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1 INTRODUCTION

Lawrence Consulting was commissioned by Randwick City Council to undertake the Kingsford Town Centre Strategy to gain a better understanding of the dynamics of the Kingsford Town Centre and the issues that affect its economic viability, whilst also providing a set of strategies and actions for improving the future health and sustainability of the precinct. The study will also assist in the management of growth in the Kingsford area and to provide certainty for local residents and businesses.

The strategy addresses key issues and provides the framework to guide future development and improvement. It involves a pro-active approach to promoting and managing change to ensure that Kingsford remains a thriving and environmentally sustainable town centre. Failure to take action and not plan for growth and change could result in stagnation and loss of investment and pressure for inappropriate development.

The strategy sets out a vision for the future, with objectives, targets and proposals to achieve the vision. It details how regeneration will be delivered and co-ordinated by the public and private sectors working in partnership together with other agencies. There are many opportunities for beneficial change to improve the natural and built environment, as well as the quality and range of attractions and services to strengthen the local economy.

The development of the study involved the following key tasks:

- Inception meeting with Council representatives to discuss the scope, objectives, requirements and resources for the study
- Review of policy and planning documents
- Review of relevant Council documents
- Analysis of ABS census and other relevant economic and demographic data
- Separate surveys of local businesses and shoppers conducted in person
- Community consultation meeting with stakeholders at a forum held at Souths Juniors Club
- Meeting to present draft actions with Kingsford Chamber of Commerce, local business and property owners and Council representatives

This report documents the information collected and presents recommendations for the future direction of the Kingsford Town Centre.



2 SITUATIONAL ANALYSIS

Location

Kingsford Town Centre is located in the City of Randwick local government area within the suburb of Kingsford in south-eastern Sydney, approximately 7 kilometres from the Sydney CBD. Kingsford Town Centre is a large commercial area incorporating multistorey apartments that extends from Barker Street along Anzac Parade into Gardeners Road.

The commercial centre of Kingsford is on many major bus routes operating along Anzac Parade; these bus services are currently the only form of public transport available to the suburb, although a light rail connection to the Sydney CBD is scheduled for construction starting in 2014.

The suburb of Kingsford is located on the western boundary of Randwick City and is bounded by the suburb of Kensington and the University of NSW to the north, Coogee to the east and Daceyville and Maroubra to the south.

The Kingsford Town Centre and areas to the east allow for medium- to high-density residential development that includes houses and townhouses up to multi storey apartments (many located above the commercial area). Council has a site specific Development Control Plan (DCP) (Kingsford Town Centre DCP) to establish design objectives and provide performance criteria for future development. This DCP was introduced in the early 1990s and is currently being reviewed by Council.





Physical Components

The Kingsford Town Centre is a significant and complex part of the City of Randwick. Among the many attributes that are important to the area's continued improvement are a relatively flat topography, proximity to extensive areas of greenspace (e.g. Dacey Gardens, Paine Reserve, Heffron Park, Kensington Oval), a heritage of buildings of local importance, a broad range of land uses including employment uses, retail and leisure set in established areas of traditional tenemental property and more recent residential development.

Kingsford Town Centre is indivisible from the positive and negative aspects of the busy Anzac Parade/Bunnerong Road/Gardeners Road traffic corridor that runs over the length of the town centre area and is the central focus for retail and community facilities.

History

From Lawrence, J. *Pictorial History of Randwick*, Kingsclear Books, Alexandria, 2001, pp.96-97.

"South Kensington, later renamed Kingsford for aviator Sir Charles Kingsford Smith, boomed in the 1920s. The stables of Kensington Race Course had previously been located in the area, as well as pig and poultry farms. Following WWI streets were laid, houses built and 'shops cropped up like mushrooms'. It was declared 'the workingman's paradise'.

In the 1940s Greek migrants were attracted to the area, particularly from the island of Castellorizo. By the 1990s Kingsford was a mixture of 1960s red brick bungalows and new mansions near the Australian Golf Course."





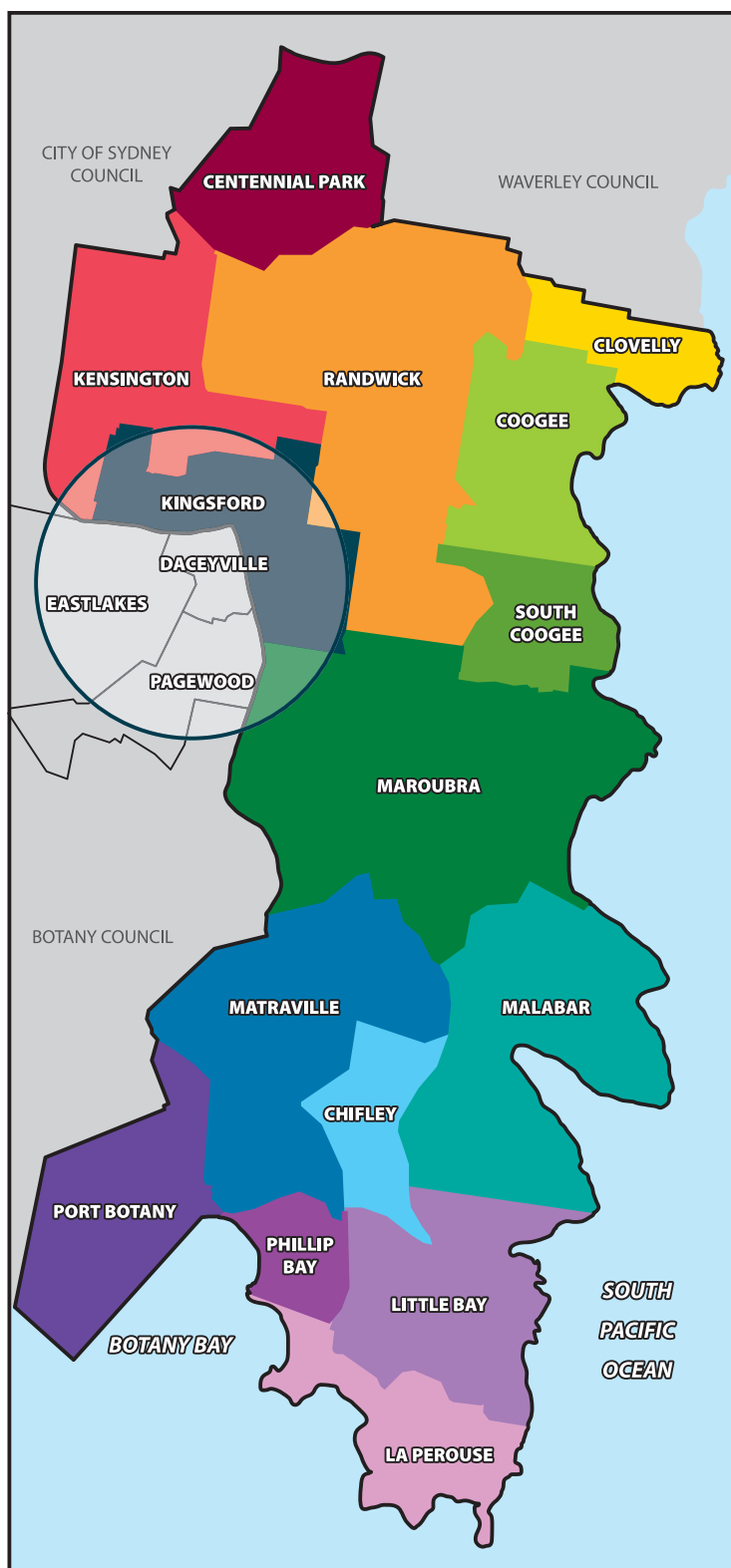
Catchment Analysis

Catchment Area

As identified in the Randwick Economic Activity Study (2008), Kingsford Town Centre, similar to the other large 'village' centres in Randwick LGA (i.e. Kensington and Coogee), is relatively self-contained, with retail expenditure in the majority of commodity groups originating in the local area.

Kingsford attracts a slightly greater amount of retail spending than Kensington and incorporates a variety of establishments, including takeaway stores, restaurants, fresh food shops, real estate agents, newsagencies and pubs.

Although retail expenditure predominantly comes from people who live in the local area, the catchment for restaurants and cafes is wider. Food retailers (including Asian grocery stores) also attract customers from throughout the eastern suburbs.





Demographic Profile

The population for the suburb of Kingsford – considered the primary catchment for the Kingsford Town Centre – as at the 2011 Census was 14,101 persons, or approximately 10.9% of the total population for the City of Randwick (128,989 persons). Other key highlights from the demographic profile for Kingsford – many of which are influenced by the proximity to the University of New South Wales and therefore the high rate of students in the area – are listed below:

- Lower median age (29 years) than the City of Randwick (35 years) and New South Wales (38)
- Significantly higher proportion of person aged 15-24 years (25.5%) than the City of Randwick (15.6%) and New South Wales (12.9%)
- The proportion of persons born in Australia (40.6%) and who speak only English at home (41.2%) are much lower than the respective averages for Randwick and New South Wales
- Average weekly incomes for individuals (\$479), families (\$1,660) and households (\$1,227) are well below city and state levels
- High proportion of dwellings being rented (47.7%) as opposed to owned outright (28.5%) or being purchased (20.6%)
- The most common dwelling type in Kingsford is flat, unit or apartment (50.3%), almost three times the average for New South Wales (17.9%)
- Higher housing costs (i.e. median weekly rent and mortgage repayments) than the state averages, indicating significantly higher costs of living

Key Demographic Indicators, 2011 Census

	Kingsford		City of Randwick		New South Wales	
	No.	% of total	No.	% of total	No.	% of total
Person Characteristics						
Total persons	14,101	-	128,989	-	6,917,658	-
Males	7,142	50.6	63,367	49.1	3,408,878	49.3
Females	6,959	49.4	65,622	50.9	3,508,780	50.7
Median age	29	-	35	-	38	-
Age group (years):						
0-14	1,811	12.8	19,502	15.1	1,332,512	19.3
15-24	3,595	25.5	20,127	15.6	893,101	12.9
25-39	3,616	25.6	35,090	27.2	1,429,620	20.7
40-54	2,299	16.3	25,044	19.4	1,433,954	20.7
55-64	1,180	8.4	12,314	9.5	810,290	11.7
64+	1,600	11.3	16,910	13.1	1,018,180	14.7
Country of birth – Australia						
Country of birth – Australia	5,722	40.6	69,562	53.9	4,747,372	68.6
Indigenous persons	63	0.4	1,842	1.4	172,313	2.5
Language spoken at home – English only	5,816	41.2	79,917	62.0	5,013,343	72.5



Key Demographic Indicators, 2011 Census

	Kingsford		City of Randwick		New South Wales	
	No.	% of total	No.	% of total	No.	% of total
Weekly income:						
Median individual income (\$)	479	-	718	-	561	-
Median family income (\$)	1,660	-	2,066	-	1,477	-
Median household income (\$)	1,227	-	1,577	-	1,237	-
Family Characteristics						
Total households	5,158	-	51,688	-	2,471,292	-
Family households:	3,155	61.2	30,544	59.1	1,777,398	71.9
Couple families with children	1,399	27.1	13,411	25.9	823,012	33.3
Couple families without children	1,124	21.8	11,534	22.3	637,528	25.8
One parent families	456	8.8	4,549	8.8	286,077	11.6
Other families	176	3.4	1,050	2.0	30,781	1.2
Group households	845	16.4	4,686	9.1	94,743	3.8
Lone person households	1,158	22.5	12,994	25.1	599,151	24.2
Dwelling Characteristics						
Total private dwellings	5,911	-	55,418	-	2,864,531	-
Occupied private dwellings:	5,084	-	47,563	-	2,599,193	-
Fully owned	1,449	28.5	13,140	27.6	830,228	31.9
Being purchased	1,049	20.6	11,609	24.4	828,139	31.9
Rented	2,427	47.7	21,360	44.9	756,832	29.1
Other tenure type	26	0.5	295	0.6	21,445	0.8
Dwelling structure:						
Separate house	1,899	37.4	14,550	30.6	1,717,699	66.1
Semi-detached, townhouse etc	594	11.7	7,408	15.6	263,926	10.2
Flat, unit or apartment	2,557	50.3	25,344	53.3	465,189	17.9
Other dwelling	22	0.4	200	0.4	21,140	0.8
Median rent (\$/weekly)	440	-	440	-	300	-
Median housing loan repayments (\$/monthly)	2,490	-	2,600	-	1,993	-

Source: ABS 2011 Census



Workforce Characteristics

The workforce for the suburb of Kingsford is characterized by the following when compared to the City of Randwick and New South Wales:

- Higher unemployment rate (9.0%) than the City of Randwick (5.5%) and New South Wales (5.9%)
- Lower participation rate (i.e. ratio of the total labour force to the working age population of 15 years and over) of 55.2%
- Highest share of employment by occupation are professionals with 34.1% of total, followed by clerical and administrative workers (16.1%) and managers (11.1%)
- Significantly higher proportion of the total population attending an educational institution (43.2%) than both the City of Randwick (34.9%) and New South Wales (30.9%)
- Over half of all persons in Kingsford attending an educational institution are enrolled at a university or tertiary institution (51.4%)





Key Demographic Indicators, 2011 Census

	Kingsford		City of Randwick		New South Wales	
	No.	% of total	No.	% of total	No.	% of total
Workforce & Education Characteristics						
Person aged 15 years and over	12,290	87.2	109,485	84.9	5,585,145	80.7
Labour force:						
Employed full-time	3,810	56.2	41,864	62.8	2,007,924	60.2
Employed part-time	1,991	29.3	17,610	26.4	939,465	28.2
Away from work	371	5.5	3,552	5.3	190,944	5.7
Unemployed	613	9.0	3,634	5.5	196,525	5.9
Total labour force	6,785	100.0	66,660	100.0	3,334,858	100.0
Participation rate (%)	55.2	-	60.9	-	59.7	-
Occupation ^(a) :						
Managers	670	11.1	8,821	14.3	416,513	13.3
Professionals	2,060	34.1	21,507	34.7	711,425	22.7
Technicians and trades workers	571	9.5	6,018	9.7	413,464	13.2
Community and personal service workers	588	9.7	5,995	9.7	297,408	9.5
Clerical and administrative workers	974	16.1	9,600	15.5	472,221	15.1
Sales workers	550	9.1	5,147	8.3	290,202	9.3
Machinery operators and drivers	204	3.4	2,911	4.7	199,040	6.4
Labourers	420	7.0	1,893	3.1	272,296	8.7
Total occupied persons	6,037	-	61,892	-	3,130,220	-
Education:						
Pre-school	182	3.0	2,010	4.5	126,605	5.9
Primary	727	11.9	7,661	17.0	549,346	25.7
Secondary	566	9.3	5,636	12.5	451,931	21.2
Technical or further education institution	302	5.0	2,501	5.6	168,004	7.9
University or tertiary institution	3,135	51.4	14,121	31.4	303,070	14.2
Other	146	2.4	1,158	2.6	50,619	2.4
Not Stated	1,037	17.0	11,917	26.5	486,539	22.8
Total	6,095	100.0	45,004	100.0	2,136,114	100.0
Persons attending educational institution (%)	43.2	-	34.9	-	30.9	-

Note: (a) Applicable to persons aged 15 years and over.
Source: ABS 2011 Census



Socio-Economic Indicators

The suburbs of Kingsford and Kensington have experienced a significant population increase in recent years, with estimated annual growth of 2.9% per annum between 2006 and 2011 and 1.5% per annum over the past ten years, both of which were higher than the respective average for the City of Randwick and New South Wales. Kingsford is expected to continue to grow at a projected annual rate of 0.6% through until 2036, again higher than the average for the City of Randwick (0.9%).

Kingsford has a significantly lower dependency ratio – i.e. the ratio of the economically dependent proportion of the population (i.e. persons aged 15 years and younger and 65 years and older) to the productive part (i.e. persons aged 15-64 years) – of 28.1% than the averages for the City of Randwick (38.1%) and New South Wales (50.0%) due in particular to the high proportion of persons aged 15-39 years. This ratio is important because as it increases, there is increased

strain on the productive part of the population to support the upbringing and pensions of the economically dependent.

Income levels in Kingsford are generally lower than for the City of Randwick, with per capita income of \$26,699 and average wage and salary income of \$52,957 in 2009/10. These combined with high housing costs – the median price for separate houses is \$1,019,000, whilst median weekly rents for 3 bedroom houses are \$700 – cause inflated costs of living pressures in the catchment area.

The Kensington-Kingsford area is also a significant destination for both domestic and overseas visitors, with over 1.7 million visitor nights in the year to June 2012, a substantial annual increase of 65.8% from the level for the year to June 2011 (1.0 million). The average length of stay is 88 days, which indicates a high number of international students staying for 3-6 month study visits.

Key Economic Indicators

	Kingsford	City of Randwick	New South Wales
Population			
Population change, 2006-11 (% per annum)	2.9	1.8	1.1
Population change, 2001-11 (% per annum)	1.5	1.0	0.9
Projected population change, 2011-36 (% per annum)	0.6	0.5	0.9
Dependency ratio, 2011 (%)	28.1	38.1	50.0
Property Investment			
Median weekly rent – 3bd house (\$)	700	770	360
Median weekly rent – 2bd unit (\$)	480	550	410
Rental yield – separate houses (%)	3.7%	3.3%	4.5%
Rental yield – flats/units (%)	5.1%	4.8%	4.8%
Property Market			
Median sales price – separate houses (\$'000)	1,019	1,250	420
Median sales price – flats/units (\$'000)	566	595	430
Median house price index (Sydney Region = 100)	182.0	223.2	75.0
Personal Income			
Per capita income, 2009/10 (\$)	26,699	34,339	27,082
Average wage and salary income, 2009/10 (\$)	52,957	59,796	50,943



Business Precinct

Turnover

The most recent ABS business count indicated there were an estimated 4,090 businesses (i.e. registered for GST and actively trading) in the Kensington-Kingsford area – which incorporates the Kingsford town centre – in June 2011, which represented an increase of 216 businesses, or 11.7% from the level recorded in June 2009 (1,845).

Professional, Scientific & Technical Services is the largest industry in terms of business numbers in the Kensington-Kingsford area, accounting for 16.1% of the total number of businesses, followed by the Rental, Hiring & Real Estate Services (14.4%), Construction (10.0%) and Health Care & Social Assistance (8.3%) sectors.

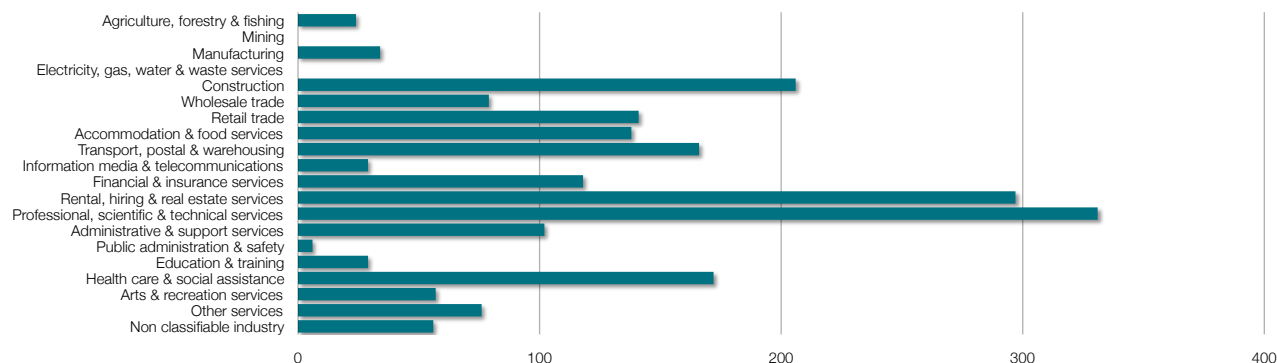
In recent years, there has been strong growth the numbers of businesses in the more prominent sectors such as Professional, Scientific & Technical Services (up 17.0%), Retail Trade (up 11.9%), Construction (up 10.8%), Education & Training (up 10.3%) and Rental,

Hiring & Real Estate Services (up 9.2%). The estimated total turnover of all industry in the Kensington-Kingsford area was \$618.6 million in 2010/11, representing an increase of 10.5% from 2008/09, whilst the average turnover of all businesses was approximately \$300,100, down slightly by 1.1%.

The largest proportion of businesses in the Kensington-Kingsford area recorded annual turnover in the \$0-\$99,999 range (50.2%), followed by the \$100,000-\$199,999 (19.6%) and \$200,000-\$499,999 (17.1%) turnover ranges. Approximately 3.3% of businesses in Kensington-Kingsford recorded annual turnover in excess of \$2 million in 2010/11.

Number of Businesses by Industry

Kensington-Kingsford, June 2011



Source: ABS 8165.0



Businesses by Industry					
Industry	Count June 2011	% of total	Total industry turnover (\$ million)	% of total	Avg turnover (\$'000)
Agriculture, forestry & fishing	24	1.2	5.8	0.9	240.6
Mining	0	0.0	0.0	0.0	n.a.
Manufacturing	34	1.6	13.6	2.2	399.3
Electricity, gas, water & waste services	0	0.0	0.0	0.0	n.a.
Construction	206	10.0	59.4	9.6	288.2
Wholesale trade	79	3.8	32.6	5.3	412.7
Retail trade	141	6.8	69.3	11.2	491.7
Accommodation & food services	138	6.7	69.5	11.2	503.8
Transport, postal & warehousing	166	8.1	19.2	3.1	115.5
Information media & telecommunications	29	1.4	1.9	0.3	64.7
Financial & insurance services	118	5.7	22.8	3.7	193.0
Rental, hiring & real estate services	297	14.4	86.1	13.9	289.8
Professional, scientific & technical services	331	16.1	64.9	10.5	196.1
Administrative & support services	102	4.9	23.3	3.8	228.2
Public administration & safety	6	0.3	1.1	0.2	187.5
Education & training	29	1.4	8.9	1.4	307.8
Health care & social assistance	172	8.3	75.8	12.3	440.7
Arts & recreation services	57	2.8	31.3	5.1	548.2
Other services	76	3.7	23.3	3.8	306.3
Non classifiable industry	56	2.7	10.0	1.6	177.7
Total, 2010/11	2,061	100.0	618.6	100.0	300.1
Total, 2008/09	1,845		559.8		303.4
% change	11.7		10.5		-1.1

Source: ABS 8165.0

Employment

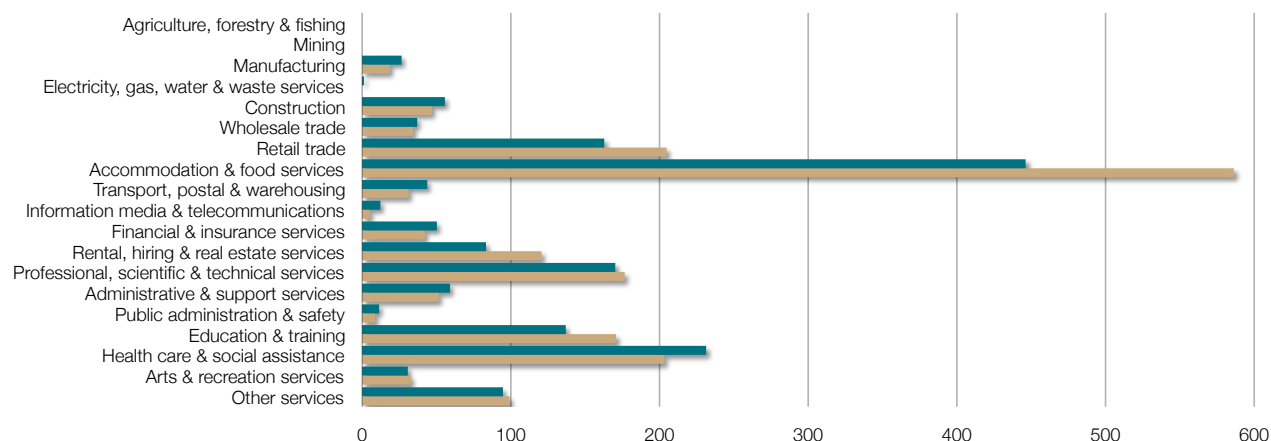
With regards to employment – available for the specific Kingsford town centre – there were approximately 1,662 persons employed in the precinct in 2011. The largest industry share of employment was Accommodation & Food Services with 26.9%, followed by Health Care & Social Assistance (13.9%), Professional, Scientific & Technical Services (10.2%) and Retail Trade (9.8%).

Over the period to 2036, the total employment in Kingsford town centre is forecast to increase by 182 persons, or 10.9%, to approximately 1,843 persons. The Accommodation & Food Services sector is forecast to experience the largest increase in employment during the period 2011 to 2036, increasing by 140 persons, followed by Retail Trade (42 persons), Rental, Hiring & Real Estate Services (37 persons) and Education & Training (34 persons).



Employment by Industry

Kingsford Town Centre



Source: Bureau of Transport Statistics

Employment, Kingsford Town Centre

Industry	Level 2011	% of total	Level 2036	% of total	Actual change 2011-36	% change 2011-36
Agriculture, forestry & fishing	0	0.0	0	0.0	0	n.a.
Mining	0	0.0	0	0.0	0	n.a.
Manufacturing	27	1.6	19	1.0	-8	-29.9
Electricity, gas, water & waste services	1	0.1	0	0.0	-1	-100.0
Construction	56	3.3	47	2.5	-9	-15.8
Wholesale trade	37	2.2	34	1.9	-3	-7.2
Retail trade	163	9.8	205	11.1	42	25.8
Accommodation & food services	446	26.9	586	31.8	140	31.4
Transport, postal & warehousing	44	2.6	31	1.7	-12	-28.4
Information media & telecommunications	12	0.7	5	0.3	-7	-57.8
Financial & insurance services	50	3.0	42	2.3	-8	-16.0
Rental, hiring & real estate services	83	5.0	121	6.5	37	44.9
Professional, scientific & technical services	170	10.2	177	9.6	6	3.7
Administrative & support services	59	3.6	51	2.8	-8	-13.0
Public administration & safety	11	0.7	9	0.5	-3	-23.7
Education & training	137	8.2	171	9.3	34	24.7
Health care & social assistance	231	13.9	203	11.0	-28	-12.2
Arts & recreation services	31	1.8	33	1.8	2	6.5
Other services	95	5.7	99	5.4	5	4.8
Non classifiable industry	8	0.5	11	0.6	2	28.1
Total	1,662	100.0	1,843	100.0	182	10.9

Source: Bureau of Transport Statistics



Floorspace Supply

The Randwick Economic Development Strategy (2009) identified the most common activities in Kingsford Town Centre (by floorspace share) were retail trade and accommodation, cafes and restaurants (with a large number of Asian and some Italian cuisines). Property and business services are also relatively common in Kingsford, occupying three times the share of floorspace compared to the Randwick LGA in general.

An audit of employment lands completed in 2007 estimated the total floorspace for Kingsford was approximately 38,000 sq m, or 11.4% of the total floorspace used for employment activities in the town centres in the Randwick LGA (333,577 sq m). The amount of vacant floorspace in Kingsford was 5,055 sq m, representing a vacancy rate of 11.7%, which was slightly lower than the average for the Randwick LGA (12.0%).

The average employment land floorspace ratio for Kingsford – i.e. the amount of floorspace currently used for business purposes relative to the amount of land (i.e. excluding vacancies and residential floorspace) was 0.5. This was lower than more established town centres such as Randwick Junction (1.3), The Spot (1.1) and Coogee Beach (0.9) due to these areas benefitting from a combination of dense building structures and a high utilisation of second-storey floorspace for employment purposes.





Strengths and Challenges

The condition of the town centre has wide implications for the Kingsford area. The study has examined a wide range of factors and made recommendations that inform the planning of the town centre, analysing not only how the local economy has failed to keep pace and how its position has slipped in comparison with other centres, but also the many initiatives already undertaken. Any vision for the town centre must take account of all these factors and recognise that there is a real need for change.

Based on the analysis of the conditions facing the Kingsford area today and the results of the extensive consultation undertaken, the following analysis of strength, weaknesses, opportunities and threats has been prepared to guide the creation of the Kingsford Town Centre vision and strategy.

Kingsford also faces a number of challenges relevant to all town centres in modern day metropolitan areas, namely:

- Traditional street-based retail centres (e.g. Kingsford town centre) need to evolve.
- Town centres must offer viable and exciting alternatives to shopping centres and internet shopping.
- Fundamental understanding of the importance of shared spaces, particularly open spaces, streets, squares, green spaces and the network of pavements and pedestrian thoroughfares.
- Retail is an important part of the town centre mix, but people also come for many other reasons, such as to visit cafes, restaurants, pubs, galleries, museums, cinemas, parks, hairdressers, beauty parlours, doctors and dentists, libraries, banks, solicitors, real estate agents, etc.

Strengths

- Immediate population/customer base
- Excellent public transport access
- Proximity to educational institutions (UNSW)
- Strong evening economy
- Available premises
- Multi-cultural population
- Acknowledged food/restaurant precinct
- High commercial rents disincentive for new business

Opportunities

- Improved public transport including light rail
- Opportunities to reshape both public transport, vehicle and pedestrian access to town centre
- Quality place making
- High-rise, above street unit living opportunities
- Greater emphasis on cycling as sustainable transport
- Vacant premises on Anzac Parade and Gardeners Road
- Reduce reliance on car travel
- Availability of development sites

Weaknesses

- Lack of variety in basic/specialty retail offer and services
- Limited parking
- Quality of building exteriors
- Deterioration in parts of urban fabric/public realm
- Barriers to pedestrian movement
- Lack of significant new retail investment
- Neutral/negative investment image

Threats

- Continuing competition from other centres and leakage of trade to out of area retail locations
- Failure to tackle the barrier to movement created by road network
- Growing congestion
- Unconstrained use of the car leading to worsening accessibility



Transport and Access

Traffic, access and parking in Kingsford are key issues:

- The town centre road network carries high levels of traffic using Anzac Parade, as well as local traffic resulting in some congestion in peak periods.
- The quality and distribution of public parking spaces, particularly in Anzac Parade, and the use of these car parks by permanent commuters to both the Sydney CBD and the University of New South Wales results in queuing for popular car parks at peak shopping periods, which causes significant congestion. This leads to potential shoppers not willing to travel to Kingsford by car due to the inability to find available parking.
- The town centre has a comprehensive and frequent network of bus services, which has led to increased bus use.
- The flat topography, proximity to surrounding residential areas and network of cycle routes, mean that many people can choose to walk or cycle into the town centre.

Further improving public transport, walking and cycle routes and providing secure cycle parking will help to reduce car use, improve sustainability and enable growth and new development to take place without increasing congestion. The aim is to make better use of existing parking capacity in order to reduce queuing.

The NSW Government recently announced in late 2012 a new light rail line extending from Circular Quay along George Street to Central Station then to Kingsford via Anzac Parade and Randwick via Alison Road. Key features of the project relevant to Kingsford include:

- Seven stops between Kingsford and Central Station, including the University of NSW at Anzac Parade and Moore Park
- Interchanges located at major rail stations – Central Station, Town Hall, Wynyard and Circular Quay and bus interchanges at both Randwick and Kingsford

Among the positive urban renewal opportunities that the light rail would provide areas such as Kingsford are pedestrian friendly streets, open spaces and revitalised public areas, reduced congestion and improved connections where people live, work and visit. Subject to planning approvals, work is expected to commence in 2014 and construction is expected to take five or six years.



Source: NSW Transport



Policy Context

Metropolitan Strategy and Draft East Subregional Strategy

The Metropolitan Strategy is a broad framework to guide Sydney's growth to 2031. The Strategy identifies a hierarchy of centres within a number of subregions: the Randwick local government area (LGA) is located in the East Subregion. Randwick LGA has two specialised centres, one of which is the 'Health and Education Specialised Centre', a major hub in the north of the City. The precinct encompasses the University of New South Wales (UNSW), the Randwick Hospitals Complex, Randwick Racecourse and the town centres of Kensington, Kingsford, Randwick Junction and The Spot.

The Draft East Subregional Strategy indicates that employment in the centre is expected to increase by 2,300 jobs tot a total of 12,000 in 2031. Notably, Anzac Parade, around which the Kingsford Town Centre is centred, is identified in the Strategy as a critical artery for activity, linking the key employment lands of the north and south and providing residents of Randwick LGA with relatively efficient access to the Sydney CBD.

Randwick City Plan (2013)

In February 2013, Randwick City Council adopted the Randwick City Plan, which provides a long-term vision based on sustainability and intergenerational, social and economic equity over the next 20 years. The City Plan has the overarching aim of providing leadership in sustainability with actions in the following key themes:

- **Sense of community**
 - A vibrant and diverse community
 - An informed and engaged community
- **Places for people**
 - Excellence in urban design and development
 - Excellence in recreation and lifestyle opportunities
 - A liveable city
 - Heritage that is protected and celebrated
- **A prospering city**
 - A strong local economy
- **Moving around**
 - Integrated and accessible transport
- **Looking after our environment**
 - A healthy environment



Kingsford Junction Shopping Centre, popularly known as Nine Ways, circa 1960



Randwick Economic Development Strategy (2009)

This City-wide economic development strategy was developed to support the economic theme of ‘a prospering city’ identified in the Randwick City Plan. Regarding Town Centre Development, which includes Kingsford, a number of actions were proposed under the theme, ‘The Randwick Business Community’ specifically:

- Action 1.4 Continue to support the ‘shop locally’ initiative (Ongoing, i.e. a regular and constant part of Council’s work program)
- Action 1.5 Continue to support the Chambers of Commerce, Tourism Association and the Business Enterprise Centre (Ongoing)
- Action 1.6 Develop Town Centre Strategies to rejuvenate and revitalize each centre (Short term (1 to 2 years) for Matraville, medium to long (3 to 5 years) for others)
- Action 1.7 Consider a Business Improvement District type levy for key centres to fund Town Centre Strategies and initiatives

Further, a number of initiatives were proposed to support economic development through the Comprehensive LEP / DCP under the specific objective of ‘Developing a distinct role for Local Villages and Neighbourhood Centres and protect their street-based character’, namely:

- Initiative 1.1 Plan for a ‘fine grain’ of retail and commercial development
- Initiative 1.2 Increase residential densities in the immediate vicinity of existing centres to support the viability of centres and public transport
- Initiative 1.3 Promote a complementary business mix in smaller centres to support successful neighbourhood hubs



Kingsford Roundabout, 2012



3 COMMUNITY ATTITUDES & ASPIRATIONS

Business Survey

Survey Process

A business survey was developed to gather profile information about Kingsford businesses, to establish expectations of local business conditions and to get a better understanding of issues affecting business profitability and growth along with their perceptions about future directions for the town centre. The survey was designed in consultation with Randwick City Council and other stakeholders and is contained in Appendix B. Staff members from Council delivered the survey in person to the majority of local businesses in Kingsford, from which there were 91 responses.

The survey was designed to facilitate the collection of both qualitative and quantitative data and contained 23 questions in a number of distinct sections, namely:

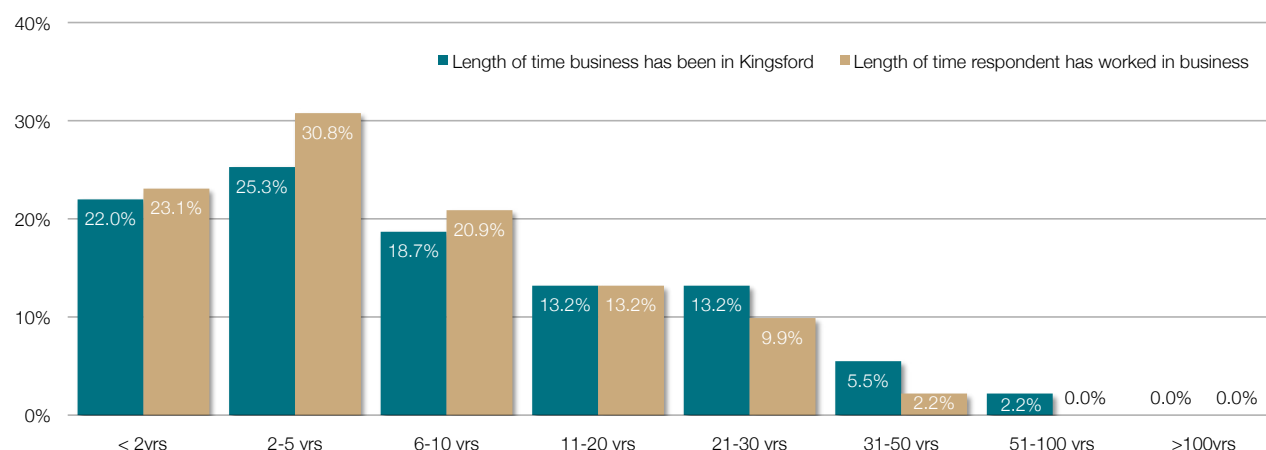
- Business Structure;
- Business Conditions and Future Expectations;
- Classification; and
- Other Comments.

The classification section allowed the survey sample to be segmented by industry, size of workforce and turnover to obtain a representative sample of the business population.

Summary of Results

The survey was generally completed by decision-makers of businesses represented, with the majority of respondents either owners (52.7%) or managers (34.1%). Most businesses in Kingsford are well-established and have been trading for a number of years – over one-third (34.1%) have been operating for more than 10 years, although just under half (47.3%) have been in operation for less than five years. The average length of time businesses have been operating in Kingsford was 11.6 years. Similarly, most respondents to the survey had worked in the business for a sustained period, with an average period of employment/ownership of 8.2 years.

How Many Years Has Your Business Been in Kingsford?





Significantly, over 90% of businesses lease the premises in which they operate, with only 6.6% owning their own building. This has inevitable implications for existing local businesses and business attraction, given rental costs for retail and streetfront property, particularly on Anzac Parade.

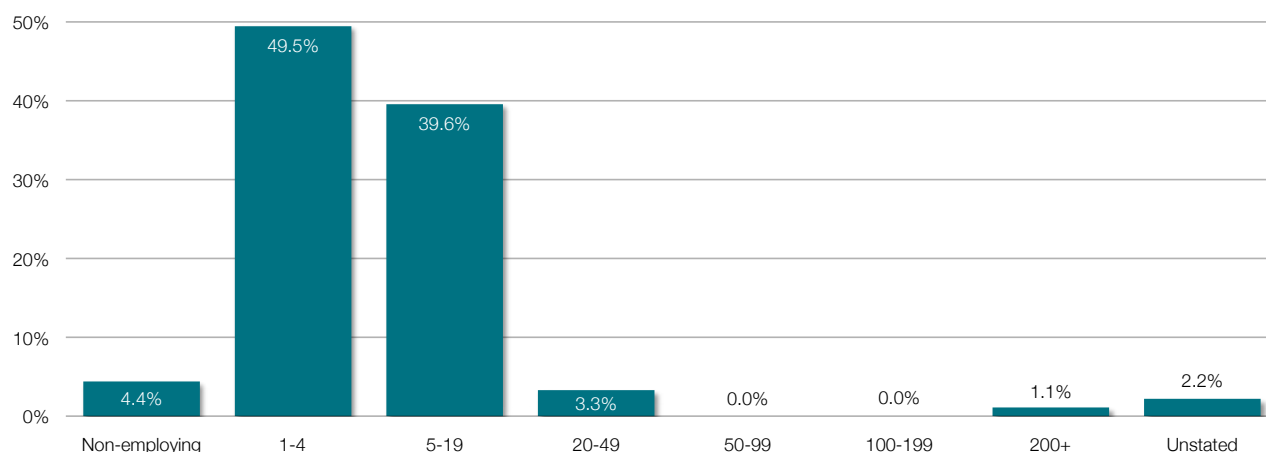
An overwhelming proportion of businesses were either small or micro (i.e. less than 20 staff), with the most prominent workforce size being 1-4 employees (49.5%) followed by 5-19 (39.6%). The majority of respondents classified themselves as either accommodation and food services (35.2%) or retail trade (31.9%) – signifying the dominance of these industries in the Kingsford town centre – with the next largest sector being personal or other services (9.9%).

Businesses were asked to nominate their opening hours, busy days and times. Trading in Kingsford is largely seven days per week, with almost 70% of respondents opening on Sunday. Friday and Saturday are the busiest days for the largest proportion of businesses, although 40.7% of respondents indicated no particular day was busier than others. Evening trade (i.e after 5pm) is the busiest for the highest proportion of businesses (31.9%), followed by afternoon (2 to 5pm) with 9.8% and morning (before 12pm) with 15.4%.

The majority of businesses that responded to the survey estimated that their customers were mostly local residents (87.9%) or people who worked/studied in the local area (78.0%), although there was a measurable proportion of customers from other areas of Sydney (17.6%) as well as business-to-businesses trade (22.0%).

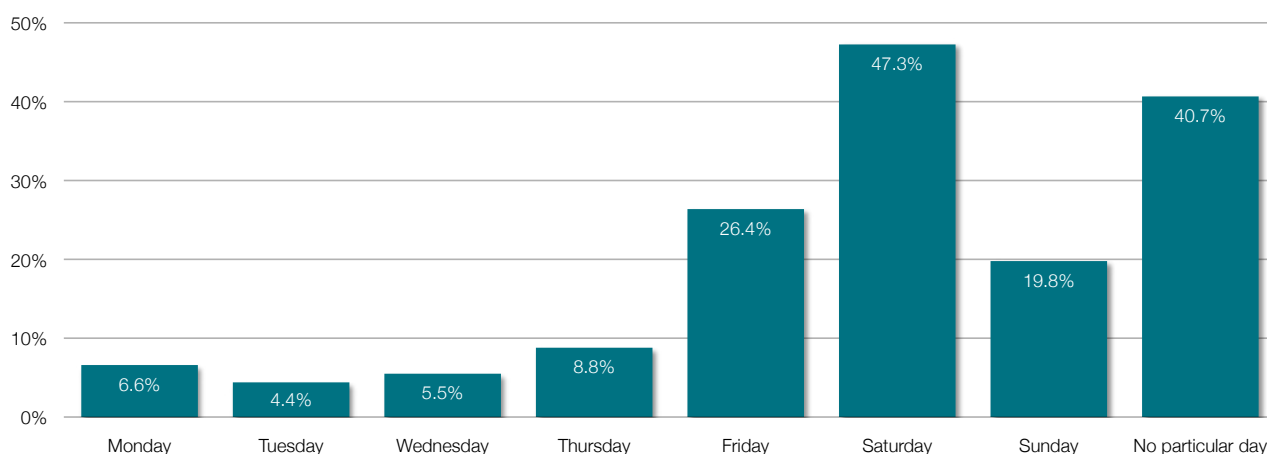
Survey respondents were asked to estimate how their business was seen or perceived by the community across a range of attributes on a scale from 1 to 5, with 1 being poor and 5 being excellent (with 3 being average). Businesses thought they were characterised the most as being 'Friendly and community-spirited', with an average rating of 4.59, followed by 'Useful and convenient' (4.57) and 'Good value for money' (4.41). Fewer businesses thought they were seen as 'Modern and energetic' (4.21) or a 'Landmark Kingsford business' (3.64).

How Many People Does Your Business Employ?





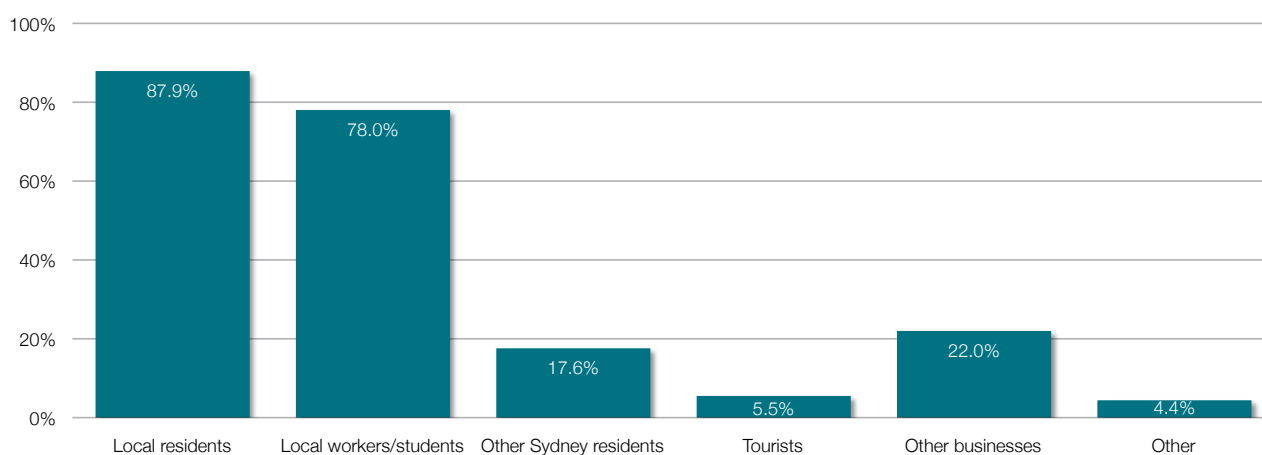
What is the Busiest Day of the Week for Your Business?



When asked to rate Kingsford Town Centre across a range of attributes, businesses gave a wider and generally lower response than how the community views their own business, with the following attributes being the highest rated:

- Value for money/price (3.95, with a differential – i.e. the proportion of above average responses minus the proportion below average – of 74.7%)
- Convenience/easy access (3.72, differential of 61.5%)
- Customer service (3.64, differential of 57.1%)
- Shopping hours (3.33, differential of 29.7%)
- Quality of goods/services (3.24, differential of 25.3%)

Who Are Your Main Customers?

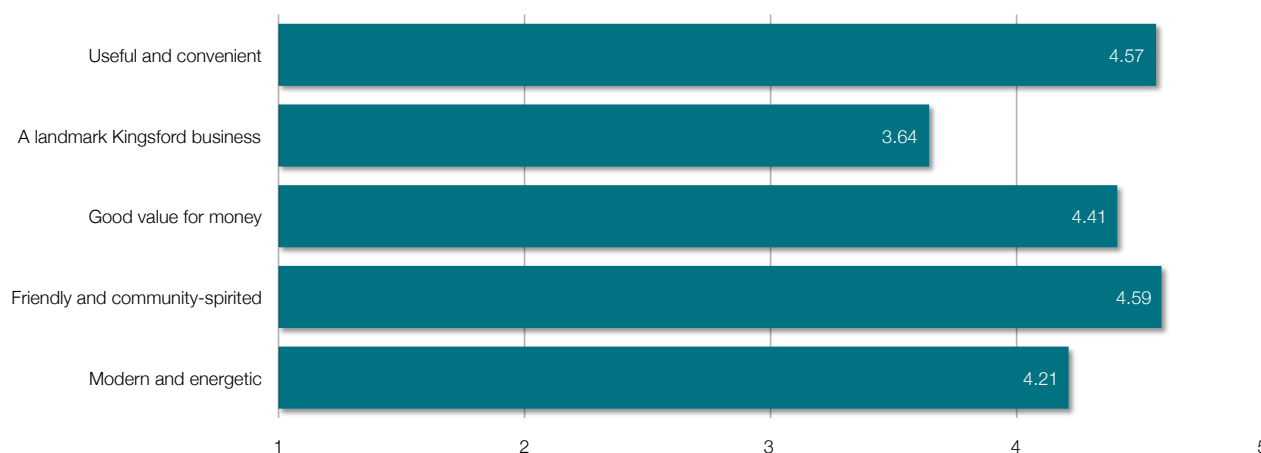




The attributes that recorded the lowest rating by survey respondents were 'Special events/festivals' (1.60), 'Parking facilities' (2.02) and 'Safety' (2.26).

Overall, local businesses rated Kingsford Town Centre as marginally below average (2.99) as a place to shop or visit, which has significant implications for business confidence in the area.

How Does the Community Rate Your Business?



Local Business Perceptions of Kingsford Town Centre Attributes

Attribute	Average rating	Rank	Differential (% above average – % below average)
a) Attractiveness	2.87	7	-14.3
b) Cleanliness	2.97	6	-2.2
c) Customer service	3.64	3	57.1
d) Convenience/easy access	3.72	2	61.5
e) Parking facilities	2.02	10	-62.6
f) Shopping hours	3.33	4	29.7
g) Safety	2.26	9	-56.0
h) Variety of goods/services	2.36	8	-58.2
i) Quality of goods/services	3.24	5	25.3
j) Value for money/price	3.95	1	74.7
k) Special events/festivals	1.60	11	-80.2
Overall rating of Kingsford Town Centre	2.99	-	2.2



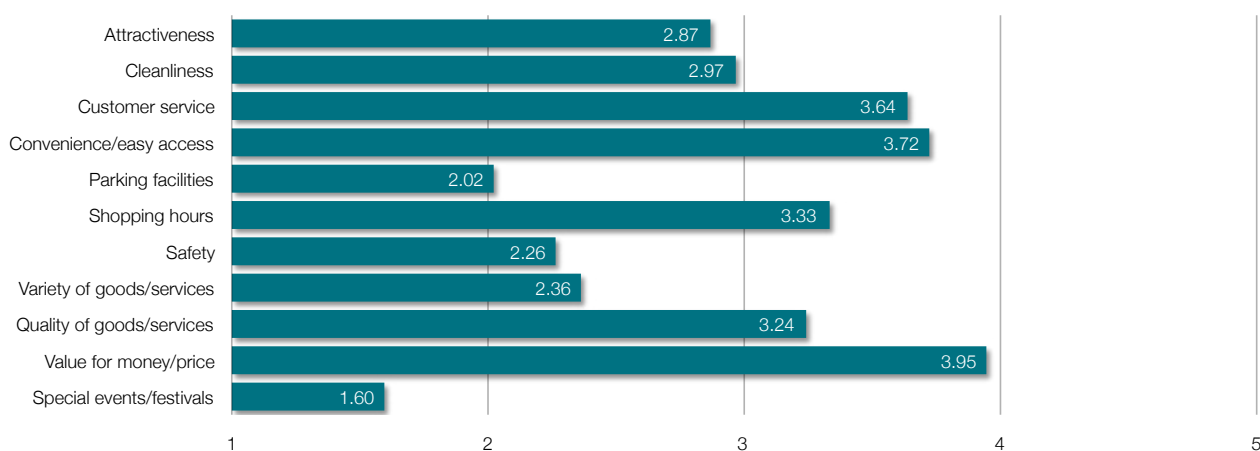
Over the past twelve months, local business conditions in Kingsford have weakened to a large degree, with approximately 18.7% of survey respondents indicating that conditions in their industry were currently better (either moderately or substantially) than 12 months ago, whilst 45.1% of businesses signified that conditions were worse. This represented a significant differential of -26.4 percentage points across the whole survey sample. On a scale of 1 to 5 – with 1 indicating substantially worse, 5 indicating substantially better and 3 indicating about the same – the average weighted response across all businesses surveyed was 2.75, slightly worse than the benchmark for average or “about the same” (3.00).

Business expectations for the next twelve months were generally negative, with less than one quarter of businesses (23.1%) responding to the survey expecting economic conditions in Kingsford to perform better, whilst 28.6% thought that conditions would worsen, representing a differential of -5.5 percentage points and an average weighted response of 2.94, which is still below average.

Expectations for the local economy were slightly more positive for the longer term, with 24.2% of businesses expecting conditions in Kingsford to perform better over the next 5 years, compared to 23.1% expecting conditions to worsen, resulting in a marginally positive differential of +1.1 percentage points and an average response of 3.07, or slightly better than average.

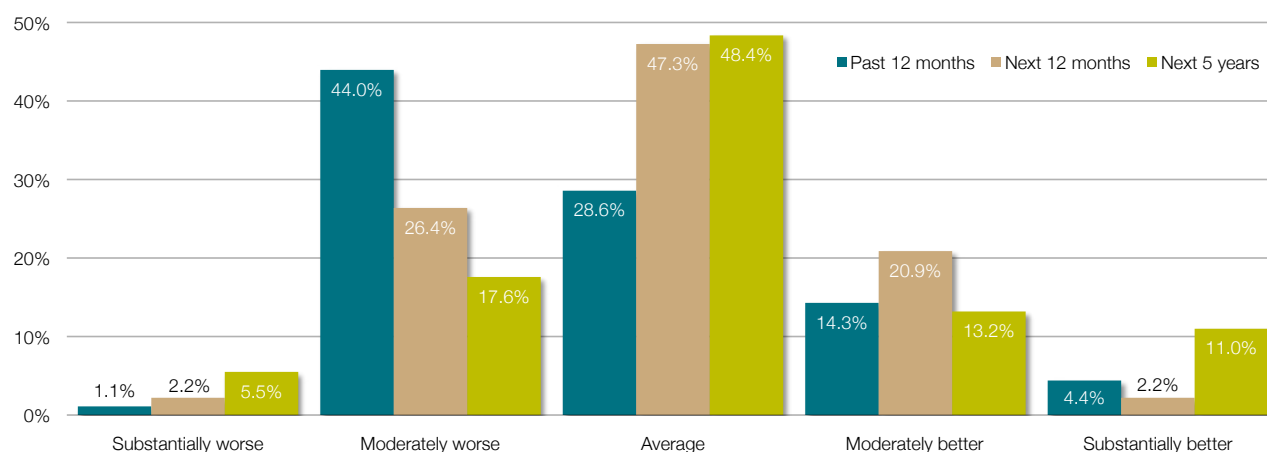
Finally, survey respondents were asked to rate the importance of a range of issues and factors to the sustainability of their own businesses. Businesses largely tended to favour improvements to the shopping experience in Kingsford, including a better range of shops and services, more attractive streetscape and upgraded business premises. The other key area suggested was the attraction of more customers to the precinct through improving the promotion and image of Kingsford as a shopping and visitor destination and increased investment by local business in the town centre. Availability of additional parking for customers and businesses was also seen as an important issue.

How Would You Rate Kingsford Town Centre for the Following?





What Are Your Expectations for Business Conditions in Kingsford?



Factors Affecting Business Sustainability in Kingsford Town Centre

Attribute	Average rating	Rank	Differential (% above average – % below average)
a) Population growth	3.93	11	63.7
b) Availability of staff	3.01	18	-6.6
c) Licensing and regulations	3.29	16	18.7
d) Road access for supply and customers	3.51	15	45.1
e) Access to training	2.67	19	-31.9
f) Promotion of Kingsford as a shopping destination	4.17	3	68.1
g) Increased investment by local business in the town centre	4.12	5	62.6
h) Promotion of Kingsford as a visitor destination	4.10	6	64.8
i) Better range of shops/services in Kingsford	4.21	1	70.3
j) More attractive streetscape	4.18	2	69.2
k) Upgraded business premises	4.16	4	67.0
l) Improved image of Kingsford	4.08	7	62.6
m) Longer trading hours	3.66	13	40.7
n) Improved customer service	3.62	14	36.3
o) Additional parking	3.99	10	58.2
p) Loyalty programs and offers	3.73	12	48.4
q) Improved safety and security in town centre	4.06	8	63.7
r) Increased visitor numbers	4.01	9	62.6
s) Access to industry / business networks	3.13	17	-5.5
t) Access to government funding	2.12	20	-49.5



Shopper Survey

Survey Process

Similar to the business survey, a shopper survey was conducted in March/April 2012 to gather information and assess attitudes of customers regarding the shopping experience in Kingsford Town Centre. Again, the survey instrument was designed in consultation with Randwick City Council and other stakeholders and is contained in Appendix C. Staff members from Council delivered the survey face-to-face to visitors in Kingsford during a range of shopping hours, and returned 562 responses, which represented a significant sample size from which representative results can be extrapolated.

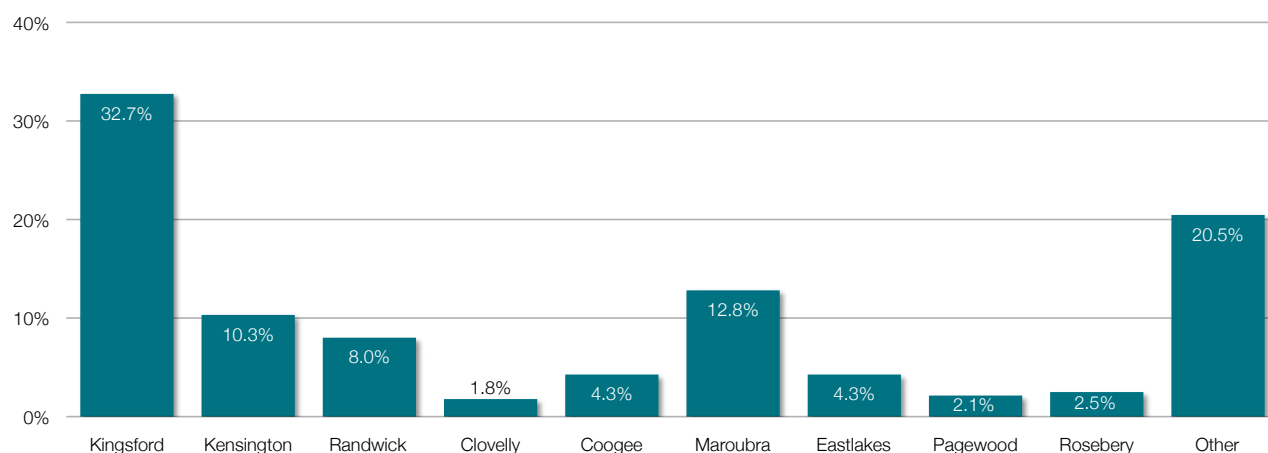
Summary of Results

There was a higher proportion of women (52.5%) than men (46.5%) in the survey sample. The majority of shoppers had strong connections with the Kingsford area, with most respondents either living, working or studying locally. Approximately 43.1% of shoppers lived in the primary catchment of Kingsford-Kensington, with a further 35.8% residing in neighbouring suburbs. Almost half (47.0%) either worked or studied nearby, whilst 61.2% of respondents had friends or family living in the local area.

More than half of the survey respondents lived in either single person (29.2%) or group (24.9%) households, with only 44.7% living in family households (i.e. couple with children, couple without children or single parent). The most prominent age brackets of shoppers were 18-24 years and 25-39 years (both 24.0%), followed by 40-54 years (20.8%), whilst the preferred method of travelling to Kingsford Town Centre was by car (43.8%), followed by bus (31.7%) and walking (20.1%).

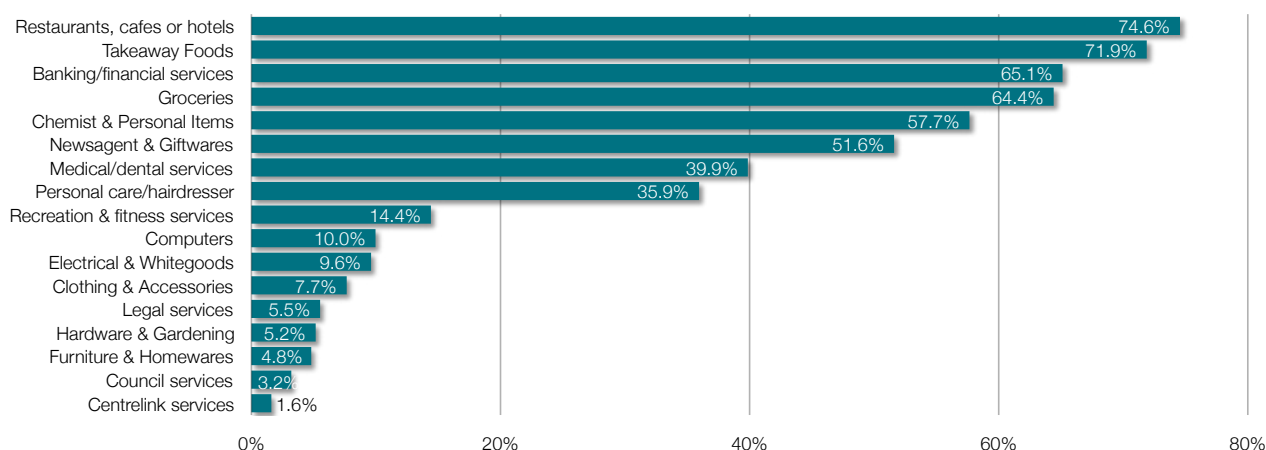
The disparity between place of residence and method of travel to Kingsford for shoppers should be noted as it suggests a parking hub for further travel to other work and/or study destinations (e.g. City, university, etc.). Associated with this issue, an overwhelming majority of survey participants (90.4%) believed Kingsford Town Centre is easily accessed by public transport.

Where Do You Live?





Do You Shop In or Visit Kingsford Town Centre for the Following?

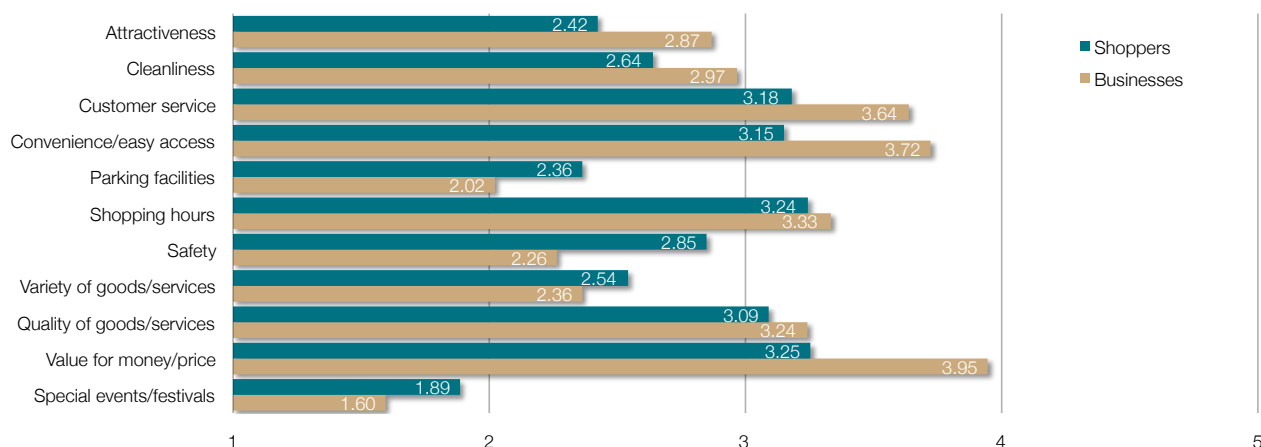


Shoppers visit Kingsford on a regular basis according to respondents, with approximately half shopping or visiting either daily (23.1%) or several times per week (26.5%) and further 17.1% visiting weekly. This again highlights the convenience element of the shopping offer in Kingsford for both retail and other business purposes.

Shoppers/visitors were asked how long they typically spend in the Kingsford Town Centre. Over 60% of respondents spent less than an hour in the precinct – 27.1% spend 30 minutes or less, whilst 33.1% spend between 30 minutes to an hour – with approximately 28.5% staying between 1 and 2 hours and only 10.0% spending more than 2 hours in the town centre.

There was a broad range of purposes for shopping in or visiting Kingsford provided by respondents, with restaurant and food services and grocery shopping among the most common services, along with banking or financial services, personal items and pharmaceutical needs and newsagencies.

How Would You Rate Kingsford Town Centre for the Following?





Similar to the business survey, shoppers were asked to rate Kingsford Town Centre across a range of attributes, with the following being the highest rated:

- Value for money/price (3.25, with a differential between 'better' and 'worse' than average of 23.7%)
- Shopping hours (3.24, differential of 21.7%)
- Customer service (3.18, differential of 18.5%)
- Convenience/easy access (3.15, differential of 13.0%)
- Quality of goods/services (3.09, differential of 11.7%)

The attributes that recorded the lowest rating by survey respondents were 'Special events/festivals' (1.89), 'Parking facilities' (2.36) and 'Attractiveness' (2.42). The previous graph shows the average shopper rating

across the full range of attributes nominated in the survey, along with the average response by business for comparison.

Overall, shoppers rated Kingsford Town Centre as below average (2.85) as a place to shop or visit, which was lower than the average rating provided by local businesses (2.99).

Shopper Perceptions of Kingsford Town Centre Attributes

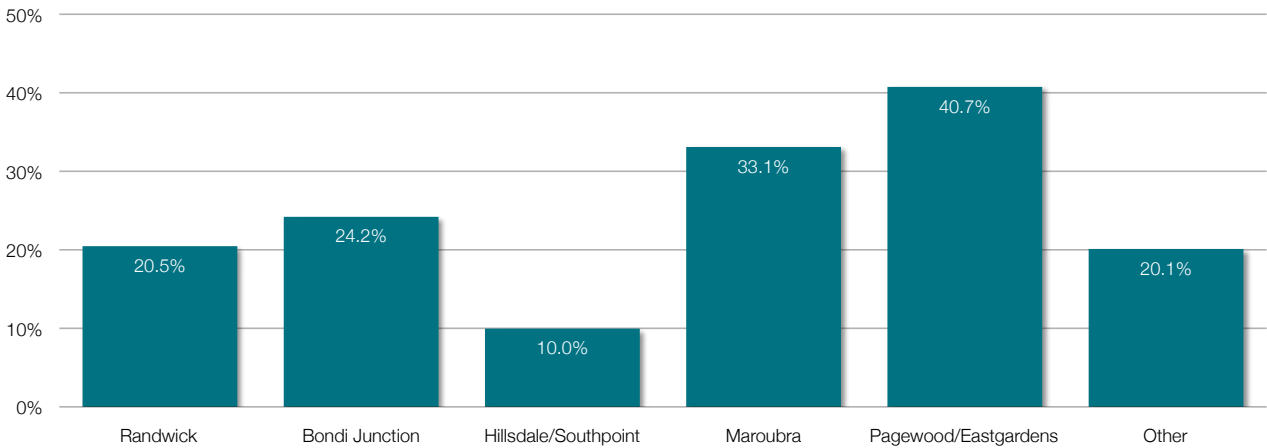
Attribute	Average rating	Rank	Differential (% above average – % below average)	Average rating (businesses)
a) Attractiveness	2.42	9	-42.3	2.87
b) Cleanliness	2.64	7	-25.3	2.97
c) Customer service	3.18	3	18.5	3.64
d) Convenience/easy access	3.15	4	13.0	3.72
e) Parking facilities	2.36	10	-40.7	2.02
f) Shopping hours	3.24	2	21.7	3.33
g) Safety	2.85	6	-6.2	2.26
h) Variety of goods/services	2.54	8	-33.8	2.36
i) Quality of goods/services	3.09	5	11.7	3.24
j) Value for money/price	3.25	1	23.7	3.95
k) Special events/festivals	1.89	11	-66.7	1.60
Overall rating of Kingsford Town Centre	2.83	-	-13.7	2.99



Outside of Kingsford, survey participants were asked to nominate what other major centres or suburbs they shop in. The largest proportion of respondents also shopped in Pagewood/Eastgardens (40.7%), followed by Maroubra (33.1%), Bondi Junction (24.2%) and Randwick (20.5%). Of the 20.1% of respondents who nominated other shopping locations, the largest proportion were either Eastlakes (8.9%) or the City (3.4%).



Where Else Do You Shop?





Survey respondents were asked to rate the importance of a range of issues and factors in encouraging them to shop or visit Kingsford Town Centre more often. Again similar to businesses, shoppers indicated a preference for improvements to the shopping experience in Kingsford, including a better range of shops and services, availability of additional parking, more attractive streetscape and upgraded business premises. Improving the image Kingsford as a shopping and visitor destination was also seen as an important issue.

Lastly, survey respondents were asked if there were any specific shops or services they would like to see more of in the Kingsford Town Centre. The most common responses included:

- Supermarket (e.g. Woolworths/Coles)
- Fresh food markets/shops (fruit/vegetables/fish)
- Women's fashion stores (clothing and footwear)
- Discount warehouses (chemist/clothing)
- Hardware stores (e.g. Bunnings)
- Outdoor seating and landscaping

Factors Affecting Business Sustainability in Kingsford Town Centre

Attribute	Average rating	Rank	Differential (% above average – % below average)
a) Better range of shops/services	4.12	1	71.7
b) More attractive streetscape	3.86	4	61.9
c) Upgraded business premises	3.79	5	59.1
d) More open space/public seating	3.77	6	56.4
e) Improved image of Kingsford	3.90	3	63.5
f) Longer trading hours	3.23	13	22.8
g) Improved customer service	3.40	11	34.9
h) Additional parking	3.91	2	59.3
i) Loyalty programs and offers	3.01	17	4.1
j) Improved safety and security	3.75	7	52.1
k) More special events/entertainment	3.35	12	23.7
l) Factory outlet shops	3.46	9	34.3
m) Dedicated Council services	3.20	14	19.0
n) More State/Federal govt services	3.13	15	12.5
o) More cafes/eating venues	3.03	16	4.8
p) Cinemas/entertainment venues	3.43	10	27.9
q) Specialty foods - markets, delis, etc.	3.63	8	41.3



Stakeholder Consultation

A Kingsford Town Centre stakeholder forum was held on June 20th, 2012 at Souths Juniors in the Kingsford precinct to present preliminary results of the business and shopper survey and gather input from local business owners, landholders, residents, councillors and staff. The forum considered the broad directions for future development of the Kingsford Town Centre, what specific businesses and other infrastructure they would like to see in Kingsford, and the strategies and plans needed for future action. A number of key issues for future action were identified.

1. Parking

Parking was seen as the key issue affecting the Kingsford Town. Commuters and students use the currently untimed parking areas in the public Rainbow Street and Anzac Parade parking areas for all day parking. Parking after 6pm is not a problem for the southern commercial centre near the roundabout but parking is still a big issue after 6pm in the northern commercial area due to the increased patronage of restaurants.

Suggested actions:

- Have more 2 and 3 hour timed parking in the major parking areas.
- Consider a business parking scheme in the area.
- Continue regular enforcements.
- Bike racks to be installed in many locations.
- Promote light rail and public transport options.
- Liaise with UNSW to discourage student parking in surrounding streets.
- Rangers investigate parking issues.
- Investigate angle parking in Harbourne Road between Meeks Street and Harbourne Lane.
- Investigate parking restrictions in particular for Harbourne Road and Meeks Street (higher up).

2. Vision

Kingsford is currently seen as a 'poor man's destination'. Kingsford needs a unique sense of place and identity and needs more variety and specialist landmark businesses to attract a wider customer base. The retail needs of the existing population in the commercial centre need to be better catered for.

Suggested actions:

Turn Kingsford into a destination by:

- Encouraging the setting up of market days, fetes, food festivals – general consensus was that any markets should be for quality items rather than trash and treasure markets.
- Due to the central position, market the centre to businesses with a large online customer base for the establishment of showcase retail shops.
- Encourage a government office or Council one-stop shop.
- Developing restaurant guide.
- Improving streetscape.
- Marketing the town centre as a destination to tap into the Asian food scene.
- Investigate how Danks Street, Waterloo was transformed into a destination.



3. Streetscape

Suggested actions:

- Create places where people can sit out of the wind, rain and sun, especially older people and people with disabilities
- More seating and green spaces
- Reduce smoking in public places and streets using signage and education
- Landscape to allow partial closure of either Borrodale Road or Meeks Street (Kingsford town centre block) for fetes, fairs and quality markets. There was debate at the table whether this should be occasional closure or a mall type permanent closure.
- Increased outdoor dining.
- Standardised shop signage and signage that can be easily viewed by vehicles passing along Anzac Parade.
- Uniformity of awning colour scheme.
- Street art instead of graffiti.
- Better pedestrian access at the roundabout.
- Increased police presence on streets.

4. Business Directory

Suggested actions:

- Focus it on a food guide to make Kingsford a destination. Chamber is supportive but need the seeding of the project to come from Council.
- Comprehensive online business directory – search by suburb or type of business or service, links to business webpages etc.

5. Events

Generally interested in a food fair, but make it child friendly. See this as an event with Council working with the Chamber.

Suggested actions:

- Weekend fresh food market.
- Night Noodle/Asian Food markets to run on Friday Saturday between November and March (similar to the City of Sydney Crave festival Noodle Market and the North Sydney Noodle Markets).
- Chinese New Year celebration.

6. Cleanliness

The commercial area looks neglected, dirty and unsafe – more property maintenance effort is needed by the business and property owners.

Suggested actions:

- Notify all businesses, strata managers and property owners regarding existing graffiti and dumped rubbish options
- Notify strata managers regarding planter box maintenance and public safety issues.
- Work with property agents to have shop front cleanliness clauses included in leases.
- New bin locations outside both post office and outside Churchill's on the Rainbow Street side.
- Increased trade waste regulations



Key Implications

The comprehensive stakeholder consultation undertaken through this study has identified a number of key issues and implications relating to the general shopping experience and business sustainability in the Kingsford Town Centre whilst suggesting a future direction for

helping the precinct develop into a thriving commercial area that serves locals and visitors alike. Several common responses from both the business and shopper survey were especially prominent (highlighted in bold in the following table).

Key Issues for Businesses	Key Issues for Shoppers
Better range of shops/services in Kingsford More attractive streetscape - Promotion of Kingsford as a shopping destination Upgraded business premises - Increased investment by local business in the town centre - Promotion of Kingsford as a visitor destination Improved image of Kingsford Improved safety and security in town centre	Better range of shops/services in Kingsford - Additional parking Improved image of Kingsford More attractive streetscape Upgraded business premises - More open space/public seating Improved safety and security - Specialty foods - markets, delis, etc.

Other key implications for the development of the town centre strategy included:

- A clear vision is required for the quality and character of the Kingsford town centre based on improved street appeal through upgraded business premises, a plan to attract appropriate tenants in a balanced retail mix, improved access and parking to facilitate people movement throughout the precinct and key events that attract the local community and others.
- It is important that retail and commercial services in the business precinct meet the needs of residents.
- There is considerable scope for further improvement of the physical aspects of the town centre. In particular, run-down and shabby business premises need upgrading to present a clean, cheerful and inviting presence.
- There is an immediate need to address the high proportion of vacant premises and activate empty shop fronts.
- To compete with other major centres, Kingsford will need to develop and enhance its own identity and retailing experience.
- Local businesses should work with Police and Council to implement strategies to counter safety security issues, including actual and perceived issues.
- The improvement of the Kingsford town centre should be seen as a long-term process that will require clear vision and sustained resources over a number of years.
- The Kingsford Chamber of Commerce has a major (dynamic) role to play in supporting the invigoration of the Kingsford town centre.
- Kingsford town centre will be restricted to a very local catchment unless businesses that can draw customers from beyond the immediate area are established in the precinct.



4 VISION & GOALS

Vision

A simple vision for Kingsford Town Centre was informed and developed through consultation with and endorsement of local stakeholders with the aim of ensuring that the Action Plan is responsive to local issues and aspirations. It is that Kingsford is an important community and retail hub within the City of Randwick that provides:

- A variety of shops and community services;
- Flexibility and convenience for local users and visitors;
- Access to local facilities, as well as to other parts of Sydney and this should be comfortable and safe by foot (including disabled), cycle, bus and car;
- A distinctive local 'social' place, including outdoor space;
- A positive sense of safety, wellbeing, vitality, health, identity and heritage; and
- Opportunities for local people, businesses and agencies to engage and play an active role in its development.

This represents an important shift away from the idea of a transport corridor with the major function of moving people. Instead, Kingsford town centre can return to a stronger, more distinctive place in its own right.

Goals

The goals of the Kingsford Town Centre Strategy are therefore to help strengthen and reinforce the surrounding community and to:

- Explore options to expand the range of shops and services with specific regard to customer needs;
- Encourage a more diverse mix of uses, activities and buildings;
- Provide a coherent, connected public realm – of both greenspace and streetscape;
- Build confidence and stimulate more investment;
- Enhance the brand image and identity of Kingsford; and
- Make positive use of culture and heritage and improve the quality of local spaces and buildings.

These goals underpin the work that makes up the content of the action plan.



5 ACTION PLAN

The action plan has been constructed from, and tested by, the participation of local agencies, business and community involvement. The work shown in the following pages comprise the strategy, proposals and ideas that were evolved and ultimately presented as part of that process.

These are made up of a series of targets and ideas under headings consistent with the aspirations described in the Randwick City Plan, specifically:

- Strong local economy
- More liveable centre
- Sense of community
- Improved access and movement
- Sustainable environment

The action plan is comprised of a series of targets and ideas that can be summarised in a matrix of project headings and benefits against five strategic objectives for sustainable economic growth:

- Wealthier & fairer – Enabling businesses and people to increase their wealth and more people to share fairly in that wealth

- Smarter – Expanding opportunities for all members of the community to develop and establish lifelong learning, ensuring higher and more widely shared achievements
- Healthier – Helping people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care
- Safer & stronger – Assisting communities to prosper, becoming stronger, safer places to live, offering improved opportunities and a better quality of life
- Greener – Improving an area's natural and built environment and the sustainable use and enjoyment of it

Time frames have been specified for each action according to the following:

- Short (up to 2 years)
- Medium (2-5 years)
- Long (over 5 years)
- Ongoing

Strategic Objectives for Economic Growth					
	Wealthier & fairer	Smarter	Healthier	Safer & stronger	Greener
Strong local economy	•	•	◦	•	◦
More liveable centre	◦	•	•	•	•
Sense of community	•	•	•	•	◦
Improved access and movement	◦	◦	◦	•	•
Sustainable environment	◦	•	•	◦	•
• Direct impact	◦ indirect impact				



Objective 1: Develop Stronger Local Economy

A vibrant local economy in Kingsford is an essential part of maintaining a strong community because it impacts on so many aspects of community life, including the ability to earn a living, develop skills and access training, to attract new residents and businesses to the community, and to access services.

Developing a stronger local economy in Kingsford is far more than producing more products and generating more customers. It involves anticipating change, diversifying industries, value adding, redefining opportunities and challenges, encouraging collaboration and developing organisation and leadership.

Targets

1. Kingsford town centre as a retail and civic hub to be re-imagined as a magnet for activity along Anzac Parade
2. Encourage residents to shop locally to help support local retailers and service providers
3. Diversify the range of retail and service offer in Kingsford to better meet needs of local residents and to attract destination shoppers (secondary benefit)
4. Increase volume of discretionary spend in Kingsford by residents of Kingsford and neighbouring suburbs

Actions

Objective 1: Develop Stronger Local Economy

Action	Response
1.1 Develop a unique brand and/or image for the Kingsford town centre to be used consistently in all promotional activities and material (e.g. signage, websites, food guides, investment prospectus, etc.)	Responsibility: Kingsford Chamber of Commerce Partners: None Timeframe: Medium-long
1.2 Consider introducing 12-month fee-free outdoor footpath dining for eligible new applications (including no DA fees)	Responsibility: Randwick City Council Partners: None Timeframe: Short
1.3 Prepare comprehensive marketing strategy for Kingsford, including the appropriate use of multiple, complimentary media and forums	Responsibility: Kingsford Chamber of Commerce Partners: None Timeframe: Medium
1.4 Develop a targeted development/investment prospectus for Kingsford highlighting specific retail/service needs as identified in shopper survey (e.g. specialty foods, fresh produce, express supermarket, etc.)	Responsibility: Kingsford Chamber of Commerce Partners: None Timeframe: Short
1.5 Engage local real estate agencies in coordinated investment attraction campaign (host information night presenting results of shopper survey and ideas for investment material/media)	Responsibility: Randwick City Council Partners: Kingsford Chamber of Commerce Timeframe: Short
1.6 Randwick City Council to combine with the Kingsford Chamber of Commerce to promote and expand Shop Local program	Responsibility: Randwick City Council Partners: Kingsford Chamber of Commerce Timeframe: Ongoing



Objective 1: Develop Stronger Local Economy

Action	Response
1.7 Undertake joint promotions between local retail shops and Souths Juniors to increase common patronage	Responsibility: Kingsford Chamber of Commerce Partners: Individual businesses Timeframe: Short
1.8 Explore partnership with Botany Bay City Council to hold community events in Dacey Gardens during the period November to March	Responsibility: Randwick City Council Partners: None Timeframe: Short
1.9 Investigate the possibility for and interest of local restaurants and food outlets to participate in the Sydney Crave Food Festival	Responsibility: Kingsford Chamber of Commerce Partners: Randwick City Council Timeframe: Short
1.10 Investigate the demand for and feasibility of regular workshops for local businesses on relevant themes, e.g. online marketing to capitalise on the opportunities for businesses associated with cluster marketing (food precinct), NBN in Kingsford, etc.	Responsibility: Randwick City Council Partners: Kingsford Chamber of Commerce Timeframe: Ongoing
1.11 Provide business support and networking functions and events for local businesses	Responsibility: Kingsford Chamber of Commerce Partners: None Timeframe: Short
1.12 Establish an online business directory for the City of Randwick with dedicated pages for Kingsford, particularly food and restaurant guide (to be subsequently developed as a unique application)	Responsibility: Randwick City Council Partners: Kingsford Chamber of Commerce Timeframe: Short
1.13 Investigate private interest in establishing outdoor nursery and/or café – possibly as a pop-up enterprise – to supplement open spaces available in Kingsford	Responsibility: Kingsford Chamber of Commerce Partners: None Timeframe: Short
1.14 Investigate the potential for pop-up enterprises – commercial, government (including Randwick City Council), service-based and cultural – in long-term vacant properties to use the space constructively	Responsibility: Randwick City Council Partners: Kingsford Chamber of Commerce Timeframe: Short
1.15 Council to liaise with local real estate agents and property owners regarding a requirement for standardised signage and regular window and shopfront cleaning to be incorporated into commercial leases	Responsibility: Randwick City Council Partners: Local agents, landholders Timeframe: Short
1.16 Council to consider undertaking an audit of shop signage for all businesses in Kingsford to evaluate compliance with existing regulations	Responsibility: Randwick City Council Partners: None Timeframe: Short
1.17 Council to investigate the possibility of establishing short-term retail opportunities (e.g. street stalls) at specific sites along Anzac Parade at Meeks Street, Borrodale Road and Strachan Street	Responsibility: Randwick City Council Partners: None Timeframe: Short



Objective 2: Create a More Liveable Centre

Liveability relates to the attractiveness and particular amenities a community such as Kingsford offers. This means things like fully grown trees, well designed open spaces and walking paths, environmentally sustainable public transport and access to education, recreation and health services.

Liveability describes a place where people feel safe, connected to their community, and want to participate in the local economy through investment in business. Also important to liveability is the unique identity of a community defined by cultural development, landmarks, urban design, the developing local economy and the existing natural landscape.

Targets

1. Better pedestrian and cycling connections to shops and community facilities on either side of Anzac Parade, including safe and convenient crossing points (including for disabled people)
2. More comfortable outdoor experience along Anzac Parade, including places for people to stop and meet, including at night
3. Improved amenity for residents along Anzac Parade, including reduced impact of traffic and better maintenance of existing residential buildings and frontage
4. Improved integration with, and better pedestrian connections to, Souths Juniors and Dacey Gardens, i.e. more obvious, safe and comfortable access points across Anzac Parade and Bunnerong Road
5. More accessible open space
6. Fewer vacant shop fronts





Actions

Objective 2: Create a More Liveable Centre	
Action	Response
2.1 Council, in combination with the NSW Police and Kingsford Chamber of Commerce, to make local businesses and residents more aware of existing strategies and policies aimed at ensuring the town centre is a safe and welcoming place to visit during both day and night	Responsibility: Randwick City Council Partners: Kingsford Chamber of Commerce, Other agencies Timeframe: Short
2.2 Council to investigate closing Meeks Street or Strachan Street* at Anzac Parade to create a small mall with trees, seating and lighting for regular markets and/or events	Responsibility: Randwick City Council Partners: None Timeframe: Medium
2.3 Council to contact strata managers regarding the appearance of street frontages and the maintenance of planters	Responsibility: Randwick City Council Partners: None Timeframe: Short
2.4 Install bike racks, more seats and more garbage bins along Anzac Parade and Gardeners Road in Kingsford	Responsibility: Randwick City Council Partners: None Timeframe: Short
2.5 Restore plantings and replace trees on the corner of Gardeners Road and Anzac Parade	Responsibility: Randwick City Council Partners: None Timeframe: Short
2.6 Install more seating, tables and landscaping on corner of Strachan Street* and Anzac Parade	Responsibility: Randwick City Council Partners: None Timeframe: Short
2.7 Council to inform all property owners of existing graffiti program and dumped rubbish options	Responsibility: Randwick City Council Partners: None Timeframe: Short
2.8 Remove existing degraded plantings and repave Southern Cross Close	Responsibility: Randwick City Council Partners: None Timeframe: Medium
2.9 Include free wi-fi zones in new public spaces as and when developed	Responsibility: Randwick City Council Partners: None Timeframe: Medium

*Subject to the final design and layout of the light rail system as determined by the NSW Government

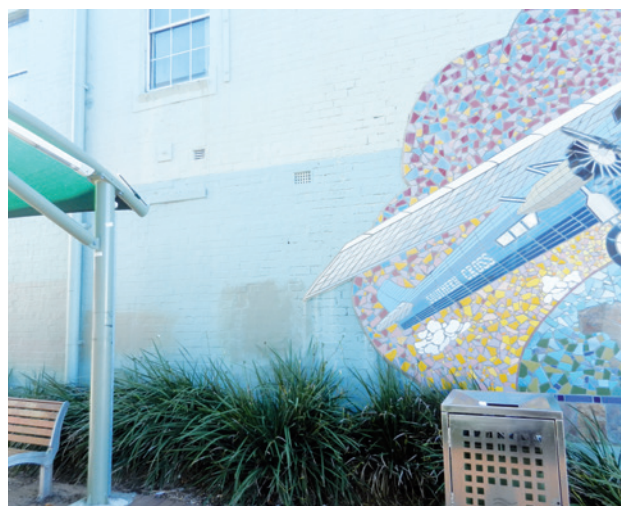


Objective 3: Sense of Community

The idea of community is for many individuals a sense of cohesiveness among a group of people supporting and interacting positively with other individuals who share a vested interest. A strong community benefits the individual, the community as well as the greater society. People of all ages who feel a sense of belonging tend to lead happier and healthier lives, and strong communities create a more stable and supportive society.

Targets

1. Involve the local community in change in Kingsford through both the delivering of projects and planning for the future
2. Establish effective communication with residents and businesses
3. Positive use of Kingsford heritage
4. Increased access to Randwick City Council services at neighbourhood level





Actions

Objective 3: Sense of Community	
Action	Response
3.1 Explore possibilities for further public art in Kingsford	Responsibility: Randwick City Council Partners: None Timeframe: Short
3.2 Explore sponsorship for the extension of the Kingsford Smith mosaic in Southern Cross Close	Responsibility: Kingsford Chamber of Commerce Partners: None Timeframe: Short
3.3 Explore opportunity to develop community and cultural events to be held in Kingsford throughout the year	Responsibility: Randwick City Council Partners: None Timeframe: Short
3.4 Economic development officer to liaise with both residents and businesses through direct contact and other forums as most effective method to facilitate communication within the local community	Responsibility: Randwick City Council Partners: None Timeframe: Ongoing
3.5 Investigate provision of community centre / civic hub within town centre for events	Responsibility: Randwick City Council Partners: None Timeframe: Medium
3.6 Investigate the provision of free communal exercise programs at street level and/or partner with service providers (e.g. new gym)	Responsibility: Kingsford Chamber of Commerce Partners: Randwick City Council Timeframe: Short
3.7 Council to investigate having regular 'shopfront' presence in Kingsford for public displays, information and regular services, i.e. short-term (e.g. 1-2 months per year, non-rates periods) 'pop-up' customer service centre	Responsibility: Randwick City Council Partners: None Timeframe: Medium
3.8 Investigate potential for more child-friendly activities or spaces to encourage more families to visit Kingsford	Responsibility: Randwick City Council Partners: None Timeframe: Short
3.9 Investigate possibility of tasting nights for local residents with restaurants and cafes along Anzac Parade	Responsibility: Kingsford Chamber of Commerce Partners: None Timeframe: Short



Objective 4: Improved Access and Movement

Town centres are sustainable locations for major development and facilities, as they are accessible by various means of transport and can cater for multi-purpose trips, which helps to reduce overall travel demand and car use. Ease of access plays an important role in maintaining vital and viable town centres and can affect a centre's attraction to visitors and businesses and its local economy. This is particularly so in the case of Kingsford where access to the town centre is a significant local issue.

Targets

1. Better pedestrian and cycling connections to shops and community facilities on either side of Anzac Parade, including safe and convenient crossing points (including for disabled people)
2. Ensure locations of bus stops and pedestrian crossings are co-ordinated with local shops and facilities
3. Improved integration with, and better pedestrian connections to, Souths Juniors and Dacey Gardens, i.e. more obvious, safe and comfortable access points across Anzac Parade and Bunnerong Road
4. Reduced car traffic along Anzac Parade and increased and/or improved use of public transport





Actions

Objective 4: Improved Access and Movement

Action	Response
4.1 Investigate the introduction of timed parking in the Council car parks in Kingsford for more efficient use of existing space	Responsibility: Randwick City Council Partners: None Timeframe: Short
4.2 Investigate a business parking permit program	Responsibility: Randwick City Council Partners: None Timeframe: Short
4.3 Liaise with relevant government agencies regarding timing and ramifications of light rail through Kingsford, including likely infrastructure requirements and impact on existing parking structure	Responsibility: Randwick City Council Partners: Government agencies Timeframe: Short-Medium
4.4 Investigate relocation of bus stops in front of shops to a central hub further along Anzac Parade	Responsibility: Randwick City Council Partners: None Timeframe: Medium
4.5 Consider introduction of angle parking along Harbourn Road between Meeks Street and Middle Street	Responsibility: Randwick City Council Partners: None Timeframe: Short
4.6 Improve the recognition and signage of cycle paths around Kingsford, particularly links from the UNSW, and include more bike racks in public domain	Responsibility: Randwick City Council Partners: None Timeframe: Short
4.7 Undertake discussions with UNSW regarding provision of student parking in other areas closer to the University	Responsibility: Randwick City Council Partners: None Timeframe: Short



Objective 5: A More Sustainable Environment

A prosperous and liveable Kingsford depends on a healthy environment that is intimately interconnected with the economic wellbeing of the area. Sustainability means managing urban development in a way that doesn't limit the options of future generations.

Sustainability is also about a better understanding of the systems that support what the community engages in and the need to take a broader view to recognise day-to-day activities that simultaneously affect the local economy, environment and community.



Targets

1. Better design quality for new developments
2. Involve the local community in change in Kingsford through both the delivering of projects and planning for the future
3. Improved opportunities for sustainable transport
4. Implement best practice in sustainable development

Actions

Objective 5: A More Sustainable Environment	
Action	Response
5.1 Negotiate with Roads and Maritime Services (RMS) for improved street lighting (e.g. LED) on major arterial roads, whilst also allowing for light rail	Responsibility: Randwick City Council Partners: None Timeframe: Short
5.2 Advise businesses of Council's existing sustainability program regarding energy and water efficiency and recycling	Responsibility: Randwick City Council Partners: None Timeframe: Short
5.3 Investigate opportunities for instigating food recycling program in Kingsford town centre	Responsibility: Randwick City Council Partners: None Timeframe: Short

KINGSFORD

RANDWICK CITY



**Randwick City
Council**

a sense of community

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