

The background of the cover is an aerial photograph of a highway interchange. The road curves through a lush green landscape with several small ponds. In the distance, a residential area and rolling hills are visible under a blue sky with scattered white clouds. Three overlapping circles in shades of orange, blue, and green are positioned in the lower half of the image, serving as a backdrop for the title text.

CAMDEN ECONOMIC DEVELOPMENT STRATEGY

2022-2026

ABBREVIATIONS

Council	Camden Council
CSP	Community Strategic Plan
DPE	Department of Planning and Environment
EDA	Economic Development and Activation Branch
GRP	Gross Regional Product
GSC	Greater Sydney Commission
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
RTO	Registered Training Organisation
WPC	Western Parkland City
WPCA	Western Parkland City Authority
WSIA	Western Sydney International Airport
WSIAO	Western Sydney Investment Attraction Office



Camden Economic Development Strategy

Published 2022

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Availability

The Camden Economic Development Strategy is available on Council's website:
www.camden.nsw.gov.au

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MESSAGE FROM THE MAYOR

Camden is a place of opportunity and with a well-managed approach to growth, we are the ideal location to live, work and play.

Being one of the fastest growing local government areas in Australia, Camden has an increasingly diverse population that sees people of all different social, cultural and economic backgrounds settling into our area.

The Economic Development Strategy will provide the ideal framework for Council moving forward. It outlines a vision to leverage Camden's local strengths and emerging regional advantages to promote attractive and liveable places, stimulate economic and employment growth, and foster a vibrant, diversified and technologically advanced economy.

Council will work with stakeholders, partners and the local community to grow the Camden economy in step with the unprecedented regional growth taking place around us.

Being in a unique position to leverage off a range of opportunities to support our growing population, the Strategy aims to support local businesses, facilitate improved employment pathways and opportunities, attract investment and encourage the development of a number of vibrant places for the community to enjoy.

As we continue to grow as a community, it is important to have the right framework in place, and the Strategy will set clear guidelines to grow a prosperous Camden economy.



Therese Fedeli

Mayor of Camden



ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Dharawal people as the traditional custodians of this land and pay our respect to their Elders past, present and emerging.

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EXECUTIVE SUMMARY

Camden will be a place of opportunity, with a well-managed approach to growth, social inclusion and economic innovation. It will capitalise on local strengths and regional advantages to access opportunities catalysed by connections to expanded industries and broader markets. Camden Council plays a key role as an enabler of economic growth and diversification in Camden and throughout the Western Parkland City. We will leverage Camden's unique position to realise the regional and global opportunities stemming from catalytic developments across a range of industries.

The Economic Development Strategy is a plan that outlines Council's priorities for stimulating economic growth and vitality throughout the Camden LGA. It will provide a framework to deliver the key directions of the Camden Community Strategic Plan and the priorities of the Camden Local Strategic Planning Statement which relate to encouraging vibrant and connected centres and promotion of a diversified and growing local economy.

As a central part of the Western Parkland City, Camden's growth is intrinsically linked to the dynamic Western Sydney region, which is experiencing unprecedented infrastructure development, including the delivery of Western Sydney's international airport. Camden is one of the fastest growing LGAs in Australia, with a rapidly changing demographic and economic profile. This rapid change and continued population growth is reflected in the LGA's strong economic growth, with GRP over the last decade increasing at an average rate of 8.4% per annum (2012-2021), and population-serving industries such as Construction and Retail being Camden's strongest.

Camden is well placed to capitalise on opportunities presented by upcoming catalytic projects in the Western Parkland City including the Western Sydney International Airport and surrounding



Aerotropolis. Effectively leveraging these opportunities in a complex and competitive environment, whilst retaining the existing local strengths valued by our residents and business community, will be a challenge which is crucial to Camden's continued economic success.

Our proximity to the Western Sydney International Airport, ample supply of greenfield sites, and strong population growth are assets which can be leveraged to expand existing and attract new businesses and industries. There is abundant potential for industry growth in a range of emerging sectors including agribusiness, food science, education and training, advanced manufacturing, and health care. These opportunities can only be realised with the delivery of key enabling infrastructure and the support of an increasingly skilled workforce.

One of Camden's key strengths is its heritage and agricultural identity, and striking the right rural-urban balance will be key to retaining the diverse residential offering and recreational spaces that contribute to Camden's liveability. In addition, an emerging visitor economy, anchored by Camden's unique historic and scenic character, presents opportunities to attract visitation and further diversify the local economy.

A number of regional agencies and initiatives have been established to coordinate and connect government, industry and community to deliver outcomes during this period of growth in the Western Parkland City. By working collaboratively across the region, Council will facilitate economic activity and employment growth, support local businesses to grow and thrive, advocate for investment in the Camden LGA, and encourage the development of attractive and vibrant places in order to grow a prosperous economy and connected community.



VISION

To leverage Camden's local strengths and emerging regional advantages to promote attractive and liveable places, stimulate economic and employment growth, and foster a vibrant, diversified and technologically advanced economy.

PRINCIPLES

Support, Collaboration, Leverage, Promotion, Place and Innovation

STRATEGIC DIRECTIONS

1. Facilitate business and industry growth	2. Strengthen education, training and career pathways	3. Attract investment to the region	4. Support the development of vibrant places
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PRIORITIES

1.1 Understand the make-up and characteristics of the current Camden LGA business ecosystem through effective data capture and analysis	2.1 Understand the existing landscape for education and training opportunities within the Camden LGA	3.1 Investigate and support opportunities to leverage off future industrial and commercial hubs of the Aerotropolis	4.1 Develop and deliver activations throughout Camden LGA's centres
1.2 Keep businesses informed of trends and changes in economic, industry and government landscapes	2.2 Engage with local businesses to understand education and training needs and requirements by industry segment	3.2 Promote Camden LGA as an attractive place for business, industry and government investment	4.2 Implement the Camden Town Centre Urban Design Framework and Camden Town Centre Vision
1.3 Promote Camden LGA's unique and diverse offerings to its residents, workers, students and visitors	2.3 Collaborate with stakeholders to deliver education, training and career pathway programs across a range of industries	3.3 Continue to collaborate with all three tiers of government in the delivery of economic outcomes associated with the Western Sydney City Deal	4.3 Support the development of the night time economy within Camden's existing and emerging centres
1.4 Provide opportunities for capacity building to local businesses across a range of industries	2.4 Provide opportunities to accelerate youth employment in the Camden LGA	3.4 Investigate opportunities to attract and encourage the delivery of social services and infrastructure within the Camden LGA	4.4 Support and encourage the delivery of events throughout the Camden LGA
1.5 Investigate the establishment of flexible work hubs across the Camden LGA	2.5 Advocate to expand tertiary education and training options across the Camden LGA	3.5 Investigate the appropriate types of visitor accommodation for Camden and identify appropriate locations for future accommodation	4.5 Collaborate across Council to support a place-based approach to the development of Camden's strategic and local centres



1 Introduction to Camden

1.1 A FOCUS ON ECONOMIC DEVELOPMENT

The Camden LGA is transforming from being on the fringe of Sydney to occupying the geographic centre of one of Sydney's three cities – the new Western Parkland City (WPC). Camden has an emerging regional role to play in the future of the WPC, as it is set to benefit from the development of new communities in the South West Growth Area, catalytic infrastructure projects such as the South West Rail Link, North South Rail Line, M9 Outer Sydney Orbital, and notably, proximity to the Western Sydney International Airport (WSIA) and Aerotropolis.

Core to responding to this change is recognising and taking advantage of Camden's strategic regional position. As one of the fastest growing LGAs in Australia, with a population forecast of 243,531 by 2041, Camden is well-placed to provide the talent needed to build and service new industries that can leverage access to Australia's gateway to the world. A vast and diverse mix of employment lands – including agricultural and industrial lands, greenfields, towns and villages, and established and emerging centres – positions Camden well to attract investment that will benefit from proximity to major infrastructure and transit hubs, a highly-skilled workforce and strong liveability offerings.

Capitalising on Camden's existing strengths in entrepreneurship and small business, Camden Council (Council) will target economic growth that attracts and enables innovation. Council is a convener, supporting the conditions to create employment opportunities that can be scaled – from new ideas and start-ups, to established businesses that serve domestic and international markets.

Targeting entrepreneurship, talent and industry involves leveraging the existing strengths of each centre in Camden. Creating a supportive environment for these opportunities in the established manufacturing



and population-serving employment bases at Narellan and Smeaton Grange will help to retain and attract talented people. The growth potential of Oran Park and Leppington presents significant potential for different types of industry attraction. Greenfield land in the north of the LGA also presents opportunities to organise industries differently, with access to global markets on Camden's doorstep through the WSIA and Aerotropolis.

Council can also leverage Camden's existing and future talent pool and help to catalyse more local job opportunities. Providing employment opportunities and a skills platform that fosters lifelong learning will be key to enable more flexible and adaptive working lives and increase the diversity of local jobs.

A strong liveability offering is also central to targeting talent. Camden's appealing built and natural environment sets it apart in the WPC, with vibrant and activated centres and ample open and recreational spaces. Camden's heritage and rural values, unique cultural assets, and boutique local food and retail offerings contribute to its appeal to new residents and visitors, enabling the strengthening of a local visitor economy.

It is essential that Camden continues growing into its identity as a central player in the WPC to effectively leverage existing and emerging opportunities. The Economic Development Strategy 2022 – 2026 (the Strategy) will set the framework for Council as an enabler of economic growth and diversification in Camden and throughout the WPC. It will outline actions which build on Camden's solid foundations to take advantage of the opportunities, and address the challenges, which come with rapid growth and change.



1.2 THE ROLE OF COUNCIL

Camden Council plays a major role in local and regional economic development for the LGA, determining, encouraging and responding to a wide range of variables to stimulate economic growth for the benefit of our community.

To drive economic development in the Camden LGA, Council's role is three-fold:

1

FACILITATE

economic growth through:

- *Enabling* activities which attract investment, create employment opportunities, and encourage the growth of innovative and future-focussed industries;
- *Strategy development*, to articulate Council's plans to support and encourage investment, jobs growth and vibrant centres;
- *Partnerships* with diverse stakeholders to help deliver infrastructure, facilities and services that will benefit our communities and generate economic activity;
- *The provision of local infrastructure and assets* that are fundamental for business operations and place vitality, such as roads and streets, amenities, public domain assets, and community facilities;
- *Land use planning* to develop existing and future centres and employment lands that will help to build employment diversity and develop Camden as an attractive investment option; and
- *Delivery of events and activations* to activate public spaces, attract visitors, promote the Camden LGA, and boost the local economy.

2

SUPPORT

economic growth through:

- *Business support*, including information sharing, communication between businesses and Council, and assisting businesses through crises;
- *Capacity building* by providing opportunities for businesses to learn and develop, and connect and collaborate in order to grow their businesses and the broader business community;
- *Encouraging the development of vibrant places* which enhance and diversify Camden's liveability offering; and
- *Collaboration* with agencies and organisations to deliver a range of economic development activities, including investment attraction, business support, capacity building, networking, and education and training opportunities.

3

INFLUENCE

economic growth through:

- *Advocacy* to State and Federal Governments, organisations and industry for a range of population-serving, employment-generating infrastructure, growth and place outcomes that will enhance the Camden LGA's economic viability;
- *Investment attraction* activities that will promote the strategic advantages of doing business in Camden;
- *Promotion* of the Camden LGA as a great place to live, work, study and visit; and
- *Research and data gathering* to understand a range of factors that will support and enhance economic activity in Camden.

An aerial photograph of a modern building complex, likely a university or government building, situated in a large, open area. The building is a multi-story structure with a prominent glass facade and a white upper section. It is surrounded by green lawns, parking lots, and some construction activity. In the background, there are more buildings, a large body of water, and a dense forest under a cloudy sky. A large, semi-transparent circular graphic is overlaid on the center of the image, containing the number '2' and the text 'Regional Context'.

2

Regional Context

2. REGIONAL CONTEXT

As a central part of the Western Parkland City, Camden sits within a broad and multifaceted regional context which plays a significant role in how the LGA will grow and develop over the coming decades. Cooperation and collaboration with our stakeholders, partners and peers will be crucial to positioning Camden to take full advantage of the opportunities, and address the challenges, arising from increased investment and population growth in the region.

2.1 STRATEGIC CONTEXT

Camden is a changing place, defined by established and emerging centres. Each has a vital role to play in the future of Camden as a productive, liveable and sustainable place.

The Strategy aligns with key Council and regional strategies, including the:

- Greater Sydney Region Plan – a Metropolis of Three Cities, 2018
- Western City District Plan, 2018
- Western Sydney City Deal, 2018
- Camden Community Strategic Plan
- Camden Local Strategic Planning Statement, 2020

The Strategy builds on the principles outlined in these key documents and takes a place-based approach to economic development which seeks to encourage and support the growth of places and precincts which are people and community centred. It will deliver a holistic approach to economic development which prioritises innovation, community wellbeing, celebration of our unique rural and urban assets, and maximising opportunities to leverage growth from the WSIA and Aerotropolis.



STRATEGIC DOCUMENT	LEAD AGENCY	KEY CONSIDERATIONS FOR CAMDEN
Greater Sydney Region Plan – a Metropolis of Three Cities, 2018	Greater Sydney Commission	<p>The vision of the GSC is to achieve a metropolis of three cities, enabling people to live and commute within 30-minute cities. The Region Plan aims to rebalance economic and social opportunities to deliver a more equitable Greater Sydney based on four themes: Infrastructure and Collaboration, Liveability, Productivity, and Sustainability. Under the themes are ten established Directions to guide future planning across Sydney. Directions relating to economic development in Camden are:</p> <ul style="list-style-type: none"> • A city for people • A city of great places • A well-connected city • Jobs and skills for the future • A city in its landscape
Western City District Plan, 2018	Greater Sydney Commission	<p>The District Plan follows the themes of the Region Plan and builds on its Directions, setting priorities and actions for achieving the strategic direction for the Western Parkland City. Planning Priorities relating to economic development in Camden are:</p> <ul style="list-style-type: none"> • W3: Providing services and social infrastructure to meet people’s changing needs • W6: Creating and renewing great places and local centres, and respect the District’s heritage • W8: Leveraging industry opportunities from the Western Sydney Airport and Badgerys Creek Aerotropolis • W11: Growing investment, business opportunities and jobs in strategic centres (Narellan and Leppington)
Western Sydney City Deal, 2018	<ul style="list-style-type: none"> • Federal Government • NSW Government • Western Parkland City Councils 	<p>The City Deal, signed on 4 March 2018, brings together three tiers of government to work collaboratively and contribute resources to deliver the 38 commitments within the City Deal and create quality outcomes and transformative change for the region. Its vision is for ‘A thriving future-focused city that is highly connected, innovative and liveable’ within 20 years. The City Deal’s commitments relating to economic development in Camden are:</p> <ul style="list-style-type: none"> • Jobs for the future: creating 200,000 new jobs across a wide range of industries • Skills and education: residents of the WPC will have access to the best in education and skills training opportunities • Liveability and environment: the WPC’s future neighbourhoods will be more liveable and sustainable

STRATEGIC DOCUMENT	LEAD AGENCY	KEY CONSIDERATIONS FOR CAMDEN
Camden Community Strategic Plan	Camden Council	<p>The Camden CSP outlines how Council will work to meet the community's needs. It includes a road map that balances economic development, environmental management, social wellbeing, local leadership, and incorporates key directions on how these priorities will be achieved, measured and monitored.</p>
Camden Local Strategic Planning Statement, 2020	Camden Council	<p>The LSPS is a 20-year planning vision, emphasising land use, transport and sustainability objectives to demonstrate how the Camden LGA will change to meet the community's needs. The LSPS is made up of four themes which mirror those of the Sydney Region Plan and Western District Plan. These themes are implemented through 21 local priorities to be undertaken by Council. The local priorities relating to economic development in Camden are:</p> <ul style="list-style-type: none"> • I4: Working in partnership to deliver a more liveable, productive and sustainable Camden • L2: Celebrating and respecting Camden's proud heritage • L4: Encouraging vibrant and connected centres which reflect Camden's evolving character • P1: Increasing the quantity and diversity of local jobs, and improving access to jobs across the Western City District • P2: Creating a network of successful centres • P3: Strengthening the Strategic Centres of Narellan and Leppington • P5: Leveraging industry opportunities created by Camden's proximity to the Western Sydney Airport and Aerotropolis • P6: Leveraging Camden's natural and cultural assets to promote local agricultural production and increase tourism

The development of the Strategy was also informed by the following key documents:

NSW Government

- Turning Ideas into Jobs: Accelerating Research and Development in NSW, 2021
- Visitor Economy Strategy, 2021
- Western Sydney Aerotropolis Plan, 2020
- Sydney 24-hour Economy Strategy, 2020
- NSW 2040 Economic Blueprint, 2019

Camden Council

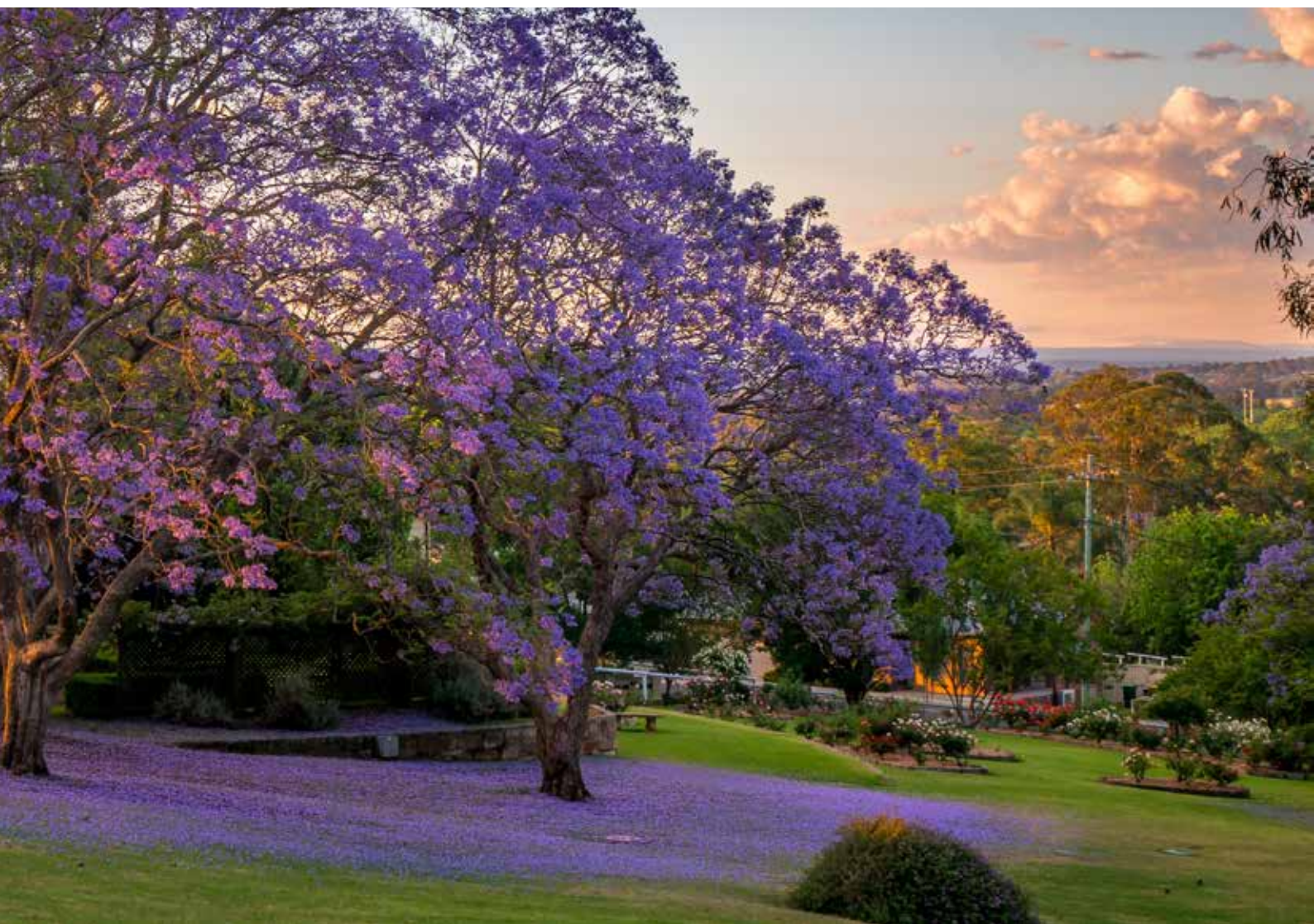
- Centres and Employment Land Strategy, 2022
- Sustainability Strategy, 2020
- Rural Lands Strategy, 2018
- Camden Town Centre Urban Design Framework, 2018
- Camden Destination Management Plan, 2016
- Camden Town Centre Vision, 2014



2.2 KEY AGENCIES AND ORGANISATIONS

The delivery of the Strategy will be aided through ongoing engagement and collaboration with a number of organisations and government agencies. These include, but are not limited to:

- Greater Sydney Commission
- NSW Department of Planning and Environment
- Investment NSW
 - Destination NSW
 - The Office of the 24-hour Economy Commissioner
- Office of the Small Business Commissioner
- Western Parkland City Authority
- Western Sydney Investment Attraction Office
- Western Parkland Councils
- Service NSW for Business
- Business NSW
- Business Western Sydney
- Night Time Economy Councils' Committee
- Local Government NSW
- Local chambers of commerce
- Australian Botanic Garden Mt Annan



An aerial photograph of a suburban residential area. In the foreground, there is a large, well-maintained green lawn. To the left of the lawn is a colorful playground with slides and climbing structures. Further back, a swimming pool is visible. The background is filled with rows of modern, single-story houses with grey roofs. The scene is captured from a high angle, showing the layout of the neighborhood and the surrounding landscape.

3

Camden Economic Profile

3.1 LOCAL ECONOMY

Camden LGA has a strong and diverse local economy, which has, in the last 10 years, grown at an average rate of 8.4% per annum (2012–2021).

In the year ending June 2020, Camden's gross regional product (GRP) was \$5.74 billion, which accounts for 3.8% of the Western Sydney Region's GRP. In that same period, the LGA's top employers were the Retail Trade, Construction, and Accommodation and Food Services industries, demonstrating that the local economy is largely population-serving. This trend is likely to continue given Camden's rapidly growing population.

Employment self-sufficiency in Camden LGA is relatively high, with a large proportion of local jobs being filled by residents. However, overall, there are less jobs in Camden proportionate to the number of resident workers, with a jobs-to-residents ratio of 0.66. In this way, employment self-containment is low, meaning that the majority of resident workers leave the Camden LGA to access employment¹.

Drivers and Demands

Camden's population growth has outpaced other LGAs in the WPC, recording an estimated resident population of 107,806 by mid-2020, which is a 6.3% growth in comparison to 1.0% growth in Greater Sydney and 1.53% in the Greater Western District over the previous year (2019). Per ABS estimates, Camden's rate of growth has been one of the fastest amongst LGAs across Australia and is a significant driver of economic growth for Camden.

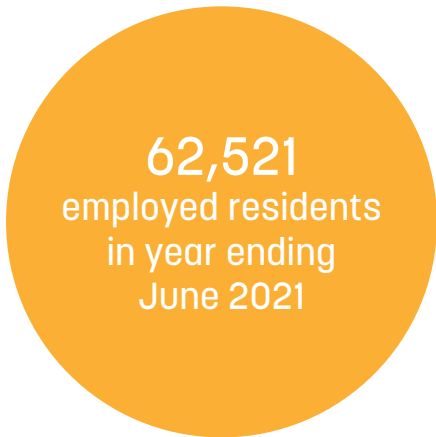
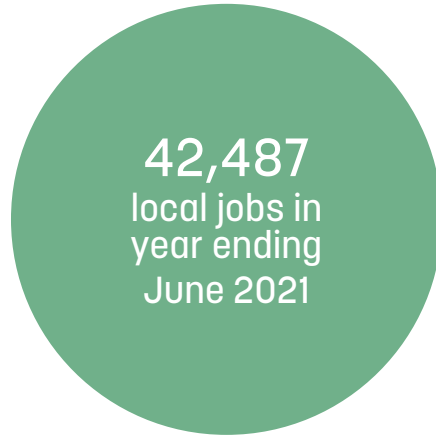
Population growth generates demand for construction (commercial and residential) and other population-serving industries and services, which are currently Camden's strongest. The Camden LGA has been proactive in providing and planning for the demands of its resident community, as well as catering to the needs of the business community to support generation of jobs and growth in the region.

Significant infrastructure investment and ongoing residential development place the LGA on a new trajectory of growth not seen to date. The opportunity to leverage Camden's strategic location and ample supply of greenfield sites will facilitate the transition towards more industrial and employment lands and ultimately grow Camden's local economy².

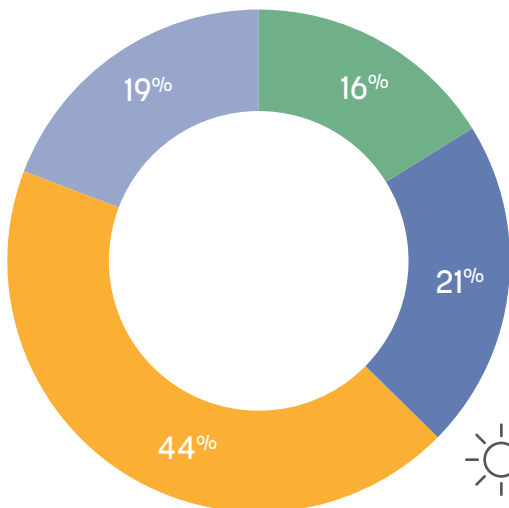
¹ idCommunity, *Camden Council Economic Profile: Jobs to Workers Ratio*, <https://economy.id.com.au/camden/> Employment-capacity Accessed July 2021

² *Camden Industrial and Employment Lands Study*, Camden Council, 2020





The types of jobs in the Camden LGA are distributed across the following industries:

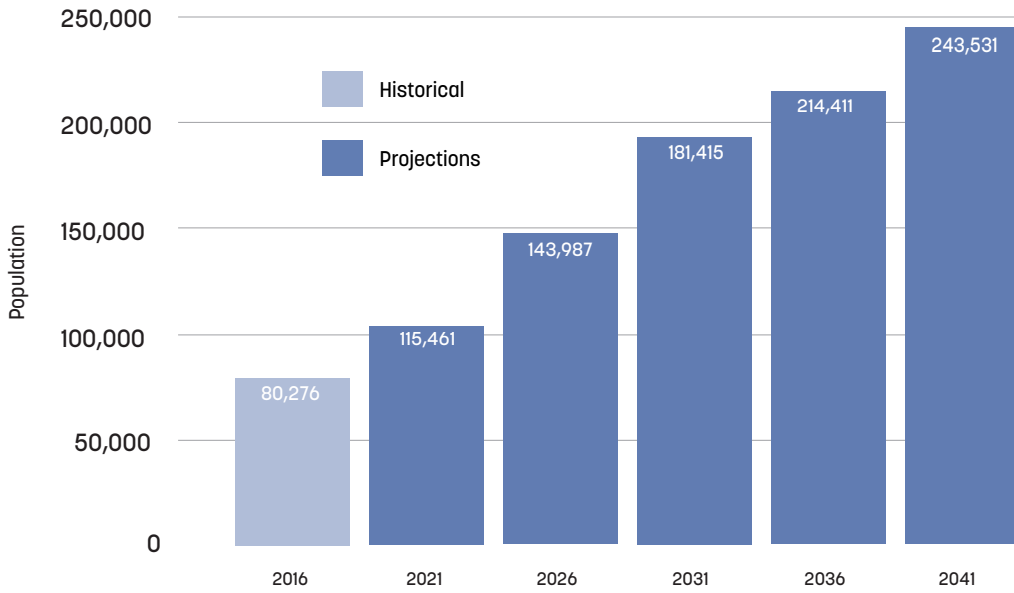


Population Serving	44%
Health and Education	21%
Industrial	19%
Knowledge Intensive	16%



DEMOGRAPHICS

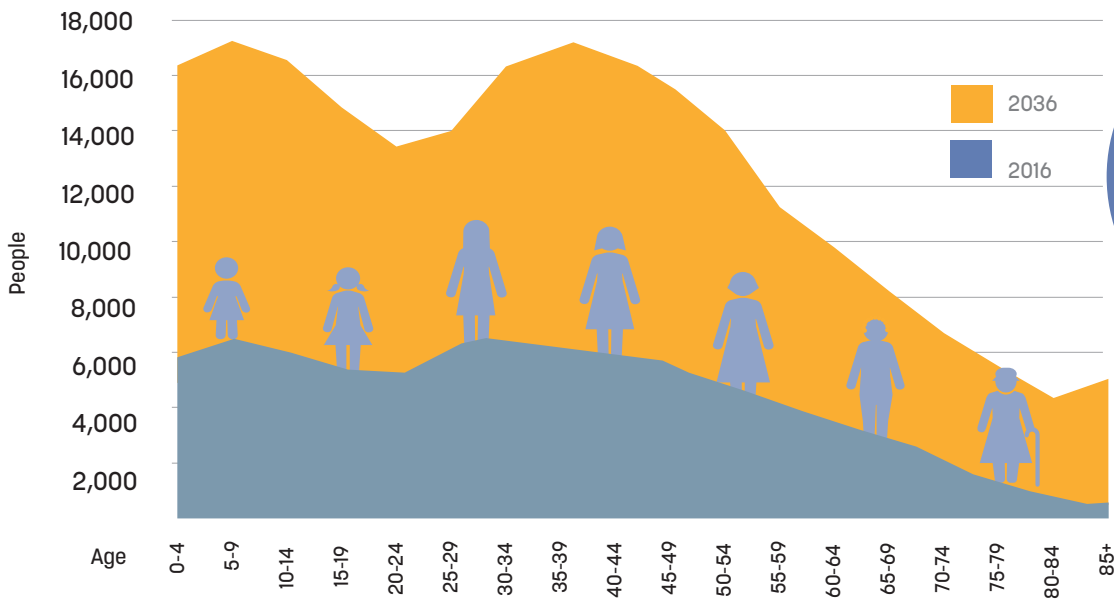
POPULATION GROWTH (2016 to 2041)



203%
increase
(2016 - 2041)

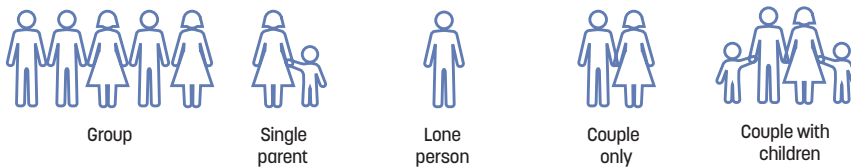
4.5%
forecast average
annual growth
rate to 2041

AGE PROFILE (2016 & 2036)



In 2036 there will be an increased percentage of Mature Adults (45 - 65) and Retirees (65+)

PROJECTED HOUSEHOLD STRUCTURE (2016 & 2036)

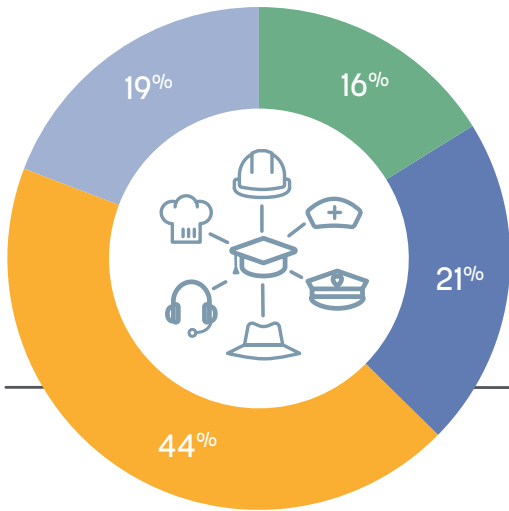


2016 %	5.90%	10.60%	13.70%	23.50%	46.20%
2036 project % change	↓	↑	↑	↑	↓

2016
24,019
households

2036
77,350
projected
households

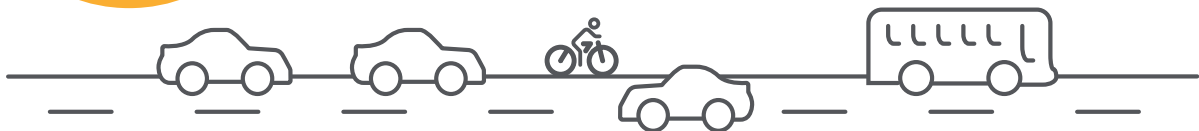
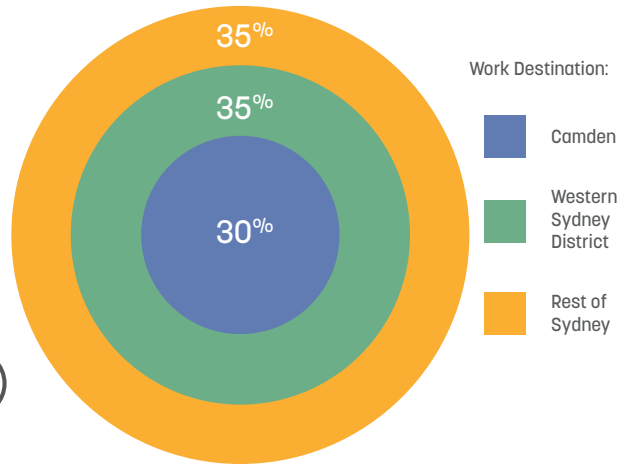
EMPLOYMENT BY SECTOR



	Camden	Camden Trend*	Western City District
Population Serving	44%	↑	34%
Health and Education	21%	↑	25%
Industrial	19%	↓	24%
Knowledge Intensive	16%	↑	17%

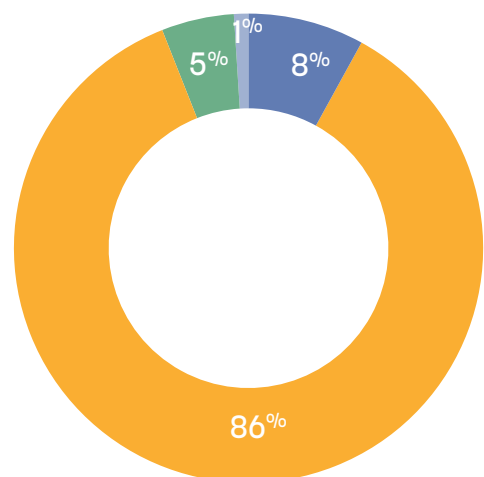
RESIDENT WORK DESTINATION (2016)

A majority of workers within Knowledge Intensive industries leave the LGA for work



METHOD OF TRAVEL TO WORK (2016)

	Camden	Camden Trend*	Western City District
Private Vehicle	86%	↓	80%
Public Transport	8%	↑	14%
Work at Home or Other	5%	↑	4%
Active Transport	1%	↓	2%



*Camden Trend = 2011-2016

NEW RESIDENTS (NET 2011-2016)



Young Adult
(18-24)

5.64%



Retiree
(65+)

6.73%



Children & Youth
(0-17)

22.65%



Mature Adult
(45 - 64)

15.65%



Adult
(25-44)

49.33%



3.2 IMPACTS OF COVID-19

COVID-19 has had a significant impact on economies worldwide, and whilst businesses and residents of Camden have been affected by the pandemic, the COVID-19 lockdown of 2020 saw the LGA being relatively less impacted upon across all economic indicators in comparison to the rest of Greater Sydney and NSW.

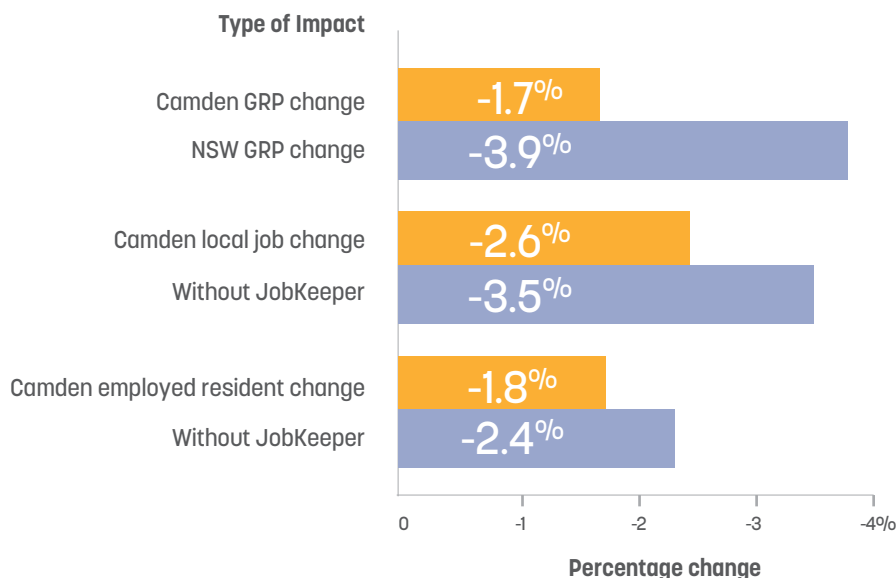
Some possible reasons for Camden’s relatively low COVID-19 impact in 2020 include:

1. A strong Construction industry that was largely unaffected due to strong existing housing growth resulting from population growth, a relatively unscathed Australian housing market, Federal Government stimulus to the industry, and a rising trend for people to relocate to outer suburbs as COVID-19 increased opportunities for flexible working arrangements.
2. Reallocation of workers from central business districts to their home suburbs. As people increasingly worked from home, the retail and hospitality activity largely associated with workers shifted from central business districts to suburbs like those in the Camden LGA.
3. Manufacturers and local producers filled the gaps caused by supply chain disruptions, as consumers and suppliers shifted to higher dependency on local goods and services.

Camden Council's COVID-19 Community Support Package

Council plays a key role in facilitating economic growth of the region through the provision of community infrastructure and services that stimulate local expenditure, investment and employment. In response to the pandemic, Council implemented a comprehensive and robust Community Support Package to assist in minimising the impact of COVID-19 to the community. Stages One and Two of the package were announced in April 2020, and included \$17 million of support for businesses and residents, and acceleration of infrastructure and capital projects. Its output impact has been calculated within the range of \$23.5 million to \$26.7 million, while its estimated contribution to Camden GRP is between \$11.3 million to \$13.3 million. Stage Three of the package was announced in March 2021 as a \$113.85 million direct economic stimulus which is expected to have an output impact worth between \$173.6 million to \$195.1 million and a contribution to GRP between \$76 million to \$89 million³.

COVID-19 IMPACT*



*September 2020 quarter

³SGS Economics and Planning, *Economic Impact of Camden Council’s Covid-19 Community Support Package*, February 2021

3.3 CAMDEN'S KEY SECTORS AND INDUSTRIES

Camden's robust economic growth has been underpinned by its local strengths. Like many emerging urban areas, Camden's strongest industries are population-serving, catering to the needs of local residents. As Camden's population continues to grow, these sectors will expand in step, along with opportunities from regional growth and catalytic infrastructure development.

Construction

Construction is Camden LGA's largest industry, with a value addition of \$1,005 million (23.1%) in the year ending June 2020, which is substantially higher than its 8.7% contribution to the economy at the NSW level. Construction contributes significantly to local employment with 16.1% of local jobs (6,494) being in this industry, indicating that Camden is well positioned to support construction in the growing WPC.

Retail Trade

Retail Trade was the second largest industry with the second highest value-added contribution of \$412 million (9.5%) to the Camden economy during the year ending June 2020. This contribution rate is about two times higher than that for the NSW economy at 4.9%. Retail Trade was also the largest employer in Camden, employing 6,630 people (16.5%). Camden's strength in Retail Trade will likely be enhanced through leverage benefits from ongoing population and infrastructure growth.

Rental, Hiring and Real Estate Services

Rental, Hiring and Real Estate Services made the third highest contribution to Camden's economy, with \$336.4 million value-added contribution (7.7%) in the year ending June 2020, which is again higher in comparison to the NSW contribution level of 4.4% by this industry. This sector has a strong foundation from which to grow, as Camden's commercial and residential construction continues with population growth and associated demand for housing.

Visitor Economy

Camden is strategically positioned between Canberra and Sydney, and has a range of cultural, heritage, natural, community, retail and rural assets which support a vibrant local visitor economy. The strengthening of these existing assets and transport infrastructure delivery, combined with Camden's proximity to the WSIA, will position Camden as a key visitor destination and boost its visitor economy.

The Australian Botanic Garden Mount Annan

The 416-hectare Australian Botanic Garden Mount Annan is Australia's largest botanic garden and a significant recreational and tourist destination within the Camden LGA. As the home of the Australian PlantBank, an international centre for plant research and learning, it also plays an essential role in protecting, conserving, restoring and displaying native vegetation. The new Australian Institute of Botanical Science will focus on finding solutions to issues such as good security and climate change, as well as providing jobs and educational opportunities for the rapidly growing Macarthur region. The Australian Botanic Garden Mount Annan will continue to be a major contributor to the recreational, tourism and science sectors of the region, with a vision to become a world-class visitor attraction and leader amongst sustainable botanical gardens globally.



LARGEST VALUE ADDED INDUSTRIES



Construction
(\$1,005 million
or 23.1%)



Retail Trade
(\$412 million
or 9.5%)



Rental, Hiring
and Real Estate
Services
(\$336 million or
7.7%)



TOP THREE INDUSTRIES FOR LOCAL EMPLOYMENT



Retail Trade
(6,630 employees
or 16.5%)



Construction
(6,494 employees
or 16.1%)



Accommodation
and Food Services
(3,686 employees
or 9.1%)



TOP THREE INDUSTRIES BY REGISTERED BUSINESSES



Construction
(2,033 businesses)



Transport, Postal
and Warehousing
(973 businesses)



Professional,
Scientific and
Technical Services
(817 businesses)



3.4 SECTORS AND INDUSTRIES OF THE FUTURE

Camden is uniquely positioned as a rapidly growing economy during a period of transformation in the Western Parkland City. There is an opportunity for Camden to play a key role in this transformation, building off emerging industries in the LGA in step with a rapidly changing WPC, driven by increasing investment in the region. Growing these emerging industries will continue to strengthen Camden's position and overall contribution to the regional economy.

Agribusiness and Horticulture

Camden has a range of established institutions and organisations which are well-placed to accelerate the region's growth in the diverse agribusiness and horticulture industries. These include Sydney University's Centre for Carbon, Water and Food, The Australian Plant Bank, and the adjacent Elizabeth Macarthur Agricultural Institute. The proposed Western Sydney Innovation Corridor seeks to connect key agtech assets in the WPC, including the University of Sydney's Camden farms. This reflects the opportunity for high tech growth in this area which capitalises on Camden's proximity to the WSIA and resulting connections to domestic and international markets.

Food Science and Food Technology

Camden's strength in agribusiness and horticulture, and availability of suitable land for agricultural food production, can benefit from growth in food science and food technology. Food security concerns brought about by a range of environmental and social factors present an opportunity for growth in these sectors, noting that this would need to be supported by the provision of relevant higher education and training opportunities.

Education and Training

Education and training are the core elements of a skilled workforce required for business and economic growth of the region. Population growth in the Camden region requires education and training facilities closer to home. Camden is therefore well-positioned to host a modern education and training facility which targets school leavers and those seeking to up-skill to match changing labour markets and industry requirements.

Camden has a strategic advantage in growing advanced manufacturing initiatives in key industries

Transport Infrastructure

Transport infrastructure is a core driver of connectivity within the WPC and other regions of Greater Sydney. Delivery of key infrastructure, including the planned North South Rail Line from St. Marys to Macarthur, which runs through Oran Park, the extension of the South West Rail Link from Leppington to WSIA, The Northern Road upgrade, and the M9 Outer Sydney Orbital will untap growth opportunities for Camden, boosting business and industry in a range of sectors.

Advanced Manufacturing

The benefits of adopting new technologies and processes in manufacturing can apply across the WPC's large existing manufacturing base. This aligns with the Federal and NSW Governments' priorities for more resilient supply chains and sovereign manufacturing, especially in response to restrictions on pharmaceutical imports during the pandemic. With leverage benefits from proximity to the WSIA and a large supply of greenfield sites, Camden has a strategic advantage in growing advanced manufacturing

initiatives in key sectors such as pharmaceuticals, health care tools and equipment, defence equipment, and food processing.

Health and Aged Care

As Camden's population continues to grow, particularly its aging population, the demand for health and aged care services will increase. Council is committed to establishing planning settings that enable the viability of medical and health care land uses which will generate knowledge-intensive jobs in Camden's established and emerging centres. This will encourage public and private investment in a health and aged care industry that provides a diversity of care options for an increasingly diverse population and workforce.

Circular Economy

Circular economy refers to the disposal or reuse and management of waste in an environmentally sustainable manner, which will add value to the economy while supporting jobs growth and liveability. New technologies are driving this emerging sector forward, and Camden is well-positioned to support the establishment and growth of initiatives that harness innovative technologies and practices in recycling waste, as well as support business-to-business connections which limit waste generation.

The Agribusiness Precinct

A world-leading Agribusiness Precinct is currently in development for the Aerotropolis. The Precinct will support the production and value-adding of sustainable, high quality fresh produce and pre-prepared consumer foods. The Agribusiness Precinct is anticipated to accommodate up to 5,400 jobs by 2036, resourcing this from within the Aerotropolis and adjoining LGAs.



3.5 CHALLENGES AND OPPORTUNITIES FOR CAMDEN

Camden LGA has a range of local strengths on which Council can build to capitalise on opportunities presented by upcoming catalytic projects such as the WSIA, surrounding Aerotropolis, development of Leppington as a strategic centre, and identified transport connections including the M9 Outer Sydney Orbital, North South Rail Line and South West Rail Link.

Camden is known as an historic, rural area with an identity embedded in its agricultural roots, but there is more to the Camden LGA. Camden is home to expansive greenfield sites in the north of the LGA, agricultural lands, emerging and established industrial centres, research centres, world class community and sporting facilities, and a range of open space and natural assets including the Nepean River, Camden Town Farm and Camden Bicentennial Equestrian Park.

The heritage nature of Camden is valued and striking the right rural-urban balance will be key for retaining the diverse residential offering and recreational spaces that contribute to Camden's liveability. Developing our emerging spaces and supporting new place identities to encourage economic growth and cultural vibrancy are key opportunities that will facilitate the creation of new community connections and ongoing local loyalty that the Camden business ecosystem values.

The local rural economy is poised to leverage from opportunities to support produce and promote fresh local food production. Opportunities exist to further expand and support agricultural enterprise, agritourism and research in this field, and to leverage Camden's proximity to the WSIA by accessing overseas markets and improving the visitor offering to attract visitation to Western Sydney.

As Camden's population continues to grow in size and diversity, ensuring that there is adequate skills provision for this growing population is essential, not only for economic growth, but also for the continued social prosperity that Camden enjoys. The current jobs deficit will grow without adequate opportunity for our population to access education opportunities with a view to supporting the jobs of the future. This presents a challenge for Camden moving forward, but also an opportunity to proactively seek partnerships and advocate for the provision of tertiary education and training services and to further investigate innovative solutions in conjunction with the sector.

The timely provision of transport infrastructure is essential for the region to fully realise the potential of government investment in the Western Sydney International Airport

Camden contains two Strategic Centres identified by the GSC's Western City District Plan – Narellan and Leppington. Narellan has become a significant centre, servicing a regional catchment with a mix of co-located uses, including shopping centre-based retail, residential dwellings and commercial offices. On the other hand, Leppington is in the early stages of its development and is well-positioned to leverage off a

range of opportunities presented by its location adjacent to the Aerotropolis. Rezoning of its largely undeveloped land, and direct connection to mass transit via Leppington train station, will deliver a high-functioning and vibrant strategic centre with opportunities for mixed and commercial developments, the location of services, and the delivery of a mix of dwellings. While fragmented land ownership in Leppington

represents a barrier to development, Council is collaborating with stakeholders to address this, and other challenges, to facilitate planned and staged development of the Leppington Precinct that will encourage investment and growth.

There is the opportunity to continue to leverage our proximity to the WSIA. However, effectively leveraging these opportunities in a complex and competitive environment will present a challenge, not only for Camden, but for all areas adjacent to the WSIA and beyond. The timely provision of key transport infrastructure is essential for the region to fully realise the potential of government investment in the WSIA. Essential interim transport solutions, including rapid bus services, will ensure that the community and business environment can effectively access domestic and international markets through the WSIA. Securing timeframes for key infrastructure in the Camden LGA to provide certainty for investors, business and the community is essential.

As development reaches the northern boundaries of the LGA, supporting existing business to grow into new industries and attracting investment to the region will be a key opportunity for Council. This can be achieved by seeking partnerships with organisations wanting to capitalise on the opportunities presented not only by Camden's proximity to the airport but also by our unique economic landscape.

Leppington Town Centre

Leppington is located within the South West Growth Area and will be a thriving and liveable city attracting high quality investment. As a strategic centre in the Western Parkland City, the Leppington Town Centre will provide homes, local jobs, retail, services, civic and cultural functions, and transport connectivity to the Western Sydney International Airport and Greater Sydney.

Leppington Town Centre will be a smart and walkable city with architecturally designed, sustainable and diverse buildings that open to vibrant and high amenity public domain. Its public, retail, cultural and commercial spaces, supported by active transport and open space connectivity, will be highly utilised by residents, workers, students and visitors, and it will continue to buzz after working hours with an activated night time economy





4

Consultation Summary

4. CONSULTATION SUMMARY

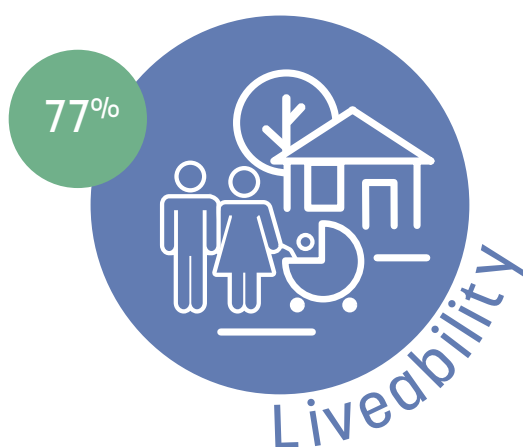
Council utilised a range of source materials and consultation methods to inform the development of the Strategy. This included a thorough literature review, review of the regional context, and review of the robust and comprehensive community consultation outcomes derived from the recent development of the Camden LSPS. In addition, Council undertook an internal and external consultation process to further inform the development of the Strategy.

Consultation Process

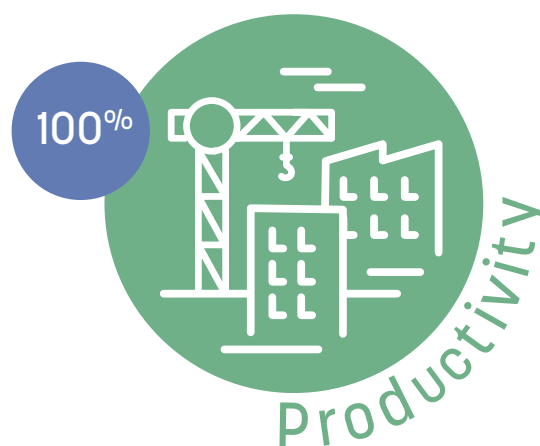
The Strategy's consultation process was undertaken through a range of formats, including:

- Targeted online survey to business and industry groups – 22 responses received;
- Online community survey regarding place initiatives that would encourage visitation – 191 responses received, with 88.5% of respondents being Camden LGA residents;
- A webinar targeting business owners and stakeholders in the Camden LGA – 4 attendees;
- Workshops targeting business owners and stakeholders in the Camden LGA – 24 attendees; and
- Consultation with internal stakeholders.

CAMDEN – THE PLACE TO BE!



77% of Place Survey respondents indicated that they feel a part of the Camden LGA community



100% of Business Survey respondents identified the Camden local community as a key opportunity for business

Key Themes

The outcomes of the consultation process were considered along with past consultations, a literature review and review of the regional context. Four key themes emerged from this process.

1. Business engagement and capacity building

Small businesses in the Camden LGA have shown a keen interest in accessing opportunities to grow. This could come in the form of capacity-building programs, training and education programs, and networking opportunities. Furthermore, local businesses were interested in understanding and leveraging off the opportunities that will come from the WSIA and Aerotropolis across a range of sectors, including construction, tourism and hospitality.

2. Employment pathways

Small to medium businesses in Camden have reported difficulty in finding and securing apprentices and trained workers. As such, a range and diversity of education and training options need to be available to Camden's growing local workforce and student population, as well as clear career pathways. In particular, consideration of what future generations and businesses will need, by way of technology, services and skills, is crucial to establishing training programs and pathways that will grow and adapt as the local economy and region do the same.

3. Investment attraction

Consultations with local businesses identified a range of challenges and opportunities to attract investment to the Camden LGA. Availability and affordability of commercial, retail and industrial real estate is a common challenge for businesses. Spaces for start-ups, creative enterprises and office hubs would assist in diversifying Camden's economic environment. Camden's significant supply of greenfield sites, along with opportunities to shape new centres, are some of the LGA's key advantages to meet the growing demand for commercial, retail and industrial space. The establishment of precincts and catalyst developments in the growth areas are seen as incentives to attract major tenants and businesses to the region.

4. Vibrant centres and precincts

One of Camden's key strengths is the vibrancy of its established and emerging communities and pride in its rural and heritage assets. Respondents to the surveys overwhelmingly recognised Camden's local community as one of its assets and agreed that the Camden LGA is both a great place to live and visit, with many listing its café and restaurant culture, heritage and rural character as key attractors. There is a growing appreciation for the opportunities that come from having a range and diversity of centres throughout the LGA. Indeed, Camden is in the unique position to establish individual identities for new centres and reinforce the well-loved characteristics of its existing centres.

Between 2013 and 2018 the number of workers living in Western Sydney grew at an average of 2.9% per year, well above the region's 15-years average of 1.9% per year⁴.

⁴Western Sydney University, *Where are the Jobs Report Part 1*, p. 10, stat from calculation by id from ABS Census of Population and Housing 2016



Planning Priority W8 of the Greater Sydney Commission's Western City District Plan is "Leveraging industry opportunities from the Western Sydney Airport and Badgerys Creek Aerotropolis."



A night scene of a public event. In the upper half, a large firework bursts in the dark sky, with many bright sparks radiating outwards. Below the sky, a large crowd of people is gathered, mostly seen from the back. In the background, there are trees wrapped in warm yellow lights and a large, multi-story building with a balcony. Two large, semi-transparent circles, one blue and one green, overlap in the center of the image, framing the text.

5 Vision

To leverage Camden's local strengths and emerging regional advantages to promote attractive and liveable places, stimulate economic and employment growth, and foster a vibrant, diversified and technologically advanced economy.

Camden will be a place of opportunity, with a well-managed approach to growth, environmental sustainability, social inclusion and economic innovation. As a central part of the Western Parkland City, Camden will capitalise on its local strengths and regional advantages to access opportunities catalysed by connections to expanded industries and broader markets.

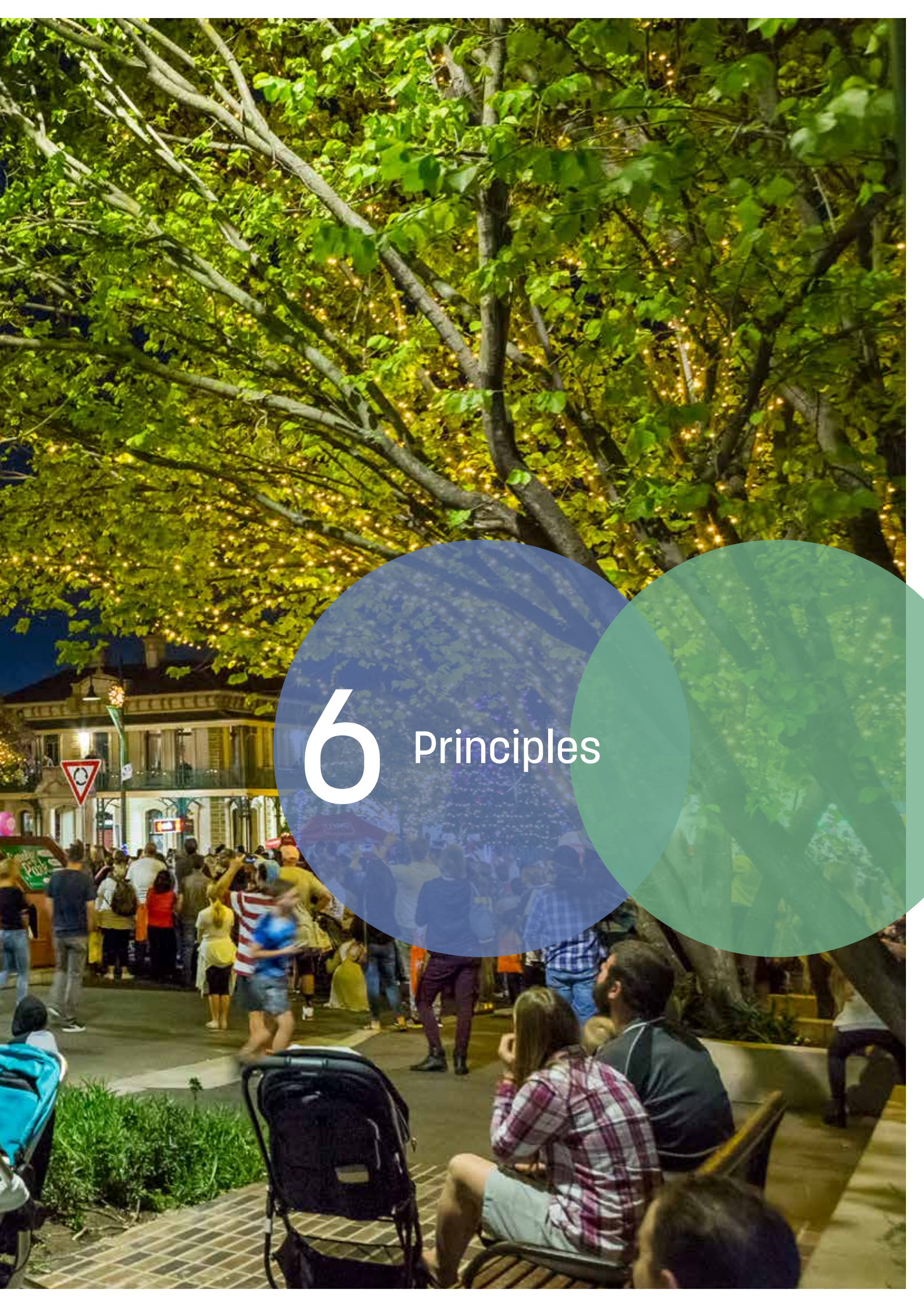
Camden will be an integral part of the 30-minute Western Parkland City, effectively leveraging its population growth to advocate for government investment, infrastructure and transit-oriented development, and build a highly-skilled and diversified workforce. Camden's residents and workers will benefit from a variety and diversity of local employment opportunities, connectivity options, and entertainment and recreational offerings. Its talented and diverse pool of workers will have access to education, training and employment across a range of sectors which service the young and growing population, the emerging industries of the future, and developments from the adjacent Western Sydney International Airport and Aerotropolis.

The local rural economy will have leveraged opportunities to expand best practice agribusiness operations, export produce and promote fresh local food production. Ample supply of greenfield sites, as well as a robust network of centres and employment lands, will be attractive pull-factors for business and investment to expand on the region's key and emerging industries such as manufacturing, health care and the circular economy.

Strong community connection and pride will be bolstered by new and diverse demographics who will be attracted to Camden's abundant liveability offerings, including vibrant and activated centres and ample open and recreational spaces. The visitor economy will be thriving, with Camden capitalising on its heritage and rural values, and offering a strong local food scene, cultural festivals, activations and events. Camden's unique heritage and cultural assets will provide a strong foundation to further enhance and celebrate our rich local history and expand its creative industries.

Council plays a key role as an enabler of economic growth and diversification in Camden and throughout the Western Parkland City. We work collaboratively with government and industry partners to capitalise on Camden's unique position to leverage off regional and global opportunities stemming from catalytic developments in the region. Camden will attract a diverse range of technologically advanced, enabled and future-focussed businesses and enterprises who are drawn by our proximity to major infrastructure and transit hubs, our large and highly-skilled workforce, and our strong liveability offerings.





6 Principles

6. PRINCIPLES

The Strategy is underpinned by a set of principles that provide the framework to both develop and implement its identified Priorities and Deliverables. Each of the Strategy's Priorities is linked to one or more of the below principles, which will guide their delivery through the course of implementation.

Support

Growth and vitality are achieved through ongoing engagement with those who contribute to a region's economy. Key to this is support of local businesses and social enterprises to grow and thrive at all stages of their business cycle, and through the challenges and opportunities that the economic landscape presents, from the establishment of an international airport to the impacts of a global pandemic. Council will continue to support local business as a key function of our economic development activities.

Collaboration

The Western Parkland City is a dynamic and complex region made up of a range of public and private stakeholders and interest groups dedicated to driving the region's prosperity. As a key component within this dynamic ecosystem, Council will collaborate with our peers and stakeholders to deliver investment and jobs growth, and a liveable 30-minute city, for the residents and businesses of Camden and the broader region.

Leverage

Infrastructure, industry and catalytic developments planned throughout the WPC present a range of leverage opportunities to grow the Camden economy. Council will build a robust evidence base from which to advocate for infrastructure development, industry growth, and public and private investment to Camden.



Promotion

Camden has a large and diverse range of natural, rural, heritage, retail, cultural, business and industrial assets which should be highlighted and celebrated. Council will promote Camden's strategic locational and sector advantages, and its many natural, built and cultural assets, in order to attract investment, businesses, jobs and visitors to the region.

Place

Vibrant places enable their users to easily move through space, encourage connections between people and their environment, and provide ways to engage actively and passively. Council will continue to deliver and support events and activations which bring our centres to life. In addition, Council will continue to encourage the development of places that are vibrant and activated in order to improve safety, bring life to the streets and, importantly, create a sense of place and identity for our communities.

Innovation

In a rapidly changing environment, innovation and creativity are key to being able to adapt and thrive across a range of industries, landscapes and scenarios. Council will be innovative by considering creative, place-based and tailored solutions to our approaches to developing vibrant centres, attracting investment and growing the local economy.





7

Strategic Directions and Priorities

7. STRATEGIC DIRECTIONS AND PRIORITIES

Council will capitalise and build upon Camden LGA's existing strengths as well as support and promote growth in emerging industries, leveraging off opportunities arising from our rapid population growth, catalytic regional development and the expansion of key sectors throughout the Western Parkland City.

The Economic Development Strategy identifies four Strategic Directions which will support and enhance the Camden economy over the short to medium term, providing the framework for Council to achieve its vision for economic growth. The Strategic Directions expand into Priorities and Deliverables which outline Council's approach to implementing the Strategy.

STRATEGIC DIRECTIONS

- 1 Facilitate business and industry growth
- 2 Strengthen education, training and career pathways
- 3 Attract investment to the region
- 4 Support the development of vibrant places



1. FACILITATE BUSINESS AND INDUSTRY GROWTH

Council will collaborate with relevant stakeholders, including local businesses, to support and deliver initiatives to facilitate the growth of established, emerging and future businesses and industries. Priorities in this direction will deliver that network of support through facilitating information sharing, capacity building, collaboration opportunities, networking initiatives, business promotion, and innovative ways of working that enable businesses to connect with each other and strengthen the local business community. In addition, Council will work with key stakeholders to assist businesses and industry to expand their markets and grow local employment opportunities, particularly in response to opportunities derived from the Western Sydney International Airport and Aerotropolis.

PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
1.1 Understand the make-up and characteristics of the current Camden LGA business ecosystem through effective data capture and analysis	Leverage Support	(a) Investigate mechanisms to undertake a Camden Business Census (b) Develop and maintain a Camden Business Customer Relations Management system (c) Investigate methods for data capture and analysis of Camden's current and future business landscape (d) Investigate data capture of pedestrian movements in Camden's centres and adjacent open spaces to better understand people movements and associated opportunities (e) Develop data reports as required to ensure key economic trends and impacts for Camden are understood, e.g. COVID-19	Internal: <ul style="list-style-type: none"> • EDA Branch • Corporate Performance and Customer Experience • Digital, Technology and Innovation
1.2 Keep businesses informed of trends and changes in economic, industry and government landscapes	Leverage Support Collaboration	(a) Continue to deliver the Camden Business E-news (b) Investigate an improved system for delivering news to businesses that enables more tailored content delivery (c) Collaborate with stakeholders to provide relevant support and information to businesses, including in a range of languages (d) Collaborate with stakeholders to communicate opportunities for market expansion and industry development to businesses	Internal: <ul style="list-style-type: none"> • EDA Branch • Relevant branches across Council External: <ul style="list-style-type: none"> • Service NSW for Business • WSIAO • Other relevant agencies



The Western Sydney Business Chamber canvassed the leading organisations of Western Sydney and found consensus for the need for a 'touch down' space for employees. This is a small office near where employees live, which provides access to hardware and software of working life, without the familiar long commutes that Western Sydney workers face⁵.

⁵Western Sydney Business Chamber, *Closer to Home Report*, March 2021, p.11

PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
1.3 Promote Camden LGA's unique and diverse offerings to its residents, workers, students and visitors	Promotion Place Support	(a) Develop and deliver a City Marketing Plan (b) Deliver a Camden Visitor Guide (c) Update the Camden Destination Management Plan (d) Develop and maintain the Camden Business Directory	Internal: • EDA Branch • Public Affairs External: • Destination NSW
1.4 Provide opportunities for capacity building to local businesses across a range of industries	Support Collaboration	(a) Develop a program of engagement with local businesses to understand their requirements with relation to capacity building, collaboration and networking opportunities (b) Develop and deliver capacity building programs, collaboration initiatives and networking opportunities to local businesses (c) Inform businesses of capacity building opportunities delivered by other agencies and businesses where appropriate	Internal: • EDA Branch External: • RTOs • Relevant agencies
1.5 Investigate the establishment of flexible work hubs across the Camden LGA	Innovation Support Collaboration	(a) Investigate opportunities for a trial of flexible work hubs within Council's existing and future assets (b) Investigate the repurposing of underutilised private spaces into flexible work hubs (c) Encourage the establishment of flexible work hubs in new developments	Internal: • EDA Branch • Property Services • Strategic Planning • Statutory Planning External: • Building owners • Developers • Business owners

2. STRENGTHEN EDUCATION, TRAINING AND CAREER PATHWAYS

The development, diversification and growth of a skilled workforce are vital to the economic vibrancy of a region. As a rapidly growing LGA with a population that is increasingly becoming younger, Camden has a significant need for effective, diverse and inclusive education, training and employment pathways for its workers and citizens. Council will seek to understand the workforce demands of local businesses, the skills requirements for local workers, and the existing provisions for education and training in the Camden LGA. Developing this understanding will facilitate targeted strategic partnerships to support and/or deliver diverse training and pathway options, and advocate for further provision of local training and education facilities to match the LGA's population growth and the requirements of a rapidly changing workforce.

A common challenge for businesses who were consulted is access to a technically skilled workforce. As construction, trade, tourism and hospitality are major industries in the Camden LGA, having a healthy supply of technically skilled workers is crucial to sustain the increasing demands on these industries as the region grows.



PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
2.1 Understand the existing landscape for education and training opportunities within the Camden LGA	Leverage	<p>(a) Audit of existing high school training programs, registered training organisations, tertiary education institutions, and employment agencies within the Camden LGA</p> <p>(b) Audit of opportunities available to Camden LGA residents from remote and adjacent providers</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch <p>External:</p> <ul style="list-style-type: none"> High Schools Tertiary institutions RTOs Employment agencies
2.2 Engage with local businesses to understand education and training needs and requirements by industry segment	Leverage Support	<p>(a) Survey of businesses and workers to understand demands and gaps for skills improvement in their industries</p> <p>(b) Analyse identified skills gaps and investigate mechanisms to respond and support where suitable through partnerships, program delivery and advocacy</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch <p>External:</p> <ul style="list-style-type: none"> Local businesses Local workers RTOs Employment agencies
2.3 Collaborate with stakeholders to deliver education, training and career pathway programs across a range of industries	Collaboration Innovation	<p>(a) Engage in State and Federal Government initiatives to deliver skills training and education in the WPC</p> <p>(b) Engage with relevant stakeholders to promote, develop and deliver education, training and career pathway programs based on the results of audits and business engagement</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch <p>External:</p> <ul style="list-style-type: none"> Department of Education WPCA
2.4 Provide opportunities to accelerate youth employment in the Camden LGA	Support Collaboration	<p>(a) Deliver Career Expos targeted at local schools, featuring local employment opportunities</p> <p>(b) Engage with relevant stakeholders to promote, develop and deliver programs to accelerate youth employment, including employment matching programs</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch Community Outcomes <p>External:</p> <ul style="list-style-type: none"> High Schools RTOs Employment agencies
2.5 Advocate to expand tertiary education and training options across the Camden LGA	Leverage	<p>(a) Undertake advocacy activities to encourage State and Federal Governments, universities, TAFE, international education providers and the private sector to expand and/or locate tertiary education and training options within the Camden LGA</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch Strategic Planning

3. ATTRACT INVESTMENT TO THE REGION

Camden has established and potential strengths in a range of key sectors which can be expanded in line with the development and opening of the WSIA and Aerotropolis. Investigation and understanding of the opportunities presented to local business and investors through emerging projects and precincts including the Advanced Manufacturing Research Facility, New Education and Training Model and The Agribusiness Precinct will enable Council to support the growth of a diversified and vibrant economy, particularly in the emerging Leppington Town Centre and adjacent Aerotropolis.

Camden's rapid population growth, its ample supply of greenfield sites and an increasingly skilled workforce enable us to grow emerging industries locally, and therefore strengthen our position and contribution to the economic ecosystem that the WPC will cultivate. By developing and maintaining strategic partnerships, Council aims to capitalise and build upon our LGA's existing strengths, and support and promote growth in sectors which would be complementary to the key strength areas of neighbouring LGAs, in order to attract public and private investment, local jobs growth and innovative enterprises to the Camden region.



Construction of Western Sydney International Airport is underway and on track to begin operations in 2026. The airport is a transformational infrastructure project that will generate economic activity, and is expected to support almost 28,000 direct and indirect jobs by 2031.

The WSIA has MOUs with a number of national and international companies, including Australia Post (including StarTrack), DB Schenker, DHL Express, DSV Air and Sea, FedEx, Menzies Aviation, Swissport, Qantas, Virgin, Skyroad Logistics, Wymap, Toll and dnata.



PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
3.1 Investigate and support opportunities to leverage off future industrial and commercial hubs of the Aerotropolis	Leverage Innovation	<p>(a) Investigate opportunities for growing Camden's key and emerging sectors, with particular focus on opportunities stemming from the WSIA and Aerotropolis</p> <p>(b) Investigate opportunities for growing and attracting investment to Camden's strategic centres of Leppington and Narellan</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch Strategic Planning <p>External:</p> <ul style="list-style-type: none"> WSIAO
3.2 Promote Camden LGA as an attractive place for business, industry and government investment	Promote Leverage	<p>(a) Develop key positioning statements to articulate the strategic advantages derived from investment in the Camden LGA</p> <p>(b) Develop and maintain a suite of investment attraction collateral</p> <p>(c) Deliver a program of business events to showcase Camden LGA's economic landscape and investment attraction proposition</p> <p>(d) Advocate for public and private sector investment in critical infrastructure development and upgrades throughout Camden LGA, including transport and orbital links</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch Public Affairs Strategic Planning <p>External:</p> <ul style="list-style-type: none"> WPCA WSIAO
3.3 Continue to collaborate with all three tiers of government in the delivery of economic outcomes associated with the Western Sydney City Deal	Collaboration Leverage	<p>(a) Participate in the development and delivery of economic development initiatives and advocacy activities from key stakeholders</p> <p>(b) Develop a proactive referrals process to facilitate engagement with State Government and industry-based investment bodies</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch Strategic Planning <p>External:</p> <ul style="list-style-type: none"> WSIAO WPCA Western Parkland Councils Other relevant agencies
3.4 Investigate opportunities to attract and encourage the delivery of social services and infrastructure within the Camden LGA	Leverage Collaboration Innovation	<p>(a) Develop a Social and Cultural Infrastructure Strategy</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch Sport and Community Services Strategic Planning
3.5 Investigate the appropriate types of visitor accommodation for Camden and identify appropriate locations for future accommodation	Leverage	<p>(a) Undertake an Accommodation Study of Camden LGA</p>	<p>Internal:</p> <ul style="list-style-type: none"> EDA Branch

4. SUPPORT THE DEVELOPMENT OF VIBRANT PLACES

Council is committed to the creation and development of sustainable and viable places which enhance and diversify Camden's liveability. Indeed, Camden's strong liveability offerings, including strong local communities, award-winning community assets, and ample rural, heritage and natural attractions position us well to attract and retain the workers of the WPC as residents, and help to achieve the GSC's vision of a 30-minute city. Activated, diverse and high amenity centres generate local retail, office, cultural and recreational activities, bringing jobs and services closer to where people live to support thriving local economies and vibrant communities. Council will continue to work with businesses, creatives, developers and the community to deliver places that are attractive, accessible, lively and interesting.

As part of its COVID-19 Stage 3 Community Support Package, Council allocated \$300,000 towards major events and a program of activations aimed at getting people out and about in our open spaces and retail centres, in order to generate local economic activity and reconnect the community.

Place Survey respondents on the night-time economy:

- 35% would like to have better access to things to do in the evening
- *More of a night life would be great*
- *I think Camden could benefit from having more of a night life, with things to do at night other than just go out to dinner*



PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
4.1 Develop and deliver activations throughout Camden LGA's centres	Place Support Innovation	(a) Develop and deliver programs of activation throughout Camden LGA's centres, with consideration for business engagement, cultural activation, and activating the night time economy (b) Support the review and investigation of planning controls that encourage the activation of public spaces for civic, community and cultural uses	Internal: <ul style="list-style-type: none"> • EDA Branch • Strategic Planning External: <ul style="list-style-type: none"> • WSIAO
4.2 Implement the Camden Town Centre Urban Design Framework and Camden Town Centre Vision	Place Support Innovation	(a) Investigate ways to reimagine Larkin Place as a future town square (b) Improve the pedestrian experience and economic opportunities on Murray Street (c) Collaborate with landowners to investigate ways to activate laneways and arcades (d) Identify opportunity areas for adaptive reuse of back of house spaces (e) Investigate adaptive reuse and activation of buildings, with consideration for use by local creative enterprises (f) Develop a Camden Town Centre Marketing Plan	Internal: <ul style="list-style-type: none"> • EDA Branch • Strategic Planning • Traffic, Depot and Building Services • Assets and Design Services • Major Projects • Public Affairs
4.3 Support the development of the night time economy within Camden's existing and emerging centres	Place Innovation Collaboration	(a) Actively participate as a member of the NSW Night Time Economy Councils' Committee (NTECC) (b) Identify key actions within the Sydney 24-Hour Economy Strategy relevant to the Camden LGA and liaise with stakeholders on their delivery (c) Support the review of planning controls which encourage a night time economy within Camden's centres (d) Collaborate with businesses to explore opportunities to expand the night time economy	Internal: <ul style="list-style-type: none"> • EDA Branch • Strategic Planning External: <ul style="list-style-type: none"> • NTECC • Office of the 24-Hour Economy Commissioner • Local businesses
4.4 Support and encourage the delivery of events throughout the Camden LGA	Innovation Support	(a) Explore options for Council to support external events (b) Promote streamlined and simplified mechanisms for small and medium scale event approval (c) Investigate, and implement if possible, the creation of a Global DA to attract new major events to the region (d) Support businesses to engage with Council-run events	Internal: <ul style="list-style-type: none"> • EDA Branch • Public Affairs • Sport and Community Services • Statutory Planning
4.5 Collaborate across Council to support a place-based approach to the development of Camden's strategic and local centres	Innovation Leverage Place	(a) Collaborate on planning, place and activation initiatives associated with the development of Leppington Town Centre and Precinct (b) Support the review of planning controls and master planning initiatives across Camden's centres with a view to achieving best practice place outcomes (c) Investigate the development of a DA referral mechanism to encourage consideration of vibrant economic and place outcomes in new developments	Internal: <ul style="list-style-type: none"> • EDA Branch • Strategic Planning • Statutory Planning • Major Projects

An outdoor event on a grassy area. In the foreground, several people are seated at wooden picnic tables. A woman in the lower right is standing next to a black stroller. In the background, there is a large white tent, a blue truck, and a modern building with a geometric facade. The sky is overcast. Two large, semi-transparent circular overlays, one blue and one green, are positioned over the center of the image, containing the text.

8 Implementation, Monitoring and Reporting

8. IMPLEMENTATION, MONITORING AND REPORTING

The Strategy will be implemented from 2022 to 2026 via annual Action Plans that detail how Deliverables will be achieved. The Strategy's progress will be monitored at the completion of each Action Plan, with outcomes to be considered in the development of subsequent plans.

Council will review the Strategy at the end of the reporting period, with outcomes and recommendations to be considered in the preparation of Council's next Economic Development Strategy.

Image Acknowledgements

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- Oran Park Podium
- Narellan Town Centre
- Pantree
- OzDetect
- Symphony's on Argyle
- Nepean Engineering and Innovation
- Crème Della Crème Café



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