

Community's desired outcome:

# A sustainable and prosperous economy

## Community's Desired Outcome:

This desired outcome identifies the need to attract a diverse range of businesses, industries and services together with improved access to education, training and employment opportunities to ensure we have a sustainable and prosperous economy in Cessnock.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.

- Economic Development/Business Services
- Hunter Valley Visitor Centre Services
- Strategic Economic Research & Analysis
- Strategic Land Use Planning



### Objective 2.1:

## Diversifying local business options

### Strategic Directions

- Our local government area is attractive to and supportive of business.
- We have a diversity of businesses and industries across the local government area.
- We have adequate industrial and employment lands and thriving commercial precincts.



#### DELIVERY PROGRAM 2017-21

2.1.1	Undertake a follow-up Business Capability Study (to include trend analysis) and a Liveability Study.	
2.1.2	Identify opportunities and advocate for economic development and infrastructure funding.	
2.1.3	Implement a Business Investment Attraction Program.	
2.1.4	Provide support for activation of commercial centres, business engagement, promotion and support for business growth.	
2.1.5	Finalise and commence implementation of the Cessnock Commercial Precinct, Public Domain Plan, DCP and s94 Plan.	Completed
2.1.6	Finalise and commence implementation of the Kurri Kurri District Plan and Town Centre Masterplan, Public Domain Plan, DCP and s94 Plan.	Completed
2.1.7	Continue delivery of the Branxton Sub-Regional Plan - Stage 2.	Completed

OPERATIONAL PLAN 2020-21 (action)		Operational Plan Target	Responsibility
2.1.2.a	*Undertake research for economic analysis and reporting, prepare publications, submissions and discussion papers and collate economic development information pertaining to major funding attraction.	Complete three economic related government submissions by 30 June 2021. Submit five economic development grant applications by 30 June 2021.	Economic Development
2.1.2.b	Create an economic development and infrastructure funding advocacy agenda.	Completed by 1 May 2021.	Economic Development
2.1.3.a	Review and update Advance Cessnock City business investment attraction promotional materials.	Completed by 1 March 2021.	Economic Development
2.1.3.b	Collaborate with Advance Cessnock partners, and the NSW Investment Concierge Service to facilitate and accommodate investment leads.	Hold four Advance Cessnock City Partners meetings by 30 June 2021. Maintain monthly meetings with the NSW Investment Concierge Service.	Economic Development
2.1.3.c	Identify, contact and encourage 20 businesses located within the Newcastle and Lake Macquarie area who would benefit from expanding into the Cessnock City Council local government area.	Completed by 30 June 2021.	Economic Development
2.1.4.a	Support Advance Cessnock City partnership through providing economic development grants and sponsorship for projects which improve the business environment, build capacity and capabilities amongst businesses, stimulate investment, enterprise and job creation as well as enhance the city's image.	2021-22 Grant and sponsorship applications open 20 March 2021. 2021-22 Grant and sponsorship applications close 24 April 2021. 2021-22 Grant and sponsorship funding awarded by 30 June 2021. 2020-21 Grant and sponsorship project acquittal completed by 30 June 2021.	Economic Development
2.1.4.b	Support and nurture existing economic activity in the city through Advance Cessnock City, collaborate with Advance Cessnock partners and fosters sustained business productivity, growth and employment through business engagement opportunities and projects.	Promote and support twelve business training programs by 30 June 2021. Run four "Support Local" campaigns by 30 June 2021.	Economic Development
2.1.4.c	Develop city wide Economic Development Strategy which prescribes a clear strategic framework for achieving the goals identified within the Community Strategic Plan.	Brief Councillors by 30 September 2020. Draft the Economic Development Strategy by 31 January 2021. Report to Council seeking exhibition by 30 March 2021. Adoption of Economic Development Strategy by 30 June 2021.	Economic Development
2.1.5.a	Review and update the Airport Chapter of Cessnock DCP 2010.	Engage consultant to undertake background studies by 30 July 2020. Complete review of existing chapter by 31 November 2020. Report to Council seeking exhibition by 30 March 2021. Adoption of new chapter by 30 June 2021.	Strategic Planning
2.1.5.b	Finalise the Hydro Aluminium Planning Proposal, DCP and Section 94 plans.	Draft report to Council seeking exhibition by 28 February 2021. Council adoption by 30 June 2021.	Strategic Planning

**\* Project supporting financial sustainability**

## Objective 2.2:

# Achieving more sustainable employment opportunities

## Strategic Directions

- We have learning opportunities for people of all ages.
- We have employment opportunities in the local government area.

### DELIVERY PROGRAM 2017-21

2.2.1 Develop and communicate employment-related information to businesses.

2.2.2 Undertake a Skills Needs Analysis and collaborate with State and Federal Governments to promote employment.

2.2.3 Continue the Cessnock City Youth First Project.

Completed

2.2.4 Provide and promote apprenticeships and traineeships within Council.

### OPERATIONAL PLAN 2020-21 (action)

### Operational Plan Target

### Responsibility

2.2.1.a Provide monthly Advance Cessnock City news updates, provide critical and relevant information to businesses via the Advance Cessnock City website and provide monthly job information updates via the Cessnock City Jobs Portal.

Release twelve monthly E-News updates by 30 June 2021.  
Complete fortnightly jobs portal updates until 30 June 2021.  
Ongoing monitoring and maintenance of the Advance Cessnock City website.

Economic  
Development

2.2.2.a Use the Cessnock City Jobs Portal and Business Capability Study to support the quarterly jobs forums aimed at improving employment and training outcomes.

Hold four jobs forums by 30 June 2021.

Economic  
Development

2.2.4.a Continue to implement the graduate, trainee and apprenticeship framework.

Ongoing.

Human Resources

### Objective 2.3:

## Increasing tourism opportunities and visitation in the area

### Strategic Directions

- We have a range of diverse visitor experiences across the entire local government area.
- Our local government area is attractive to visitors

#### DELIVERY PROGRAM 2017-21

- |       |  |
|-------|--|
| 2.3.1 | Collaboratively identify markets and promote the local government area's tourism industry. |
| 2.3.2 | Promote and grow the Hunter Valley Visitor Centre.   |
| 2.3.3 | Support major community events and festivals.  |
| 2.3.4 | Commence implementation of the Vineyard Signage Strategy.                                  |

#### OPERATIONAL PLAN 2020-21 (action)

- |         | Operational Plan Target   | Responsibility       |
|---------|---|----------------------|
| 2.3.1.a | Attend quarterly Hunter Valley Wine Tourism Alliance meetings.  | Economic Development |
| 2.3.1.b | Complete phase 1 of the post bushfire destination marketing campaign by 30 September 2020.<br>Complete the "Love Hunter Valley/Love NSW" marketing campaign with Destination NSW by 30 June 2021. | Economic Development |

#### Operational Plan Target

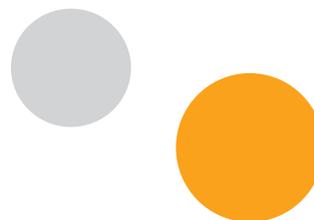
#### Responsibility

OPERATIONAL PLAN 2020-21 (action)	Operational Plan Target	Responsibility
2.3.2.a Provide quality visitor services to Level 1 Accreditation standards under the Accredited Visitor Information Centre network.	Accreditation review form completed by 1 February 2021. Accreditation received by 1 April 2021. Provide ongoing Visitor services.	Economic Development
2.3.2.b * Develop a Hunter Valley Visitor Information Centre Business Plan aimed at financial sustainability and increased visitation while offering value to businesses under Fee for Service and marketing initiatives.	Completed by 1 November 2020.	Economic Development
2.3.2.c Undertake a review of the Hunter Valley Visitor Information Centre digital platforms and booking services to ensure they support visitor needs and financial sustainability.	Completed by 1 October 2020.	Economic Development
2.3.3.a Process applications for the regulation of traffic associated with community events, road events and festivals.	Assess applications for regulation of traffic associated with community events and festivals as received in accordance with statutory timeframes until 30 June 2021.	Infrastructure
2.3.4.a Continue implementation of the Hunter Valley Wine Country Signage Strategy subject to grant funding being received.	Installation of street blades and community facility signage in Kurri Kurri , Weston, Abermain, Heddon Greta to be completed by 30 June 2021 grant funding dependant.	Infrastructure
2.3.4.b Prepare a methodology to repeal the existing Vineyard Mapping System and engage the community.	Completed by 30 June 2021.	Infrastructure

\* Project supporting financial sustainability

## MEASURES

Measures	Context/Benchmark	Base	Target
Satisfaction with economic development activities	This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's efforts in encouraging business and industry on a scale of 1-5 where 1 = low satisfaction and 5 = high satisfaction. The 2016 rating was 3.16 (compared with 3.07 in 2014).	3.16 2016	>3
Engagement with business community	This measure is the number of unique visitors on the Advance Cessnock City website (sourced from the website analytics). This is a measure of engagement with the local business community. The number of unique visitors in 2015-16 was 25,860.	25,860 2015-16	28,000
Engagement with potential tourists	This measure is the number of unique visitors on the Hunter Valley Visitor Centre website (sourced from the website analytics). This is a measure of engagement with tourists/potential tourists to the area. The number of unique visitors in 2015-16 was 361,918.	361,918 2015-16	398,000
Visits to Hunter Valley Visitor Centre	This measure is the number of visitors to the Hunter Valley Visitor Centre (sourced from the counters at the entrance to the Hunter Valley Visitor Centre). This is a measure of in-bound tourism to the area. The number of visitors in 2016 was 102,175.	102,175 2016	>100,000



# INTEGRATED PLANS AND STRATEGIC STUDIES

- Branxton Sub Regional Land Use Plan, Structure Plan and Town Centre Masterplan
- Cessnock Economic Development Strategy - Strategies & Actions
- Cessnock CBD Masterplan, Cessnock City Council 2012
- Destination Management Plan - Tourism Hunter
- Destination Management Plan - Cessnock & Singleton LGAs
- Hunter Valley Wine Country Signage Strategy, 2015
- Hunter Valley Visitor Centre Strategy 2013-2017
- Sustainable Cessnock - CBD Business and Marketing Plan, Cessnock Chamber of Commerce and Cessnock City Council 2009

## PROGRAMS

### *A SUSTAINABLE AND PROSPEROUS ECONOMY*



CESSNOCK CBD  
MASTERPLAN



KURRI KURRI  
DISTRICT PLAN



HUNTER VALLEY  
VISITOR CENTRE



VINEYARD SIGNAGE



ECONOMIC  
DEVELOPMENT

## Operational Budget - A sustainable and prosperous economy

Operational Budget						
Activity	2019-20 Budget	2020-21 Operating Expenditure	2020-21 Operating Revenue	2020-21 Capital Expenditure	2020-21 Capital Revenue	2020-21 Budget
<b>A prosperous and sustainable economy</b>						
Economic Development	527,500	520,100	-	-	-	520,100
Visitors Information Centre	342,200	561,119	(235,900)	112,500	-	437,719
Sub-Total	869,700	1,081,219	(235,900)	112,500	-	957,819

## 2020-2021 CAPITAL WORKS

CESSNOCK CIVIC PRECINCT REVITALISATION PROGRAM (RCC)			
LOCATION	PROJECT	2020-21	PROJECT CODE
Bridges Hill Park Playground, Cessnock	Upgrade Bridges Hill Park Playground	\$851,018	RCC-2017-001
Bridges Hill Park, Cessnock	Improve Walking Path Access from CBD to Bridges Hill Park	\$198,000	RCC-2019-010
<b>TOTAL</b>		<b>\$1,049,018</b>	
<i>Funding Source:</i>		Grants (Restart NSW, Resources for Regions)	\$459,205
		Loan	\$589,813

KURRI KURRI TOWN CENTRE PROGRAM (CTK)		FUNDING YEAR	
LOCATION	PROJECT	2020-21	PROJECT CODE
Kurri Kurri Commercial Centre	Upgrade Commercial Centre	\$3,717,900	CTK-2020-001
Lang Street, Kurri Kurri	Upgrade Town Centre Stage 1 - Phase 2 Detailed Design & Phase 3 Construct	\$536,000	CTK-2021-001
<b>TOTAL</b>		<b>\$4,253,900</b>	
<i>Funding Source:</i>		Grant (Restart NSW, Resources for Regions)	\$3,447,900
		Developer Contributions	\$500,000
		General Fund	\$306,000

SIGNAGE/VINEYARD ROADS PROGRAM (CRV)		FUNDING YEAR	
LOCATION	PROJECT	2020-21	PROJECT CODE
Various	Hunter Valley Wine Country Tourist Signage - Phase 1 Investigate & design, Phase 2 Detailed design, Phase 3 Construct	\$1,948,876	CRV-2020-001
<b>TOTAL</b>		<b>\$1,948,876</b>	
<i>Funding Source:</i>		Grants (Restart NSW, Resources for Regions)	\$1,506,876
		General Fund	\$42,000
		Developer Contribution	\$400,000