



Attachment 1 to Item 10.3.1.

Draft Economic Development Strategy

Date of meeting: 11 June 2024

Location: Council Chambers

Time: 6:30pm

HAWKESBURY CITY COUNCIL

DRAFT ECONOMIC DEVELOPMENT STRATEGY 2024-2029



hawkesbury.nsw.gov.au

STATEMENT OF COMMITMENT TO FIRST NATIONS PEOPLES

Council acknowledges the Dharug and Darkinjung peoples as the Traditional Custodians of the land throughout the Hawkesbury.

Council recognises the continuing connection of First Nations people to their Country and respects the cultures and histories of Aboriginal and Torres Strait Islander peoples as the first peoples of this land.

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EXECUTIVE SUMMARY

The Hawkesbury Local Government Area (“Hawkesbury LGA” or “Hawkesbury City”) is a large area of mostly protected National Parks divided by five river systems located on the north-western edge of Greater Sydney. The two largest population centres are Windsor and Richmond, with many other smaller townships and localities. Both the scenic environment and cultural heritage of these town centres can be harnessed to deliver a thriving and more competitive local economy into the future.

The Hawkesbury LGA’s major industries include Agriculture, Manufacturing and Construction. With this industry base, the local economy is well-positioned to take advantage of the launch of Western Sydney Airport due to open in 2026. The opening of this airport will likely create opportunities for businesses to improve their productivity by modifying their logistics network.

Other global impacts and trends such as climate change, heat and urban greening, the transition to net zero, and the desire for a more circular economy (i.e. waste reduction) is encouraging communities to innovate how we manage urban environments, and our methods of production and consumption. There is also a renewed interest for increasing levels of local manufacturing since the disruption caused by COVID-19.

Unfortunately, despite Hawkesbury’s many advantages it is not considered a premium, “go-to” location for recreation or investment purposes. The local visitor economy is performing well below expectations and is still yet to return to pre-pandemic levels. More broadly, Hawkesbury City has an opportunity to promote itself as a centre of excellence in agricultural produce, artisan manufactured goods, and with an abundance of skilled labour particularly in the trades.

In response to the opportunities and challenges outlined above, the vision for the Hawkesbury Economic Development Strategy 2024–2029 is to:

INNOVATE *how we do business and manage the city to be more sustainable and resilient.*

STIMULATE *activity in local centres and support new and existing businesses to grow.*

CAPTIVATE *target audiences with a desire to spend more time and money in Hawkesbury LGA.*

The actions listed in this strategy are grouped according to the three themes in the vision above. This strategy will serve as a core document for economic development in Hawkesbury LGA. It aims to provide strategic direction, facilitate partnerships, direct resources and provide an evaluation framework for achieving identified goals and objectives.

**“ It is our plan,
our Hawkesbury,
our economic future. ”**

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PART 1 INTRODUCTION

Context

The Hawkesbury City Council Economic Development Strategy 2024-2029 provides a framework for Council to support local town centres, business owners and workers. It outlines the role that Council will play in driving economic growth and resilience in the Hawkesbury LGA over the next five years. This strategy reflects the vision and economic priorities outlined in the Community Strategic Plan under Community Outcome 3, "Strong Economy". The most relevant long term objectives are:

- **3.2** Increase the range of local industry opportunities and provide effective support to continued growth.
- **3.3** Promote our community as the place to visit, work and invest.
- **3.4** Support the revitalisation of our town centres and growth of our business.

Consultation Process

There has been a comprehensive consultation process in place to prepare the EDS. This has included interviews, surveys, and workshops with key stakeholders as outlined below:

- **December 2019** – conducted the Hawkesbury Vibe Survey. Survey was delivered via the business e-newsletter to over 4,000 local businesses. One-on-one interviews were conducted and 58 local business owners completed and returned the survey.
- **December 2021** – conducted the Hawkesbury Vibe Survey to see how businesses had recovered since COVID-19. 22 business owners were interviewed and a further 54 businesses were surveyed.
- **April 2023** – updated the previous consultation with an additional 12 in-depth interviews and survey of 38 local business owners.
- **May 2023** – held a workshop with Hawkesbury Chamber of Commerce to discuss strategic themes and priority actions in the EDS.
- **June–July 2023** – internal stakeholder engagement with various departments within Council.
- **August 2023** – Draft EDS developed.
- **September 2023** – Councillor Briefing session with consultant.
- **February 2024** – Final internal consultation of document prior to exhibition .



Defining Local Economic Development

There are many definitions for local economic development. One of the most cited definitions is given by the World Bank which states:

“The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.”

More recently, the scope of local economic development also includes addressing environmental, cultural and creative considerations. The practice of local economic development consists of the community collectively deciding on their desired economic future, preparing a detailed plan, and then working in partnership to deliver it.

Role of Council

Whilst no local council has complete control of the local economy, it does have an important role in influencing positive outcomes through a range of responsibilities including:

1. Lead/Deliver

Providing strategic leadership, facilitating partnerships, conducting research, advocacy and governance.

2. Advocate

Council develops an informed position and influences others who have the responsibility to make the decision and act.

3. Collaborate

Work with stakeholders in providing a range of community services such as events, environmental services, business and educational programs and town centre activations.

4. Support

Disseminating important information directly to business owners and residents across the LGA, and support where possible, particularly during times of crisis (e.g. floods and bushfires).



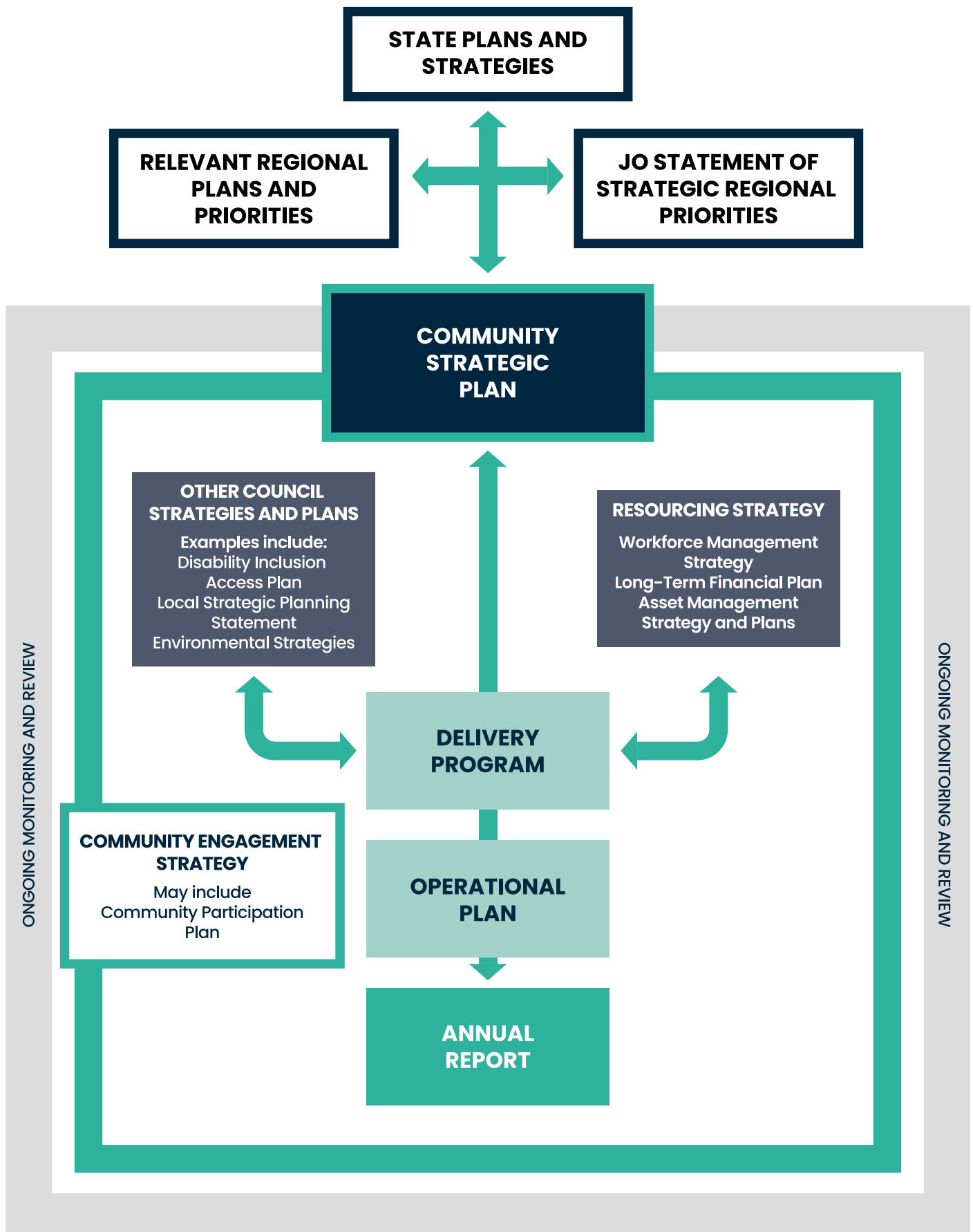


Principles Guiding the Strategy

The following principles will be used to guide economic development planning in terms of Council's approach, the priorities actions, and key performance indicators. They include:

- **Collaboration:** We believe working together with our businesses, institutions, neighbouring councils, other levels of government and the community will generate positive economic outcomes for Hawkesbury LGA.
- **Resilience:** We acknowledge the risks of climate change, natural disasters, pandemics, and disruptions and seek to create a local economy and business community that lessens its impact on the environment and build the capacity to respond and recover.
- **Local Pride:** We know our community has a strong connection and pride in the Hawkesbury and we will ensure that this is at the heart of everything we do.
- **Liveability:** We know that the Hawkesbury LGA is a great place to live, and continuing to revitalise and activate our towns and villages makes it easier to attract investment, for local businesses to attract workers and create a place where people want to live.
- **Retention:** We want to ensure that everyone can stay, learn, visit and work in our area.
- **Innovation:** We want to encourage new ideas, support existing industries in new ways of working and foster entrepreneurship, attractive investment and create new opportunities for our community.
- **Connectivity:** Ensuring residents and visitors can comfortably and safely navigate between town centres using various transport modes. i.e. Active Transport and Wayfinding.

Strategic Policy Framework



PART 2 ABOUT THE HAWKESBURY

Location, History and Environment

The Hawkesbury LGA is located on the outer north west of the Sydney Metropolitan area approximately 50 kilometers from Sydney CBD. The area takes its name from the Hawkesbury River that flows through it. Hawkesbury City Council is the largest LGA in metropolitan Sydney. It covers an area of 2,776km² and has an estimated population of 68,156 people in 2022.

Originally inhabited by the Dharug and Darkinjung people for over 60,000 years, there were up to 3,000 Aboriginal people living in the Hawkesbury area in 1788. The Dharug people called the river Deerubbin. It provided them with rich soil to grow yams, their staple food. This rich soil would also lure the first Europeans, desperate to feed the new colony in Sydney.

Hawkesbury was first settled by Europeans in 1794, making it the third oldest European Settlement in Australia. In the 21st Century, Hawkesbury LGA has 64 towns and villages, each with very distinctive identities, communities, and stories, and includes 4 of the 5 Macquarie Towns that were laid out by Governor Macquarie in 1820. The area was founded on agriculture, and this continues to play a vital role in the economy and character of the area.

The rural setting and scenic natural landscapes are one of the main attractions for people to live and visit the area. Today, the tight-knit local community value the environment, history, and culture of the Hawkesbury. The strong community spirit was demonstrated through the challenges faced during the last three years.



Unique Attributes

The Hawkesbury LGA is best described by the six defining characteristics below:



Liveability & Lifestyle

Our towns and villages, lifestyle and Liveability support the community which in turn supports the local economy. Continued investment in new infrastructure, revitalisation of our town centres and local lifestyle offerings will further improve our Liveability.

Connected to Nature

One of Hawkesbury’s key strengths is its natural offerings – the National Parks, bushland and Hawkesbury River – in close proximity of Sydney. The significant amount of rural land contributes to a scenic character distinct from most of Greater Sydney and improves the wellbeing and quality of life for residents.

Pride in Place

Our residents and businesses are proud to call Hawkesbury their home. There is a strong connection to Hawkesbury - its towns and villages, history and local stories and its future. Our business community is engaged and work collaboratively to provide a high quality experience for residents and visitors.



History & Heritage

Our past is shared through local stories, traditions, historic buildings, and important sites. The Hawkesbury River (Deerubbin) is central to the Dharug and Darkinjung people and their traditions. Hawkesbury LGA also has a strong colonial history and heritage with 4 of 5 towns established by Governor Macquarie.

Food & Agriculture

Hawkesbury has a long tradition in agriculture. The area is the number one producer of perishable vegetables, has a strong equine industry and its proximity to Sydney is a major attribute to attract more food visitors. Allocating space for agricultural related businesses to grow will create new economic opportunities.

Education & Defence

For 90 years the Defence force has been at the Richmond Royal Australian Air Force (RAAF) base, a major contributor to the local economy and now also supporting the growth of Science, Technology, Engineering and Mathematics (STEM). The Western Sydney University in Richmond is a major education institution researching new agri-business, food innovations and sustainable regional development. Future opportunities could arise from proposed development at Richmond RAAF base.

Local Economy

Economic profile in 2022



GRP
\$4.16 billion (NIEIR)



POPULATION
67,816 (ERP)



JOBS
29,900 (NIEIR)



UNEMPLOYMENT
3.9% March 2023
(ABS)



Largest Sectors by Employment:

1. Construction
2. Education and Training
3. Retail Trade (NIEIR)



Major Exporting Sectors:

1. Manufacturing
2. Agriculture
3. Defence (NIEIR)

**All figures above are sourced from either the National Institute of Economic and Industry Research (NIEIR) or the Australian Bureau of Statistics (ABS) and all were compiled by ID Consulting.*

Economic Assets

1. Natural environment and visitor attractions
2. Strong and growing manufacturing and agricultural sectors
3. Proximity to Sydney for both visitation and product sales
4. Strong community spirit and support
5. Construction and operations of Western Sydney Airport

Economic Weaknesses

1. Vulnerability to flood and associated impacts
2. Capacity to supply infrastructure to such a vast area
3. Challenges in marketing and packaging the destination to visitors
4. Low level of business-to-business networking
5. Transport Linkages

Trends and Influences

Western Sydney Airport



Hawkesbury LGA is likely to benefit from opportunities created by the new Western Sydney airport, the so-called, 'Aerotropolis', which is aiming to create 20,000 new jobs in trade, freight, logistics, advanced manufacturing, health, education, and science. It also supports export opportunities for agriculture grown in the Hawkesbury. Transport linkages however need to be improved.

Growing Visitor Economy



Hawkesbury LGA is recognised as a food bowl, offering quality food experiences such as produce markets and fruit picking. Potential exists to become a recognised location for food, heritage buildings, creative arts and nature-based experiences.

Rise of Foodie Culture



There is an opportunity for the LGA in using food to help develop the tourism and night time aspects of the economy. This would involve coordinated promotion of cafes, fine dining and other food experiences combined with heritage buildings and locally grown food.

Extreme Weather Events



Climate change, urban heat, bushfires, and floods all have an impact on community wellbeing, livelihoods, biodiversity, humans and ecosystem health, infrastructure and food systems.

Education and Agricultural Innovation



Western Sydney University aims to develop Hawkesbury's position as a leading peri-urban centre with a focus on agri-business innovation, future food systems, food innovation, indoor cropping and robotic systems.

Defence and STEM



The Royal Australian Air Force aims to create stronger links with Western Sydney University via engineering areas to progress research and development in robotics, artificial intelligence and aero nautical studies. This also extends to the TAFE with opportunities for increased collaboration in mechanics training.

Digital Nomads and Flexible Work



Digital technology and the rise of 'digital nomads' has the potential to encourage increased freelance and remote work in Hawkesbury LGA. The provision of co-working spaces in the LGA could enhance this further.

PART 3 STRATEGIC CONTEXT

This section provides an overview of the existing Strategic plans and policies that guide, influence and cross over with the Hawkesbury business growth and activation.

State

NSW 2040 Economic Blueprint

A supportive innovation ecosystem

- (Recommendation 5.2) – Use the development of precincts and industry strategies to concentrate research strengths, drive collaboration between researchers, training and development providers and business to speed up innovation.
- Agtech and future foods production (Recommendation 7.15) – Develop programs to build capability and support businesses to maximise the commercial and export potential of new food, food technology and Agtech products emerging from the state’s universities, research organizations and businesses.

Regional

Western Sydney District Plan

- **Planning Priority W8** – Leveraging industry opportunities from the Western Sydney Airport and Badgerys Creek Aerotropolis.
- **Planning Priority W10** – Maximising freight and logistics opportunities and planning and managing industrial and urban services land.
- **Planning Priority W11** – Growing investment, business opportunities and jobs in strategic centres.

Local

Hawkesbury Community Strategic Plan 2022–2042

- **Strong Economy (Objective 3.2)** – Increase the range of local industry opportunities and provide effective support for continued growth.
- **Strong Economy (Objective 3.3)** – Promote our community as the place to visit, work and invest.
- **Strong Economy (Objective 3.4)** – Support the revitalisation of our town centres and growth of our business community.

Local Strategic Planning Statement 2040

- **Productivity (Priority 7)** – Promote and support all sectors of industry and businesses in Hawkesbury LGA to meet current and future demands and trends.
- **Productivity (Priority 8)** – Explore opportunities at the Western Sydney University, Richmond RAAF Base and other industries to create value chain at the Western Sydney Airport.
- **Productivity (Priority 9)** – Encourage the economic self-determination of the Aboriginal community through their land holdings and culture.

Hawkesbury Urban Greening Strategy

- Existing areas of urban green are protected and enhanced.
- Green links are created where they are most needed.
- Our community stewards our urban greening.

Hawkesbury Employment Lands Strategy 2020

- **R12 (Windsor)** – Support the establishment of a high quality co-working space and the allowance for pop-up businesses in vacancies.
- **R13 (Windsor)** – Build the tourism industry in Hawkesbury LGA starting with Windsor as the primary hub.
- **R14 (Clarendon)** – Support greater collaboration and dialogue between the Clarendon stakeholders and support industry linkages.
- **R16 (Clarendon)** – Leverage the activity in the Clarendon precinct surrounding agribusiness and food systems and STEM and link it to tourism opportunities.

Hawkesbury Rural Lands Strategy 2021

- Recommends preserving high-quality rural lands from residential and urban development.
- Encourage farmers to join the farm gate trail, and other farmers markets, and sell local produce at local shops under the band of 'Hawkesbury Harvest'.
- Attract additional processing industries to establish in the LGA.
- Encourage and promote the horse sector horse studs, polo clubs and the recreational horse riding.

Hawkesbury Towns & Villages

- An overall intention for town centres to 'build back better' after a series of external shocks.
- Key objectives include: enhanced sense of community, economically vibrant, resilient places, welcoming to tourists.

Hawkesbury Net Zero Emission and Water Safety

- A more resilient and renewable powered grid
- Greener suburbs and better design
- Low Carbon and Local Transport
- Towards a Zero-Waste Community
- Drought resilient, green centres
- Council leading by example
- Principles embedded within all strategies

Hawkesbury Environmental Sustainability Strategy

- **Knowledge:** Establishing baseline data and methods of knowledge sharing internally and in partnership with research institution
- **Policy:** Developing a policy and strategy framework.
- **Awareness:** Creating a greater sense of awareness of personal and collective opportunities for actions
- **Partnerships:** Strengthening partnerships and building networks for ongoing collaboration
- **Trials:** Conducting demonstration projects and on ground works.

Hawkesbury Disability Inclusion Action Plan 2023–2026

- Improving community attitudes and behaviours towards those with disability
- Improving systems and processes to be more accessible and inclusive
- Increasing employment opportunities and improving support for those with disability seeking engaging in employment
- Building more livable communities

PART 4 FEEDBACK FROM BUSINESS

Quotes from Business Owners

The following is a small sample of hundreds quotes taken directly from business owners in Hawkesbury LGA regarding the issues that are most important to them such as major challenges and strengths, aspirations for the future, and what they would most like Council to focus on.

"Continue to consult widely with community groups as per this survey."

"Cohesive planning, retainment of heritage, more local events."

"A place people really want to visit."

"Our tourism potential in the area is huge and yet a lot of things within the Hawkesbury LGA are almost hidden or off the beaten track."

"Hawkesbury is so beautiful. There are beautiful photos everywhere you look. We should be doing more on social media, Facebook and Instagram to promote the place."

"Lifestyle for home office workers."

"Advertise outside the region. So many people know about the Blue Mountains but not the Hawkesbury."

"Try to open more land for industrial purposes to bring jobs closer to home."

"Sustainable. More resilient."

"A more sustainable economy which takes advantage of our landscapes and amenity by appealing to visitors from outside our LGA while at the same time providing better public transport and active transport infrastructure to assist our community."

"It seems to be looked at from the outside as a place where people haven't recovered from years of fires and floods."

"There is a severe shortage of experienced staff, or young people looking for work."

"We have 6 million people within an hour of our town. Windsor is an outdoor environment. Since Covid, people want to be outdoors. We should be promoting that."

"Strategic partnerships to further education access and opportunities for our growing youth population."

"Would be great to see Council backing and encouraging businesses to succeed."

"A tourism-based economy, bringing more money into the Hawkesbury LGA."

"Infrastructure that is flood resilient. Economic development in rebuilding, regenerating and starting new local small business. Emphasis on the financial capability of small businesses and the operational skills."

"Infrastructure that is flood resilient. Economic development in rebuilding, regenerating and starting new local small business. Emphasis on the financial capability of small businesses and the operational skills."

"Beautification would be a great benefit to attract a wider audience to attend the various shopping precincts."

"Improving infrastructure and services, promoting tourism and supporting all small businesses."

"We would like to see council promote the Hawkesbury as a tourism destination, not just for Sydneysiders but also for interstate and international visitors, focusing on the heritage value of our Macquarie Towns."

Feedback from Business Owners

The table below summarizes the key findings gathered during engagement activities such as interviews, surveys and workshops with business owners in Hawkesbury LGA. They have been grouped according to themes and are not necessarily in order of priority.

Challenges

- 1. Repeated External Shocks** – Hawkesbury LGA has been impacted by repeated natural disasters and there remains ongoing challenges living in a location susceptible to floods and fires which negatively impacts investment.
- 2. Presentation of Town Centres** – Business owners have shared that roads, parking options and areas look tired or are poorly maintained giving a bad first impression for visitors. Some centres also lack key services such as banks and chemists.
- 3. Insufficient Business Lands** – There was feedback that there is a lack of suitable office or retail spaces for startup and micro-businesses as well as limited supply of industrial land.
- 4. Low Awareness** – There is a lack of awareness of Hawkesbury's many visitor attractions and business offerings. This leads to the area not being recognised as a premium tourism destination, nor as a place for business investment.
- 5. Poor Networking** – There is a low-level of networking and inter-industry collaboration for the purpose of further business development and joint promotion, centre renewal and master planning.

Opportunities

- 1. Western Sydney Airport** – The construction and opening of the new airport will provide employment opportunities during the construction phase, and ongoing logistics improvements for businesses in the Hawkesbury LGA.
- 2. Skilled in Trades** – During a time of peak skills shortages, Hawkesbury LGA has an abundance of people with trades and technical skills comprising 18.9% of resident workforce. This is a strong incentive for industry to locate near a talented workforce.
- 3. Cost Advantage** – Hawkesbury LGA maintains a cost advantage over other areas of Sydney in terms of cheaper land and access to transport corridors. This presents opportunities for both commercial and industrial land development.
- 4. Visitor Economy Potential** – The scenic environment, agricultural sector, heritage and cultural assets can all combine and be better leveraged to grow the visitor economy. Hawkesbury LGA can take advantage of the proximity to Sydney. Sydney siders are eager for unique activities and accommodation experiences.
- 5. Town Centre Revitalisation** – There is strong interest in and resources that are being directed towards town Centre renewal and master planning. There is a desire to renew town centres, so they work better for business, residents, and tourists.

NB: At the time of writing the EDS a Service Review of the Visitor Information Centre is being undertaken and may uncover further opportunities.

Future Aspirations

- 1. Employment Hub** – Hawkesbury LGA has some place-based advantages as a desirable place to work such as scenic landscapes, a relaxed atmosphere and a closer commute for many in Western Sydney.
- 2. Business Communication** – There is a desire to improve, also a desire for Council to continue to keep business owners informed of matters relevant to them.
- 3. Youth Retention** – The community expressed a desire to provide more opportunities and experiences for the younger generation so that they can see a future for themselves in the Hawkesbury.
- 4. Activated for Visitors** – A desire to become a 'go-to destination' for visitors and day-trippers with outdoor activities, food and wine, outdoor events and markets.
- 5. Revitalised Business Precincts** – There is a desire for business hubs to be fit-for-purpose and attractive for visitors. Like the rest of the community, business owners want to protect and enhance the character of the area with sensible redevelopment.

Focus of Council

- 1. Town Centre Renewal** – Get the town centres looking presentable, showcase natural areas and have the facilities and services in place to cope with visitors.
- 2. Education** – Council to investigate ways of improving the community's understanding of the development approval process, which in turn will enhance the overall customer experience.
- 3. Promotion** – Get the word out to attract more visitors whether day-trippers from Sydney, or tourists from interstate or overseas.
- 4. Communication** – Listen to the needs of existing business owners and keep them informed of relevant news and events.
- 5. Investment Attraction** – Council to communicate investment opportunities in Hawkesbury LGA and support key sectors such as agriculture, manufacturing and construction.





PART 5 A PLAN FOR THE FUTURE

Vision Statement

Innovate how we do business and manage the city to be more sustainable and resilient.

Stimulate activity in local centres and support new and existing businesses to grow.

Captivate the Sydney market with a desire to spend more time and money in Hawkesbury LGA.

Theme 1 | Innovate

Goal

Innovate how we do business and manage the city to become more productive, resilient, and sustainable.

Objectives

1. Encourage new business ideas and entrepreneurship.
2. Support education and product development in agriculture, manufacturing, and construction sectors.
3. Educate and transition the LGA to become more resilient and sustainable.

Theme 2 | Stimulate

Goal

Stimulate activity in local centres and support new and existing businesses to grow.

Objectives

1. Ensure planning controls strengthen employment lands and provide appropriate housing for the working population.
2. Business owners are supported with relevant information, training and networking opportunities.
3. Town centres are appropriately maintained and activated to be attractive to visitors.

Theme 3 | Captivate

Goal

Captivate target audiences with a desire to spend more time and money in Hawkesbury LGA.

Objectives

1. Attract business investment and promote the quality of Hawkesbury's manufactured goods and agricultural produce.
2. Partner with businesses to package and promote visitation and trade with Hawkesbury LGA.
3. Understand the needs and experiences of visitors to Hawkesbury LGA.

Actions

The actions have been grouped according to themes and objectives as outlined in the **Implementation Plan** below.

Theme Objectives	# Actions	Role of Council	Partnerships	
Innovate	1. Encourage new business ideas and entrepreneurship.	1.1 Continue to provide information to new and prospective small business owners on available resources and support programs (e.g. via Council's e-business newsletter).	Lead/Deliver	Service NSW Business Bureau Australian Tax Office, Business Connect
		1.2 Investigate the establishment of co-working or start up spaces within the LGA. Consider the use of a council owned building to enable flexible leasing of workspaces and wider community use.	Lead/Deliver	Property and Business owners, Council
		1.3 Hold two annual business events to build networks, share knowledge and inspire new ideas.	Deliver/ Collaborate	Local Businesses
	2. Support education and product development in agriculture, manufacturing and construction sectors.	1.4 Establish a system to support local businesses to easily access State/ Commonwealth Government assistance programs (export programs, start-up programs, grant programs).	Collaborate/ Support	State/Federal Government, Service NSW Business Bureau
		1.5 Continue to work with Western Sydney University, TAFE and the RAAF to support and grow their contribution to our local economy.	Collaborate/ Support	WSU, TAFE, RAAF
		1.6 Investigate what new opportunities to access overseas markets are created by the new Western Sydney Airport.	Lead/ Collaborate	Western Sydney Airport
		1.7 Review local industry needs and interests in strengthening the network, identify the next steps, and investigate relevant State and Federal Governments grants or contributions.	Collaborate	Government Departments
		1.8 Provide positive economic development media statements (together with partners) associated with key targeted industries and recent success stories.	Collaborate/ Support	Council, Destination NSW, Government Bodies
	3. Education and Transition LGA to become more resilient and sustainable.	1.9 Build upon the pilot business mentoring program introduced during the bushfire recovery to share knowledge, build resilience and create new opportunities.	Collaborate/ Support	State Government agencies
		1.10 Investigate what smart city technology might assist with Hawkesbury's town centres to be more inclusive, resilient, sustainable and disaster ready.	Lead/ Collaborate	Council
		1.11 Provide opportunities to support and educate businesses interested in becoming more circular in their operations (e.g. reusing soft plastics manufacturing).	Collaborate/ Support	Council

Theme Objectives	# Actions	Role of Council	Partnerships	
Stimulate	1. Ensure planning controls strengthen employment lands and provide appropriate housing for the working population	2.1 Review planning controls to ensure they provide an effective mechanism to deliver on the goal and outcomes of this strategy.	Lead	Council
		2.2 Council to deliver planning and infrastructure projects in accordance with Federal and State Government grant funding	Lead/Deliver	State Government Bodies
	2. Business owners are supported with relevant information, training and networking opportunities	2.3 Review of Council tourism resources and prioritise the investment by Council into tourism infrastructure to support the growth of the local tourism sector.	Deliver	Council, Destination NSW
		2.4 Design and deliver a program of workshops, Business 101 seminars and skills development opportunities to increase knowledge and capacity to help local businesses adapt, grow and increase their inclusion and resilience.	Lead/Deliver	Council, Service NSW Business Bureau, Business Connect, Western Sydney Business Centre, Australian Tax Office
		2.5 Engage with local businesses and business associations (Chamber of Commerce) to support business needs and priorities).	Collaborate	Council, Chamber of Commerce, Businesses
		2.6 Establish and maintain an up-to-date business contact database.	Deliver/ Collaborate	Business and Property Owners
	3. Town Centres are appropriately maintained and activated to be attractive to visitors.	2.7 Continue to support and deliver the Shopfront Façade Improvement Program.	Deliver/ Collaborate	Business and Property Owners
		2.8 Investigate opportunities to revitalise vacant business premises in the key towns and villages from short term opportunities for startups and small business to investment in longer term programs.	Collaborate	Business and Property Owners
		2.9 Implement activations that contribute to the revitalisation of towns, villages and public spaces (eg: parklets) and create places that people want to be.	Lead/Deliver/ Collaborate	Council
		2.10 Conduct town centre cleaning, maintenance and asset management as per Council adopted service level.	Lead/Deliver	Council

Theme Objectives	# Actions	Role of Council	Partnerships	
Captive	1. Attract business investment and promote the quality of Hawkesbury's manufactured goods and agricultural produce.	3.1 Develop a Hawkesbury investment prospectus that promotes the region's economic vision and associated opportunities.	Lead/ Collaborate	Council and Western Parklands Authority and neighbouring Councils
		3.2 Support local manufacturing and agriculture industries through existing channels i.e. Hawkesbury Harvest.	Collaborate/ Support/ Advocate	State Government Bodies
		3.3 Use Council's Business Hub to spotlight flagship agriculture and manufacturing businesses.	Collaborate/ Support	Council and business owners
	2. Partner with businesses to package and promote visitation and trade with Hawkesbury LGA.	3.4 Review of Council tourism resources and prioritise the investment by Council into tourism infrastructure to support the growth of the local tourism sector.	Deliver	Council, Destination NSW
		3.5 Encourage greater participation and engagement from local businesses in major events designed to attract visitors.	Lead/ Collaborate	Council
		3.6 Develop an Arts and Cultural Strategy to improve the offer to visitors, especially day trippers as well as supporting the local creative industry. Eg. Creative Communities.	Lead/Deliver	Council
	3. Understand the needs and experiences of visitors to the Hawkesbury.	3.7 Use Council's social media platforms, to spotlight flagship tourism-related businesses, visitor attractions and agri-tourism.	Collaborate/ Support	Tourism Operations
		3.8 Partner with Destination NSW and neighbouring councils to develop a suite of tourist packages and visitor experiences.	Collaborate	Destination NSW, Neighbouring Council
		3.9 Undertake regular visitor surveys to gain insights into the visitor experience, their needs and to identify opportunities.	Lead/Deliver	Council
		3.10 Conduct event surveys at Councils major events that are intended to appeal to visitors from outside the LGA.	Lead/Deliver	Council
		3.11 Partner with DNSW to keep up to date with the latest tourism industry research and adapt programming accordingly.	Collaborate	Council

Evaluation Framework

The EDS evaluation framework consists of both internal measures called “Outputs” that assess Council activities, and external measures called “Outcomes” that measure the performance of the local economy.

Theme	# Outputs	Source	Outcomes	Source
Innovate	1 Number of initiatives delivered assisting small businesses.	Council	Total number of businesses in Hawkesbury LGA.	Economy ID, Australian Business Register
	2 Number of Council-led or supported initiatives) in agriculture, manufacturing and construction sectors.	Council	Increase in number of jobs in agriculture, manufacturing and construction sectors.	Economy ID
	3 Number of initiatives delivered relating to circular economy, resilience and smart city.	Council	Increase in participation in engaging with circular economy and resilience programs.	Council
Stimulate	4 Number of town centre improvement projects delivered by Council.	Council	Satisfaction rates of business owners with improvements and the local business environment (by survey).	Survey
	5 Improvement of processing times for development applications.	Council	Number and/or Value of non-residential development applications.	Economy ID
	6 Number of e-newsletter editions per year.	Council	Improved number of website hits.	Council
Captivate	7 Number of outdoor events delivered or supported by Council.	Council	Number of visitors from outside the LGA to the Hawkesbury.	Economy ID, Spendmapp
	8 Satisfaction rates of visitors to Hawkesbury LGA (by survey).	Survey	Positive Customer Satisfaction Survey Results	Economy ID, Spendmapp
	9 Deliver an investment prospectus for the Hawkesbury LGA.	Council	Number of opportunities for business investment.	Economy ID

Reporting Process

The Strategy sits within Council’s Integrated Planning and Reporting Framework, connecting with and supporting a whole of Council approach through the integration of strategies across the organisation. The reporting of actions and implementation of this strategy occurs through the annual plan, operational plans and delivery plan.

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