



5 KEY ADVOCACY ISSUES

Ways for Government to grow Penrith Regional City

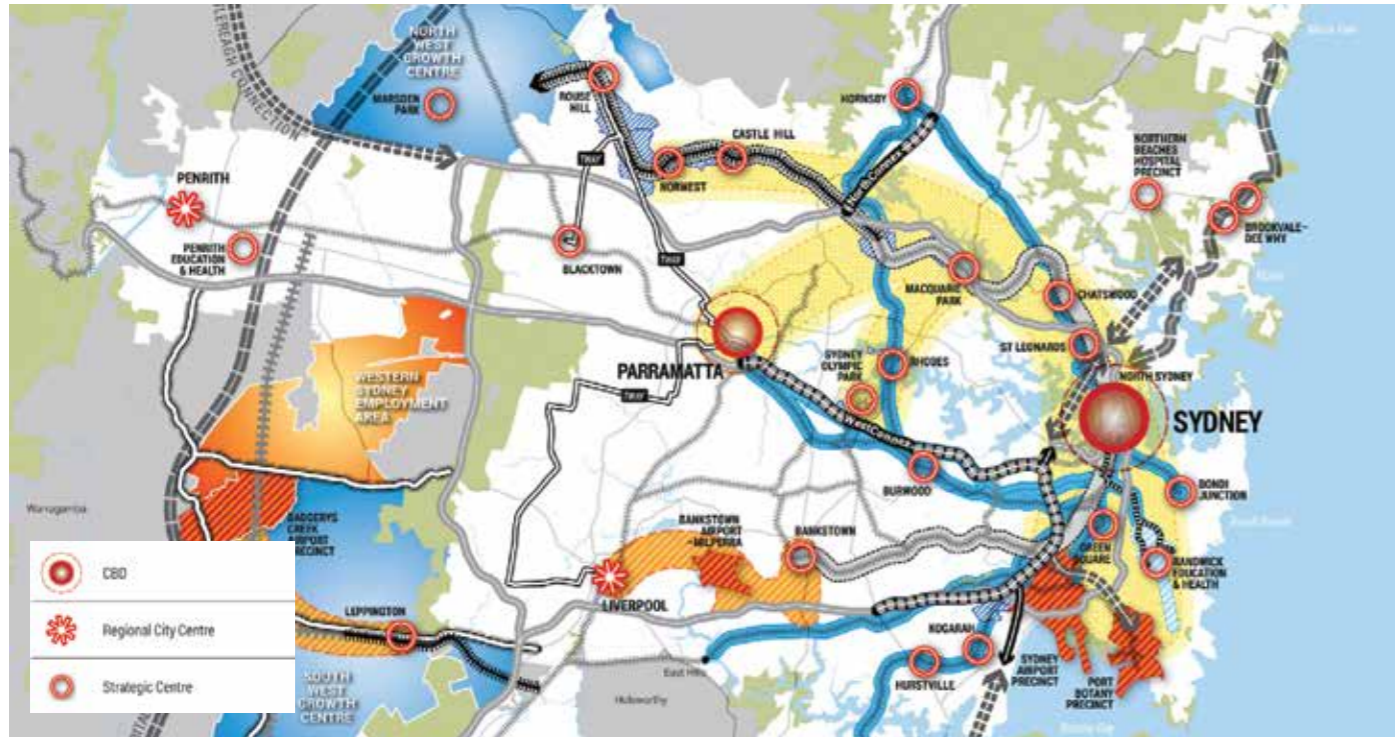
NSW State Government Election March 2015



A Plan for Growing Sydney (2014) identifies Penrith City as a key strategic priority.

TWO STRATEGIC CENTRES FOR PENRITH:

Penrith City Centre and the Penrith Health and Education Precinct



**“GROW STRATEGIC CENTRES
- PROVIDING MORE JOBS
CLOSER TO HOME”**

- A Plan for Growing Sydney
(2014)

**“Sydney’s largest and most important hubs for business and employment
are ‘strategic centres’ and Sydney’s ‘transport gateways’.**

Together, these locations account for 43% of all jobs across Sydney”

- A Plan for Growing Sydney (2014)

“These locations will be an important focus for future growth because of their size, diversity of activities, connections (mainly to the rail network), and the presence of major institutional activities such as health and education facilities or Sydney’s major airports and port” - A Plan for Growing Sydney (2014)

A FOUNDATION FOR THE FUTURE

Chairman’s Message

The Penrith Business Alliance (PBA) continues to be a significant player in determining the economic future of Penrith Regional City. Our role and purpose? To drive the creation of 40,000 new jobs over the next two decades.

Since our inception in 2009 we have placed a clear focus on re-structuring the local economic landscape. The policies and ensuing projects we have driven have not only generated diversity in local business and employment opportunities, but also balanced the local economy and generated significant numbers of high-order jobs closer to home.

We are keen to continue the momentum via our *Five-Year Strategic Plan (2015-19)*, designed to generate further economic activity and jobs growth. Although we have 100% commitment from the Board of the PBA, we recognise that without significant Government support our capacity to act decisively will remain severely constrained.

Over the next four years we are looking to work jointly with Government to further leverage our public assets, and support and fund key development precincts and opportunities unique to Penrith City. We have a strong history of leadership in this area, evidenced by the securing of Commonwealth funding for the \$30m Werrington Park Corporate Centre – a catalyst project for the proposed Werrington Business Park – as well as a number of other successful economic initiatives.

PBA is most grateful to the NSW State Government for acting on a range of the advocacy programs developed as part of the 2011 Election Campaign. Of most significance is the status given to the Penrith Health and Education Precinct as a Strategic Centre in *A Plan for Growing Sydney*. Our Advocacy Program for the 2015 Election continues to build on our long-term strategic initiatives and introduces a number of new proposals which recognise the economic imperatives associated with key developments in the region, such as Badgerys Creek and the Western Sydney Employment Area.

We look forward to partnering with, and supporting the NSW Government in, meeting its obligations for economic growth and job creation. PBA is well-positioned as a strong strategic partner to advocate for and facilitate the other objectives outlined in the *Plan for Growing Sydney*.

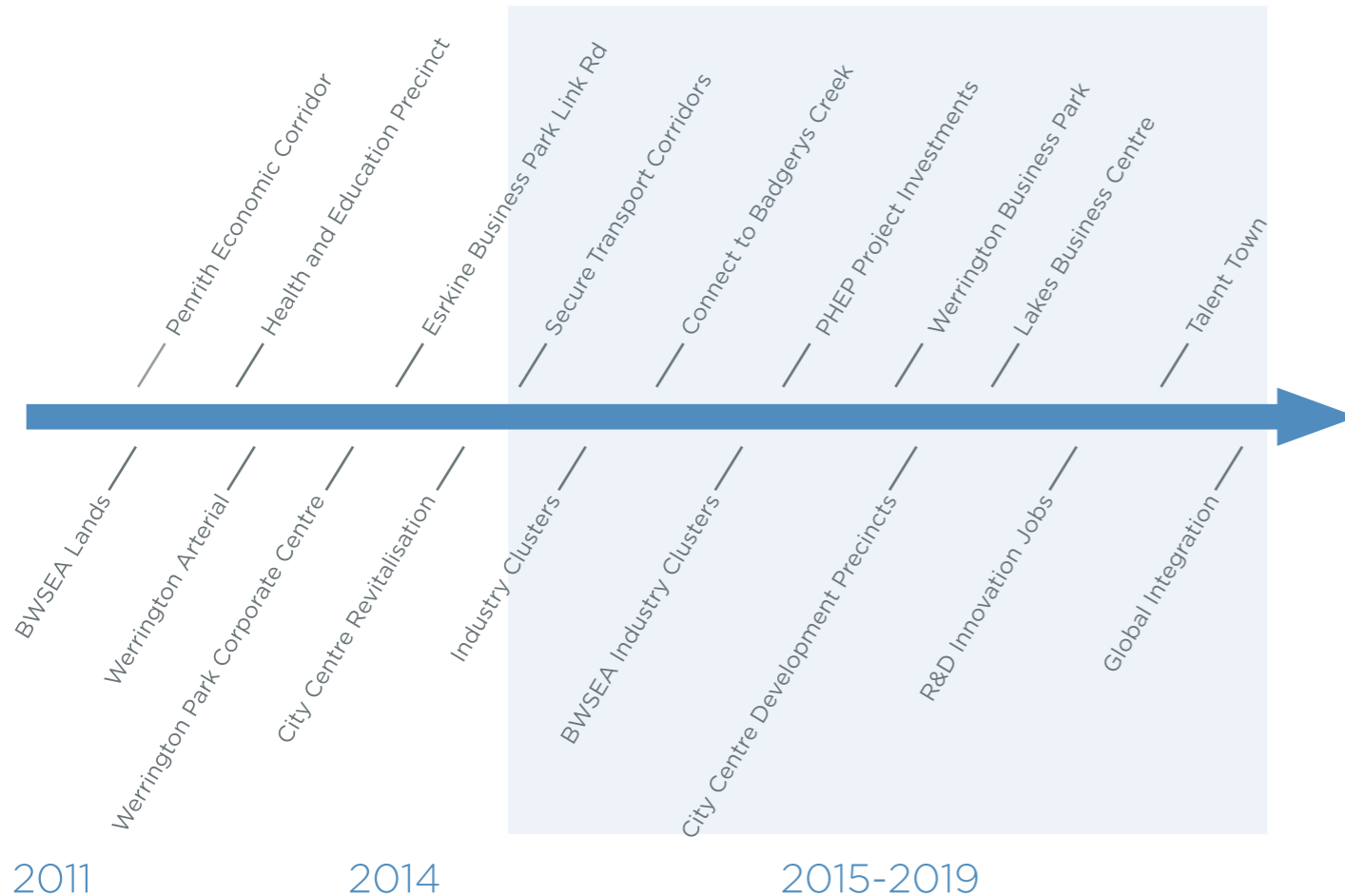
Paul Brennan AM
Chairman



Paul Brennan AM
Chairman

KEY ADVOCACY MILESTONES

The next 5 Years



“ACCELERATE URBAN RENEWAL ACROSS SYDNEY - PROVIDING HOMES CLOSER TO JOBS”
- Plan for Growing Sydney (2014)

KEY ADVOCACY ISSUES

1

Leverage the Plan for Growing Sydney's infrastructure commitments by:

- Connecting Badgerys Creek to Penrith
- Preserving transport corridors
- Planning for an inter-modal depot, and
- Introducing a special incentive zone in the Broader Western Sydney Employment Area to create high-density employment clusters.

2

Invest in Penrith's Health and Education Precinct (PHEP)

(a Sydney Growth Plan Strategic Centre) with a new Penrith Medical Research Centre (a specialist medical destination supporting both public and private sector investment), a rejuvenated Kingswood Urban Centre (creating significant local employment opportunities), and the Werrington Business Park (incorporating the \$30m Werrington Park Corporate Centre) and providing professional opportunities for a population that will double over the next 20 years.

3

Invest in Penrith's City Centre Revitalisation Program

with public seed funds for infrastructure, enhancements and key catalyst projects, including a pre-commitment for a relocated government department and land consolidation to stimulate development.

4

Establish PBA as a collaborative partner in the investigation of job creation opportunities in Penrith Lakes and the establishment of a Business Precinct in the Lakes Development.

5

Support priority economic sectors and employment clusters including advanced manufacturing, digital, and visitor economies, as well as professional services, via research and development initiatives including innovation portals, capacity building systems, and talent development.

1

Leverage the Sydney Growth Plan

Stop the Penrith workers exodus and decrease Sydney's Eastern gridlock.

56,428 people leave Penrith each day to work in other areas of Sydney. This represents 64% of its working population.

Penrith is an emerging multi-sector economy which continues to establish its identity as an expanding talent town and economic hub. The City is directly adjacent to the Broader Western Sydney Employment Area (BWSEA) which will provide employment clusters for the emerging early- and mid-career generational worker. Investment in Government infrastructure (primarily transport and airport links) is essential to support Growth Plan initiatives and drive a dynamic, developing environment that supports and encourages talent to remain local.

What the State Government needs to do:

Leverage the Sydney Growth Plan's infrastructure commitments for Western Sydney to secure the following initiatives in the BWSEA:

Preserve the proposed transport corridors to provide surety for investment and employment in the region.

Attract high density employment clusters via special incentives, including the investigation of a pilot tax-free zone.

Provide transport connections to Badgerys Creek from Penrith and its multi-sector economy to position Penrith as a centre for international trade and services, and airport logistics.

The PBA seeks \$250k to lead an investigation with other partners in Western Sydney to maximise job creation opportunities in BWSEA.

The PBA seeks \$100k to analyse and evaluate the creation of an advanced engineering centre to attract firms involved in the planning, development, logistics and construction of the Badgerys Creek Airport.

2

Invest in Penrith's Health and Education Precinct (PHEP)

Further advance the Penrith Health and Education Precinct by making it a world-class strategic Centre of Excellence that is internationally-connected.

A Plan for Growing Sydney has recognised Penrith's Health and Education Precinct as a Strategic Centre. Not only is this important for the health of our growing and ever-ageing population, but it presents an exciting and innovative opportunity to link health care systems internationally with a number of Asian partners, including China and Korea.

What the State Government needs to do:

Recognise and advance the new Strategic Centre status of the PHEP in the *Plan for Growing Sydney* via the following initiatives and projects:

Create the Nepean Medical Research Institute in the Nepean Hospital Environs.

Secure and revitalise the existing Kingswood Urban Centre via State Government initiatives, such as the Urban Activation Program and the establishment of a Priority Precinct.

Provide the infrastructure and associated services **for the proposed Werrington Business Park** on surplus University land.

Invest in training and jobs placement programmes to support demand for a skilled workforce in the Precinct.

The PBA seeks \$55m State and Federal funding to establish the Nepean Medical Research Institute.

The PBA seeks \$5m from the State Government's Urban Activation Program to identify Kingswood as a Priority Precinct in order to undertake improvements and enhancements to the public domain.

The PBA seeks \$100k to continue the *Securing Pathways for Health Jobs*, a Federal initiative, to promote the successful jobs placement program in the healthcare sector.

The PBA seeks the \$200k needed to instigate a feasibility analysis for the proposed Werrington Business Park and a new private hospital on the site.

3

Invest in Penrith's City Centre

Provide stimulus for renewal and development in the heart of Penrith by investing in infrastructure and enhancements to Penrith City Centre.

Penrith City Centre is on the cusp of renewal and growth, with several sites identified for private development. The best signal to the development marketplace is to show that the city is ready for such sustained activity, and this signal is clearly visible when:

- new infrastructure and enhancements are made, and
- public lands are consolidated for development with a clear implementation structure and process.

What the State Government needs to do:

Advance the *Plan for Growing Sydney's* objectives to establish Penrith as a regional city via:

Implementation of the precinct-based Revitalisation Program for Penrith City Centre which involves public amenity and complementary mixed uses, including development of an aspirational residential population and work centre.

Activate an inner-city urban development project supported by a Government pre-commitment to relocate a department with an associated activation of 1,000+ jobs.

Fund infrastructure development in the City Centre to support associated economic development. This includes the investigation of innovative public financing models, such as Tax Increment Financing (TIF).

Establish an International Business Centre to facilitate market access to China and South Korea in the Healthcare and Education sectors under the Commonwealth Free Trade Agreements (FTAs).

The PBA seeks pre-commitment from the State Government to relocate a Government department to Penrith City Centre (meeting economic, employment and strategic objectives of the *Plan for Growing Sydney*).

The PBA seeks financial support from the State Government for catalyst projects to activate the development precincts in the Penrith City Centre.

The PBA seeks \$100k from the State Government to investigate the feasibility of establishing a National Business Centre to facilitate market access by healthcare firms into the Chinese and South Korean markets.

4

Establish a Business Precinct in the Penrith Lakes Development

Make the Penrith Lakes Development project real by:

- Removing impediments to development, and
- Recognising a business precinct which brings local corporate jobs to Penrith.

Penrith's population is emerging as an aspirational, career-based community who wants the opportunity, accommodation and amenity offered by a modern city. These opportunities can be provided by the stimulation of modern business precincts both around and in Penrith City. The Penrith Lakes Development Project represents a real opportunity for this to be achieved.

What the State Government needs to do:

Establish the PBA as a collaborative partner in the investigation of job creation in Penrith Lakes through:

Recognition of the *Plan for Growing Sydney's* aspirations for Penrith Lakes.

Identification of a business precinct in the Penrith Lakes.

A Plan for Growing Sydney (2014):

PRINCIPLE 1:

Increasing housing choice around all centres through urban renewal in established areas.

PRINCIPLE 2:

Stronger economic development in strategic centres and transport gateways.

PRINCIPLE 3:

Connecting centres with a networked transport system.

5

Support priority economic sectors and stimulate Small and Medium Enterprise (SME) growth

Stimulate priority economic sectors that are relevant to Penrith's existing and emerging industries by supporting innovation-based research and development initiatives with a focus on SMEs.

Penrith's Talent Town Strategy, with an aspirational working population estimated to double over the next 20 years, focuses on three key themes: Talent, Skills and Innovation, Investment & Infrastructure, and Economic Hubs. The instigation of an R&D program across these themes is absolutely pivotal to their realisation and implementation.

What the State Government needs to do:

Recognise and advance *A Plan for Growing Sydney's* objectives for priority economic sectors (visitor economy, creative industries, digital economy, professional services, manufacturing, international education and research, and agriculture) via:

Investigating an Action Research Program which focuses on business innovation, the creation of employment clusters, internationalisation and capacity building.

Investigate R&D programs that focus on business incentives for innovation and collaboration.

Establish skills development programs for SMEs in partnership with training and learning organisations.

Investigate talent town development by linking with other talent communities across business, education, sports and arts.

The PBA seeks \$100k from the State Government to establish, operate and maintain a Knowledge Portal for sharing information by SMEs.

The PBA seeks \$100k from the State Government as seed funding for further collaborative action research projects related to the investigation of employment clusters.

The PBA seeks \$100k from the State Government to commission a specialist consultant to provide assistance with securing R&D grants and creating IP and associated patents.

The PBA seeks \$50k from the State Government to investigate the feasibility of a talent town, linking Penrith (initially) with our international partners in China, Korea and Nashville.





The New Focus on Penrith Regional City

“Penrith has become a pivotal regional city, which sits in the direct path of the ever-expanding metropolitan area and is the fostering force behind Western Sydney’s essential new employment lands – The Broader Western Sydney Employment Area (BWSEA). Inherent in this concept is the emergence of a new population of early- to mid-career workers who will not only seek to settle in Penrith and surrounds, but who will be availed of the opportunity to work in a Regional City and CBD with exciting new opportunities and a vibrant environment.” - *PBA Strategic Plan (2015)*.

State Government Priorities for Penrith Regional City

(*A Plan for Growing Sydney: Dec 2014: Department of Planning and Environment*)

Transform the productivity of Western Sydney via growth and investment

- Improve transport links and create a new service centre and industrial precinct to support the growth of Badgerys Creek Airport.
- Develop new strategic employment corridors along transport infrastructure investments that will service Badgerys Creek Airport.

Grow strategic centres, providing more jobs and economic activity closer to home

- Invest in strategic centres across Sydney to grow jobs and housing, creating vibrant hubs of activity.
- Improve Councils’ access to data on the demand and supply of homes, office and retail space.
- Work with the Greater Sydney Commission to develop job targets for strategic centres.
- Continue to grow Penrith, Liverpool and Campbelltown-Macarthur as regional city centres supporting their surrounding communities.

Key Drivers for Change - Workforce and Jobs Imbalance

By 2036 Western Sydney will be home to 3m people, representing 50% of the population of Sydney.

With a workforce of some 1.4m and only 1.1m jobs, the region will face a jobs gap of some 290,000 by 2036.

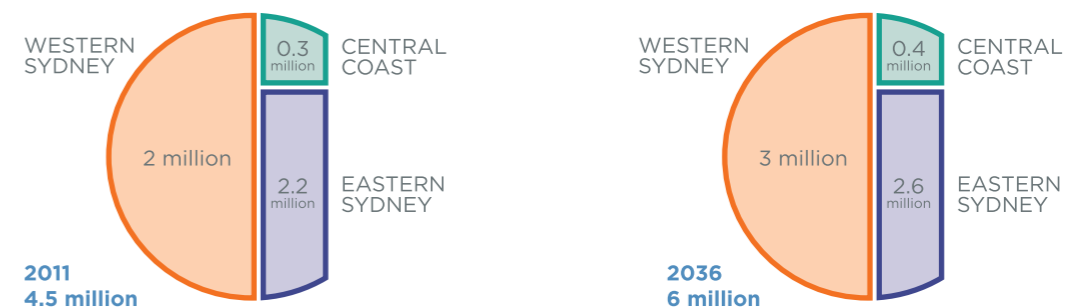


FIGURE 1: Population growth in Sydney basin (Cox 2006)

65% of Penrith’s working population currently works outside of Penrith, adding to the ever-problematic traffic congestion of the Eastern Sydney region.

This is a significant issue for the State Government and will worsen considerably if the growing jobs gap is not addressed.

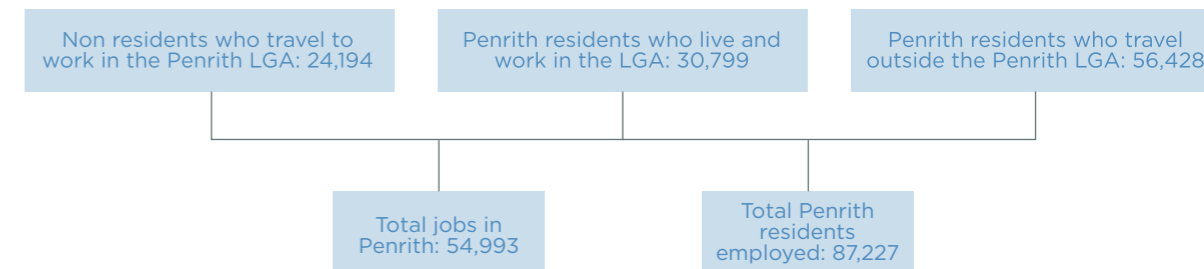


FIGURE 2: Employment location of Penrith workers (ABS 2011) (PBA Advocacy Programme 2013)

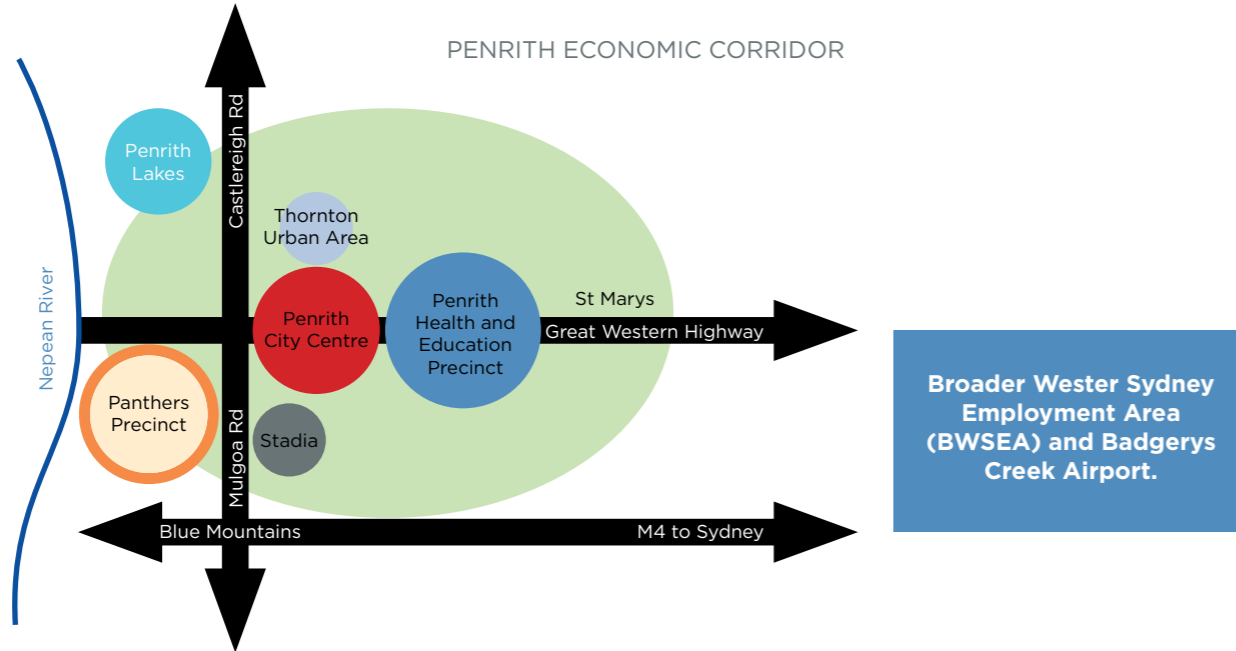
PBA's Partnership Approach

The PBA endorses a collaborative partnership approach with Penrith City Council, key institutions and organisations, large business and SMEs to ensure that the overall city-making initiatives are implemented cohesively by harnessing our collective skills and resources, both collaboratively and mutually.

A funding model for future developments

\$100 million Regional Cities Fund

PBA has for long called for a Development Fund for Penrith to manage a key infrastructure and catalyst project to activate leveraged development and create jobs. It is strongly supportive of Penrith City Council's call for a Regional Cities Fund of least \$100 million for Penrith and Liverpool Regional Cities. Council has made such a submission as part of the "Re-building NSW" discussion paper.



Plan for the Growth of Sydney (2014):

- PLAN FOR EDUCATION AND HEALTH SERVICES TO MEET SYDNEY'S GROWING NEEDS
- ACCELERATE HOUSING SUPPLY ACROSS SYDNEY
- ACCELERATE URBAN RENEWAL ACROSS SYDNEY, PROVIDING HOMES CLOSER TO JOBS

PBA's Key Achievements 2009 – 2014

PBA will define the economic future of Penrith.

Some of our Key Achievements

- 1 Securing the support of the NSW State Government in the listing of the Penrith Health and Education Precinct as a strategic centre in *A Plan for Growing Sydney* (13,000 jobs target)
- 2 Securing \$13.5m Federal funding for the \$30m Werrington Park Corporate Centre as a catalyst project for the proposed 58-hectare Werrington business park, ready for opening in March 2015 (5,000 jobs target)
- 3 Securing University of Western Sydney's support for the business park and advocating for NSW Government support for the planning of infrastructure and other essential services
- 4 Engaging the NSW Government through our research work and strong advocacy to get movement on the structure plan for the Western Sydney Employment Area (WSEA). The *Plan for Growing Sydney* now recognises the importance of WSEA in providing sufficient employment land for the continued growth of industry in Sydney and its strategic link to Badgerys Creek (40 - 50,000 jobs target)
- 5 Building the case for revitalisation of the Penrith City Centre which has now come to a point where serious interface with the development community has begun (8 - 10,000 jobs target)
- 6 Securing University of Western Sydney funding and research support for one of the largest SME innovation projects in order to provide a sustainable platform for knowledge assimilation and sharing through a dynamic, interactive Knowledge Portal to be hosted by the PBA (target - 2,000+ SMEs), and
- 7 Memorandum of Understanding signed with powerful business Chambers in Beijing and Kunshan in China, and Gangseo-gu in South Korea, to activate greater commerce, as well as plans made to formalise a relationship with Nashville Health Care Council, Tennessee.



Penrith station



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