

## DIRECTOR SUSTAINABLE DEVELOPMENT SERVICES REPORT

14th November 2006

<b>DSDS4</b>	<b>ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE</b>
<b>FILE: 584 KEO</b>	<b>{Folio No. *}</b>

### SUMMARY:

Reporting on the progress of the strategic initiatives of the Kempsey Shire Council, Economic Development Plan 2004 – 2007 and proposed revised MDAP committee structure.



In 2004 the Macleay Development & Promotion Committee developed a revised Economic Development Plan to further progress the activities outlined in the Strategic Plan for the Economic Development of Kempsey (SGS Economics & Planning, 2001).

Through this process strategic initiatives have been identified, this report provides a progress report on the actions undertaken to implement the initiatives and outcomes to date.

In reviewing the effectiveness of MDAP, the Committee considers that a revised committee structure is required, focussing on the review and monitoring of the Strategic Plan and longer term economic development issues.



### Kempsey Shire Economic Development Plan

#### Strategic Action Plan - 2004 -2007

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

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

contacts and activities		information seminars hosted May and June 06.
Identify current "cluster relationships" and potential cluster requirements	MDAP Office	<ul style="list-style-type: none"> <li>• Potential clusters identified               <ul style="list-style-type: none"> <li>- timber</li> <li>- automotive</li> <li>- aged care</li> </ul> </li> <li>• Survey in progress for aged care services, identifying industry requirements, willingness to resource share.</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>• Audit undertaken</li> <li>• Promotion of Skills web site (MNCRDB)</li> <li>• Working with MNC Youth Career Services – Vocational skills for students</li> <li>• Purchase of "Tell us your skills" software for loading onto Councils website.</li> <li>• Retail survey near completion, Kempsey &amp; Crescent Head complete, this will identify training/ skills requirements for retail sector.</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>• Promotional material developed and distributed to interested parties</li> <li>• Promotion of 'World Class project (MNCRDB)</li> <li>• Hosted the inaugural Regional Innovation Expo</li> <li>• Hindered by industrial land availability</li> <li>• Access to readily available wireless and broadband services also hindering development.</li> </ul>
Approach existing industry to, discuss	MDAP Office / Committee	<ul style="list-style-type: none"> <li>• Meetings held</li> </ul>

business plans to provide strategic approach		
Information flyer on "Invest Macleay Valley Coast"	MDAP Office	<ul style="list-style-type: none"> <li>• Completed and distributed to interested companies /developers – ongoing</li> </ul>
Develop industry networks	MDAP Office / Committee	<ul style="list-style-type: none"> <li>• 7 Network functions held               <ul style="list-style-type: none"> <li>- ecommerce</li> <li>- Customer service</li> <li>- Home-based business (3)</li> <li>- Women in Business</li> <li>- World Class</li> <li>- Dr Houghton</li> <li>- Dinner function with businesses</li> <li>- Tourism VIG workshops</li> <li>- Agribusiness network (email)</li> </ul> </li> </ul>

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

Implementation Tasks	Responsibilities	Status
Identify strategic land sites / locations for industry sector growth (Frederickton, SWR, South Kempsey)	MDAP office / KSC / land holders	<ul style="list-style-type: none"> <li>• Land sites identified</li> <li>- Vegetation study completed March 06</li> <li>• Privately owned land rezoning at South Kempsey is being progressed. Consultants engaged to review LES.</li> <li>• SWR identified for light industrial small scale operators. Area determined not suitable for further rezoning.</li> <li>• Frederickton suitable for light industry, noise controlled operations.</li> </ul>
Host "inspection day" for transport	MDAP office / Committee	<ul style="list-style-type: none"> <li>• Allocated lower priority pending land</li> </ul>

companies		availability.
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, (long distance freight)</li> <li>• Changes to driver distance regulations, required stops (rest stops) from Sydney / Brisbane, make Grafton &amp; Taree attractive.</li> <li>• Fuel costs in NSW, promote SE QLD as a preferred logistics distribution point.</li> <li>• Large parcels of industrial land are required to attract logistics / warehousing operations</li> </ul>
Lobby State and Federal Transport services, industry representatives / local association for transport sector development and opportunities	MDAP / KSC / Councillors	<ul style="list-style-type: none"> <li>• State and Federal transport organisations contacted and are aware of KSC strategic location.</li> <li>• Industrial land availability an issue.</li> <li>• Timeframes for infrastructure services an issue. E.g Water &amp; Sewer services</li> </ul>
Develop promotional material – identifying key components required by the transport industry met by Kempsey Shire	MDAP Office / Committee	<ul style="list-style-type: none"> <li>• Allocated a lower priority due to industrial land availability.</li> <li>• Local firms liaising with QS for the development of quarantine facilities.</li> </ul>
Develop a database of NSW / QLD based transport firms. Identify large retailer transport services ie. Coles, Woolworths	MDAP office	<ul style="list-style-type: none"> <li>• Preliminary details collected.</li> </ul>
Investigate centralised distribution / dry good storage	MDAP Office	<ul style="list-style-type: none"> <li>• Allocated lower priority awaiting industrial land availability.</li> </ul>

activities and requirements		
Audit current transport services and assets	MDAP office	<ul style="list-style-type: none"> <li>• Kempsey services completed</li> </ul>
Liaise with airport committee on potential uses for airport facilities	MDAP Office	<ul style="list-style-type: none"> <li>• Completed, Airport Investigation Study completed.</li> <li>• Sustainable Regions Grant EOI not successful</li> <li>• Project specialist to be engaged to pursue opportunities identified in investigation study.</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 plan</li> </ul>
Research /analyse regional transport plan, including rail and road infrastructure services	MDAP Office	<ul style="list-style-type: none"> <li>• Input into Auslink Project ( Federal Government initiative) Rail &amp; Freight Brief</li> <li>• Dept of Planning to initiate regional strategic plan inclusive transport issues, KSC will participate in plan development</li> </ul>
Investigate road improvements / upgrades to tablelands	MDAP Office	<ul style="list-style-type: none"> <li>• Long term project. Oxley Highway identified as preferred route.</li> </ul>

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

**MDAP advised that this strategy not be pursued 2005/2006**

<b>Implementation Tasks</b>	<b>Task Owner/s</b>	<b>Status</b>
Consult with DSRD, mid North Coast	MDAP Office/ Committee	<ul style="list-style-type: none"> <li>• Scheduled for consideration in</li> </ul>

Regional Development Board, DOTARS, on fit with government direction for the region, approach and funding sources. Potential for regional LGA support.		2006/07
Assess other competitors to regional industry. – What other areas are doing.	MDAP Office	<ul style="list-style-type: none"> <li>Scheduled for consideration in 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 in 2006/07</li> </ul>
Prepare requirements for study	MDAP Office	<ul style="list-style-type: none"> <li>Scheduled for consideration in 2006/07</li> </ul>
Review study outcomes	MDAP Office / Committee	<ul style="list-style-type: none"> <li>Scheduled for consideration in 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 in 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 in 2006/07</li> </ul>

### Strategy Initiative 5: Industrial Land Availability

Implementation Tasks	Task Owner/s	Status
Develop database of all industrial land	MDAP Office	<ul style="list-style-type: none"> <li>Completed, updated monthly</li> </ul>
Implement Industrial land Strategy and LEP Revision	KSC	<ul style="list-style-type: none"> <li>Vegetation Study completed March 2006 – Zone 1</li> <li>Consultants engaged to review LES for Galban Pty.</li> </ul>

Ensure appropriate land mix (size, variety)	KSC	<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	<ul style="list-style-type: none"> <li>• Industrial land strategy implementation</li> <li>• Transport industry requires 10-20ha of land for logistics/warehousing developments</li> <li>• Liaison with existing landholders ongoing.</li> <li>• Cluster investigations in progress with Aged care and Timber industry</li> </ul>
Work with Council – streamline processes and develop "investment ready" approach	MDAP Office / KSC	<ul style="list-style-type: none"> <li>• Processes reviewed (internal)</li> <li>• Investment ready approach ready and ongoing</li> <li>• Feedback to Council on new policy developments 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> <li>• Industrial / Commercial land and premises database used to provide information to investors / enterprises</li> </ul>
Develop strategy for SWR, Frederickton industrial land uses	MDAP Office / KSC	<ul style="list-style-type: none"> <li>• Numerous industrial bays available at SWR lease / sale – light industrial only</li> <li>• Frederickton industrial land is impacted by residential development, limited uses and noise constraints, interested developers sent details of available land</li> </ul>

## Strategy Initiative 6: Enhance Business Environment within the Community

Implementation Tasks	Task Owner/s	Status
Ensure Council Support for the Economic Development Plan	MDAP office	<ul style="list-style-type: none"> <li>• Strategic Group formed</li> <li>• Completed, Economic Development Plan reviewed by Strategic Planning Group and MDAP Committee</li> <li>• Council participation in Councillor Tour of industrial estate</li> <li>• Dinner hosted by MDAP attended by Councillors</li> </ul>
Identify industry leaders and gain support for the economic plan and strategies	MDAP Office / Committee / KSC	<ul style="list-style-type: none"> <li>• Presentations made to:               <ul style="list-style-type: none"> <li>- Kempsey Chamber of Commerce</li> <li>- Crescent Head Chamber of Commerce</li> <li>- West Kempsey Rotary</li> <li>- ACC Board</li> <li>- Womens Business Network</li> <li>- Various community groups</li> </ul> </li> <li>• Regular contact with the business community, industry leaders identified and communicated with on a regular basis.</li> </ul>
Creative Industries Development e.g indigenous industries	MDAP Office / KSC	<ul style="list-style-type: none"> <li>• Liaison with Indigenous Business Australia for enterprise development.</li> <li>• Arts and Cultural Trail brochure currently in development.</li> <li>• Successful in engaging participation of indigenous artists in Riverside Festival</li> </ul>

		<ul style="list-style-type: none"> <li>Actively working with Sceenlinks (Film MNC) to develop a media group in the Macleay and attract film investment/ production</li> </ul>
<p>Enhance Communications and marketing</p> <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>2<sup>nd</sup> published newsletter delayed due to other work commitments.</li> <li>Media releases and articles published in local paper, Tank Radio &amp; ABC,</li> <li>Publications developed – information pack, investment ready</li> <li>Macleay eNews Matters distributed, electronic newsletter distributed to the Macleay business community.</li> <li>291 meetings with the business community 2005/2006</li> <li>5,297 telephone and email contacts for 2005/2006</li> </ul>
Establish Business Networks	MDAP / KSC	<ul style="list-style-type: none"> <li>Actively working with Chamber of Commerce functions and promotions</li> <li>Home based business network established,</li> <li>Actively working with Women's business network</li> <li>Attending functions as appropriate.</li> <li>Email distribution lists established for relevant material distribution across industry sectors</li> <li>Strategic partnerships with ETC and MNC Youth Services strengthen networks</li> </ul>
Identify and address education / training	MDAP Office / NCIT	<ul style="list-style-type: none"> <li>Working with MNCRDB Skills and ACC</li> </ul>

<p>needs. Identify gaps in business skills &amp; develop appropriate training.</p>		<p>on "growing jobs" project.</p> <ul style="list-style-type: none"> <li>• Regional approach to skills shortage identification providing feedback to RTO's and NCI TAFE.</li> <li>• EDM is a board member of MNC Youth Career Services (Vocational skills development) as part of the Australian Technical College</li> <li>• Retail survey in progress, identifying skill shortages for employers and employees.</li> <li>• Training and information seminars hosted for the business community,             <ul style="list-style-type: none"> <li>o ecommerce,</li> <li>o marketing,</li> <li>o Homebased business development, customer service,</li> <li>o web marketing.</li> </ul> </li> </ul>
<p>Identify and present / communicate with key community stakeholders – (groups, networks, individuals, Councillors)</p>	<p>MDAP Office / Committee</p>	<ul style="list-style-type: none"> <li>• 291 meetings with the business community 2005/2006</li> <li>• 5,297 telephone and email contacts for 2005/2006</li> <li>• Presentations to:</li> <li>• Presentations made to:             <ul style="list-style-type: none"> <li>o Kempsey Chamber of Commerce</li> <li>o Crescent Head Chamber of Commerce</li> <li>o Rotary Groups</li> <li>o ACC Board</li> <li>o Womens Business Network</li> <li>o Various community groups</li> </ul> </li> <li>• Hosted training</li> </ul>

		courses and seminars
Field days, visit to businesses	KSC GM / Councillors/ MDAP/DSRD/MNC RDB	<ul style="list-style-type: none"> <li>Field day hosted for Councillors</li> <li>Regional expo hosted</li> <li>Dinner function arranged with Councillors &amp; senior management</li> <li>291 meetings held with 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>Ongoing support for the chamber, advertised 2MC &amp; Argus to promote retail sector over Christmas holidays, 2005/2006</li> <li>Rediscover Kempsey, campaign June / July 06 to encourage – shop locally (Argus)</li> <li>Kempsey retail sector promotion arranged for Dec 06 and Jan 07 (Argus)</li> <li>Retail survey identifying skills gaps and requirements of the retail community. Seminars to be established</li> </ul>

### Strategy Initiative 7: Identify and develop uses for the floodplain

Implementation Tasks	Task Owner/s	Status
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	MDAP office / DSRD/MNCRDB	<ul style="list-style-type: none"> <li>Biofuels / tree plantation opportunities</li> </ul>

(alternative crops / land uses)		advertised.
Integrate opportunities with Alternative Fuel Study	MDAP office / DSRD/MNCRDB	<ul style="list-style-type: none"> <li>• See Biofuel</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 in progress</li> </ul>
Identify land potential land uses and flood management requirements	MDAP Office / Committee	<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	<ul style="list-style-type: none"> <li>• Awaiting flood study and soil mapping</li> </ul>

**Strategy Initiative 8: Develop a “positive attitude” within the Kempsey Shire**

<b>Implementation Tasks</b>	<b>Task Owner/s</b>	<b>Status</b>
Publicise good news stories	MDAP office / Committee/ KSC	<ul style="list-style-type: none"> <li>• Ongoing, Argus , publicity officer, tourism network</li> <li>Several articles published</li> <li>• Town and Country insert promoting local agribusiness.</li> <li>• Tourism awards – local winners promoted</li> <li>• Young Achiever Awards – promoted</li> </ul>
Promote economic indicators	MDAP office	<ul style="list-style-type: none"> <li>• Economic indicators 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</li> <li>• Work directly with the publicity officer, 2MC, ABC and Argus when appropriate.</li> <li>• E-newsletter distribution to community groups and networks</li> </ul>
Develop posters / visual positive images of the Shire	MDAP Office	<ul style="list-style-type: none"> <li>• No progress</li> </ul>

### **MDAP Committee Structure and Direction**

The effectiveness of the Committee as a forum to assist Council in identifying opportunities for sustainable economic growth has been the subject of ongoing discussions by the Committee. The consensus is that the effectiveness of the Committee is being hampered by both the current structure of the Committee and by the need to focus more on setting strategic direction through monitoring and reviewing the Strategic Plan and less on specific issues, most of which are the responsibility of other committees and agencies to address.

At its meeting of 7<sup>th</sup> August 2006, in respect to the structure of the Committee, MDAP resolved:

*“That the committee be known as a board and consist of the General Manager or delegate, the Mayor or Councillor nominee and six business community members of the Shire. The supplementary representatives will include the Mid North Coast Regional Development Board, the Mid North Coast Area Consultative Committee Inc, The Mid North Coast Regional Development Board, the Economic Development Manager and the secretary.*

*The Mayor Janet Hayes requested that this vote be noted as unanimous.”*

In respect to the direction the Board should take, MDAP resolved:

*“That the Macleay Development and Promotion Board will be strategically focused and consider the longer term issues of economic development and growth of the Kempsey Shire. The Board will set the direction and long term goals of Economic Development Office of Kempsey Shire Council. The agenda for board*

*meetings will be focused on the strategic plan with reports reflecting the key performance indicators."*

Current vacancies on the Committee were also discussed whereby it was resolved:

*"That the three vacant positions on the Macleay Development and Promotion Board be advertised urgently. The three positions include the current vacant position and the positions currently held by Jenny Kelly and Brian Irvine. Jenny Kelly and Brian Irvine are to step down after 4 years on the Macleay Development and Promotion Committee and may reapply for a position on the board."*

At its meeting of 8<sup>th</sup> August 2006, Council resolved:

- 1 *That the community members of Council's committees appointed by Council at its meeting on 15<sup>th</sup> November 2005 continue to serve for the remaining term of this Council i.e. to September 2008 and the future term of the community member appointments be for the same four (4) year term of the Council.*
- 2 *That the Councillor and staff members of Council's committees to be appointed by Council at its meeting of 13<sup>th</sup> September 2005 continue to serve for the remaining term of this Council and the future term of Councillor and staff member appointments be for the four (4) term of the Council.*
- 3 *That the General Manager be authorised to alter community membership of the committees, on recommendation of the committee, during the term of the appointments.*
- 4 *That Council's policy C24:13 Committee Meeting Arrangements be amended in accordance with this resolution and the Standing Orders for committees be amended to provide that in the event of a member being absent for three (3) consecutive meetings without a reason acceptable to the committee, then the position be declared vacant."*

Having regard for the conflicts between the MDAP and Council resolutions, the matter could not be dealt with by Council until the November 2006 meeting.

## **REPORT IMPLICATIONS:**

- ***Environmental***

Nil

- *Social*

*Social capital and community development are essential components for economic development. Ongoing skill shortage identification, educational and vocational opportunities need to be encouraged. The social development of the community will create employment opportunities and develop personal and community pride. A multi tiered government and non government sector approach to community development will create opportunities for the future.*

- *Economic (Financial)*

*Ongoing financial resources are needed to be allocated for the Shires strategic planning projects in order to achieve community growth and development. There is a strong correlation between strategic planning and economic development in attaining the desired outputs of the Corporate Strategic Plan and hence growth.*

*Financial resources need to be allocated to Kempsey Town Centre Master Plan for the provision of public art, civic improvements and beautification projects. It is essential in preparation for the Pacific Highway bypass that the township of Kempsey reflects a community with pride, a sense of place and invites residents and visitors.*

- *Policy or Statutory*

Nil

**RECOMMENDATION:**

**A** That the information relating to the progress of implementing the Kempsey Shire Council, Economic Development Plan 2004 – 2007 be noted.

**B** That Council endorse the recommendations of MDAP in respect to the proposed structure, direction and current vacancies.

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**R B Pitt**  
**DIRECTOR SUSTAINABLE DEVELOPMENT SERVICES**