ECONOMIC DEVELOPMENT STRATEGIC PLAN

for the Burwood Council Area

Prepared by the Economic Development Unit
Burwood Council

November 2000

BURWOOD COUNCIL

heritage ∎ progress ∎ pride

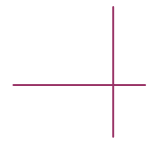# ECONOMIC DEVELOPMENT STRATEGIC PLAN
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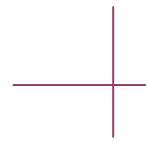November 2000

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EXECUTIVE SUMMARY

In early 2000 Burwood Council resolved to prepare an Economic Development Strategic Plan for the Burwood Council area. A Community Steering Committee was formed with representation from the major local industry sectors and developed and endorsed the Economic Development Strategic Plan's Key Result Areas, Mission Statement and Strategies.

Burwood's Economic Development Strategic Plan was adopted by Council on 28 November 2000.

Mission Statement

As part of this Economic Development Plan a Mission Statement was developed:

> *"Burwood Council will support and encourage economic activity and employment opportunities whilst maintaining a quality residential environment."*

Economic Development Programme

On examining the competitive advantages and opportunities of the Burwood Area a number of influencing factors were discussed. Arising from these, four Key Result Areas were selected viz.:

- **Retain and Strengthen Key Industry Sectors** – nurturing existing and existing new businesses.

- **Small Business Support** – economic development assistance to small business.

- **Land Use Planning and Amenity** – land use planning initiatives to promote economic development.

- **Organisation Development** – creation and streamlining of internal processes and marketing and promotion of the benefits of investing in Burwood.

The Economic Development Strategic Plan is made up of 22 individual strategies under the four Key Result Areas. The Key Result Area of Organisation Development is seen as being of paramount importance to establish the strategic and physical infrastructure required to implement a number of the other strategies. Of the strategies identified as having a high priority, the creation and management of a database of businesses is seen as a very important and immediate strategy.

SUMMARY OF ENVIRONMENTAL SCENARIO

As part of the process of development of this Economic Development Strategic Plan, an Environmental Scenario was also prepared giving a background as to the economic, demographic, social and physical environment in Burwood. This section provides a brief summary of the Environmental Scenario.

external

ECONOMIC STRUCTURE

The Burwood LGA boasts more than 1850 businesses in a wide range of sectors, the majority of which are small businesses. The major industry sectors present in the area are property & business services (including major employers in the Information Technology & Telecommunications (IT&T) sector), retail trade, the health sector and the education sector. The Burwood area, particularly the Burwood Town Centre, also boasts a growing restaurant/café sector.

The Property and Business Services category accounts for the greatest number of business locations in the Burwood Council area, followed by retail trade and health and community services.

Shopfront retailing is mainly concentrated in the Burwood Town Centre and in particular two major shopping centres, Westfield Burwood (reopened in mid-2000 after rebuilding) and Burwood Plaza that together act as bipolar retail magnets north and south of the Burwood railway station. Other retail areas are Strathfield Town Centre, Croydon, Enfield, Burwood Heights and Georges River Road, Croydon Park.

It is evident that there are a significant number of health businesses operating in the Burwood area including hospitals, general practitioners, specialist doctors (e.g. dentists, optometrists etc.), and associated medical support services.

There is also a significant education sector in the Burwood Council area with 3 private Girls' Schools, 4 State Primary Schools, 1 private Primary School, 1 State High School and the TAFE Open Training and Education Network (OTEN), as well as some private adult educational establishments.

The Burwood area also has a small manufacturing sector and a motor vehicle sector concentrated on Parramatta Road.

It has been recognised that the Burwood area has tourism opportunities in that there is potential to increase visits to the area from the Sydney Region and further afield. The LGA has potential as an up-market retail centre, a sub-regional shopping centre, a café society, and as a base for a "take a stroll" promotion.

Burwood's resident labour force numbered 12,857 persons (ABS Census, 1996) with the main industries being retail trade (11.8 per cent), property & business services (11.6 per cent), health and community services (10.7 per cent), and manufacturing (10.0 per cent). According to these figures, 7.7 per cent of the labour force is unemployed. There is also a strong correlation between the skills of Burwood's resident labour force and the types of industries present in the Burwood area.

Journey to work figures (1996 Census) show 13,139 trips to and 11,880 trips from the Burwood LGA. 12.3 per cent of trips to Burwood originate in Burwood (representing 13.6 per cent of trips from Burwood). Burwood's resident labour force generally travels shorter distances to work than commuters who work in Burwood.

The current economic environment, while not as strong as in recent years, still provides a reasonably sound setting for increased development in the Sydney and, therefore, Burwood LGA.

STATE GOVERNMENT POLICY AS AFFECTING BURWOOD

There are a number of Government policies that affect the planning and environmental decisions in the Burwood LGA and the overall aims and key planning principles that oversee these policies are:

- to create an overall compact urban structure with greater housing choice;
- to create opportunities for employment and business growth in areas of good public transport accessibility;
- to increase opportunities for public transport use to contain growth of travel demand;
- to improve the design and quality of the built environment through urban design;
- to protect and improve the natural and cultural environments; and
- to manage the planning system to maximise consultation and encourage investment, job creation and business confidence.

Specific Government initiatives are:

- **Job and business opportunity strategies** which look at issues such as tourism, approvals processes, certainty for business, facilitating innovation, and greater investment in centres.
- **Work Strategy** including assistance to jobs growth, improvement of transport infrastructure and services, and improved planning processes.
- **Land usage and transport system** including 'Action for Air' targets, discouragement of vehicle usage, and improvement of public transport systems.
- **Access strategy of government** including rail corridors and improved road and freight services.
- **Travel demands and transport choice** including support of mixed use centres with higher density along public transport corridors, increasing housing opportunities in inner and middle ring suburbs that have greater job numbers, and concentration of large traffic-generating land uses into high transport accessibility areas.
- **Government partnership and leadership** including partnership programs such as the Urban Improvement Program, more effective regional planning procedures, 'whole of Government' approach, and response to new issues to ensure sustainable environmental management.
- **Housing location and choice** including encouragement of housing in the inner-established areas, affordable housing schemes and better urban design outcomes.
- **Housing strategy of government** including greater housing in the inner and middle-ring areas as a priority, and greater accessibility of new housing residents to public transport, jobs and services.

Other initiatives by Government based on demography and population change are:

- containing the expansion of the metropolitan area by greater housing variety and better access to jobs and services; and
- the trend of increased car ownership is unsustainable: aim to achieve zero growth in vehicle kilometres travelled by 2001 (Action for Air).

DEMOGRAPHIC DIVERSITY

Burwood's population is currently estimated at 30, 345 and trends have indicated a declining growth rate. Population projection figures predict a medium growth rate reaching approximately 31,500 by 2011 and 32,900 by 2021.

The Burwood LGA supports an ethnically diverse population with nearly half the residents from a non-English speaking country. Over 14,000 residents of the area speak a language other than English, with a significant proportion of the population reporting poor English proficiency. Burwood is the third largest

The population of the Burwood LGA is generally ageing with the age structure showing a higher proportion (than NSW average) of persons aged 65 and over and a lower proportion of 19 year olds and under.

There are nearly 7,000 families in the Burwood LGA according to 1996 Census data. Two parent families with dependent children is the dominant family type (nearly one-quarter of all families). Most families with dependent children (15 years or under and a full-time student) have a single child only.

There is a high rate of home ownership in the Burwood LGA with 45.4 per cent of total occupied dwellings owned, compared with the NSW average of 42.3 per cent and the Sydney Statistical Division of 40.5 per cent. However, a high proportion of Burwood residents from non-English speaking backgrounds, particularly new arrivals, live in rental accommodation.

There are double the numbers of Burwood residents attending a non-government school (4,823 enrolments – 1998) as compared to a government school (2,429 enrolments – 1998). There were also more than 4,000 persons attending an educational institution such as a secondary school, TAFE or tertiary/university.

Burwood has a higher proportion of moderate weekly income earners than the Sydney average with 46.9 per cent of people aged 15 and over having a weekly individual income of between $0 and $299. The average household in the Burwood LGA has a weekly household income of between $800 and $999.

STRATEGIC INFRASTRUCTURE AND LIVABILITY

Burwood is strategically located approximately mid-way between the Sydney CBD and the commercial and retail centre of Parramatta. The Burwood Town Centre is a commercial and retail hub, recently boosted by revitalisation works and a new Westfield Shoppingtown, and supported by surrounding suburban shopping centres.

Burwood enjoys good road access to the east (including Sydney CBD, Sydney Airport and Port Botany), to the west towards Parramatta and inland New South Wales, the southern and south-western suburbs and to Wollongong and Melbourne and the northern suburbs and Newcastle. The Hume Highway provides access to Sydney's south-western suburbs and to Melbourne and access to the southern suburbs and Wollongong is also available via the Southern Freeway.

Burwood is located on the main western railway line. Direct access by train to the Sydney CBD and Parramatta as well as Blacktown, Richmond, inland New South Wales, Sydney's northern suburbs and the North Coast is available from Burwood. Planned improvements to the rail system include a direct heavy rail link to Burwood/Strathfield from Hurstville in the south and improvements to Burwood Station.

There is an extensive bus system operating in the Burwood area with 17 different bus routes providing access to all parts of Sydney. Regional bus links between Burwood and Bondi Junction via Rockdale provides a direct link to Sydney Airport. Travel times on bus services are being reduced by the development of rapid "Bus Only Transitways" on regional roads.

INTERNAL SCAN

To support the provision of economic development services, Burwood Council must provide technical support in the areas of Data Base/Library, IT Hardware and Software, and Human Resources.

An interim Business Development Unit has been set up within Council to develop and oversee the implementation of this plan.

Council is in a strong position to develop a marketing profile of the Burwood area as a municipality with strong investment opportunities in the fields of retailing, property and business services and the health and education sectors. An image/theme needs to be developed to effectively market the competitive advantages of the Burwood Council area and the Economic Development Strategic Plan.

Mission Statement
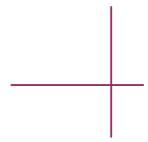
MISSION STATEMENT

"Burwood Council will endeavour to support and encourage economic activity and employment opportunities whilst maintaining a quality residential environment."

Economic Development Programme

ECONOMIC DEVELOPMENT PROGRAMME

On examining the competitive advantages and opportunities of the Burwood Area, a number of factors influencing economic development were discussed. These included strengthening and retaining existing business, encouraging new businesses, small business support, land use restructure, attraction of new investment, employment programmes/skills development, hospitality and tourism, and image and identity.

Four Key Result Areas were selected because of their relevance to Burwood business and the interests of the local business community. The Key Result Areas are:

- Retain and Strengthen Key Industry Sectors
  - ▷ retain existing businesses
  - ▷ encourage new businesses
  - ▷ promote visits to the Burwood area

- Small Business Support

- Land Use Planning and Amenity

- Organisation Development
  - ▷ marketing and promotion/image & identity
  - ▷ corporate support

Retain and Strengthen Key Industry Sectors aims to nurture existing businesses in the area.

Small Business Support aims to offer particular economic development assistance to small business, which makes up the majority of business in the Burwood area.
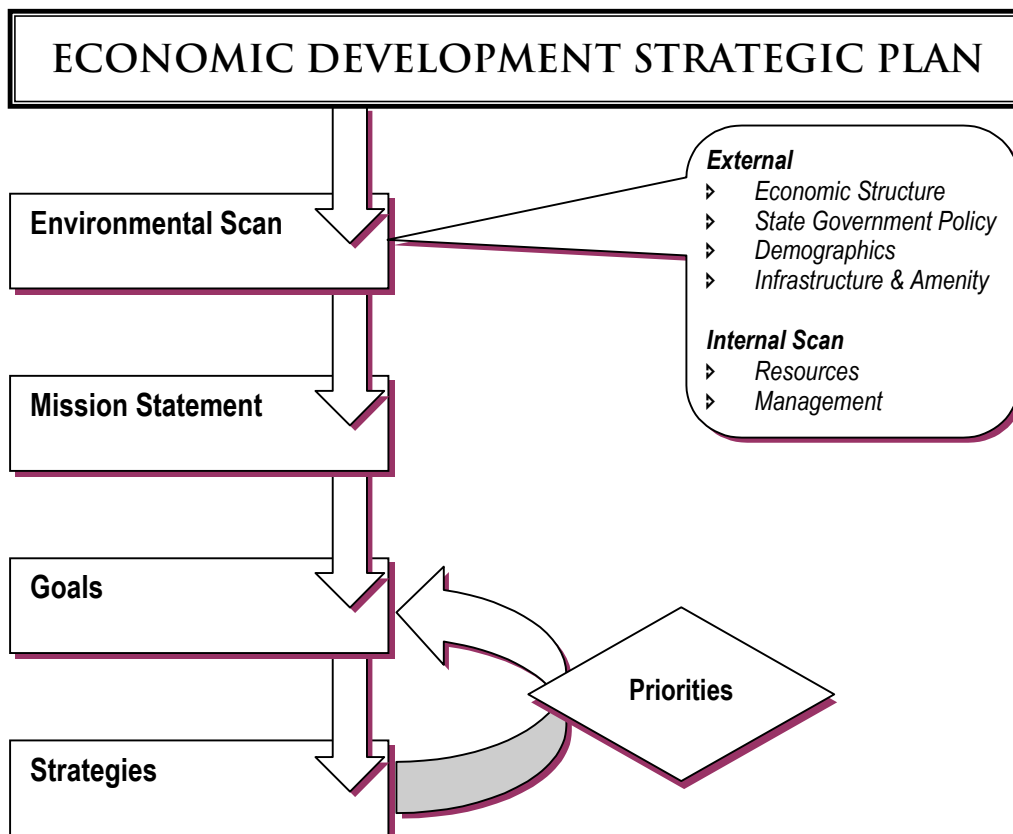
Land Use Planning and Amenity aims to implement land use planning initiatives to promote economic development in the Burwood Council area.
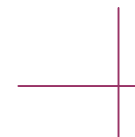
Organisation Development aims to create and streamline internal processes to enable economic development initiatives to be put into place. This Key Result Area has been identified as the immediate priority in setting up an Economic Development Strategic Plan for the Burwood Council area.

The Economic Development Strategic Plan on the following pages sets out the strategies, the advantages of each strategy, priorities (i.e. high, moderate, and low) and indicative time frames (shown in financial year time blocks). Strategies range from immediate (2000-2001) to 2004-2005.

Of the strategies identified as having a high priority, the creation and management of a database of businesses is seen as a very important and immediate strategy. As a starting point, this database would contain information about local businesses including employee numbers, length of time established in Burwood, and contact details.

A summary of the process that was followed in preparing and developing the Economic Development Strategic Plan is indicated in the flowchart below.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

Environmental Scan

External
- Economic Structure
- State Government Policy
- Demographics
- Infrastructure & Amenity

Internal Scan
- Resources
- Management

Mission Statement

Goals

Strategies

Priorities

RETAIN AND STRENGTHEN KEY INDUSTRY SECTORS

Goal

To provide the support and assistance necessary for the retention and expansion of Key Industry Sectors.

Outcome 1: Retain Existing Businesses

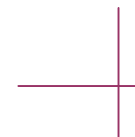| STRATEGIES	ADVANTAGES	PRIORITY	TIME FRAME
Formulate specific business development strategies for key industry sectors e.g. information on industry structures, economic trends, monitoring of best practice from local and overseas sources.	▪ Helps to encourage strong growth in existing business sectors.	High	01/02
Ensure key Council departments can provide timely information on business development opportunities.	▪ Cost effective ▪ Instantaneous	High	00/01
Investigate a business incentives package (financial/ non-financial) to retain existing businesses e.g. awards programme.	▪ Raising the profile of Burwood ▪ Cost effective	High	01/02
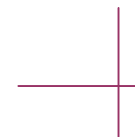
Outcome 2: Encourage New Businesses

STRATEGIES	ADVANTAGES	PRIORITY	TIME FRAME
Investigate a business incentive package to attract new investment.	▪ Raising the profile of Burwood ▪ Cost effective	High	01/02
Investigate 'sister city' business relations opportunities.	▪ Builds business network with other centres/countries	Low	03/04

Outcome 3: Promote Visits to the Burwood Area

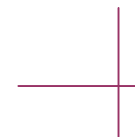| STRATEGIES	ADVANTAGES	PRIORITY	TIME FRAME
Commitment to promote and expand on GROW's "Discovering the Inner West's Tourism Potential" project.	▪ Cost effective but benefits not so obvious	Moderate	Dependent on GROW project
Investigate an ongoing programme of festivals and live entertainment.	▪ Putting Burwood 'on the map' ▪ Relatively cost effective	Moderate/High	01/02

SMALL BUSINESS SUPPORT

Goal

To provide the support necessary for the retention and expansion of small business.

| STRATEGIES	ADVANTAGES	PRIORITY	TIME FRAME
Business communication e.g. business breakfasts, trade displays, newsletters.	▪ Networking between businesses and with Council	High	01/02
Develop, monitor and make available data on small business economic/financial trends and training support opportunities.	▪ Cost effective ▪ Good promotional tool	Moderate	02/03
Identification of training needs and business support advice (i.e. marketing shopfront) of small business and liaison with OTEN to provide suitable training for small business.	▪ Cost effective ▪ Increases local skills base ▪ Opportunity to promote local businesses by bringing people into the area for training	Moderate	02/03

LAND USE PLANNING AND AMENITY

Goal

To implement the land use planning initiatives necessary to generate economic growth and employment opportunities.

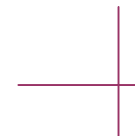| STRATEGIES	ADVANTAGES	PRIORITY	TIME FRAME
Identify and compile an inventory of available sites and floorspace that could be redeveloped for job creation purposes.	▪ Easy reference	High	00/01
Shopping Centre Revitalisation Programme e.g. urban design, capital works, traffic and parking, security, town planning controls.	▪ Improvement of aesthetic value of Town Centres ▪ Increases community & business safety ▪ Increases business amenity	High (underway)	00/01 – 04/05
Lobby the State Government for the redevelopment of railway land around the 3 railway stations in Burwood LGA.	▪ Cost effective if outcomes result	High	on-going
Identification of opportunities in other centres (e.g. Croydon, Enfield) for business programmes.	▪ Boost for other centres	Moderate	02/03
Identification of potential outcomes from Parramatta Road 2000 study.	▪ Cost effective as study already undertaken	Moderate	Dependent on IMROC
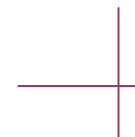
ORGANISATION DEVELOPMENT

Goal

To introduce the necessary marketing/promotional and corporate infrastructure initiatives required to promote the business and employment opportunities.

Outcome 1: Marketing and Promotion / Image & Identity

| STRATEGIES	ADVANTAGES	PRIORITY	TIME FRAME
Setting up of web site to increase accessibility to information/promotion.	▪ Accessibility to information	High	00/01 – 01/02
Undertake market research to identify stakeholder perceptions of the Burwood economy.	▪ Immediate results ▪ Cost effective ▪ Database information	Moderate	00/01
Ensure that Burwood's economic development plan has an evocative theme that represents its services/products.	▪ Recognition (instant) ▪ Identity for marketing purposes	High	00/01
Introduce appropriate promotional initiatives e.g. 'Investing in Burwood' Kit, brochures.	▪ Raising the profile of Burwood ▪ Cost effective introduction	High	01/02

Outcome 2: Corporate Support

STRATEGIES	ADVANTAGES	PRIORITY	TIME FRAME
Ensure that an appropriate customer contact process is established to administer customer enquiries and to market Burwood's investment opportunities.	▪ Cost effective	High	00/01
Develop an organisational structure, staff relationships and reporting processes to streamline decision making and improve client service.	▪ Cost effective	High	00/01
Ensure that the necessary physical resources (data base, IT etc.) are provided to meet customer enquiries and facilitate research.	▪ Council as information provider	High	00/01 – 01/02
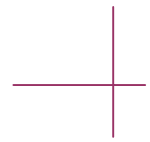
DEFINITIONS

Mission: A broad but focussed statement which describes the direction which the Council plans to take.

Goal: Broad aims.

Outcomes: Desired results.

Strategies: Actions necessary to achieve the outcomes of each goal area.
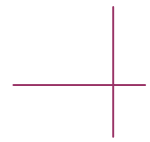
ABBREVIATIONS USED IN THIS PLAN

GROW   Growing Regional Opportunities for Work

IMROC   Inner Metropolitan Regional Organisation of Councils

LGA   Local Government Area