



ECONOMIC DEVELOPMENT COMMITTEE

05 August 2025

Meeting Notice

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

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Councillor John McNamara
Chairperson

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.

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 now disclose any conflicts of interest in matters under consideration at this meeting.

ITEM 1.3

CONFIRMATION OF MINUTES

Recommendation

That the Committee confirms the minutes of the previous Economic Development Committee held on Tuesday 1 July 2025.

Summary

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

Attachments

1  MINUTES - Economic Development Committee - 1 July 2025 D16936802



Central Coast Council

Economic Development Committee

Held in Function Room 2
2 Hely Street, Wyong

01 July 2025

MINUTES

Attendance

Members

Cr John McNamara (Chairperson)
Cr Jane Smith (Deputy Chairperson)
Mayor Lawrie McKinna
Cr John Mouland
Cr Trent McWaide
Cr Belinda Neal
Cr Kyle MacGregor

Councillor Guest

Deputy Mayor Doug Eaton
Cr Sharon Walsh
Cr Helen Crowley
Cr Margot Castles

Status

Present
Present (remotely)
absent
Present
Present
Present
Present (remotely)

Staff

Mel Smith, Director Community and Recreation Services
Luke Nicholls, Director Environment and Planning
Sue Ledingham, Unit Manager Economic Development

Status

Apology
Present
Present

The Chairperson, Councillor John McNamara, declared the meeting open at 5:06pm

A PROCEDURAL MOTION was MOVED by Councillor NEAL and SECONDED by Councillor MCWAIDE: ***That in accordance with clause 6.20 of the Code of Meeting Practice, remote attendance via audio visual link to the Economic Development Committee meeting on 1 July 2025, be granted to Councillor Smith and Councillor MacGregor due to personal reasons.***

CARRIED

FOR: UNANIMOUS

REPORTS

1.1 Introduction: Welcome, Acknowledgement of Country, and Apologies

5:06pm

The Chairperson gave an Acknowledgement of Country
No apologies were received.

1.2 Disclosures of Interest

5:08pm

No disclosures of interest were declared.

1.3 Confirmation of Minutes of Previous Meeting

5:08pm

A MOTION was MOVED by Councillor MOULAND and SECONDED by Councillor MCWAIDE:

EDC21/25

That the Committee confirms the minutes of the previous Economic Development Committee held on Tuesday 3 June 2025.

CARRIED

FOR: UNANIMOUS

1.4 Items Resolved by Exception

5:08pm

The Committee agreed they will not resolve any items on the 1 July 2025 agenda by exception.

**1.5 Presentation by Transport for NSW - Smart Central Coast Blueprint
(deferred item from June 2025 meeting)**

5:09pm

A MOTION was *MOVED* by Councillor NEAL and *SECONDED* by Councillor MOULAND:

EDC222/25

That the Committee defer the item to the next meeting of the Economic Development Committee meeting on 5 August 2025.

CARRIED

FOR: UNANIMOUS

1.6 Progressing the Warnervale Business Precinct – Standing item

5:14pm

EDC233/25

That the Committee receives and notes the contents of this report.

CARRIED

FOR: UNANIMOUS

1.7 Quarterly Economic Indicators Report - Standing item

5:24pm

The Unit Manager, Customer Marketing and Economic Development provided an update to the report. The Business Economic Development Manager contributed to the update on the report.

EDC24/25

That the Committee notes the report on the latest Central Coast Economic Indicators.

The next meeting is to be held at 5:00pm on Tuesday 5 August 2025 at the Wyong Administration Building.

The Meeting concluded at 5:37pm.

ITEM 1.4

ITEMS RESOLVED BY EXCEPTION

Recommendation

That the Committee determines the items on Economic Development Committee Agenda that will be adopted without debate.

Summary

In accordance with Council's Code of Meeting Practice, items that are dealt with by exception are items where the recommendations contained in the staff reports in the agenda are adopted without discussion.

ITEM 1.5

URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA (UDIA) - WORK AND PRIORITIES ON THE CENTRAL COAST

Presenters:

Elizabeth York, Policy & Regional Director Hunter and Central Coast
Urban Development Institute of Australia NSW

Item No: 1.6
Title: Economic Development Strategy and Destination
Management Plan Project Update
Department: Community and Recreation Services



5 August 2025 Economic Development Committee

Reference: F2025/00095 - D16938088
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 notes the Economic Development Strategy and Destination Management Plan Project Update.

Report purpose

This information Report is to provide a status update on the progress to date for 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 are being developed together sharing critical path milestones inclusive of stakeholder engagement workshops and reporting to the Economic Development Committee and Council.

A comprehensive engagement process has been undertaken to inform both the EDS and DMP to ensure alignment in themes and approaches. This included internal and external workshops, interviews, a business survey, and targeted stakeholder meetings with key national, state, and local industry bodies, and community groups.

The engagement has provided valuable insights to support community aspirations, economic development and business support priorities, tourism development and infrastructure needs. The insights gathered will ensure both strategic documents are

grounded in local perspectives and engage partners in delivery to support a cohesive vision for sustainable regional growth.

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

Background

This report responds to an action from the February 2025 Economic Development Committee meeting, to provide updates on 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. Additionally, this report provides an update on the delivery of engagement programs for both the EDS and DMP and the resulting insights that will assist to guide the development of the draft strategies and plans.

Economic Development Strategy

The current EDS 2020-2040 was completed for the Central Coast in 2020, and 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 is developing 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

Strategic Context

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, visiting 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 EDS represents an opportunity for Council to establish a new direction for its economic development program.

The DMP is a four-year strategic roadmap for sustainable tourism development and destination management. The DMP outlines the vision and goals for the destination and provides an evidenced business case for proposed investments, strategies, and actions.

The Destination Management Plan complements the EDS by providing a focused strategy for sustainably growing the visitor economy, which is a key sector identified in the EDS. Together the two strategies align to deliver coordinated outcomes for the region.

Strategic Alignment

The EDS will provide Council with a guiding framework for long-term regional economic growth. The goal of the new Strategy will be to advance opportunities for sustainable growth of the area, through encouraging private sector business activity, the creation of new jobs, inward investment and industry diversification and value-adding.

The EDS is closely aligned with Council's broader strategic framework to ensure an integrated and coordinated approach to regional development. The EDS directly supports the objectives of the Community Strategic Plan by contributing to a strong local economy, vibrant communities, and sustainable environments. The strategy is operationalised through actions outlined in the Operational Plan and contributes to the long-term land use vision established in the Local Strategic Planning Statement, particularly in relation to place-based activation and economic resilience.

As a core implementation tool of the EDS, the DMP works in partnership with the Events Strategy and Night-Time Economy Action Plan to deliver targeted outcomes across tourism, investment attraction, business support and place-making. In addition, the DMP is aligned with the NSW Visitor Economy Strategy 2030 and Australia's National Visitor Economy Strategy 2030, ensuring the Central Coast contributes to broader tourism objectives and remains competitive and sustainable.

Wherever possible, the project implementation of the EDS and DMP has been coordinated through joint reporting, stakeholder workshops, and engagement activities. Where this has not been feasible, findings and insights will continue to be shared to maintain consistency and ensure both documents are mutually informed.

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

Project timeline includes:

Subject	Proposed Date	EDS Progress	DMP Progress
Discovery and Research	April – May 2025	Complete	Complete
Engagement programs with Internal and External stakeholders	May – July 2025	External Complete Internal delayed	Complete
Workshop with Economic Development Committee	July 2025	Complete	Complete
Development of the draft EDS and the DMP	July – August 2025	In Progress	In progress
Draft EDS and DMP to be presented to Executive Leadership Team	August 2025	To commence in August	To commence in August
Draft EDS and DMP to be presented to Economic Development Committee	October 2025	Forecasted for November	Scheduled in October
Councillor Briefing	October 2025	Forecasted for November	Scheduled in October
Public Exhibition	November – December 2025	Forecasted for February 2026	Scheduled for November – December 2025
Final EDS and DMP developed inclusive of Exhibition results/insights	January to February 2026	Scheduled February - March 2026	Scheduled January – February 2026
Final EDS and DMP presented to Economic Development Committee	March 2026	Scheduled April 2026	Scheduled March 2026
Council adoption of both strategic documents	March 2026	Scheduled April 2026	Scheduled March 2026

The Economic Development and Marketing and Visitor Economy sections of Council have collaborated to ensure alignment, where applicable, with the delivery of comprehensive engagement programs between May and July 2025.

As these documents are developed it is important all internal key partners are engaged to ensure the actions to be developed align with programs of work occurring or planned – along with identifying any potential gaps that need to be addressed.

Forecast future timing for the EDS is that the draft will now be provided to Council in November, not October, to enable appropriate time for internal meetings to be completed and co-design elements finalised with partners.

The DMP project remains on schedule, with internal review and drafting now underway, and public exhibition planned for late 2025.

Stakeholder Engagement

A consolidated approach to engagement was adopted to ensure alignment between the EDS and DMP, avoid duplication and maximise stakeholder input. Several engagement activities were delivered jointly; a combined stakeholder workshop with the Regional Economy Taskforce, a cross-sector ELT workshop, two (2) community pop up sessions at the University of Newcastle Ourimbah and Gosford Hospital campuses, a Councillor workshop and a region-wide business survey distributed to 12,500 business contacts.

All external stakeholder engagement workshops have been completed. Workshops with Council's Executive Leadership Team and Council's Economic Development Committee have also been undertaken, with further information and a survey for all Councillors distributed in early July.

A business survey has also been developed and distributed to Council's Economic Development and Tourism industry databases of 14,226 and established business networks in order to have broader facing industry insights to support those gathered from the workshops program.

The following sections provide further detail on the individual engagement activities undertaken for each document, including targeted consultation to inform the development of the EDS and DMP respectively.

EDS Engagement Program and Insights

The EDS external engagement workshops program (via face-to-face and online channels) commenced in June and were completed in July with key national, state, and regional agencies, formal business groups and industry representatives from a number of key targeted industry sectors.

Specifically, the external engagement program included:

- A workshop with 7 agency representatives from the Central Coast Regional Economy Taskforce;
- A workshop with 8 agency representatives that have specific economic development functions and programs supporting the region;
- A workshop with 12 attendees from Business NSW's Regional Advisory Council, Peak Bodies Alliance and local business chambers;

- A workshop with 9 businesses representing the manufacturing industry;
- A workshop with 4 representatives from local business / co-location working hubs;
- A workshop with 2 representatives from business chambers and business networking clusters;
- A workshop with 3 representatives from local commercial real estate agencies;
- A workshop with 4 representatives from the health care and education sectors; and
- A workshop with 15 representatives businesses representing the professional services sector.

Internal workshop with staff members from key units will be held in August 2025.

Insights from the EDS Stakeholder Engagement

The key themes derived from EDS engagement insights include:

1. Transport and infrastructure.
2. Skills and workforce.
3. Town Centres revitalisation.
4. Economic conditions and new markets.
5. Regional Identity and advocacy.
6. Council process and communication.

The following key opportunities and challenges emerged from the engagement program:

- Key opportunities:
 1. Wayfinding signage in town centres and to key tourism destinations.
 2. Accessible car parking.
 3. On-demand bus services.
 4. Targeted infrastructure to support key development areas.
 5. Skills training to support businesses AI and emerging technology.
 6. Identify and create industry hubs.
 7. Build on new opportunities to shape the region's economic profile i.e. Central Coast Research Institute, Central Coast Industry Connect Innovations Hub.
 8. Business attraction and infrastructure investment.
 9. Build a night-time economy and activate town centres.
 10. Improve process and communication for business working with Council.
 11. Capacity and capability programs for local businesses for new markets.
 12. Regional investment marketing and advocacy campaign.
 13. Attract "high-end" events to bring visitors and visibility of the Central Coast to wider audiences.

- Key challenges:
 1. Parking and public transport limitations.
 2. Residential and commercial lands infrastructure servicing.
 3. Skilled labour, high unemployment.
 4. Low education attainment.
 5. Lack of town centre vibrancy and growth planning.
 6. Lack of consistency in town centre support and parking and congestion issues.
 7. Poor regional investment attraction.
 8. Development assessment processing timeframes, poor communication and challenges with backlogs, no prioritisation.
 9. There is no hierarchy for new commercial or industrial.
 10. Poor communication, lack of clear process for events support.
 11. Business running costs (insurances, wages) lease costs, shopping patterns, vacant properties negatively impacting town centres.
 12. No unified position and messaging on the Central Coast as a region for future economic prosperity.
 13. There is a lack of trust from industry and businesses who say there is no consistent communication from Council.

These findings will be embedded into the draft documents ensuring the needs and aspirations of both the community and the industry are noted and objectives have responsive actions.

The engagement process was designed to be inclusive, and transparent, ensuring a strong foundation of evidence to inform the draft EDS and to co-design the actions with partners to ensure outcomes are achieved.

DMP Engagement Program and Insights

The DMP engagement program involved a range of internal and external workshops, one on-one stakeholder meetings with key national, state and local bodies. Between May and July 2025, a range of consultation activities were undertaken to capture diverse perspectives from across the region. Through this engagement program, key opportunities and challenges arose to inform the key themes for the draft DMP.

Specifically, the engagement program included:

- An Industry Workshop attended by over 30 representatives from accommodation, hospitality and visitor-related businesses;

- Six one-on-one meetings with key government agencies and other tourism-related organisations, including Transport for NSW, DSSN, NSW National Parks and Wildlife Services, Ecotourism Australia, and Central Coast Council strategic planners;
- A Council Workshop attended by over 20 staff members from key units related to the visitor economy, including Environmental Management, Strategic Planning, Community and Culture, Commercial Property and Business, Customer Marketing and Economic Development, Open Space and Recreation, and Leisure Beach Safety and Community Facilities; and
- A Marketing and Visitor Economy Workshop attended by 8 staff members from the Marketing and Visitor Economy team, including CVCC staff.

Insights from Stakeholder Engagement

The key themes derived from DMP engagement insights include:

1. Identity, awareness and place.
2. Regional connectivity.
3. Tourism product and infrastructure.
4. Signature events.
5. Industry development.

The following key opportunities and challenges emerged from the engagement program:

- Key opportunities
 1. Love Central Coast brand and marketing.
 2. Proximity to Sydney and Newcastle.
 3. Natural assets.
 4. Access to international markets.
 5. ECO Certified Destination.
 6. Tourism products including international ready products.
 7. Gosford state significant centre.
 8. Culturally significant assets.
 9. Engaged tourism industry.
 10. Strong domestic day trip market.
- Key challenges
 1. Intermodal transport.
 2. Connectivity between key visitor destinations.
 3. Town centre vibrancy and amenities currently poor, impacting the visitor experience and the region's overall appeal.
 4. Visitor economy infrastructure to support overnight visitation such as accommodation, conference centre and large-scale tourism attractions.
 5. Destination perception and seasonality.
 6. Overnight visitation.

7. Waterway activation.
8. Signage and wayfinding.
9. Stronger place making brand and destination definition.
10. Planning and approvals support.
11. Future-Focused Workforce Development.
12. Destination businesses.

These findings will be embedded into the draft documents ensuring the needs and aspirations of both the community and the visitor economy are noted and objectives have responsive actions.

The engagement process was designed to be inclusive, and transparent, ensuring a strong foundation of evidence to inform the draft DMP and to co-design the actions with partners to ensure outcomes are achieved.

Financial Considerations

Financial Year (FY) Implications.

This proposal has cost and 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 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

Following the adoption of the Community Strategic Plan (CSP) and framework in June 2025, Council report templates are being updated with new CSP themes and goals and will be available from August 2025. Contents in this report are aligned with the adopted CSP.

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. At this stage due to the need to engage with internal specialist departments on co-design elements and external partners the EDS timeline has currently been extended by a month, with the draft Strategy now proposed to Council in November 2025, not October as originally planned.

The development of the EDS and the DMP will follow the 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 in early 2026.

Attachments

Nil.

Item No: 1.7
Title: Progressing the Warnervale Business Precinct – Standing item
Department: Environment and Planning



5 August 2025 Economic Development Committee

Reference: F2025/00095 - D16952889
Author: Breelle Varman, Senior Property Development Manager
Manager: Bill Ignatiadis, Unit Manager Commercial Property and Business Enterprise
Executive: Luke Nicholls, Director Environment and Planning

Recommendation

That the Committee:

- 1 Receives and notes the contents of this report.***
- 2 Supports the proposed accelerated program, and***
- 3 Notes that a subsequent report will be provided at the May 2025 Economic Development Committee meeting with scenario-based options and recommended next steps for consideration.***

Report purpose

This report provides an update and a proposal to the Economic Development Committee regarding the potential for a revised and accelerated delivery program for the Warnervale Business Precinct. It outlines project dependencies, statutory processes, and a proposed feasibility assessment program to determine development viability and guide future decision-making.

Executive Summary

At the July 2025 meeting of the Economic Development Committee, a standing item report was presented outlining current progress on the Warnervale Business Precinct by Council's Property Development Team. In response to Committee interest in a potential accelerated delivery program, this report presents an overview of required statutory and strategic steps, outlines key dependencies and risks, and proposes a revised feasibility assessment approach. The program is designed to inform Council decisions on development potential, investment pathways, and land value scenarios for the site. A structured four-stage process is proposed, to be completed within a 6–9-month timeframe, leading to a future report on preferred development scenarios and options.

Background

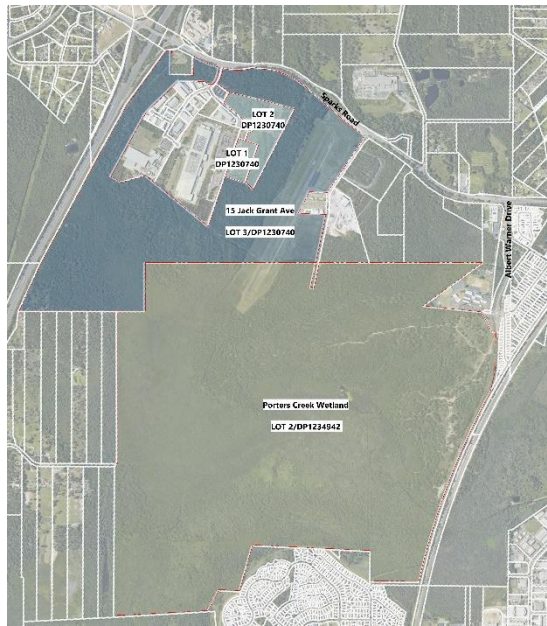
The Warnervale Business Precinct forms part of Lot 2 / DP 1234942. A standing item report on 3 June 2025 [Item 1.10] provided historical context on the site, including previous development proposals, constraints, and resolutions. To further contextualise the project, additional background information is provided to inform the Warnervale's project dependencies on the resolutions of the Airport Master Plan, external processes, and previous standing Council resolutions.

To enable future development, a subdivision is required to excise the Warnervale site from the remainder of the Porters Creek Wetland lot. In 2019, Council resolved (1217/19) to proceed with the minimum number of subdivisions necessary to achieve development outcomes. However, this was not implemented by March 2020 as intended under resolution 1218/19.

1217/19 That Council request the Chief Executive Officer proceed with the minimum number of subdivisions required to achieve recommendation 1218/19.

Subsequent resolutions related to the Airport Master Plan (555/25) propose an alternative lot consolidation and subdivision process that supersedes the 2019 resolution to the extent of any inconsistency - as such resolution 1217/19 will be completed by:

1. The proposed 555/25 lot consolidation of the Airport and Porters Creek Wetland (lot 2 / DP 1234942) which has been submitted to Land Registry Services for formalisation. Following the creation of the consolidated lots, the next step is the submission of the subdivision of the excised Airport lands from the residual consolidated parcel, expected to be completed and registered by September 2025.
2. Once this is completed, a Development Application subdivision excising the Warnervale Precinct from the Porters Creek Wetlands residual lot can be lodged.



Existing Lots



Consolidated Lots



Residual Lots

Figure 1: Visual representation of subdivision process for the Airport, Porters Creek Wetlands and Warnervale Site

Additionally, a strip of land currently zoned Enterprise SP4, previously allocated for the Wyong Link Road, is no longer required for the road corridor. The potential for road closure and reintegration of this land into the Precinct will be explored in the feasibility stage. However, statutory road closure processes typically take 18–24 months and this will impact timing of the project delivery if pursued.



Figure 2: Road closure area for potential inclusion in the Warnervale Site allotment

Further, the Planning Proposal associated with the Airport Master Plan includes the reduction of the adjoining Infrastructure SP2 zoning and the establishment of the Warnervale Link Road Corridor. This may reduce the total developable area within the Warnervale Precinct. While this can be designed into the site assessment, it is important to understand that the developable land area is impacted by this process, as well as any future subdivision processes.



Figure 3: Areas of rezoning impacting total site footprint.

Finally, the SP4-zoned area of the Precinct is included in the forthcoming Central Coast Strategic Conservation Plan (CCSCP). Public exhibition is expected in 2025, with finalisation by late 2026. It is recommended that any subdivision or land sales not be completed prior to finalisation of the CCSCP to minimise ecological risk and uncertainty. The finalised CCSCP will confirm unconstrained developable land and once completed, remove the site's obligations under the Biodiversity Conservation Act, thereby improving certainty for development and investment.

Report

Considering the statutory and strategic dependencies outlined, a revised and accelerated feasibility program is proposed to determine the development potential of the Warnervale Business Precinct. This program will help Council identify constraints and opportunities, assess market demand and value uplift scenarios, and evaluate financial viability. By completing the feasibility process, Council will be able to answer questions such as:

What is the current and potential future value of the site?

What are the potential challenges, constraints and opportunities?

Does the project align with Council's Strategic direction?

Is the project financially and practically viable?

The proposed feasibility program incorporates four key stages to be delivered over a 6–9-month timeframe:

1. Site Assessment and Technical Studies
 - Preliminary subdivision and bulk earthworks concept
 - Geotechnical and infrastructure assessments
 - Aboriginal Heritage Impact Assessment
 - Opportunities and constraints mapping, including integration of proposed aquatic centre and retained community uses
2. Market Analysis
 - Land value benchmarking (\$/m²)
 - Market risk analysis based on site size and use scenarios
3. Financial Viability Assessment
 - Quantity surveyor costings with escalation
 - Scenario optioneering, including base case, rezoning uplift, infrastructure-led investment, and partial divestment models
 - Financial indicators such as Internal Rate of Return (IRR) and net return estimates

4. Risk Assessment

- Probability-based risk modelling and delivery timeline contingency planning

Independent financial advice will be sought to ensure the assessment remains objective and suitable for informing future Council decisions on potential divestment, investment, or retention. Consequently, the completion of the feasibility accelerated program will help Council to understand the impact and outcomes of future scenario options, potential returns, and capital costs associated with the Precincts future development.

Upon completion, a report will be presented with scenario-based options and recommended next steps for consideration.

Timeline

The revised feasibility program is expected to be completed within 6 to 9 months.

Any future decision to proceed with a Master Plan would be based on the outcomes of this feasibility stage.

Stakeholder Engagement

Nil.

Financial Considerations

Financial Year (FY) Implications.

This proposal has cost and 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 the impact for this proposal.

Nil.

Link to Community Strategic Plan

Following the adoption of the Community Strategic Plan (CSP) and framework in June 2025, Council report templates are being updated with new CSP themes and goals and will be available from August 2025. Contents in this report are aligned with the adopted CSP.

Risk Management

This report contributes to good governance by providing regular updates and clear oversight of the Warnervale Business Precinct. Key risks such as ecological constraints, delivery timeframes, and statutory processes are mitigated through staged planning, integrated assessments, and transparent reporting. The proposed feasibility program allows Council to make informed decisions based on financial and technical evidence.

Critical Dates or Timeframes

Completion of the accelerated feasibility program will revise Council's Operational Delivery Performance Plan by substituting a detailed feasibility assessment in place of a full Master Plan, with a shorter delivery timeframe.

Attachments

Nil.

Item No: 1.8
Title: Warnervale Air Show Update - Standing Item
Department: Environment and Planning



5 August 2025 Economic Development Committee

Reference: F2024/00983 - D16981892
Author: Chris Barrett, Commercial Property Manager Commercial Property
Manager: Bill Ignatiadis, Unit Manager Commercial Property and Business Enterprise
Executive: Luke Nicholls, Director Environment and Planning

Recommendation

That the Committee notes that action has been taken to instigate the selection of a suitable operator for a future air show at Central Coast (Warnervale) Airport.

Report purpose

To update the Economic Development Committee on actions taken to implement the recommendations of the Economic Development Committee on 3 June 2025 and the decision of Council on 23 June 2023 in relation to holding a future air show at Central Coast (Warnervale) Airport and in particular selection of a suitable air show operator.

Executive Summary

In accordance with previous recommendations of the Economic Development Committee and decisions of Council, a process to select a suitable air show operator has been instigated as soon as possible on the basis of the process outlined in the report to the Economic Development Committee that was considered on 3 June 2025.

Background

A number of independently operated air shows have been held at Central Coast Airport in the time since Council took back responsibility for management of the airport a decade ago.

On-day delivery of the most recent air show in 2024 was generally regarded as successful and the level of attendee satisfaction and attendee behaviour was positive.

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.

The Warnervale airport is recognised as being attractive for air shows, being close to major metropolitan centres, being uncontrolled airspace, experiencing generally favourable weather conditions and involving minimal impacts on adjoining landowners.

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

As well, there are inherent risks 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 main benefits.

- First, there are direct benefits to the local economy attributable to increase visitation and to spending in the local area.
- Second, there are indirect benefits from increased awareness of the presence and operations of the airport in the wider community.

An after-event review conducted by Council staff following the 2024 air show obtained substantial and specific feedback from both internal and external stakeholders.

In anticipation of prospective support for future air shows at Warnervale, a brief review of current air shows in Australia was undertaken prior to the meeting of the Economic Development Committee in May 2025.

The review noted that only a small number of air shows are multi-day and that 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.

Of the enduring events, some are run at certified aerodromes (e.g. Gold Coast Airport, Avalon Airport, Illawarra Airport) and other events are run at aircraft landing areas, typically airfields that are operated by local aero clubs.

The two most notable air shows in Australia are Avalon (March) and Gold Coast (August).

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).

Very few commercial airports manage air shows, 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.

AMDA Foundation Limited 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.

The Gold Coast Air Show is operated by a U.S. based operator, Pacific Airshow, which began operations in California and more recently extended its activities to Australia.

Another well-established third-party operator is Paul Bennet Airshows, which has operated previous air shows at Warnervale and is a prominent contributor to many flying displays, including at the Avalon Air Show.

The 3 June 2025 meeting of the Economic Development Committee resolved as follows:

EDC20/25

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 Notes that the confidential attachment to the report be made available, with identifying information removed after legal review, with a view to releasing it as a public document.*
- 5 Notes that a workshop be provided to all Councillors in the next few months.*
- 6 Recommends that Council commences 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.*

The 23 June 2025 ordinary meeting of Council resolved as follows:

704/25

That Council adopts the recommendation of the Economic Development Committee below:

EDC20/25 – That Council instigates a process to select a suitable air show operator, to commence as soon as possible.

The starting point for the organisation of a future air show will be the issue of an event operator licence. This grants control of the airport to the 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 critical in managing Council's underlying risk exposure. A period of time should be allowed to finalise negotiations and issue the licence after the operator has been selected.

Once the licence is in place, the event operator will need to submit an event-specific development application, 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 significant period of time may elapse from the grant of the event operator licence to the provision of development consent, 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 period of time will be required to gain other consent-driven approvals.

Report

Following confirmation of support for a future air show by Council at its meeting on 23 June 2025, the process to select an air show operator has been instigated.

There is a limited number of established independent air show operators in Australia. All three of the main independent air show operators in Australia have been contacted to ascertain their interest in conducting a future air show at Warnervale.

Offers have been sought on the basis that:

- The operator will be agreeable to enter a suitable event licence agreement

- A date will be proposed that is suitable for both the operator and Council
- The operator will obtain all necessary development consents and event operational approvals (e.g. food stall approvals, emergency service participation agreements, NSWTF traffic-generating event approvals)
- The operator will have all necessary insurances
- The operator will be exempt from payment of airport closure charges
- Council will make no contribution towards direct event running costs
- DA assessment will occur on a no-submission-charge basis
- Concurrence of the Central Coast Aero Club to the proposed operating arrangements is obtained, as use of the privately-owned CCAC facility is essential for the event.

At the time of preparation of this report, no firm offers to operate a future air show at Warnervale have been received.

A verbal update on responses received subsequent to preparation of this report can be provided at the meeting of the Economic Development Committee on 5 August 2025.

Financial Considerations

Financial Year (FY) Implications.

This proposal has cost and 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 the impact for this proposal.

Link to Community Strategic Plan

Following the adoption of the Community Strategic Plan (CSP) and framework in June 2025, Council report templates are being updated with new CSP themes and goals and will be available from August 2025. Contents in this report are aligned with the adopted CSP.

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 selection of an air show operator has been expedited to ensure that this does not present any impediment to the timing of a future air show at Warnervale.

Attachments

Nil.

ITEM 1.9
POTENTIAL MARATHON EVENT