



# **ECONOMIC DEVELOPMENT COMMITTEE**

**06 May 2025**



# COMMUNITY STRATEGIC PLAN 2018-2028

**ONE – CENTRAL COAST IS THE COMMUNITY STRATEGIC PLAN (CSP) FOR THE CENTRAL COAST LOCAL GOVERNMENT AREA**

**ONE – CENTRAL COAST DEFINES THE COMMUNITY'S VISION AND IS OUR ROADMAP FOR THE FUTURE**

**ONE – CENTRAL COAST BRINGS TOGETHER EXTENSIVE COMMUNITY FEEDBACK TO SET KEY DIRECTIONS AND PRIORITIES**

One - Central Coast will shape and inform Council's business activities, future plans, services and expenditure. Where actions are the responsibility of other organisations, sectors and groups to deliver, Council will work with key partners to advocate on behalf of our community.

Ultimately, every one of us who live on the Central Coast has an opportunity and responsibility to create a sustainable future from which we can all benefit. Working together we can make a difference.

## RESPONSIBLE

**WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.**

We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

 **Good governance and great partnerships**

**G2** Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making

There are 5 themes, 12 focus areas and 48 objectives

### COMMUNITY STRATEGIC PLAN 2018-2028 FRAMEWORK

All council reports contained within the Business Paper are now aligned to the Community Strategic Plan. Each report will contain a cross reference to a Theme, Focus Area and Objective within the framework of the Plan.

The infographic details the following structure:

- THEME: BELONGING**
  - Focus Area: OUR COMMUNITY (C1-C4)
  - Focus Area: COMMUNITY CONNECTION AND LOCAL IDENTITY (D1-D4)
- THEME: SMART**
  - Focus Area: A GROWING AND COMPETITIVE REGION (C1-C4)
  - Focus Area: A PLACE OF OPPORTUNITY FOR PEOPLE (D1-D4)
- THEME: GREEN**
  - Focus Area: ENVIRONMENTAL WELL-BEING FOR THE FUTURE (C1-C4)
  - Focus Area: INCREASED RAIN WATER RESILIENCE (D1-D4)
- THEME: RESPONSIBLE**
  - Focus Area: GOOD GOVERNANCE AND GREAT PARTNERSHIPS (C1-C4)
  - Focus Area: BELONGING THROUGH INFRASTRUCTURE (D1-D4)
  - Focus Area: SAFE, ACTIVE AND SUSTAINABLE DEVELOPMENT (E1-E4)
- THEME: LIVEABLE**
  - Focus Area: RELIABLE PUBLIC TRANSPORT AND CONNECTIONS (C1-C4)
  - Focus Area: SAFE AND HEALTHY LIVES (D1-D4)
  - Focus Area: HEALTHY LIFESTYLES (E1-E4)



## **Oath or Affirmation of Office**

Councillors are reminded of their Oath or Affirmation of Office to undertake their duties in the best interests of the people of the Central Coast and Council and to faithfully and impartially carry out the functions, powers, authorities, and discretions vested in them under the *Local Government Act 1993*, or any other Act to the best of their ability and judgement. Councillors are also reminded of their obligations under the Code of Conduct to disclose and appropriately manage conflicts of interest.

## **Disclosures of Interest**

Councillors are reminded of their obligation under Council's Code of Conduct to declare any conflict of interest in a matter considered by Council.

**Pecuniary interest:** A Councillor who has a **pecuniary interest** in any matter with which the Council is concerned, and who is present at a meeting of the Council at which the matter is being considered, must disclose the nature of the interest to the meeting. The Councillor must not be present at, or in sight of, the meeting:

- a) At any time during which the matter is being considered or discussed, or
- b) At any time during which the Council is voting on any question in relation to the matter.

**Non-Pecuniary conflict of interest:** A Councillor who has a **non-pecuniary conflict of interest** in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.

**Significant Non-Pecuniary conflict of interest:** A Councillor who has a **significant** non-pecuniary conflict of interest in relation to a matter under consideration at a Council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.

**Non-Significant Non-Pecuniary interest:** A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is **not significant** and does not require further action, when disclosing the interest it must also be explained why the conflict of interest is not significant and does not require further action in the circumstances.

## **Recording**

In accordance with the *NSW Privacy and Personal Information Protection Act 1998*, you are advised that all discussion held during the Open Council meeting is recorded for the purpose of livestreaming the public meeting and verifying the minutes. This will include any public discussion involving a councillor, staff member or a member of the public.

## Meeting Notice

**The Economic Development Committee  
of Central Coast Council  
will be held in Function Room 2,  
2 Hely Street, Wyong,  
on Tuesday 6 May 2025 at 5:00pm,  
for the transaction of the business listed below:**

### 1 Reports

1.1	Introduction: Welcome, Acknowledgement of Country, and Apologies .....	5
1.2	Disclosures of Interest.....	5
1.3	Confirmation of Minutes of Previous Meeting.....	7
1.4	Business NSW .....	13
1.5	Upcoming Projects on the Central Coast including 2 Wella Way, Somersby by Space Urban .....	13
1.6	Destination Central Coast, Visitor Economy Update.....	13
1.7	Economic Development Strategy and Destination Management Plan Project Update.....	13
1.8	Draft Central Coast Employment Land Strategy - Public Exhibition.....	19
1.9	Central Coast Air Show .....	201
1.10	Business Retention and Expansion Survey Report.....	209

## **1.1 INTRODUCTION: WELCOME, ACKNOWLEDGEMENT OF COUNTRY, AND APOLOGIES**

### **ITEM 1.1 WELCOME**

#### **ACKNOWLEDGEMENT OF COUNTRY**

We acknowledge the Traditional Custodians of the land on which we live, work and play.

We pay our respects to Darkinjung Country, and Elders past and present.

We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home.

We recognise our future leaders and the shared responsibility to care for and protect our place and people.

#### **RECEIPT OF APOLOGIES**

### **ITEM 1.2 DISCLOSURES OF INTEREST**

Chapter 14 of the *Local Government Act 1993* ("LG Act") regulates the way in which the councillors and relevant staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public functions.

Section 451 of the LG Act states:

- "(1) A councillor or a member of a council committee who has a pecuniary interest in any matter with which the council is concerned and who is present at a meeting of the council or committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.*
- (2) The councillor or member must not be present at, or in sight of, the meeting of the council or committee:*
  - (a) at any time during which the matter is being considered or discussed by the council or committee, or*
  - (b) at any time during which the council or committee is voting on any question in relation to the matter.*
- (3) For the removal of doubt, a councillor or a member of a council committee is not prevented by this section from being present at and taking part in a meeting at*

*which a matter is being considered, or from voting on the matter, merely because the councillor or member has an interest in the matter of a kind referred to in section 448.*

- (4) *Subsections (1) and (2) do not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting, if:*
- (a) *the matter is a proposal relating to:*
    - (i) *the making of a principal environmental planning instrument applying to the whole or a significant part of the council's area, or*
    - (ii) *the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant part of the council's area, and*
  - (a1) *the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person (whose interests are relevant under section 443) in that person's principal place of residence, and*
  - (b) *the councillor made a special disclosure under this section in relation to the interest before the commencement of the meeting.*
- (5) *The special disclosure of the pecuniary interest must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and must:*
- (a) *be in the form prescribed by the regulations, and*
  - (b) *contain the information required by the regulations."*

Further, the Code of Conduct adopted by Council applies to all councillors and staff. The Code relevantly provides that if a councillor or staff have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed as well as providing for a number of ways in which a non-pecuniary conflicts of interests might be managed.

### **Recommendation**

***That Committee members and staff now disclose any conflicts of interest in matters under consideration at this meeting.***

**Item No:** 1.3  
**Title:** Confirmation of Minutes of Previous Meeting  
**Department:** Corporate Services

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6 May 2025 Economic Development Committee

Reference: F2025/00095 - D16794643



## **CONFIRMATION OF MINUTES**


### ***Recommendation***

***That the Committee confirm the minutes of the previous Economic Development Committee held on Tuesday 1 April 2025.***

### Summary

Confirmation of minutes of the previous Economic Development Committee held on Tuesday 1 April 2025.

### **Attachments**

1   MINUTES - Economic Development Committee - 1 April 2025 D16758362



Central Coast Council

## Economic Development Committee

Held in the Council Chamber  
2 Hely Street, Wyong  
01 April 2025

# MINUTES

### Attendance

#### Members

Cr John McNamara  
Mayor Lawrie McKinna  
Cr John Moulard  
Cr Trent McWaide  
Cr Belinda Neal  
Cr Jane Smith  
Cr Kyle MacGregor

#### Status

Present  
Present  
Present  
Present  
Present (remotely)  
Apology  
Absent

#### Guest

Andy Yelds, Chief Property Officer  
Mingara Leisure Group

#### Status

Present

#### Staff

Mel Smith, Director Community and  
Recreation Services  
Jamie Loader, Director Environment  
and Planning  
Sue Ledingham, Unit Manager  
Economic Development  
Andrew Powrie, Business Economic  
Development Manager  
Briony Stiles, Civic Support Team  
Leader  
Karen Unsted, Civic Support  
Lesa Farnsworth, Civic Support

#### Status

Present  
Present  
Present  
Present  
Present  
Present  
Present  
Present

**Minutes of the Ordinary Meeting Economic Development Committee of Council (cont'd)**

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The Chair, John McNamara, declared the meeting open at 5:01pm.

The Chair read an Acknowledgement of Country statement.

**REPORTS**

**1.1 Introduction: Welcome, Acknowledgement of Country, and Apologies**

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5:01 pm

Cr Jane Smith has provided an Apology for this meeting in advance.  
Cr Kyle MacGregor - Absent.

A MOTION TO MOVE THE RECOMMENDATION was *MOVED* by Councillor MCNAMARA and *SECONDED* by Councillor MOULAND

**EDC1/25**

***That the Committee approves the request by Councillor Neal to attend the Economic Development Committee Meeting on 1 April 2025 at 5:00pm by audio-visual link in accordance with clause 6.24 of the Code of Meeting Practice due to personal reasons.***

FOR: UNANIMOUS

CARRIED

**1.2 Disclosures of Interest**

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5:04 pm

No Conflicts were disclosed.

**1.3 Confirmation of Minutes of Previous Meeting**

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5: 05pm

A MOTION TO MOVE THE RECOMMENDATION was *MOVED* by Councillor MOULAND and *SECONDED* by Councillor MCWAIDE:

**EDC2/25**

***That the Committee confirm the minutes of the previous Economic Development Committee held on Tuesday 4 March 2025.***

FOR: UNANIMOUS

CARRIED

**Minutes of the Ordinary Meeting Economic Development Committee of Council (cont'd)**

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**1.4 Economic update on Mingara developments on the Coast including Mingara Retirement Living Development**

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5:06 pm

Chief Property Officer of Mingara Leisure Group spoke to the 'Mingara Retirement Living' presentation.

**1.5 Economic Indicators Update Report**

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5:30 pm

Business Development Manager spoke to the Economic Indicators Presentation

A MOTION TO MOVE THE RECOMMENDATION was *MOVED* by Councillor MOULAND and *SECONDED* by Councillor MCKINNA:

**EDC3/25**

- 1 That the Committee notes the economic indicators update report.**
- 2 That the Economic Indicators Update Report be provided to the Committee on a quarterly basis.**

FOR: UNANIMOUS

CARRIED

**1.6 Destination Management Plan 2022-2025 Progress Report 2024**

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6:01 pm

Unit Manager, Customer Marketing and Economic Development spoke to the CCDMP 22-25 Economic Development Presentation

A MOTION TO MOVE THE RECOMMENDATION was *MOVED* by Councillor MOULAND and *SECONDED* by Councillor MCWAIDE:

**EDC4/25**

**That the Committee:**

- 1 Receives the 2024 progress report and Attachment 1 on the Progress of Actions of the Central Coast Destination Management Plan 2022-2025.**
- 2 Receives a further Report on the progress of the Destination Management Plan in twelve months to finalise the Central Coast Destination Management Plan 2022-2025.**
- 3 Receives a report in regards to options to address parking issues impacting businesses in our town centres.**

**Minutes of the Ordinary Meeting Economic Development Committee of Council (cont'd)**

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COUNCILLOR NEAL LEFT THE MEETING AT 6:23 PM AS A RESULT TOOK NO PART IN VOTING ON THIS ITEM

FOR: UNANIMOUS

**CARRIED**

**1.7 DA Statistics**

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6:27 pm

COUNCILLOR NEAL RETURNED TO THE MEETING AT 6:32PM

A MOTION TO MOVE THE RECOMMENDATION was *MOVED* by Councillor MOULAND and *SECONDED* by Councillor MCWAIDE:

**EDC5/25**

***That the Committee notes the Development Application statistics contained within the report.***

FOR: UNANIMOUS

**CARRIED**

**1.8 General Business and Review Action Log**

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6:42 pm

COUNCILLOR NEAL LEFT THE MEETING AT 6:44 PM

A MOTION TO MOVE THE RECOMMENDATION was *MOVED* by Councillor MOULAND and *SECONDED* by Councillor MCWAIDE:

**EDC6/25**

**1 Economic Development Committee recommends that Council notes the following:**

- a) ***the shortage of landfill sites in Greater Sydney***
- b) ***the state government legislation for FOGO by 2030***
- c) ***new and emerging technology to process waste***
- d) ***over \$30million paid annually by council to the state government for garbage tax***
- e) ***the strategic significance and value of Buttonderry waste facility with an estimated value exceeding \$2billion***
- f) ***Briefing paper to be brought back the EDC to the July meeting***

**2 Move the recommendation that a comprehensive briefing paper on Buttonderry Waste Facility with a view to seeking expressions of interest for the future development, operation and income generation of the site.**

**Minutes of the Ordinary Meeting Economic Development Committee of Council (cont'd)**

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FOR: UNANIMOUS

CARRIED

**The Meeting** concluded at 6:48pm.

UNCONFIRMED

**1.4 BUSINESS NSW**

Scott Goold – Regional Director Central Coast

**1.5 UPCOMING PROJECTS ON THE CENTRAL COAST INCLUDING 2 WELLA WAY, SOMERSBY BY SPACE URBAN**

Allison Basford, Chief Executive Officer, Space Urban  
Mark Daniels, Planning & Development Manager, Space Urban

**1.6 DESTINATION CENTRAL COAST, VISITOR ECONOMY UPDATE**

Bianca Gilmore, Section Manager Destination Marketing and Visitor Services

## 1.7 Economic Development Strategy and Destination Management Plan Project Update (cont'd)

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**Item No:** 1.7  
**Title:** Economic Development Strategy and Destination Management Plan Project Update  
**Department:** Community and Recreation Services

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6 May 2025 Economic Development Committee

Reference: F2025/00095 - D16777362  
Author: Bianca Gilmore, Section Manager Destination Marketing and Visitor Services  
Andrew Powrie, Business Economic Development Manager  
Manager: Sue Ledingham, Unit Manager Customer Marketing and Economic Development  
Executive: Melanie Smith, Director Community and Recreation Services

### Recommendation

***That the Committee Note the Economic Development Strategy and Destination Management Plan Project Update.***

### Report purpose

This information Report is to provide an update on the status and proposed timings of the development of both the Economic Development Strategy 2026-2029 (EDS) and Destination Management Plan 2026-2029 (DMP).

### Executive Summary

The new Central Coast Economic Development Strategy and Destination Management Plan will be developed together sharing (where possible) critical path milestones inclusive of; stakeholder workshops and reporting to the Economic Development Committee and Council.

This report provides the Economic Development Committee with the high-level project timeline for both projects.

### Background

This information report provides an update on the status and proposed timings of the development of both the Economic Development Strategy 2026-2029 (EDS) and Destination Management Plan 2026-2029 (DMP).

## **1.7 Economic Development Strategy and Destination Management Plan Project Update (cont'd)**

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The purpose of this report responds to an action from the Economic Development Committee, to outline the approach for concurrently developing the EDS and the DMP, demonstrating alignment between the two strategies and reflecting the Council's broader economic and community goals.

### Economic Development Strategy

The current EDS 2020-2040 was completed for the Central Coast in 2020, the strategy focuses on a broader policy context, reflecting the wider perspective and aspirations of our region. This high-level strategy had a 20 year-time frame but primarily focused on immediate actions to address recovery impacts of the COVID-19 Pandemic. Council will develop a new strategy that responds to driving change in our economy, strengthening for further growth and success for the Region.

### Destination Management Plan

The current DMP 2022-2025 has provided a strategic foundation for tourism development, destination marketing and visitor economy growth across the Central Coast. With this plan reaching its conclusion, there is an opportunity for a renewed strategy to respond to evolving visitor trends, community aspirations and regional economic priorities.

## **Report**

A strong economy is vital to the overall health and long-term sustainability of the Central Coast Region. For residents and businesses to enjoy a sustained level of growth and prosperity, the Central Coast must become a preferred location for living, working and business growth and investment.

The purpose of economic development is to build the economic capacity and capability of a local region to improve its economic future and the quality of life for residents. Our greatest long-term economic challenge is to grow and attract businesses while increasing job opportunities for our resident workforce, which will grow the local economy as more dollars are retained locally.

The new Central Coast Economic Development Strategy (EDS) represents an opportunity for Council to establish a new direction for its economic development program, and the new Destination Management Plan (DMP) will be a cornerstone piece to achieving economic development outcomes for the Central Coast, as developing the Visitor Economy is a crucial placemaking element for the brand identity of the Central Coast, marketing and positioning, "selling," our region to both visitors and investors alike.

Where possible staff will combine reporting and workshops with internal stakeholders and industry. When that isn't possible, we will ensure all data, information and insights secured are incorporated in the development of both strategic documents. This integrated approach ensures consistency, reduces duplication, and supports a unified vision for economic and visitor economy growth across the region.

## 1.7 Economic Development Strategy and Destination Management Plan Project Update (cont'd)

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Project timeline includes:

<b>Subject</b>	<b>Date</b>
Discovery and Research	April – May 2025
Stakeholder Workshop – with Internal and External stakeholders	May – June 2025
Workshop with Economic Development Committee	June 2025
Develop the draft EDS and the DMP	July – August 2025
Draft EDS and DMP to be presented to Executive Leadership Team	August 2025
Draft EDS and DMP to be presented to Economic Development Committee	October 2025
Councillor Briefing	October 2025
Public Exhibition	November 2025
Final EDS and DMP developed inclusive of Exhibition results/insights	December 2025 – January 2026
Final EDS and DMP presented to Economic Development Committee	February 2026
Council adoption of both strategic documents	March 2026

### **Stakeholder Engagement**

The Economic Development and Destination Marketing and Visitor Services Sections of Council have collaborated to produce a replicable project timeline incorporating the EDS and DMP.

As the project progresses there will be significant internal and external stakeholder engagement. A joint mapping exercise has occurred across both Sections and the Project Critical Path will have a comprehensive engagement plan developed against those Stakeholders identified.

The DMP and EDS is informed by independent research and analysis, as well as stakeholder and community engagement, which will be a critical component, with consultation to be undertaken across local industry, community groups, businesses, residents, Council and Government stakeholders.

### **Financial Considerations**

Financial Year (FY) Implications.

**The proposal has cost financial implications for the current FY and outer years in the LTFP.**

## **1.7 Economic Development Strategy and Destination Management Plan Project Update (cont'd)**

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Budget and Long-Term Financial Plan (LTFP) Impact.

**The FY adopted budget includes the impact for this proposal.**

The Economic Development Strategy does not have any financial implications as the review and production will be undertaken in house. There is an allocated budget to support in-depth interviews.

The development of the DMP will be delivered through existing resourcing within the Destination Marketing and Visitor Services team and supported by an allocated budget for external consultancy in the budget and workplan.

### **Link to Community Strategic Plan**

Theme 2: Smart

### **Goal C: A growing and competitive region**

S-C1: Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast.

S-C3: Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.

S-C4: Promote and grow tourism that celebrates the natural and cultural assets of the Central Coast in a way that is accessible, sustainable and eco-friendly.

S-D2: Support local business growth by providing incentives, streamlining processes and encouraging social enterprises.

Theme 3: Green

### **Goal E: Environmental resources for the future**

G-E1: Educate the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment.

## **1.7 Economic Development Strategy and Destination Management Plan Project Update (cont'd)**

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Theme 4: Responsible

### **Goal G: Good governance and great partnerships**

R-G1: Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.

### **Risk Management**

Risks relate to the ability to resource the Project to meet timings identified. This will be mitigated by a prescriptive and detailed critical path with real time exception reporting occurring.

Risks to Council's reputation from poorly coordinated actions or under-resourced teams to progress the development of the EDS and the DMP within the allocated timeframe. Risk is mitigated through a dedicated internal team, resourceful stakeholder consultation, internal collaboration, and the strategic provision of actions in existing and newly founded Council strategies and operational plans.

### **Critical Dates or Timeframes**

Critical dates and time limits are identified in the project timeline mentioned above. The development of the EDS and the DMP will follow a structured timeline with key milestones including stakeholder engagement and public exhibition scheduled for later in 2025. The final strategies are expected to be completed and presented for Council adoption by March 2026.

### **Attachments**

*Nil.*



**Item No:** 1.8  
**Title:** Draft Central Coast Employment Land Strategy - Public Exhibition  
**Department:** Environment and Planning

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6 May 2025 Economic Development Committee

Reference: F2022/01641 - D16617341  
Author: Syeda Samina, Strategic Planner Local Planning and Policy  
Manager: Scott Duncan, Section Manager Local Planning and Policy  
Executive: Shannon Turkington, Unit Manager Strategic Planning

## **Recommendation**

### ***That the Committee:***

- 1 *Endorses the draft Central Coast Employment Land Strategy (Attachment 1) and Background Report (Attachment 2) to be placed on public exhibition for a minimum of 42 days.***
- 2 *Receives a report on the outcome of the community consultation.***

## **Report purpose**

To seek the Committee's endorsement of the draft Central Coast Employment Land Strategy and Background Report to be publicly exhibited for a period of not less than 42 days.

## **Executive Summary**

The draft Central Coast Employment Land Strategy has been prepared to guide the future development and management of employment lands within the Central Coast Local Government Area (LGA). With increasing pressure from urbanisation, economic growth and changing workforce demands, there is a need for a coordinated, long-term plan to maximise the potential of available employment land. This strategy provides a clear vision to inform amendments to the Local Environmental Plan (LEP) and guides decision-making for future development proposals. It aims to protect strategic employment lands, enhance infrastructure provision and prioritise key investments in the region. The draft report has reviewed all existing employment lands within the Central Coast LGA through an analysis of current market trends and drivers, identifying supply and capacity, and projecting future floorspace/land requirements to accommodate additional growth required to meet employment/population targets.

## **Background**

Employment lands play an important role in generating employment and contributing to the local economy. They offer uses that boost productivity across the region and provide services that support residents. Positioning Central Coast as an attractive place to invest, means building on its competitive advantages. Figure 1, below, shows the location of existing Employment precincts.

As defined by the Department of Planning, Housing and Infrastructure's (NSW DPHI) Employment Lands Development Monitor (ELDM), employment lands are defined as:

*"Land zoned for industrial or similar purposes in planning instruments. They are generally lower density employment areas containing concentrations of businesses involved in: manufacturing; transport and warehousing; service and repair trades and industries; integrated enterprises with a mix of administration, production, warehousing, research and development; and urban services and utilities."*

Employment land is vital to the functioning of urban areas, providing space for:

- Essential services such as waste and water management, repair trades and construction services
- Warehousing, logistics and distribution centres
- Areas for businesses that design, manufacture and produce goods and services
- Employment lands primarily encompass land zoned as E3 Productivity Support; E4 General Industrial; W4 Working Waterfront; and SP4 Enterprise.

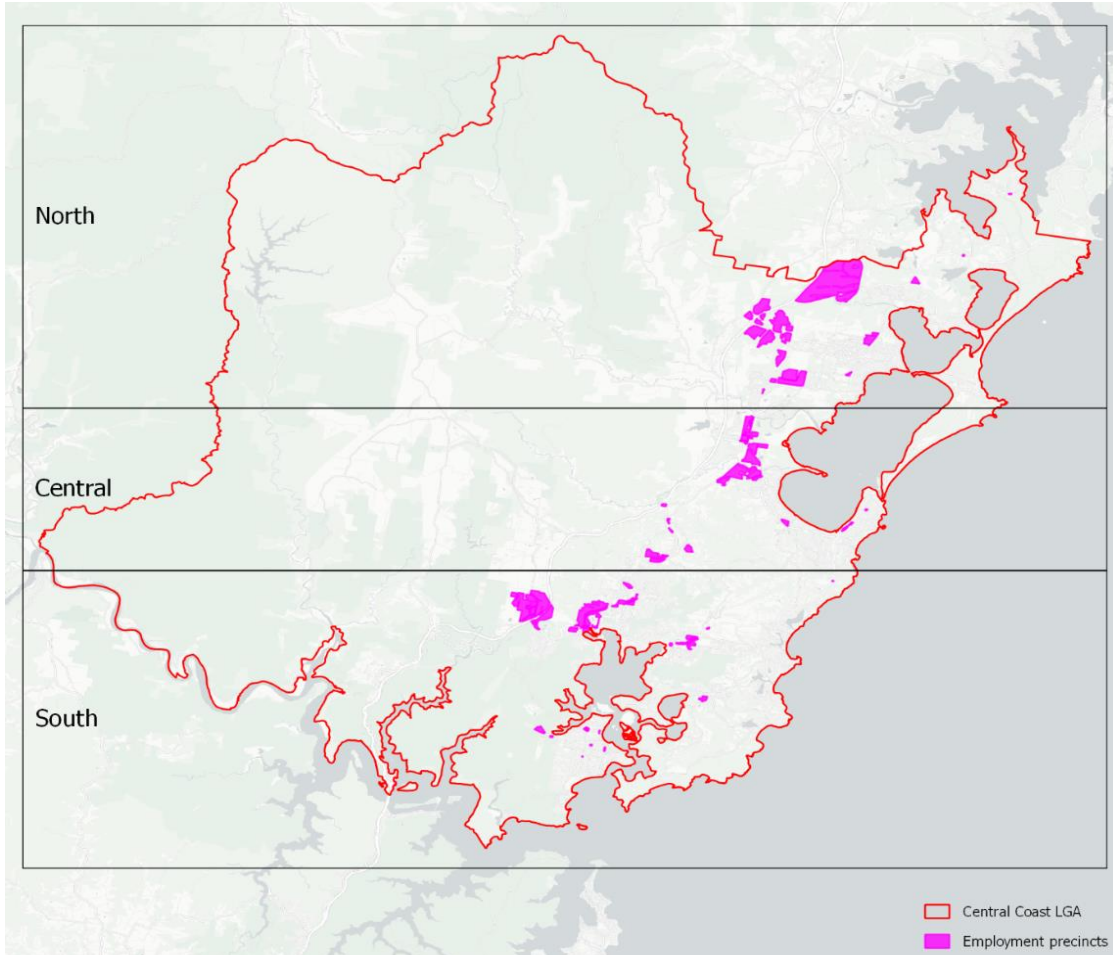
The draft Employment Land Strategy seeks to provide a clear vision and strategic direction to inform Local Environmental Plan amendments and establish appropriate development controls for employment land uses. It also seeks to provide clear principles and actions to guide future decision making by Council in relation to planning proposals for employment lands, particularly to:

- Protect strategically important lands, and
- Inform consideration of planning proposals (rezoning) of new lands.

A two-phase approach was undertaken for the project resulting in a background and land use audit report and a separate strategy document which has been produced by Council's consultant (Hill PDA).

- **Phase 1:** The Background Report provides a robust evidence base to inform the strategy. It identifies and catalogues all employment lands in the LGA, explores planning, market and location context, considers constraints, analyses demographics and supply and demand, and describes consultation outcomes.
- **Phase 2:** The Strategy applies at an LGA level with precinct specific actions and recommendations. Overall, the Strategy establishes a clear direction for future industrial and urban service development across the Central Coast over the next 20 years.

Figure 1 identifies zoned employment land across the Central Coast. The main zones covered by the draft Employment Land Strategy are E3 – Productivity Support, E4 General Industrial, SP4 – Enterprise and W4- Working Waterfront. The Strategy does not address commercial lands, Strategic Planning is preparing a Commercial Lands Strategy which will be reported to ELT and Council in late 2025.



**Figure 1:** Central Coast employment precincts (Source HILL PDA 2023)

**Report**

**Supply Availability and Demand**

As of October 2023, there was around 2,190 ha of employment zoned land spread across 29 employment precincts on the Central Coast LGA. Figure 2 provides a breakdown of the Central Coast’s employment land based on whether the land is vacant or occupied, servicing and land constraints.

**Total land area**  
~2,190 hectares (ha)

**1.8 Draft Central Coast Employment Land Strategy - Public Exhibition (cont'd)**

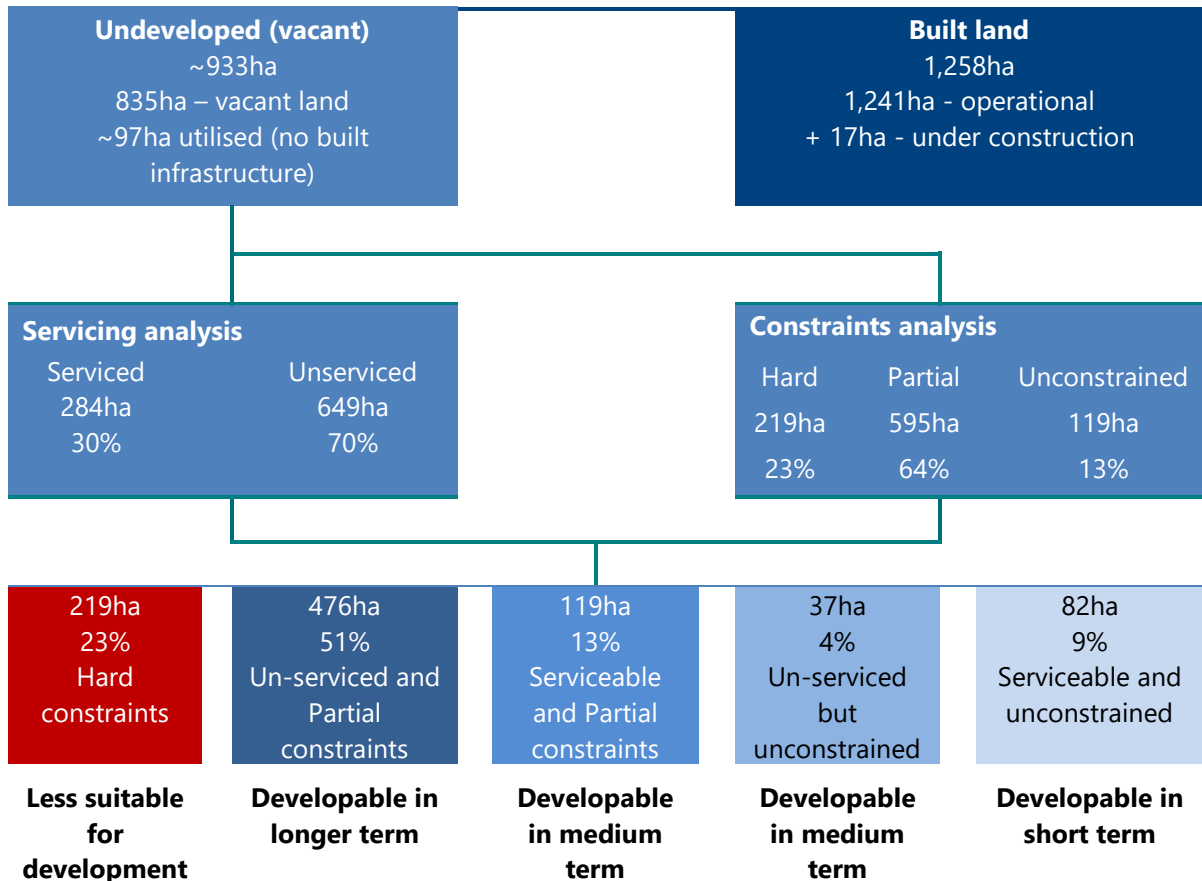


Figure 2: Employment land area overview (Source: HillPDA, October 2023)

A key attractor of the Central Coast is the significant amount of zoned employment land, of which, around 933 hectares is undeveloped land. A breakdown of the vacant land servicing and constraints analysis by employment precinct is provided in Table 1.

A constraints analysis has been undertaken based on two development constraint categories for the employment precincts of Central Coast:

- **Hard Constraints** - Land below Council’s Flood prone Planning Level (FPL) and heritage constraints.
- **Partial Constraints** - Flooding (land between the FPL and PMF), Strategic agricultural land, mapped wildlife corridors, key habitat for threatened species, mapped native vegetation, bushfire prone land and drinking water catchment areas.

Whilst the Central Coast has a significant amount of zoned employment lands, the majority of zoned vacant employment land is mapped under the ‘Partial Constraint’ category. Some of these constraints will limit these sites from being fully developed.

Bushells Ridge, Somersby and Wyong Employment Zone (WEZ) precincts are three of the largest employment precincts on the Central Coast with the most vacant zoned employment land. All three precincts contain ecological constraints that considerably reduce the feasibility

## 1.8 Draft Central Coast Employment Land Strategy - Public Exhibition (cont'd)

and capacity of development. These sites will require biodiversity offset and bio-certification solutions to provide streamlined biodiversity approvals before they can provide market ready land to the employment supply pipeline. Parts of the WEZ and Bushells Ridge also lack infrastructure (water and sewer) and require large scale intersection upgrades to meet expected growth.

**Table 1: Employment precincts with vacant land stock available by constraints and serviceability** (Source: HillPDA, October 2023)

Precinct	Serviceable and unconstrained	Un-serviced but unconstrained	Serviceable and partial constraints	Un-serviced and partial constraints	Total vacant land
Bushells Ridge	3.2	19.5	14.7	423.6	461
Somersby	40.2	7.5	69.5	18.9	136
Wyong	13.5	6.8	24	31.3	75.6
West Gosford	5.2	2.7	3	0.3	11.1
North Wyong	6.8	0.1	1.8	0	8.7
Lisarow	1.4	0	3.6	0	5
Tuggerah	3.6	0.4	0.5	0.4	4.8
Charmhaven	2.3	0	1.3	0	3.6
Doyalson	2.5	0	0	0	2.5
West Gosford South	1.8	0	0.2	0	2
Woy Woy, South	0	0.4	0	1.3	1.7
Nth Gosford & Wyoming	0.6	0.1	0.1	0	0.8
Erina	0.4	0	0	0	0.4
Wyong Hospital	0.2	0	0	0	0.2
Blackwall	0	0	0	0.1	0.1
Long Jetty	0.1	0	0	0	0.1
The Entrance Rd	0	0	0.1	0	0.1
Woy Woy, Rawson Rd	0.1	0	0	0	0.1
Woy Woy, Alma Ave	0.05	0	0	0	0.05
<b>Total</b>	<b>81.6</b>	<b>37.4</b>	<b>118.8</b>	<b>475.9</b>	<b>713.7</b>

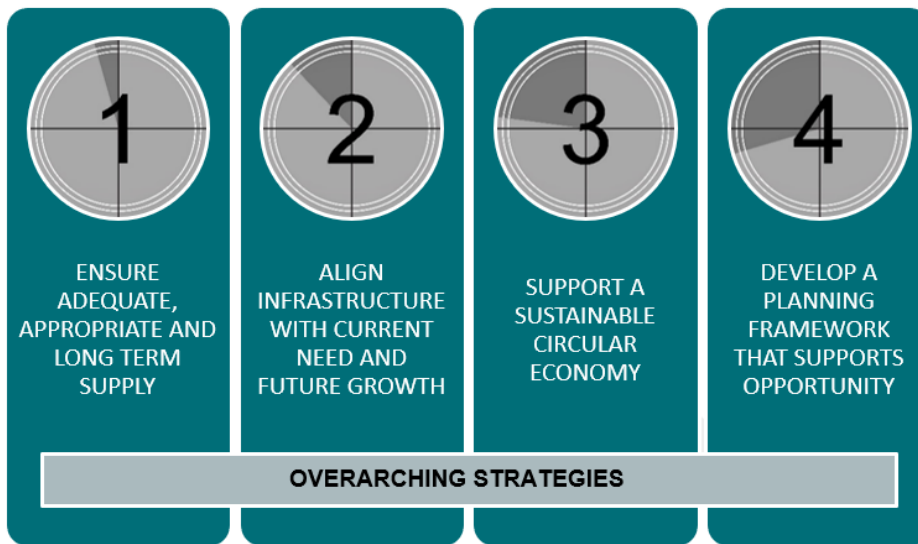
It was estimated by Hill PDA that to accommodate the projected growth in employment on the Central Coast, there was demand for an additional 208 to 286 ha of employment land across the Central Coast from now until 2041. If only the land that was serviced and unconstrained (short term supply) is considered, the Central Coast would have sufficient serviced and unconstrained land to meet this demand. The draft ELS recommends that a major policy focus for government should be to unlock at least 60 ha of employment land by ensuring that biodiversity and infrastructure servicing issues are resolved to meet demand by 2041.

### **Opportunities and Challenges**

The Central Coast has strong transport connections, a growing population and enviable lifestyle assets. There is significant opportunity to address challenges and leverage strengths to grow the Central Coast as an employment destination. The following challenges have been identified through the analysis process.

- **Unlocking a pipeline of vacant, unconstrained, serviced land** - majority of the vacant land contains constraints, some of which are considered 'partial', however would likely impact yield, delivery timeframes and feasibility.
- **Improving job containment** - Actively facilitating job opportunities and promoting the appeal of the Central Coast as an employment destination would assist in expanding internal employment opportunities and attracting further business investment.
- **Infrastructure delivery** - Council does not always have the funds to deliver infrastructure including stormwater, water, sewerage, electricity, telecommunications, roads and other services. Council often needs to lobby for additional funds from the State or Federal Governments to deliver infrastructure required for employment lands.
- **Protecting land for high value industrial use** - Congestion and poor connectivity add to travel costs and time, reducing the appeal of locations for employees and operating costs for Industrial businesses (manufacturing & distribution).
- **Poor internal road connectivity** - Employment sites on Central Coast Highway have poor accessibility for businesses that are reliant on distribution and connectivity.
- **Protecting urban service pockets** - Protection of industrial and urban service land in close proximity to residential catchments.

The draft ELS outlines four (4) overarching Strategies (Figure 3) and accompanying actions to guide future employment land requirements and land use to 2041.



**Figure 3:** Four overarching strategies (Source: HillPDA, 2024)

**1.8 Draft Central Coast Employment Land Strategy - Public Exhibition (cont'd)**

The accompanying Strategies and Actions are proposed to by the draft ELS (see Table 2)

*Table 2: Summary of Actions*

<b>STRATEGY ONE – ENSURE ADEQUATE, APPROPRIATE AND LONG-TERM SUPPLY</b>				
<b>Objective</b>	<b>Action</b>	<b>What will success look like</b>	<b>Timing</b>	<b>Council's role</b>
<b>Action 1.1-</b> Coordinate infrastructure, land use and service planning to meet future employment needs.	Monitor the release of employment land by working with the State Government to establish the Urban Development Program (UDP) to monitor and analyse the supply and take up of employment lands on the Central Coast.	Completion of the Development Supply Pipeline and ongoing reporting to inform the UDP for the Central Coast. At least 12 to 16ha of market ready land is brought online annually.	Ongoing	Regulate
<b>Action 1.2-</b> Investigate additional options for future land supply to meet demand.	Investigate and support the development of Place Plans, Masterplans and Structure Planning for future employment precincts identified in the Central Coast Regional Plan (CCRP) and future investigation areas (Chapter 10 of Background Report).	A pipeline of precincts to undergo further investigation and planning to deliver the 60 additional hectares needed.	Long	Deliver
<b>Action 1.3-</b> Support landowner and State Government led Place Plans and investigations to plan for future employment land growth.	Work with landowners and stakeholders to establish a pipeline of employment land by: <ul style="list-style-type: none"> <li>Supporting State Government planning initiatives to promote Gosford as the region's capital with the creation of an education and employment precinct integrating the redevelopment of Gosford Hospital, Central Coast Clinical School and Research Institute, and University of Newcastle campus on Mann Street</li> <li>Working with Hunter Central Coast Development Corporation and TfNSW to resolve heritage and traffic issues at the Mount Penang site at Kariong. Consider if part of the site should be rezoned for E3 Productivity Support and opportunities for the precinct to be utilised for the purpose of festivals, entertainment, and complementary commercial uses.</li> </ul>	Precinct wide rezoning proposals submitted by proponents and subsequent amendments to the Central Coast LEP and DCP 2022 enabling employment lands to be delivered in suitable locations.	Ongoing	Support

	<ul style="list-style-type: none"> <li>Support proponents in the development of precinct wide planning proposals that respond to the Employment Land Study and CCRP 2041.</li> </ul>			
<b>Action 1.4-</b> Stimulate employment and economic activity with consideration of important ecological constraints surrounding the airport lands and WEZ (Wyang Employment Zone)	Finalise the master plan for Central Coast Airport and Warnervale Business Precinct.	Master plans completed.	Short	Deliver
<b>Action 1.5-</b> Continue to pursue opportunities to utilise Council-owned land to deliver employment lands.	Investigate opportunities for ancillary employment land uses around the Buttonderry Waste Management Facility for businesses that rely on being proximate to the waste facility.	Consideration of ancillary businesses as part of future management plans for the site.	Long	Deliver
<b>STRATEGY TWO – ALIGN INFRASTRUCTURE WITH CURRENT NEED AND FUTURE GROWTH</b>				
<b>Objective</b>	<b>Action</b>	<b>What will success look like</b>	<b>Timing</b>	<b>Council's role</b>
<b>Action 2.1-</b> Coordinate infrastructure, land use and service planning to meet future employment needs	Actively participate and direct the Urban Development Program (UDP) to address servicing requirements and staging for employment precincts.	Implementation of Council's infrastructure and servicing plan	Ongoing	Support
<b>Action 2.2-</b> Advocate for a coordinated infrastructure planning and delivery program	<p>Advocate to the NSW State Government and the Federal Government for funding of priority infrastructure projects as identified within Council's 10-year priority infrastructure plan including:</p> <ul style="list-style-type: none"> <li>Completion of the Pacific Highway upgrade and Link Road from Wyong to Warnervale.</li> <li>Funding of major intersection upgrades on State Road network to provide catalyst for the development of industrial land at Somersby Business Park and the Wyong Employment Zone.</li> <li>Fast Rail Program roll out and seek to leverage opportunities for employment.</li> <li>Funding to support the implementation of a rapid bus along the growth corridors to enhance connectivity between employment precincts and support the delivery of the 15-minute city initiative in the CCRP 2041.</li> </ul>	Funding secured for major infrastructure projects that unlock employment land and deliver jobs.	Ongoing	Advocate

	Locations that have the capacity to deliver a greater number of jobs and economic contribution should be prioritised.			
<b>Action 2.3-</b> Ensure development contributes to the cost of public infrastructure through contribution plans and Planning Agreements	Amend contribution plans, and/or seek planning agreements, to identify and fund infrastructure improvement works and the increased demand for public amenities and public services, created by Planning Proposals for employment lands.	Identify infrastructure required to deliver employment land development sites on the Central Coast.  Updated Section 7.11 and Section 7.12 Plan that considers the growth expected to occur in the Central Coast Area	Ongoing	Deliver
<b>STRATEGY THREE – SUPPORT A SUSTAINABLE CIRCULAR ECONOMY</b>				
<b>Objective</b>	<b>Action</b>	<b>What will success look like</b>	<b>Timing</b>	<b>Council's role</b>
<b>Action 3.1-</b> Encourage more employment and economic activity with development of integrated resource recovery precincts.	Foster circular economy initiatives by encouraging the implementation of circular economy principles that co-locate recycling and reprocessing facilities, including near Councils waste management facilities.	Implementation of Central Coast Resource Management Strategy 2020-2030 actions.	Long	Promote
<b>Action 3.2-</b> Effectively repurpose the Colongra Power Station site to contribute to employment generation and a circular economy.	Work with stakeholders to investigate the suitability of the Colongra Power Station site for industry or investigate potential for alternate suitable employment uses.	A structure plan for the power station site.	Medium	Support
<b>STRATEGY 4 – DEVELOP A PLANNING FRAMEWORK THAT SUPPORTS OPPORTUNITY</b>				
<b>Objective</b>	<b>Action</b>	<b>What will success look like</b>	<b>Timing</b>	<b>Council's role</b>
<b>Action 4.1-</b> Update employment land use provisions within the Central Coast Local Environmental Plan 2022 (CCLEP) and Central Coast Development Control Plan 2022 (CCDCP).	Review and update CCLEP 2022 and CCDCP 2022 to address the following: <ul style="list-style-type: none"> <li>• Investigate the possibility of including a minimum lot size for employment lands in close proximity to the M1 Pacific Motorway and B-double routes to ensure sufficient availability of large industrial lots.</li> <li>• Investigate the removal of shop top housing permissibility from the E3 Productivity Support zone to reduce potential land use conflicts. Instead focus residential in centres and along mixed-use corridors.</li> <li>• Consider applying the E3 Productivity Support zoning to promote the establishment of low impact businesses where residential and industrial interface areas occur to better manage potential land use conflicts in appropriate locations.</li> <li>• Develop site specific DCP Chapter for the Wyong Employment Zone. Review and update Industrial and Site-Specific Employment Precinct</li> </ul>	Amendments completed to the Central Coast Local Environmental Plan 2022 and Development Control Plan 2022 to implement the required changes.	Medium	Deliver

**1.8 Draft Central Coast Employment Land Strategy - Public Exhibition (cont'd)**

	DCP chapters to ensure they are up to date and represent best practice.			
<b>Action 4.2-</b> Seek to streamline approval processes for employment lands and reduce development uncertainty.	Balance environmental and employment priorities by: <ul style="list-style-type: none"> <li>Supporting the Department Planning, Housing and Infrastructure in completing the Central Coast Strategic Conservation Plan to bio-certify future employment lands and streamline threatened species assessment processes.</li> </ul>	Minister for the Environment grants biodiversity certification.	Medium	Support

Further to the above Strategies and Actions the draft ELS contains an implementation plan (see below for extract):

Timeframe		Council's role	
<b>Short</b>	0-2 years	<b>Advocate</b>	Represent the community's interests to State, <u>Commonwealth</u> and private sector
<b>Medium</b>	3-5 years	<b>Deliver</b>	Coordinate delivery
<b>Long</b>	5+ years	<b>Promote</b>	Provide information
<b>Ongoing</b>	Action to be undertaken on an ongoing basis	<b>Regulate</b>	Monitor and review
		<b>Support</b>	Supporting other stakeholders (e.g. assisting local industries, businesses and government agencies to advocate for state infrastructure upgrades)

*Figure 4-extractfrom Draft ELS Monitoring Guidelines*

**Stakeholder Engagement**

Stakeholder consultation was undertaken by Hill PDA to develop the draft Employment Land Study and Strategy by undertaking targeted phone calls. This consultation occurred with local business owners, major landowners, real estate agents, state government agencies (DPHI) and several industry groups. The purpose of this feedback was to obtain feedback on perception and ideas that contributes to the community's understanding of employment land issue and needs of the Central Coast.

Internal staff consultation has occurred with relevant staff from the Customer Marketing and Economic Development Unit, Water and Sewer, Waste & Resource Recovery, Local Infrastructure Planning Section and Development Assessment Unit.

The draft Central Coast Employment Land Study and Strategy is proposed to be placed on public exhibition for 42 days. Drop-in sessions are proposed to occur during the public exhibition period to provide an opportunity for interested stakeholders and the community

## 1.8 Draft Central Coast Employment Land Strategy - Public Exhibition (cont'd)

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to meet with staff and ask specific questions about the strategy. The outcomes of the public exhibition process will be reported to Economic Development Committee following the conclusion of the exhibition period.

### **Financial Considerations**

Financial Year (FY) Implications.

**The proposal has revenue financial implications for the current FY and outer years in the LTFP.**

Budget and Long-Term Financial Plan (LTFP) Impact.

**The FY adopted budget includes funding for this proposal, but the LTFP does not include funding for the ongoing impact and will need to be updated in the next review.**

Exhibition of the draft ELS will not have direct material financial implications for Council. If adopted, the actions contained within the draft ELS will need to be considered when setting priorities for Council's Strategic Planning work program under Council's Operational Plan.

### **Link to Community Strategic Plan**

Theme 2: Smart

#### **Goal C: A growing and competitive region**

S-C1: Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast.

#### **Goal C: A growing and competitive region**

S-C2: Revitalise Gosford City Centre, Gosford Waterfront and town centres as key destinations and attractors for business, residents, visitors and tourists.

Theme 4: Responsible

#### **Goal H: Delivering essential infrastructure**

R-H4: Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water.

#### **Goal I: Balanced and sustainable development**

R-I3: Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management.

**Risk Management**

Council needs to adopt an employment lands strategy to ensure there is an adequate supply of employment lands to drive economic development within the Central Coast over the next 20 years horizon.





The exhibition of the draft ELS is an essential step to ensure adequate community engagement is undertaken prior to adoption of the ELS.

The risk to Council if the draft ELS is not exhibited prior to adoption is that the views of residents, interest groups and agencies are not adequately considered in the adopted ELS.

**Critical Dates or Timeframes**

*Nil.*

**Attachments**

- |   |   |   |           |
|---|---|---|-----------|
| 1 |   | Draft Central Coast Employment Land Strategy          | D16757999 |
| 2 |   | Draft Central Coast Employment Land Background Report | D16758001 |

Central Coast Employment Land Strategy, Version 5, April 2025



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## Central Coast Employment Land Strategy

V5 Draft  
HillPDA Consulting  
April 2025



Wyong Administration Building: 2 Hely St / PO Box 20 Wyong NSW 2259  
P 02 4306 7900 | W [centralcoast.nsw.gov.au](http://centralcoast.nsw.gov.au) | ABN 73 149 644 003

Central Coast Employment Land Strategy, Version 5, April 2025



Central Coast Employment Land Strategy  
Author: HillPDA Consulting  
Date: April 2025  
Version 5 Draft  
Approved by: XXXX  
Date of Approval: XXXX  
Assigned review period: 5 years  
© Central Coast Council  
Wyong Administration Building:  
2 Hely St / PO Box 20 Wyong NSW 2259  
**W** [centralcoast.nsw.gov.au](http://centralcoast.nsw.gov.au)

## Executive summary

The Central Coast Employment Land Strategy (the Strategy) has been prepared to guide the future development and management of industrial lands within the Central Coast Local Government Area (LGA). With increasing pressure from urbanisation, economic growth and changing workforce demands, there is a need for a coordinated, long-term plan to maximise the potential of available employment land. This strategy provides a clear vision to inform amendments to the Central Coast Local Environmental Plan 2022 (CCLEP 2022) and Central Coast Development Control Plan 2022 (CCDCP 2022) and guides decision-making for future development proposals. It aims to protect strategic employment lands, enhance infrastructure provision and prioritise key investments in the region.

### **Why is a strategy needed?**

The Central Coast is one of the fastest-growing regions of New South Wales. With projected population growth of 57,700 people, the region is poised for continued residential and employment expansion. However, this growth presents both opportunities and challenges in terms of land availability, infrastructure provision and the need to support emerging industries.

The findings of the study identified a significant shortfall in unconstrained and serviced land that provide for immediate employment development opportunities. It is recommended that the availability of unconstrained and serviced land be expanded by a minimum of 60 hectares (ha) to meet demand to 2041.

The Strategy addresses the importance of maintaining a long-term supply of employment lands, aligning infrastructure with employment growth needs and fostering a diverse and sustainable economy. This document provides an evidence-based approach to meeting these challenges, establishing planning controls and informing future decisions regarding land use and investment attraction.

### **What the evidence told us**

The Background Report provides a detailed evidence-base that has supported the development of the strategy. The key findings include:

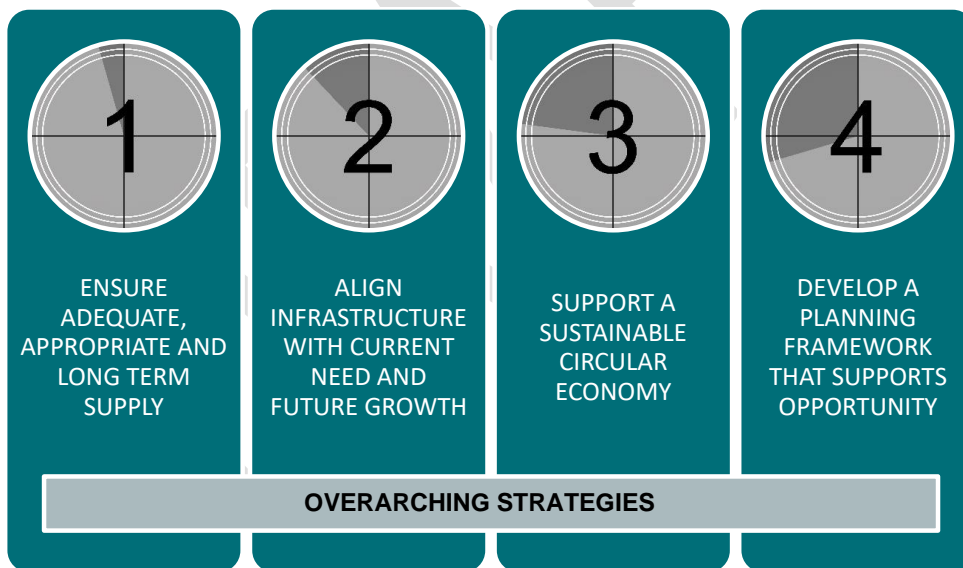
- There were 29 employment precincts spread across the Central Coast, varying in size and land zonings.
- A floorspace audit of the Central Coast's employment precincts determined that there was around 3.38 million square metres (sqm) of floorspace in 2023, of which 4.7% was vacant.
- The floorspace was distributed across 2,190ha of employment zoned land. Of which, around 56% was developed, 1% was under construction while the remaining 933hectares or 43% was undeveloped.
- A demand analysis determined that by 2041, between 208ha to 286ha would be required to service the growing population.
- Of this demand it is estimated that between:
  - ▶ 17 to 27ha would be zoned E3 Productivity Support.

Central Coast Employment Land Strategy, Version 5, April 2025

- ▶ 184 to 248ha would be zoned E4 General Industrial.
- ▶ 0.2ha would be zoned W4 Working Waterfront.
- ▶ 7 to 11ha would be zoned SP4 Enterprise.
- At least 12ha to 16ha of market ready land needs to come on the market each year to meet future demand requirements.
- While there is a pipeline of zoned and vacant land employment land, the constraints and serviceability analysis determined that there is a significant shortfall of 'market ready land' that is available for immediate development.
- To account for future demand and create greater certainty in the market, it is recommended that an additional 60ha of unconstrained and serviced employment land be identified for rezoning.

### Defining a vision and strategies

The Strategy envisions Central Coast to be an employment destination of choice, providing the community with a diversity of job opportunities and essential services at their doorstep. Employment precincts and spaces will be diverse, attracting new investment and meeting the creator and maker needs of the current and future population. To achieve this vision, the strategy proposes four overarching strategies.



### How will the strategy be implemented?

The Employment Land Strategy will be implemented through Council's Operational Plan or changes to the planning controls contained in CCLEP 2022 and CCDCP 2022.

The actions within this strategy should be monitored and reviewed every five years to ensure they reflect the latest directions for the LGA.

Central Coast Employment Land Strategy, Version 5, April 2025

## Contents

Executive summary .....	3
1.0 Introduction .....	6
2.0 Policy and planning context.....	9
3.0 Stakeholder perceptions.....	14
4.0 Economic context.....	15
5.0 Market context.....	17
6.0 Supply overview .....	19
7.0 Future land requirements .....	21
8.0 Opportunities and challenges .....	25
9.0 Strategy and implementation.....	30

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### Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we live, work and play. We pay our respects to Darkinjung country, and Elders past and present. We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home. We recognise our future leaders and the shared responsibility to care for and protect our place and people.

## 1.0 Introduction

The Central Coast is a destination with rich natural assets, strong population growth and prospering businesses. It boasts an advantageous position on the M1 Pacific Motorway around 80 kilometres from Sydney, Parramatta and Newcastle. It is positioned to be an attractive place to invest and work.

Employment lands play an important role in generating employment and contributing to the local economy. They offer uses that boost productivity across the region and provide services that support residents. Positioning Central Coast as an attractive place to invest means building on its competitive advantages.

Central Coast LGA has a strong manufacturing, transport and logistics base that can be further promoted and leveraged. As identified through Council's strategy and policies, there is a strong interest in leading the growth of green and sustainable industries. There is a role to play in strategically positioning Central Coast LGA to attract and facilitate the growth of the green economy sector to unlock this vision.

The role of an employment land strategy is to provide strategic direction for employment land to unlock capacity in the land portfolio, attract new business and enable business expansion. Ensuring that there is a sustainable supply of undeveloped, zoned and serviced land is essential for achieving economic prosperity, employment retention and economic development outcomes.

### Competitive advantages

- Geographic location and connectivity
- Rich natural assets
- Comparably affordable land
- Food manufacturing base
- Transport and logistics base
- Sustainable industry growth
- Strong pipeline of zoned and undeveloped land
- Capacity to leverage established education institutes and industry

### 1.1 What are employment lands?

As defined by the Department of Planning, Housing and Infrastructure's (DPHI) Employment Lands Development Monitor (ELDM), employment lands are defined as:

*"land zoned for industrial or similar purposes in planning instruments. They are generally lower density employment areas containing concentrations of businesses involved in: manufacturing; transport and warehousing; service and repair trades and industries; integrated enterprises with a mix of administration, production, warehousing, research and development; and urban services and utilities."*

Employment land is vital to the functioning of urban areas, providing space for:

- Essential services such as waste and water management, repair trades and construction services.

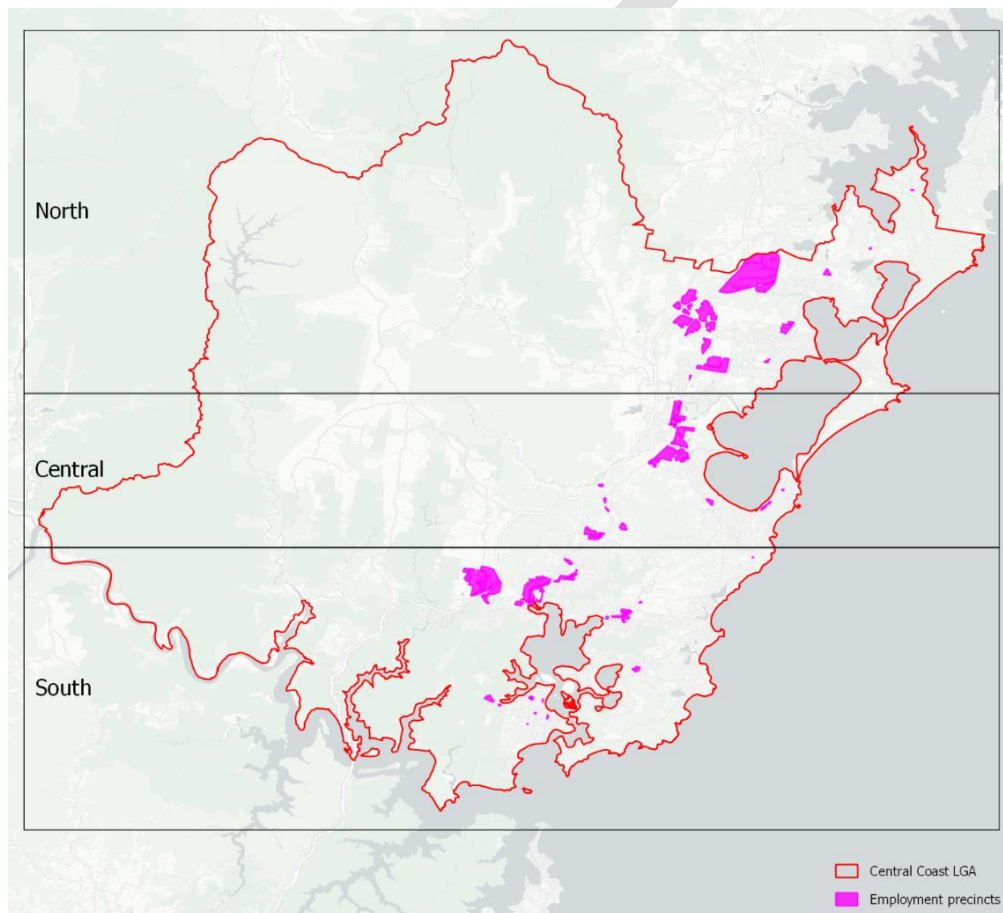
Central Coast Employment Land Strategy, Version 5, April 2025

- Warehousing, logistics and distribution centres.
- Areas for businesses that design, manufacture and produce goods and services.
- Employment lands primarily encompass land zoned as E3 Productivity Support; E4 General Industrial; W4 Working Waterfront; and SP4 Enterprise.

While this strategy focuses on employment precincts, it is acknowledged that employment is also generated within other zones including special purpose zones, residential zones, centre zones and rural land zones.

Figure 1 identifies the employment land across the LGA.

Figure 1: Central Coast employment precincts



Source: HIIPDA 2023

## 1.2 What is the purpose of an employment land strategy?

The employment land strategy is intended to help guide Council in its future planning

for jobs and industry. The purpose of the strategy is to:

- Provide a clear vision and strategic direction to inform preparation of amendments to the Central Coast Local

Central Coast Employment Land Strategy, Version 5, April 2025

Environmental Plan 2022 (CCLEP 2022) and Central Coast Development Control Plan 2022 (CCDCP 2022), establishing appropriate development controls regarding land uses and development

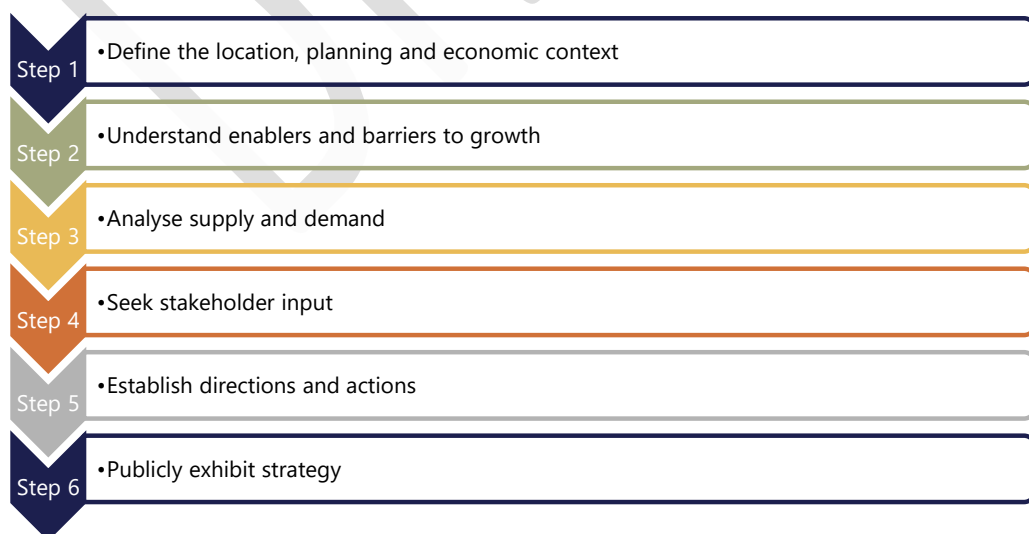
- Provide clear principles and actions to guide future decision making by Council in relation to planning proposals for employment lands, particularly to:
  - Protect strategically important employment lands, and
  - Inform consideration of planning proposals (rezoning) of new employment land.

### 1.3 Approach

A two-phase approach was undertaken for the project resulting in a background evidence base report and a separate strategy document.

- Phase 1: The Background Report provides a robust evidence base to inform the strategy. It identifies and catalogues all employment lands in the LGA, explores planning, market and location context, considers constraints, analyses demographics and supply and demand, and describes consultation outcomes. The Background Report was originally prepared in 2019 and was updated in 2023.
- Phase 2: The Strategy (this document) applies at an LGA level with precinct specific actions and recommendations. Overall, the Strategy establishes a clear direction for future industrial and urban service development across the Central Coast over the next 20 years.

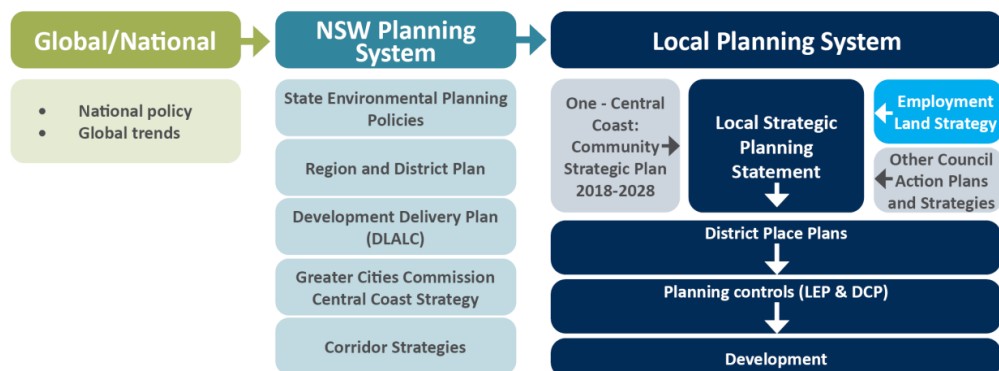
The following diagram provides an overview of the steps undertaken to prepare the employment land background report and strategy.



## 2.0 Policy and planning context

It is important that land use planning is in alignment with broader State and Council plans, strategies and policies. This section provides an overview of the broader planning context for the employment land strategy.

Figure 2: Strategic planning alignment



### 2.1 Central Coast Regional Plan 2041

The *Central Coast Regional Plan 2041* (CCRP 2041) sets the long-term vision for the region. The CCRP 2041 provides a strategic land use framework for continued economic growth and revitalisation. It provides clear objectives to pursue the vision and approaches for districts and growth areas.

It articulates a regional vision with the below statement of relevance to the ELS:

“Continued supply of employment land in varying lot sizes and locations will help meet growing demand and provide for large and small businesses. With a shifting focus on supply chain reliability and timely access to goods and services, opportunities for strategically located employment lands will help meet these needs and challenges.”

The following objectives are of direct relevance to the Employment Land Strategy (ELS):

- Objective 1: A prosperous Central Coast with more jobs close to home.
- Objective 3: Create 15-minute neighbourhoods to support mixed, multi-modal, inclusive and vibrant communities.
- Objective 8: Plan for businesses and services at the heart of healthy, prosperous and innovative communities.

The CCRP 2041 identifies the urban development program for managing land and housing supply and assisting infrastructure coordination. The program establishes benchmarks around land supply and engages a program committee to address barriers, oversee a pipeline of sustainable land supply and monitor progress.

Central Coast Employment Land Strategy, Version 5, April 2025

## 2.2 Central Coast Strategy:

*Recommended Priorities for Economic Growth* was published in January 2023 by the Greater Cities Commission (GCC). In partnership with NSW Government agencies, Council, local businesses and the local community, the Central Coast Strategy was developed to identify priority areas for action to generate employment in the region to meet anticipated population growth. The Central Coast Strategy identifies seven 'priorities', within four overarching themes: jobs for the future, health and education, precinct connectivity, and planning. Those priorities and actions most relevant to the employment land strategy are provided in the below table.

Table 1: Priorities and actions from the Central Coast Strategy

Priority	Action(s)
<b>Priority 2: Unlocking employment lands and accelerating employment precincts</b>	5. Seek funding or exchange land to support biodiversity offset scheme
	7. Progress Central Coast Airport and Warnervale Employment Zone and coordination of plans
	8. Progress Munmorah Power Station revitalisation and future land use.
	9. Undertake traffic analysis for Mount Penang Employment Precinct
	10. Progress Mount Penang employment precinct and Somersby Growth Area
	11. Progress Tuggerah urban and business centre
	12. Undertake Southern and Northern Growth Corridor traffic studies
<b>Priority 5: Improving transport connectivity</b>	22. Complete bus network review to connect to employment centres and rail stations
<b>Priority 6: Delivering a high-speed internet network</b>	23. Prepare a business case for a high-speed internet network for the Central Coast City
	24. Request NBN to designate Warnervale a Business Fibre Zone
<b>Priority 7: Planning</b>	26. Support Council in the assessment of development applications and regionally significant development
	28. Seek funding for up-front offsets and finalise the Central Coast Strategic Conservation Plan.

Source: Greater Cities Commission (2023)

Central Coast Employment Land Strategy, Version 5, April 2025

### 2.3 Somersby to Erina Corridor Strategy 2020

The Somersby to Erina Corridor Strategy (SECS) arose from the Central Coast Regional Strategy 2036 and is reinforced in the 2041 plan. The SECS directs the ELS to consider the sufficiency of the employment land supply within the Somersby Employment Area, opportunities for the reuse for the Old Sydney Town site that are compatible with current employment and tourism uses, and implications of the Mount Penang Masterplan for the availability of employment lands. The strategy also states that the ELS should inform a new structure plan for the renewal of West Gosford as an employment area.

### 2.4 Tuggerah to Wyong Economic Corridor Strategy 2020

The *Tuggerah to Wyong Economic Corridor Strategy* (TWECS) arose from the CCRP 2036 and is reinforced in the CCRP 2041. Significant employment land areas are located within the corridor surrounding the centre, including Tuggerah Business Park, Tuggerah Straight and North Wyong.

The TWECS calls for the existing value of the area to be capitalised upon. Changes made by a consequent future Retail Strategy to the volume of employment land available in E3 Productivity Support zones should be reflected in the ELS. The TWECS also calls for Council to plan for the increased specialisation of industrial lands within the corridor. The TWECS identifies a need to provide certainty about the future of employment lands, by resisting residential use encroachment. The TWECS points to opportunities for increased specialisation in B6 areas in North Wyong, with existing uses in Tuggerah Straight and Tuggerah Business Park to be maintained and enhanced.

Central Coast Employment Land Strategy, Version 5, April 2025

## 2.5 Central Coast Community Strategic Plan

One Central Coast (Strategic Plan) is the strategic plan for the Central Coast Local Government Area community. The Strategic Plan identifies themes and focus areas to guide the future of the LGA. Of relevance to this strategy is the 'Smart' theme that incorporates the focus areas and objectives of:

- A growing and competitive region
  - C1 - Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast.
  - C3 - Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.
- A place of opportunity for people
  - D2 - Support local business growth by providing incentives, streamlining processes and encouraging social enterprises.

Enhancing synergies between businesses and exploring partnerships with education institutes can also benefit employment lands.

## 2.6 Central Coast Local Strategic Planning Statement

The Central Coast Local Strategic Planning Statement (LSPS) provides a spatial framework to guide sustainable growth and development in the region through 2036 and beyond. It outlines the strategic direction that will shape future planning instruments, policies, and actions, which will be reflected in upcoming Central Coast Council Delivery Programs and Operational Plans.

The following planning priorities identified in the LSPS are of particular relevance to this Strategy:

- Planning Priority 11: Facilitate emerging logistics, warehousing, manufacturing and innovative green economy enterprises.
- Planning Priority 12: Build the knowledge economy and support health and wellness industries.
- Planning Priority 14: Facilitate economic development to increase local employment opportunities for the community.

## 2.7 Central Coast Economic Development Strategy 2020

The Central Coast Economic Development Strategy (CCEDS) takes a long-term view through to 2040 and was developed to guide Council's decision making around economic development initiatives that assist in creating jobs and stimulating the economy.

The CCEDS has a strategic theme of Economic Infrastructure and identifies that physical and digital infrastructure are foundations of economic development, providing vital networks to support investment, trade, innovation, and wellbeing. It notes Council is committed to building high-value local infrastructure, working with other governments and the private sector to expand the Central Coast's economic capacity.

A key target is to deliver available serviced employment lands to attract new employers to the region.

## 2.8 Central Coast LEP and DCP

The Central Coast Local Environmental Plan 2022 (CCLEP 2022) is the primary legal document for guiding land use and planning decisions for the LGA. The Central Coast Development Control Plan 2022 (CCDCP 2022) provides detailed planning and design guidelines to support the planning controls in the CCLEP 2022.

Chapter 11 of the Background Report provides an in-depth review of the CCLEP 2022 and the CCDCP 2022 and their implications for employment lands within the LGA.

Key findings of the planning review of the CCLEP 2022 included:

- Minimum lot sizes could be introduced in strategic employment land locations to conserve opportunity for large industrial development.
- The E3 Productivity Support zone currently permits residential development in industrial areas creating unnecessary land use conflicts and reducing opportunities for employment floorspace.
- Some IN1 General Industrial zones, adjoining residential areas may be more appropriate for E3 Productivity Support to reduce amenity impacts to sensitive receivers.

The CCDCP 2022 is a merging of the DCP Chapters following the amalgamation of Gosford and Wyong Council's in 2016. The review of the CCDCP 2022 highlighted a need to revisit chapters to ensure design guidance is reflective of best practice, considerate of location and scale, and are consistent across the former LGA areas.

Overall, the review highlights strategies to preserve industrial and employment zones, manage land-use conflicts, and improve development feasibility, ensuring that the LGA continues to attract and retain businesses while protecting its industrial base.

### 3.0 Stakeholder perceptions

Stakeholder consultation was undertaken over the months of September and October 2019 in the form of targeted phone calls. Participants included local business owners, major landowners, real estate agents, government agencies and industry groups. An internal stakeholder consultation workshop was also conducted. The findings of the consultation reflect the perceptions and ideas of people that participated in the activities. An overview of the consultation findings are included in the form of a SWOT summary in Table 2. A full outline of consultation findings is presented in Chapter 10 of the Background Report.

**Table 2: Engagement findings SWOT summary**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong food manufacturing industry</li> <li>• Affordable compared to Sydney or Northern Beaches</li> <li>• Great access to highway and train line</li> <li>• Good pipeline for commercial floorspace (Gosford, Tuggerah)</li> <li>• Clustering of food businesses indicate a regional specialisation</li> <li>• Interest from a diverse range of businesses to establish in the area.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of unconstrained, serviced and appropriately zoned land suited for industrial development</li> <li>• Large areas with environmental constraints near industrial areas</li> <li>• Slow planning approval process</li> <li>• Lack of strategic planning for employment lands in the LGA</li> <li>• Poor public transport accessibility</li> <li>• Poor NBN access in some areas</li> <li>• Local workforce sometimes lacks skills for large jobs</li> <li>• No economic identity for employment lands.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• An M1 Motorway transport interchange could be built near the Somersby industrial area</li> <li>• Expansion of the University provides opportunity to collaborate with nearby food manufacturing</li> <li>• Clustering together industries like food manufacturing can streamline supply chain and waste management, and facilitate innovation</li> <li>• Airport site, David Street, Lake Munmorah Power site and Somersby North could offer additional industrial land</li> <li>• Business park development is suited in Doyalson, north of Warnervale and Woy Woy.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Encroachment of residential lands near industrial areas causing conflict</li> <li>• Other nearby industrial lands offering cheaper property</li> <li>• Increased support services (e.g. childcare or retail) may conflict with enterprise corridor businesses</li> <li>• Impacts to development financing from banking reforms.</li> </ul>

Central Coast Employment Land Strategy, Version 5, April 2025

## 4.0 Economic context

The Central Coast has a diverse economy, with expertise in healthcare and social assistance, food, advanced manufacturing, logistics, agriculture, and construction. There are five distinct economic typologies of the Central Coast; the Hinterland, the Pacific Highway Corridor, the agglomeration of Coastal Communities, and the major centres of Gosford and Wyong. Each of these economic typologies is supported by concentrations of activities in centres and employment areas. Each plays a different role in the types of jobs provided and economic output they support.

The Central Coast's GRP is \$17.5B and has an estimated regional population of 349,173. There are 25,000 businesses on the Coast with 133,045 local jobs and 165,700 employed residents. Health Care and Social Assistance is the largest employer, generating 27,661 local jobs in 2021/22.

Jobs are expected to grow by 33% to 154,800 in the Central Coast by 2051. These future jobs will be dispersed, with strong growth anticipated for Gosford, Warnervale and in the north of the LGA centred along the Pacific Motorway.

### POPULATION



### THE ECONOMY

#### Gross Regional Product

Central Coast's Gross Regional Product was \$15.14B for year ending June 2021, growing 0.4% since the previous year.

#### Health care and social assistance

was the largest employer, making up **19.3%** of total jobs

#### Unemployment rate

**3.6%** Greater Sydney 4.2% (as of June Quarter 2022)

#### Participation rate

(population in labour force) **55.7%** (increase of 8,607 since 2016) Greater Sydney 60%

### THE WORKFORCE

#### Local jobs

**119,781**

#### Local workers

**90.5%**

4.3% Travelled from Lake Macquarie

0.7% Travelled from Newcastle

0.6% Travelled from Hornsby

#### Top 3 industries (workers)

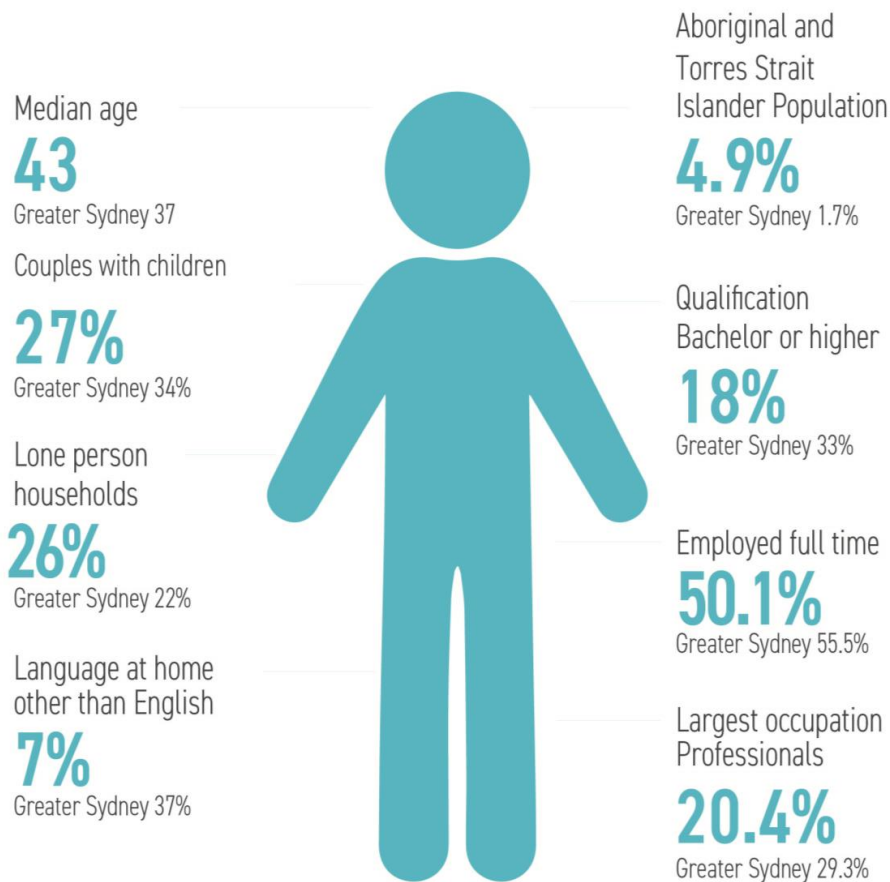
17.8% Health care and social assistance

11.5% Construction

10.2% Retail trade

Reference: Economy Id. and Profile Id. Sourced 8 Feb 2023).

Central Coast Employment Land Strategy, Version 5, April 2025



**Where residents work**



**Top 3 industries by employment for residents**

Health care and social assistance



17.8%

Construction



11.5%

Retail trade



10.2%

(Source: ABS Census 2021, compiled by profile Id. 2023)

A full overview of the economic profile of the LGA can be found in Chapter 5 of the Background Report.

## 5.0 Market context

The demand for industrial and urban service floorspace is constantly changing as business respond to population pressures, global trends, supply chain requirements and technology improvements. Broad market trends and implications on employment land within the Central Coast LGA have been explored. A full discussion of Market Trends can be found in Chapter 4 of the Background Report, and a summary is provided below.

**Table 3: Market trends and implications for Central Coast**

Broad market trends	Implications for Central Coast
<p><b>Non-traditional uses within industrial areas</b></p> <p>Industrial precincts are increasingly being occupied by other non-traditional uses such as knowledge intensive businesses, large format retailers and factory outlets and education/health services. The presence of these uses, however, can increase market rents and land values in industrial precincts.</p>	<p>This is evident in the land use survey (collected 2019 and updated in 2023) indicating that around 35-38% of the occupied employment floorspace across all Central Coast’s industrial precincts was attributed to non-traditional uses. Typically, these uses are attracted to industrial precincts given their relatively lower land values and market rents when compared to commercial centres and the need for large lots with good access to the local road network.</p> <p>Delivering an appropriate supply of E3 zoned land can reduce the pressure on E4 industrial land. This then preserves the industrial areas for uses that require greater separation from sensitive receivers.</p>
<p>The <b>proximity of employment precincts to key transport routes</b> has emerged as a priority for industrial occupiers. The reasons for this locational preference stems from transport costs, typically comprising a large share of industrial businesses’ operational cost bases, compared to their rental costs. As such, industrial businesses make cost savings by locating themselves nearer to key infrastructure.</p>	<p>The Central Coast’s employment precincts are uniquely positioned to leverage off this trend with a number located in close proximity to existing transport corridors.</p> <p>Any new employment land should be planned in locations that have strong access to motorway connections and, if possible, rail freight connections. These connections should have multi-directional access intersections.</p>
<p>Industries associated with manufacturing and transport, warehousing and distribution are at the forefront of <b>automation and technology advancements</b>. This is forecast to reduce overall employment generated, however will not necessarily translate into a reduction in the amount of floorspace or land required. Although these industries require fewer people for their operation needs, they still require appropriate space and land.</p>	<p>The changing landscape of the manufacturing sector is unlikely to reduce the floorspace requirements of industry as machinery still takes up the same if not more space. It is therefore prudent to appropriately plan for the future land-based needs of these industries even as their employment densities shift.</p> <p>Increased automation may enable the opportunity for greater site utilisation with reduced parking demand and opportunity for multi-storey and high bay industrial types.</p>

Central Coast Employment Land Strategy, Version 5, April 2025

Broad market trends	Implications for Central Coast
<p>The <b>rise of e-commerce</b> has seen significant growth in the demand for freight and logistics industrial space in close proximity to customers, often referred to as “last mile” customer logistics.</p>	<p>The growth of these type of services in the Central Coast is evident in the creation of an additional 300 jobs over the last 15 years in the postal and courier pick-up and delivery services sub-industry. A number of current and proposed employment precincts could provide ideal locations for these services as they are close to population centres with good access to major highways and motorways.</p>
<p>Historically, industrial developments typically have been single level, on large lots, with at-grade parking and on relatively level ground. As land stocks become more constrained, scarce and as land values increase, <b>multi-storey and high bay industrial development</b> will become commonplace.</p>	<p>If this trend was implemented in the Central Coast, it would imply that its employment precincts would have additional capacity through “upward redevelopment” over what is provided in its current undeveloped land supplies. While vacant land stocks remain readily available across the Central Coast, it is unlikely that this trend will emerge in the foreseeable future.</p>
<p><b>Compared to conventional agriculture, indoor farming</b> enables the climate to be controlled year-round, minimises pests and need for pesticides and can produce more food per hectare of land compared to traditional forms. Its capacity to be developed in urban areas also enhances supply chain efficiencies, meaning people can obtain fresher food, more quickly.</p>	<p>Unlike traditional agriculture, this new model is largely automated with robots germinating, planting, monitoring, processing and picking the produce for distribution. While it is unlikely indoor farming will completely replace traditional methods, it will become necessary in some areas as farmlands are transferred to urban development and land availability shrinks.</p>

## 6.0 Supply overview

HillPDA undertook a floorspace audit and land analysis of the existing precincts to determine the role of the precincts and types of uses that were operating. More detailed profiles of the precincts can be found in Appendix A of the Background Report.

Constraints mapping analysis was undertaken to determine the amount of land that was zoned, undeveloped and serviced to understand the immediate land availability (see Chapter 8). The floorspace audit was initially undertaken in April 2019 and was updated in October 2023 based on desktop analysis.

Table 4 provides an overview of floorspace by broad zone and industry.

**Table 4: Floorspace by broad zoning and industry (sqm)**

Floorspace	E3	E4	W4	SP4	Total
Agriculture, Forestry and Fishing	25	12,727	1,617	0	14,369
Mining	113	214	0	0	327
Manufacturing	46,141	655,301	518	13,403	715,363
Electricity, Gas, Water & Waste Services	13,069	76,785	0	0	89,854
Construction	19,297	193,612	0	18,337	231,246
Wholesale Trade	44,421	265,263	0	12,851	322,535
Retail Trade	191,692	105,542	54	0	297,289
Accommodation & Food Services	44,053	9,004	0	1,339	54,396
Transport, Postal & Warehouse	41,860	390,656	31	57,609	490,157
Information Media and Telecomm.	843	1,353	0	3,526	5,722
Financial and Insurance Services	22,649	35,517	0	7,741	65,907
Rental, Hiring & Real Estate Services	19,605	100,352	0	4,044	124,000
Professional, Scientific & Tech. Services	44,150	134,468	0	24,291	202,909
Administrative & Support Services	4,012	37,926	0	0	41,938
Public Administration and Safety	7,119	4,306	0	4,090	15,516
Education and Training	4,141	7,081	0	4,511	15,733
Health Care and Social Assistance	60,945	20,912	0	20,674	102,531
Arts and Recreation Services	21,514	61,326	0	6,011	88,852
Other Services	46,080	222,070	0	8,560	276,710
Residential	51,736	12,241	0	0	63,977
Vacant	61,056	82,863	0	12,340	156,259
<b>Total floorspace</b>	<b>744,522</b>	<b>2,429,518</b>	<b>2,221</b>	<b>199,327</b>	<b>3,375,588</b>

Source: HillPDA 2023

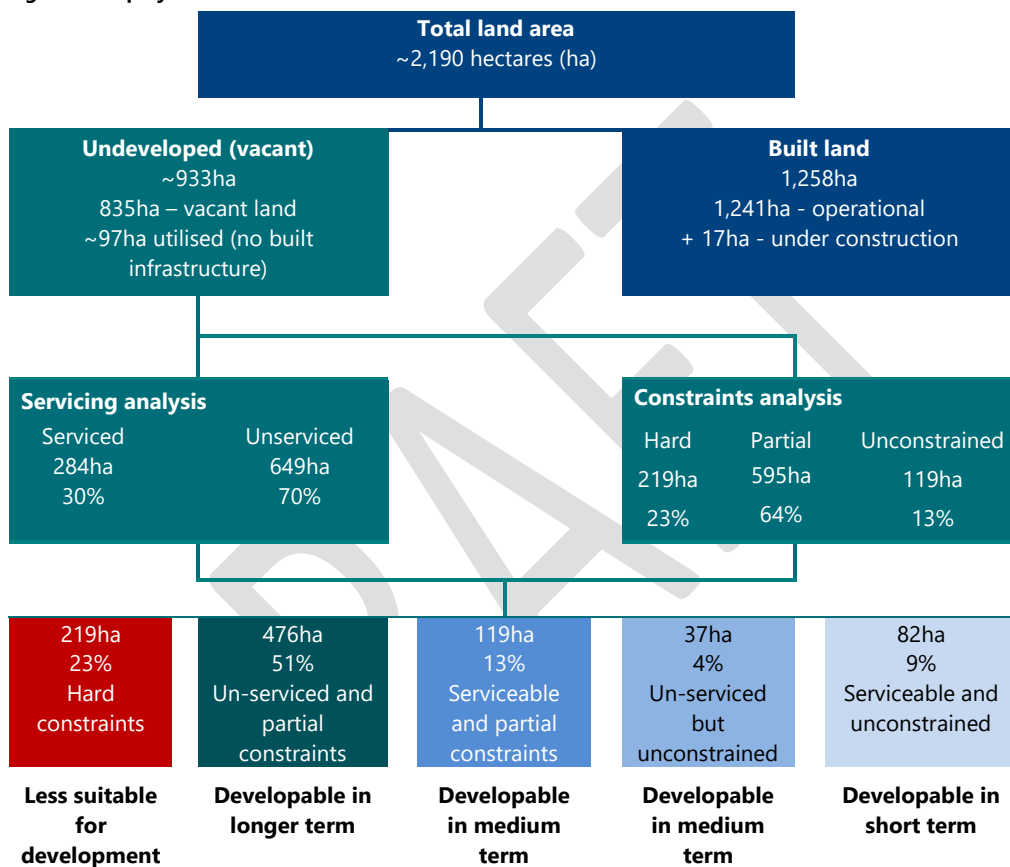
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## 6.2 Total land area overview

As of October 2023, there was around 2,190ha of employment zoned land spread across 29 employment precincts on the Central Coast.

This was approximately 159ha greater than that estimated in the 2022 ELDM (2,031ha). The following diagram overviews the approximate profile of land area across the LGA.

Figure 3: Employment land area overview



Source: HillPDA, October 2023

Notes: Undeveloped land includes the following categories:

- 1) Undeveloped vacant land. This is land which has no building or construction works, or is being used for another business operation.
- 2) Utilised land. This is land which has no building or construction works but is being used for another business operation such as storage of materials, machinery or parking services.

Definition: Serviced land is land where a sewerage and potable water service may be available for connection (lead-in water and wastewater infrastructure). It is acknowledged that the servicing data does not include servicing in terms of power, roads or other infrastructure.

Hard constraints: Flooding (land below the flood planning level (FPL)) and Heritage.

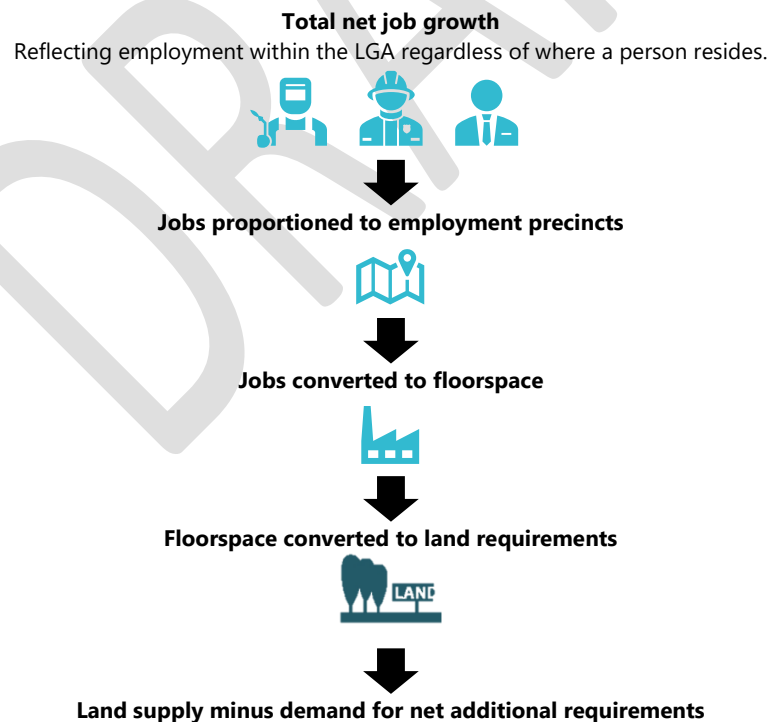
## 7.0 Future land requirements

Employment within the Central Coast is forecast to increase from between 11,000 or 8% (TZP22) to 18,000 or 13% (Forecast Id.) jobs between 2021 and 2041, reaching a total of around 146,000 jobs (TZP22) to 155,000 (Forecast Id.). Jobs and services will be required within close proximity to where people live. Investment in employment lands is critical to the economic and social viability of Central Coast in the long-term. It provides opportunity for existing businesses to expand and for new businesses to establish. Without a sustainable supply of land, rents and land values increase, driving established businesses out of areas, consequently reducing the services and job opportunities available to residents.

The Central Coast contains various land zonings that encourage and accommodate different types of employment, including commercial centre zonings, employment precincts, rural and specialised areas. As such, not all the jobs provided in the LGA would be directed to, and accommodated within, the Central Coast's industrial and service zones. This strategy focuses on the industrial and service land only.

The projected land requirements are conservative and provide an indication of the largest amount of land that may be required. The methodology for identifying future land requirements is illustrated in the below diagram. For more detailed information on the approach, see Chapter 7 of the Background Report.

Figure 4: Future land requirement methodology



Central Coast Employment Land Strategy, Version 5, April 2025

To properly plan for changing business models and increased automation within the manufacturing and transport/warehousing industries, two development scenarios were prepared. These scenarios apply differing employment densities to the industries. Scenarios over the next 18 years include:

- Scenario 1 (TPA) | Assesses the demand resulting from TPA 2022 employment projections.
- Scenario 2 (Profile .id) | Assesses the demand resulting from Profile .id

population projections. This has been achieved through pro-rating State TPA projection to the projected Profile .id population 15 years and over.

The average built FSR across all the precincts has been assumed to be around 0.3:1.

The following table summarises the supply and demand gap assessment. This has been undertaken for each scenario and employment zone type.

Table 5: Supply and demand gap assessment (ha)

Scenario	Zone	Total demand (a)	Vacant land supply pipeline			Gap analysis		
			Short (b)	Medium (c)	Long (d)	Short term supply only (b-a)	Short and medium supply ((b+c)-a)	All vacant land supply ((b+c+d)-a)
TPA	E3	17	10	2	0	-7	-5	-5
	E4	184	61	134	476	-123	11	487
	W4	0.2	0.0	0.0	0.0	-0.2	-0.2	-0.2
	SP4	7	11	20	0	4	24	24
	<b>Total</b>	<b>208</b>	<b>82</b>	<b>156</b>	<b>476</b>	<b>-126</b>	<b>30</b>	<b>506</b>
Profile .id	E3	27	10	2	0	-17	-15	-15
	E4	248	61	134	476	-187	-53	423
	W4	0.2	0.0	0.0	0.0	-0.2	-0.2	-0.2
	SP4	11	11	20	0	0	20	20
	<b>Total</b>	<b>286</b>	<b>82</b>	<b>156</b>	<b>476</b>	<b>-205</b>	<b>-48</b>	<b>428</b>

Source: HillPDA 2023

Regardless of the scenario, the analysis is saying that:

- If only the land that was serviced and unconstrained (short term supply) was considered, the Central Coast would not meet the demand requirements by 2041.
- If both the short and medium term supply was considered (unconstrained land and land restricted by servicing or constraints) there could still be a deficit in employment land provision.
- If all vacant land was capable of being developed, there would be adequate provision to meet future land requirements.

Central Coast Employment Land Strategy, Version 5, April 2025

Considering that a vast amount of the 'medium term' supply pipeline is affected by ecological constraints impacting yield and viability, the likelihood of unlocking this supply within the strategy timeframes will be challenging. To help alleviate some of the supply pressure being experienced across the region, Council, in partnership with the Urban Development Program, should focus on unlocking the least constrained yet unserviced land supply (around 37ha).

To secure appropriate supply and availability of land to meet demand to 2041, it is recommended that additional employment land stocks be identified and released. Taking the 48ha combined short and medium supply deficit identified in

Table 5, and allowing for an additional 20% for precinct planning (roads, sidewalks, servicing and other infrastructure/services), **it is recommended that a minimum of 60ha of serviceable and unconstrained land be brought online.**

### 7.1 Site suitability principles

To support economic development, it is important for the Central Coast LGA to have a strong supply of suitable employment land. The below suitability principles can guide investigations and decision making around employment land supply, including planning proposals.



#### Environmental constraints

Environmental constraints such as conservation zoned land and important agricultural land can limit development potential. This applies to areas of environmental significance both on zoned land and on land abutting employment areas. Sensitive environmental assets should be protected and areas of environmental risk or strategic importance (eg flooding, bushfire) should be avoided so not to falsify land supply.

**Principle: Avoid land subject to or in proximity to significance, hazard and protection planning layers.**



#### Slope

Employment lands benefit from flat topography. Generally, industrial uses are not suited to sloped land due to access constraints, the large property areas required and the cost of developing on sloped land.

**Principle: Generally speaking, the flatter the land the better.**



#### Electricity supply

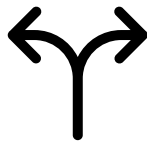


#### Water and sewer supply and capacity

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The vast majority of industries are reliant on electricity for operational needs. Industrial electricity supply requires significant forward planning with the servicing agencies because expensive “headworks” upgrades may be required to service employment lands.

**Principle: Provide an appropriate standard of electricity to employment lands to meet industrial uses.**



**Vehicular access**

Vehicular access is the foundation for functional employment land uses. Consideration of car access and parking, truck and B-double circulation and motorway access is key.

**Principle: Locate and design employment lands to have vehicular access from a major road with circulation and parking suitable to the vehicles that need access.**



**Land use conflicts**

Land use conflicts can occur when employment lands are located proximal to sensitive uses such as schools, childcare, residential etc. New employment lands should be buffered by less sensitive uses.

**Principle: E4 General industrial employment lands should be isolated or buffered by less intensive zones such as E3 Productivity support to enable maximum utilisation.**

Water and sewer supply is vital for employment uses, particularly the provision of adequate levels of water pressure to allow businesses to meet fire safety requirements. Water management such as sewer and stormwater services should also be in place.

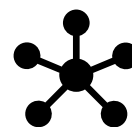
**Principle: Locate employment lands in areas which can be serviced by water, sewer and stormwater in a cost effective and environmentally sensitive way.**



**Freight access**

Employment lands benefit from access to the national and international freight network. This includes railway, ports and airports. Direct freight access or access via an intermodal logistics terminal is an asset for employment land.

**Principle: Locate employment lands with close access to a freight railway, port or airport terminal.**



**Agglomeration**

Employment uses benefit from proximity to other employment land uses. Therefore, new employment lands should seek to leverage the economic value of existing areas to boost efficiencies.

**Principle: Employment lands should be located adjacent to an existing employment precinct.**

## 8.0 Opportunities and challenges

The Central Coast has strong transport connections, a growing population and enviable lifestyle assets. There is significant opportunity to address challenges and leverage strengths to grow the Central Coast as an employment destination. The following opportunities and challenges have been identified through the analysis process.

### **Opportunity – An affordable alternative**

There is a discrete and finite supply of industrial land available in Greater Sydney, particularly the North District. Due to strong motorway connections, the available skilled and unskilled labour force, and more affordable land prices, the Central Coast provides an attractive alternative for industrial and business premises.

### **Opportunity – Prime location for freight and distribution**

Located just over ten hours' truck driving time away from Brisbane and Melbourne, and just over an hour from Sydney, Central Coast employment precincts are well positioned to support distribution, manufacturing, agribusiness and warehousing requirements for the eastern seaboard of Australia.

### **Opportunity – Address the growing demand for industrial activity**

These market characteristics are driving demand for more employment land.

To 2041, between 208ha to 286ha of additional employment land will be required to meet demand. This includes a contingency of around 25% to allow for additional demand or address pent up demand from delayed employment land delivery. Of this demand it is estimated that between:

- 17 to 27ha would be targeted for E3 Productivity Support.
- 184 to 248ha would be zoned E4 General Industrial.
- 0.2ha would be zoned W4 Working Waterfront.
- 7 to 11ha would be zoned SP4 Enterprise.

At least 12ha to 16ha of **market ready land** needs to come on the market each year to meet requirements.

**Challenge – Unlocking a pipeline of vacant, unconstrained, serviced land**

A key attractor of the Central Coast is the significant amount of zoned employment land, of which, around 933ha is undeveloped land.

A breakdown of the vacant land servicing and constraints analysis by employment precinct is provided in Table 6.

Unfortunately, a vast majority of the vacant land contains constraints, some of which are considered 'partial', however would likely impact yield, delivery timeframes and feasibility.

Bushells Ridge, Somersby and Wyong Employment Precincts are three of the largest precincts with the most vacant land. All three precincts contain ecological constraints that considerably reduce the feasibility and capacity of development. This means that they are less likely to be able to contribute to the market ready land supply pipeline without adhering to bio certification processes.

As of 2023, there was around 80ha of serviced, vacant, unconstrained land. This could provide a supply pipeline of around 5 years assuming it could be effectively subdivided and development approved.

Table 6: Employment precincts with vacant land stock available by constraints and serviceability

Precinct	Serviceable and unconstrained	Un-serviced but unconstrained	Serviceable and partial constraints	Un-serviced and partial constraints	Total vacant land
Bushells Ridge	3.2	19.5	14.7	423.6	461
Somersby	40.2	7.5	69.5	18.9	136
Wyong	13.5	6.8	24	31.3	75.6
West Gosford	5.2	2.7	3	0.3	11.1
North Wyong	6.8	0.1	1.8	0	8.7
Lisarow	1.4	0	3.6	0	5
Tuggerah	3.6	0.4	0.5	0.4	4.8
Charmhaven	2.3	0	1.3	0	3.6
Doyalson	2.5	0	0	0	2.5
West Gosford South	1.8	0	0.2	0	2
Woy Woy, South	0	0.4	0	1.3	1.7
Nth Gosford & Wyoming	0.6	0.1	0.1	0	0.8
Erina	0.4	0	0	0	0.4
Wyong Hospital	0.2	0	0	0	0.2
Blackwall	0	0	0	0.1	0.1
Long Jetty	0.1	0	0	0	0.1
The Entrance Rd	0	0	0.1	0	0.1
Woy Woy, Rawson Rd	0.1	0	0	0	0.1
Woy Woy, Alma Ave	0.05	0	0	0	0.05
<b>Total</b>	<b>81.6</b>	<b>37.4</b>	<b>118.8</b>	<b>475.9</b>	<b>713.7</b>

Source: HillPDA 2023 – reflective of availability at time of audit

Central Coast Employment Land Strategy, Version 5, April 2025

**Opportunity – Growth corridor identification**

New release employment areas within the growth corridors of Somersby to Erina and Tuggerah to Wyong provide opportunity for a diversity of businesses. Provisioning for a mix of lot sizes within subdivision plans will encourage a greater diversity of uses. The urban development program (UDP) identified by the State Government in the CCRP 2041, seeks to manage land and housing supply and assist infrastructure coordination. The UDP will provide clarity around when and where infrastructure delivery is occurring.

**Opportunity – Significant infrastructure investment**

Significant infrastructure investment has been delivered and is planned for delivery by the State Government and Council in and around the Central Coast. There is opportunity to leverage this substantial infrastructure investment to prioritise employment growth in areas with strong transport connections and utility capacity. The north and south growth corridors, as identified in the CCRP 2041, have been identified for significant residential, employment and infrastructure investment, including public and active transport.

**Opportunity - Strong residential and employment catchment**

Located in one of the fastest growing regions in NSW and with a projected future population growth of around 57,700 people, the Central Coast is ideally positioned to flourish as a thriving employment and lifestyle location.

**Challenge – Improving job containment**

At present, around 30% of the population are leaving the LGA to access jobs in other locations, with the primary destinations being the local government areas of Sydney, Lake Macquarie, Hornsby and Newcastle. Actively facilitating job opportunities and promoting the appeal of the Central Coast as an employment destination would assist in expanding internal employment opportunities and attracting further business investment. There is opportunity to further build on the strengths of the region, including strong freight route connections, to advertise that the LGA is open and ready for business investment.

**Challenge – Infrastructure delivery**

Provision of new or upgraded infrastructure represents a significant cost, potentially including stormwater, water, sewerage, electricity, telecommunications, roads and other services. Infrastructure delivery requires effective coordination between several public and private entities to eventuate, requiring considerable project management investment and development timelines. Council does not always have the funds to deliver infrastructure and often needs to lobby for additional funds from the State or Federal Governments to deliver employment lands.

Central Coast Employment Land Strategy, Version 5, April 2025

**Opportunity – Leveraging established industry clusters**

The Central Coast has several precincts that are attracting business clustering. The Chittaway Road, Berkeley Valley precinct is one such example, which has attracted food manufacturing. Supporting clusters can drive innovation and economic productivity, leading to investment attraction from other similar businesses.

**Opportunity – Provide greater clarity and differentiation between the zones**

The rollout of the new employment zone reform creates an opportunity to review and clarify the role and function of employment lands across the Central Coast. There is opportunity to further differentiate between zones to reinforce a hierarchy and provide further clarity around planning expectations. For instance, E3 zones should be encouraged for bulky good retailing and light industry. E4 zones should be protected for general industry that have greater amenity impacts or require larger floorplates.

**Challenge – Protecting land for high value industrial use**

Congestion and poor connectivity add to travel costs and time, reducing the appeal of locations for employees and potential overhead operating costs for businesses. Industrial businesses, particularly those associated with manufacturing and distribution, are land-intensive and reliant on the efficient movement of goods. While there can be a market for smaller lots, these are generally more readily available in existing established industrial areas. Consultation identified that larger lots greater than 2,000sqm are more in-demand and harder to come by.

**Challenge – Poor internal road connectivity**

Anecdotally, the industrial and employment sites on Central Coast Highway have poor accessibility for businesses that are reliant on distribution and connectivity. To access a major interchange to go north along the Pacific Motorway, some drivers are required to backtrack twenty minutes through local highway traffic. Identifying and prioritising additional land opportunities along the motorway should be a priority. Council could also advocate for an additional north-bound ramp to be provided to unlock further potential.

Central Coast Employment Land Strategy, Version 5, April 2025

**Opportunity – Tailoring education and employment opportunities**

Attracting a greater diversity of employment and learning opportunities can assist in unlocking jobs and upskilling local residents. Tailoring education courses and formulating pathways into local industries can boost the jobs containment rate of the LGA. Fostering an environment of learning and collaborating can be attractive to businesses and encourage greater investment and business establishment. Council can support the attraction and retention of education institutes through advocacy projects.

**Challenge – Protecting urban service pockets**

With a growing population and expanding service requirements it is important to protect industrial and urban service land in close proximity to residential catchments. These pockets generally provide population-serving services, such as automotive repairs.

**Opportunity – Facilitating new uses in employment areas**

There could be merit in expanding the opportunity in the W4 Working waterfront zone to allow for more tourism and charter industries. This would include allowing as permissible uses boat sheds, charter and tourism boating facilities, marinas, mooring pens, and moorings. There would also be a need to identify additional W4 land as the current provision is minimal. To help relieve demand for industrial land, there could also be opportunity to allow for light industry uses to be permissible within centres. These uses do not impact on amenity and can help revitalise and support local centre productivity.

**Opportunity – Leveraging aviation facilities**

There is an opportunity to leverage existing aviation facilities and intensify industrial and ancillary aviation uses around the airport. The Economic Development Strategy identifies opportunities to catalyse growth in a variety of industries including aviation, manufacturing, maintenance, and service operations around the airport.

**Opportunity – Provision of heavy industrial**

The provision of land for heavy industry is limited across metropolitan areas, however there is a growing demand for this type of land. There could be opportunity to explore a heavy industrial zone in a location with strong access to the motorway, and away from residential and other sensitive receivers.





























































































































































































































































































**Item No:** 1.9  
**Title:** Central Coast Air Show  
**Department:** Environment and Planning

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6 May 2025 Economic Development Committee

Reference: F2024/00983 - D16750851  
Author: Chris Barrett, Commercial Property Manager Commercial Property  
Manager: Bill Ignatiadis, Unit Manager Economic Development and Property  
Executive: Jamie Loader, Director Environment and Planning

## **Recommendation**

### ***That the Committee:***

- 1 *Notes the extensive insight into staging of future events at Central Coast (Warnervale) Airport gained through the after-event review of the 2024 Central Coast Air Show.***
- 2 *Acknowledges the resources and time needed to secure a suitable air show operator, gain the necessary approvals and undertake all necessary engagement with external stakeholders such as transport and emergency service agencies prior to staging future air shows on the Central Coast.***
- 3 *Endorses in principle the holding of future air shows at Central Coast (Warnervale) Airport.***
- 4 *Recommends to Council that a process to select a suitable air show operator commence as soon as possible, with a view to holding an air show at a suitable time in the 2026-27 financial year.***

## **Report purpose**

The purpose of this report is to inform the Economic Development Committee of the requirements for the holding of a major air show (taking into account learnings gained from an after-event review of the 2024 Central Coast Air Show) and to seek confirmation that there is in-principle support for the holding of an air show at Central Coast (Warnervale) Airport at some time between July 2026 and June 2027, with the actual date to be dependent on commercial and procedural considerations such as securing a suitable operator and obtaining all necessary event approvals.

### **Executive Summary**

The holding of the most recent Central Coast Air Show at Warnervale on the weekend of 25 and 26 May 2024 drew large crowds and was generally regarded as a highlight of the Central Coast event calendar for 2024.

However, staging the event did require a substantial level of Council oversight and approval facilitation and the devotion of substantial third-party resources (for example, to assess traffic management assessments) both in the lead up to the event and on the days of the event.

In particular, intensive and protracted negotiations were required with the air show operator and extensive engagement took place with key state government agencies (especially transport and emergency services).

This report informs the Committee as to the extensive requirements involved in staging a major air show and itemises the resources involved. It also seeks to establish the level of support for the holding of a further air show based on best practice for such events.

### ***THE ATTACHMENT CONTAINS SENSITIVE AND CONFIDENTIAL INFORMATION***

### **Background**

Several independently organised and operated air shows have been held at Central Coast Airport since Council took back responsibility for management of the airport a decade ago.

The on-day delivery of the 2024 Central Coast Air Show was generally regarded as being a successful event, and the level of attendee satisfaction and the attendee behaviour was clearly very positive.

However, extensive and protracted negotiation was required with the air show operator regarding essential event conduct conditions, and intensive negotiation was required with several state agencies to secure necessary approvals for the event to take place.

The venue for Central Coast Air Show is an attractive venue for the conduct of an air show, being close to major metropolitan centres, being uncontrolled airspace, experiencing generally favourable weather conditions and involving minimal impacts on adjoining landowners.

Nonetheless, there are substantial logistical challenges at this particular venue in conducting an air show or indeed any other high-patronage event on account of lack of on-site parking and lack of regular public transport as well as the absence of direct pedestrian access.

Added to this, there is an inherent level of risk in the conduct of any air show, on account of the dangers involved in close formation aerobatics manoeuvres and in proper containment management of fuel and other display materials, in addition to the management of large crowds in close proximity to on-ground aircraft operations.

From an economic development perspective, the air show provides two classes of benefits.

First, there are direct benefits to the local economy attributable to increase visitation and to spending in the local area. Although significant, these are not as substantial as for some other events.

A large proportion of attendees come from out-of-area on a one-day basis and do not spend elsewhere in the local area during their visit. Also, most service providers and stallholders came from outside the area. Normal flying operations at the airport are suspended during the air show (in effect, a week of trade is lost to the aero club and to council). As well, substantial council and state resources are devoted to obtaining approvals and setting up management protocols and providing a presence in the set-up and take down as well as on event days.

Second, there are indirect benefits from increased awareness of the presence and operations of the airport in the wider community. In essence, the air show promotes public awareness of the significant and growing presence of the Central Coast in the aviation sector as part of the overall Australian economy. While this should not be exaggerated, it is particularly important at a time when other niche aviation sites in the Sydney Basin are being displaced by urban growth and Western Sydney International Airport.

An after-event review was conducted by Council staff following the 2024 Central Coast Air Show that obtained substantial and specific feedback from a range of both internal and external stakeholders. The review was considered by senior Council management and has been taken into account in the preparation of this report.

On account of the candid and potentially sensitive nature of feedback received, the review is circulated on a separate and confidential basis to committee members.

## **Report**

The prospect of development to occur on land which is integral to the conduct of the air show (both for actual air show operations and for spectator access and viewing and for associated stalls) it is unlikely that many future air shows are practicable. However, as noted previously, the Airport is a particular attractive venue for the conduct of an air show provided that sufficient time can be allowed to enter into a suitable agreement, obtain all necessary approvals and address key logistical issue, in particular arrangements for transport of air show patrons to and from the venue. Also, some operator interest has already been indicated to conduct further Air Shows at Central Coast Airport.

In anticipation of support in principle to hold future events, the body of this report covers two main items:

- It provides a brief summary of air shows and air show operators in Australia.
- It provides an outline of planning needed to secure a further air show.

Overview of air shows and air show operators

In terms of air shows conducted in Australia, the two most notable events are Avalon (March) and Gold Coast (August).

There is no single source of reference as to future events, however, multiple trawls of internet event calendars have identified the following events on the annual air show calendar that may be relevant to the Central Coast event. Timing is approximate based on recent history.

JANUARY TO MARCH

Hunter Valley Air Show (Cessnock)  
Illawarra Air Show (Shellharbour - Wings Downunder)  
Tyabb Air Show (Victoria)

APRIL TO JUNE

Aldinga Air Show (South Australia)  
Barossa Air Show (South Australia)  
Central Coast Air Show (Warnervale)  
Corowa Fly-In

JULY TO SEPTEMBER

Gold Coast Air Show  
Mildura Air Show

OCTOBER TO DECEMBER

Warbirds Downunder (Temora)  
Barrington Coast Air Show (Taree)  
Newcastle Air Show

Only a small number of events are multi-day and the majority of identified events are run on an essentially voluntary basis by enthusiasts typically with a level of sponsorship by local or regional host council.

Some of these essentially voluntary events are run on an ad hoc basis only and not repeated, however, others have a track record with an ongoing local or regional following. Of the enduring events, some are run at certified aerodromes (e.g. Gold Coast, Avalon. Illawarra) and other events are run at a diverse range of aircraft landing areas, typically airfields that are operated by local aero clubs.

There is a very small number of independent air show operators in Australia (independent means independent of the venue at which the event is operated).

Equally, very few commercial airports are willing to manage air shows in their own right, owing to the inherent commercial, logistical and insurance implications as well as the commercial losses due to interruptions to trading.

The main air show operator is the operator of the Australian International Air Show at Avalon airport, which is the Australian-based AMDA Foundation Limited.

Other air shows operated by AMDA include Temora (Warbirds Downunder) in NSW and Air Shows Downunder (formerly Wings over Illawara).

AMDA Foundation Limited delivers some of Australia's largest and most prominent defence and aerospace industry expositions, programs and air shows. AMDA is a not-for-profit foundation, registered under the Australian Charities and Not-for-profits Commission Act, with no shareholders, no investors and no intent to pursue profit for its own sake. The Foundation's mission is to promote the development of Australian industrial and technological resources, in the national interest.

A key stakeholder in many air shows is the 'Royal Australian Air Force (RAAF)': The RAAF is a major stakeholder in the Avalon Air Show, and they participate in the flying program with various aircraft displays and demonstrations.

**Other well-established third-party operators include Paul Bennet Airshows (the operator of previous air shows at Warnervale) which is also a prominent contributor to air show** flying displays, including at the Avalon Air Show.

**The Gold Coast Air Show is operated by a U.S. based operator, Pacific Airshow, which began operations at Huntington Beach in California which has become the most attended air show in the United States.** Pacific Airshow Gold Coast is a three-day weekend event featuring heart-pumping aerobatic demonstrations by the world's finest aviators, VIP meet and greet events, social parties, family fun, licensed ticket precinct and more. Featuring some of the best civilian performers and military aviators from around the globe, Pacific Airshow claims to be the largest airshow to ever take place in Australia with more than 250,000 attendees.

#### Securing an event operator and obtaining event approvals

A starting point for the conduct of a successful air show is the event operator licence.

The event operator licence grants control of the airport site to the air show operator for the duration of the air show. As part of the operator licence, the air show operator is appointed as principal contractor for WHS purposes. This is a critical factor in managing Council's underlying risk exposure.

A period of 4 months is considered reasonable for the conduct of negotiations to select an event operator and to enter a finalised licence with the selected operator.

Once the licence is in place, an event-specific development application can be submitted, approval for which can be granted with appropriate conditions by Council as consent authority on a one-off basis.

Obtaining the concurrence of key state agencies such as TfNSW is an essential requirement and as noted in the after-event review is likely to be subject to close scrutiny.

Based on recent experience, a period of at least 9 months from the grant of the event operator licence to the provision of development consent is involved, taking account of the various required state government agency concurrences.

Substantial operator effort is also required, particularly to procure remote locations for park & ride sites (where patrons leave their vehicles and transfer to buses).

A further buffer period of 3 months to gain other consent-driven approvals must be allowed.

In all, a period of at least 16 months is required to secure an operator, gain approvals and set up the event.

Based on support for an air show being confirmed by Council at its meeting in late May 2025, the earliest suitable date for the conduct of a future air show would appear to be the month of October 2026.

This would not appear to be in conflict with the dates of other national air shows such as Avalon and Gold Coast or regional shows at Cessnock (Hunter Valley) and Newcastle.

As there is a very limited number of established independent air show operators in Australia, the conduct of a formal expression of interest process may not be sufficient in itself to achieve the best outcome in terms of a future air show event on the Central Coast.

Accordingly, while also seeking expressions of interest, it is proposed to reach out directly to major air show operators to canvass their interest in operating an event at Warnervale.

Offers will be sought on the basis that:

- The operator is agreeable to enter into a licence agreement on terms comparable to the 2024 Air Show Operator Licence
- The proposed event date is agreeable to both the operator and to Council
- The operator is responsible for obtaining all necessary development consents and event operational approvals (e.g. food stall approvals, emergency service participation agreements, NSWTF traffic-generating event approvals)
- All necessary insurances are obtained
- Exemption from payment of airport closure charges is provided
- No contribution towards direct event running costs is made by council
- DA assessment will occur on a no-submission-charge basis
- Concurrence of the Central Coast Aero Club to the proposed operating arrangements is obtained (note – access to and use of the privately-owned CCAC facility is essential for the conduct of the event)

### **Stakeholder Engagement**

Internal and external stakeholder engagement is discussed elsewhere in this report and also in the attached confidential attachment.

### **Financial Considerations**

Financial Year (FY) Implications.

**The proposal has cost financial implications for the current FY and outer years in the LTFP.**

Budget and Long-Term Financial Plan (LTFP) Impact.

**The FY adopted budget includes funding for this proposal.**

The direct costs experienced by Council in facilitating third-party operation of previous Air Shows at Central Coast Airport (based on the costs experienced for the 2024 Air Show) are relatively modest, taking into account the scale and complexity of the event.

About 2 per cent (one week out of 52) of direct airport operating revenue is lost on account of the temporary closure of the airport (equivalent to \$2,000 all up).

In addition, assessment of the event proposal and the negotiation of a suitable event operator licence requires a level of professional and management time, indicatively 2 to 2.5 months at senior professional rate spread between several sections & units of Council.

As well, on-site and near-site presence of monitoring and support staff is estimated at not more than three weeks at senior team member level.

**Link to Community Strategic Plan**

Theme 2: Smart

**Goal C: A growing and competitive region**

S-C3: Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.

**Risk Management**

From the point of view of Council as venue owner, there is a spread of risks involved in holding an air show.

These are initially managed via the preparation of a suitable event operator licence and the selection and the coming to agreement with a suitably experienced air show operator.

Thereafter, the risks are managed by the event operator obtaining and conforming with the multiple approvals required.

From the point of view of the event operator, there are major commercial and logistical risks, including event commerciality, availability of service providers, weather/climate, and conditions of event approval.

The allocation of risks must be strategically balanced to ensure both the eventual success of the event (measured most directly through patronage) and by ensuring compliance with major event best practice.

**Critical Dates or Timeframes**

The date on which a determination is made as to whether to seek a suitably experienced operator to conduct a further Air Show is made will determine the earliest available date on which the Air Show can be conducted.

A period of at least 16 months is required to negotiate a suitable operator licence and thereafter start obtaining event approvals and procuring event service providers etc.

Accordingly, if a determination is made to move forward at the Council meeting in late May 2025, the first available date for an event to be held will be early October 2026.

**Attachments**

- 1 AAR Warnervale Airshow 2024 - Provided Under Separate Cover D16288544

**Item No:** 1.10  
**Title:** Business Retention and Expansion Survey Report  
**Department:** Community and Recreation Services

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6 May 2025 Economic Development Committee

Reference: F2025/00095 - D16779158  
Author: Andrew Powrie, Business Economic Development Manager  
Manager: Sue Ledingham, Unit Manager Customer Marketing and Economic Development  
Executive: Phil Cantillon, Acting Director Community and Recreation Services

## **Recommendation**

### ***That the Committee:***

- 1 Notes the Business Retention and Expansion Survey Report.***
- 2 Endorses the Distribution of the Final Report to Business Industry and on Council's website with supporting communications that will include Council's actions underway and commitment to use the feedback for future service improvements.***
- 3 Notes the survey results will be used to inform the research for the new economic development strategy and business concierge service.***

## **Report purpose**

The Central Coast Business Retention and Expansion (BRE) Survey was conducted online in September 2024. It consisted of questions across several areas that aimed to get an understanding of the sentiment and conditions affecting businesses on the Central Coast. There were 227 total surveys submitted. An insights report was prepared from the survey.

This report provides a summary of the insights, the full survey report, and recommendations for consideration by the Economic Development Committee on the publication of the BRE Insights report.

## **Executive Summary**

Business Retention and Expansion is a program designed to support local businesses invested in community through survey interactions to gain local "business intelligence."

The first Central Coast BRE survey was conducted in September 2024. From that survey Council has secured a wide array of business information and data insights from local businesses on the Central Coast. The insights from the survey will be used to inform the research for the new economic development strategy and business concierge service.

This report provides a high-level summary of business respondents information, business opinions on the advantages and disadvantages of doing business on the Central Coast and a summary of key themes that were realised from verbatim open-ended questions in the survey. The full survey data insights report is also provided for consideration and review.

### **Background**

Council's Economic Development Committee requested the survey report (BRE Insights Report) at the first meeting in February 2025, this report actions that request.

### **Report**

The Business Retention and Expansion (BRE) is a program designed to support and strengthen the local businesses that are invested in the local community through survey interactions to gain local "business intelligence", that is shared with industry and stakeholders and translated into sharing information on services or programs that support local business growth. The first Central Coast BRE survey was conducted in September 2024.

The online survey consisted of questions across several areas that aimed to get an understanding of the sentiment and conditions affecting businesses on the Central Coast. All data received is anonymous and there was an opt-in/opt-out position to answering any, and all questions.

The survey information and link were available through Your Voice Our Coast (Council's engagement web page) and was communicated by traditional and social media channels, and via direct email through industry databases held at Council.

There were 227 total surveys submitted, of this 102 were completed having provided answers to the final questions. 125 submissions were partially completed, those that exercised the opt-out option.

Notwithstanding the opt-out question numbers, the vast majority of the questions had a response rate of at least 100+ businesses – so although the lesser numbers created a bias compared to total respondents, this was an information gathering exercise and 100+ businesses is a reasonable sample size.

Communications of the BRE Insights report is proposed as follows:

- The BRE Insights report is proposed to be made available on Council's website and sent to all respondents. All respondents will be provided with a suite of information on support programs and services available for local businesses on the Central Coast.

- The regional advantages and disadvantages identified in the report from business feedback will be presented to the Central Coast Regional Economy Taskforce, which includes representatives from relevant government agencies.

The insights from the report will also be used to inform the research for the new economic development strategy and business concierge service.

### High level Survey Insights

The following information from the survey provides insights on types and sizes of business who responded, as well as the regional advantages and disadvantages of doing business on the Central Coast:

#### Business Information:

- The majority of business who completed the survey were small businesses with 5 or less employees.
- The majority of businesses were satisfied with their location.
- Time series data showed businesses have been consistently growing their employee numbers.
- 54% of businesses had a succession plan, 65% had an up-to-date business plan, and 54% had an up-to-date marketing plan.

#### Regional Advantages and Disadvantages:

- 82% of businesses viewed the quality of life on the Central Coast as an advantage.
- 55% of businesses noted access to skilled labour as a key disadvantage.
- Land costs and transportation availability/cost all received an at or about 40% rating of disadvantage, with availability of zoned land at 30%.
- The local permit process, with 64% saw it as a disadvantage to doing business.
- For access to markets 41% of businesses saw this as an advantage to doing business.
- 54% of businesses responded saying local government was a disadvantage.

#### Verbatim feedback on what could be improved:

- finding commercial spaces and skilled labour across all industry types
- improving transport and parking needs
- better business support from Council
- need for improved Council approval processes, and
- the need for improved streetscapes and built environment.

#### Further information:

- one third of all businesses said they would like to receive the BRE Insights report and further information on grant opportunities, resources, and business support programs available to them.

The insights from the survey will be used to inform the research for the new economic development strategy and business concierge service.

## Stakeholder Engagement

### Internal Stakeholders:

The survey results will be distributed internally, Economic Development staff will consult with business areas that were identified by respondents where there were issues and challenges.

### External Stakeholders:

All respondents received communication from Council in December 2024 with the key early takeaways from the survey and a commitment to returning a full report in early 2025.

## Financial Considerations

Financial Year (FY) Implications.

**The proposal does not have financial implications for the current year or outer years in the LTFP.**

Budget and Long-Term Financial Plan (LTFP) Impact.

**The FY adopted budget includes the impact for this proposal.**

## Link to Community Strategic Plan

Theme 2: Smart

## Goal C: A growing and competitive region

S-C3: Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.

## Risk Management

There is a likely risk to Council's reputation management regarding the feedback on the planning issues. Recently Council's Development Approval Forum addressed several issues and concerns that have also been raised in the feedback contained in the report.



There is a wide array of very positive data insights around the advantage of doing business on the Coast and businesses who have growth plans in place.

Risk mitigation proposed for the publication of the BRE Insights report would be to demonstrate how Council will use the research to inform any new strategies and service review scheduled for 2025-26. Communication is proposed for the website to support the survey being published, this will include Council's actions underway and commitment to use the feedback for future service improvements.

## Critical Dates or Timeframes

*Nil*

**Attachments**

1  D16775786 Business Retention and Expansion Insights Report D16804696  
 08.04.2025





























