

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 (extended by 1 year due to Covid-19)

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 2021-22 (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 2022. Submit five economic development grant applications by 30 June 2022.	Economic Development
2.1.2.b Update and promote the economic development and infrastructure funding advocacy agenda.	Completed by 30 June 2022.	Economic Development
2.1.3.a Develop an Investment Attraction Brand and Style Guide that will provide the foundation for business investment attraction activities.	Completed by 1 December 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 2022. Maintain monthly meetings with the NSW Investment Concierge Service.	Economic Development
2.1.3.c Update the Advance Cessnock City Website using the Investment Attraction Brand and Style Guide.	Completed by 30 June 2022.	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 2022. 2021-22 Grant and sponsorship applications close 24 April 2022. 2021-22 Grant and sponsorship funding awarded by 30 June 2022. 2020-21 Grant and sponsorship project acquittal completed by 30 June 2022.	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 foster sustained business productivity, growth and employment through business engagement opportunities and projects.	Promote and support twelve business training programs by 30 June 2022. Run 10 "Support Local" advertising campaigns by 30 June 2022.	Economic Development
2.1.4.c Seek funding for a Central Business District (CBD) Activation Program that: <ul style="list-style-type: none"> • Develops a CBD character statement to inform place activation • Reviews the Development Control Plan for the CBD to ensure development follows the desired character • Works with private building owners to upgrade facades, signs and awnings • Utilise lighting to promote night activation and activities • Increase shade and vegetation 	Submit a minimum of one grant application by 30 June 2022 for funding to complete CBD activation activities.	Economic Development

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OPERATIONAL PLAN 2021-22 (action)	Operational Plan Target	Responsibility
2.1.4.d Seek funding to re-invigorate and expand the Olive Industry within the Cessnock local government area (LGA) that includes: <ul style="list-style-type: none"> • Activation of 30,000 idle olive trees across the LGA • Identify and document the desired olive tree varieties and planting layout suitable for production in the Hunter Valley • Increasing the olive tree numbers in the Hunter Valley • Establish an efficient commercial processing and kitchen facility for olives within the LGA • Establish a ‘shopfront’ in Cessnock as one part of a holistic campaign to promote the Hunter Valley Olive Industry. 	Submit a minimum of one grant application seeking funding for this action by 30 June 2022.	Economic Development
2.1.4.e Seek funding to create a new role within Council to promote the agriculture and horticulture industries (Development Officer). The Agriculture Industry Development Officer will: <ul style="list-style-type: none"> • Be a focal point and provide leadership in the development of a broader Agriculture and Food Strategy for the LGA • Connect industry stakeholders, understand aggregated demand and supply and provide access to specialised capabilities as needed • Support events that showcase the agricultural offerings of the LGA • Support the agricultural industry in navigating Council planning and compliance requirements. 	Submit a minimum of one grant application seeking funding for this action by 30 June 2022.	Economic Development
2.1.5.a Finalise the Hydro Aluminium Planning Proposal, DCP and Section 7.11 Plan.	Council adoption by 31 December 2021.	Strategic Planning

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 (extended by 1 year due to Covid-19)

2.2.1	Develop and communicate employment-related information to businesses.	Completed
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 2021-22 (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.	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.	Economic Development
2.2.2.b	Create and deliver a Disadvantaged Youth Driver Training Program utilising Resources for Regions Grant Funding.	Economic Development
2.2.4.a	Continue to implement the graduate, trainee and apprenticeship framework.	Human Resources
2.2.4.b	Promote, expand and deliver the Mayoral Scholarship Education and Training Program.	Economic Development

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 (extended by 1 year due to Covid-19)

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 2021-22 (action)

	Operational Plan Target	Responsibility	
2.3.1.a	Deliver the Cessnock City Council related actions generated from the Hunter Valley Wine Tourism Alliance.	Attend quarterly Hunter Valley Wine Tourism Alliance meetings.	Economic Development
2.3.1.b	Provide a joint tourism service with Hunter Valley Wine and Tourism Association that provides destination marketing and in destination tourism services for the benefit of regional tourism.	Obtain 300 members by 30 September 2021. Create and distribute the 2022 Hunter Valley Visitor Guide by 30 April 2022. Create and distribute the 2022 Hunter Valley Visitor Map by 30 April 2022.	Economic Development
2.3.1.c	In partnership with Singleton Council and Hunter Valley Wine and Tourism Association, update the Hunter Valley Destination Management Plan.	Create a new Hunter Valley Destination Management Plan by 30 June 2022.	Economic Development



OPERATIONAL PLAN 2021-22 (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 2022. Accreditation received by 1 April 2022. Provide ongoing visitor services.	Economic Development
2.3.2.b * Promote and sell Hunter Valley Visitor Information Centre products in store and online.	Upgrade the Visitor Information Centre website to allow online purchases by 30 June 2022. Achieve budgeted merchandise sales by 30 June 2022.	Economic Development
2.3.2.c Investigate installing a colour capable external lighting system at the Hunter Valley Visitor Information Centre that encourages twilight use of the picnic tables. If feasible and budget allows, then install a new colour capable external lighting system.	Complete the external colour lighting feasibility investigation by 1 December 2021.	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.	Infrastructure
2.3.4.a Continue implementation of the Hunter Valley Wine Country Signage Strategy subject to grant funding being received.	Seek grant funding opportunities to support implementation of strategy.	Infrastructure
2.3.4.b Prepare a methodology to repeal the existing Vineyard Mapping System and engage the community.	Completed by 30 June 2022.	Infrastructure

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MEASURES

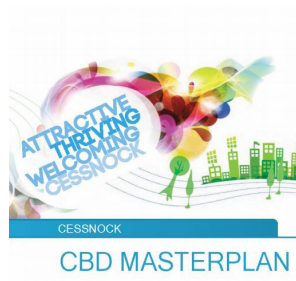
Measures	Context/Benchmark	Base	Target
Satisfaction with economic development activities	This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's efforts in encouraging business and industry on a scale of 1-5 where 1 = low satisfaction and 5 = high 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 entranceto 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
- Centres and Places Activation Plan
- Destination Management Plan - Tourism Hunter
- Destination Management Plan - Cessnock & Singleton LGAs
- Hunter Valley Visitor Centre Strategy
- 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	2020-21 Adopted Budget	2021-22 Operating Expenditure	2021-22 Operating Revenue	2021-22 Capital Expenditure	2021-22 Capital Revenue	2021-22 Budget
A prosperous and sustainable economy						
Economic Development	567,300	511,570	-	-	-	511,570
Visitors Information Centre	390,119	621,554	(289,197)	-	-	332,357
Sub-Total	957,419	1,133,124	(289,197)	-	-	843,927

Note: The amounts in this table do not include non cash items of:
Depreciation, Net Loss on Disposal of Assets and estimated \$7.11 receipts.

2021-2022 CAPITAL WORKS

Kurri Kurri Town Centre Program (CTK)			
Location	Description	Budget	Project ID
Kurri Kurri Commercial Centre	Upgrade Commercial Centre Stage 1 - Phase 2 Detailed Design, Phase 3 Construction	\$1,113,429	CTK-2020-001
Col Brown Rotary Park	Park Beautification	\$520,420	CTK-2021-002
Lang Street, Kurri Kurri	Associated Roadworks Stage 1 - Phase 2 Detailed Design, Phase 3 Construct	\$567,482	CTK-2021-001
		Total	\$2,201,331
<i>Funding source:</i>		Grants	\$1,463,858
		Developer Contributions	\$500,000
		Reserves	\$36,000
		General Funds	\$201,473