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CESSNOCK
CITY COUNCIL

Economic Development Strategy

2002/2003

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1.0 Background

1.1 Council Objectives

One of Cessnock City Council's stated goals is:

> *'To actively foster the creation of employment and sustainable development opportunities acceptable to community and environmental standards'.*

It has been recognised that, in order to achieve this goal, Council has a role as a leader and provider in the community that extends beyond what has traditionally been seen as local government activity.

The creation of sustainable employment for the members of the local community is one of Council's chief concerns. In order to generate the right environment to nurture private sector job creation, Cessnock City Council strives to:

- Develop and consistently apply employment generating policies,
- Develop mutually beneficial partnerships with the local business community,
- Encourage appropriate industries to establish or relocate to the area,
- Support new and existing businesses,
- Participate in regional economic development activities,
- Market and promote Cessnock City for business investment,
- Continue to provide land suitably zoned for appropriate commercial and industrial activities, and
- Secure outside funding for projects that will contribute to the creation of jobs in Cessnock City.

The Cessnock City Council 2001 Survey of Residents confirmed that residents support Council's economic development role. Encouraging industry and business was nominated as one of the five most important services provided by Council. Additionally, the survey indicated that residents believe that the second most important way in which Council could make Cessnock a better place to live is by increasing employment, attracting industries and supporting local businesses. (The number one suggestion was to improve road maintenance.)

1.2 Economic Development Objectives

The objectives inherent in Council's Economic Development Strategy are:

- to provide local employment opportunities and optimise job opportunities for residents,
- to retain existing businesses and enhance their economic performance,
- to attract suitable new businesses ,
- to strengthen and further develop the local economy,
- to develop mutually beneficial, cooperative partnerships with the local business community,
- to ensure that Council is continually responsive to the needs of the local community and the local business community,
- to recognise and capitalise on the inherent and developable competitive strengths of the LGA,
- to effectively address the weaknesses and constraints which may limit the Local Government area's economic performance, and
- to create a positive, cooperative and supportive business environment.

Council undertakes, encourages and participates in a variety of economic development and tourism projects in conjunction with local and regional business and tourism groups, local and State Government bodies and industry.

1.3 Economic Organisations

The Hunter Valley Wine Country Development and Employment Team advises Cessnock City Council on economic development and employment issues. The committee comprises representatives from major industries in the area, developers, business, community, the tourism industry and local and state governments. Over the last four years the committee has advised Council on, initiated and carried out a number of economic development initiatives, including the Hunter Employment Zone project, the Light Metals Taskforce and marketing.

Within the Cessnock Local Government area there are currently four active Chambers of Commerce, an incorporated Tourism association and an industry group representing the viticulture industry. The Lower Hunter Business Enterprise Centre and Business Incubator is located at Kurri Kurri. Council works closely with all of these groups on a range of projects and partnerships resulting in the establishment of strong communication channels with the business community.

Strong ties are maintained with the Newcastle office of the NSW Department of State and Regional Development and the Hunter Economic Development Corporation.

1.4 Recent Economic Development Projects

In 1999, Cessnock City Council and the Kurri Kurri Chamber of Commerce obtained funding for the Towns With Heart project under the Department of State and Regional Development's Mainstreet/Small Towns Program. The project was initiated in an effort to address the local level of unemployment and to facilitate local business growth and development, thereby creating sustainable employment. A community planning process resulted in a Strategic Plan being developed and further funding has been obtained the employ a Town Coordinator. Being the centenary year for Kurri Kurri, a wide range of activities is planned for 2002.

During 2001, Cessnock City Council and the Cessnock Wine Country Chamber of Commerce obtained funding from the Department of State and Regional Development to initiate a Mainstreet project in Cessnock. The Sunny Cessnock project has undergone the community planning process in order to produce a Strategic Plan. Further funding is to be sought for the implementation of the Strategic Plan during 2002 and 2003.

A project list has been developed as part of a strategy for Cessnock CBD, incorporating a wide range of activities of Council over the short to long term. The Cessnock City Strategy has been prepared to ensure that the many projects planned for the Cessnock CBD are undertaken in a coordinated fashion and with a common vision. Once completed, the strategy will provide a clear direction for the enhancement of the Cessnock CBD. A Planning Study is currently being undertaken to determine the future land use needs in the CBD.

Cessnock City Council has been working with Hunter Valley Wine Country Tourism Inc. to collect and produce accurate and relevant tourism data for the new and existing tourism related businesses. The Tourism Monitor project has received outstanding support from the wine and tourism industry. The information being collected can be used by both new and existing businesses in the preparation of their annual business plans, by Council and HVWCT Inc in the development of their annual tourism strategies and in the preparation of marketing strategies. The statistics obtained can also be used to assess the value of the tourism industry and to support applications for grant funding.

Since 1998, Council has been pursuing the Hunter Employment Zone (HEZ), a major industrial rezoning. With the rezoning expected to be finalised in 2002, Council will be looking to market the HEZ to businesses requiring large industrial spaces on which to locate or relocate. The objectives of the project are the creation of long-term employment and sustainable development opportunities that are acceptable to the community and compliant with strict environmental standards.

2.0 Economic Sectors

Cessnock City Council recognises that the wine and tourism industries are an integral and important part of the future economic development and employment growth within the area. Support for the continued competitiveness of the tourism industry and the creation of an environment where businesses can succeed are central to Council's objective.

The following factors combine to make a positive investment environment in Hunter Valley Wine Country:

- Destination marketing is focussed on generating business,
- The local tourism industry is unified, professional and progressive, and
- Council has a positive attitude to tourism and supports appropriate tourism development.

2.1 Wine

The Hunter Valley wine-growing area is Australia's oldest wine region and one of the most famous, with around 4,500 acres under vine. The vineyards of Pokolbin, Rothbury, Mount View and Allandale with their rich volcanic soils tendered by entrepreneurial vignerons, are also the focus of a thriving and growing tourism industry. Both wine production and tourism are expanding industries.

Hunter Valley Wine Country has around 60 wineries plus 80 independent grapegrowers. Most of the Hunter's fine table wines come from the Pokolbin area. These wines are world-renowned and contribute to the region's export growth.

Approximately 39 million litres of wine was produced in the Hunter Valley in 1998/99 at a value of $273 million. Total turnover in the wine industry was estimated at $362 million, with flow-on effects of $231 million. Therefore, the value of total output generated by wine production in the Hunter region is $594 million in 1998/99.

The Hunter Valley Wine industry has seen a recent surge of investment in winemaking capacity and a pipeline initiative that will help to stabilise vineyard production. Major wineries, including McWilliams, Drayton, McGuigan, Rosemount, Tyrrells, Rothbury and Tulloch have committed to multi-million dollar investments in increased crushing, bottling, fermenting and production capacity.

The $18 million Lower Hunter Water Pipeline Project, will provide irrigation water to around 250 properties in the lower Hunter vineyards. This will increase the productivity and grower returns from existing non-irrigated vineyards and promote investment in new vineyards with the security of a guaranteed water supply.

In turn, increased productivity and increased investment in new vineyards will create opportunities in downstream investment in the wine sector. It has been estimated that the pipeline project will lead to additional investment in the area of around $140 million.

The Hunter already crushes more than twice the tonnage of grapes it grows, with that ratio set to increase. It has become the natural processing hub for vineyard expansion under way throughout the region and in the NSW west because of the area's proximity to suppliers, export ports and the Sydney market, winemaking expertise, marketing experience and the Hunter brand.

2.2 Tourism

The Hunter is one of the most important markets for national and international tourism in NSW, ranking as the most popular tourist destination outside of Sydney. In turn, the lower Hunter vineyards represent the single most important tourist attraction within the Hunter region.

Hunter Valley Wine Country is considered a relatively established tourism destination, but the tourism and hospitality industries in Hunter Valley Wine Country have experienced significant growth over recent years. Approximately one and a half million visitors are attracted to Hunter Valley Wine Country every year, and visitor numbers and overnight stays are continually expanding, providing an impetus for further investment and employment within the area.

Tourism in the area generated $200 million for the local economy in the 1998-1999 year. With flow-on effects of $260 million, the value of total output generated by tourism was $560 million.

Recent research undertaken by the Hunter Valley Research Foundation for the Hunter Valley Vineyard Association estimated that total direct employment in the Vineyards district was 4,700. A further 2,100 indirect jobs were created by the flow-on effects.

Confidence in the economic future of Hunter Valley Wine Country is strong, as indicated by the growth in investment.

2.3 Primary and Manufacturing Industries

Despite the shift of employment from the primary and secondary industries to tertiary industries that has occurred over the last decade, Cessnock is striving to maintain a diversified economy.

Cessnock is an important producer of aluminium, with the VAW smelter at Kurri Kurri generating 15% of Australia's output. The majority is exported around the world while around one quarter remains in Australia for use in the building, transport and packaging industries.

VAW Kurri Kurri and Orica Explosives are major employers in the area, taking advantage of the abundant labour, spacious sites and proximity to overseas markets. A large number of manufacturing, engineering and mining support businesses are located in the Kurri Kurri/ Weston industrial area, contributing significantly to local employment.

Once rezoning is finalised, the Hunter Employment Zone will become a regional focus for employment. The Hunter Employment Zone has the potential to attract employment-generating industries such as:

- ☑ Tourism support services, including construction
- ☑ Mining support services such as engineering, equipment, maintenance, freight
- ☑ Wine support services such as specialised transport, materials handling and packaging
- ☑ Medical services and research
- ☑ Aluminium fabrication and downstream processing
- ☑ Agribusiness, including processing, packaging, research
- ☑ Transport and distribution
- ☑ Recycling and sustainable development industries

Clothing, textiles and rural industries are also important to Cessnock. Poultry farming contributes $15 million per year and there is substantial investment in chicken meat and egg production, timber milling, dairying and beef.

3.0 Situation Analysis

3.1 Location

Cessnock is a sub-region of the Hunter Valley, approximately 120 kilometres north of Sydney, 40 kilometres west of Newcastle and 30 kilometres from the coast. Within the Cessnock Local Government area are large areas of State Forest, grazing land and areas for viticulture.

Around 45,000 people live in an area of 1970 square kilometres, the majority in a thin urban belt between Cessnock and Kurri Kurri. The population is largely Australian born and English speaking.

The Cessnock Local Government Area is strategically placed to offer businesses:

- regional cost structures, including land and labour costs well below Sydney levels
- comprehensive transport links, easy access to Sydney and the Port of Newcastle
- a widely skilled workforce, low turnover rates and lower living costs than Sydney.

Cessnock is part of a retail hierarchy for the Lower Hunter area, which is dominated by Newcastle as the major regional centre. Cessnock performs the role of a regional service centre and Kurri and Weston predominantly serve the local market. Recent developments in Cessnock include a Coles/Target Centre including ten speciality shops, an Aldi Supermarket and a Go-Lo Store.

The size of the Cessnock City Council area means that residents living in some the outlying areas are required to travel considerable distances to be able to access community services and employment opportunities. The lack of public transport in the local government area is an issue.

3.2 Climate

The climate in Cessnock is characterised by hot summers and mild winters. In January and February average daily temperatures of 31 degrees centigrade are frequent. In July, the coldest month, average daily temperatures are as low as four degrees centigrade. Summer is the wettest period with high intensity thunderstorms accounting for maximum rainfalls.

3.3 Lifestyle

Cessnock has a relaxed, rural lifestyle, within easy access of Sydney, but far removed from the big city crowds, pollution, transport congestion, crime and inner city isolation.

There is a variety of housing styles including city residential, rural residential and bush retreat home sites. A range of semi-rural lots is offered in scenic villages that are popular for rural residences. Affordable new residential estates are located a short distance from Cessnock city centre, Newcastle, employment and shopping centres.

Cessnock has well established health and education facilities and excellent sporting facilities. The city is steeped in history, boasting numerous coal-mining towns and villages, convict engineering structures and more than 300 Aboriginal sites.

Apart from the Wine Country attractions within the Cessnock Local Government area, the diverse tourism pursuits throughout the Hunter are within easy access.

4.0 Labour Market Conditions

4.1 General Population Trends

Cessnock LGA had an estimated population of 44,362 persons at the 1996 Census. This was concentrated within the major urban centres of Cessnock and Kurri Kurri. The LGA has an area of approximately 1,970 square kilometres and includes areas of State Forest and rural/agricultural land with a significant viticulture industry. About 8.6 per cent of the Hunter's population live in the Cessnock LGA. The population is predominantly Australian born and the dominant language is English.

Growth Rates

Population growth in the Cessnock LGA has been positive but relatively low - the average annual rate of population growth from 1986 to 1996 was 0.61 per cent. This was higher than the rate for Newcastle but lower than the growth rate of neighbouring LGAs of Maitland and Lake Macquarie. The growth rate of Cessnock's population over the last decade has been about half of that of the Hunter Region as a whole.

Table 1. Population 1986 - 96

LGA/Region	1986	1991	1996	Average annual growth 1986 - 1996 (%)
Cessnock	41,733	43,859	44,362	0.61
Maitland	44,315	46,958	49,941	1.20
Newcastle	129,490	131,309	133,686	0.32
Lake Macquarie	153,540	162,097	170,495	1.05
Hunter	482,594	513,765	540,491	1.14

Source: ABS Census of Population and Housing, 1996

The NSW Department of Urban Affairs and Planning has produced population projections that estimate that the annual population growth rate will remain below 1% per annum and will reduce slightly over the next ten years.

Table 2. Projected Population to 2011

Year	Projected Population	% Change
2001	49200	4.0
2006	50800	3.3
2011	52200	2.8

Source: NSW Department of Urban Affairs and Planning

Age Structure

The age structure of the Cessnock LGA population is similar to that of the Hunter Region as a whole. Almost half of the Cessnock LGA population belongs to the economically active category of 20 to 54 year olds. The LGA is under represented in the retirement years (Persons aged 65 years or more) with 12.2 per cent of the population in this age band compared to the Hunter with 14.0 per cent. Correspondingly, Cessnock has an over-representation of persons in the 5 - 14 years age band, being 16.2 per cent of the area's total population compared to the Hunter Region with 14.5 per cent.

Table 3. Age Structure - Cessnock, 1996

Age Group	Number	Percent of Total
0 - 4 years	3,509	7.54
5 - 14 years	7,552	16.24
15 - 19 years	3,434	7.38
20 - 54 years	22,611	48.61
55 - 65 years	3,718	7.99
65 years or more	5,687	12.23
Total	46,511	100

Source: ABS Census of Population and Housing, 1996

4.2 Employment Profile

In 1991, 25 per cent of people employed in NSW were managers, administrators or professionals, rising to 27 per cent in 1996. The same occupations in the Cessnock-Bellbird and Kurri-Weston localities combined, however, recorded proportions of only 10 per cent in 1991 and 12 per cent in 1996. Maitland recorded 18 per cent for these occupations in 1996, while Newcastle was closer to the NSW average with slightly more than 23 per cent.

Over one-third (36.1 per cent) of employed people in NSW in 1996 worked in the top three industry categories: manufacturing, retailing and property and business service. This represented an increase of 33.8 per cent since 1991. In Cessnock-Bellbird the percentage of employed persons in the three top industry categories was just below the state average at almost 34 per cent while the Kurri-Weston area recorded above the state average at 42.3 per cent.

Table 4. Labour Force Characteristics

Area	Managers and Administrators, Professionals	Labourers and related workers	Manufacturing, retail, property and business services	Employed in private sector
Cessnock-Bellbird	12.34%	11.52%	33.95%	82.0%
Kurri-Weston	10.13%	13.18%	42.37%	83.5%
Maitland	18.08%	10.97%	42.19%	81.8%
Newcastle	23.32%	8.30%	38.30%	78.4%
NSW	27.05%	8.22%	36.15%	79.9%

Source: ABS Census of Population and Housing, 1996

Unemployment

In 1996, there were 247,669 unemployed people in NSW, a decrease from 303,764 in 1991. The unemployment rate in NSW was 8.8 per cent at the 1996 Census, down from 11.2 per cent in 1991. The state wide unemployment rate for young people also fell for young people (those aged 15-24 years) from 18.3 per cent in 1991 to 14.9 per cent in 1996.

Both the Cessnock-Bellbird and the Kurri-Weston urban areas had rates of youth unemployment in the 15-24 years age band in 1996 which were significantly higher than the NSW figure (14.9 per cent) at 24.5 per cent for Cessnock-Bellbird and 25.1 per cent for Kurri-Weston.

The overall unemployment rates were also significantly higher than the state average (8.8 per cent), with Cessnock-Bellbird recording 13.5 per cent and Kurri-Weston 14.6 per cent.

The Small Area Labour Market figures produced by the Department of Employment, Workplace Relations and Small Business indicate that unemployment levels in the Cessnock LGA have reduced between 1996 and 2001, with the quarterly unemployment figure for June 2001 for the Cessnock LGA recorded as 12.0%. Cessnock's level of unemployment still exceeds the state and national averages by significant amounts, with the corresponding figures for NSW and Australia reducing to 5.6% and 6.4% by June 2001.

Labour Force Participation

The Cessnock LGA is under represented in terms of the number of persons in the labour force as a proportion of the total population. Compared to the 46.5 per cent of the NSW population considered to be in the labour force, only 40.8 per cent of the Cessnock LGA is in the labour force. Comparable figures are 45.5 per cent for Newcastle and 43.8 per cent for the Hunter Region as a whole.

Table 5. The Labour Force - 1996

Area	Labour Force as Proportion of Total Persons	Unemployment Rate 15 - 24 years	Unemployment Rate 15 years or more
Cessnock-Bellbird	40.76	24.5	13.5
Kurri-Weston	40.76	25.1	14.6
Maitland	45.39	19.8	10.6
Newcastle	45.49	21.3	11.7
NSW	46.5	14.9	8.8

Source: ABS Census of Population and Housing, 1996

4.3 Skills Profile

The Cessnock LGA has almost 5000 full-time working males and nearly 2000 full-time working females. By far the largest private employer in the area, particularly of men, is VAW Kurri Kurri's aluminium smelter. While the full-time female employment has traditionally been concentrated in the textiles, clothing and footwear industries, this sector has experienced steady decline over the last decade in line with the Australia-wide restructuring of the sector.

Cessnock, like most of NSW, has significantly more part-time female employees than male part-time employees.

Sectoral Shift

The residents of the Cessnock LGA have experienced a dramatic sectoral shift during the last decade. This has been most pronounced in the mining and manufacturing sectors. There were 1,000 fewer miners in the area in 1996 than in 1986, a fall of 34.7 per cent. Similarly, the number of manufacturing workers fell by 246 or 9.0 per cent.

Employment in the services sector compensated for the total fall in mining and manufacturing jobs (numerically). There were an additional 2,478 services sector workers in 1996 compared to 1986, a rise of 31.4 per cent.

Table 6. Employment By Sector - Cessnock LGA 1986 - 96

Sector	1986	Proportion	1991	Proportion	1996	Proportion
Agriculture	470	3.4%	417	2.8%	481	3.2%
Mining	2,875	20.6%	2,242	15.3%	1,876	12.3%
Manufacturing	2,739	19.6%	2,652	18.1%	2,493	16.4%
Services	7,903	56.5%	9,364	63.8%	10,381	68.2%
Total	13,987	100.0%	14,675	100.0%	15,231	100.0%

Source: ABS Census of Population and Housing, 1996

Employment By Occupation

The Employment by Occupation data demonstrates the broad occupational base of the population within the Cessnock LGA.

Importantly, there were a number of positive changes in the occupational structure of Cessnock LGA residents between 1986 and 1996. There was a major increase in the number of professionals in the LGA. Between 1986 and 1996, an additional 703 residents (44.8 per cent) claimed professional occupation status, with women accounting for the major portion of this increase (567).

Similarly, there were major increases over the decade in the associate and para-professional occupational categories. An increase of 400 (27.7 per cent) between 1986 and 1996 was shared relatively evenly between men and women.

The biggest numerical rise in occupation between 1986 and 1996 was recorded among clerical, sales and services workers. An extra 1,136 were recorded in this category, a rise of 28.1 per cent.

Significantly, there was a small increase in the number of persons in the tradespersons and related workers category. Most of the increased number here involved women while male numbers remained steady.

Falling numbers of workers were largely confined to the labourers category - mainly encompassing mining workers. In this category there was a very large fall involving 984 residents between 1986 and 1996, a decrease of 53.9 per cent. The only other notable decline was in the managers and administrators category, where there was a fall of 104 or 14.1 per cent between 1986 and 1996.

Table 7. Employment by Occupation, 1986, 1991, 1996

Occupation	1986	1991	1996	% (1996)
Managers & Administrators	541	804	738	4.7%
Professionals	1314	1391	1569	10.0%
Associate Professionals	1014	1124	1442	9.2%
Tradespersons & related workers	2799	2918	2885	18.4%
Advanced clerical & service workers	606	638	491	3.1%
Intermediate clerical, sales & service workers	1085	1428	2139	13.6%
Intermediate production & transport workers	3611	3177	2831	18.0%
Elementary clerical, sales & service workers	1404	1591	1423	9.1%
Labourers & related workers	1707	1761	1826	11.6%
Inadequately described	154	150	119	0.8%
Not stated	158	978	249	1.6%

Employment By Industry

Precise comparisons between the census years 1986, 1991 and 1996 are difficult with the employment by industry data because of the reclassification of various industry groupings for the 1996 census.

Like the employment by occupation figures, the employment by industry data for residents in the Cessnock LGA confirm the broadening of the Cessnock's labour force base over the decade. Available data reveals falling employment in the mining, manufacturing, utilities and government sectors. At the same time, there has been a rise in employment in the financial services and construction sectors. There was an overall substantial increase in the categories relating to wholesale and retail trade, accommodation, cafes, restaurants and personal services.

Despite the sectoral shift that has taken place, Cessnock is still highly reliant on the manufacturing industry to provide local employment. The table below indicates that the largest number of businesses employing more than 20 people were in the manufacturing industry. Sixteen businesses fall into this category, which would include the LGA's largest employer VAW Kurri Kurri.

The service sector accounts for the next four categories in terms of employing 20 or more people: 15 businesses in the retail trade, 12 businesses in accommodation, cafes and restaurants industry, 11 educational businesses and 10 health and community services businesses.

Most businesses fall in the small business area of employing four or less employees. The largest number of small businesses was in the agriculture, forestry and fishing category (290 businesses). This group would include the many small vineyards and wineries that are predominantly family businesses and owner-operated. The retail trade (189 businesses) and construction categories (136 businesses) also account for a large number of businesses employing 4 or less.

The retail trade (80 businesses) and accommodation, cafes and restaurants category (60 businesses) dominate the medium sized businesses.

Table 8 – Number of Business Locations by Industry by employment size, September 1997

Industry	0 - 4 employees	5 - 19 employees	20+ employees	Total
Agriculture, forestry, fishing	290	7	2	299
Mining	0	1	2	3
Manufacturing	52	40	16	108
Electricity, gas and water supply	2	2	0	4
Construction	136	35	2	173
Wholesale trade	40	12	2	54
Retail trade	189	86	15	290
Accommodation, cafes & restaurants	52	60	12	124
Transport and storage	105	15	1	121
Communication services	8	2	0	10
Finance and insurance	21	17	1	39
Property and business services	132	28	4	164
Government administration and defence	4	4	3	11
Education	17	19	11	47
Health and community services	62	30	10	102
Cultural and recreational services	23	7	3	33
Personal and other services	83	17	3	103
Total	**1216**	**382**	**87**	**1685**

Source: ABS Business Register

5.0 Strategic Planning

As in previous years, an emphasis has been placed upon the formation of strategic partnerships and the development of joint projects with the local business community, business groups and associations, neighbouring Councils, State and Federal Government bodies and other groups involved in economic development.

Funding for many of the economic development projects has been sourced from and will continue to be sought from a number of areas, including Council, State and Federal Government, Chambers of Commerce and industry sources.

The major Economic Development projects and strategies for 2002/2003 are divided into four sections:

- Marketing and Promotion
- Business Development
- Community Economic Development
- Tourism

The objective for each project/strategy is outlined below, along with a list of partners involved in each project/strategy.

The Action Plan sets out the actions that will be undertaken to achieve the objectives for each project/strategy.

Because the action plan covers a two-year period, actions will be need to added as each project/strategy progresses. Whilst many of the actions fall in the first twelve months, it is anticipated that most of the actions for the second twelve months will be formulated during the first twelve months.

Some of the groups that Council works with on economic development projects are:

- Cessnock Wine Country Chamber of Commerce
- Kurri Kurri Chamber of Commerce
- Lovedale Chamber of Commerce
- Wollombi Valley Chamber of Commerce
- Lower Hunter Business Enterprise Centre (LHBEC)
- Hunter Valley Wine Country Development and Employment Team (HVWCDET)
- NSW Department of State and Regional Development (DSRD)
- Hunter Economic Development Corporation (HEDC)
- Hunter Area Consultative Committee (HACC)
- Hunter Valley Wine Country Tourism Incorporated (HVWCTInc)
- Hunter Valley Vineyard Association (HVVA)
- Hunter Region Tourism Organisation (HRTO)
- Sunny Cessnock Committee
- Towns With Heart Incorporated (TWH)
- Hunter Region Organisation of Councils (HROC)
- Newcastle City Council (NCC)
- Lake Macquarie City Council (LMCC)
- Port Stephens Council (PSC)
- Maitland City Council (MCC)
- Dungog Shire Council (DSC)

5.1 Marketing and Promotion

PROJECT/STRATEGY	OBJECTIVE	PARTNERS
LGA Marketing Strategy	To raise the level of awareness of the Cessnock LGA for business investment.	• Chambers of Commerce • HVWCDET
Tourism Information and Statistics Document	To compile and produce a document containing tourism information and statistics for use by a wide range of stakeholders.	• HVWCTInc
HEZ Marketing Strategy	To promote the Hunter Employment Zone as a world-class working and investment environment throughout the world.	• DSRD • Tomalpin Land Pty Ltd
Website	To ensure that Council's website contains current and relevant economic development and tourism information.	• Chambers of Commerce • HVWCTInc
Business Relocation	To actively canvas and encourage industries to locate within the Cessnock LGA.	• DSRD • Chambers of Commerce • LHBEC
Local Business Database	To implement a reliable communication network of local businesses.	• Chambers of Commerce • LHBEC
Business Breakfasts	To organise regular Business Networking Breakfasts with speakers on business subjects.	• Chambers of Commerce • LHBEC
Business Information Bay	To construct a Business Information Bay on Aberdare Road.	• Cessnock Chamber of Commerce • Business sponsors
Business Liaison	To foster the local business community to become involved in economic development and to support their continued	• Chambers of Commerce • Sunny Cessnock

	operations.	• Towns With Heart

5.2 Business Development

PROJECT/STRATEGY	OBJECTIVE	PARTNERS
Cessnock CBD Strategy	To develop and implement a strategy for the upgrade and enhancement of the Cessnock CBD.	• S&CS • Cessnock Chamber of Commerce
Light Metals Taskforce	To encourage the establishment of downstream light metals processing industries in the Hunter.	• DSRD • HEDC • AusIndustry • Aluminium industry • Kurri Chamber of Commerce
HVWCDET Strategy	To stimulate economic development and employment by investigating and initiating various investment opportunities.	• Chambers of Commerce • DSRD
Industrial Land	To pursue the rezoning of land for industrial use.	• HVWCDET
Small Business Action Group	To develop and implement a strategy to assist small business growth and development.	• DSRD • HACC • NCC, LMCC, PSC, MCC, DSC
Joint Action Group	To identify and address regional economic development issues and projects.	• DSRD • HEDC • HACC • HROC
Business Excellence Awards	To support and promote the local Business Excellence awards.	• LHBEC
Customer Service Awards	To support and promote the Customer Service Awards.	• Cessnock Chamber of Commerce

5.3 Community Economic Development

PROJECT/STRATEGY	OBJECTIVE	PARTNERS
Towns With Heart	To assist with the implementation of a community economic development strategy for the promotion and development of the local economy in the Kurri/ Weston area.	• TWH Board • Kurri Chamber of Commerce • DSRD • LHBEC
TWH Festival	To assist with the planning and organisation of a festival to celebrate the diversity and community spirit of the Towns With Heart area.	• TWH Board • Kurri Chamber of Commerce • DSRD • LHBEC
Sunny Cessnock	To assist with the development and implementation of a community economic development strategy for the promotion and development of the local economy in Cessnock.	• Sunny Cessnock • Cessnock Chamber of Commerce • DSRD • LHBEC
Budfest	To assist with the planning and organisation of a festival to celebrate the diversity of Cessnock and Hunter Valley Wine Country.	• Sunny Cessnock • Cessnock Chamber of Commerce • Business sponsors

5.4 Tourism

PROJECT/STRATEGY	OBJECTIVE	PARTNERS
Tourism Monitor	To continue the monthly collection of key data using the research model developed to meet the informational needs of the tourism/ hospitality industry.	• HVWCTInc • Wine and Tourism businesses
Tourism Employment Project	To address training and skilled labour availability issues of the tourism/ hospitality industry in Hunter Valley Wine Country	• HVWCTInc • HACC • HRTO
Wine Interpretative Centre	To design and construct an interpretative centre that will cater for the educational, information and research needs of the visitor while providing an additional point of interest in Wine Country.	• HRTO • HVVA • HVWCTInc
Richmond Main	To evaluate the potential tourism opportunities and indicate the resources required for development.	• Regional Solutions grant
Cessnock CBD Tourism Opportunities	To promote and encourage the location of tourism related businesses in the Cessnock CBD.	• Cessnock Chamber of Commerce • Sunny Cessnock

5.5 Action Plan 2002-2003

Project/Strategy	Jan - Mar 2002	Apr - June 2002	July - Sept 2002	Oct - Dec 2002	Jan - Mar 2003	Apr - June 2003	July - Sept 2003	Oct - Dec 2003
Marketing & Promotion								
LGA Marketing Strategy								
source funding								
compile information								
access Census data								
prepare marketing material								
distribute marketing material								
Tourism Information & Statistics Document								
compile information								
prepare document								
distribute document								
HEZ Marketing Strategy								
source funding								
compile information								
prepare marketing material								
distribute marketing material								
Website								
update economic development section								
access Census data								
update statistics								
Business Relocation								
respond to investment enquiries								
monitor adequacy of information & services								

Project/Strategy	Jan - Mar 2002	Apr - June 2002	July - Sept 2002	Oct - Dec 2002	Jan - Mar 2003	Apr - June 2003	July - Sept 2003	Oct - Dec 2003
Marketing & Promotion (cont.)								
Local Business Database								
prepare database								
distribute business information								
review and update database								
Business Breakfasts								
review Breakfast format								
coordinate breakfasts								
Business Information Bay								
seek sponsorship for sign								
design Business Information Sign								
construct sign								
install sign								
finalise Information Bay								
Business Liaison								
Chamber meetings								
HVWCTInc meetings								
Sunny Cessnock meetings								
TWH meetings								

Project/Strategy	Jan - Mar 2002	Apr - June 2002	July - Sept 2002	Oct - Dec 2002	Jan - Mar 2003	Apr - June 2003	July - Sept 2003	Oct - Dec 2003
Business Development								
Cessnock CBD Strategy								
report on CBD Planning Study findings								
report on CBD future planning guidelines								
prepare CBD project details								
source funding for priority projects								
review priority projects								
implement CBD projects								
pursue appropriate CBD development								
Light Metals Taskforce								
review marketing strategy								
cooperative marketing with HEDC								
HVWCDET Strategy								
finalise strategy								
report on HVWCDET priorities								
investigate priority strategies								
review strategy								
Industrial Land								
report on CBD Planning Study findings								
support appropriate rezoning of land								
investigate Tunnel Road opportunities								
investigate opportunities throughout LGA								
promote rezoned land								

Project/Strategy	Jan - Mar 2002	Apr - June 2002	July - Sept 2002	Oct - Dec 2002	Jan - Mar 2003	Apr - June 2003	July - Sept 2003	Oct - Dec 2003
Business Development (cont.)								
Small Business Action Group								
prepare strategy for Lower Hunter	■	■						
develop databases	■	■						
develop projects		■	■					
implement projects			■	■	■	■	■	■
review strategy					■			
Joint Action Group								
attend regional forums	■	■	■	■	■	■	■	■
participate in regional projects	■	■	■	■	■	■	■	■
Business Excellence Awards								
assist with Awards organisation		■	■			■	■	
support Awards presentation			■				■	
Customer Service Awards								
assist with Awards organisation				■	■			■
support Awards presentation					■			

Project/Strategy	Jan - Mar 2002	Apr - June 2002	July - Sept 2002	Oct - Dec 2002	Jan - Mar 2003	Apr - June 2003	July - Sept 2003	Oct - Dec 2003
Community Economic Development								
Towns with Heart								
contract new coordinator								
implement projects								
quarterly evaluation								
investigate funding opportunities								
TWH Festival								
participate in planning and organisation								
festivals held and evaluated								
Sunny Cessnock								
launch of Strategic Plan								
application for Mainstreet funding								
recruitment and appointment of coordinator								
implement projects								
quarterly evaluation								
Budfest								
participate in planning and organisation								
festival held and evaluated								

Project/Strategy	Jan - Mar 2002	Apr - June 2002	July - Sept 2002	Oct - Dec 2002	Jan - Mar 2003	Apr - June 2003	July - Sept 2003	Oct - Dec 2003
Tourism								
Tourism Monitor								
monthly data collection	■	■	■	■	■	■	■	■
publish statistics document	■				■			
complete six-monthly report and evaluation		■		■		■		■
investigate additional funding sources			■	■				
implement visitor survey					■	■		
Tourism Employment Project								
finalise project	■							
release final report		■						
investigate training model funding		■	■	■	■	■		
investigate business model funding		■	■	■	■	■		
Wine Interpretative Centre								
assist with exhibition projects	■	■						
assist with management board set up		■	■	■	■			
assess visitor figures			■	■	■	■	■	■
assess income opportunities					■	■		
Richmond Main Opportunity Appraisal								
grant funding received	■							
recruit and appoint consultant		■						
study conducted			■	■				
promote investment opportunities					■	■	■	■
Cessnock CBD Tourism Opportunities								
report on CBD Planning Study	■							
update marketing material			■	■				
market CBD tourism opportunities	■	■	■	■	■	■	■	■