism development.
- **Protection of the Natural Environment:** Whilst the natural assets the Central Coast has to offer are to be leveraged to increase tourism and lifestyle for residents, it is necessary that where possible, protect the environment and make sure that these assets are sustainably managed. Constraints mapping is required to identify those areas that must be protected and those areas where development is justified and should be supported.



CONSULTATION SUMMARY

- **Leadership and Communication:**
 - There are multiple organisations in Central Coast working to grow the economy and employment opportunities however many don't know what other departments are doing. Leadership and a central driver such as the coordinator general to have everyone working together is necessary for the region's economic development.
 - Communication between Council, Government Departments and business and industry is key in maintaining the current businesses in the region as well as drawing more businesses to the area.
 - Communicating to businesses outside of the Central Coast that it is open for business and that there is opportunities and support to locate in Central Coast.
- **Available Serviced Industrial Land to Support Business and Employment Growth:** There is a large amount of zoned industrial land, however very little of it is serviced appropriately and therefore businesses that want to move to the region cannot find the appropriate land causing these businesses to relocate elsewhere.
- **Lifestyle and Recreation Precinct:**
 - Central Coast is in need of an entertainment precinct, to increase visitation and liveability of its residents. The identified location from consultations is close to the Central Coast Stadium so that major events can continue in the precinct whilst also being close to the Gosford Foreshore.
 - An entertainment precinct will likely help to retain youths in the region especially on weekends with many travelling to Sydney for nightlife.
 - This will also improve the liveability and lifestyle offering of the region, giving residents and people from outside of Central Coast a reason to come for a holiday. With more attractions and offerings identified as a key to increasing tourism.
- **Local Transport and Access:** Local transportation is a must have for the Central Coast, as improving connections to all areas will produce benefits to youth unemployment, tourism and liveability for current residents.

2.4 KEY OPPORTUNITIES

During both the workshops and individual meetings with key stakeholders, key opportunities available to the Central Coast economy to take advantage of to leverage growth, jobs and prosperity into the future include:

- **University and Medical Precinct in Gosford:**
 - Combining with the University of Newcastle, the medical precinct in Gosford has the opportunity to transform the CBD. This will create significantly more people in Gosford, provide additional employment opportunities as well as having flow on effects to surrounding businesses. By having a precinct of this scale so close to Sydney, it has the potential to attract people to the region to have their medical needs taken care of.
 - The health and technology research facility expansion partnered with University of Newcastle will bring doctors to Central Coast who are also likely to bring partners/ spouses who will also bring their skills to the region in the field that they work in.
 - University of Newcastle has invested in hospital education, with health analytics being a major component of the University's research.
- **Culture and Events:** Using the current Central Coast Stadium, an event park could activate the region with more bars and nightlife, keeping people in Central Coast longer and indeed overnight (if appropriate accommodation is available). This could give the opportunity for the stadium to be utilised to a higher extent.
- **Gosford Waterfront (foreshore) Precinct:** Gosford has a natural asset of the Waterfront region, which is currently being underutilised. Creating a foreshore precinct will activate the town centre, along with the current leagues club redevelopment, would allow for a revitalised area for people to come to.



CONSULTATION SUMMARY

- **Logistics Hub (Warnervale):** Warnervale has been identified as a key potential site for a future logistics hub, due to its location with the Pacific Motorway giving logistics companies fast access to Sydney, Newcastle and associated ports.
- **Tourism and Events:** Central Coast could market themselves as a lifestyle, recreation and food destination, by hosting events that outline the agricultural and food products that Central Coast produces. By advertising the strong industries that Central Coast has it will create a greater outside perspective of the region. Current utilisation of the Council owned stadium could be optimised to attract more events/ festivals/ attractions.
- **Airport:** Consultation highlighted much debate (both current and historical) around development at the existing Warnervale Airport site. Whilst no determination can be made regarding expansion of capability, the proximity to the zoned employment lands, also identified as a potential logistics hub location, does offer some future opportunities to develop interest and investment in allied logistical and aviation/ aeronautic technologies. The area could offer potential for a high-tech precinct.

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CONSULTATION SUMMARY

APPENDIX A: WORKSHOP 1 – EXECUTIVE LEADERSHIP TEAM

Table A.1. Executive Leadership Teams Role in Economic Development

Area	Focus Area	How they can Support Economic Development
Chief Executive Officer	<ul style="list-style-type: none"> Council/ Regional Leadership 	<ul style="list-style-type: none"> Leverage external offers to drive economic development strategy
Governance	<ul style="list-style-type: none"> Business Enterprise Procurement and projects Governance and business services Economic development and project delivery 	<ul style="list-style-type: none"> Effective project governance & delivery
People and Culture	<ul style="list-style-type: none"> People planning and operations Business partnering and employment relations 	<ul style="list-style-type: none"> Employment strategy Local procurement <ul style="list-style-type: none"> Weightings Content Major projects: local capability to leverage applicable
Connected Communities	<ul style="list-style-type: none"> Community engagement Community partnerships Learning and education Leisure and lifestyle Libraries Facilities and asset management Leasing and asset management 	<ul style="list-style-type: none"> Tourism services Events: 60-100 people Smart work hubs.
Environment and Planning	<ul style="list-style-type: none"> Development assessment Environment and certification Strategic planning Natural and environmental assets Waterways and coastal protection Open space and recreation 	<ul style="list-style-type: none"> Efficient and pragmatic DA process Tourism: Sparkly, nature assets
Information Management and Technology	<ul style="list-style-type: none"> Digital information services Technology and customer service Office of the Chief Technology Officer Core Systems Consolidation Program 	<ul style="list-style-type: none"> Innovation in telecom infrastructure Enabling nature of the digital economy Smart Cities approach to the future CBDs
Roads Transport Drainage and Waste	<ul style="list-style-type: none"> Waste services and business development Roads business development and technical services Roads construction and project management Roads asset planning and design Roads maintenance and asset evaluation 	<ul style="list-style-type: none"> Supportive, enabling infrastructure

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework

Attachment 8 Economic Development Strategy Consultation Summary Report March 2020



CONSULTATION SUMMARY

Area	Focus Area	How they can Support Economic Development
Water and Sewer	<ul style="list-style-type: none"> • Water technical services • Water construction and project management • Water planning and development • Water assets and facilities management 	<ul style="list-style-type: none"> • Products and opportunities for other sectors to leverage • Food digester/ waste to energy
Innovation and Futures	<ul style="list-style-type: none"> • Corporate strategy and performance 	<ul style="list-style-type: none"> • Land Use and spatial framework • Mapping of the stakeholders • Lots of zoned industrial land <ul style="list-style-type: none"> ○ 12 years of serviced ○ 16 per year consensus

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CONSULTATION SUMMARY

APPENDIX B: WORKSHOP 2 – CENTRAL COAST COUNCILLORS

The Central Coast Council Elected Members workshop on 18th March 2019 enabled discussion to identify the opportunities and challenges that Central Coast's economy faces currently and in the future.

CHALLENGES:

Challenges identified by Councillors include:

- **Direction and communication between all levels of Government:** State and Federal Governments are to be given guidance on where Central Coast needs to go by Local Government.
- **Infrastructure:** This relates to the required/ desired infrastructure needs/ wants of the community that both assist and encourage people to stay in the region. It includes parks, playgrounds and specifically public transport networks.
- **Youth Unemployment:** The region experiences high youth unemployment, due to a number of factors. These include a lack of public transport with youths that cannot drive being unable to get to work. Another reason for youth unemployment is the seasonal nature of the tourism industry with contract employment over the summer period before shutting down for most of the year.
- **Direction and planning:** Public transport and infrastructure need to be informed through proactive planning and responding to anticipated business and population needs.

STRENGTHS

- **Lifestyle:** Central Coast has a more affordable housing market than Sydney, great lifestyle with natural assets, and a variety of mid-tier firms. This could be a marketing strategy for the region.
- **Agricultural Produce:** There is high quality agricultural produce made on the Central Coast that is exported from the region. Key example provided – avocados that represent 20% of NSW production.

OPPORTUNITIES

- **Innovation Centres:** Allowing for entrepreneurs to have the space and ability to have their base in Central Coast, with suitable workplace accommodation and access to high-speed internet
- **University of Newcastle Medical Hub in Gosford:** The University of Newcastle is a growing presence in the region and, combined with the growth of the Gosford hospital precinct, could provide a pathway to employment.
- **Grey Nomads:** Creating RV friendly towns so that visitors can locate sites and spend an extra night within Central Coast (increasing tourism expenditure).
- **Disability Tourism:** Businesses creating opportunities for those with disabilities to travel and access local tourism products and experiences.
- **Warnervale Distribution Centre:** Warnervale was identified as a location for a logistics and distribution centre building local business synergies. Warnervale is located next to the Pacific Motorway and has manufacturing industries located in the suburb.



CONSULTATION SUMMARY

APPENDIX C: WORKSHOP 3 – GOSFORD FOCUS GROUP WORKSHOP

The Gosford Focus Group Workshop occurred on Tuesday 19th March 2019 at 10am. A list of attendees can be found in the table below.

Table C.1. List of Attendees

Organisation	Title
Central Coast News	Reporter
Mars Australia	Mars Food Australia Research and Development Director
Central Coast Industry Connect	Director
Business Centre	Senior Business Advisor
Department of Premier and Cabinet	Business Development Manager
Prestige Business Consulting	Managing Director
Department of Planning, Industry and Environment	Team Leader
Department of Planning, Industry and Environment	Senior Manager
Central Coast Community College	Regional Development Officer
	Independent candidate in the 2019 federal election in the seat of Robertson
Mingara Leisure Group	CEO
Hunta Property	Director
QQ	Director
New South Wales Chamber of Commerce	Regional Director
Department of Premier and Cabinet	Senior Officer
Central Coast Council	Mayor

Source: AEC

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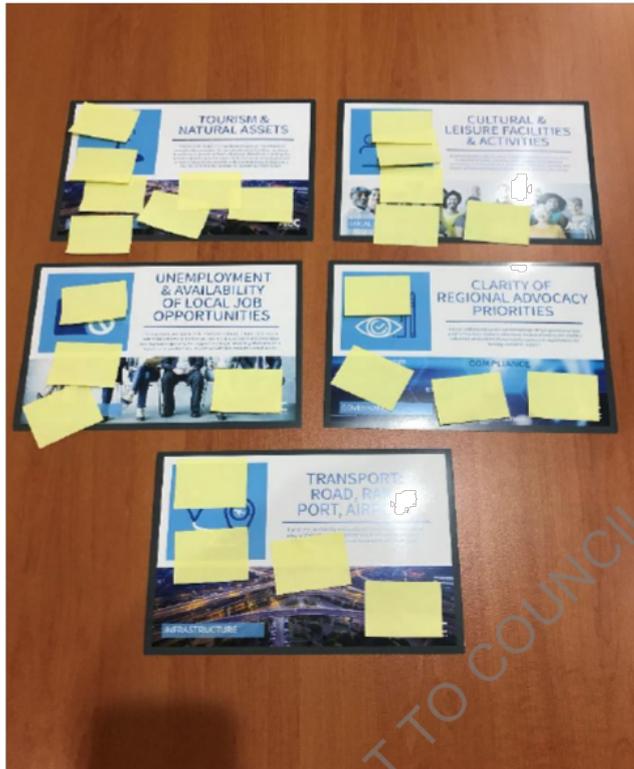


CONSULTATION SUMMARY

CHALLENGES

Workshop attendees were asked to identify their three most important challenges to the Central Coast economy. Pictures of the identified challenges are shown below.

Figure C.1. Key Challenges Identified in the Workshop



Source: AEC

Table C.2. Challenges and Number of Votes

Challenge	Votes
Tourism and Natural Assets	7
Cultural and Leisure Facilities and Activities	5
Unemployment and Availability of Local Job Opportunities	4
Clarity of Regional Advocacy Priorities	4
Transport, Road, Rail, Port, Airport	4
Environmental Sustainability	3
Education Attainment	2
Cross Government Collaboration	2
Housing Affordability	2
Availability of Appropriately Skilled Workforce	2
Skilling for the Future	2

Source: AEC.



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Figure C.2. All Challenges Identified in the Workshop



Source: AEC

Within the challenges that were identified issues and potential responses were identified.

Tourism and Natural Assets

- **Reliance on Natural Assets**
 - Natural assets of the region are primarily beaches. There is an opportunity to develop more diverse and unique tourism attractions (man-made) and infrastructure to increase tourism reach.
 - There are few attractions to draw people to the region with the two main attractions being the Australian Reptile Park and Glenworth Valley Outdoor Adventures.
- **Limited Accommodation Options:** The availability and variety of accommodation options in the region is limited. There is an opportunity to enable development of multiple accommodation types in the region (especially close to city centres such as Gosford or Wyong) to improve the types of accommodation on offer in the region however, this will require a change in planning controls.
- **Events:** Currently the Central Coast Stadium is not being leveraged to best advantage Central Coast tourism, there is an opportunity to increase the number of events held within the region on an annual basis. Entertainment precincts located near the stadium are also needed to keep people in the region after or before events that are on at the stadium.
- **Indigenous Tourism:** The Indigenous culture and heritage history of Central Coast was identified as an opportunity for tourism in Central Coast.
- **Food Tourism:** Central Coast has a strong and rich food manufacturing industry which can be further leveraged to create a tourism hotspot.



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- **Health and Wellness Region:** With an aging population specifically in Central Coast, the region could be leveraged as a health and wellness region not only for tourism opportunities but also for increasing population growth.
- **Weekend Activities (Retaining Youth):** There are very few activities for youths to do on the weekend, this causes them to have to travel to Sydney or Newcastle. A cultural or entertainment precinct in Central Coast could prevent youths spending their money elsewhere on the weekends rather than within the Local Government Area.

Cultural and Leisure Activities

- **Community Open Space:** Creating an area that the community can come to enjoy and provide a space for community and cultural events – perhaps with a potential of other ‘ticketed’ event opportunities.
- **Marketing Local Activities:** Many locals within the Central Coast do not know of the activities or events that are being hosted due to a lack of marketing and communication.
- **Lack of Activities/ Events:** Locals are leaving the region on weekends or during the week to Sydney or Newcastle as they are so easily accessible as well as hosting more and larger events. Central Coast needs to bring key events to the region or create events that people in the local community can enjoy. Millennials are a key group that leaves the region to go to events elsewhere (as noted above).

STRENGTHS

- **Skilled Workforce:** There are skilled workers in Central Coast however they are leaving to Sydney. Should jobs become available there is a sufficient workforce specifically in the professional services sector to fill these vacancies.
- **Proximity to Sydney and Newcastle:** Central Coast’s proximity to the major population centres of Sydney and Newcastle is a major strength. Central Coast can offer a higher/ different lifestyle and affordable housing than Newcastle or Sydney which is a potentially marketing opportunity.

OPPORTUNITIES

- **Skill Gaps:** Despite the significant workforce which leaves the region to go to Sydney or Newcastle for work, there are still significant skill gaps that aren’t being filled in industries such as manufacturing and engineering. There is an opportunity for the University of Newcastle campus in Ourimbah to fill these gaps with school students within Central Coast.
- **Innovation Centre:** A space in Central Coast (potentially North Wyong) where innovators can work, collaborate and learn in central coast so that they don’t have to leave for Sydney or Newcastle for these opportunities.
- **Create a Burning Platform:** Creating a burning platform can give people in the region a message to get behind as well as improving the negative attitudes people have in the region internally.
- **Logistics Hub:** With the Northconnex and the M1 improving accessibility to Sydney from Central Coast as well as Newcastle within an hour’s drive, there is an opportunity for a logistics hub in Warnervale.
- **Airport:** The Warnervale airport was identified as a potential catalyst for an aviation hub to bring aviation and related high value industries to the region. It is noted that this is a highly contentious issue



CONSULTATION SUMMARY

APPENDIX D: WORKSHOP 4 – WYONG FOCUS GROUP WORKSHOP

The Wyong Focus Group Workshop occurred on Thursday 21st March 2019 at 10am. A list of attendees can be found in the table below.

Table D.1. List of Attendees

Organisation	Title
RDA Central Coast	CEO
Borgs Manufacturing	Planning and Development Manager
Australian Business	Business Facilitator, Central Coast and Newcastle, Entrepreneurs' Programme
LA Group	Managing Director
Department of Premier and Cabinet	Business Development Manager
Roads and Maritime Services NSW	Coordination Manager Central Coast & Lake Macquarie
TAFE	Leader, Campus Support
Accor	Director of Sales and Marketing
Department of Planning and Environment	Team Leader Hunter Central Coast Region
Central Coast Community College	Business Development Manager
Central Coast Council	Section Manager, Marketing and Tourism
Central Coast Council	Unit Manager, Community Partnerships
Central Coast Council	Community Engagement
-	Former Wyong Councillor and Deputy Mayor
University of Newcastle, RDA	Associate Professor
Central Coast Council	Deputy Mayor
Central Coast Council	Councillor
Central Coast Council	Councillor
Community Environment Network Inc.	Chairman
Central Coast Council	Mayor

Source: AEC

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CONSULTATION SUMMARY

CHALLENGES

Workshop attendees were asked to identify their three most important challenges to the Central Coast economy. Pictures of the identified challenges are shown below.

Figure D.1. Key Challenges Identified by Wyong Workshop



Source: AEC

Table D.2. Challenges and Number of Votes

Challenge	Votes
Unemployment and Availability of Local Job Opportunities	12
Transport, Road, Rail, Por, Airport	12
Skilling for the Future	10
Tourism and Natural Assets	5
Resilience and Sustainability of the Local Economy	6
Cross Government Collaboration	4
Environmental Sustainability	3
Education Attainment	2
ICT and Digital Connectivity	2
Protection of Environmental Resources	2
Access to Funding	2
Digital Disruption and Technological Change	2



CONSULTATION SUMMARY

Figure D.2. All Challenges Identified by Wyong Workshop



Source: AEC

Within the challenges that were identified issues and strategies were identified.

Transport

- **Public Transport:** Public transport to the region is available and there are rail lines to Sydney and Newcastle. However, intra-regional travel via public transport is limited, impacting on both residents and tourists. This is a challenge that once addressed could have significant benefits to the community.
- **Road Infrastructure**
 - Road infrastructure is lagging making it more difficult for people to travel within the region. This is potentially due to political influences which have not effectively got funding for necessary roads.
 - There is currently no regional road plan that the collective region can get behind and push for funding.
- **Cycleway**
 - A cycleway could improve congestion of roads and another form of transportation (i.e. motorised scooters/bikes).
 - A cycleway could also lead to health and community benefits, further increasing the lifestyle offering of the Central Coast.
- **Demand Responsive Transport:** Demand Responsive Transport, or DRT is a flexible shared transport service that is designed to facilitate intra-regional travel when buses and trains aren't available. A trial is currently being undertaken to determine the effectiveness by a disability group.
- **Charge Points for Battery Powered Cars:** Having charge points for people with battery operated cars has the potential to increase tourism or increase the time that visitors may spend in the region whilst they wait for their cars to charge.



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Unemployment

- **Cultural Issues**
 - Point raise that “a large proportion of people don’t want to work and therefore jobs that people could be trained up in are having to be outsourced”. Whilst this point was challenged, there was some agreement that inter-generational unemployment does have some impact.
 - Lack of ‘aspiration’ combined with perceived lack of opportunity was considered a factor in the youth sector. It is worth noting that public transport difficulties were also highlighted as a consideration in accessing work.
- **Higher Skilled Job Opportunities**
 - There are limited opportunities for work in professional services in Central Coast, partly because of the lack of office space and infrastructure. Skilled workers are leaving the Central Coast in search of work. Zoning could be changed in the CBD districts to allow for higher level buildings which would allow for more businesses to move operations there.
 - It is difficult for businesses to find a location that is accessible and near either the M1 or public transport
- **Lack of Serviced Industrial Land:** There is a substantial amount of zoned industrial land, but the land is not serviced (no trunk infrastructure) and therefore no businesses are able to move/ begin operations in the approved land. Another issue with the land available is that it is packaged too small, so a business with a large-scale warehouse cannot move to the land. Warnervale is a region that has been identified as a precinct opportunity.

SKILLING FOR THE FUTURE

- **Automation**
 - Automation in industries that are large employers in Central Coast such as manufacturing could pose a risk to the employment of people in these industries. Whilst it poses a risk there is also an opportunity for people to learn more skills to use the automated equipment.
- **Industry Direction**
 - Strategies to encourage growth and skills development to meet the needs of desired economic industries is required.
- **Engaging Youths**
 - Students in primary and secondary school need to be more actively communicated to regarding future employment pathways and local opportunities to help guide required learning and training.
 - It is important to retain the youth of the region who are innovators and give them opportunities to expand their business.

STRENGTHS

- **Proximity to Newcastle and Sydney:** The close proximity of Central Coast to Newcastle and Sydney is a strength that the region can use to its advantage, with the growth of Sydney and high property prices causing people and businesses to expand further out of the region.

OPPORTUNITIES

- **Food and Logistics:** The region can leverage its food manufacturing industries with the help of a logistics industry/ hub, to transport the food manufactured here to other regions. The synergies created by the two industries should be to the benefit of both industries.
- **Communication:** Communication to businesses that Central Coast is open for business and is ready for businesses to invest in the region.



CONSULTATION SUMMARY

APPENDIX E: INDIVIDUAL INTERVIEWS

During the consultation period, AEC met with stakeholders individually to discuss the issues that they face. A list of people who were interviewed individually or in a small group is below.

Table E.1. Individual Interview Attendees

Organisation	Title
Department of Planning and Environment	Team Leader Central Coast
Department of Planning and Environment	Team Leader Central Coast
Hunter and Central Coast Development Corporation	CEO
Hunter and Central Coast Development Corporation	COO
Hunter and Central Coast Development Corporation	Senior Development Manager
University of Newcastle	Dean, Central Coast
University of Newcastle	
Regional Development Australia	CEO
Central Coast Industry Connect	Director
Central Coast Council	Mayor
Central Coast Council	CEO
NSW Department of Premier and Cabinet	Assistant Regional Coordinator, Central Coast
NSW Department of Premier and Cabinet	Business Development Manager
NSW Department of Premier and Cabinet	Business Development Manager
Destination Sydney Surrounds North	General Manager
Central Coast Local Health District	CEO
Central Coast Council	Deputy Mayor

Source: AEC.

Table E.2. Central Coast Council Connected Communities Interview Attendees

Organisation	Title
Central Coast Council	Director Connected Communities
Central Coast Council	Unit Manager, Community Partnerships
Central Coast Council	Unit Manager, Community Engagement
Central Coast Council	Team Leader, Community Planning and Funding

CHALLENGES

- **Currently Zoned Industrial Lands are Heavily Constrained:** Central Coast has a substantial amount of zoned industrial land but a very small amount of serviced and ready to develop land.
- **Insufficient Supporting Infrastructure in Gosford to Increase Tourism:** In Gosford there is little incentive for visitors to come to the area with very limited accommodation options as well as having few attractions to keep visitors entertained or to encourage them to return.
- **Communication Outside of Central Coast:** Marketing of Central Coast as being “open for business” is required to facilitate business investment. This strategy would provide potential business investors with direct contacts within Council to assist in relocating to the region.



CONSULTATION SUMMARY

STRENGTHS

- **Proximity to Sydney and Transportation Options out of the Region:** The rail line and M1 out of Central Coast give people an easy entry and exit to and from the Central Coast. This can be to Sydney or Newcastle where there are large markets and employment opportunities.
- **Food Manufacturers:** There are internationally branded food manufacturing businesses that produce on the Central Coast. These include McCain Foods, Sara Lee, Mars, Sanitarium and George Weston Foods and more.
- **Central Coast Marketing Spend:** Central Coast spends a significant amount of money (the most of the DSSN area) on marketing. However, this marketing is not targeted effectively. If this is targeted effectively it would be of major benefit to the area.
- **Health Trainee Program:** The local health district has a trainee program with TAFE and year 11 and 12 students for job opportunities. These include administration, corporate services and allied health assistance.

OPPORTUNITIES

- **Gosford City Centre:** A revitalisation of the Gosford city centre could increase the liveability and change the look of the city centre. With the leagues club upgrade along with the hospital and university campus in the city centre being vital to the redevelopment.
- **High Speed Rail:** A high speed rail system from Newcastle to Wollongong, which has been proposed, is likely to increase the number of people wanting to move to Central Coast with the travel time to Sydney being reduced significantly.
- **University of Newcastle in Gosford:** If the University of Newcastle were to have a multi-campus facility (in Gosford) offering unique courses, specifically related to the regions needs, this could have a significant employment benefit as well education for Central Coast youths. Having a campus in Gosford would make it more accessible than having to travel to Ourimbah.
- **Logistics Hub:** With the strength of being located between Sydney and Newcastle, there is potential for a logistics hub to be located in Central Coast (Warnervale). This would benefit the food manufacturing industries that could have fast transport to major markets and ports.
- **Central Coast Health Expansion:**
 - Following the Gosford Hospital redevelopment there is to be a further \$72.5 million expansion for a health and technology research facility, partnered with the University of Newcastle. This will increase jobs and opportunities for doctors to come to Central Coast, whilst also bringing partners who could potentially be working within the professional services industry.
 - A \$200 million redevelopment is set to go for tender, increasing the size and capacity of the hospital to facilitate procedures that were previously sent to Gosford.

There are already two private health providers in the region with future plans for an additional facility in Gosford.



APPENDIX F: CONSULTATION REPORT

The public online survey was conducted via the Your Voice Our Coast website. This survey closed 30 April 2019.

<https://www.yourvoiceourcoast.com/central-coast-economic-development-strategy>

On this page there is a PDF information flyer which explains a little more about the current stats for the Central Coast Region, why we are developing this strategy and what we are hoping to achieve. Below is a copy of the information flyer and screen shots of the questions that were asked.

DRAFT SUBJECT TO COUNCIL ENDORSEMENT



THE ECONOMIC DEVELOPMENT STRATEGY WILL BE A LONG-TERM VIEW TO 2040

The Central Coast Economic Development Strategy (EDS) will provide a strategic framework to guide Council's decision-making around sustainable economic development initiatives that assist in creating jobs and stimulating the Central Coast economy. It will include broad objectives and strategies that aim to strengthen the local economy through targeted investment, improved partnerships between the community, business, State and Federal Governments, and promotion of the local government area as a desirable place to do business. The draft strategy will be placed on public exhibition before being presented to council for adoption. Once adopted, the strategy will commence over the following 5 to 10 years.

Your valuable feedback will influence the focus of this strategy

WHERE ARE WE NOW?

340,000
Approximate population (2017)

\$13.5 Billion
GRP (year ended June 2018)

POP X AGE:

Age Proportion

0-24	30.8%
25-64	48.9%
65+	20.3%



139,685
WORKING LOCAL RESIDENTS (2016 census)

100,153
Jobs Central Coast

39,532
Live Central Coast and work elsewhere

44%
Residents completed high school

6%
Unemployment (2018)

14%
Bachelor's degree or higher

\$1,594 p/w
Average household income (2016)

\$425 p/w
Average rent

\$646,773
Average property price

Attachment 8

Economic Development Strategy Consultation Summary Report March 2020



KEY INDUSTRIES BY:



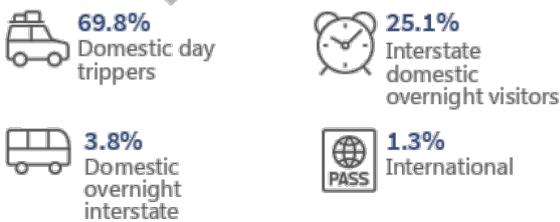
BY EMPLOYMENT:



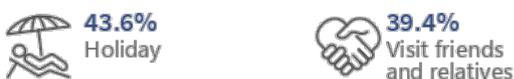
TOURISM:



TYPE OF VISITOR:



PURPOSE OF VISIT:



WHAT IS BEING DEVELOPED?

An economic development vision to 2040

Where do we want to be in 2040?

HOW WILL WE GET THERE?

- What are the competitive advantages that set the Central Coast region apart?
 - What are the challenges holding the Central Coast region back that, if addressed, could be game changers for the region in terms of growth and regional development business and jobs growth?
 - What are the core strategic assets that should be leveraged for business, industry, investment and jobs growth?
 - What are the core opportunities to drive jobs growth and investment in the Central Coast area over the next:
- > >

Want to know more?

email: projectdevelop@centralcoast.nsw.gov.au

DRAFT SUBJECT TO COUNCIL ENDORSEMENT

Online survey questions

Central Coast Council will be delivering an Economic Development Strategy that will provide a Vision of the Coast economy and future prosperity through to 2040.

Consultation is being undertaken with business and industry, other levels of government and key stakeholders. As part of the consultation process, we would also like to hear from the Community to contribute to the Vision and assist in selecting the key themes that will drive our economy and our future – particularly over the next five years, as we work toward our goals for 2040.

It will take less than five (5) minutes to complete the questionnaire and your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. It is very important for us to learn your opinions.

Thank you very much for your time and support. Please start with the survey now by clicking on the NEXT button below.

About the survey

- The survey and associated materials to complete and will be available until 30th March.
- It is possible to save your responses and finish the survey at a later date by clicking the 'Save and continue later' button.
- Click the 'Next' and 'Back' buttons to work through the survey. Please do not use your browser's back button.
- This survey is conducted by APC Group Pty Ltd on behalf of Central Coast Council. APC is a search firm that works within the professional code of behaviour of the Australian Market and Social Research.
- APC will not share your responses with any other organisations. For more information, click on the 'Privacy Policy' link.
- Your name remains anonymous and your responses are kept confidential. Personal information that may be collected is managed according to the Privacy and Personal Information Protection Act 1998. Any changes and contact details for the company are provided in the 'Privacy Policy' link.
- For technical issues with the survey please contact: Nicola Cairns on 02 9394 0577 and ask Matt Rive-Hauser.

Next

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Online survey questions

Q1. What age group are you in from the following?

Please select a single response

- Under 18
- 18-24
- 25-34
- 35-49
- 50-59
- 60-69
- 70-84
- 85 years and over
- Prefer to not answer

Navigation buttons: a back arrow icon and a blue button labeled "Next".

Q1.2: What is your residential suburb?

Please choose from drop down list below.

Drop-down menu with the text "Select" and a downward arrow icon.

- Prefer to not answer
- Other (please specify)

Navigation buttons: a back arrow icon and a blue button labeled "Next".

DRAFT SUBJECT TO COUNCIL ENDORSEMENT

Online survey questions

Q2. Please rank the following attributes from 1 (highest) to 5 (lowest) which best describe the **STRENGTHS** for the Central Coast:

Lifestyle & Liveability	-- Select --	✕
Regional Leadership and direction	-- Select --	✕
Proximity and ease of access to Sydney and Newcastle	-- Select --	✕
Natural environment, bushland, waterways	-- Select --	✕
Investment and development activity within Gosford CBD	-- Select --	✕

Don't know/unsure

Prefer to not answer

Other (please specify)

Q3. Please rank the following attributes from 1 (highest) to 5 (lowest) which best describe the **OPPORTUNITIES** for the Central Coast:

Major Education Facilities – providing learning and skilling for the future	-- Select --	∨
Encouraging businesses to expand or relocate from Sydney or other markets	-- Select --	∨
Availability of land for expansion and growth	-- Select --	∨
Growth in Tourism and Events	-- Select --	∨
Taking advantage of good highway connectivity – production and distribution of goods	-- Select --	∨

Don't know/unsure

Prefer to not answer

Other (please specify)

Online survey questions

Q4. Please rank the following attributes from 1 (highest) to 5 (lowest) which best describe the current CHALLENGES for the Central Coast

Opportunities for Youth -- Select --

Lack of leisure and entertainment (courses, activities, events) -- Select --

Road infrastructure – ease of movement within the region -- Select --

Lack of local job opportunities – forced commuting to Sydney / Newcastle -- Select --

Transport & Access – Road, Rail, Water, Air -- Select --

- Don't know/unsure
- Prefer to not answer
- Other (please specify)

Next

Q5. Please rank the following businesses and industries from 1 (highest) to 5 (lowest) which are best suited and help build the future Central Coast economy

Professional Services – e.g. finance, legal, accounting, architects, engineers -- Select --

Advanced Manufacturing – e.g. food, technology, precision engineering, 3D printing -- Select --

Transport, logistics and warehousing -- Select --

Knowledge Industries – e.g. research and development, digital technologies -- Select --

Health Sector – hospital, medical and allied health services – government and private sector -- Select --

- Don't know/unsure
- Prefer to not answer
- Other (please specify)

Next

DRAFT SUBJECT TO COUNCIL ENDORSEMENT

Online survey questions

Note: Question 6 is a free text box

Q6. Please indicate below the **top three** types of jobs, businesses or industries you believe are most suited to a future Central Coast?

Three empty text input fields for listing top three types of jobs, businesses or industries.

Don't know/unsure
 Prefer to not answer

Navigation buttons: Next

Q6. Please indicate below the **top three** words you would use to describe your ideal future vision for the Central Coast economy?

Three empty text input fields for listing top three words.

Don't know/unsure
 Prefer to not answer

Navigation buttons: Done

DRAFT SUBJECT TO COUNCIL ENDORSEMENT

CENTRAL COAST COUNCIL MARKET RESEARCH

INSIGHTS INTO STAFF AND COMMUNITY PERCEPTIONS

DRAFT SUBJECT TO COUNCIL ENDORSEMENT

CENTRAL COAST COUNCIL

MAY 2019



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DRAFT SUBJECT TO COUNCIL ENDORSEMENT

PROJECT OBJECTIVES



The Central Coast Council (the Council) commissioned an Economic Development Strategy (EDS) for the Central Coast region. The EDS would take a long term view through to 2040 and provide a strategic framework to guide Council's decision-making around sustainable economic development initiatives that assist in creating jobs and stimulating the local economy.

To inform the EDS, consultation were undertaken with business and industry, other levels of government and key stakeholders. Part of this process also included consultations with the residential community and the Council staff. The **overall study objective of this research** was to ...

“to assist in selecting the key themes to drive the economy and the future of the region over the next five years.”

Specifically, the key areas of exploration for the **residential community** research were:

- **Identifying** key strengths and opportunities for the area
- **Understanding** main challenges facing the region
- **Exploring** main businesses, industries, and jobs to build the future economy of the region

- **Exploring** ideas for the ideal future vision of the region

Specifically, the key areas of exploration for the **staff** research were:

- **Identifying** key competitive advantages and challenges for the region
- **Exploring** the core strategic assets to be leveraged for growth
- **Exploring** main growth opportunities and importance factors for future development

...to inform and provide valuable insights in the development of the **Economic Development Strategy** for the Central Coast Council.

SURVEY DESIGN



COMMUNITY AND STAFF SAMPLING

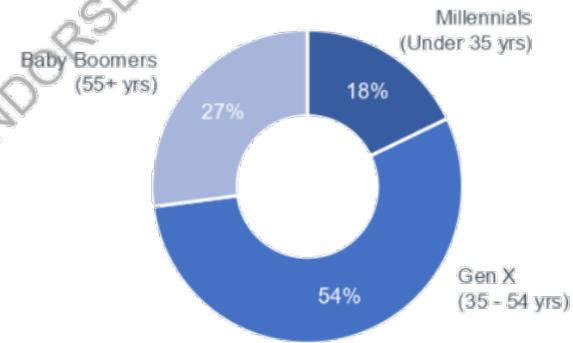
A quantitative online survey methodology was engaged with the community and staff. A total of n=74 staff and n=211 survey were obtained via the online survey.

The online surveys were scripted and hosted by AEC and the weblinks to the survey distributed by the Council.

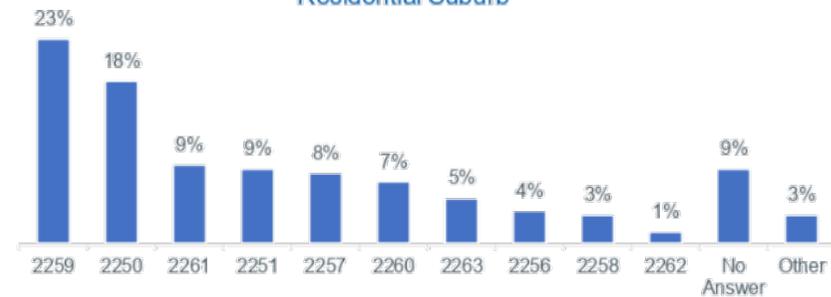
A 5 minute questionnaire was utilised, with fieldwork completed between April and May 2019.

COMMUNITY SAMPLE

Age



Residential Suburb



STRATEGIC INSIGHTS SUMMARY



Key Strengths and Main Challenges

- Lifestyle and liveability of the area are considered key strengths and competitive advantages for the region amongst staff and well as the community. Following lifestyle, the natural environment and accessibility are considered key strengths for the region.
- Amongst the staff and the community, lack of job opportunities and transport were identified as the key challenges for the region.

Opportunities and Future Vision

- Amongst the residential community, business expansion and tourism are seen as key opportunities for the region. Meanwhile, the staff nominated development of "city based" job opportunities as the main opportunity for the region. Both these aspects are invariable related to increasing jobs opportunities and are linked to the key challenges identified.
- The top three areas nominated by the staff for development and prosperity of the region are linked to infrastructure, jobs and sustainable development. Whilst infrastructure was also identified for ideal future vision by the community, residents specifically highlighted the airport/aviation as the best suited industry for future development and ideal vision of the future.

COMMUNITY FINDINGS

- Key Strengths
- Key Opportunities
- Key Challenges
- Key Businesses and Industries
- Top Jobs
- Top Vision Words

DRAFT SUBJECT MATTER FOR COUNCIL ENDORSEMENT





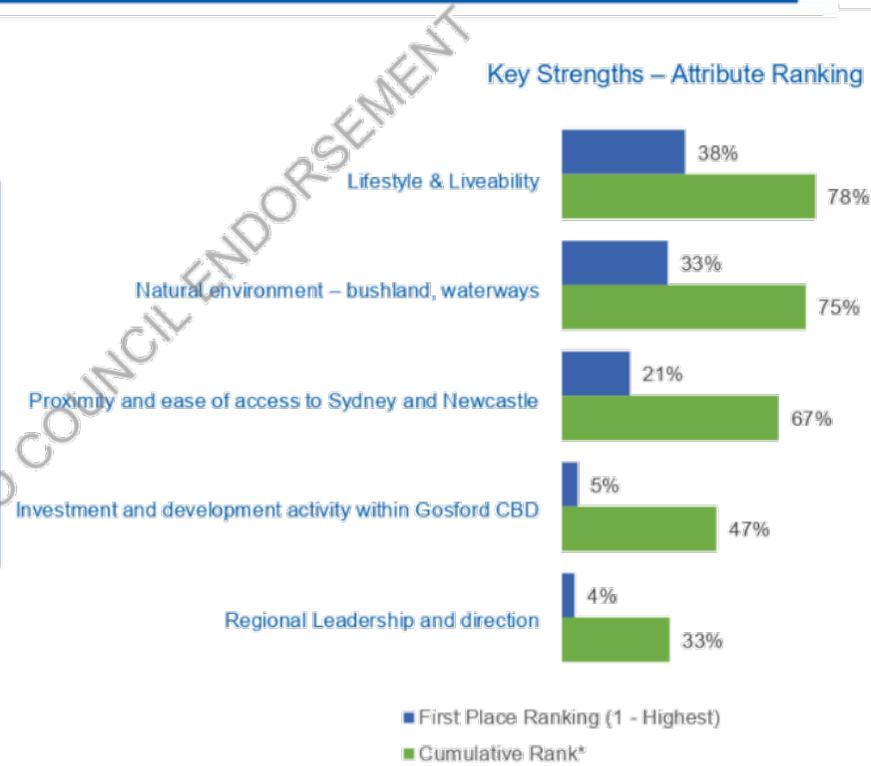
LIFESTYLE AND LIVEABILITY – KEY STRENGTHS FOR THE REGION

KEY STRENGTHS FOR THE REGION

Key Strengths – Attribute Ranking

Residents find lifestyle and liveability the key strength for the region...

- Lifestyle and liveability ranked highest of all attributes individually (38%) and overall (78% - an average of all rankings).
- Following lifestyle and liveability, natural environment was ranked as the second top strength for the region (33% first place and 75% cumulative ranking).
- Regional leadership and direction was ranked lowest with 4% ranking this attribute in first place and 33% cumulative ranking.





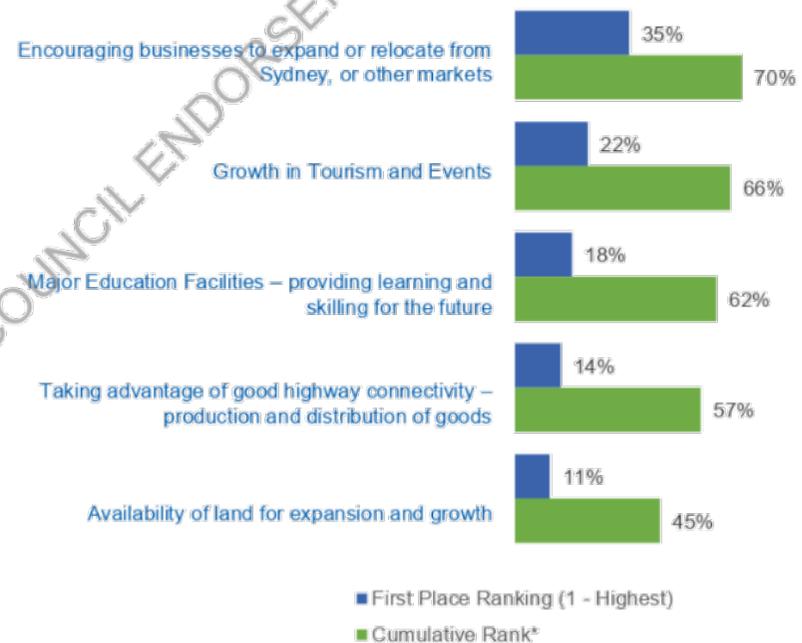
EXPANDING AND/OR ATTRACTING MORE BUSINESSES NOMINATED AS THE KEY OPPORTUNITY FOR THE REGION

KEY OPPORTUNITIES FOR THE REGION

Increasing business counts was ranked the highest amongst all attributes...

- More than two-thirds (35%) of residents ranked business expansion/attraction as the top opportunity for the region and it also achieved the top rank in cumulative ranking (70%).
- Following business attraction, residents see opportunity for growth in tourism and events with this achieving the second top rank (22% first place and 66% cumulative ranking).
- Whilst business expansion is top opportunity, availability of land for expansion was not much of an opportunity achieving the last rank with 11% at first place ranking and 45% cumulative ranking.

Key Opportunities – Attribute Ranking



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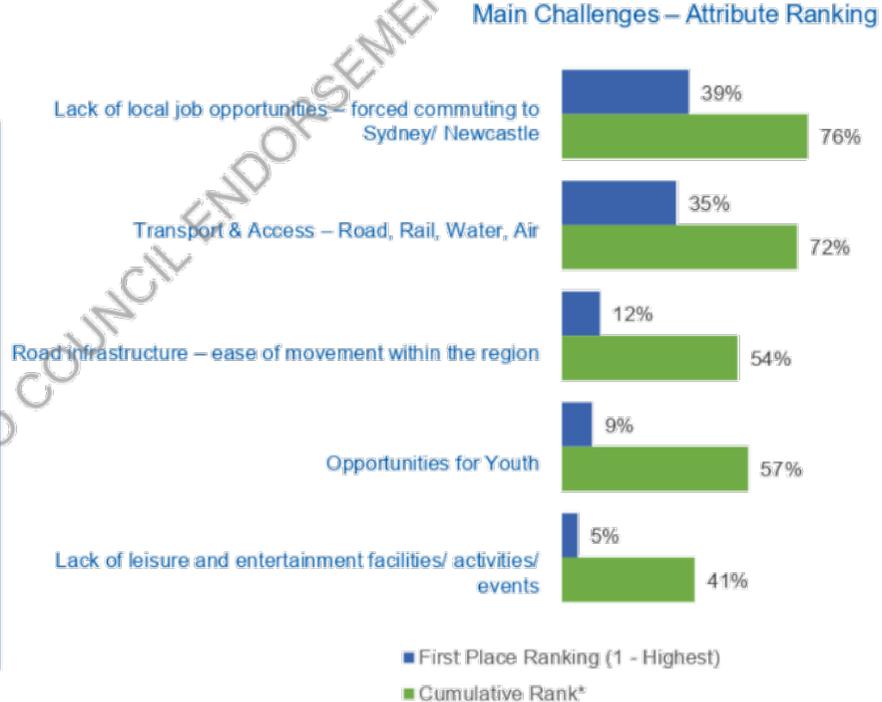


LACK OF JOB OPPORTUNITIES FOLLOWED CLOSELY BY TRANSPORT AND ACCESS MAIN CHALLENGES FOR THE REGION

MAIN CHALLENGES FOR THE REGION

The key challenge for the region, ranked highest by nearly 2 in 5 residents, is lack of job opportunities in the region...

- Overall, 76% of residents identified lack of local job opportunities as the main challenge with transport and access trailing close at second place (72%).
- About half find road infrastructure (54%) and opportunities for youth (57%) are key challenges for the region.
- Finally, lack of leisure/entertainment activities was ranked last amongst the other challenges with 5% ranking this in first place and 41% in cumulative ranking.



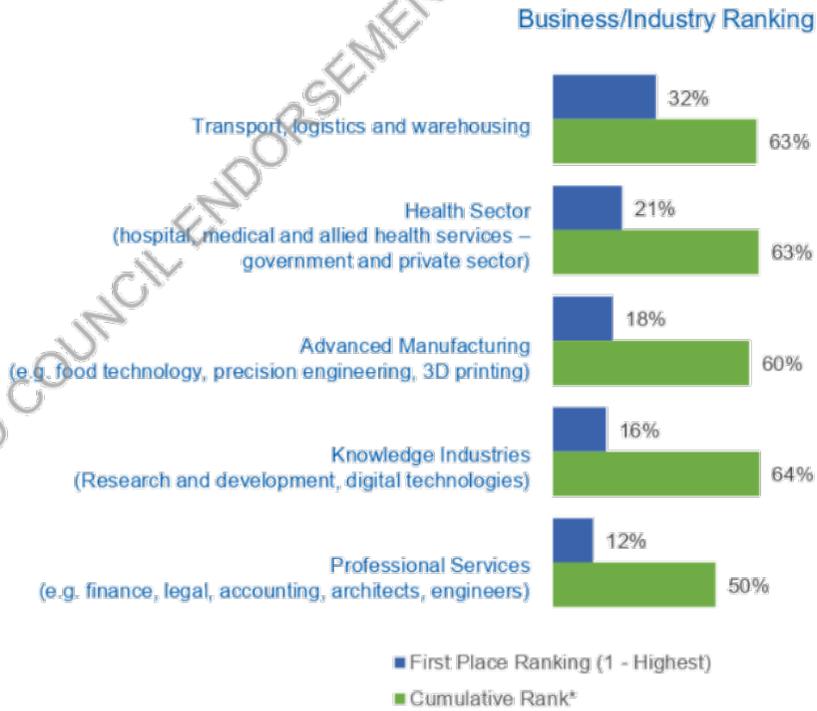


TRANSPORT, LOGISTICS AND WAREHOUSING INDUSTRY IS THE BEST SUITED TO BUILD FUTURE ECONOMY

INDUSTRIES BEST SUITED TO BUILD FUTURE ECONOMY

Nearly a third rated the transport industry the best suited for growth...

- However, it is important to note that when the industries were ranked cumulatively, knowledge industries achieved first place amongst all at 64%.
- Overall, with the exception of professional services (ranking last cumulatively: 50%), there were only minor differences in cumulative proportion rankings.

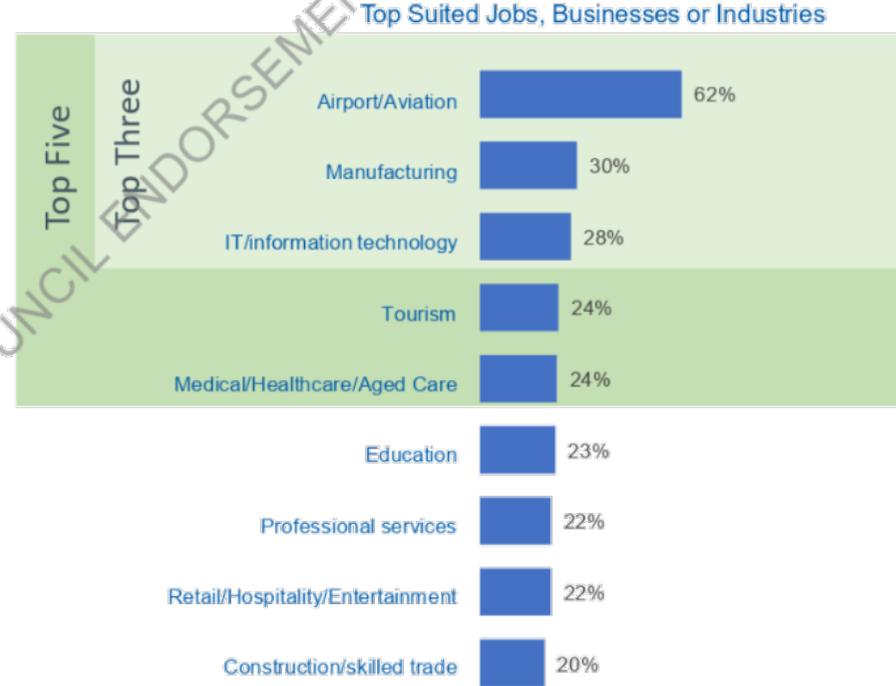


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AIRPORT / AVIATION SECTOR BEST SUITED TO THE FUTURE OF THE CENTRAL COST REGION

TOP SUITED JOBS, BUSINESSES OR INDUSTRIES



Airport/aviation industry (62%) in clear lead when asked for top three industries most suited to the Central Coast...

- Manufacturing (30%) and Information technology (28%) very close in second and third place with Tourism and Medical sectors (24%, respectively) amongst the top five best suited industries for the region.

STAFF FINDINGS

- Complete Advantages
- Strategic Assets
- Key Challenges
- Core Opportunities

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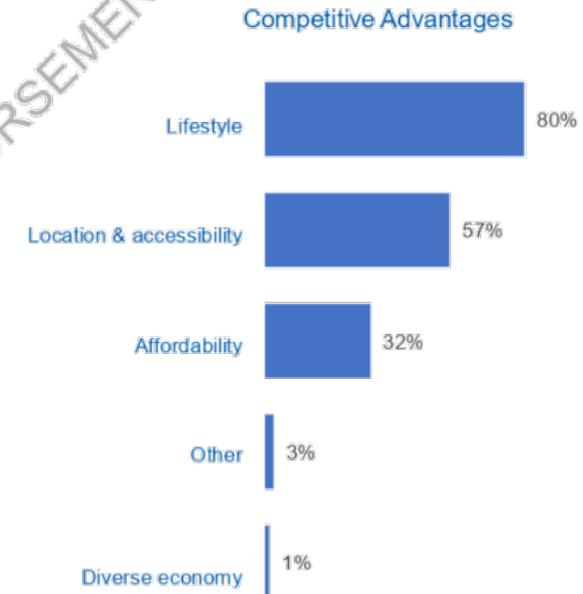
LIFESTYLE TOPS THE LIST AS THE KEY COMPETITIVE ADVANTAGE FOR THE REGION



COMPETITIVE ADVANTAGES

A vast majority of the staff identified 'Lifestyle' as the key competitive advantage for the region...

- Following lifestyle, location and accessibility was key competitive advantage (57%).
- At 1%, diverse economy was least likely to be considered an advantage.



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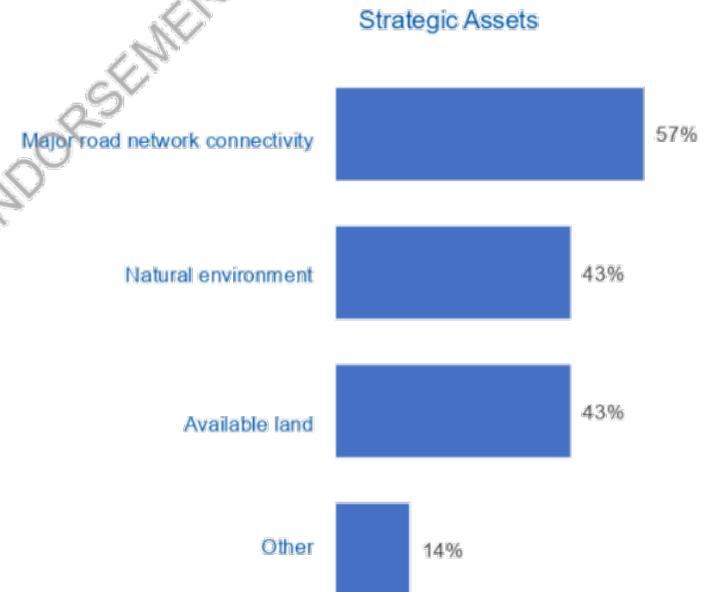
MAJOR ROAD NETWORK CONNECTIVITY – A STRATEGIC ASSET TO BE LEVERAGED



STRATEGIC ASSETS

More than half (57%) the staff find major road network connectivity should be leveraged for business and industry...

- Following road network connectivity, natural environment and available land (43%, respectively) are considered equal strategic assets.



DRAFT SUBJECT TO COUNCIL ENDORSEMENT

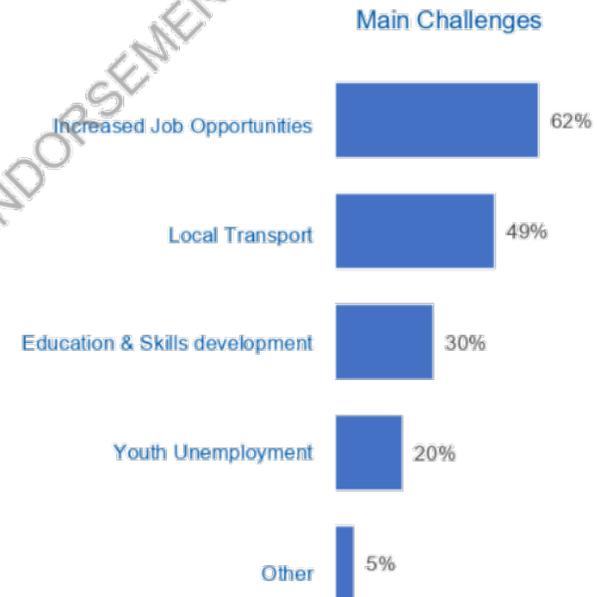


INCREASED JOB OPPORTUNITIES IS THE MAIN CHALLENGE

MAIN CHALLENGES

Increased job opportunities is the key challenge for the region (62%)...

- In addition, nearly half (49%) of staff find local transport is the key challenge holding the region back.



DRAFT SUBJECT TO COUNCIL ENDORSEMENT

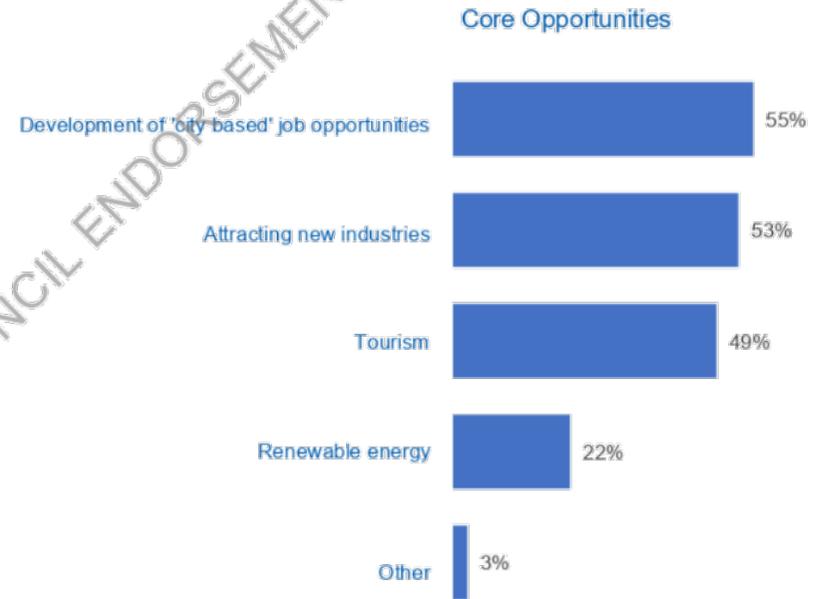


INCREASED JOB OPPORTUNITIES MAIN CHALLENGE AS WELL AS THE CORE OPPORTUNITY

CORE OPPORTUNITIES

Increased job opportunities is the key challenge (62%)* as well as the core opportunity (55%) for the region ...

- Following development of 'city based' job opportunities (55%), attracting new industries (53%) is identified as the core opportunity.
- Renewable energy least likely to be considered an opportunity with only 22% nominating this area.

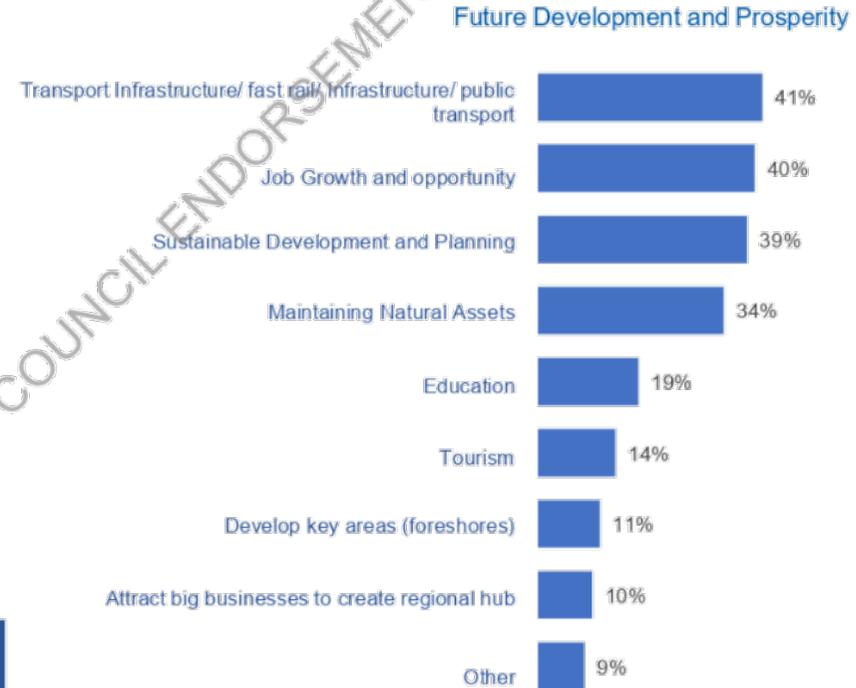


DRAFT SUBJECT TO COUNCIL ENDORSEMENT



INFRASTRUCTURE AND JOBS ARE KEY ASPECTS FOR FUTURE DEVELOPMENT AND PROSPERITY

FUTURE DEVELOPMENT AND PROSPERITY



Infrastructure (41%) and jobs (40%) considered key aspects for the future development and prosperity of Central Coast...

- Amongst the top three, and following infrastructure and jobs, is sustainable development and planning (39%).

APPENDIX G: FIRST DRAFT ECONOMIC DEVELOPMENT STRATEGY ENGAGEMENT



The Employment & Economic Development Committee occurred on 17 December 2019 at 5.00pm. A list of attendees can be found in the table below.

Table G1: List of Attendees

Organisation	Title
Australian Business	Business Facilitator
Community Council Central Coast	Executive Officer
Central Coast Council	Councillor
Central Coast Council	Unit Manager Economic Development & Project Delivery
Central Coast Council	Executive Manager Innovation & Futures
Central Coast Council	Section Manager Marketing & Tourism
Central Coast Council	Director Roads Transport Drainage & Waste
Central Coast Council	Director Environment & Planning
Central Coast Council	Director Connected Communities
Central Coast Council	Director Water & Sewer
Central Coast Council	Unit Manager Community Partnerships
Central Coast Council	Unit Manager Community Engagement
Central Coast Marine Discovery Centre	Member Employment and Economic Development Committee
NSW Business	Regional Director
Ku-ring-gai Council	Community and Business Engagement Coordinator
Member Employment & Economic Development Committee	

Two Central Coast Round Table Discussion on 26 November 2019 9:30am and 4 February 2020 at 9.00am. A list of attendees can be found in the table below.

Table G2: List of Attendees

Organisation	Title
Aboriginal Affairs	
Aim Big Employment	Regional Manager Hunter, Central Coast & Northern NSW
Australian National University	Associate Professor
Borgs	Planning & Development Manager
Central Coast Council	Chief Executive Officer
Central Coast Council	Unit Manager Economic Development & Project Delivery
Central Coast Council	Innovation & Performance Partner
Central Coast Council	Chief External Funding Coordinator
Central Coast Council	Business & Tourism Development Manager
Central Coast Council	Business and Economic Manager
Central Coast Council	Chief Information Officer
Central Coast Council	Unit Manager Performance & Innovation
Central Coast Council	Chief Information Officer
Central Coast Council	EA to Executive Manager I&F
Central Coast Local Health District	Chief Executive

3.1 Draft Economic Development Strategy 2020-2040 and Economic Recovery and Resilience Framework (contd)

Attachment 8 Economic Development Strategy Consultation Summary Report March 2020

Department of Premier & Cabinet	Business Development Manager, Hunter & Central Coast
NSW Business Chamber Central Coast	Regional Director
Cities Leadership Institute	Program Manager
CKDS Architecture	Director
Department of Education & Training	
Department of Education & Training	
Department of Education & Training	
Department of Finance	
Department of Planning, Industry & Environment	Team Leader
Department of Planning, Industry & Environment	Director Central Coast and Hunter
Department of Premier & Cabinet	
Department Premier & Cabinet	Coordination Officer (Strategy & Operations)
Department Premier & Cabinet	
DLALC	CEO
DNSW	
Environment	
FACS	
FACS	
Gosford/Erina Chamber of Commerce & GBID Board	President
LA Group	Managing Director
Newcastle University	
NSW Department of Premier & Cabinet	Deputy Director, Regional Development, Hunter & Central Coast
NSW Department of Premier & Cabinet	Assistant Regional Coordinator, Central Coast
NSW Department of Premier & Cabinet	Regional Business Officer
NSW Department Primary Industries	
NSW Justice	
NSW Police	
NSW Police	
NSW Roads and Maritime Services	
NSW TrainLink	Area Manager
OEH Newcastle	
OLG	
Central Coast Industry Connect	Executive Officer
Regional Development Australia Central Coast (RDACC)	Chief Executive Officer & Director
See Change	
See-Change	
Servers Australia	
Tafe NSW	Faculty Director Business, Information Technology & Creative Industries
Tafe NSW	
The Fifth Element	Product Manager
Transport for NSW	Senior Manager Property
Transport for NSW	
Transport for NSW	
Treasury	
University of Newcastle	