



CAMDEN REGION ECONOMIC TASKFORCE LTD

Strategic Plan
2018-2021



CHAIRPERSON'S FOREWORD

This Strategic Plan reflects the Camden Region Economic Taskforce Limited's (CRET) direction for the next three years. It establishes our vision, what we intend to achieve and describes the way we will carry out our statutory responsibilities. The Plan also provides a dynamic framework for the continuing strategic management of our work and reflects the complex and changing environment in which we operate.

We will revisit our strategies and projects regularly and continue to develop new initiatives to ensure that we are able to respond to emerging challenges and take advantage of opportunities as they arise.

We will collaborate with the Camden Local Government Area (LGA) business community, key stakeholders and residents to achieve a balance between quality of life, enterprising business, sustainable development and conservation of the environment and the LGA's major assets. We will also actively advocate on behalf of the economic development of the LGA and will support Camden Council to better integrate economic considerations into its planning, regulatory and engagement activities.

It is our intention to leverage off our unique characteristics of heritage and lifestyle to ensure the Camden LGA is the destination of choice for business. We will work to foster a culture of innovation and creativity that encourages the development of employment generating enterprises, creating a diverse, vibrant, resilient and balanced economy.

Our Plan is designed to deliver increased local employment opportunities and growth for local industries. Quite simply, this is our strategy for business. It unashamedly encourages the establishment of new businesses in the Camden LGA and intends to facilitate better business outcomes.

Through the implementation of this Plan the Camden LGA will be recognised as the best place in Greater Sydney to live, work, do business, invest and visit.

We hope you will join us in this journey of opportunity, prosperity and growth.



Adriana Care
Chairperson

01 INTRODUCTION AND CONTEXT

Camden Local Government Area (LGA) is one of the fastest growing in NSW, and across Australia. Current projections predict a 161% increase in population by 2036. Sustaining economic growth, alongside rapid population growth, will require a proactive approach to economic development. To support the economic prosperity of the region, Camden Council has established the Camden Region Economic Taskforce Ltd. (CRET). This was a priority action highlighted in the Economic Development Strategy, which was adopted by Council in 2013.

The CRET's main purpose is to drive and facilitate the economic growth of the Camden LGA through leadership, advocacy and coordination. The CRET has four key focus areas:

- ▶ Job creation
- ▶ Securing investment
- ▶ Infrastructure development
- ▶ Creation of an environment that supports the growth of industry and business.

The CRET will work alongside Camden Council to diversify and strengthen the economic development process for the Camden LGA. It will be a conduit for information, providing economic research and evidence to assist the business sector to make informed decisions. The CRET will harness local expertise, respond quickly to opportunities as they arise, and deliver the economic outcomes required to support a rapidly growing population.

The Strategic Plan is a tool to assist the CRET to build on past achievements and the opportunities that stem from the ongoing development occurring in Camden LGA and across Greater Sydney.

Snapshot of the Camden Region Economy

Camden LGA's landscape is varied. The region contains historic towns and villages, agricultural lands, scenic surrounds and growing residential and industrial development. Traditionally, economic prosperity in the LGA has been driven by servicing local population needs across industries such as construction, retail, health care, education and manufacturing. These sectors make up 65% of local jobs, with construction currently the largest employer in the LGA.

Over 66% of working residents in the Camden LGA travel outside of the area to access employment, compared to 33% within the Greater Western Sydney Region¹. For Camden LGA residents the commute to work is compounded by a lack of rail infrastructure and lengthy car travel.

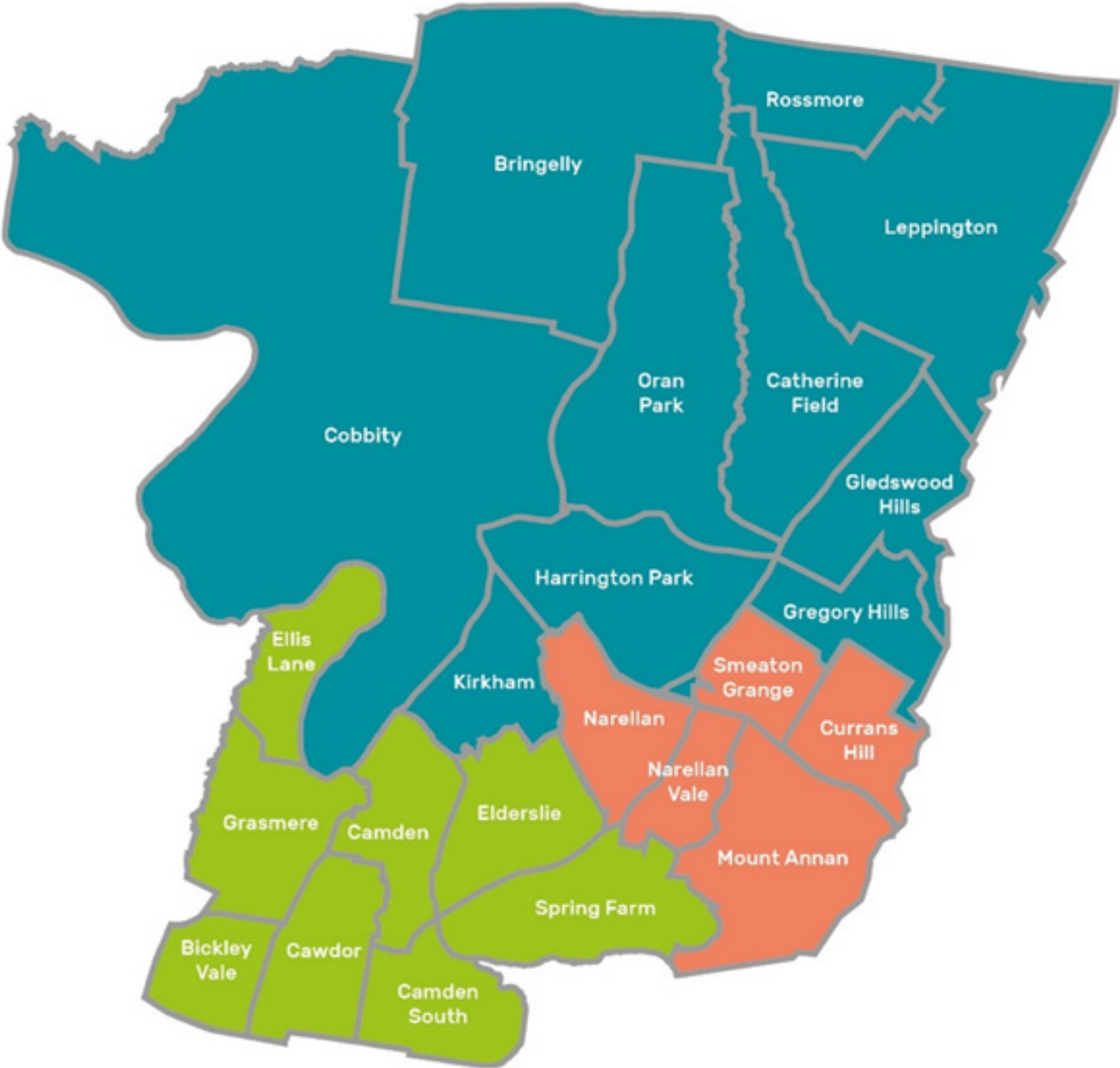
The population is also younger than the Sydney average as the Camden LGA is experiencing the majority of growth in the 25-40 age bracket, which represents young families with children. In 10 years, these children will be commencing further education or looking to enter employment.

As the population grows and changes there will be increased pressure on infrastructure and transport to support Camden LGA residents to access employment and services outside of the local area. These pressures will be a major driver behind the need to diversify and expand the local job market.

The CRET intends on attracting investments and expansion that achieve outcomes focused on the competitive economic strengths, opportunities and challenges of the region. However, growing the job market will require targeting professional and other services that have historically been located in major city centres. The growth and diversification of local industry will attract new talent, wealth and investment into the region and will also assist to build a reputation of providing top tier services.

¹ Greater Western Sydney is located in the western part of the Sydney metropolitan area. Greater Western Sydney comprises the area defined by the Western Sydney Regional Organisation of Councils Region and the Macarthur Regional Organisation of Councils Region, and The Hills Shire. It also comprises three subregions defined within the NSW State Government's Sydney Metropolitan Strategy: The North West, South West and West Central Subregions.

Figure 1 Camden LGA Map



Strategic Planning

A Metropolis of Three Cities - the Greater Sydney Region Plan outlines how Greater Sydney will manage growth and change, and guide infrastructure delivery. It sets the vision and strategy for Greater Sydney, to be implemented at a local level through District Plans. Camden LGA is included in the Western City District Plan (adopted March 2018).

A Metropolis of Three Cities - the Greater Sydney Region Plan and the Western City District Plan provide a vision of three individual, consisting of three individual but connected cities. Eastern Harbour City is situated within the existing Sydney CBD and surrounding areas to the North and South. Central River City is encompassing Greater Parramatta and the Olympic Peninsula, and the Western Parkland City is seen to have emerged from the Badgerys's Creek Airport and additional Western Sydney growth and development.

Camden LGA is located within similar distances to all three cities and will be most accessible to Western Parkland City with the completion of the South West Rail Link. Western Parkland City aims to produce knowledge-intensive jobs and become a hub for trade, logistics, advanced manufacturing, health, education and science economy. It is the intention of the Greater Sydney Commission (GSC) that the city will be the most connected place in Australia.

To manage the growth and change in Greater Sydney centres, a hierarchy of centres has been established. The hierarchy includes Metropolitan City Clusters, Strategic and Local Centres. Narellan and Leppington have been designated as Strategic Centres, with a number of Local Centres situated throughout the Camden LGA. Each centre has a future vision aligned to its position in the hierarchy. While they all differ in terms of location and scale each have similar expectations.

Strategic Centres will underpin the emerging Western Sydney Corridor economy. They will have a focus on local job growth and work to support flexible private investment and increased business activity. All Strategic Centres will focus on public transport investments that seek to deliver the 30-minute city objective. Where most commuters can travel to their nearest metropolitan

city centre by public transport within 30 minutes, and where everyone can travel to their nearest Strategic Centre by public transport seven days a week to access jobs, shops and services.

Local Centres will be the focal point of neighbourhoods. They will work to enhance social and economic participation as well as meeting residents' needs for shopping, social interaction, cultural and creative expression.

In addition to the vision and aims outlined by the GSC, there is already work underway both locally and broader that will provide the Camden LGA business community with extensive opportunities for economic development. These include:

- ▶ Local development occurring within the key commercial and economic hubs of Camden LGA:
 - > Camden
 - > Leppington
 - > Narellan
 - > Oran Park
 - > Smeaton Grange.
- ▶ Western Sydney Airport
 - > Set to open in 2026, Western Sydney Airport will generate economic activity, provide employment opportunities for people in the Western Sydney region, and meet Sydney's growing aviation needs.
- ▶ Liverpool Health, Education, Research and Innovation precinct
 - > The precinct will be a hub for the delivery of health and medical products and services. It will encourage the advancement of education and will stimulate the development of new industries combining manufacturing expertise with medical research support.
- ▶ Western Sydney City Deal
 - > The Western Sydney City Deal is a 20 year agreement between the three levels of government to deliver a once-in-a-generation transformation of Sydney's outer west – creating the Western Parkland City

02 VISION AND GOALS

The Camden Region Economic Taskforce will be a leading body for the current and future business sector. It will support a collaborative economic environment and be responsive to existing and emerging business and investment needs. The CRET will work to ensure positive economic outcomes for the Camden LGA.

The CRET Board has identified six key strategic directions that they wish to achieve in the coming three years.

- 1.** Establish the internal and external profile of the Camden Region Economic Taskforce
- 2.** Engage with the Camden LGA business community, key stakeholders and the public to understand their perception of economic development for the region
- 3.** Understand and promote the identity and opportunities that exist in each of Camden LGA's key economic and commercial hubs
- 4.** Understand the education and training required to grow and diversify local jobs
- 5.** Identify and promote Camden LGA's visitor economy identity and opportunities
- 6.** Understand and take advantage of the opportunities provided by infrastructure and other major development occurring in Western Sydney.

Detailed actions and the intended outcomes associated with each of these directions are described in the following pages.



KEY DIRECTION 1

Establish the internal and external profile of the Camden Region Economic Taskforce			
Actions	Timeline	Taskforce Role	Council Support
1. Employ a well-connected and experienced Executive Officer or CEO	3 months	Lead	Operational and recruitment support, including: a physical office space, assist in the development of a job description, position advertisement and candidate selection
2. Write to local and broader economic influencers, business people and key stakeholders in government and the private sector introducing the CRET	3 months	Lead	Provide a list of key business / economic stakeholders identified through previous economic development scoping
3. Create an independent brand and corporate identity	6 months	Lead	
4. Develop appropriate marketing and promotion materials that support profile building activities and events	6 months	Lead	
5. Build an independent online presence through the development of a website and social media	6 months	Lead	
6. Engage with key stakeholders and business connections	Year 1	Lead Contribute	Provide: <ul style="list-style-type: none"> ▶ Executive level support for introductions and face to face meetings with senior government staff, where appropriate ▶ Events management and community engagement support

Outcomes:



- ▶ Establishment of an organisational identity
- ▶ A reputation within the local and broader business sector as a strong advocate for the economic development of Camden LGA
- ▶ Contribution to a collaborative culture where local businesses are connected, positive working relationships established and key information shared.



KEY DIRECTION 2

Engage with the Camden LGA business community, key stakeholders and public to understand their perception of economic development for the region

Actions	Timeline	Taskforce Role	Council Support
1. Undertake research to understand specific audiences and the most appropriate engagement methods for each stakeholder group	6 months	Lead	Advice on appropriate and successful engagement methods
2. Arrange individual meetings with local and broader economic influencers, business people and key stakeholders in government and the private sector to understand the needs, interests and barriers to investment in target industries (e.g. professional services)	6 months	Lead	
3. Host regular networking events to encourage relationship building and connections among the local business community	Ongoing	Lead	
4. Participate in business networking events in greater Sydney to build relationships with key economic influencers	Ongoing	Participate	
5. Develop a contact database – update regularly	Ongoing	Lead	
6. Conduct face to face and online engagement with the public	Ongoing	Lead	Events management and community engagement support
7. Establish community reference group to test research findings	Ongoing	Lead	

Outcome:



▶ A deep understanding of the economic wants and needs of the business community.



KEY DIRECTION 3

Understand and promote the identity and opportunities that exist in each of Camden LGA's key economic and commercial hubs

Actions	Timeline	Taskforce Role	Council Support
<p>1. Work with Camden Council to better understand the four key commercial and economic hubs, including:</p> <ul style="list-style-type: none"> > Existing plans > Identified and potential opportunities for economic development. 	6 months	Contribute	Camden Council to provide the CRET with all existing plans and zoning documents relating to the hubs and provide an executive summary.
<p>2. Engage with the Greater Sydney Commission (GSC) and other key government agencies to gain a better understanding of specific expectations and requirements for Strategic and Local Centres</p>	Year 1	Lead	Camden Council to support the CRET to understand the alignment between the GSC planning and local government as well as the role that local government plays in implementing GSC plans actions.
<p>3. Work with Camden Council to align economic planning to the opportunities presented by the GSC planning</p>	Year 2	Collaborate	
<p>4. Develop a Camden LGA economic vision map</p>	Year 2	Lead	Camden Council will support the CRET with in-house capability (such as GIS and design) to develop vision map

Outcomes:



- ▶ A clear understanding of the economic opportunities that exist in Camden LGA's four key hubs
- ▶ An economic vision that will support the strategic direction of the CRET past 2021.



KEY DIRECTION 4

Understand the education and training required to diversify and grow local jobs

Actions	Timeline	Taskforce Role	Council Support
1. Undertake research to understand the education and skills required to support the region's existing employers and emerging industries	Year 1	Lead	
2. Engage with education providers to gain an understanding of the potential requirements and barriers for the establishment of an education precinct or tertiary campus located in Camden LGA	Year 2	Lead	
3. Encourage alignment and partnerships between the Camden LGA business community and local education and training providers.	Year 3	Support	

Outcome:



- ▶ Support for the expansion of local education, delivering high quality learning programs that lead to sustainable local employment opportunities.



KEY DIRECTION 5

Identify and promote Camden's visitor economy identity and opportunities			
Actions	Timeline	Taskforce Role	Council Support
1. Work with Camden LGA Council and key tourism agencies (e.g. Destination NSW) to understand the visitor economy opportunities that have been identified to date	Year 1	Contribute	Provide previous reports, business cases and plans relating to potential visitor economy opportunities
2. Undertake research to understand the existing events and activities in Camden LGA and neighbouring areas that could be supported to harness their current capabilities or expanded to provide additional economic opportunities	Year 1	Lead	
3. Identify and prioritise key existing visitor economy focussed assets exist in the LGA (e.g. heritage, riverfront, equestrian centre)	Year 1	Lead	
4. Ensure that local industry is aware of visitor economy segments being targeted by peak bodies (e.g. Destination NSW)	Year 2	Lead	
5. Identify relevant sport and culture events and activities that occur across Australia and internationally (e.g. music festivals, international sporting events)	Year 2	Lead	
6. Test findings with the community and Camden Council to understand appetite and potential success factors	Year 2	Lead	
7. Identify the funding opportunities (investors and sponsors) that could elevate existing and potential sport and culture opportunities	Year 3	Lead	
8. Develop business case to support the development or expansion of a major visitor economy opportunity	Year 3	Lead	

Outcomes:



- ▶ Local and international recognition as a premier tourism destination
- ▶ Increased tourism opportunities for local business.



KEY DIRECTION 6

Understand and take advantage of the opportunities provided by infrastructure and other major development occurring in Western Sydney

Actions	Timeline	Taskforce Role	Council Support
<p>1. Undertake research to understand the factors contributing to a successful Aerotropolis / airport development, both in Australia and internationally. These may include:</p> <ul style="list-style-type: none"> > Success enabled through industry and services provided by businesses based in neighbouring towns and centres > Future focused innovation that is occurring as part of the development of Aerotropolis models 	Year 1	Lead	
<p>2. Engage with relevant government departments to understand the proposed public transport developments for Camden LGA and advocate for improved connections to support economic development activities</p>	Year 2	Lead	
<p>3. Engage with stakeholders supporting the development of the Liverpool Health, Education, Research and Innovation, and Campbelltown Health and Education precincts to understand potential opportunities for Camden LGA</p>	Year 2	Lead	
<p>4. Participate in networking, forums and workshops, relevant to Western Sydney economic development</p>	Ongoing	Contribute	

Outcome:



- ▶ Camden LGA positioned as a key provider, and a competitive location for investment for a wide range of services supporting the development of the Western Sydney.

03 IMPLEMENTING THE STRATEGY

The Camden Region Economic Taskforce (CRET) Strategy 2018-2021 will be implemented in partnership with Camden Council, key government stakeholders and industry partners. These partners may include:

- ▶ The Greater Sydney Commission
- ▶ NSW Department of Industry
- ▶ NSW Department of Finance, Services and Innovation
- ▶ NSW Small Business Commissioner
- ▶ Service NSW
- ▶ Liverpool City Council
- ▶ Campbelltown City Council
- ▶ Wollondilly Shire Council
- ▶ Macarthur Regional Organisation of Councils
- ▶ Camden Chamber of Commerce
- ▶ Greater Narellan Business Chamber
- ▶ Western Sydney Airport Corporation
- ▶ South West Sydney Local Health District
- ▶ University providers
- ▶ TAFE NSW.

The CRET will have significant impact on the economic growth and development of Camden LGA. It is committed to the delivery of the strategic agenda and will engage the local business community to ensure effective collaboration.

Monitoring progress

Appropriate benchmarks and indicators of success will be agreed on by the end of 2018. Identifying benchmarks will assist to identify emerging trends activated by the CRET's economic development interventions. The CRET's performance will be reported to Camden Council by the Board on an annual basis. The strategy will be reviewed and refined at the end of 2018 and annually thereafter.

The CRET Strategy will be monitored to understand its contribution to economic growth in the Camden LGA. Monitoring will occur through the following methods and sources:

- ▶ Initial and year three survey of local businesses
- ▶ Initial and year three survey of local residents
- ▶ Economy.id and National Institute of Economic and Industry Research
- ▶ Australian Bureau of Statistics labour force survey.

Resources required for implementation

Camden Council are responsible for the financial support of the CRET and have agreed to a fixed budget for FY2018 and FY2019. Camden Council will also be responsible for providing the CRET operations staff with a physical office location, appropriate IT infrastructure and back office support. The Board and Council will review the financial and operational support agreements at the end of 2018, and each financial year going forward.

It is the objective of the CRET that it will source funding external to the Council's allocated budget. Additional funding will enable a focus on future work, ensure financial sustainability, and provide the CRET with an opportunity to grow and create their own identity as an organisation. External funding may also facilitate the implementation of small to medium economic development projects and initiatives.²

² The information contained within this document is accurate and reliable as of February 2018

APPENDIX

Mayor's Summary



MAYOR'S SUMMARY

Over the last 18 months, Camden Council has been working with seven other councils as well as the State and Federal Governments to reach a Western Sydney City Deal to benefit residents in the entire region. On Sunday, 4 March 2018, I signed the Deal on behalf of Camden.

This is just the beginning of creating a world-class city in the West, over the next 6 months, the implementation plan for the many projects will be released. The goal of the Deal is best summarised as: instead of looking east towards Sydney for the best jobs, educational opportunities & quality of life, people will look to the Western Parkland City.

For the first time, eight councils have been included in the State & Federal partnership of delivering a complete service and infrastructure package for our region. Normally local councils do not have a seat (or a say) in negotiations between these levels of government.

Key highlights of the Deal include:

Liveability Fund

\$15 million for projects in Camden that promote healthy & active communities. Camden has nominated this money go towards:

- ▶ Narellan Sports Hub Stage 2
- ▶ Cricket Centre of Excellence at Ferguson Land
- ▶ Synthetic Sports Fields

Badgerys Creek Aerotropolis

- ▶ 114 hectares of Commonwealth land at North Bringelly will be developed to create an Aerotropolis
- ▶ This will be a world-class city precinct attracting investment & knowledge-intensive jobs with benefits flowing into other job sectors such as health, education, retail, hospitality & industrial activities
- ▶ Rail connectivity.

An Aerospace Institute

To be established on Commonwealth land at North Bringelly. The Institute will include:

- ▶ Creation of a STEM university (Science, Technology, Engineering & Mathematics focus)
- ▶ A high performance secondary school
- ▶ An advanced Vocational Education & Training Facility (VET)

Additionally, a TAFE Skills Exchange will be established close to the airport

North South Rail Link

- ▶ \$100 million for a business case process to protect suitable corridors for future rail connections from Schofields to Macarthur & Leppington to Western Sydney Airport
- ▶ Camden Council advocated, and will continue to do so over the next 6 months, for the earliest possible construction of rail from the airport to Narellan as well as extending the South West Rail Link from Leppington to the airport to Narellan
- ▶ First stage of North South Rail Link from St Marys to Western Sydney Airport to be connected in time for the airport opening in 2026

Western Sydney Investment Attraction Office

- ▶ Seeks to attract domestic & international investment with the initial focus on the Aerotropolis and existing industrial and employment centres
- ▶ Establishment of an Investment Attraction Fund
- ▶ Establishment of a Western Sydney Centre of Innovation in Plant Sciences at The Australian Botanic Garden, Mount Annan
- ▶ Restoration and protection of the South Creek corridor from Narellan to Hawkesbury (environmental spine)
- ▶ Establishment of Western Sydney Health Alliance between Local Councils and health partners to improve coordination & effectiveness of health services in the region
- ▶ Exploration of 5G technology & smart digital technology to create better connected communities and businesses

\$30 million Western Parkland City housing package to ensure sustainable growth

- ▶ Housing targets for the Western Parkland City for each Local Government Area to deliver at least 184,500 homes over the next 20 years (consistent with Western City District Plan targets)
- ▶ Fast-track local housing strategies with the adoption of new Local Environmental Plans and associated local housing strategies. Provision of \$2.5 million incentive payments to Camden, Campbelltown, Fairfield, Liverpool, Penrith and Wollondilly
- ▶ New Growth Area for the Greater Penrith to Eastern Creek corridor
- ▶ Uniform local government engineering design standards and telecommunications planning
- ▶ Pilot Growth Infrastructure Compacts to coordinate planning, delivery of new housing supply and ensure that the required infrastructure is delivered as needed

Innovative planning for future infrastructure needs

- ▶ Transport and water infrastructure models to innovatively plan for future infrastructure needs. Models to accelerate development assessment processes and streamline infrastructure delivery, and support the Growth Infrastructure Compacts

Western Parkland City Planning Partnership to achieve better outcomes in planning approvals

For more information on the Western Sydney City Deal <https://cities.infrastructure.gov.au/western-sydney-city-deal>

Clr Lara Symkowiak,
Mayor of Camden

camden.nsw.gov.au/business/camden-regional-economic-taskforce/