



**KEMPSEY**  
Shire Council

## **DIRECTOR SUSTAINABLE DEVELOPMENT SERVICES REPORT**

14<sup>th</sup> February 2006

**DSDS13      ECONOMIC DEVELOPMENT 6 MONTH REPORT –  
JULY 2005 - DECEMBER 2005  
FILE: 584 KEO**

### **SUMMARY:**

This report documents progress against the Economic Development Manager's Workplan and the Kempsey Shire Council Economic Development Plan 2004 -2007.

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### **DESCRIPTION**

Report on progress against the Kempsey Shire Council Economic Development Plan 2004 – 2007.

Tables presented below document progress against the Kempsey Shire Council Economic Development 2004-2007 directly against Strategic Initiatives given in the Strategic Plan.

### **Kempsey Shire Economic Development Plan Strategic Initiatives**

#### **Industry Sectors**

#### **Strategy Initiative 1 – Promote the light manufacturing sector to achieve growth**

<b>Implementation Tasks</b>	<b>Responsibilities</b>	<b>Progress</b>
Identify current light manufacturing businesses and develop a database of businesses, contacts	MDAP Office	<ul style="list-style-type: none"> <li>• Business database established.</li> <li>• Contact lists developed and utilised</li> </ul>

and activities		<ul style="list-style-type: none"> <li>• Business engagement and participation with Council activities, Sept, Oct, Nov 05</li> <li>• Training courses hosted Sept 05</li> </ul>
Identify current "cluster relationships" and potential cluster requirements	MDAP Office	<ul style="list-style-type: none"> <li>• Clusters identified               <ul style="list-style-type: none"> <li>○ Aged Care</li> <li>○ Timber products &amp; processing</li> <li>○ Agricultural / horticultural</li> </ul> </li> <li>• Workshops to be scheduled Mar 06</li> </ul>
Undertake skills audit – are skilled personnel available. Investigate skills audit for Mid North Coast undertaken by DSRD and TAFE and proposed action plans. Also AHCACC Labour Market Survey.	MDAP Office / DSRD / MNCRDB / TAFE	<ul style="list-style-type: none"> <li>• First regional "growing jobs" workshop to be held 20<sup>th</sup> January 2006. Collaborative effort with MNCRDB &amp; ACC.</li> </ul>
Targeted promotion of industry sector and area's attributes, media, trade shows, regional expo's in accordance with priorities.	MDAP Office with support other Councils	<ul style="list-style-type: none"> <li>• Local firms encouraged to participate in "World Class" project ( MNCRDB), firms to be promoted               <ul style="list-style-type: none"> <li>○ Freddo Pies</li> <li>○ Akubra</li> <li>○ AST</li> <li>○ Australian Architectural Hardwoods</li> <li>○ Baker &amp; Co</li> </ul> </li> <li>• Local Firms featured in the KSC Industry Prospectus.</li> <li>• Regional expo of "World Class" firms to be held at SWR 19<sup>th</sup> May 2006. Opening by Federal Trade Minister.</li> <li>• Radio media</li> </ul>

		program presented by 2MC – target markets identified – rural QLD, Newcastle
Approach existing industry to, discuss business plans to provide strategic approach	MDAP Office / Committee	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
Information flyer on “Invest Macleay Valley Coast”	MDAP Office	<ul style="list-style-type: none"> <li>• Completed</li> <li>• Industry prospectus completed</li> </ul>
Develop industry networks	MDAP Office / Committee	<ul style="list-style-type: none"> <li>• Homebased business network identified (training courses hosted)</li> <li>• E-business network identified (training courses hosted)</li> <li>• Women in Business network active</li> <li>• Industry cluster networking to be developed 1<sup>st</sup> quarter 2006</li> </ul>

## Strategy Initiative 2: Attract and develop the Freight / Transport Industry Sector

Implementation Tasks	Task Owner	Resources
Identify strategic land sites / locations for industry sector growth (Frederickton, SWR, South Kempsey)	MDAP office /Planning Section/ land holders	<ul style="list-style-type: none"> <li>• Land sites identified – Industrial land strategy, awaiting Vegetation Studies to progress land rezoning- study expected Feb 2006</li> <li>• RTA delays with industrial land rezoning alleviated Dec 2005, industrial land rezoning to be progressed 2006.</li> <li>• SWR not suitable for further industrial land rezoning.</li> </ul>

		<ul style="list-style-type: none"> <li>• Issues with residential development and flooding for industrial land in Frederickton.</li> </ul>
Host "inspection day" for transport companies	MDAP office / Committee	<ul style="list-style-type: none"> <li>• Allocated lower priority pending land availability.</li> </ul>
Network with existing local transport companies, identify requirements and current usage	MDAP office / Committee	<ul style="list-style-type: none"> <li>• Preliminary discussions with local firms, additional land requirements.</li> <li>• Industry sector issues with larger firms and cost efficiencies for local businesses.</li> <li>• Local depot for transport / truck storage required Council resources not available to develop a site, could potentially be integrated with service centre / transport depot at South Kempsey.</li> <li>• Industrial land availability an issue to progress activity.</li> </ul>
Lobby State and Federal Transport services, industry representatives / local association for transport sector development and opportunities	MDAP/Strategic Planning Group/ Councillors	<ul style="list-style-type: none"> <li>• State and Federal transport organisations contacted and aware of KSC strategic location</li> <li>• Industrial land availability and issue – timeframes required &amp; infrastructure service delivery</li> </ul>
Develop promotional material – identifying key components	MDAP Office / Committee	<ul style="list-style-type: none"> <li>• Allocated lower priority industrial land</li> </ul>

required by the transport industry met by Kempsey Shire		<ul style="list-style-type: none"> <li>• Truck storage depot required</li> <li>• Potential to develop value added services such as quarantine facilities. Local firm liaising with QS.</li> </ul>
Develop a database of NSW / QLD based transport firms. Identify large retailer transport services i.e. Coles, Woolworths	MDAP office	<ul style="list-style-type: none"> <li>• Preliminary details collected.</li> </ul>
Investigate centralised distribution / dry good storage activities and requirements	MDAP Office	<ul style="list-style-type: none"> <li>• Allocated lower priority – awaiting industrial land availability</li> </ul>
Audit current transport services and assets	MDAP office	<ul style="list-style-type: none"> <li>• Preliminary details collected heavy transport services identified</li> </ul>
Liaise with airport committee on potential uses for airport facilities	MDAP Office	<ul style="list-style-type: none"> <li>• Consultants contacted for focus workshop on industrial uses of the airport.</li> <li>• Workshops to be held March 2006 with key stake holders</li> </ul>
Identify transport gaps, requirements including public transport	MDAP Office	<ul style="list-style-type: none"> <li>• Public transport gaps identified – impacts on youth in particular for ongoing employment opportunities.</li> <li>• Input into MNCRDB issues and planned regional strategic plan.</li> </ul>
Research/analyse regional transport plan, including rail and road infrastructure services	MDAP Office/Planning Section	<ul style="list-style-type: none"> <li>• Dept. of Planning about to initiate regional strategic plan inclusive of transport issues. KSC participation</li> </ul>

		expected to be initiated 1 <sup>st</sup> quarter 2006.
Investigate road improvements / upgrades to tablelands	MDAP Office	<ul style="list-style-type: none"> <li>Long term project. Oxley Highway identified as preferred route. Ongoing.</li> </ul>
Analyse KSC Infrastructure Plan – integrate with Industrial Land Strategy – Investment ready	MDAP Office / Strategic Planning Group	<ul style="list-style-type: none"> <li>Addressed by the internal strategic planning group.</li> </ul>
Pursue motorway services / interchange facilities – bypass options. Lobby RTA. Develop a By Pass strategy	MDAP Office / Strategic Planning Group	<ul style="list-style-type: none"> <li>RTA aware of KSC service centre and interchange activities. Meeting to be established with RTA planners to progress.</li> <li>Preferred location for interchange service centre is the Western Side of the planned interchange, current industrial land rezoning being progressed is east of the interchange, further negotiations with land holders and RTA is required. Further discussions expected Feb/Mar 2006.</li> </ul>

### Strategy Initiative 3: Assess the feasibility of an alternative fuel source industry within the Kempsey Shire

Implementation Tasks	Task Owner	Resources
Consult with DSRD, mid North Coast Regional Development Board, DOTARS, on fit	MDAP Office/ Committee	<ul style="list-style-type: none"> <li>Not applicable 2005/2006 financial year</li> <li>Not pursued as a</li> </ul>

with government direction for the region, approach and funding sources. Potential for regional LGA support.		<ul style="list-style-type: none"> <li>current project</li> <li>Scheduled for consideration 2006/07</li> </ul>
Assess other competitors to regional industry. – What other areas are doing.	MDAP Office	<ul style="list-style-type: none"> <li>Scheduled for consideration 2006/07</li> </ul>
Develop a EOI for appropriately skilled consultants to undertake study	MDAP Office, KSC senior management	<ul style="list-style-type: none"> <li>Scheduled for consideration 2006/07</li> </ul>
Prepare requirements for study	MDAP Office	<ul style="list-style-type: none"> <li>Scheduled for consideration 2006/07</li> </ul>
Review study outcomes	MDAP Office / Committee	<ul style="list-style-type: none"> <li>Scheduled for consideration 2006/07</li> </ul>
Assess barriers from existing fuel companies.	MDAP Office / Inclusion in Study	<ul style="list-style-type: none"> <li>Scheduled for consideration 2006/07</li> </ul>
Develop implementation plan if required. (Funding may be required)	MDAP Office / Committee	<ul style="list-style-type: none"> <li>Scheduled for consideration 2006/07</li> </ul>

#### Strategy Initiative 4: Industrial Land Availability

Implementation Tasks	Task Owner	Resources
Develop database of all industrial land	MDAP Office	Completed
Implement Industrial land Strategy and LEP Revision	Planning Section	<ul style="list-style-type: none"> <li>Vegetation study zone 1 Industrial land strategy due Feb 2006.</li> <li>Financial resources from KSC required.</li> </ul>
Ensure appropriate land mix (size, variety)	Planning Section	<ul style="list-style-type: none"> <li>Strategic land use program in place.</li> <li>Review of commercial space requirements underway</li> </ul>

Identify appropriate uses for land area (Industry size), "cluster opportunities"	MDAP Office/ Planning Section	<ul style="list-style-type: none"> <li>• Industrial land strategy implementation</li> <li>• Transport industry requires 10-20ha of land for development</li> <li>• Liaison with existing land holders ongoing</li> </ul>
Work with Council – streamline processes and develop "investment ready" approach	MDAP Office / Planning Section	<ul style="list-style-type: none"> <li>• Processes being reviewed.</li> <li>• Investment ready approach ready pending land availability</li> <li>• Feedback to council on new policy development impacting investment. Eg. Section 64 funds</li> </ul>
Advertise land availability (print media, TV, Radio)	MDAP Office	<ul style="list-style-type: none"> <li>• Dependant on industrial land availability</li> </ul>

### Strategy Initiative 5: Enhance Business Environment within the Community

Implementation Tasks	Task Owner	Resources
Ensure Council Support for the Economic Development Plan	MDAP office	<ul style="list-style-type: none"> <li>• Strategic Group formed</li> <li>• Council participation in Councillor tour of industrial estate</li> <li>• Dinner evening hosted by MDAP, attended by Councillors</li> <li>• Plan circulated with strategic team</li> </ul>
Identify industry leaders and gain support for the economic plan and	MDAP Office / Committee / KSC	<ul style="list-style-type: none"> <li>• Presentations made to: <ul style="list-style-type: none"> <li>◦ Kempsey Chamber of</li> </ul> </li> </ul>

strategies		<p>Commerce</p> <ul style="list-style-type: none"> <li>○ Crescent Head Chamber of Commerce</li> <li>○ West Kempsey Rotary</li> <li>○ ACC Board</li> <li>○ Kempsey Rate Payers</li> <li>○ Top business leaders identified and communicated with on a regular basis</li> </ul>
Creative Industries Development e.g. indigenous industries	MDAP Office / Community Services Section	<ul style="list-style-type: none"> <li>• Working with Film MNC to develop screen media group in the Macleay.</li> <li>• Development of Arts and Gallery Trail to be completed May 2006</li> <li>• Actively seeking indigenous participation – arts in Riverside Festival</li> </ul>
Enhance Communications and marketing <ul style="list-style-type: none"> <li>• Business Newsletters</li> <li>• Forums</li> <li>• Public Relations</li> <li>• Media Releases</li> <li>• Visual images</li> <li>• Consistent branding</li> </ul>	MDAP Office	<ul style="list-style-type: none"> <li>• 3 - Business training and information exchange forums held</li> <li>• Press releases / media where applicable</li> </ul>
Establish Business Networks	MDAP / KSC	<ul style="list-style-type: none"> <li>• Actively participating in Chambers of commerce functions and promotions.</li> <li>• Actively working with Women's Business Network</li> </ul>

		<ul style="list-style-type: none"> <li>• Home based business network identified.</li> <li>• Strategic partnerships with ETC established to further strengthen networks.</li> </ul>
Identify and address education / training needs. Identify gaps in business skills & develop appropriate training.	MDAP Office / NCIT	<ul style="list-style-type: none"> <li>• Working with MNCRDB and ACC on "Growing Jobs" project.</li> <li>• Regional approach to skills shortage identification – input into NCI TAFE</li> </ul>
Identify and present / communicate with key community stakeholders – (groups, networks, individuals, Councillors)	MDAP Office / Committee	<ul style="list-style-type: none"> <li>• Presentations to: <ul style="list-style-type: none"> <li>○ West Kempsey Rotary</li> <li>○ ACC Board</li> <li>○ View Club</li> <li>○ Ratepayers</li> <li>○ Youth Council</li> <li>○ Businesses (Macleay Valley)</li> <li>○ Chambers of Commerce</li> <li>○ Hosted training courses</li> <li>○ Dinner hosted</li> <li>○ 742 emails distributed to local businesses.</li> </ul> </li> </ul>
Field days, visit to businesses	KSC GM / Councillors/ MDAP/DSRD/MNC RDB	<ul style="list-style-type: none"> <li>• Councillor manufacturing tour conducted.</li> <li>• 38 meetings held with local businesses</li> </ul>
Establish a broader consultative forum for business community – advertise public meeting	MDAP Office	<ul style="list-style-type: none"> <li>• To be scheduled</li> </ul>
Support Kempsey Town Marketing Plan	MDAP Office	<ul style="list-style-type: none"> <li>• Working with the Kempsey Chamber of Commerce in</li> </ul>

		<p>plan implementation.</p> <ul style="list-style-type: none"> <li>• Shopping in Kempsey campaign – press and radio over December / January arranged and funded.</li> </ul>
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## Strategy Initiative 6: Identify and develop uses for the floodplain

Implementation Tasks	Task Owner	Resources
Analyse Flood Plain Management Plan	MDAP Office	<ul style="list-style-type: none"> <li>• Awaiting plan update from Shire Services</li> </ul>
Identify opportunities for farm diversification (alternative crops / land uses)	MDAP office / DSRD/MNCRDB	<ul style="list-style-type: none"> <li>• Bio fuel / tree plantation opportunities advertised – Bio Energy (WA Firm)</li> </ul>
Integrate opportunities with Alternative Fuel Study	MDAP office / DSRD/MNCRDB	<ul style="list-style-type: none"> <li>• See bio -fuel</li> </ul>
Audit existing land uses	MDAP office / Planning Section	<ul style="list-style-type: none"> <li>• Land use strategy to be developed.</li> <li>• Dept. of Planning Soil mapping project underway</li> </ul>
Identify land potential land uses and flood management requirements	MDAP Office / Strategic Group	<ul style="list-style-type: none"> <li>• Awaiting flood study</li> </ul>
Market flood plains as an asset, not hindrance – demonstrate uses to land holders	MDAP office / Strategic Group	<ul style="list-style-type: none"> <li>• Awaiting flood study and soil mapping</li> </ul>

## Strategy Initiative 7: Develop a “positive attitude” within the Kempsey Shire

Implementation Tasks	Task Owner	Resources
Publicise good news stories	MDAP office / Committee/ KSC	<ul style="list-style-type: none"> <li>• Ongoing, Argus / publicity officer advised of events</li> </ul>

		and good news stories. Several articles published. <ul style="list-style-type: none"> <li>• Town &amp; Country rural press insert actively promoting local agribusiness.</li> </ul>
Promote economic indicators	MDAP office	<ul style="list-style-type: none"> <li>• Economic indicators available, updated where available</li> </ul>
Work with KSC Community Services / KSC Publicity Manager to communicate with the community -	MDAP Office	<ul style="list-style-type: none"> <li>• Input into community newsletter Feb 2006</li> <li>• Work directly with the publicity officer and Argus when appropriate</li> </ul>
Develop posters / visual positive images of the Shire	MDAP Office	<ul style="list-style-type: none"> <li>• No progress</li> </ul>

## **REPORT IMPLICATIONS:**

- **Environmental**

*Nil*

- **Social**

***Social capital and community development are prerequisites for economic development. Ongoing focus on community development and education opportunities will support economic development projects. Pride in the Shire and general community well being are aspects that require focus and support to remediate social concerns.***

- **Economic (Financial)**

***Financial resources need to be allocated to strategic planning projects 2006/2007 to ensure progress is achieved on employment (industrial) land rezoning and strategic land use projects.***

***Financial resources are allocated to Kempsey Town Centre Master Plan for public art, civic improvements (not capital works) and beautification projects. It is imperative that the town of Kempsey is retained as the commercial / retail centre of the Macleay Valley.***

- *Policy or Statutory*

*Nil*

- *Director's Review*

**RECOMMENDATION:**

**That the information be noted.**

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**R B Pitt**

**DIRECTOR SUSTAINABLE DEVELOPMENT SERVICES**