



camden council

Camden Council

Economic Development Strategy *Growth and Prosperity*

Adopted 9 July 2013

*Transforming Community
Vision into Action*

*Camden Council Economic Development Strategy Growth and Prosperity
Adopted 9 July 2013*

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For information about this Strategy or Council's Economic Development Activities, please contact the Economic Development Officer on 4654 7777.



Acknowledgements

This Strategy was prepared by Morrison Low Consultants on behalf of Camden Council.

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1. Foreword

Message from the Mayor: Growth and Prosperity

Economic growth and prosperity are the keys to shaping a better quality of life for the entire Camden community. The Camden region has outstanding assets in its heritage, history, rural character and lifestyle – which when brought together with existing and future economic development opportunities will help to create a dynamic, modern, urban place.

Industry in Camden is well positioned to participate in some of the fastest growing market sectors – education, health and retail – all of which harness innovation and technology.

Careful planning and management of the local and regional economy, both in existing areas and the South West Growth Centre, will provide the opportunity to secure a greater amount and diversity of employment closer to home for Camden area residents.

The Camden Council Economic Development Strategy – *Growth and Prosperity* - defines the goals and actions necessary to shape the full social and economic potential of the entire Camden community. Implementing the plan requires that all stakeholders work cooperatively to make things happen. A collaborative effort between all levels of Government, business and the community must be strongly pursued.

Camden's *Growth and Prosperity* strategy provides the practical framework and necessary actions that will achieve a more prosperous future for our region in the next three decades and beyond.

Lara Symkowiak
Mayor Camden Council

2. Executive Summary

The Economic Development Strategy for the Camden Local Government Area has been developed in response to community priority for Council to take a more active role in developing a strong and prosperous local economy as a key part of managing the large-scale urban growth of the area, and in order to maximise the many opportunities this growth presents. This formed part of the vision contained within *Camden 2040*.

The Economic Development Strategy determines Council's role in economic development, and identifies the strategies and actions necessary to deliver on the vision in *Camden 2040*.

The Camden 2040 overarching vision is "in year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth."

The strategy is built around maximising and seizing opportunities from growth while supporting and encouraging local business.

Council's Delivery Program and budget provide funding for the employment of an Economic Development Officer in 2012/13. This strategy and associated 4 Year Implementation Plan will direct the work of this officer in the short and medium term.

Camden's growth landscape provides significant opportunity to actively develop a vibrant and flourishing local economy that will benefit the current and future populations of the area. Council's commitment to taking a more active role in the economic development of Camden will see a range of new and coordinated activity aimed at building the economy of this place, and the coming years will be an exciting and dynamic time for Council and its many partners in this work. This will be a story worth telling.

3. Camden Snapshot

The Camden 2040 overarching vision is “in year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth.”

Located just 60kms south west of Sydney, Camden contains a mix of agricultural land, country towns and villages, and new residential areas, with associated commercial and industrial development. The Camden Local Government Area (LGA) has several parks, wineries, attractions, restaurants and accommodation, making tourism a key industry. With the expanding industrial areas in Narellan, Gregory Hills and Smeaton Grange, Camden is also home to a range of large commercial enterprises (see Figure 1).

The population of the Camden Local Government Area has expanded rapidly in the past decades, more than doubling from 1991 to the present day (see Figure 2).

Figure 2: Camden Population Growth 1991 to 2011¹

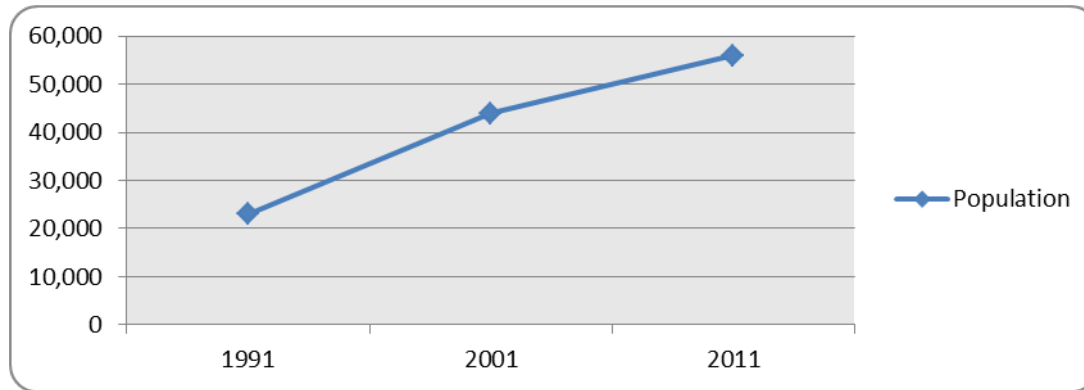


Figure 1: Map of the Camden Area

Camden LGA continues to be one of the fastest growing areas in Australia with a current population of 56,000 people. Under the State Government’s Metropolitan Strategy, Camden’s population will increase over the coming 30 years to an expected total of 256,000.

¹ ABS Census of Population and Housing, 2011.

In 2011, analysis of household income levels in the Camden LGA compared to Greater Sydney shows that there was a larger proportion of high income households (those earning \$2,500 per week or more) and a lower proportion of low income households (those earning less than \$600 per week). Overall, 24.2% of the households earned a high income, and 13.1% were low income households, compared with 23.6% and 18.3% respectively for Greater Sydney (see Figure 3).

Weekly household income, 2011



Figure 3: Weekly Household Income²

² ABS Census of Population and Housing, 2011.

Employment status in the Camden LGA in 2011 compared to Greater Sydney shows that there was a higher proportion in employment, and a lower proportion unemployed (see Figure 4). Overall, 96.0% of the labour force was employed and 4.0% unemployed, compared with 94.3% and 5.7% respectively for Greater Sydney.

Employment status

Camden Council area	2011			2006			Change
Employment status	Number	%	Greater Sydney	Number	%	Greater Sydney	2006 to 2011
Employed	28,762	96.0	94.3	24,753	96.1	94.7	+4,009
▪ Employed full-time	19,295	64.4	62.0	16,577	64.4	63.0	+2,718
▪ Employed part-time	8,854	29.5	30.1	7,472	29.0	28.9	+1,382
▪ Hours worked not stated	613	2.0	2.1	704	2.7	2.8	-91
Unemployed	1,207	4.0	5.7	1,000	3.9	5.3	+207
▪ Looking for full-time work	703	2.3	3.3	623	2.4	3.3	+80
▪ Looking for part-time work	504	1.7	2.4	377	1.5	2.1	+127
Total Labour Force	29,969	100.0	100.0	25,753	100.0	100.0	+4,216

Figure 4: Employment Status³

Between 2006 and 2011 the number of people in the labour force showed an increase of 4,216 persons, or 16.4% (see Figure 5).

³ And ⁴ ABS Census of Population and Housing, 2011

Labour force status

Camden Council area	2011			2006			Change
Labour force status	Number	%	Greater Sydney	Number	%	Greater Sydney	2006 to 2011
Total Labour force	29,969	69.8	61.7	25,753	69.7	60.7	+4,216
Not in the labour force	11,365	26.5	32.4	9,651	26.1	31.8	+1,714
Labour force status not stated	1,622	3.8	5.9	1,555	4.2	7.6	+67
Total persons aged 15+	42,956	100.0	100.0	36,959	100.0	100.0	+5,997

Figure 5: Labour Force Participation

Against this landscape, Camden is well positioned to meet the economic challenges and opportunities that will be arising over the coming 30 years. The key challenge for the Camden region will be working to maintain and grow this employment profile over that same period of time. There also needs to be an increased focus to grow locally-based jobs across a range of industries to reduce work travel times and strengthen the local economy. One of the key issues for the region in relation to labour market participation is that 61% of residents have to travel outside of the region for work. However, with such a strong basis Camden is uniquely placed to drive economic development as the growth occurs, rather than having to start from scratch to attract activity.

4. Global Trends and Impacts on Economic Development

With the growth of the global economy, a range of global trends and influences will increasingly impact on the economic development aspirations of communities, regions and countries.

4.1 Focus on Innovation

Intelligent infrastructure that provides better than the current market offering for connectivity from either fixed, mobile, wireless or satellite services is essential. In areas where local government authorities have facilitated access to the best available information, communication technology (ICT) infrastructure, the economic and community gains have been substantial⁴.

⁴ Intelligent Community Forum Case Studies www.intelligentcommunity.org/

4.2 Place Based Development and Investment Facilitation

The changing nature of local economies and society will continue to shape communities, neighbourhood centres and civic spaces. Place making is a coordinated, area-based, multi-stakeholder approach to improve locations that harnesses the skills, experiences and resources of those in the private, public and voluntary sectors. A good example of this type of development is Greater Springfield in South West Queensland where the vision incorporates all the elements of an integrated sustainable urban community being a place where people can live, work, play, learn in a digitally connected and 'E' enabled society.

4.3 Globalising Business

Many manufacturing jobs and service jobs are moving to less expensive locations and new markets. Successful businesses have to be able to compete in the global marketplace, utilising the internet, satellites, and other advances in telecommunication which enable companies to integrate their operations globally.

4.4 Retooling the Workforce

Education is closely tied to economic well being. Skill requirements are changing and many jobs now require post-secondary education. There is increasing demand for technical and professional skills, which is resulting in an increased emphasis within companies on training and retraining. Companies are focusing on geographical areas with pools of skills and graduating students in order to fulfil their workforce needs. At the same time, quality of life is becoming increasingly important for recruiting and retaining technicians and professionals.

It is critical that Camden's economic development strategy acknowledges these global trends and impacts in order to ensure the planned activities can be implemented and the overarching intended outcomes can be achieved.

5. The Economic Development Landscape for Camden

The key economic development challenge for Camden LGA and Council is the expected population growth from 56,000 to 256,000 over 30 years. Underpinning this are economic development issues associated with the community, employment, business, infrastructure and housing.

5.1 Community

For the community, there is a clear desire to retain the rural setting and country town feel/lifestyle, while transitioning to more urbanised environment. It is important to have well-managed urban development to minimise detrimental impacts, particularly as they relate to the environment, the community and the local economy. There is also an aspiration to ensure the development of strong communities as the population grows - not just suburbs.

5.2 Employment

The Camden area already faces an employment gap, which 61% of working residents currently travelling outside the area for work. The latest Hill PDA report commissioned by MACROC indicates that the South West subregion is planned to accommodate 36% of Sydney's population growth but only 21% of jobs growth⁵. As the population and associated workforce grows, it will be essential that Council, neighbouring Councils and other stakeholders ensure an on-going match of local people into local jobs.

There will be new and emerging industries that will require a range of skills and education. Training will need to be focused to ensure the workforce can meet local labour market requirements, recognising that there is already currently a 'high end' skills shortage with professional services being imported into the region. As such, it will be important to attract higher skilled workers on an on-going basis and encourage them to live locally.

As the data above shows, Camden LGA residents' participation in the labour market is varied. It will be important to ensure that jobs continue to meet the range of aspirations of residents, including those that are part-time with flexible hours, to those that are well paid with clear career paths. The need to reduce long journeys to work is a key challenge for the region.

5.3 Business

Businesses need stable strategic planning and development to enhance investor confidence. As such, it is important that Council maintain good and consistent processes, particularly associated with development approvals, to support business growth and development across the LGA.

The face of local business will change due to the pressures from population growth – there will be less land available for agriculture, increased pressure on access to fresh local food and a need to focus on retaining visitor appeal to maximise tourism in the LGA. It is important to note that the growth also presents significant opportunities for business development in the region.

With the development of key retail centres in Oran Park, Camden, Narellan, Leppington, it will be important to ensure that future demand for floor space can be met. It will be equally important that the village-style 'Main Street' continues to develop.

Developing the transport system will help encourage the relocation of businesses, particularly for those businesses requiring access to Sydney CBD, Port Botany, the coast and the south of the State.

In order to attract new businesses into the region, it will be important to create a desirable location for business and family life.

5.4 Infrastructure

It will be critical to secure infrastructure to support economic development in line with population growth. The development of a large major centre in the north serviced by a train line and the upgrading of major roads are key underpinnings for economic development for the LGA. Effective telecommunications infrastructure is vital in this context.

⁵ *Employment Prospects in South West Sydney*, MACROC Revised June 2013

A close eye will need to be kept on matching the timing of the delivery of infrastructure with population growth over the next 30 years.

5.6 Housing

As the population grows, higher housing densities than currently exist in Camden will be developed. It will be important to ensure the effective provision of open space to support housing growth. In order to attract higher skilled workers, identifiable executive residential areas must continue to be established.

While these challenges must be acknowledged, it is the opportunities that arise out of the growth agenda that are the focus of this strategy, whilst supporting and encouraging existing business.

6. SWOT Analysis

In preparation of this Strategy a range of information was considered and analysed in order to understand the strengths, weaknesses, opportunities and threats for the Camden area in relation to the future economic development landscape. In the proceeding sections, further SWOT analysis is provided for each Target Sector identified.

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • Labour market participation: There is relatively strong participation in the labour market, in that 96% of residents who are in the labour force are employed. Around 28 % of residents work part-time and 25% are employed in either retail or manufacturing. • Levels of education: 22% of people over 15 years have vocational qualifications and 11% have university qualifications. • Income and assets: The median household weekly income in Camden is \$1,727, compared with \$1,447 for Greater Sydney. 45% of residents own two cars, and 21% own three or more cars. Around 50% of households are purchasing their home through a mortgage. • Access to internet: 74.8% of households have broadband internet connection. • Business development: A diverse base of businesses currently operate within the region, which are able to access support through the Macarthur Business Centre. 	<ul style="list-style-type: none"> • Poor forecast jobs growth: For MACROC, the resident population is forecast to increase from 8% to 12% yet the overall share of jobs is only anticipated to grow from 6% to 7% of Sydney's jobs. • Major industry: There is no major industry to support the growth of the Camden LGA economy. • Travel distances: While around 28% of working residents are employed within the Camden LGA, 61% travel outside the area to work. There is also a perceived distance of Camden from Sydney city. • Businesses: Awareness of the range of businesses operating across the region. • Changes in types of housing: As the population grows, higher housing densities than currently exist in Camden will be developed. This will challenge the availability of open space in the region.

Opportunities

- **Population growth:** Camden LGA was home to approximately 56,000 in 2010, expected to grow to 256,000 over 30 years, which will expand the economy.
- **Community development:** In order to attract new businesses into the region, it will be important to create a desirable location for business and family life. There is also an aspiration to ensure the development of strong communities as the population grows - not just suburbs.
- **Growing the local labour market:** Camden residents' participation in the labour market is varied. It will be important to ensure that jobs continue to meet the range of aspirations of residents. A key part of this is attracting higher skilled workers on an ongoing basis and encouraging them to live locally in executive housing areas.
- **Maintaining good development practices:** Businesses need stable strategic planning and development to enhance investor confidence so it will be important for Council to maintain good processes to support business growth and development across the LGA.
- **Infrastructure development:** It will be critical to secure infrastructure to support economic development as the population grows. The development of a large major centre in the north serviced by a train line and the upgrading of major roads are key underpinnings for economic development for the LGA. Effective telecommunications infrastructure will also be vital in this context.
- **Improved transportation:** Opening up the transport system will help encourage the relocation of businesses, particularly for those businesses requiring access to Sydney CBD, Port Botany, the coast and the south of the State. The existing commercial airport provides a point of leverage for economic development.
- **Regional collaboration:** A cluster-based approach to investment attraction and regional integration around economic development.
- **Good facilities:** The range of facilities and attractions in the Camden region are a good basis for economic development, including the botanical garden, equestrian park, museum and existing town centres.

Threats

- **Risk of poor urban development:** It is important to have well-managed urban development to minimise detrimental impacts, particularly relating to the environment, the community and the local economy.
- **Managing employment growth:** As the population and associated workforce grows, it will be essential to ensure an ongoing match of local people into local jobs. There will be new and emerging industries that will require a range of skills and education. Training will need to be focused to ensure the workforce can meet local labour market requirements, recognising that there is already currently a 'high end' skills shortage with professional services being imported into the region.
- **Changing industry:** The face of local business will change due to the pressures from population growth – there will be less land available for agriculture, increased pressure on access to fresh local food and a need to focus on retaining visitor appeal to maximise tourism in the LGA.
- **Facilitating retail development:** With the development of key retail centres in Oran Park, Camden, Narellan, Leppington, it will be important to ensure that future demand for floor space can be met.
- **Managing infrastructure development:** A close eye will need to be kept on matching the timing of the delivery of infrastructure with population growth over the next 30 years.
- **Investment:** Regional competition for commercial investment.

7. Defining Economic Development for Camden – A Prosperous Economy

Economic development can mean a range of things to different people. The 30 year strategic community plan, Camden 2040, outlines a prosperous economy for the Camden Local Government Area (LGA) as:

“...essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time”⁶

Camden 2040 identifies that a prosperous economy for the LGA has a regional focus, including a strong link with the broader South West region, and involves working alongside relevant partners.

The outcomes being sought through A Prosperous Economy in Camden 2040 are:

- The local economy is growing
- There are a variety of local jobs available
- There is a commitment to learning
- People can access what they need

8. The Role of Camden Council in Economic Development

Camden Council has historically had no active role in local economic development, but has supported some coordinated regional economic development. Camden 2040 was adopted in December 2010, following extensive community consultation – the largest community consultation process the Council has ever undertaken. The consultation identified a clear desire and need for Council to have a more active and direct role in economic development.

This economic development strategy for the Camden LGA clearly identifies the Council's role and outlines a range of activities that will be undertaken by the Council.

Camden Council aims to focus efforts across a range of target sectors and within three major activity areas – Council’s Operating Environment, Advocacy and Engagement and Support Business as detailed below.

Camden Council recognises that, in addition to planning and zoning, it has a key role as a strategist and leader within the economic development landscape across the local government area. What this means is that Council has a role in actively promoting, coordinating and marketing the economic opportunities of the area. Council has a role in collecting and distributing economic and business information and facilitating access to business support.

⁶ Camden 2040 page 38

Utilising existing relationships and networks and building on the work already being done across its organisation, Camden Council is well positioned to promote Camden LGA as an economic centre within a wider economic region. Within that context, Council has a key role to play as advocate and partner for a range of economic opportunities.

The strategy also provides a basis for direct action by other relevant stakeholders to realise the vision and outcomes for economic development for the LGA.

The economic development setting within which Council finds itself is dynamic, innovative and opportunistic. As such, this strategy should be viewed as a flexible approach that recognises the need for wide participation and diverse partnerships to achieve the desired outcomes.

9. The Focus of the Strategy – Growth and Prosperity

The urban growth of the Camden area, managed well, will enable the growth of the local economy far beyond the scope that would have been achievable without the establishment of the South West Growth Centre under the State Government’s Metropolitan Strategy.

The South West Growth Centre is within the LGA boundaries of Liverpool, Camden and Campbelltown and will be around the same size as Canberra. Comprising 18 Precincts, it is approximately 17,000 hectares and will focus on the Major Centre of Leppington, be serviced by the South West Rail Link and has capacity for around 110,000 new dwellings.

The availability of land and infrastructure for industry and employment, new town and retail centres, new and upgraded transport infrastructure, employment opportunities in development and construction industries, and opportunities to secure regional level facilities within this local area are examples of the types of economic growth that will occur through and because of the urban expansion of the area.

The MACROC region containing the LGAs of Liverpool, Campbelltown, Camden and Wollondilly is targeted under the draft Subregional Strategy for South West Sydney to capture 108,418 jobs, with the total employment target broken down by LGA as follows⁷:

- Camden – 31,673
- Campbelltown – 31,673
- Liverpool – 42,636
- Wollondilly – 2,436

The Draft Subregional Strategy for the South West does not explain how these employment targets have been derived and the targets have never been formally adopted. However, regardless of the actual number it is clear that employment prospects in the Camden LGA will need increase by tens of thousands of jobs in the coming three decades in response to the population growth. As plans continue to unfold for the growth of the South West, it will be important for Council and the business community

⁷ *Employment Prospects in South West Sydney*, MACROC Revised June 2013

to work together to identify local opportunities for employment and business against the range of targets being discussed. Maximising this growth and building on the definition of *A Prosperous Economy, Camden 2040* outlines a clear economic vision for the LGA.

Camden 2040 – Vision for the Future of the Camden Economy

In the year 2040, the local economy of the Camden Local Government Area is sustainable, diverse and flourishing, and the benefits are received and enjoyed by local people.

A diverse range of business and industry has located and invested in the Camden and Macarthur areas because this is a sought-after location, an environment that is known to support and sustain local enterprises. Local small businesses are flourishing, and have access to the information and support that they need to be sustainable over time. The local and regional economy support entrepreneurial pursuits, innovation, and technology.

More of our community are employed locally because there are enough jobs in the region, and local residents have the necessary skills needed to make up the local workforce. Working locally means that Camden residents enjoy a greater quality of life through less time travelling and more time in leisure, family and community activities.

Camden's young people are an important part of the local and regional economy, and are educated, motivated and skilled. They have access to a range of high quality learning and development opportunities, and are well-supported by the community to reach their full economic and social potential.

Town centres in the Camden area are vibrant and appealing community and commercial hubs, providing a rich diversity of retail, social, leisure, employment and business opportunities. New centres provide a range of new business and recreational opportunities, particularly Leppington located on the train line, and established centres continue to thrive and develop. Camden town continues to reflect the country town heritage and lifestyle of its past, and is enjoyed by locals and visitors alike.

Camden's local economy has a cultural richness because not only does it reflect and celebrate the heritage and lifestyle of its past, but it is characterised by a commitment to and celebration of learning, creativity, community connectedness, the sharing of stories and experiences, and the diverse people and communities that make up this place.

In short, the vision outlined in *A Prosperous Economy* is encapsulated in the following:

- LGA is sustainable, diverse and flourishing;
- Diverse range of business and industry located and invested;
- Local small businesses are flourishing;
- Business has access to information and support;
- Support for entrepreneurialism, innovation and technology;

- Local employment, skills matching workforce;
- Young people are educated, motivated and skilled with access to learning;
- Town centres are community and commercial hubs;
- Reflect country town heritage and cultural richness⁸.

An economic development strategy that focuses on growth and prosperity brings together the vision and outcomes outlined in A Prosperous Economy with the major program for population growth that will be implemented throughout the Camden LGA over the next three decades.

As the Council moves forward with its economic development journey, the initial stages will require a strong focus on key inputs, such as strategy and policy development, data consolidation and information sharing, and relationship development and management. Investing in key inputs in the short to medium-term will support the achievement of outputs and outcomes against the strategy in the medium to long-term, particularly those associated with communications, projects, jobs and business.

It is important to note that this strategy assumes that sufficient land will be zoned for employment and economic purposes to implement the strategy.

10. Camden Council Economic Development Framework

The Camden 2040 economic development vision and associated outcomes form the basis upon which this strategy has been developed.

The strategy acknowledges that a realistic and achievable plan of action needs to be determined to guide economic development activities. This plan of action needs to set the key priorities and focus for economic development. Without this, Council is at risk of not maximising the best opportunities for economic growth, and not focusing its energies in the best places. As such, the strategy is based on a number of “**Target Sectors**” which will guide the areas that Council will focus on for the coming 4 year period.

The strategy then identifies the “**Key Activity Areas**” in which Council will operate across the various Target Sectors.

Underpinning this strategy is a **four year implementation plan** which identifies key activity areas and related goals. This is where the strategy is turned in to specific action.

The economic development framework is represented as follows:

⁸ Camden 2040 page 39-40

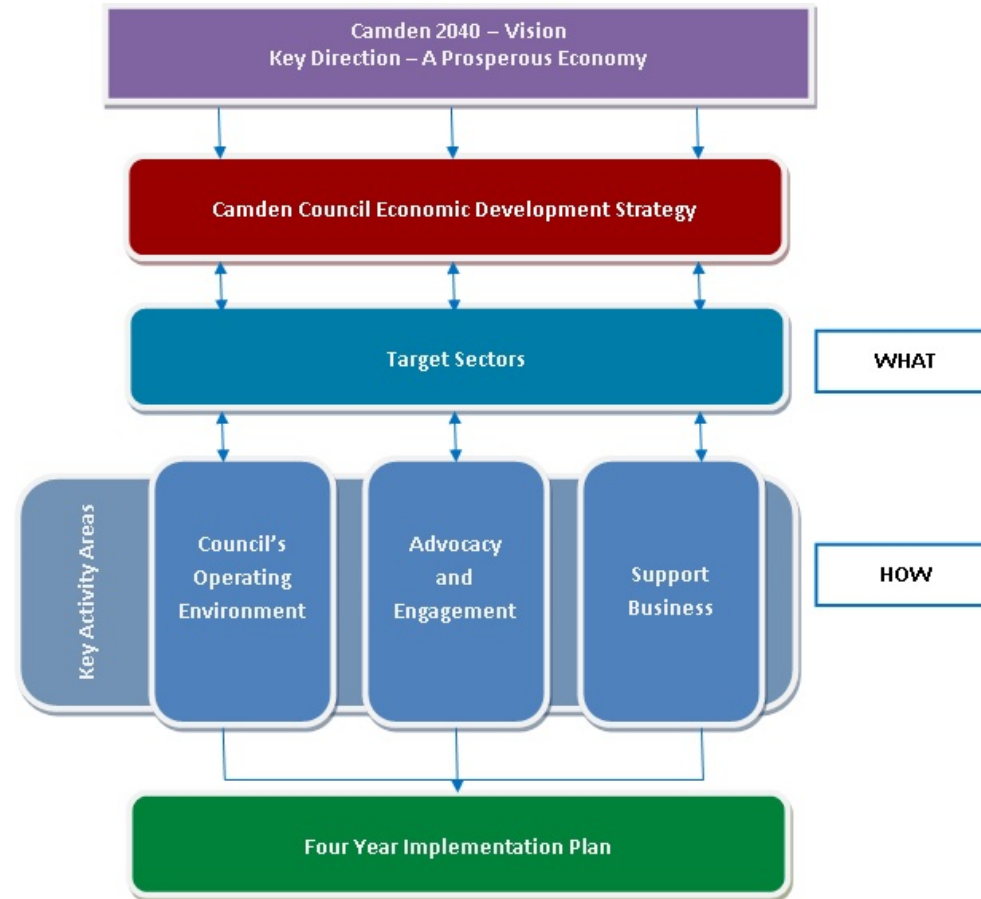


Figure 6: Camden Council Economic Development Framework at a glance

When the community looks back at its economic growth over the 30 years prior to 2040, there will be a strong story to tell about active involvement in attracting and developing the right businesses and attracting and retaining the residents to work in those businesses to meet the Camden 2040 overarching vision.

11. Target Sectors

A range of information and opportunities have been considered in determining where Council should focus its activity in the coming years in order to maximise the existing strengths found in the Camden area, and to maximise the key opportunities that are ahead in order to grow the local economy.

The target sectors have been grouped around the three key aspects within the Camden 2040 vision:

- A dynamic, modern, urban place
- Unique history and rural backdrop
- Urban development and population growth

11.1 Camden 2040: Living the Vision – “dynamic, modern, urban place”

A dynamic, modern, urban place can be characterised by emerging and thriving sustainable businesses in key sectors, highly trained and highly skilled residents of all ages working in those businesses, a strong local economy attracting investment and high levels of community participation in a range of social, economic and cultural activities.

While the Camden community is well positioned in relation to some types of educational qualifications such as vocational, a lot more needs to be done to get Camden’s university-based qualifications up to and surpassing those levels achieved by the Greater Sydney population. Higher level qualifications generally mean a more highly skilled population.

The MACROC 2009 Business Survey found that professional services are being purchased outside the area, rather than being able to be bought locally. In particular, they included:

Highest qualification achieved, 2011

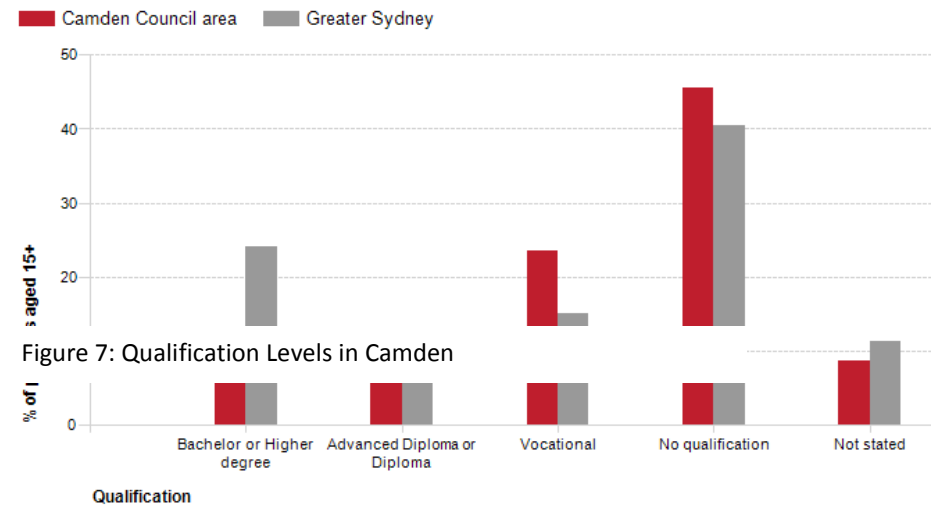


Figure 7: Qualification Levels in Camden

- Accounting Services
- Computer Services (hardware)
- Computer Services (software)
- IT Support - Server hosting services
- Training Programs and Services
- Business Coaching
- Environmental Management Services
- Design Services (Electrical & Engineering)
- Prototype/Testing Services
- Property Development & Management Services
- Consultancy (legal, engineering, storm water etc.)
- Financial Advisory

That same survey found that future recruitment requirements point to the higher end of the skill market as well as entry level, such as apprentices. The findings in the survey were supported by the MACROC 2008 report Employment Prospects for South West Sydney, which highlighted a need to create an environment suitable for the attraction of higher skilled key workers to the South West.

Industry and employment research suggest that while some professionals, managers and sales people live in the South West, they are under-represented.

Target Sector: Education

Against this backdrop, it is clear that Camden needs to have a stronger focus on increasing access to and participation in secondary, vocational education and higher levels of education. A targeted plan to grow the education sector in the Camden LGA will help to achieve the vision. It will attract more young people into the area who wish to undertake study to move into professions.

It will also help retain local young people who would otherwise have to study elsewhere. If the courses that are being offered are well suited to the current and emerging targeted industry sectors, it provides a potential pool of employees for those local businesses. There is scope to further develop existing relationships with schools, universities, vocational education institutions and industry-based training providers in the region as a key part of this approach and utilise existing Council facilities through these partnerships.

Increased employment across a range of occupations (specialist through to administration) will come with the growth of the education and training sector, let alone the flow-on effects that will be experienced by other sectors such as retail, hospitality and accommodation.

SWOT Analysis – Education

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • The Camden community, through Camden 2040, identified schools and education as important resulting in the inclusion of a range of strategies • There is a comprehensive range of public and private schools across the LGA • The University of Sydney is located within the Camden LGA , with University of Western Sydney and TAFE both neighbouring Camden • There is an existing network of industry-based training providers across the region • NSW 2021 and the South Western Sydney Regional Action Plan includes a priority to improve education outcomes 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Camden LGA has a smaller percentage of persons with Bachelor or higher degrees (13.2%) when compared with the Greater Sydney region (24.1%) • Good planning will be required to ensure schools are appropriately located as the population grows • There can be long lead times in the provision of new training to respond to industry demand • Small and medium sized businesses don't maximise opportunities that can be gained from workforce development and related education and training
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Camden 2040 commits to ensuring people can access education services, to building young people's capacity through education, to building stronger regional partnerships across the sector and to supporting business growth through education • Population growth will result in increased demand for early childhood education services and greater diversity of schooling options • The community can leverage off the existing higher education facilities in the region to provide a greater range of programs • Development of the education sector will decrease the need for residents to access training outside of the region • Increased collaboration across the sector should result in a greater responsiveness to existing and emerging business needs • The development of housing alongside the growth of the education sector can attract more students to live in the region 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Existing university programs have a strong agricultural focus, which may need to diversify given future industry changes • The pace of business need may be too fast for education and training providers within the region, requiring residents to have to access services outside of the region • There will need to be a strong focus on maintaining educational standards across schools as types of education and the range of students diversify

Target Sector: Professional Services

As the survey data above illustrates, there is a huge opportunity to grow the professional services sector in the LGA and related services associated with land development. Professional services are an industry of technical or unique functions performed by independent contractors or consultants, including occupations such as accountants, engineers, IT developers, lawyers, architects, financial advisors and the like.

A targeted approach to growing this sector could involve the establishment of designated precincts throughout the LGA to allow easy access for customers and clients and to support the growth of a community of interest. It will be important to promote and incentivise as appropriate to stimulate business attraction and business development of the target businesses. Having this approach working hand in hand with the growth of the education sector as outlined above and the local creative industries sector will ensure an on-going supply of employees with the right qualifications and attributes for the businesses.

SWOT Analysis – Professional Services

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • The number people employed in the professional services sector in the Camden region grew from 4.7% in 2006 to 5% in 2011 • The professional services sector includes high end occupations such as accountants, engineers and architects • The availability of education and training institutions within the region allows residents access to qualifications for these occupations 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • The MACROC business study found that professional services are being purchased outside the area instead of locally • Many of the professional services occupations require degree qualifications, however in Camden LGA there is a smaller percentage of persons with Bachelor or higher degrees compared to Greater Sydney • There are currently no set locations to support clustering of the range of professional services, which may facilitate greater access to, and uptake of services for, residents
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • The MACROC business study found that future recruitment requirements of local businesses will require the higher end of the skill market, including the type of professionals employed in this sector • The development of executive housing areas can attract businesses and professionals for the sector • Land developments can be planned to accommodate the attraction and growth of businesses in the professional services sector • The Macarthur Business Centre provides a range of supports for new and existing businesses to grow, which may suit the range of needs for SME (small to medium enterprises) professional services businesses 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • The professional services sector in Greater Sydney, which is in competition with the Camden region, continues to experience growth employing nearly 10% of the workforce • The challenging economic environment for small to medium businesses to prosper may inhibit the establishment of new and growth of existing businesses in this sector

Target Sector: Health Services

As the population grows, there will be increasing demand for a range of services in the LGA, including health. More than 20% of babies currently born in NSW are born in South West Sydney. Building on those health and related services already established in Camden, the growth of the health sector, particularly health research, could also be targeted. The establishment of a dedicated children’s hospital in the region could also be explored. This is an ever-changing sector that increasingly relies on innovation and technology – features that can contribute to a dynamic, modern, urban place. Working closely with the State Ministry of Health, targeting growth of the health sector will not only encourage a high level of service for residents, but it will also attract a range of professionals from health and health-related occupations into the area.

SWOT Analysis – Health Services

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • The population growth will drive demand for a range of health services and related supports across the region, providing a strong platform for employment and business development • The number of people employed in the health care and social assistance industry sector in the Camden region grew between 2006 and 2011 from 8.7% to 9.8% • There is a range of health services offered in locations across the Camden LGA, including GP, specialist, mental health and natural therapies, with many health related services co-located in large facilities or in neighbouring locations 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • While Camden hospital provides some services, the larger hospital servicing the region is located in the neighbouring Campbelltown LGA • Many health professions require degree qualifications and Camden LGA residents are less degree qualified than residents in Greater Sydney • Access to specialist services in Western Sydney needs to be improved, particularly for children
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Camden 2040 identifies good health as a priority and includes a range of strategies to support the delivery of a range of quality health services, including encouraging best practice • As part of the overall organisational reforms in the NSW Health system, the NSW Health Services Amendment (Local Health District and Boards) Act 2011 restored local decision making to introduce a more efficient management structure • Population growth should drive the diversification of the range of health services available within the region, bringing with them associated health professionals and businesses • The health sector utilises advanced technologies, requiring research and development capability and infrastructure • A strong relationship can be developed between the education and health sectors to support the growth of both sectors • Access to quality health and related services can be a determinant for selecting a location in which to live, including for families with young children 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • That Information and Communications Technology infrastructure development doesn’t adequately support the potential growth of health research services • That sufficient investment isn’t made by NSW Government to support increased access to health services within the Camden region, resulting in those services being accessed from neighbouring areas

11.2 Camden 2040: Living the Vision – “unique history and rural backdrop”

Target Sector: Tourism

A targeted plan to grow the tourism sector is likely to result in the growth of business and employment opportunities across a range of industries. Positioning Camden as a weekend destination for people from the Greater Sydney area, both day trippers and overnight will require the growth of industries such as cottage businesses, community enterprises and facilities that capture and project the Camden lifestyle, food and hospitality that reflects the region and a range of accommodation types, including for couples and families.

A focus on the development of the cultural sector will be critical to attracting a range visitors and tourists into the area and should include exploring opportunities to work with local communities to support them to develop Aboriginal cultural tourism products. Ensuring that the sector is well supported, coordinated and promoted will be key to its success in supporting the growth of the tourism sector in Camden. Creating and promoting a dining precinct in a key location with surrounding accommodation options that encapsulates Camden’s lifestyle can provide an overall quality experience for visitors, setting Camden apart from other tourist destinations.

SWOT Analysis – Tourism

Strengths	Weaknesses
<ul style="list-style-type: none">• The location of the Camden region supports it being a “day-tripper” destination for people from Greater Sydney• The Camden region has a range of attractions to suit individuals, couples, families and people over 55 years• The Camden region has historically had a strong focus on the tourism sector, which provides good leverage and basis of knowledge for future tourism strategies and initiatives• The Camden airport provides key tourism infrastructure• The Camden region hosts a number of events throughout the year which generally attract people from neighbouring regions and further afield• The Macarthur Regional Tourism Strategy 2012-2015 provides a basis for Camden’s tourism approach	<ul style="list-style-type: none">• There is limited awareness of the range of activities available in the region to encourage overnight visitors from outside of the region• There is no accommodation venue in the Camden region to suit large groups or target the convention market• There is limited actual coordination of tourism activities within the Camden region and with neighbouring regions

Opportunities	Threats
<ul style="list-style-type: none"> Camden 2040 positions tourism as a key priority, through the development of regional partnerships and promotion and commits to providing support to tourism operators Improved regional coordination of activity in the tourism sector can support the growth of small (including cottage), medium and large businesses in the region The planned development of the rail link, improved roads and increased public transportation will support growth of the tourism sector for the Camden region A more diverse population in the future may lead to an increase in the number of international visitors coming to the Camden region The growth and change in population may result in a greater range of tourism attractions being developed 	<ul style="list-style-type: none"> As the Camden region becomes more urbanised there will be a need to adapt the tourism strategy and focus, which currently has a strong focus on heritage Rising fuel costs may impact the number of visitors accessing the region by road Accommodation competition from neighbouring regions may inhibit the growth of the Camden tourism sector into target markets

Target Sector: Agriculture

Building on existing agricultural knowledge, intellectual property and the emerging local produce and food production market, Camden has an opportunity to position itself as an agricultural research and innovation hub.

By developing and strengthening strategic relationships with existing agricultural institutions and organisations in the LGA, Camden can build a reputation that will allow its farming traditions to continue to contribute to its economic development into the future. Using knowledge to position Camden within a global economy that increasingly values food security and food technology will attract partners from within Australia and around the world into the area.

SWOT Analysis – Agriculture

Strengths	Weaknesses
<ul style="list-style-type: none"> The Camden region and neighbouring regions host a number of agricultural facilities including the Camden Farms Network (University of Sydney), the Centre for Carbon, Water and Food (University of Sydney) and the Elizabeth Macarthur Agricultural Institute (NSW Government) The agricultural sector has historically been an important underpinning of the economy of the Camden region, including through the tourism sector Some agricultural land will be retained in the Camden region regardless of the population growth The availability of agricultural land in some neighbouring regions will not be impacted by the population growth 	<ul style="list-style-type: none"> The planned urbanisation of the Camden region will result in the loss of much agricultural land The number of people employed in the Agriculture, Forestry and Fishing industry sector in the Camden region declined between 2006 and 2011 from 1.3% to 1% Camden 2040 found that many residents see the land and the related agricultural sector as a unique feature of the Camden region which will be impacted by population growth and urbanisation

Opportunities	Threats
<ul style="list-style-type: none"> • The growth in population will ensure ongoing demand for agriculture products, particularly locally accessible fresh food • Agricultural research and knowledge is an important commodity as the focus on food security strengthens globally • The Camden region's existing agricultural research infrastructure positions the region well to respond to food security solutions • The proximity of agricultural research facilities can support the development of agricultural competency in the region, including skills development, and provide employment opportunities • Improved IT infrastructure into the Camden region can support and strengthen the existing agricultural research facilities, particularly through the utilisation of technology to support innovation and improve efficiency in agricultural practices 	<ul style="list-style-type: none"> • People and families who have historically been involved in the agricultural sector may move out of the region, thereby taking their knowledge of the sector • The increased urbanisation may require the existing agricultural facilities to relocate

11.3 Camden 2040: Living the Vision – “urban development and population growth”

Currently, 25% of Camden residents are employed across the manufacturing and retail sectors. It is widely acknowledged that the outlook for the manufacturing sector in Australia continues to weaken. In Camden, between 2006 and 2011 only around 100 more people were employed in manufacturing, in contrast with more than 600 people moving into the health sector and almost 600 people moving into the education sector over the same period. Construction also saw an increase of almost 500 people.⁹

Target Sector: Construction

The construction sector is integral to the growth of the population and will provide many employment opportunities as commercial and housing developments are being rolled out. A plan to support the employment and businesses opportunities for Camden residents in the initial stages of the growth will be important. However, it is important to note that these opportunities may not necessarily be available on a large scale and in a sustainable way the closer we get to 2040. Therefore, early opportunities should be maximised.

⁹ ABS Census 2011

SWOT Analysis – Construction

Strengths	Weaknesses
<ul style="list-style-type: none"> • The construction sector currently accounts for close to 10% of the employment in the Camden region • Current planning forecasts show that jobs in the construction industry are likely to closely follow the planned growth in population • The construction sector in the Camden region encompasses the range of residential and commercial buildings and infrastructure, such as roads and rail 	<ul style="list-style-type: none"> • Levels of employment in the construction sector will fluctuate depending on the planning and development cycle • Widespread employment and business opportunities in construction will not be sustained once population growth is achieved and maintained • Local access to relevant construction-related training can be limited • Changing skill requirements and an ageing workforce of tradespeople may impact recruitment or engagement of local employees and businesses
Opportunities	Threats
<ul style="list-style-type: none"> • Camden 2040 identified that construction and maintenance of roads and other related infrastructure continue to be a priority for residents • The significant population growth driving growth in the construction sector over a number of decades provides employment and training opportunities for existing and potential new Camden residents • Council is well placed to facilitate relationships within the sector between developers, local builders and employment service providers • Construction sector related training can be delivered more flexibly through a range of methods 	<ul style="list-style-type: none"> • Compressed lead times might result in the import of labour and contractors rather than the utilisation of Camden residents and businesses • Greater competition from businesses based outside of the region for contracts awarded by developers who aren't local, State Government and the like

Target Sector: Retail

Significant opportunities exist to target retail as a key sector, particularly with the development of the identified retail centres and the ongoing development of the Main Street. While the retail sector will grow as the population grows, it must be well-managed to maximise business and employment outcomes for Camden. For example, linking the development of the retail sector with the development of the tourism sector will require businesses to be open at the times tourists want to visit. The retail sector provides a diverse range of employment opportunities, with high levels of part-time work offered. Retail also employs more women than men and the average age of a retail worker is 32 years old. As such, this sector has the potential to respond to the range of employment needs of Camden residents, both now and into the future.

SWOT Analysis – Retail

Strengths	Weaknesses
<ul style="list-style-type: none"> • Retail trade is the second highest employing sector in the Camden region, behind manufacturing • Retail demand will be driven by the driven by population growth, with new retail job estimates for the South West of over 20,000 in 2031 • Retail employs a high proportion of young people, including in supervisory and management positions 	<ul style="list-style-type: none"> • The retention of boutique retail centres in the Camden region will be difficult as retail demands increase with population growth and there is an increase in the number and size of commercial retail developments • Changes to the Camden region agricultural sector will result in challenges to access local fresh produce • Improved transportation may make it easier to shop outside of the Camden region • Many retail positions do not required high levels of qualifications
Opportunities	Threats
<ul style="list-style-type: none"> • A strong retail focus will drive tourism and employment growth, particularly around the new retail centres • The development of the retail sector can be guided by a number of principles clearly articulated in the Hill PDA report, which also identifies key retail centres (new and existing) for the region • The focus on the heritage of the Camden township can provide a unique retail experience • The creation of retail jobs has employment flow-one effects into other industries including food, transport and storage and business services • Planning control mechanisms for retail development should be flexible enough to ensure retail expenditure is captured within the Camden region • Improved technology infrastructure into the region can support the growth of the retail sector, which is technology-intensive 	<ul style="list-style-type: none"> • Competition from neighbouring regions for retail customers • Conflicts between land uses could impact retail, such as those between residential and commercial development • Retail floor space will need to be available throughout the region to support the growth of the sector in the new retail centres • Internet shopping can impact traditional retail centres

Target Sector: Commonwealth and State Government Services

As the population grows, access to a range of government services will be important to maintain the social and economic wellbeing of Camden residents. Key government services should be located in the LGA to ensure services can be easily accessed. Government agencies could link their relocation into the area with the growth of the population as appropriate, but have a clear roll-out plan developed and agreed within the next 2 years. The location of government services in the LGA could provide a range of employment and property-related opportunities.

SWOT Analysis – Commonwealth and State Government Services

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • The Public Administration and Safety industry sector currently accounts for 6.7% of the employment in the Camden region • A range of State and Federal government services can currently be accessed within the Camden region including employment services, road transport services, health services and social services. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Government agencies are moving to more ‘self-service’ and online service delivery models that diminish the need for a physical presence • Government service delivery arrangements can be subject to changes
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • The social and economic wellbeing of residents can be supported by local access to government services • New transportation arrangements, including the rail link, can provide key access points for government service delivery • The locating of government services in the Camden region may provide a range of employment opportunities • Government tenants can offer medium to long-term property lease arrangements 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Federal and state government reducing budgets and downsizing their operations resulting in withdrawal of services • Neighbouring local government areas competing for the presence of government services

12. Key Activity Areas

To achieve the desired economic development outcomes in the target sectors, the Council’s activities have been organised into three main areas – Council’s Operating Environment, Advocacy and Engagement, Support Business.

All three key activity areas require a base of good business and economic information in order to be implemented. They also require Council to work with a range of stakeholders, both inside and outside of the community.

From each of the activity areas comes a range of projects associated with the target sectors, which aim to result in the achievement of the economic development outcomes. Sometimes projects will come from more than one key activity area. It will be critical for Council to have an on-going communications approach to ensure that all stakeholders and the public are clear on directions and achievements.

12.1 Council's Operating Environment

Approach: In order to help develop business and grow jobs the Council will actively promote, coordinate and market economic development, positioning Camden LGA as an economic centre within a wider economic region.

Goals:

1. Activate public and private underutilised spaces through planning and development [Target Sectors: Retail, Education, Health, and Professional Services].
2. Support the expansion of existing businesses and industry [Target Sectors: Retail, Education, Health, Professional Services, Agriculture, and Tourism].
3. Attract new businesses and industry to grow employment in the LGA consistent with the community's vision, including a focus on the development of associated executive housing requirements for new residents [Target Sectors: Health, Professional Services, and Government Services].
4. Maintain and develop the rural lifestyle setting which is an important part of the place, and therefore the economy, of Camden [Target Sectors: Construction, Retail, Agriculture, and Tourism].

12.2 Advocacy and Engagement

Approach: The Council will act as an advocate and partner to ensure that community and business groups are able to be active participants in the area's economic success. The area's unique qualities will be promoted at every opportunity to attract business investment and skilled workers.

Goals:

1. Attract new investment and more skilled people to Camden by working with the business community and other key stakeholders [Target Sectors: All].
2. Communicate more regularly and effectively with the business community and key stakeholders [Target Sectors: All].
3. Develop Camden's position as the region's professional services hub and encourage networking, events and other activities that support the on-going development of this sector [Target Sector: Professional Services].
4. Work closely with State and Federal government to meet our desired economic outcomes, including finding and attracting the desired residents [Target Sector: Government Services].

12.3 Support Business

Approach: To broaden the area's economic base, the Council will provide strong support and encouragement, including economic and business information, for target sectors.

Goals

1. Create an environment that supports a modern economy and encourages business interactions and the exchange of ideas [Target Sectors: All].
2. Support business growth and attract new industry through the provision of economic and business information [Target Sectors: All].
3. Encourage entrepreneurs to develop projects that will increase business and employment opportunities for the area [Target Sectors: All].
4. Ensure that small businesses and emerging industries are supported and help them to prosper [Target Sectors: All].

13. Where to from Here

A 4 Year Implementation Plan has been developed in response to the Economic Development Strategy that prioritises and explains how the Council will work to achieve positive results. The four-year plan will provide timeframes and details of resource allocation, partnerships with stakeholders and what each activity aims to achieve. The activities will all have a direct relationship to achieving the goals as identified in the three main areas, which also underpin the economic development outcomes as articulated in Camden 2040.

Council's 4 Year Delivery Program provides funding for the employment of a dedicated Economic Development Officer to implement this Strategy and associated Implementation Plan. Further resources will be considered as part of Council's long term financial plan and annual budget process.

The following key activities for the next two years are incorporated into the four-year implementation plan and provide an indication what is being undertaken in the short term under the economic development strategy.

13.1 Council's Operating Environment

Key activities for the next two years:

- Recruit an Economic Development Officer (EDO) with responsibility for implementing the strategy and associated activities
- Establish an annual budget allocated to economic development which includes staff resources, information gathering and promotion
- Develop a monitoring and reporting framework to suit a range of audiences including Council and the public
- Ensure alignment between Council's planning and Development Approvals process and the economic development strategy
- Ensure that Council's service delivery, particularly in relation to the community and the environment, is aligned with the goals of the economic development strategy particularly those associated with retaining the rural setting
- Identify new opportunities for growth including sites and business opportunities for office suites, tourism related businesses and retail
- Ensure local infrastructure priorities are aligned with the South West Growth Centre program

- Engage with the health and professional services sector to explore the opportunities to grow those sectors in the Camden LGA
- Review Council's assets and infrastructure to identify opportunities to maximise the economic benefits being derived, including those benefits associated with education, employment and business

13.2 Advocacy and Engagement

Key activities for the next two years:

- Work with local and Greater Sydney business chambers to identify and promote commercial opportunities in the Camden LGA
- Develop promotional materials focused on business attraction and attracting skilled and professional new residents
- Work with the NSW Government to ensure appropriate infrastructure and incentives are in place to encourage private sector investment in the Camden LGA
- Engage with educational institutions to strengthen university and vocational learning across the LGA, including increasing online learning and utilising local facilities

13.3 Support Business

Key activities for the next two years:

- Develop and maintain a business and economic community profile that can be accessed by the current business community, potential investors, entrepreneurs and the public
- Actively support the growth of the accommodation, tourism and retail sectors in the Camden LGA by working with the local business community and networking with key stakeholders across the region and Greater Sydney
- Work with the Camden business community to establish and strengthen relationships with State and Federal government agencies responsible for delivering business and funding programs and support the development of businesses cases as appropriate
- Conduct research to identify the needs of the business community and inform relevant agencies of those needs

14. Monitoring and Review – Performance Framework

Camden 2040 sets out a clear performance framework for economic development, which will help Council and the community to be clear on indicators of success. It is important to note that initial efforts and investment in economic development activities may not result in clear outcomes in the short-term. However, those activities are vital in establishing a basis for achieving on-going and sustainable outcomes.

In order that this strategy remains relevant to the constantly changing socio-demographic and business characteristics across the LGA and changing Council perspectives, it is important to build into this strategy an on-going monitoring and review requirement. Monitoring and evaluation are important in ensuring that Camden Council is perceived to be sustaining its competitive advantages for existing businesses and as a means of attracting new businesses.

The following performance measures are from Camden 2040 and provide a broad framework for understanding how the Camden LGA is performing economically. These measures are reported in Council's Annual Report.

Indicators	Measures	Baseline (2011/12)	Targets (2016/17)	Source and Frequency
The local economy is growing	New business start ups	1.4% (new businesses) /2.8% (population growth)	New businesses = population growth	ABS Census (5 Years)
	Growth of existing businesses and new businesses	Gross Regional Product - average annual growth 2.7% (06/07 to 10/11)	GRP growth = population growth	RDA Sydney Economic Baseline Assessment Report (annual)
	Value of new development assessed	\$431,000 (2012)	Annual growth = population growth	Camden Council Development Assessment Data
There are a variety of local jobs available	Camden residents are working in their local area (residents travelling out of the area to work)	60.5%	50%	ABS Census (5 Years)
	Number of jobs in Camden per 100 resident workers	55	65	ABS Census (5 Years)
There is a commitment to learning	Proportion of households that include someone undertaking an educational or learning activity	28%	35%	Bi-Annual Telephone Survey of Residents
People can access what they need	Proportion of residents who are satisfied with their level of access to services, information and facilities	Average score 3.8/5 (based on 10 services and facilities)	Average score 4.5/5	Bi-Annual Telephone Survey of Residents

People feel they have enough	Proportion of residents using the internet	89%	95%	Bi-Annual Telephone Survey of Residents
	Proportion of people who are satisfied with their standard of living	91%	95%	Bi-Annual Telephone Survey of Residents
	Proportion of households who are able to save money most weeks.	48%	55%	Bi-Annual Telephone Survey of Residents

The actions in the Implementation Plan will form part of Council's 4 Year Delivery Program, and these are reported every six months.

The Economic Development Strategy will undergo wholesale review on a 4 year basis as part of the review of *Camden 2040* that is required to be undertaken by each new Council.

Attachment A: Camden Council Economic Development Strategy – Growth and Prosperity Implementation Plan 2013/14 – 2016/17

1. Introduction

The 30 year strategic community plan, Camden 2040, outlines a prosperous economy for the Camden Local Government Area (LGA) as:

“...essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time”.

Camden 2040 identifies that a prosperous economy for the LGA has a regional focus, including a strong link with the broader South West region, and involves working alongside relevant partners. The outcomes being sought through A Prosperous Economy in Camden 2040 are:

- The local economy is growing
- There are a variety of local jobs available
- There is a commitment to learning
- People can access what they need

Camden Council’s Economic Development Strategy Growth and Prosperity aims to focus efforts in target sectors within three major activity areas – Council’s Operating Environment, Advocacy and Engagement and Support Business. This four year Implementation Plan takes the aims and focus contained within the Strategy into a 4 Year Program of Work. This provides clear and realistic direction and expectations about what can be achieved in this period within current resource allocations by Council (namely one Economic Development Officer).

The activities within the Implementation Plan form part of Council’s 4 Year Delivery Program which means they are reported to the community on a 6-monthly basis. The activities will be planned in more details as part of the Economic Development Officer’s Workplan, and reviewed on a regular basis to ensure that Council is on the right track in terms of delivering its Economic Development Strategy.

2. Program and Project Management

The Economic Development Officer (EDO) will primarily be tasked with leading the implementation of Camden Council's Economic Development Strategy. As such, the EDO will be required to:

- manage projects that fall directly within Council's responsibilities
- support projects for which other stakeholders are responsible
- coordinate activity to achieve goals in the strategy
- advocate on Council's behalf to key stakeholders.

The EDO reports to the Team Leader Corporate Strategy and is part of the Strategic Planning Branch, which has responsibilities for corporate strategy, Growth Centres, land use planning and development contributions.

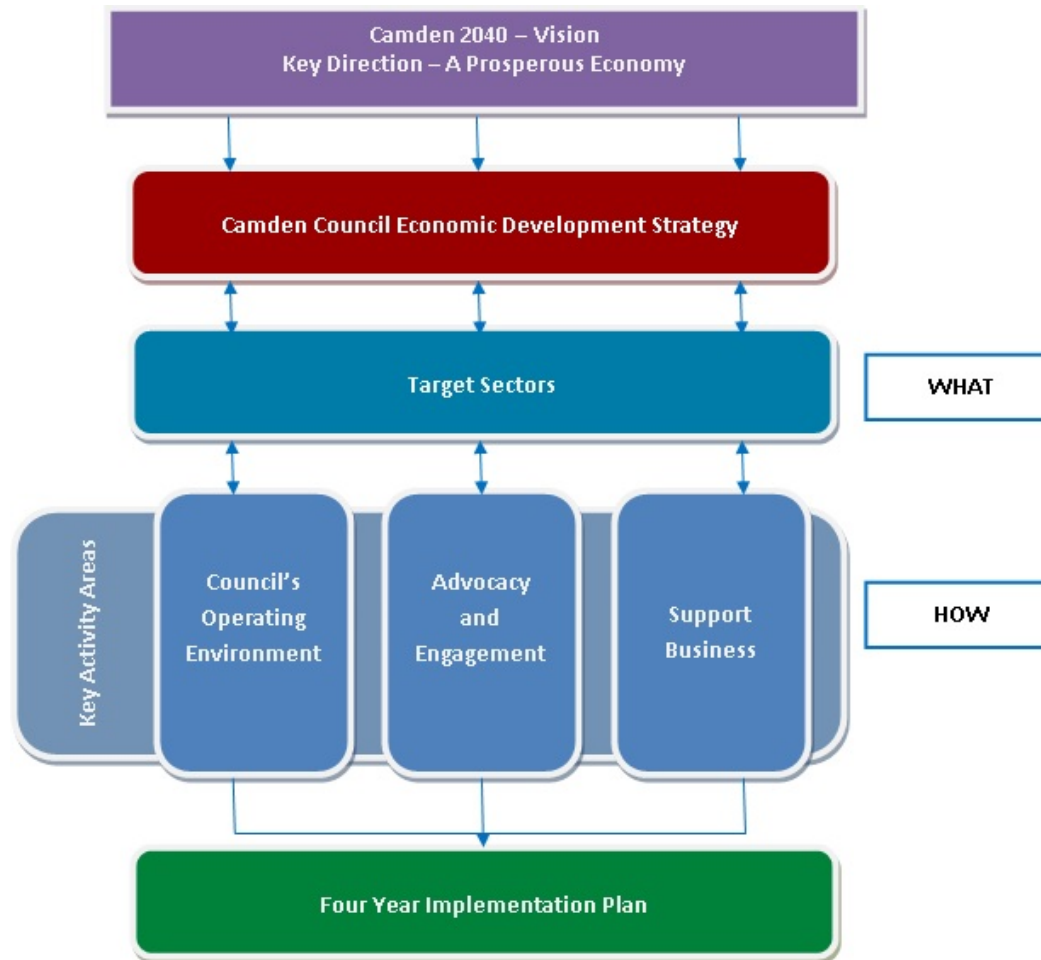
3. Economic Development Framework

The Economic Development Framework is based on delivering the economic development vision and associated outcomes contained within the Community's long term strategic plan, Camden 2040.

The Economic Development Strategy acknowledges that a realistic and achievable plan of action needs to be determined to guide economic development activities. This plan needs to set the key priorities and focus for economic development. Without this, Council is at risk of not maximising the best opportunities for economic growth, and not focusing its energies in the best places. As such, the strategy is based on a number of "Target Sectors" which will guide the areas that Council will focus on for the coming 4 year period.

The strategy then identifies the "Key Activity Areas" in which Council will operate across the various Target Sectors. Underpinning this strategy is a four year implementation plan which identifies key activity areas and related goals. This is where the strategy is turned in to specific action.

The economic development framework is represented as follows:



The key activity areas and goals to be achieved through the strategy are outlined below.

3.1 Council's Operating Environment

Approach: In order to help develop business and grow jobs the Council will actively promote, coordinate and market economic development, positioning Camden LGA as an economic centre within a wider economic region.

Goals

1. Activate public and private underutilised spaces through planning and development
2. Support the expansion of existing businesses and industry
3. Attract new businesses and industry to grow employment in the LGA consistent with the community's vision, including a focus on the development of associated executive housing requirements for new residents
4. Maintain and develop the rural lifestyle setting which is an important part of the place, and therefore the economy, of Camden

3.2 Advocacy and Engagement

Approach: The Council will act as an advocate and partner to ensure that community and business groups are able to be active participants in the area's economic success. The area's unique qualities will be promoted at every opportunity to attract business investment and skilled workers.

Goals

1. Attract new investment and more skilled people to Camden by working with the business community and other key stakeholders
2. Communicate more regularly and effectively with the business community and key stakeholders
3. Develop Camden's position as the region's professional services hub and encourage networking, events and other activities that support the on-going development of this sector
4. Work closely with State and Federal government to meet our desired economic outcomes, including finding and attracting the desired residents

3.3 Support Business

Approach: To broaden the area's economic base, the Council will provide strong support and encouragement, including economic and business information, for target sectors.

Goals

1. Create an environment that supports a modern economy and encourages business interactions and the exchange of ideas
2. Support business growth and attract new industry through the provision of economic and business information
3. Encourage entrepreneurs to develop projects that will increase business and employment opportunities for the area
4. Ensure that small businesses and emerging industries are supported and help them to prosper

4. Planning and Reporting

The following table outlines the key economic development activities and related outputs for the next four years. These actions will be included in Council's Delivery Program and reported through that framework (six monthly reports).

The activities and outputs will be reviewed and developed every year by the EDO as part of the annual planning process under the Economic Development Strategy.

5. Resources

Council's 2012/13 Delivery Program and budget provides for the employment of one full time Economic Development Officer (EDO).

A one-off funding allocation of \$20,000 in 2013/14 for implementation of the Economic Development Strategy has been adopted in Council's 4 Year Delivery Program 2013/14 – 2016/17.

Over time, the level of activity and output achieved by the Economic Development Officer will be directly related to the allocation of resources.

6. Action Plan

Economic Development Strategy	Year 1 - Establishment	Year 2 - Implementation	Year 3 - Implementation	Year 4 - Implementation
<p>Council's Operating Environment</p> <p><i>Approach: The Council will actively promote, coordinate and market economic development, positioning LGA as an economic centre within a wider economic region.</i></p>	<ul style="list-style-type: none"> Recruitment of Economic Development Officer (EDO) Development of annual plan – actions and outputs Establishment of annual budget allocated to economic development which includes staff and project resources Development of monitoring and reporting framework Identification and development of key relationships – internal Identification of new opportunities for growth including sites and business opportunities for office suites, tourism related businesses and retail 	<ul style="list-style-type: none"> Development of annual plan – actions and outputs Review of annual budget Alignment of Council's programs and services with the economic development strategy, including DAs process Alignment of local infrastructure priorities with the South West Growth Centre program Engagement with the health and professional services sectors to explore the opportunities to grow those sectors in the Camden LGA Working across other parts of Council, development of a suite of incentives to attract new businesses 	<ul style="list-style-type: none"> Development of annual plan – actions and outputs Review of annual budget Review of Council's assets and infrastructure to identify opportunities to maximise the economic benefits being derived, including those benefits associated with education, employment and business Working with the business community, arrange and conduct trade delegations for target sectors 	<ul style="list-style-type: none"> Development of annual plan – actions and outputs Review of annual budget Actively promote integrated business and housing opportunities to health and professional services businesses in Greater Sydney region and nationally

Economic Development Strategy	Year 1 - Establishment	Year 2 - Implementation	Year 3 - Implementation	Year 4 - Implementation
<p>Advocacy and Engagement</p> <p><i>Approach: The Council will act as an advocate and partner to ensure that community and business groups are able to be active participants in the area's economic success. The area's unique qualities will be promoted at every opportunity to attract business investment and skilled workers.</i></p>	<ul style="list-style-type: none"> • Identification and development of key relationships - external • Identification of promotional materials requirements – attracting new businesses and residents • Development of plan to engage education sector to advocate for expansion of education facilities that offer degrees and qualifications in accounting, IT, law, health, commerce, research and the like 	<ul style="list-style-type: none"> • Strategic relationship management to achieve strategy goals – health and professional services • Work with local and Greater Sydney business chambers to identify and promote commercial opportunities in the Camden LGA • Development and targeted distribution of promotional materials • Engagement with education institutions to strengthen schooling, university and vocational learning across the LGA 	<ul style="list-style-type: none"> • Strategic relationship management to achieve strategy goals – health and professional services • Work with the NSW Government to ensure appropriate infrastructure and incentives are in place to encourage private sector investment in the Camden LGA • Ongoing promotion of business and residential attributes of LGA 	<ul style="list-style-type: none"> • Strategic relationship management to achieve strategy goals – health and professional services • Ongoing promotion of business and residential attributes of LGA

Economic Development Strategy	Year 1 - Establishment	Year 2 - Implementation	Year 3 - Implementation	Year 4 - Implementation
<p>Support Business</p> <p><i>Approach: To broaden the area's economic base, the Council will provide strong support and encouragement, including economic and business information, for target sectors.</i></p>	<ul style="list-style-type: none"> Scoping of a business and economic community profile and database that can be accessed by the current business community, potential investors, entrepreneurs and the public Development of business research program 	<ul style="list-style-type: none"> Development and launch of community economic profile Conducting of research to inform local business development and distribution of findings to business community Utilising the research findings, work with the Camden business community to establish and strengthen relationships with State and Federal government agencies responsible for delivering business and funding programs and support the development of businesses cases as appropriate 	<ul style="list-style-type: none"> Seek discussions with Government to locate agencies in the area Actively support the growth of the accommodation, tourism and retail sectors in the Camden LGA by working with the local business community and networking with key stakeholders across the region 	<ul style="list-style-type: none"> Building on community economic data, development and launch of Business 2 Business database, encouraging businesses to source and buy locally Actively support the growth of the accommodation, tourism and retail sectors in the Camden LGA by networking with key stakeholders across Greater Sydney

7. Key Outputs

The following outputs to be achieved by the Economic Development Officer:

Council's Operating Environment	Advocacy and Engagement	Support Business
<ul style="list-style-type: none"> • Annual plan • Annual budget • Appointment of EDO • Development and implementation of monitoring and reporting framework • Monitoring reports • Workshops with Council staff on economic development strategy, focused on alignment with Council functions and services • Establishment of economic development working groups – health and professional services • Business attraction incentives package developed • Marketing visits to potential new businesses • Trade delegations into the Camden area 	<ul style="list-style-type: none"> • Presentations to Chambers of Commerce and business networking events, targeting existing businesses to expand into the Camden area • Promotional materials published on key Council, community, government and other websites • Presence of enhanced educational programs in line with economic development strategy 	<ul style="list-style-type: none"> • Discussions with Government to locate agencies in the Camden LGA • Business research conducted and communicated to business community, key Government agencies, business organisations and Council • Business database established and being utilised

The overarching achievement of activities, goals and outcomes will be measured through the KPIs in the performance framework, as detailed below. The EDO will have a work plan and performance agreement reflecting their contribution to the implementation of the economic development strategy, containing many of the above outputs.

8. Resource Management

The EDO is the key resource allocated for implementation of activities under the Economic Development Strategy. The EDO has the ability to develop internal business plans to seek project funding as required.

Resourcing for the economic development strategy will be reviewed regularly by the Team Leader Corporate Strategy to determine impact of the resourcing. Recommendations for increasing or decreasing resourcing levels will be considered by the Manager Strategic Planning Branch as part of Council's budget planning processes.

9. Risk Management

The EDO will be required to monitor and record risks in accordance with Camden Council's risk management processes.

Key risks identified are:

1. Population growth doesn't occur in accordance with economic development opportunities
 - Too fast = missed economic opportunities, inability to manage attraction of appropriate businesses and residents, unplanned development that doesn't match community priority to retain lifestyle
 - Too slow = lack of customers for new businesses, lack of demand for new developments including housing, underutilised infrastructure and investments

Mitigation: On-going monitoring of population growth, on-going review of economic development plans and resourcing

2. Target sectors don't produce required jobs

Mitigation: On-going review of results, targeting of new sectors and opportunities as required

3. Lack of coordination across government and business community on economic development priorities

Mitigation: Promote economic development strategy, communicate widely and regularly on plans and results

4. Responsiveness of government and agencies to business supports and needs as they relate to strategy

Mitigation: Council to facilitate relationships between agencies and business community as appropriate, Council to advocate on behalf of local business community

5. Availability of resources to meet the outcomes and goals of the strategy

Mitigation: On-going review and reporting of resourcing levels and impacts, leverage resources from other stakeholders and sources as appropriate

10. Stakeholder Engagement

Stakeholders and partners to this plan are:

- Camden Local Government Area business community, including Chambers of Commerce
- The development community
- Business Enterprise Centres
- MACROC
- Education and training sector institutions and providers
- Campbelltown, Wollondilly and Liverpool Councils
- State Government
- Commonwealth Government

Key engagement methods include regular meetings and liaison, attendance at networking events locally and in Greater Sydney, distribution of information and communications and the Internet.

11. Review, Monitoring and Evaluation

The following performance measures are from Camden 2040 and provide a broad framework for understanding how the Camden LGA is performing economically. These measures are reported in Council's Annual Report.

Indicators	Measures	Baseline (2011/12)	Targets (2016/17)	Source and Frequency
<i>The local economy is growing</i>	New business start ups	1.4% (new businesses) /2.8% (population growth)	New businesses = population growth	ABS Census (5 Years)
	Growth of existing businesses and new businesses	Gross Regional Product - average annual growth 2.7% (06/07 to 10/11)	GRP growth = population growth	RDA Sydney Economic Baseline Assessment Report (annual)
	Value of new development assessed	\$431,000 (2012)	Annual growth = population growth	Camden Council Development Assessment Data
<i>There are a variety of local jobs available</i>	Camden residents are working in their local area (residents travelling out of the area to work)	60.5%	50%	ABS Census (5 Years)
	Number of jobs in Camden per 100 resident workers	55	65	ABS Census (5 Years)
<i>There is a commitment to learning</i>	Proportion of households that include someone undertaking an educational or learning activity	28%	35%	Bi-Annual Telephone Survey of Residents
<i>People can access what they need</i>	Proportion of residents who are satisfied with their level of access to services, information and facilities	Average score 3.8/5 (based on 10 services and facilities)	Average score 4.5/5	Bi-Annual Telephone Survey of Residents
	Proportion of residents using the internet	89%	95%	Bi-Annual Telephone Survey of Residents
<i>People feel they have enough</i>	Proportion of people who are satisfied with their standard of living	91%	95%	Bi-Annual Telephone Survey of Residents
	Proportion of households who are able to save money most weeks.	48%	55%	Bi-Annual Telephone Survey of Residents

The actions contained within the Implementation Plan, and other more detailed planning undertaken by the Economic Development Officer, will be included within Council's Delivery Program and reporting will undertaken as part of the Integrated Planning and Reporting Framework every six months.