

Randwick Economic Development Strategy

Randwick Council
March 2009



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Summary

Vision

In June 2006, Randwick City Council adopted the Randwick City Plan, which outlines strategic objectives for the local government area (LGA) over the next 20 years. The City Plan has the overarching aim of providing leadership in sustainability with actions in key themes feeding into this vision:



Source: The Randwick City Plan 2005-2025

- **A 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; and
- **Looking after our environment** - a healthy environment.

This City-wide economic development strategy has been prepared to support the economic theme of 'a prospering city'.

Strengths and Challenges

Strength	Challenge
Economic Context The Randwick City economy is well-poised to take advantage of the opportunities presented by increased globalisation....	however, monitoring and improvement of some aspects of the built environment are required if Randwick is to maintain its competitive position.
Policy Context The State Government Policy framework has positive implications for Randwick...	however Council needs to play a role in ensuring an efficient regulatory framework is in place.
Strategic Employment Assets Three key systems of employment activity underpin the LGA's diverse economy. 1. The Health & Education precinct; 2. Other town centres in the LGA; 3. The Port Botany industrial area.	...however, the key economic hubs are generally inward-looking and are not well connected by transport links.
Health and Education Specialised Centre University, hospital complex and TAFE represent key co-located, economic assets...	...though there is a need for coordinated development and planning in and around the assets to realise their potential.
Town Centres Some strong town centres are performing well and further growth is forecast....	...however some town centres are underperforming.
Industrial Area Employment lands in Randwick are well positioned in proximity to the Port and Airport...	...however available space within proximity of the Port and Airport is limited.
The Wider Business Community Randwick LGA has an existing array of small businesses....	...however consultation suggested that big business may not be sufficiently engaged with smaller groups.
The Local Community: Relationships between Business and Residents Randwick is home to an educated workforce and demonstrates a relatively low unemployment	...however, a lack of affordable housing means it is difficult to attract key workers.

rate and high socio-economic status.... Randwick's status as a tourism destination means there is a potential supply of skilled workers....	... however some local residence and visitors are affected by offensive behaviour associated with night life activities
Built Form / Geography Randwick centres have a high level of amenity valued by residents....	...however the lack of intensification opportunities makes it harder to enhance public transport, and some areas are perceived to have social problems.
Tourism, Culture & Recreation Randwick offers many opportunities for sport and recreational pursuits. The beach, coastline and small villages offer an enviable lifestyle....	...however the popularity of the beaches often results in conflict between residents and visitors.
Transport Randwick LGA has a reliable network of buses which connects it with the CBD and other locations...	...however transport within the LGA could be improved, for residents, as well as for freight movement.
Governance Council is efficient and is held in high regard, and takes the initiative with strategically important issues...	...however some businesses argue that government red-tape continues to inhibit investment.

Economic Development Actions for A Prospering Randwick City

The economic development actions that arise from the analysis – to build on strengths and address challenges – are listed below. A timing for implementation is assigned to each action where:

- Short is 1 to 2 years;
- Medium is 3 to 4 years;
- Long is 5+ years; and
- On-going implies this is a regular and constant part of Council's work program.

Theme 1: The Randwick Business Community	
Building Partnerships between Business and Local Institutions	Action 1.1 Establish a business leaders forum, including major institutions such as the University, TAFE and hospitals and racecourse – ON-GOING Action 1.2 Nominate a primary business contact at Council - SHORT Action 1.3 Investigate the potential to establish an industrial lands business forum – SHORT-MEDIUM
Town Centre Development	Action 1.4 Continue to support the 'shop locally' initiative – ON-GOING Action 1.5 Continue to support the Chambers of Commerce, Tourism Association and the Business Enterprise Centre – ON-GOING Action 1.6 Develop Town Centre Strategies to rejuvenate and revitalise each centre - SHORT TERM FOR MATRAVILLE, MEDIUM TO LONG FOR OTHERS Action 1.7 Consider a Business Improvement District type levy for key centres to fund Town Centre Strategies and initiatives - MEDIUM
Facilitate Inward Investment <u>and</u> Business Development from Within	Action 1.8 Continue to support and sponsor the local Business Awards – ON-GOING Action 1.9 Consider developing an Investment Prospectus for Randwick – MEDIUM.
Providing certainty and protecting amenity	Action 1.10 Undertake a 'Red Tape' Review to streamline Council processes and improve certainty for businesses - SHORT

Theme 2: The Local Community: Relationships between Business and Residents Promoting Resident Support of Local Businesses	
Promoting Resident Support of Local Businesses	Action 2.1 Promote the importance of the local economy to residents – ON-GOING Action 2.2 Encourage businesses and institutions to consult with local residents – ON-GOING
Considering Future Population Characteristics	Action 2.3 Profile expected demographics and promote businesses – MEDIUM THEN ON-GOING
Theme 3: Built Form / Geography	
Building on Randwick's locational assets	Action 3.1 Investigate opportunities to take advantage of Randwick's location near the port and the airport - MEDIUM Action 3.2 Negotiate with State and Federal Government for the future use of Malabar Headland as community space – SHORT-MEDIUM
Improving the Public Domain	Action 3.3 Plan or design public domain elements that are either iconic or set a point of difference – ON-GOING
Theme 4: Tourism, Culture & Recreation	
Tourism and Recreation	Action 4.1 Consider a role in Council for a dedicated tourism development officer - LONG Action 4.2 Continue to maintain current tourist precincts and promote the positives of less-used southern beaches – SHORT-MEDIUM Action 4.3 Continue work on completing the coastal walk way – ON-GOING Action 4.4 Work with Randwick City Tourism to improve the availability of information about tourism and recreation within the LGA – ON-GOING

Culture and Heritage	Action 4.5 Engage with NIDA for the purposes of planning community events and street theatre - SHORT Action 4.6 Promote the unique history and culture of La Perouse – ON-GOING
Finding a balance between tourism and the needs of residents	Action 4.7 Consider opportunities for alternative and additional evening leisure economy activities - SHORT
Theme 5: Transport	
Enhance Public Transport	Action 5.1 Continue to lobby for improved public transport – ON-GOING
Theme 6: Internal Management, Implementation and Monitoring Actions	
Communication and Co-ordinated Planning	Action 6.1 Identify and establish an appropriate structure for local economic development – SHORT-MEDIUM Action 6.2 Continue to work with the State government and Botany Bay Council – ON-GOING Action 6.3 Continue to work and build relations with adjoining Eastern Suburbs councils - ON-GOING
Monitoring and Evaluation	Action 6.4 Undertake regular reporting on economic initiatives and implementation of the Strategy – ON-GOING Action 6.5 Consider undertaking a regular business survey - MEDIUM Action 6.6 Review and update the economic strategy every five years, including monitoring employment data and growth against state employment targets – MEDIUM THEN ON-GOING

Supporting Economic Development Through Other Council Initiatives

Council undertakes many other initiatives which impact on economic development. Initiatives to support economic development have been identified in Council's activities of:

- Preparing a comprehensive LEP (particularly as it affects the town centres, industrial areas and for home based business);
- Preparing a plan for the Education and Health precinct;
- Traffic and transport planning.

Initiatives to support Economic Development through the Comprehensive LEP / DCP	
Town Centres	
Developing a distinct role for Local Villages and Neighbourhood Centres and protect their street-based character	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
Planning for growth in Coastal Centres	Initiative 1.4 Plan for increased visitor numbers to the coastal centres and support associated uses
Improving amenity in Maroubra Junction	Initiative 1.5 Action plan for increased residential population and associated amenity in Maroubra Junction Initiative 1.6 Ensure the retention of small uses facing to the street ('fine grained') ground floor to ensure an active and vibrant public domain
Industrial Area	
Protecting land for growth of the Specialised Centre	Initiative 1.7 Restrict further subdivision and/or strata titling of larger lots in the industrial lands (in the areas with port or heavy industry uses) to prevent further fragmentation Initiative 1.8 Work with the State government and other landowners to assist users under pressure to relocate for port-related uses

	Initiative 1.9 Retain existing precincts within small lots and strata tenancies for local light industries and smaller-scale port-related activities Initiative 1.10 Promote development principles and strategies to manage interfaces between industrial and residential areas
Home-based business	
Encourage home based business	Initiative 1.11 Ensure planning controls allow for Home Based Work and Home Based Business in areas with high levels of amenity

Initiatives to support Economic Development in the Education and Health Precinct	
Integrating the public domain and improving public open space	Initiative 2.1 Develop a public domain plan for the Randwick Health and Education Specialised Centre Initiative 2.2 Extend public domain planning to West Randwick
Detailed planning for opportunity sites	Initiative 2.3 Develop design principles for key development opportunity sites
Public Transport	Initiative 2.4 Investigate options for a local transport loop within the Education and Health Specialised Centre. Initiative 2.5 Investigate options for future mass transit and stations.
Working with Major Landholders and Institutions	Initiative 2.6 Encourage, or work with, the University of New South Wales Initiative 2.7 Encourage, or work with, the Prince of Wales Hospital Complex Initiative 2.8 Encourage, or work with, the Australian Jockey Club to expand development and utilisation of Randwick Racecourse Initiative 2.9 Investigate opportunities to develop Randwick West Initiative 2.10 Work to establish a Randwick Education and Health Specialised Centre Development Group

Initiatives to support Economic Development through Transport Planning	
Improving transport services and infrastructure	Initiative 3.1 Review the locations and design of existing public transport nodes Initiative 3.2. Coordinate future traffic management and parking provision with major institutions Initiative 3.3 Improve strategic traffic controls. Initiative 3.4 Extend local community based public transport Initiative 3.5 Continue to support Car Sharing Schemes
Influence Travel Behaviour	Initiative 3.6 Encourage a shift in modal split of visitors to coastal centres through parking policies Initiative 3.7 Encourage motor scooter culture Initiative 3.8 Promote existing bike paths to increase awareness and encourage a shift to active transport

1 Introduction

1.1 Snapshot of Randwick Economy

Randwick City's economy is part of a complex and diverse network of activities that extends well beyond the boundaries of Randwick LGA. The LGA occupies the south eastern portion of the East Sydney subregion and is located between major metropolitan urban elements: Sydney CBD, Kingsford Smith Airport and Port Botany. The LGA is host to two 'specialised centres' identified in the Metropolitan Strategy: the **Health and Education Specialised Centre** in the north, and the **Port Botany and Environs Specialised Centre** to the south. Within Randwick LGA, **Anzac Parade** is a critical artery for activity, linking the key employment lands of the north and south, and providing residents around the LGA with a path for relatively efficient access to Sydney CBD. The area is serviced by bus networks.

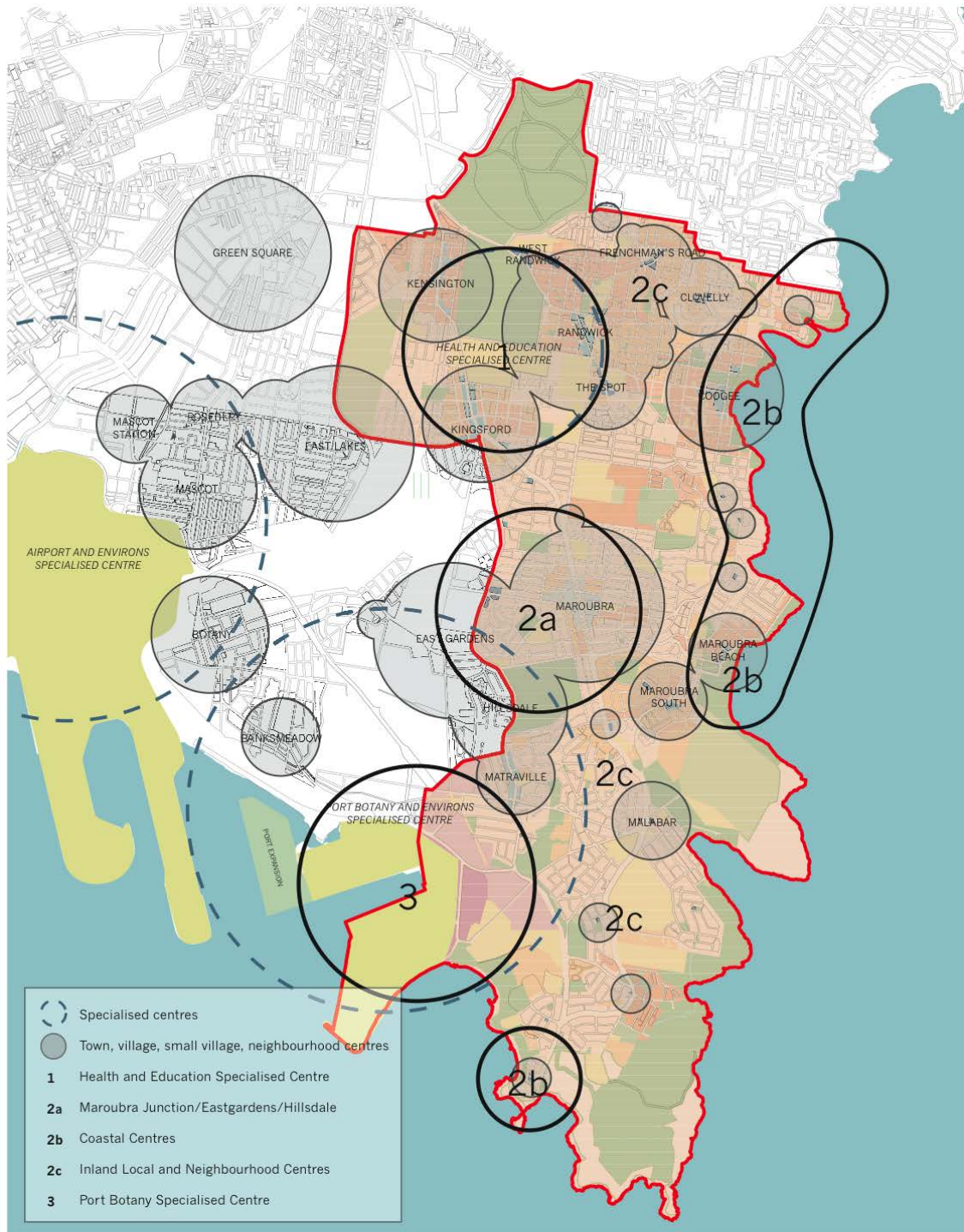
The **Health and Education Specialised Centre** is a major hub in the north of the City. The precinct encompasses the University of NSW (UNSW), the Randwick Hospitals Complex, **Randwick Racecourse** and the town centres of **Kensington, Kingsford, Randwick Junction and the Spot**. The specialised nature of the major institutions in the centre ensures that it is export-oriented, with thousands of people coming from outside Randwick each day to attend the university and receive health care at the hospitals. These visitors contribute further to the local economy, frequenting the town centres and the entertainment districts in the surrounding region. The Draft East Subregional Strategy indicates that employment in the centre is expected to increase by 2,300 jobs, to total 12,100 jobs in 2031.

The **industrial areas** in the south of Randwick LGA are part of a second specialised centre that includes Port Botany and the adjoining industrial lands in both Randwick and Botany LGAs. This centre is also export-oriented and plays an important role in the broader metropolitan economy. Employment in this area is less dense than the Health and Education Specialised Centre and is also more removed from residential settlements. As a result, it is less well serviced by public transport links. There is a good network of State roads linking the industrial lands to other parts of Sydney (including the Sydney CBD), which facilitates quite efficient transport of goods to and from the port. These industrial lands also provide a location for local light industry. The Draft Subregional Strategy sets a target of an additional 3,900 jobs in the Port Botany and Environs Specialised Centre by 2031.

Throughout Randwick LGA there is a hierarchy of more localised town centres that are distinct from the 'export-oriented' specialised centres. Indeed, a more locally-oriented economy emerges towards the centre of the LGA; **Maroubra Junction, Matraville, East Lakes and Hillsdale** (the latter two being in the Botany LGA) form an important clustering of centres that serve the needs of a more local population of the Randwick and Botany LGAs. The Maroubra Junction and Hillsdale centres also contain significant residential populations. Many of the local town centres are also supported by a vibrant tourism industry, with visitors drawn to Randwick City's natural and open space assets: Centennial Park to the north; the coastline to the east and national parkland to the south of Coastal Centres, Coogee, Clovelly and Maroubra in the LGA. Overall, the Draft East

Subregional Strategy suggests growth in employment of close to 2000 jobs outside Randwick City's specialised centres by 2031, most of which will be in small businesses in the town centres.

Figure 1. Randwick City and the East Subregion: Economic Precincts



Source: SGS; Subregional Strategy

1.2 Background

The purpose of this strategy is to provide a framework which will guide the economic development of Randwick LGA. The strategy builds on work previously undertaken. SGS Economics & Planning has investigated economic activity in the LGA to inform Council's preparation of a new comprehensive Local Environmental Plan (LEP). This work informs directions in this economic development strategy.

In addition, Council has undertaken community consultation – to inform people about what Council is currently doing and planning to do to promote a prosperous City, and to seek input about issues and actions for the economic development strategy. Randwick City Council and SGS ran two consultation sessions involving various members of the Randwick City community, including representatives from some of the key institutions, Chambers of Commerce, Precincts, other business groups, small business owners and residents. Group discussions involved an analysis of the strategic issues relevant to Randwick's economic climate (a 'SWOT' analysis of strengths, weaknesses, opportunities and threats), followed by an exploration of areas for action associated with these issues.

The findings of these consultation sessions have informed this strategy, which consolidates previous work and provides a basis for future economic development activities.

1.3 The Remainder of this Strategy

The remainder of this strategy is structured as follows:

- **Section 2:** summarises how Councils can influence and have an impact on local economic development,
- **Section 3:** summarises Randwick LGA's 'Strengths and Challenges', which sets the themes for the actions and initiatives;
- **Section 4:** details the economic development actions that arise from the analysis;
- **Section 5:** outlines support initiatives to encourage economic development in other Council activities – specifically, work on a new LEP and DCP, work in the 'Education and Health' Precinct (UNSW and Hospitals) and in transport planning.

2 The Role of Local Government in Economic Development

Randwick Council, in conjunction with its local and regional partners, plays an important role in identifying and addressing the challenges, as well as promoting and facilitating opportunities for the economic development and employment of the local area. Developing awareness of Council's role beyond 'roads, rates and rubbish' is one important step in the successful implementation of an Economic Development Strategy.

Local government should take a pro-active role to stimulate and encourage local / regional economic development and there is a range of economic development activities that Councils can engage in to encourage and support economic development in their communities of interest.

While private enterprise is the primary driver of economic growth, local government can make an important contribution as a promoter, facilitator and coordinator of local and regional economic development activities. Effective local government participation is vital to the success of economic development initiatives.¹

Figure 2 is a conceptual model of a local economy and the elements which will drive prosperity. Local prosperity is measured by the extent of local investment and income from exports, and associated multiplier impacts, net of income leakages. The pre-conditions are a combination of supporting infrastructure, available skills, lifestyle and cultural assets, an environment that fosters innovation, connectivity and good governance².

Facilitating Local Investment, Business and Employment Growth

The injection of new capital is a key driver of economic expansion and job growth. However, a strategy which aims to enhance the level of investment in a particular area must be framed to look beyond mere industry attraction.

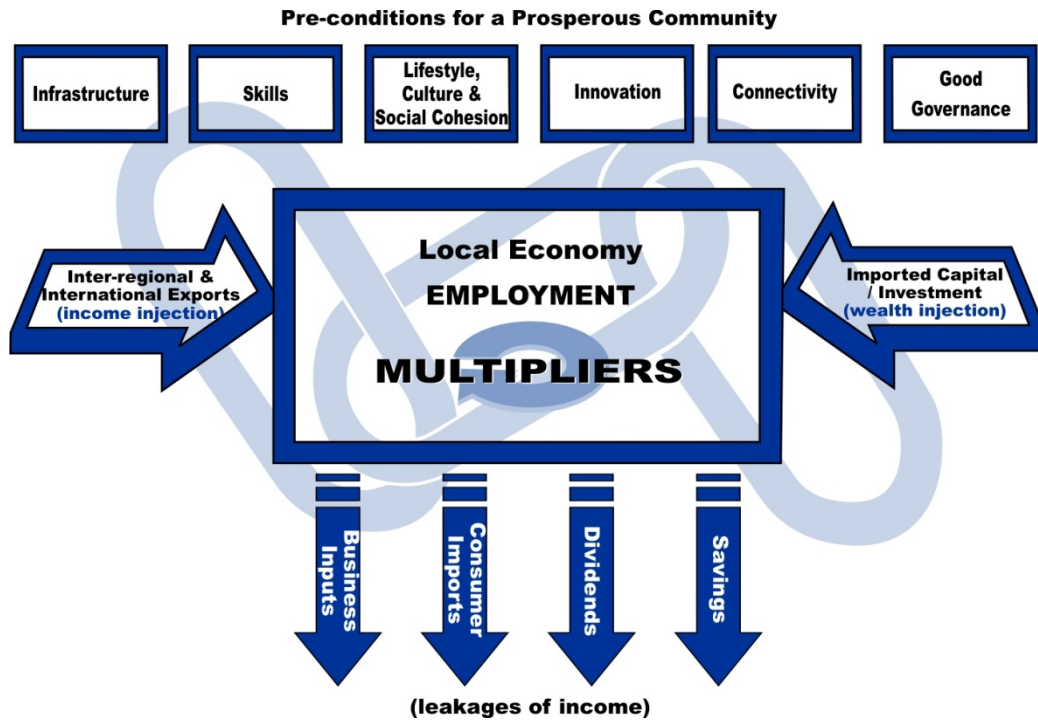
A successful investment enhancement strategy will be one that encourages additional investment from business and industry already located in the region or locale. This is critical if potential market opportunities are to be fully capitalised on. It is generally accepted that around 70% of investment in a region or locale is made by existing firms (i.e. established businesses founded in the region plus newly established firms or 'start-ups')³. Hence, local enterprise often presents the greatest potential to take advantage of new investment opportunities.

¹ Australian Local Government Association (2002), "National Agenda for Australian Local Government 2002, Australian Local Government Association.

² Sasha Lennon (Director, SGS Economics and Planning) (2008) 'How councils can make a difference in economic development by nurturing the preconditions for a prosperous community' *Australian Planner*, Volume 45, Number 1, March 2008.

³ This fact was first brought to popular attention by McKinsey & Co. in "Business Investment and Regional Prosperity: The Challenge of Rejuvenation" for the Department of Housing and Regional Development, 1994

Figure 2. A Conceptual Model of Local Economic Prosperity



Source: SGS Economics and Planning Pty Ltd

Randwick Council should take a lead for a number of activities that are geared to facilitating new local investment from within. They include:

- Facilitation of business networks and clusters; and
- Working with existing businesses to assist their growth.

Attracting / Facilitating New Investment

The potential to attract new capital from outside the local area should not be discounted. Investment attraction remains an important component of any attempt to enhance the local economic and employment base. Strategically targeted new businesses (that can meet a particular market need and link in with the existing industrial make-up) can contribute substantially to local economic growth and development.

Randwick Council should take a lead for a number of activities that are geared to attracting external investment such as:

- Promoting the area to new visitors (tourists); and
- Attracting new business investment.



Infrastructure

Efficient and effective infrastructure underpins economic activity and is fundamental to a prosperous local economy. It includes 'physical' infrastructure (like roads, rail, seaports and airports, information technology and telecommunications, power and water) and quality 'community' infrastructure (like recreation and leisure facilities, cultural services and facilities and community services and facilities). Together these elements should offer good physical and functional links that support social, cultural and economic interaction and exchange. In terms of infrastructure, Randwick is well placed as it encompasses part of Port Botany, is located close to Sydney Airport, is well connected by buses and contains major health and education infrastructure such as the University of New South Wales and the hospital precinct. Congestion on public transport networks represents a threat to development. Fixed rail (light rail/metro rail) must be considered in the near future to enhance connectivity.

A knowledge economy is characterised by strong innovation and technology uptake across the economy. This requires, quality research and education institutions and strong research-industry links), and world class information and communications technology. In today's global economy, technology is the critical enabler which allows businesses (and residents) to effectively communicate with and do business with the rest of the world.

Randwick City Council, in its role as a co-ordinator of local economic development activities, has a key responsibility to ensure that such fundamentals for investment and economic development are addressed. This includes directly providing those infrastructure items that fall under Council's control. It also means actively lobbying the other spheres of government and private providers on infrastructure matters of regional significance.

Skills

A skilled and flexible workforce can be supported by responsive education and training programs that can adapt to changing economic circumstances or new opportunities as they arise. Randwick LGA encompasses the University of NSW and Randwick TAFE campus. A high proportion of Randwick residents have university qualifications (44%, compared with 35% for Sydney SD).

Promoting economic development is not the primary role of universities and other tertiary learning institutions. Their primary roles are to educate students and produce new knowledge. Therefore, Local Government can play an important role in helping to match the local economy's skills flow with industry needs by providing the necessary networking forums. This includes activities such as liaising with local business and industry (perhaps via formal industry networks or cluster groups) to identify any apparent labour shortages or skill gaps, auditing local education and training providers to identify local capacity for training provision that addresses critical gaps and then pro-actively encouraging education and training provision that meets local industry requirements. Importantly, local education and training providers themselves need to be engaged in this process.



Lifestyle, Culture and Social Cohesion

As knowledge is embodied in individuals, it is vitally important for regions to be able to attract and retain skilled workers. Achieving this ultimately relies on more than just employment opportunities, business subsidies and so on. Quality of life and personal development opportunities need to be afforded to these sophisticated 'knowledge workers'. The emergence of the knowledge worker has reaffirmed 'place' as a driver of local and regional competitiveness. Knowledge workers need to be in an environment that is appealing to them, and which nurtures their growth and development. They effectively make lifestyle choices first and income generating choices second. For many, their chosen occupation does not tie them down to any one particular area.

Knowledge workers rely on those elements of an economy that support and encourage their creativity and the diffusion of ideas. This includes the area's lifestyle attributes including both its built form and its natural environmental attributes. The appeal of a region's 'lifestyle' will be strongly influenced by the quality of and accessibility to local recreation, leisure and entertainment facilities and the depth and strength of the cultural infrastructure. It will also be determined by the area's diversity, the community's acceptance of diversity and its social cohesion.

Randwick offers a rich array of lifestyle assets including its expanse of coastline and the lifestyle offered by a beachside location, extensive open space including Centennial Park, cafe and restaurant strips. Additionally the area is within a short travel time of Sydney's CBD.

The hospital complex is more easily able to recruit nursing and other specialist staff because of these local attributes. UNSW and other businesses are also well positioned to expand based on this local advantage.



Connectivity

Economic development efforts need to focus on building on existing local strengths and capabilities – not aiming to attract or develop industries or 'clusters' from scratch or by subsidising uncompetitive operations that do not provide a broader public benefit. A cluster-based approach to industry development is important for long-term success.

Innovation

Australian economies can no longer rely on cost competitiveness to drive economic development. As we proceed into the 21st Century, continual innovation will become the essential determinant of long-term economic performance in Australia and other developed countries. For Randwick City Council, encouraging local businesses to innovate lies at the heart of the ability of businesses to value-add in the long-term. Innovation and the commercialisation of new ideas can be nurtured by establishing and developing strong links between local businesses, government and research and learning institutions.

Good Governance

'Good' governance covers the basic expectations in relation to Council's activities of high quality strategic planning, an efficient approvals process, good communication arrangements and policy monitoring.

Creating and maintaining an environment conducive to business investment, and an attractive 'people environment'⁴, are fundamental prerequisites for sustainable economic prosperity. Overall responsibility for achieving this goal rests with the three tiers of government, the private sector, development and business organisations, and the general community.

Activities designed to nurture and support an attractive business (and people) environment are critical to any economic development strategy and one of the most effective ways for Councils to affect positive change is through good strategic planning. As well as ensuring that adequate land is available for industrial development, land use planning can reinforce existing or emerging industry clusters by providing appropriate signals relevant to the performance and locational requirements of the key identified industries.

A supportive governance structure can be provided through the establishment of a 'business ready' regulatory environment, low cost business structures, open lines of communication between business and government, and ready access to business support, information and advisory services.

It is critical that Randwick understands and continues to monitor the nature and workings of the local economy so that Council can determine the most effective way to support economic development. As well as assisting Council officers in the strategic planning of the area, 'information provision' is a key tool for providing business assistance. By possessing up-to-date information on the local and regional economy, Council will be better informed and better placed to respond to investment enquiries quickly and effectively when they arise.

⁴ US author Richard Florida (2000) argues that cities and regions, which convey an environment that nurtures diversity, that is open to different ideas, interests and cultures, and, as such, is more tolerant, will be attractive to the world's creative knowledge workers. These are the people who are 'paid to solve intellectual problems, whose 'brain power' drives economic prosperity in today's highly competitive global economy. Florida uses what he has dubbed the 'gay index' to measure a city's or region's diversity and tolerance.

3 Strengths and Challenges

Randwick LGA is a diverse urban environment, and supports a range of employment from health and education, to transport and logistics, through to retailing and services to support the resident population, and the many people who visit the LGA. There are many opportunities to build on the areas existing strengths, which include this diverse industry base, as well as major infrastructure assets which include the port, university and hospitals. This section discusses the key strengths of Randwick LGA, and the challenges the area faces.

3.1 Economic Context

The Randwick City economy is well-poised to take advantage of the opportunities presented by increased globalisation....

Growth in goods trade will support the ongoing strength of activity at Port Botany and in the surrounding industrial lands. Within the LGA, industrial zoned land is likely to remain in high demand due to its proximity to key infrastructure – the airport and the port – and to the relatively affluent resident population in the surrounding region. Randwick's specialisation in education and health should also be supported, given the tendency for knowledge-based service industries to thrive in developed economies under the globalisation paradigm.

The efficiency, amenity and quality of life available in cities will, in future, continue to be critical for attracting a high quality workforce as labour markets become increasingly mobile. Randwick has high quality residential areas and town centres, as well as access to beaches and national park areas. The series of small villages and neighbourhood centres within Randwick LGA contributes to its residential amenity.

...however, monitoring and improvement of some aspects of the built environment are required if Randwick is to maintain its competitive position.

Going forward, policy-makers need to monitor the changing nature of competition as global demand can be quite flexible; a degree of diversification in the local economy should be maintained. The amenity offered to residents could be improved through increasing basic services within local centres.

In terms of employment lands, it is necessary to monitor the buffer between the industrial and residential areas, to reduce any adverse impact of employment activity on residential amenity. The nature of the land supply will continue to determine its usefulness; in particular, significant further subdivision of lots around Port Botany would make it difficult for the land to be used for port-related purposes in future. At the same time, development provisions may need to have sufficient flexibility to allow for some increase in the commercial component of industrial development over time.

3.2 Policy Context

The State Government Policy framework has positive implications for Randwick...

The Metropolitan and Draft East Subregional strategies propose an increase of about 5,900 jobs in Randwick LGA between 2006 and 2031. This is a relatively modest increase and can be met through potential within existing employment lands and at key economic activity precincts. Employment growth is likely to be concentrated in the specialised centres identified in the Metropolitan Strategy – in the industrial lands around Port Botany and in the precinct incorporating UNSW and the Randwick Hospitals campuses.

Growth in these areas is consistent with the objectives of other State Government policy. For example,

- Promoting growth in port-related employment would be consistent with the Statement on Innovation, as it identifies logistics operations as a key comparative advantage for NSW. It would also be aligned with the Employment Lands Action Plan, as land in close proximity to the port is of strategic significance.
- Promoting employment growth in Randwick's education and health specialised centre would also be consistent with the Employment Lands Action Plan; potential synergies between the key institutions in this precinct could be better exploited to facilitate innovation, particularly in the field of medical research.

...however Council needs to play a role in ensuring an efficient regulatory framework is in place.

The State Plan should provide an impetus for Council to address the 'cutting the red tape' agenda and review the regulation and development controls that affect economic activity. Whilst regulation should ultimately control for negative impacts, it should also be assessed according to the ease with which businesses can set up and evolve within the regulatory environment. Effective regulation should support a buoyant economy, facilitating business investment that is responsive to evolving market demands.

3.3 Strategic Employment Assets

Three key systems of employment activity underpin the LGA's diverse economy.

The three key systems are::

1. The Health & Education precinct, incorporating the UNSW and Randwick Hospitals campuses, as well as the surrounding town centres (Randwick Junction, The Spot, Kingsford and Kensington) and Randwick Racecourse;
2. Other town centres in the LGA:
 - a. Maroubra Junction, which is strengthened as a hub by its links to Botany Bay LGA to the west.

- b. Coastal centres, which are frequented by both local residents and visitors to Randwick City and tend to specialise in the consumption and leisure industries; and
 - c. Neighbourhood centres, which service the convenience needs of the local resident population.
3. The Port Botany industrial area, incorporating part of the port itself and the surrounding industrial lands.

These diverse systems or economic assets contain a broad range of industries which improves the security of local employment prospects, and provides a range of employment opportunities for local residents. Current employment strengths associated with these assets include Health and Community Services, Education and Personal and Other Services, Cultural and Recreational Services, Accommodation Cafes and Restaurants and Transport and Storage.

...however, the key economic hubs are generally inward-looking and are not well connected by transport links.

There is scope for major employment hubs and regional attractors to extend their local relationships. Major infrastructure assets, such as the port, university and hospitals, have few connections between each other and between the surrounding centres. Synergies between these economic hubs, as well as transport links within the LGA, could be further developed.

3.3.1 Health and Education Specialised Centre

University, hospital complex and TAFE represent key co-located, economic assets...

The major institutions in the Health & Education Specialised Centre – UNSW and the Randwick Hospitals Complex in particular – are of strategic importance and will play a vital role in the future economic fortune of Randwick and the broader region. As such, the Health & Education Specialised Centre needs to be a focus for both State and local government planning.

...though there is a need for coordinated development and planning in and around the assets to realise their potential.

While site-specific planning at the UNSW campus is relatively well advanced (with master planning now applied through the UNSW Development Control Plan), no strategic plan exists for the Randwick Hospitals Complex. In addition, there is no economic development strategy for the specialised centre as a whole and no management or governance structure to direct and facilitate development and realise potential synergies.



Figure 3. Education and Health Specialised Centre – Gaps & Opportunities



Source: SGS

The university, hospital and racecourse are generally inwardly focused with limited or no activity facing areas of public domain, some of which are major pedestrian routes. The public domain itself is generally of poor quality, particularly where there are high pedestrian volumes. Additionally, there is a lack of well-located open space and high quality public space, which impacts on both the image and amenity of the specialised centre. High Cross Reserve – between Avoca Street, Belmore Road and Cuthill Street - is well located but is poorly utilised due to poor accessibility, high traffic volume and a lack of facilities.

Given the strong growth in employment expected in the health and education industries over the coming years, more comprehensive precinct planning (on-site and in the immediate environs) is vital. Policies that seek to strengthen activity in these major health and education institutions are also likely to have a positive impact on the surrounding town centres, given that both workers and students tend to undertake significant spending in the local area.

Strata titled residential development occurs in much of the area surrounding the university and hospital, thus constraining future redevelopment. However, there is an opportunity for these institutions to work with Randwick Racecourse so that any development on Racecourse land is beneficial to the precinct overall. The lack of affordable housing and transport access in the surrounding area is relevant to both UNSW and the Hospitals, so any additional provision of land or potential for these purposes would be welcome.

3.3.2 Town Centres

Some strong town centres are performing well and further growth is forecast....

The hierarchy of centres within Randwick LGA includes:

- Towns – Randwick and Maroubra;
- Villages – Kensington, Kingsford and Coogee;
- Small Villages – Clovelly, Frenchmans Road, Malabar, Maroubra Beach, Maroubra South, Matraville and The Spot; and
- Neighbourhood Centres - Botany Street, Bunnerong-Maroubra Road, Chifley, Clovelly Beach, Dolphin Street, Duffys Corner, Havelock Street, La Pouse, Little Bay, Lurline, Moverly Road, North Randwick, South Coogee and West Randwick.



Currently occupancy rates are high in The Spot, Clovelly, Coogee and Frenchmans Road.

In general the audited floorspace in each centre confirms the Metro strategy retail hierarchy for the Randwick City centres. The two 'town' centres – Randwick and Maroubra Junction – have the

highest quantity of floorspace, while the three 'village' centres – Coogee Beach, Kingsford and Kensington – follow. The 'small village' centres have less employment floorspace, with 'neighbourhood' centres smaller still.

The nature of centres across the LGA varies: a more locally-oriented economy emerges towards the centre of the LGA; Maroubra Junction, Matraville, East Lakes and Hillsdale (the latter two being in the Botany LGA) form an important clustering of centres that serve the needs of residents in the Randwick and Botany LGAs. The Maroubra Junction and Hillsdale centres also contain significant residential populations. Many of the local town centres are also supported by a vibrant tourism industry, with visitors drawn to Randwick City's natural and open space assets: Centennial Park to the north; the coastline to the east and the National Park to the south of the LGA.

The employment targets nominated in the Subregional Strategy suggest moderate growth in employment in Randwick's town centres, implying an additional floorspace requirement in the order of 50,000 sqm. Particularly strong growth is projected for employment in the property & business services industry, suggesting that relatively high take-up rates for first-floor office space are likely. In addition, home-based business is likely to continue to grow strongly; roughly a third of home-based jobs are in the property & business services sector.

...however some town centres are underperforming.

Consultation with business representatives indicated that some centres, such as Matraville and smaller centres off the Anzac Road spine or away from the coastal areas were underperforming. Vacancy rates are also high in Matraville, confirming consultation findings that suggest viability has become quite an issue for shop owners in the precinct. Challenges facing Matraville centre include traffic, particularly container trucks impacting on amenity, empty shops and competition from Eastgardens & Southpoint. Maroubra South (which includes the strip of shops along Lexington Place) also has a high incidence of vacancies.

The specific role each individual town centre plays – or could play in future – should be carefully considered by policy-makers. Some centres make a strong direct contribution to the economy, either as employment hubs (or as nodes in systems of employment activity) or in supporting the tourist economy; their vitality should obviously be highly valued. Other smaller centres are particularly significant in enhancing local amenity, which is critical for attracting a high quality workforce to the local area.

Randwick Centres

Randwick Junction is a popular shopping strip for hospital staff and university students; it has a rich character. Heritage considerations would restrict major development in the area. The centre has a high share of retail trade floorspace – relative to Randwick LGA more broadly – and a smaller share of leisure activity floorspace (accommodation, cafes and restaurants and personal & other services). The SGS audit also suggests Randwick Junction has a lower proportion of health & community services floorspace than Randwick City overall, but this data excludes many of the health-related institutions along Avoca Street (as the land they operate on is zoned for special use purposes, rather than business specifically).

The recently completed Pacific Square complex adds significantly to the retail mix on offer in **Maroubra Junction**. It includes two supermarkets and food and other speciality stores. Health and community services dominate the business (non-retail) activities in Maroubra Junction. Maroubra Junction also has a high share of floorspace devoted to office activities in the areas of property & business services and finance & insurance (relative to the broader Randwick region).

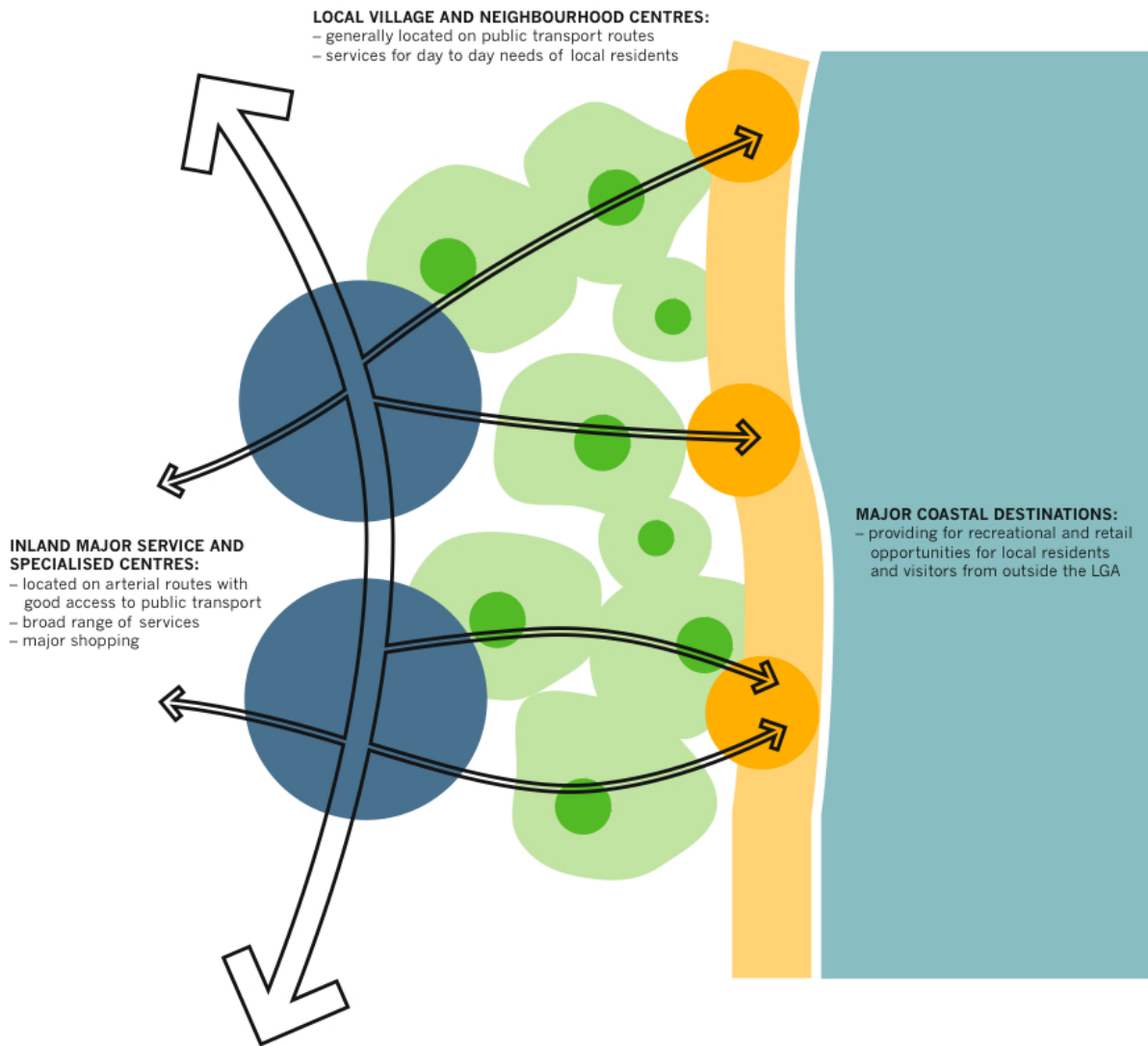
The most dominant activity in **Kensington** is retail trade, which represents almost half of all the business floorspace in the centre. The share of space utilised for retail trade is large relative to Randwick City more generally, in part reflecting the dominance of Peter's of Kensington. Accommodation, cafes and restaurants also utilise a significant share of floorspace in the centre. The centre presently lacks an anchor supermarket.

In line with Randwick City overall, the most common activities in **Kingsford** centre (by floorspace share) are retail trade and accommodation, cafes and restaurants (with a large number of restaurants of Asian and Italian cuisines). Property and business services are also relatively common in Kingsford, occupying three times the share of floorspace compared to Randwick City in general.

In **Coogee**, accommodation, cafes and restaurants dominates activity in Coogee, occupying close to three-quarters of the floorspace in the centre. The centre also provides a range of local services.

Reflecting the large premises of the Ritz cinema complex (and the Dance Spot performing arts complex opposite), culture and recreational services occupy a significant share of business floorspace at **The Spot**. The centre also has a higher share of accommodation, cafe and restaurant floorspace than Randwick City more generally, notwithstanding the impact of the Ritz on this distribution (if the Ritz were excluded, this proportion would be even higher).

The activities common in **Matraville** are similar to those prevalent in the Randwick City region more generally, with retail trade and accommodation, cafes & restaurants (including the Matraville Hotel) dominating the floorspace mix in the area. There also is a relatively large share of floorspace utilised for health & community service provision.

Figure 4. Randwick City's Distinctive Centres Typology

Source: SGS

3.3.3 Industrial Area

Employment lands in Randwick are well positioned in proximity to the Port and Airport...

The locational advantages of Randwick City's industrial lands ensure that they will remain important in supporting freight and logistics operations in future. These lands will remain in high demand, particularly if the quality of the supply is maintained; larger lots with good access, and which are appropriately separated from residential areas, should be protected.

The Subregional Strategy sets a target of 3,900 extra jobs around Port Botany – including land in both Randwick and Botany LGAs – by 2031. The SGS employment model suggests employment in Randwick City's industrial lands will grow by around 1,700 jobs, largely reflecting growth in property & business services (in keeping with broader trends). It is estimated the land required to accommodate this growth will be within the range of 10 to 17 hectares.

...however available space within proximity of the Port and Airport is limited.

Space-intensive freight and logistics operations are taking advantage of larger land parcels further afield, in western Sydney in areas with good access to arterial road infrastructure. In part, these trends reflect the limited supply of appropriate land in key locations close to the port, airport and the CBD.

Business Survey

A survey of industrial land users in Randwick LGA shows strong links between local business operations and the port and airport. The survey suggests:

- More than half of businesses are involved with Port Botany in some way on a weekly basis. Mostly, business involvement with the Port of Botany relates to the import and/or export of goods and transport, storage and transfer activities.
- Many businesses (37%) are also involved with Sydney Airport on a weekly basis. The import and/or export of goods via Sydney Airport (27%) and transport, storage and transfer of goods via Sydney Airport (20%) are the main business relationships indicated.
- In total, 63% of all respondents conduct business related to Port Botany or Sydney Airport on a weekly basis. Half of these businesses are involved with both the Port and the Airport (30%).



3.4 The Wider Business Community

Randwick LGA has an existing array of small businesses....

The Randwick City Business Awards (supported by Council) acknowledge the contribution of employees to the local economy and community. The LGA has an active small business community with a series of Chambers of Commerce in retail precincts. A mix of other businesses, from high class restaurants to small but innovative home based businesses, are also prominent in the area.

...however consultation suggested that larger businesses and institutions may not be engaged with smaller groups.

Consultation indicated that there is scope for a higher level of involvement of eminent institutions in broader community projects/events. Strategic improvements are possible. Businesses can strengthen relationships with local residents, for example AMCOR currently meets with nearby residents several times a year.

3.5 The Local Community: Relationships between Business and Residents

Randwick is home to an educated workforce and demonstrates a relatively low unemployment rate and high socio-economic status....

A number of factors including as the presence of the university, the lifestyle offered along the coast, and proximity to Sydney's CBD combine to attract a relatively affluent population to the area. While there are pockets of disadvantage unemployment is low and there is depth and diversity in the local job stock.

...however, a lack of affordable housing means it is difficult to attract key workers.

Relatively high property prices, combined with an apparent rental shortage align to reduce housing affordability within the local area. While some areas may be relatively affordable, particularly in the southern parts of the LGA, 'image problems' or public transport connectivity may adversely impact on the desirability of these locations. Consultation suggested that there is a lack of accommodation – both for rental purposes and for visitors. This is a concern along the coastline where permanent residents and extended-stay visitors may be in competition for appropriate housing.

Randwick's status as a tourism destination means there is a potential supply of skilled workers....

While some businesses report a shortage of skilled labour, key firms and institutions such as the university and hospitals in the LGA are better placed than many businesses elsewhere in Australia to attract skilled labour (such as managers and professionals). The beaches and the local quality of life attract skilled labour and expand the potential labour pool. Visitors and tourists also invest and

spend in local businesses contributing to a healthy local economy, particularly in the beachside suburbs.

...however some local residents and visitors are affected by offensive behaviour associated with nightlife activities.

Coogee in particular has had some highly publicised incidents of disruptive behaviour associated with patrons leaving venues in the late evening. The balance between resident rights and the role of entertainment venues in the local economy is difficult to 'get right'. New measures to manage excessive drinking have recently been established but vigilance is required to manage disruptive behaviour.

3.6 Built Form / Geography

Randwick centres have a high level of amenity valued by residents....

The suburbs close to the beach or amenities such as Centennial Park are highly desirable areas. Residents value the natural assets, proximity to the CBD and airport, extensive open space, and low crime rates. The same features also attract many visitors to the LGA. Few other areas can boast this combination of assets. Residents, understandably, react against inappropriate development that they see as threatening local amenity.

...however the lack of intensification opportunities makes it harder to enhance public transport, and some areas are perceived to have social problems.

Consultation raised a number of issues with the current built form. While the present village feel is valued, there is a need to consider opportunities for additional development, to facilitate new household formation, provide new housing opportunities and to integrate with enhanced public transport investment. However, for new development, like in many older areas of Sydney, ageing infrastructure – sewerage, drainage, roads – may be an issue, now and into the future.

Some areas are perceived as having social problems while others may lack a point of difference and have no branding angle at present. Some areas do not have sufficient accessible open space.

3.7 Tourism, Culture & Recreation

Randwick offers many opportunities for sport and recreational pursuits. The beach, coastline and small villages offer an enviable lifestyle....

A large range of outdoor activities, in relative proximity to one another, are on offer within the LGA. Natural assets, beaches and parklands, and Randwick Racecourse attract many visitors. The Pope's and World Youth Day activities at Randwick Racecourse are examples of a major event attracting a large numbers of visitors to the LGA. Coastal centres are a magnet for backpackers and visitors, attracted by the beach and range of pubs and restaurants.

...however the popularity of the beaches often results in conflict between residents and visitors.

As mentioned above, some conflicts arise due to occasional offensive behaviour. Beach visitors and tourists also change the local retail profile with cafes, restaurants and 'take-away' shops proliferating. In some locations, retail outlets cater primarily for tourists and bring traffic and parking problems. This can create a financial burden on Council, with beach cleaning and additional maintenance required. This will limit spending on other Council facilities, services, roads, parks, and arts and culture at the local level.



3.8 Transport

Randwick LGA has a reliable network of buses which connects it with the CBD and other locations.....

There are strong bus links between some parts of the LGA, the rest of the eastern suburbs and the Sydney CBD. Some cycleways provide opportunities for active transport.

...however transport within the LGA could be improved, for residents, as well as for freight movement.

Through traffic across Randwick LGA affects residential amenity in some locations and there is generally a lack of fast, efficient, convenient transport, particularly within the LGA.

There is a reliance on private vehicle use; however parking is limited in some locations. Connections between key centres could be improved, as the importance of public transport is likely to continue increasing in the coming years. In particular, with the hospitals and UNSW precinct expanding, an enhanced public transport (e.g. light rail, metrorail) connection to the CBD is warranted.

3.9 Governance

Council is efficient and is held in high regard, and takes the initiative with strategically important issues...

The anecdotes from consultation suggest that council is well regarded – as efficient and well managed. It has prepared a forward looking strategic plan (Randwick City Plan). Council is currently reviewing its Local Environmental Plan which will guide the distribution of land uses across Randwick into the future.

...however some businesses argue that government red-tape continues to inhibit investment.

There is a need for continuous improvement in decision making and in the planning and development control process.

There is significant scope for better co-ordination between all tiers of government and institutions located within the LGA. Council could better facilitate communications with local businesses. Furthermore, while not 'obliged', Council could take a more pro-active role as a partner and advocate in the local economy, particularly in relation to the development of the UNSW and hospitals precinct (Randwick Health and Education specialised centre).

4 Economic Development Actions for a Prosperous Randwick City

Randwick has many strategic assets which shape Randwick LGA and provide opportunities for further economic development. The following actions, grouped by theme, seek to guide Council in facilitating further employment growth within the LGA. The actions arise from the analysis – to build on strengths and address challenges. A timing for implementation is assigned to each action where:

- Short is 1 to 2 years;
- Medium is 3 to 4 years;
- Long is 5+ years; and
- On-going implies this is a regular and constant part of Council's work program.

4.1 Theme 1: The Randwick Business Community

Building Partnerships between Business and Local Institutions

Developing and nurturing networks is an important way to remain informed about local economic development, and to pursue continuous innovation, for both Councils and local businesses. While Chambers of Commerce are active in the town centres, no such network or forum exists for businesses located within employment precincts.

Action 1.1 Establish a business leaders forum, including major institutions such as the University, TAFE and hospitals and racecourse – ON-GOING. This would bring together strategic players and key institutions in the economy. The aim would be to open the lines of communication between institutions and local businesses, share information and promote action to enhance local economic outcomes. It would be important to attract and establish a dialogue with both small and large businesses. Two meetings should be held each year – one targeting quality home-based businesses and micro-businesses in design, financial services, property and other specialist industry and services, the other targeting the retail and other small business. The larger institutions such as the University, TAFE and hospitals should be encouraged to attend both.

TAFE is a major enterprise and institution in the LGA, and is particularly important to skills and small business development. One of the agenda items for the forum would be on ways of engaging with the local labour force and business community. Appropriate TAFE courses need to be available to meet the needs of local businesses as significant skills shortages have been identified within the LGA.

Action 1.2 Nominate a primary business contact at Council – SHORT. Typically a business owner will be pressed for time and resources. Contact with Council will typically be avoided. A single point of contact between businesses and Council offering planning and licensing advice in a proactive way, would reduce transaction costs for businesses. Experience elsewhere has shown that businesses appreciate regular and face-to-face

contact with economic development and business development officers from Local Government on matters of interest to business that Councils can influence either directly or indirectly.

Action 1.3 Investigate the potential to establish an industrial lands business forum – SHORT-MEDIUM. The intention would be to provide a more formal process for Council communication with businesses in the industrial areas (rather than meeting with individual firms or to address specific issues). A forum for businesses in the precinct similar to a Chamber of Commerce might be beneficial. If this forum was established it would add an additional meeting to the business leaders forum concept discussed above.

Town Centre Development

Action 1.4 Continue to support the 'shop locally' initiative – ON-GOING. Council has already established an initiative to encourage residents to shop locally to enhance the trade performance of local centres. This should be continued.

Action 1.5 Continue to support the Chambers of Commerce, Tourism Association and the Business Enterprise Centre – ON-GOING. Council already supports the work of the BEC, Tourism Association and Chambers of Commerce. This should continue in the areas of seminars, newsletters, networking and business information, web-site design and development etc.

Council should work with this group to develop a program of 'retail inspiration evenings' or forums for local traders which respond to identified issues concerning retailers and customers (including visitors). Topics for discussion and learning at the forums might include, for example:

- Broader retail trends such as changing consumer tastes and new retail development;
- Best practice customer service;
- Visual merchandising (store presentation). This could include a presentation or training session by a specialist retail consultant;
- Cross-promotion and the benefits of knowing your local area (informal visitor promotion);
- Profiles of successful local businesses;
- Community training and employment partnerships; and
- A range of other issues.

Action 1.6 Develop Town Centre Strategies to rejuvenate and revitalise each centre – SHORT TERM FOR MATRAVILLE, MEDIUM TO LONG FOR OTHERS

This would build on the findings and feedback from the Retail Inspiration Evenings and also include actions tailored to each centre which could cover:

- engaging with key institutions in the vicinity of the centre and developing 'cross-over' promotions (e.g. the Port with Matraville, Education and Health Precinct with Randwick, The Spot, Kensington and Kingsford); and

- selective and targeted incentives to entice tenants to poorly performing centres such as Matraville (e.g. with a period rent free), and promote some specialty shops (bakery, locksmith, bootmaker).
- distinctive branding of both the centres and the economic assets of the LGA as a whole;
- centre specific public domain improvements (which reflect the local character and themes);

Action 1.7 Consider a Business Improvement District type levy for key centres to fund Town Centre Strategies and initiatives – MEDIUM.

As part of the process of engaging regarding the above actions the idea of a business improvement district levy should be considered. This has been applied in other LGAs to fund the promotion and development programs for 'main street' retailing centres.



Facilitate Inward Investment and Business Development from Within

Action 1.8 Continue to support and sponsor the local Business Awards – ON-GOING. The local business awards recognise local small business achievements. Council's support for these awards is a positive signal regarding its attitude to local economic development and should be continued.

Action 1.9 Consider developing an Investment Prospectus for Randwick – MEDIUM. Randwick's lifestyle attributes and investment attractors include the beaches and coastline, open space, walkable villages and accessibility to Sydney's CBD. However, there

is scope for Randwick to demonstrate to a wider market its appeal as a place in which to work and live.

A strategically designed and delivered investment prospectus which communicates Randwick's strengths, attributes and reasons for considering the area as an investment location, can provide an effective means of generating genuine interest to get potential new residents and investors 'in the door'. To this end, Council should commission the development of an investment attraction strategy. This would include the formalisation of an investment attraction policy position and the development of appropriate material to deliver on the stated policy position and vision for Randwick's economic development.

The prospectus, once prepared, could be accessible from Council's website. An official 'launch' of the prospectus would also be worthy of consideration.

Providing certainty and protecting amenity

Action 1.10 Undertake a 'Red Tape' Review to streamline Council processes and improve certainty for businesses - SHORT. A general review of Council's regulations and approvals management should be a 'standing' economic development item.

In the industrial areas greater certainty might be provided by specifying development and usage controls, rather than dealing with issues on a case-by-case basis. An examination of typical restrictions imposed upon individual businesses and specific development applications could inform this process; consultation suggests that guidance on permissibility of retail-related uses, and hours of operation are particularly relevant issues.

4.2 Theme 2: The Local Community: Relationships between Business and Residents

Promoting Resident Support of Local Businesses

Action 2.1 Promote the importance of the local economy to residents – ON-GOING. This could be undertaken through library exhibits, banners, the Mayor's column etc and through a range of other avenues.

Action 2.2 Encourage businesses and institutions to consult with local residents – ON-GOING to improve communication between residents and business (e.g. UNSW/Hospital precinct could meet with local residents in the same way that businesses in the industrial area do).

Considering Future Population Characteristics

Action 2.3 Profile expected demographics and promote businesses – MEDIUM THEN ON-GOING. This would be helpful in servicing demand arising from the changing population profile. Randwick's existing community profile, available online, could be amended to include statistics on the expected future population. This could be distributed amongst businesses to assist them in orienting their activities.

4.3 Theme 3: Built Form / Geography

Building on Randwick's locational assets

Action 3.1 Investigate opportunities to take advantage of Randwick's location near the port and the airport - MEDIUM. An example of how this could be achieved is through the provision of hotel accommodation for airline crews or conference or 'resort' facilities close to the airport and near to the beach.

Action 3.2 Negotiate with State and Federal Government for the future use of Malabar Headland as community space – SHORT-MEDIUM. It could be another 'Centennial Park', with native vegetation, picnic areas, a youth centre, beach access etc. Sensitive commercial development should also be considered.

Improving the Public Domain

Action 3.3 Plan or design public domain elements that set a point of difference – ON-GOING. The intention would be to distinguish Randwick LGA's characteristic town centres from the Bondi Junction and East Gardens 'malls'. Footpaths, cycleways, streetscaping and street furniture can differentiate centres from one another, and from Bondi Junction and East Gardens. For example, a "Royal Randwick" theme could be developed. This is not just a 'planning' issue but should be at the heart of economic development thinking for the town centres, tourism precincts and Education and Health Precinct.

4.4 Theme 4: Tourism, Culture & Recreation

Tourism and Recreation

Action 4.1 Consider a role in Council for a dedicated tourism development officer - LONG. The aim would be to coordinate the promotion of Randwick LGA as a destination (for business people, students, tourists, etc.) and to promote the array of drawcards across the LGA. The costs of this position could be defrayed by sharing with Waverley Council. Given current resource constraints this might be a medium to longer term prospect.

Action 4.2 Continue to maintain current tourist precincts and promote the positives of less-used southern beaches – SHORT-MEDIUM. Existing areas such as Coogee attract many visitors each year. These areas should be maintained, and improved where necessary including managing impacts on residents. Monitoring and further investigating ways to reduce alcohol related violence and improve the safety (real and perceived) of nightlife areas will be necessary. This will require continual work with police and other authorities.

Maroubra and Malabar tend to attract fewer tourists and could be further promoted, thus reducing demand for transport and parking at more popular locations, as well as having positive flow-on effects for centres in these locations.



Action 4.3 Continue work on completing the coastal walk way – ON-GOING. This is a key drawcard, attracting visitors to the area, as well as being an asset which is well used by residents. Current gaps in the coastal walk way should be filled and improved signage considered. As a regional resource, funding for this should be sought from federal and state governments (e.g. as part of the Regional Recreational Trails initiative under the Metropolitan Greenspace Program).

Action 4.4 Work with Randwick City Tourism to improve the availability of information about tourism and recreation within the LGA – ON-GOING. The internet is a key source of information for many people who will visit the local area. It is important to ensure that the quality of information available, and the way in which it is presented, is as high as possible.

Culture and Heritage

Action 4.5 Engage with NIDA for the purposes of planning community events and street theatre - SHORT. Council should approach NIDA to identify whether there are mutually beneficial partnerships that could be established, particularly in relation to implementing Council's recently completed Cultural Plan. Other opportunities for partnership should be investigated.

Action 4.6 Promote the unique history and culture of La Perouse – ON-GOING. This may be through a range of avenues, including through the provision of additional information on Council's website.



Finding a balance between tourism and the needs of residents

Action 4.7 Consider opportunities for alternative and additional evening leisure economy activities - SHORT. The State Government's new liquor licensing laws should provide opportunities for new bars and entertainment venues. This would help diversify the options in Randwick. The Council should look at how to encourage a diversity of venues across the LGA. This might involve such things as preparing guidelines which inform small business applicants for liquor licences in preparing community impact statements.

4.5 Theme 5: Transport

Action 5.1 Continue to lobby for improved public transport – ON-GOING. Ways to improve bus operations should be investigated but serious consideration of new mass transit options is particularly necessary. Consideration should be given to the preferred location of mass transit stations, key destinations and redevelopment opportunities that might be associated with additional transport infrastructure. The Anzac Parade corridor, and centres along or near it, is an obvious candidate.

4.6 Theme 6: Internal Management, Implementation and Monitoring Actions

Communication, Co-ordination and Planning within the Specialised Centres

Action 6.1 Identify and establish an appropriate structure for local economic development – SHORT-MEDIUM. Council currently has an Internal Economic Working Group which supports the efforts of the BEC, Tourism Committee and local Chambers. This approach or other models should be assessed given the scope of this economic development strategy. There are many models for managing economic development activities by Councils. These range from a dedicated economic development officer to corporate wide responsibility for actions. 'Board' structures vary as well. An Economic Development Committee with industry representation and leadership, through to small task based Council officer or business groups (with a limited life) may be established to manage and monitor progress. Council will need to identify and establish an appropriate structure to implement the actions in this strategy.

Action 6.2 Continue to work with the State government and Botany Bay Council – ON-GOING

This is particularly relevant to the management and coordination of land uses and economic activity in the Port and Environs Specialised Centre. Key issues that require or would benefit from a coordinated approach across LGA boundaries include:

- monitoring demand and supply of land for the full range of economic activities within the specialised centre;
- consistent planning controls across the specialised centre;
- traffic management; and
- development of approaches to the management of interfaces between residential areas and non-residential land uses.



Action 6.3 Continue to work and build relations with adjoining Eastern Suburbs councils – ON-GOING

With the release of the draft Subregional Strategies there is an increasing focus on planning at a subregional level. As such, there are opportunities for Randwick Council to work with adjacent Councils to approach strategic planning with a broader perspective.

As well as the port and industry management issues requiring liaison with Botany Bay Council, Randwick has many beach and tourism management issues in common with Waverley Council and approaches and lessons could be shared with them.

There is much to gain from working in cooperation on matters of regional economic development. For example, branding and promotional material may be developed in conjunction with adjacent LGAs to ensure the complementary aspects of each area are promoted. Co-ordination between local Councils may also provide a platform for lobbying State Government if necessary.

Monitoring and Evaluation

Monitoring and evaluation is an important part of any strategy. Council should seek to evaluate the success of any initiatives which have been put in place. The process of monitoring and evaluation will inform any future reviews of employment lands and economic development strategies.

Action 6.4 Undertake regular reporting on economic initiatives and implementation of the Strategy – ON-GOING. Progress reports are necessary to build confidence in strategy and policy work and to identify the need for changes in direction.

Action 6.5 Council to consider undertaking a regular business survey - MEDIUM. This could be a brief survey undertaken annually to provide an understanding of key issues

facing businesses and provide an opportunity for Council to monitor the results of any new initiatives. The sorts of issues that could be covered in the business survey include, for example:

- Labour force issues;
- Infrastructure issues;
- Governance (Council-specific) issues;
- Identified opportunities for growth;
- Broader (State or national) trends and influences affecting business development;
- Perceptions of expected business growth or decline over the next 12 months;
- Overall levels of business confidence (and change); and
- Other issues which may be raised by businesses, which in turn can then be incorporated in future surveys.

Action 6.6 Review and update the economic strategy every five years, including monitoring employment data and growth against state employment targets – MEDIUM THEN ON-GOING. As part of regular economic strategy reviews Council should seek to monitor new data as it becomes available and track the nature, and change, of employment (and unemployment) within the LGA. Council should track employment growth in the Randwick LGA against its jobs target. New data, as it becomes available, should inform Council's investment prospectus material.

5 Supporting Economic Development Through Other Council Initiatives

Council undertakes many other initiatives which impact on economic development. Initiatives to support economic development have been identified in Council's activities of:

- Preparing a comprehensive LEP (particularly as it affects the town centres, industrial areas and for home based business);
- Preparing a plan for the Education and Health precinct;
- Traffic and transport planning.

5.1 Initiatives for the Comprehensive LEP / DCP

5.1.1 Town Centres

This strategy recognises the different roles of centres within the LGA and seeks to strengthen these existing roles and specialisations that have developed given the nature of economic activity in each centre and location, size and market potential.

Developing a distinct role for Local Villages and Neighbourhood Centres and protect their street-based character

Initiative 1.1 Plan for a 'fine grain' of retail and commercial development, (that is, maximising the number of tenancies within a retail strip or centre) to promote the vibrancy and viability of smaller centres. One of the characteristics that sets traditional shopping strips apart from many 'big box' retail shopping facilities is the finer grain of the former (and resulting concentration of retail and other services) as opposed to the more coarse grain of the latter. Whilst consolidation might be desirable to facilitate the redevelopment of sites, fine grain can be maintained through planning controls that establish a maximum width of individual tenancies at the street frontage.

Initiative 1.2 Increase residential densities in the immediate vicinity of existing centres to support the viability of centres and public transport. This will require an adjustment to:

- Local zoning controls;
- Shop-top provisions (to encourage residential);
- Parking controls; and
- Pedestrian and cycling facilities.

Initiative 1.3 Promote a complementary business mix in smaller centres to support successful neighbourhood hubs. Work with the Chambers of Commerce and established businesses and property owners to publicise opportunities and attract the 'right' uses and to brand the centres (in light of their catchments and typology) while promoting innovation and start-up business, particularly in those centres that are well-placed to expand.

Planning for growth in Coastal Centres

Initiative 1.4 Plan for increased visitor numbers to the coastal centres and support associated uses. Historical trends suggest growth in visitor numbers is highly likely and forward-planning would help to ensure that the character of individual centres is protected as this occurs. A limited expansion of the commercially zoned area should be explored for Coogee, Maroubra and La Perouse, to ensure supply of services and facilities for both visitors and residents.

Improving amenity in Maroubra Junction

Initiative 1.5 Plan for increased residential population and associated amenity in Maroubra Junction. With its designation as a Major Centre in the draft East Subregional Subregional Strategy, Maroubra Junction is well positioned to support increased residential densities and associated retail and commercial services. Increased residential population in the Junction, and broader area, requires commensurate improvements in amenity of the centre, including the provision of public spaces (including green space), access to open space, and adequate public transport

Initiative 1.6 Ensure the retention of 'fine grained' ground floor to ensure an active and vibrant public domain. Where permitting site amalgamations to facilitate redevelopment and intensification is desirable, controls on the maximum width of tenancy at the street frontage should be implemented (e.g. 6 metres).

5.1.2 Industrial Area

Strategies for the future management of the industrial land in the Randwick LGA need to:

- ensure adequate land is available for the likely expansion of port-related activities;
- ensure appropriate locations remain available for urban services and local light industries that are critical to the local and subregional economy;
- provide certainty with clear land uses zones and development controls;
- mitigate potential negative impacts on residents; and
- improve governance arrangements for the Port and Environs Specialised Centre.

Protecting land for growth of the Specialised Centre

Initiative 1.7 Restrict further subdivision and/or strata titling of larger lots in the industrial lands (in the areas with port or heavy industry uses) to prevent further fragmentation (see 'Economic Activity Study' for further detail). A legislated restriction to "port-related" activity is not recommended, as this broader intention would be difficult to specify and would probably create uncertainty amongst land users. In any case, if appropriate supply characteristics (principally minimum lot sizes) are protected, market forces should ensure port-related activity continues to dominate.

Initiative 1.8 Work with the State Government and other landowners to assist users under pressure to relocate for port-related uses. Non-port-related activities that are in close proximity to the port are likely to be under increasing pressure in the medium to long term to relocate to make land available for port-related uses.

Initiative 1.9 Retain existing precincts within small lots and strata tenancies for local light industries and smaller-scale port-related activities. Bulky goods retail and any other retail activity should be prohibited from these areas as they are likely to displace existing land uses. The triangle of industrial land between Perry Street, Beauchamp Road and Denison Street should be preserved as a local light industrial precinct. The unfinished strip of Denison Road could be converted into public domain or a park for nearby workers.



Initiative 1.10 Promote development principles and strategies to manage interfaces between industrial and residential areas. In particular, encourage higher-impact activities to be located and oriented away from boundaries with residentially zoned land.



5.1.3 Home-based business

In recent years, there has been a general increase in home-based employment and the amenities and generally good access from the LGA to the Sydney CBD and other key employment nodes in inner and eastern Sydney make it a highly attractive location for this form of economic activity. Planning controls should be sympathetic to low impact home based business operations.

Initiative 1.11 Ensure planning controls allow for Home Based Work and Home Based Business in areas with high levels of amenity. In terms of facilitating home based work, 'home occupation' and/ or 'home business' should be permissible in the appropriate residential areas. Any efforts to encourage home based businesses should also encompass supporting the provision of support services within existing centres.

5.2 Principles for the Education and Health Specialised Centre

The following planning principles have been developed to strengthen the economic activity in the Education and Health Specialised Centre. Many of the principles are illustrated in Figure 5.

Integrating the public domain and improving public open space

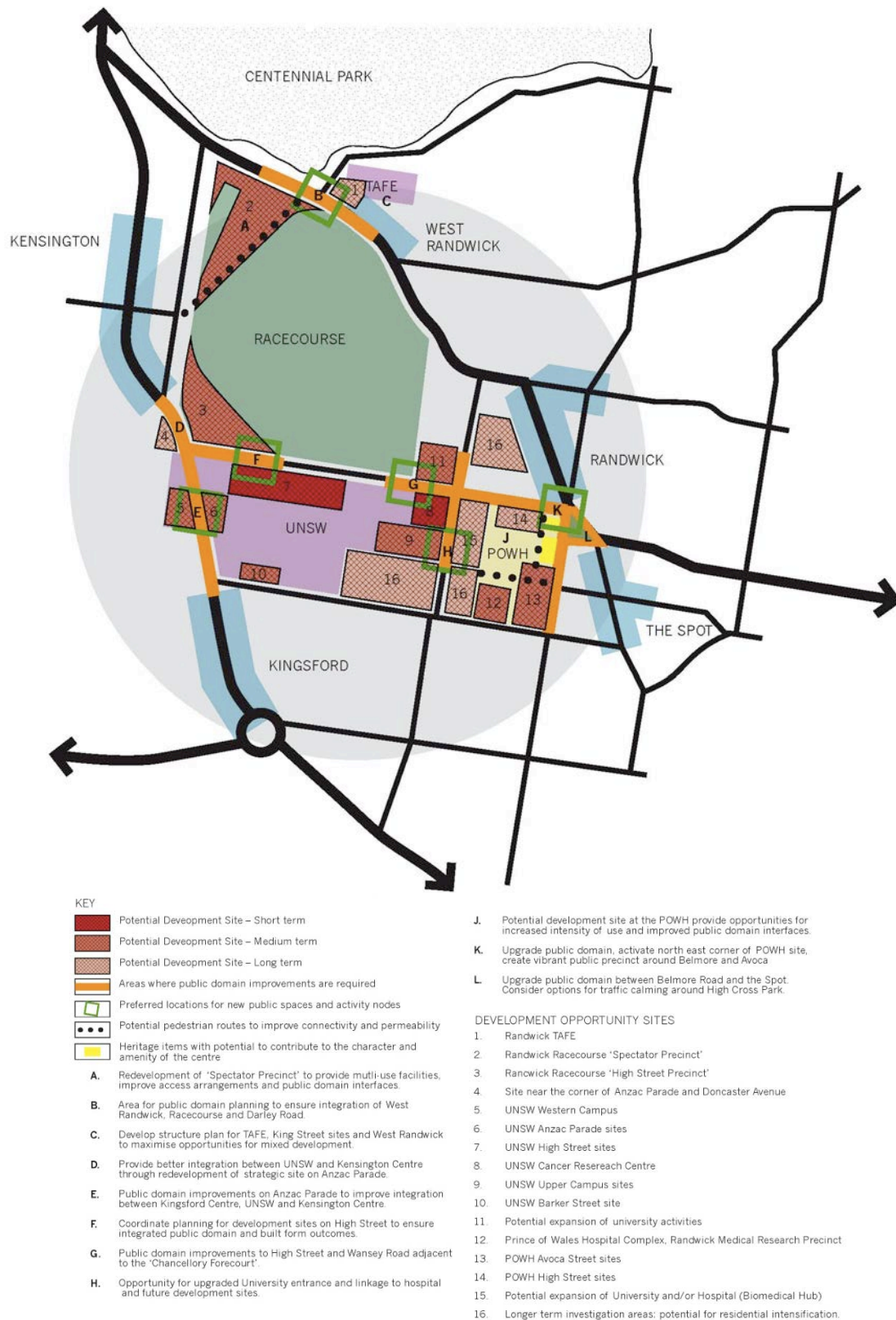
Initiative 2.1 Develop a public domain plan for the Randwick Health and Education Specialised Centre. Key issues for consideration include:

- coordination of public domain design across the Specialised Centre;
- improving quality of public domain areas between town centre and major institutions;
- identification of opportunities to upgrade existing, or provide new small public and local, open space (particularly through the development of larger sites) ideally corresponding with transport nodes and/or the locations of active uses.
- identification of opportunities for public art;
- coordination of signage and way-finding;
- street trees and planting ;
- materials and street furniture; and
- a signage strategy.

Initiative 2.2 Extend public domain planning to West Randwick including Alison Road, Darley Road and the Racecourse 'Spectator Precinct'.

Detailed planning for opportunity sites

Initiative 2.3 Develop design principles for key development opportunity sites, including where appropriate, more detailed controls to inform future land use planning and urban design outcomes (see Figure 5).

Figure 5. Education and Health Specialised Centre – Strategies

Source: SGS

Public Transport

Initiative 2.4 Investigate options for a local transport loop within the Education and Health Specialised Centre.

This would build on the UNSW's existing security shuttle-bus service.

Initiative 2.5 Investigate options for future mass transit and stations. Investigate key potential sites such as the corner of Anzac Parade and High Street, around Eurimbla Street and at Randwick Junction.

Working with Major Landholders and Institutions

Initiative 2.6 Encourage, or work with, the University of New South Wales to:

- Increase student housing on or near campus;
- Improve address to public streets and legibility of campus entries; and
- Improve external public domain quality, particularly to those streets that are major pedestrian routes, such as Anzac Parade, High Street and Botany Street.

Initiative 2.7 Encourage, or work with, the Prince of Wales Hospital Complex to:

- Increase residential accommodation on or near the hospital site for key support workers;
- Pursue intensification of medical research and related activities;
- Investigate opportunities for retail and commercial development and examine other opportunities for activity hubs that combine open spaces and retail facilities to improve amenity for workers and visitors;
- Improve legibility of hospital entries and provide clear and direct connections through the site;
- 'Open up' the north eastern corner of the site, making heritage buildings a key feature and investigate opportunities for giving this area a more public feel; and
- Complete a master plan to identify future space demands for the hospitals complex and opportunity sites in more detail.

Initiative 2.8 Encourage, or work with, the Australian Jockey Club to expand development and utilisation of Randwick Racecourse:

- Pursue intensification of uses, particularly where development can provide mutual benefit for the racecourse and the university, hospital and/or Council;
- Improve address to public streets and legibility of racecourse entries;
- Encourage redevelopment of the grandstand areas and main event spaces (the 'Spectator Precinct') to provide contemporary multi-use facilities;
- Enhance and separate access arrangements for pedestrians, public transport and service vehicles;
- Investigate opportunities for the use of 'in field' areas for sporting and recreation facilities;
- Investigate opportunities for redevelopment of the south-west corner of the racecourse grounds (the 'High Street Precinct'). This location has the potential to

accommodate a major public transport node and interchange between light rail or metro rail and bus services. As such it is important that potential for future public transport is resolved before major redevelopment is considered in this location. This area is large enough to accommodate a range of compatible uses and master planning of the precinct is recommended to ensure appropriate built form outcomes, suitable mix and location of uses, activation of public domain areas and appropriate integration with existing centres (at Kensington for example), UNSW and Randwick Racecourse and public transport facilities.

Initiative 2.9 Investigate opportunities to develop Randwick West. Encourage Redevelopment of the TAFE site, the 'opening up' of the northern edge of the Randwick Racecourse, and intensification of development on the northern commercial side of Alison Road. This could significantly alter the character and role of this small centre at West Randwick. Of particular benefit is the fact that it has excellent access to major open space, with Centennial Park located a few hundred metres away. Develop a structure plan for this area, adjacent sites on King Street and the West Randwick centre to guide the mix of uses, built form and access arrangements.



Initiative 2.10 Work to establish a Randwick Education and Health Specialised Centre Development Group. This would involve:

- Department of Planning;
- Department of State and Regional Development;
- Department of Transport;
- Randwick City Council;
- UNSW;
- Randwick Hospitals; and
- Randwick Racecourse.

Ideally the State Government should lead such a group. Issues that should be considered by such a group include:

Economic development

- Are the research agendas of UNSW and specialties of the hospitals sufficiently aligned for maximising health outcomes and economic opportunities?
- What relationships between stakeholders in the precinct should be brokered to enhance economic opportunities?
- What would the net economic benefits be of a staged purchase and development of land between the UNSW and hospital as a bio-tech hub or some other use?
- What additional activities should be targeted or attracted to the area to boost the education and health cluster?
- What role can the racecourse land play in economic development?
- Are there joint marketing and branding initiatives that could be developed?

Accommodation needs

- How significant is the collective excess demand for short and long-term accommodation around the centre?
- Is there a dearth of aged housing in close proximity to the Hospitals?
- How significant is the collective excess demand for affordable accommodation – for students at UNSW and staff at the Hospitals – around the centre?
- What are the potential remedies?

Transport links

- Where might future transport nodes best be positioned?
- Is there a potential to expand the existing UNSW shuttle bus service to be jointly-run service? Could extending the coverage and operating hours help to link the centre to areas where there is more affordable housing?

Local amenity

- How best could open space and pedestrian links be improved to support more interaction between the institutions and adjacent centres?

Regular consultation with the Chambers of Commerce, Centennial Park and Moore Park Trust and Randwick City Tourism, Precinct Committees that are integrated with the Health and Education Specialised Centre should also be undertaken.

5.3 Initiatives to support Transport Planning

Improving transport services and infrastructure

Initiative 3.1 Review the locations and design of existing public transport nodes.

It is preferable that interchanges and transport nodes be co-located with small open spaces and/or retail facilities or other active uses.

Initiative 3.2. Coordinate future traffic management and parking provision with major institutions.

This would enhance efficient provision of parking facilities and minimise the potential for traffic congestion.

Initiative 3.3 Improve strategic traffic controls. - Randwick centre in particular could be protected from the worst impacts of through traffic (e.g. calm Belmore Road, encourage through traffic on Avoca Street).

Initiative 3.4 Extend local community based public transport. For example, the 'pumpkin' bus service could be extended to town centres/events, and the beach-runner bus to connect with Waverley.

Initiative 3.5 Continue to support Car Sharing Schemes. This could include providing car share car spaces within 'in-centre' Council carparks or liaising with commercial establishments with private car parking to provide a car share space or spaces.

Influence Travel Behaviour

Initiative 3.6 Encourage a shift in modal split of visitors to coastal centres through parking policies. The relative management of parking versus public transport provision and use needs further consideration. Shorter term parking restrictions in core activity areas needs to be combined with advocacy for more effective public transport and improved walking and cycling connections.

Initiative 3.7 Encourage motor scooter culture. Clearly marked Parking should be provided within centres and on mainstreets close to cafes and other food retailing.

Initiative 3.8 Promote existing bike paths to increase awareness and encourage a shift to active transport. This should be undertaken in conjunction with Randwick City Tourism to provide bike paths that link important tourist destinations throughout the LGA with facilities for bike parking at all destinations.