



DIRECTOR SUSTAINABLE DEVELOPMENT SERVICES REPORT

13th November 2007

DSDS3	ECONOMIC DEVELOPMENT STRATEGIC PLAN
FILE: 584	RR (NRN) {Folio No. *}

SUMMARY:

Reporting on the progress of the strategic initiatives of the Kempsey Shire Economic Development Plan 2004 - 2007.

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DESCRIPTION:

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 Shire (SGS Economics & Planning, 2001).

Through this process, strategic initiatives have been identified for which this report provides advice concerning the progress on the actions undertaken to implement the initiatives.

This report also details the proposed actions to be undertaken in the coming months.

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, contacts and activities.	MDAP Office	Business database established and maintained on a monthly basis – ongoing. Contact and distribution list developed and utilised – ongoing. Training and

		information seminars hosted in May and June 2006.
Identify current "cluster relationships" and potential cluster requirements.	MDAP Office	<p>Potential clusters identified:</p> <p>Timber (no action to date)</p> <p>Automotive (no action to date)</p> <p>Aged Care - Initial contact made with aged care stakeholders.</p> <p>Scoping survey developed for the aged care cluster.</p> <p>MDAP staff currently liaising with the existing Mid North Coast Aged Care Cluster and will encourage local service providers to participate in this forum.</p>
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	<p>Audit undertaken</p> <p>Promotion of Skills website (MNCRDB).</p> <p>Working with MCN Youth Career Services – Vocational skills for youth 240 placements – ongoing.</p> <p>"Tell us you're Skills" software loaded onto Council website. Website launch held in June 2007 - ongoing project.</p> <p>Business training and opportunities identified – with workshops and seminars scheduled for 2008.</p>
Targeted promotion of industry sector and	MDAP Office with support of other	Promotional material developed for inclusion

area's attributes, media, trade shows, regional expo's in accordance with priorities.	Councils	in the 2007 Country Week Guide promoting Kempsey Shire / Macleay Valley to potential business operators, manufacturers and new residents.
Approach existing industry to discuss business plans to provide strategic approach.	MDAP Office / Committee	Advice provided to numerous businesses in relation to business planning. Referrals to the new Australian Industry Productivity Centres will commence in November 2007. This program supports small to medium enterprises by providing one on one practical and tailored business advice and services to assist business growth.
Information flyer in "Invest Macleay Valley Coast".	MDAP Office	Project completed, brochure distributed to potential developers and companies – ongoing distribution.
Develop industry networks.	MDAP Office/Committee	4 networking functions held in 2007: March * Unlock you Cash April * Bizsafe April * Business Club (3 meetings) May * Industry Tour

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	Land sites identified and Vegetation Study completed in 2006 Rezoning of privately

		<p>owned land in South Kempsey is progressing.</p> <p>Ongoing, commercial and industrial land database updated on a monthly basis.</p> <p>Frederickton suitable for light industry, noise controlled operation.</p> <p>SWR identified for light industrial small scale operators. Area determined not suitable for further rezoning.</p>
Host "inspection day" for transport companies.	MDAP Office / Committee	No action to date – due to land availability.
Network with existing local transport companies, identify requirements and current usage.	MDAP Office / Committee	<p>Preliminary discussions with local firms, (long distance freight)</p> <p>Large parcels of industrial land are required to attract logistics / warehousing operations</p> <p>Industrial land availability remains an issue.</p>
Lobby State and Federal Transport services, industry representatives / local association for transport sector development and opportunities.	MDAP Office / KSC / Councillors	<p>State and Federal transport organisations have been contacted, and are aware of KSC strategic location</p> <p>Industrial land availability remains and issue.</p>
Develop promotional material – identifying key components required by the transport industry met by Kempsey Shire.	MDAP Office / Committee	No action to date due to land availability
Develop a database of NSW / QLD based transport firms. Identify	MDAP Office	Preliminary details collected.

large retailer transport services i.e. Coles, Woolworths.		
Investigate centralised distribution / dry goods storage activities and requirements.	MDAP Office	Allocated a lower priority awaiting industrial land availability.
Audit current transport services and assets.	MDAP Office	Audit of Kempsey Shire services completed and maintained on a monthly basis.
Liase with Airport Committee on the potential uses for the airport facility.	MDAP Office	<p>Review of Kempsey Airport Investigation Plan to be undertaken by MDAP staff / committee – October 2007</p> <p>MDAP is currently progressing options for the development of the Kempsey Airport facility in conjunction with KSC staff</p> <p>Meetings with various industry professionals will be held in early November to discuss commercial opportunities for Kempsey Airport.</p>
Identify transport gaps, requirements including public transport.	MDAP Office	Public transport gaps identified – impacts on youth in particular for ongoing employment opportunities.
Research / analyse regional transport plan, including rail and road infrastructure services.	MDAP Office	Will be identified as key strategy area for 07 / 08.
Investigate road improvements / upgrades to tablelands.	MDAP Office	This is a long term project. Oxley Highway has been identified as the preferred route.

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

MDAP advised that this strategy not be pursued at this time

Implementation Tasks	Responsibilities	Status
Consult with DSRD, Mid North Coast Regional Development Board, DOTARS, on fit with government direction for the region, approach and funding sources. Potential for regional LGA support.	MDAP Office / Committee	
Assess other competitors to regional industry – What other areas are doing.	MDAP Office	
Develop EOI for appropriately skilled consultant to undertake study.	MDAP Office / KSC Senior Management	
Prepare requirements for study.	MDAP Office	
Review study outcomes	MDAP Office / Committee	
Assess barriers from existing fuel companies.	MDAP Office	
Develop implementation plan if required. (Funding may be required).	MDAP Office / Committee	

Strategy Initiative 5 – Industrial Land Availability

Implementation Tasks	Responsibilities	Status
Develop database of all industrial land.	MDAP Office	Ongoing and updated monthly.
Implement Industrial Land Strategy and LEP revision.	KSC	In Progress.
Ensure appropriate land mix (size, variety).	KSC	Strategic land use program in place
Identify appropriate uses for land area (Industry Zone) "	MDAP Office	Dependant on land availability.

cluster opportunities.		
Work with Council – streamline processes and develop “investment ready” approach.	MDAP Office / KSC	Processes reviewed (internal) Investment ready approach – ongoing Feedback to Council on new policy developments impacting investment ie Section 64 etc – ongoing.
Advertise land availability (Print and electronic media).	MDAP Office	Industrial / Commercial land and premises database utilised to provide information to real estate agents, investors and developers – Ongoing. Advertising undertaken as the need arises.
Develop strategy for SWR, Frederickton industrial land uses.	MDAP Office / KSC	Numerous industrial bays available at SWR for lease and sale – light industrial only Several potential developers have been advised of the availability of industrial land at Frederickton.

Strategy Initiative 6 – Enhance Business Environment with the community

Implementation Tasks	Responsibilities	Status
Ensure Council support for the Economic Development Plan.	MDAP Office	Regular participation in Strategic Planning Group meetings. Establishing strong relationships with other KSC departments and business units. Regular reporting on economic activities to Council and the community.

		Regular participation in Development Assessment Group meetings.
Identify industry leaders and gain support for the economic plan and strategies.	MDAP Office/Committee/KSC	<p>Relationships developed and maintained with:</p> <ul style="list-style-type: none"> -Chambers of Commerce Kempsey and Crescent Head -West Kempsey Rotary Club -Women's Business Network -Home based Business Group -Stuarts Point and District Organising Committee -Slim Dusty Cultural Centre - VIC's - Macleay Valley Tourist Association Inc -Regional Tourism Organisation -Area Consultative Committee -Department of State and Regional Development. <p>Regular communication with the business sector and community organisations.</p> <p>MDAP will produce a quarterly newsletter highlighting economic activities. This newsletter will be distributed to all businesses and other stakeholders within the Kempsey Shire. The first publication is scheduled for distribution in November 2007.</p>
Creative Industries Development eg. Indigenous industries.	MDAP Office / KSC	<p>MDAP currently assisting Wutuma to progress their project.</p> <p>Referrals to Indigenous</p>

		Business Australia – ongoing
<p>Enhance communication and marketing</p> <ul style="list-style-type: none"> • Business Newsletters • Forums • Public Relations • Media Releases • Visual Images • Consistent branding 	MDAP Office	<p>Quarterly Economic Development newsletter commencing November 2007.</p> <p>MDAP currently developing a media campaign incorporating media articles and advertising.</p> <p>Development of new Business and Resident Welcome Pack is currently in progress (to be completed by December 2007).</p> <p>Monthly spread in I-Mag for past 12 months.</p> <p>Destination marketing in various publications including: Sydney Weekender, Caravanning Australia and Fighter Force Defence News.</p> <p>Production of 2 pull up promotional banners for use at consumer shows.</p> <p>VIC information bags updated and reprinted.</p> <p>Participation in various consumer shows including: Penrith and the Hunter Valley.</p> <p>Update of Council's Economic Development website – December 2007.</p> <p>Production of regional Food and Wine Guide – completed.</p> <p>Joint launch of regional Food and Wine Guide with Tourism</p>

		<p>Association – November 2007.</p> <p>150 promotional packs developed for the 2007 Saleyard Conference held in Deniliquin – July 2007.</p>
<p>Establish Business networks.</p>	<p>MDAP Office / KSC</p>	<p>Currently working to develop strong relationships with Chambers of Commerce within the Shire.</p> <p>Expanding the Home Based Business network.</p> <p>Ongoing relationship with Women’s Business Network.</p> <p>Attendance at functions as appropriate i.e. store openings, business meetings and forums etc.</p> <p>Industry sector distribution list maintained on regular basis.</p> <p>Strong relationship with ETC and Centrelink.</p>
<p>Identify and address education / training needs. Identify gaps in business skills and develop appropriate training.</p>	<p>MDAP Office / NCIT</p>	<p>Skills audit in relation to aged care underway.</p> <p>MDAP staff liaising with (2) new aged care operators to identify staffing / training requirements. Approximately 200 jobs will be created.</p> <p>MDAP staff liaising with TAFE and other training organisation to ascertain number of skilled aged care workers within the Shire.</p>

		<p>Retail survey developed and disseminated.</p> <p>Retail Study Report completed and report distributed June 2007.</p> <p>Research, compilation and distribution of Retail Guide – completed June 2007.</p> <p>Skills shortage and training needs identified. Workshops and seminars scheduled for 2008 will be promoted through the media and newsletters.</p> <p>Training and information seminars hosted for the business community have included:</p> <p>March Unlock you Cash April Bizsafe April Business Club (3 meetings) May Industry Tour.</p>
<p>Identify and present / communicate with key community stakeholders – (group, networks, individuals, Councillors).</p>	<p>MDAP Office / Committee</p>	<p>Relationships developed and maintained with:</p> <ul style="list-style-type: none"> -Chambers of Commerce Kempsey and Crescent Head - West Kempsey Rotary Club -Women's Business Network -Home based Business Group -Stuarts Point and District Organising Committee -Slim Dusty Cultural Centre - VIC's <p>Regular communication</p>

		<p>with the business sector and community organisations.</p> <p>MDAP will produce a quarterly newsletter highlighting economic activities. This newsletter will be distributed to all businesses within the Kempsey Shire. The first publication is scheduled for distribution in November 2007.</p>
Field days, visit to businesses.	KSC GM / Councillors / MDAP / DSRD / MNC RDB.	Field day hosted for Councillors – May 2007.
Establish a broader consultative forum for business community – advertise public meeting.	MDAP Office	<p>MDAP will establish Clusters and Focus groups to exchange information and ideas and provide advice on industry and project related topics.</p> <p>Promotion of forums etc will be advertised via newsletters, website, email and media releases in the future.</p>
Support Kempsey Town Marketing Plan.	MDAP Office	<p>Review of Town Centre Marketing Plan – December 2007</p> <p>MDAP to encourage the Chamber of Commerce and business community to support the Town Marketing Plan.</p>

Strategy Initiative 7 – Identify and develop uses of the floodplain

Implementation Tasks	Responsibilities	Status
Analyse Flood Plain Management Plan	MDAP Office	Awaiting plan update from Shire Services
Identify opportunities for farm diversification (Alternative crops / land use).	MDAP Office / DSRD / MNCRDB	Biofuels / tree plantation opportunities advertised – ongoing.

Integrate opportunities with Alternative Fuel Study.	MDAP Office / DSRD / MNCRDB	Not progressed To be investigated under the ESD strategy.
Audit existing land uses.	MDAP office / Planning Section	Soil mapping finalised. Farm mapping available.
Identify land potential, land uses and flood management requirements.	MDAP Office / Committee	Input provided for Mid North Coast Regional Plan. Awaiting flood study.
Market flood plains as an asset, not a hindrance – demonstrate uses to land holders.	MDAP	Identified as strategic agricultural use in farm mapping project. Could be utilised to market Kempsey as food bowl.

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

Implementation Tasks	Responsibilities	Status
Publicise good news stories.	MDAP Office / Committee / KSC	MDAP is currently working with KSC Publicity Officer to project a positive image of Council, MDAP and the Macleay. Regular media releases will be disseminated to all media outlets to assist in keeping the community informed. A media release campaign to attract visitors to the Shire will be developed and implemented by December 2007.
Promote economic indicators.	MDAP Office	Economic indicators updated regularly. Production and dissemination of the Kempsey Shire

		<p>Economic Brief – June 2007.</p> <p>Economic Brief available on Council website.</p>
<p>Work with KSC Community Services / KSC Publicity Manager to communicate with the community.</p>	<p>MDAP Office / KSC</p>	<p>Regular input into Council's community newsletter</p> <p>Relationship developed with Council's Publicity Officer and Web Master.</p>
<p>Develop posters / visual positive image of the Shire.</p>	<p>MDAP Office</p>	<p>2 promotional pull up banners purchased.</p> <p>New Welcome Pack and DVD currently being developed (to be completed by December 2007). This is a joint activity with the Chamber of Commerce.</p> <p>Production of regional Arts and Craft Trail brochure promoting the artists of the Macleay and Nambucca regions.</p> <p>Currently developing photographic panels for MDAP office promoting the retail, industrial, commercial and tourism sectors.</p> <p>MDAP are currently developing employment promotional panels to promote Kempsey Shire Council employment opportunities at the Centrelink Careers Expo on November 22, 2007.</p> <p>MDAP working with the Chamber of Commerce to investigate banner</p>

		options for the town centre.
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Update on Strategic Priorities 2007-2010

Economic Program	Status
Transport Sector – Intermodal Hub	<p>Consultants brief is currently being developed to investigate the feasibility of an intermodal hub at Kempsey.</p> <p>Advertising calling for Expressions of Interest will be placed in early November 2007.</p>
Airport Development	<p>Review of Kempsey Airport Investigation Plan to be undertaken by MDAP staff / committee – October 2007.</p> <p>MDAP is currently progressing options for the development of the Kempsey Airport facility in conjunction with KSC staff.</p> <p>Meetings with various industry professionals will be held in early November to discuss commercial opportunities for Kempsey Airport.</p>
Vibrant Retail and Service Centres	<p>MDAP will work closely with the Chambers of Commerce within the Shire.</p> <p>Joint projects will be identified and implemented.</p> <p>Retail Study recommendations to be implemented - 2008</p> <p>Workshops and training seminars to be developed in 2008 as identified in the Retail Study.</p> <p>Investigation into banner systems is currently underway – November 2007.</p> <p>MDAP to review Council's Alfresco Dining Policy – December 2007</p> <p>EDM to participate on Town Centre Masterplan Committee.</p> <p>Review Town Marketing Plan for</p>

	<p>implementation in 2008 – December 2007. Plan to include:</p> <ul style="list-style-type: none"> - Shop locally campaign - Regular media releases promoting retail centre - Joint promotions with other stakeholders.
Promotion	<p>Upgrade of the economic development section of Council's website – December 2007.</p> <p>Joint marketing activities with Chambers of Commerce and Tourism Industry for the holiday season.</p> <p>MDAP is currently developing employment promotional panels to promote Kempsey Shire Council employment opportunities at the Centrelink Careers Expo on November 22, 2007.</p> <p>MDAP will produce a quarterly newsletter highlighting economic activities. This newsletter will be distributed to all businesses within the Kempsey Shire. The first publication is scheduled for distribution in November 2007.</p>
Cluster Development	<p>Aged Care - Initial contact made with aged care stakeholders. Scoping survey developed for the aged care cluster (no further action to date due to staffing issue).</p> <p>MDAP staff currently liaising with the existing Mid North Coast Aged Care Cluster and will encourage local service providers to participate in this forum.</p>

REPORT IMPLICATIONS:

- **Environmental**

NIL

- **Social**

Social capital and community development are essential components for economic development. The 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 and sustain community growth and development. A prerequisite to economic development is strategic planning and in subsequently attaining the desired outputs of the Corporate Strategic Plan and hence growth.

Financial resources need to be continually allocated to Kempsey Town Centre Master plan for the provision of public art, civic improvements and beautification projects.

- *Policy or Statutory*

NIL

RECOMMENDATION:

That the information be noted.

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R B Pitt

DIRECTOR SUSTAINABLE DEVELOPMENT SERVICES