Economic Development Strategic Plan
Blacktown City 2013-2017
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Abbreviations used in this Plan

EDSP – Economic Development Strategic Plan
GFC – Global Financial Crisis
GDP – Gross Domestic Product
CBD – Central Business District
GWSBEC – Greater Western Sydney Business Enterprise Centre
DEEWR - Department of Education, Employment and Workplace Relations
WSROC – Western Sydney Regional Organisation of Councils
BREED – Blacktown Regional Employment Economic and Development Board (now just referred to as BREED)
NFP – Not for Profit
EMC – Executive Management Committee
ICT – Information, Communication and Technology

For more information

This strategy has been prepared for Blacktown City Council by its Council’s Economic Development Unit, contactable on (02) 9839 6233 © Blacktown City Council - June 2013
Introduction

Blacktown is an Emerging Regional City.

It has been undergoing significant change for many years. Its population growth is sustained and rapid, contributing to its present status as the most populated City in New South Wales, the fifth largest in Australia and has consistently remained one of the fastest growing regions in NSW.

It is the home of the North West Growth Centre, the most significant land redevelopment in Sydney. It is a focal point for urban development and planning to create thriving new communities. There is no better place to showcase urban development than Blacktown. Blacktown City has been the location of high quality new urban development for over 30 years.

With that, Council continues to make a major contribution through its own planning to accommodate Sydney’s growth. By 2036, an additional 94,000 dwellings will have been constructed, in both Greenfield and Brownfield locations. Blacktown’s role in accommodating Sydney’s growing population cannot be understated. Industry and government alike recognise its reputation as a leader in this area.

This growth and the urban development capacity of Blacktown present many opportunities. However, this is only part of the picture.

It is undeniable that managing population growth is a key issue not just for Blacktown but all of Sydney. The Western Sydney Region is home to 1.9 million people and contributes $85 billion annually to the NSW economy, more than Sydney’s CBD. Its population is projected to grow by a further million over the next twenty-five years, accounting for almost 60% of Sydney’s population growth during that time. Yet, the current spatial distribution of resources in Sydney is such that the long commuting times necessary for Western Sydney residents add to the cost of living, reduces family time, and affects productivity. The economic cost of this is estimated to rise, in terms of traffic congestion alone, from $4.6 billion a year in 2009 to $7.8 billion a year by 2020.

The consequences of the Global Financial Crisis (GFC) has compounded this challenge. The GFC brought much of the sustained prosperity of the developed world to a halt. Since then, governments everywhere have been forced to adopt conservative fiscal and monetary policies. This in turn has created uncertainty, and restricted spending and investment.

The proposition is therefore made that Sydney’s challenges can and will be resolved if action and investment is focused on Western Sydney. With that, this change in emphasis becomes Blacktown’s opportunity.
The 2013-2017 Economic Development Strategic Plan for Blacktown outlines how Council can focus its resources on growing the economic base of Blacktown and transforming it into a fully integrated place with all the offerings of a modern City - quality housing, diverse employment, culture, leisure and access to infrastructure and services.

Commitment to economic development is necessary for the overall well-being of people, to implement the NSW Metropolitan Plan for Sydney and in doing so stimulate the economy of New South Wales. Making Blacktown a powerhouse economy for the region is the goal of this Strategic Plan.

**Important facts**

**Managing Population Growth**

Blacktown City’s population in 2012 was 317,296, an increase of 23.7% since 2001.

**Need greater employment Diversity**

Blacktown’s economic competitiveness is hampered by an insufficient supply of knowledge-intensive industries in the LGA and also a supply of the required labour. The graph below partly highlights this issue. It shows the number of people in Blacktown employed in management and professional occupations is less when compared to the rest of Sydney.
An Economic Analysis of Blacktown LGA

Over the past five years, Blacktown City’s overall growth has accelerated at a higher faster rate than Sydney. Blacktown City is a place that represents an outstanding economic success. Unfortunately, its status in the hierarchy of centres, under the Sydney Metropolitan Plan, means its economic contribution to Western Sydney (by virtue of the Blacktown City Centre) has not been adequately recognised by government and the private sector.

Economic Structure

Population

Blacktown City is the largest and one of the fastest growing in Australia. Its current population is 317,000. Over the past five years, the population of Blacktown City has been growing at an average annual rate of 2.2%, significantly higher than the growth rates for the Sydney Region (1.6%) and New South Wales (1.4%) over the same period.

Industry sectors

The primary sectors that make up the City’s economy are in the areas of manufacturing, wholesale trade, and transport and logistics. Combined they represent 35.1% of the total Gross Regional Product (GRP). Other significant sectors include education and training, retail, services and finance/insurance services.

The manufacturing sector is a strength of the City. It makes up 18% of the City’s total GRP. This is significantly above the NSW State average of 10.6%. Over the past year, the growth in manufacturing, professional, and the technical services sectors (as a percentage of the total economy) has only increased marginally. However, this is still a significant achievement considering other parts of Sydney where growth in these sectors has declined.

The City’s economy is diversifying. Some sectors are showing considerable growth over the last 12 months. Those sectors that experienced high levels of annual growth in the City include Construction, an increase of 8.7%, Arts & Recreation Services, an increase of 4.3%, and Information Media & Telecommunications, an increase of 3.8%.
Economic Output

Based on the latest Census data, Blacktown City’s annual GRP is estimated to be $10.8 billion. This represents 3.9% of the economy of the Sydney Region. However, the important statistic is that over the last 5 years, the rate of growth has increased by 38.1% or 7.6% annually. This is only marginally less to the whole Sydney region that grew by 41.1% over the same period. However, in comparison to other local economies, Blacktown City has represented the largest increase in output. In the same period, The Hills GRP increase was 32.6%, Penrith 12.7%, and Parramatta 11.6%.

Labour Market

Blacktown’s growth results have been achieved despite a higher than average unemployment rate for the City. The current unemployment rate for the City is 6.8%, which is higher than the Sydney average of 5.1%. In comparison to other areas across Western Sydney, the area of unemployment or workforce participation is a major challenge, but has been historically. In the last 5 years, the City’s unemployment rate has fluctuated, largely because of the GFC. In the last year, the unemployment rate has decreased by 1% to be at its lowest level since June 2007.

Whilst this is positive, some caution needs to be taken in this statistic. Sometimes the underlying reason for a decrease in unemployment is actually that the number of people participating in work has decreased. This is due to people either retiring, choosing to pursuing education, or in some cases a person no longer receiving employment benefits despite not securing a job. The last description being the most concerning. However, in Blacktown’s case, the number of people in education has increased which offsets any reduction in the labour force.

Education

The people in our City are becoming more educated, which is important for supporting any local economy. This is indicated by the City having the largest number of full-time equivalent student enrolments in both government and non-government schools in NSW. This is to be expected when almost half our population is under the age of 30. There is also increasing evidence that our young people are progressing into further realms of education. Vocational training in the City has remained steady over the last five years at approximately 17%. However, University qualifications have dramatically increased by almost 47% since 2006. This trend is expected to continue.

Development

The average number of building approvals in Blacktown City over the past 5 years (up to 2011) is 1,558. The number of development approvals peaked in 2008 at 1,659 approvals, but since the GFC has decreased by approximately 10.7%. In terms of residential building approvals, Blacktown City produces over a quarter of the total number of new residential dwellings for greater Western Sydney each year. This trend has been consistent and will increase as more of the North West Growth Centre is rezoned and developed.
An additional advantage that the City has to other areas is its potential to be a place for commercial and capital markets. The City has 3,200 hectares of employment land in which over one-half is still to be developed. Furthermore, the Blacktown City Centre, in peak times is only 12 minutes by train to the Parramatta CBD. It has approximately 42,000sq.m of secondary office space, the majority of which is prime for redevelopment. The following illustration also indicates those key sites within the Blacktown City Centre that could facilitate an additional 70,000sq.m of commercial floor space.

The City’s economic profile shows how well the City is positioned to expand its industry base and to maximise the benefits of a growing population (including being a major supplier of labour for the Western Sydney Region). There are excellent signs that the City’s economic growth, as measured by GRP, will continue.
Important facts

A better educated community
University qualifications have dramatically increased by almost 47% since 2006. This is expected to continue.

Industries representation
The graph below shows the three industries that most Blacktown City residents work in - manufacturing, retail and health care. Blacktown in the future needs an even greater diversity of industries, particularly knowledge intensive industries and the capacity to supply those industries with local labour.
Competitive Advantages

The economic structure of Blacktown shows a City that is growing, maturing and is well positioned to become a place of significant investment and prosperity in the medium to long term. The following statistics highlight this.

**Growing City**

- Blacktown City has the largest population of any Local Government Area in New South Wales (Currently at 317,000 people). Anticipated to reach 500,000 by the year 2031.
- Blacktown City is a place of urban renewal (North West Growth Centre, new employment centres, draft Blacktown Local Environmental Plan 2013).
- This planning framework will double the amount of housing in the Local Government Area (+94,000) and increase net jobs by 45,000.
- Ongoing investment in new capital infrastructure, (Council’s annual capital work improvement program in 2011/2012 was $36,200,000. Since 2003, a total expenditure of $394 million.
- City is supported by core infrastructure in health, education, recreation, culture and leisure. More will come as population grows.

**Changing City**

- Blacktown City is youthful, with over half the population under 30 years of age.
- Blacktown’s population is culturally and linguistically diverse with over 176 countries and 169 languages represented within the community.
- 45% of the employed population in Blacktown City work within the Local Government Area. This is one of the highest rates in Greater Western Sydney.

**City well positioned**

- Blacktown City’s greatest advantage is its people. Having the largest local government area in NSW means, you have the makings of a labour force that can support a diversifying economy.
- Blacktown has almost 3200 hectares of employment land (50% developed) over 16 employment precincts and over 70 retail centres.
- Blacktown City is well serviced by public transport and unrivalled road access with the M4, M7 and M2 Motorways within or adjacent to the City.
Blacktown City is a great place to live, work and invest and should be on the radar of those in both government and the private sector. These facts provide a far more encouraging appraisal of the City’s prospects, as does the economic data which places the City in an excellent position despite the economic down turn.

**Challenges**

However, there are deficiencies in the City that need attention and strengthening. These are described below:

**Labour force constraints**

Our community is well positioned in terms of employability. With rapid population growth, increasing levels of educational attainment and good transport networks, there is an improving supply of diverse employees. However, as a diverse area there are still parts of Blacktown with socio-economic disadvantages. There are also migrant communities looking to enter the workforce. This is part of why Blacktown has a higher than average unemployment rate. This challenge should be viewed as an opportunity on the basis that despite our strong credentials as a major supplier of labour, many parts of it are still untapped. Our labour force advantage will be strengthened by influencing education and learning institutions to ensure over the coming generations that more people in our community are job ready, and are able to attract higher order employment.

**Diverse employment**

The three top employers of Blacktown residents are in Manufacturing, Health and Transport/Logistics. Part of the reason for why some residents choose to leave the area for employment is because of the lack of job diversity close to home. There is an employment gap in Blacktown. It relates to higher order commercial employment – or those service and knowledge sectors that both business and consumers rely upon. Such sectors include engineering, finance, property, administration, public relations, health, ICT, sales and business development etc.

**Public Transport - Intra-regional connections**

Public Transport investment is the single biggest issue affecting Western Sydney. If the job targets set in Metropolitan Development for Sydney, which requires 50% of all new jobs for Sydney to be located in Western Sydney, then substantial and ongoing public transport investment is essential.

For Blacktown City, the following infrastructure gaps need to be identified in the strategy:

- Further expansion and construction of the North West Rail Line (NWRL).
- Intra regional public transport to employment lands.
- The duplication of the Richmond/Blacktown Line rail line.
Changing manufacturing sector

Traditional industries like manufacturing represent 35.1% of the Blacktown GRP. Of all industries within Australia, the manufacturing sector is contracting. This is being caused by higher labour costs, the high value of our currency making export trade difficult, and rapidly changing technology. These factors are making it more difficult to produce goods in Australia. Therefore, manufacturing in Australia is undergoing significant structural change. The future of manufacturing will require businesses to elevate themselves into the higher elements of the supply chain. This means adding value through research, design and technology of products rather than producing them on shore. To do this, business who manufacture will need to be adaptable and willing to diversify their operations. Blacktown City Council is conscious of the challenges faced by the manufacturing industry and will look to explore opportunities to help facilitate a transition.

Important facts

Public Transport Commitment

The NSW Government has preserved a public transport corridor to connect Marsden Park to Norwest and Macquarie Park.

Niche industries

Blacktown’s Information Communication Technology (ICT) sector has grown to $139m, an increased by 3.8% since 2011. There are 261 ICT businesses in Blacktown. Most are small to medium businesses.
3

Strategy Summary

The Economic Development Strategic Plan (EDSP) is for a four (4) year timeframe spanning the current term of Council. The strategic analysis as depicted in Part 3 of this Strategy has provided a good understanding of the state of the Blacktown economy and the opportunities and the challenges faced. Outlined below is a course of action to set a direction to support the City’s economic growth and development.

Role of Economic Development in Local Government

It is now recognised that macroeconomic policies at the higher levels of government greatly affect local communities. For example, the restructuring of industry, driven by cost or technological advancement has created unemployment in some sectors. On the other hand, expansion of industry and the need to compete for more shares in global markets have created more skilled workers. These changes affect the micro economy made up of businesses and consumers, to adapt and change. They affect our wealth and consumption and can change the shape of our Cities and the way we live.

Therefore, to make a stronger economy depends on the performance of people and business. As the level of government closest to the people, local government is important for examining and advocating for the needs of their community to support economic growth.

To do this well requires local government to undertake a diagnostic of their area and be about to engage with their community about broader strategic issues and how it is affecting the economy. It then must be capable of influencing change that overcomes any identified economic barrier.

Economic development in local government is those processes that influence growth of an economy to enhance the economic well being of a community. It is measured by the extent to which it can influence confidence and overall well-being.
Strategy Vision

Council is responsible for making the City better for its community. This responsibility is all encompassing but a large part of making a City better, is to have a strong economic base.

Therefore, the vision for this EDSP is to pursue strategic economic opportunities and partnerships to facilitate growth of the local and regional economy.

To do that, Council commits to:

- **advocating** for those things that will stimulate investment in Blacktown,
- **promoting** its vision for the future,
- **partnering** with organisations to improve those parts of our local economy that need strengthening and,
- **supporting** small business.

Strategy Objectives

Objectives to underpin the strategy are as follows:

**Leadership**

(1) Council broaden its influence on matters of economics and regional strategic planning; in other words those things that are currently barriers to the City’s progress.

**People**

(2) To strengthen the local labour force, through influencing education and learning institutions.

**Diversity**

(3) To remain an attractive area for investment, and to create more higher order commercial employment – or those service and knowledge sectors that both business and consumers rely upon.

**Business**

(4) To create an environment that helps support and enable small business to grow.

**Infrastructure**

(5) To apply a sustained and long-term advocacy program to ensure public transport and other types of infrastructure are planned for and provided over the long term.
Important facts

Supporting small business
Council has partnered with NSW TAFE to deliver an e-Technology training program for business owners in Riverstone. A similar program is to be rolled out across the City.
4 Actions

The implementation of the EDSP is consistent with and is underpinned by Council’s Community Strategic Plan. As such, the EDSP provides the next level of detail for implementing economic development activities undertaken by Council.

The EDSP has been devised into three components:

- **Trigger Projects** - Listing of those projects that are included in the proposed Council 2030 vision document for which economic development has primary responsibility for delivering.

- **Cornerstone Projects** – Projects that over the next four years need to be completed as a minimum.

- **Economic Development Program** – Initiatives derived from the strategic objectives in this plan (which were informed by the draft community strategy plan) and that are to be undertaken over the next four years.

The EDSP deals with complex issues most of which will only see results in the long term. Therefore, the list of projects and initiatives are prepared having regard to the existing resources available to ensure that the EDSP remains practical and achievable.

Outlined below is each component of the strategy for implementation over the next four years. It is also essential for this strategic plan to be reviewed after that time.

**Trigger Projects**

Council’s proposed vision document - Blacktown City 2030 takes a pragmatic and practical approach for achieving its Vision. At the heart of the Vision is a set of Trigger Projects which will help to ensure that Blacktown City 2030 is delivered.

All trigger projects have an economic impact or benefit. It is expected that the Economic development Unit will contribute to all of them. However, in terms of governance, the Economic development Unit has ownership for delivering three trigger projects, they are:

**Motorsports Precinct**

The Blacktown Motor Sport Precinct is to be an internationally recognised cluster of motor sport facilities and related uses. The precinct brings together world leading businesses and motor sport facilities in a quality environment. The ambition is for the Motorsports Precinct to be Australia’s first destination for visitors, enthusiasts and businesses involved in Australian motor sport or related industry
Becoming a Regional City

Council’s aspiration is for the Blacktown City Centre to be recognised as a Regional City in the Metropolitan Plan for Sydney. This means the State Government has recognised the significant role of the Blacktown City Centre in terms of growth and creating employment. Regional City status will allow the Blacktown City Centre to grow and flourish. It would be viewed by others as having diversity, a range of quality jobs, commercial, retail, health, cultural, recreational, entertainment and lifestyle opportunities for the benefit of the Blacktown community and the Western Sydney Region.

Promoting the City

A sustained campaign to promote the City to business and development opportunities within the City is required, particularly the Blacktown CBD. This promotion seeks to show decision makers that Western Sydney and Blacktown is part of their future business planning and that the vision for Blacktown as created by Council complements their needs.

These projects have been long standing priorities of Council. They will continue to be so over the life of this strategy. These projects are cross-functional and will have their own project plans and initiatives.

The Motorsport Precinct and Promoting the City already have project plans and initiatives in place. These are documented in Appendix A. A project plan and initiatives for becoming a Regional City is less formal. It is recommended in this strategic plan to devise a separate framework for how Council will continuously advocate for this outcome.

The status of these trigger projects will be reported through the quarterly review process of Council’s Operational Plan.

The cornerstone projects

Business and Economic Development website for Blacktown

Council as an organisation is a leader in adopting ways to connect with its broader community. This projects seeks to extend that engagement to its business community and potential investors through the development of a business website. The focus on the business community and investors is important because they are more equipped to support the significant strategic changes that we are calling for and are well versed in influencing government.

The website would be a portal of information for business. It would have a number of important functions such as, providing a central point for small business; provide advice to potential investors, a means to connect local businesses with networks and support services and inform the business community about Council’s vision and to develop strategic alliances and ways to extend communications with keys businesses, associations and industries.

The development of a website is a fundamental project to provide a vehicle with which to engage with the business community. An important distinction with this website will be its focus on the City, as opposed to the organisation. It is a portal about economic development in the City that is managed and lead by Council for others to embrace. This
The project would sit within Council’s bigger project of rebranding and realigning its existing websites. The layout and content of the website will be consistent with the approach adopted for other important website administered by Council. The timeframe for the website to go live is 2014 with continuous development thereafter.

The benefits of a business website include:

- Increase the local business community’s awareness of resources that are available to assist business owners.
- Ensure that business communications is timely, relevant and helpful.
- Provide value to businesses and help facilitate stronger partnerships and strategic alliances with the business community in Blacktown.

**Investment prospectus**

In finance, a prospectus is a disclosure document that describes the financial security of an investment fund or package to a potential buyer. A prospectus commonly provides investors with material information about mutual funds, stocks, bonds and other investments.

The project would be to adopt this concept and apply it to Blacktown City as a place to invest. In this sense, a prospectus for Blacktown would describe the main attributes or features of the City and its investment value.

The prospectus is to be used as a marketing tool in business engagement, business development and advocacy. The circulation of the prospectus is about making the private sector more aware of the economic potential in Blacktown.

It would be a high quality publication that draws on a number of our comparative advantages in terms of housing, setup costs for business, cost of living, employment land, key industries, labour market, productivity projections, emerging industries and other data sets deemed relevant.

A number of regions and cities have adopted this approach across Australia. The timeframe for completing this project is 2014. It would be prepared for on-line purposes and launched along with the business website for the City.

**Advancement of small business program**

The Economic Development Unit of Council is responsible for supporting small business. However, Council does not have the resources, or specialist skills to provide all that is required. Therefore, a prescribed program on how it intends to support small business with the limited resources available is needed.

The focus of this program is to establish strategic alliances with small business advisory services and training organisations and ensure their services and training meet the needs of business community, including the ability to help them grow and prosper. Council’s long standing strategic alliance with the Greater Western Sydney Business Enterprise Centre (GWSBEC) remains important on this basis. However, Council will also explore other service offerings for small business that aligns to this strategy. There are also numerous business networking forums, Chambers of Commerce and regional advocacy groups for local business owners. It is Council’s desire to make the wider business community more aware of these organisations, the benefits
they offer as a way to increase memberships. A more engaged and connected local business community supports Council’s ability to advocate for change and promote the City. The basis of any program for small business is about improving access to information and establishing an environment for local businesses to work with and support each other. This project is already underway. It is anticipated that it will be in place by the later part of 2013.
Economic Development Program - Initiatives
### (S1) Leadership - Initiatives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Initiative Description</th>
<th>Focus Area</th>
<th>Project Partners</th>
<th>Priority</th>
<th>Timeframe (Final reporting)</th>
</tr>
</thead>
</table>
| **(S1.1) Broaden the City’s media profile** | a) Generate a range of targeted media releases that have a positive statement about the future of the City or are specifically economic focused.  
   b) Promote economic successes that occur in the City.  
   c) Target media outlets with a business, industry or financial focus.  
   d) Increase the use of social media in relation to the City and its vision.  
   e) Collaborate closely with partners on local media content that promote local business. | Promote | Media and Communications EMC | 1 | 2015 |
| **(S1.2) Host major events and functions** | a) Target events that heighten the City’s profile and provide opportunities to highlight its comparative economic advantages.  
   b) Influence partners to convene events that are relevant and topical to Blacktown City. | Support | Civic Events | 3 | 2016 |
| **(S1.3) Promoting the City** | a) Develop a brand and narrative for Blacktown that emotionally connects the whole community, its people and businesses.  
   b) Regularly promote Blacktown City as an emerging Regional City. | Promote | PR and Communications | 1 | 2014 |
| **(S1.4) Champion Blacktown City and Western Sydney** | c) Host investment and business tours of Blacktown.  
   d) Build on links with international investors through Council’s Sister Cities program.  
   e) Form a business leaders symposium to discuss issues affecting the Blacktown economy and to oversee the delivery of the Council’s Economic Development Strategy. | Advocate | Community Development Strategic Planning PR and Communications | 2 | 2016 |
### (S1) Leadership – Performance Measures

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicators</th>
<th>Measure</th>
</tr>
</thead>
</table>
| **[S1.P1] Media Exposure** | - Regularly have business and strategic content published that relate to strategic issues in Blacktown City.  
- That Council increase its social media content about strategic issues affecting the City.  
- The social media content generates a response from the business community.  
- There is greater access to information about economic development and Blacktown City Council’s endeavours. | - Council publishes content in 2 new business focused publications.  
- 10% increase in social media content.  
- >20 responses to social media content per quarter.  
- Host 1 Regional Business forum of notable presenters and speakers about strategic issues, including the economy.  
- Be invited to speak at >2 regional, state or national business events where Council’s opinion is sort demonstrating their regional leadership.  
- Council prepare 4 newsletters for business networking and lobbying organisations about Blacktown and economic development. |
| **[S1.P2] Business confidence in Blacktown** | - Use national and regional business confidence surveys to revise and reshape this strategy as needed.  
- Work in partnership with the GWSBEC, and or UWS to deliver annual research on the local conditions in Blacktown and Western Sydney. | - That business confidence is equal to or higher than those survey’s conducted at a national or state level.  
- That a business case is prepared by BCC for this research and adopted by the GWSBEC for delivery. |
| **[S1.P3] Investment leads and interest** | - To facilitate investment memorandums and business tours of Blacktown, including virtual and film based.  
- Development a marketing and advertising campaign 10 develop better relationships with our business community. | - 3 investment memorandums be sent to particular industry associations on the benefits of investing in Blacktown.  
- 4 video presentations on the investment credentials of Blacktown be published. |
| **[S1.P4] Business engaging in Strategic issues** | - That Council approach key business organisations in the City to develop a partnership to advocate for the barriers affecting economic growth in Blacktown. | - That 5 large organisations be promoted on Council business website as having a strategic alliance with Council. |
### (S2) People - Initiatives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Initiative Description</th>
<th>Focus Area</th>
<th>Project Partners</th>
<th>Priority</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>(S2.1) Embrace the digital revolution</td>
<td>a) Increase business use of advanced ICT applications.</td>
<td>Support/</td>
<td>NSW TAFE GWSBEC Library Services</td>
<td>1</td>
<td>2015</td>
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<td></td>
<td>b) Increase the amount of Council information that can be accessed via smart phone technology or equivalent.</td>
<td>Promote</td>
<td></td>
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<td></td>
<td>c) Facilitate the development of applications that provide real time information.</td>
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<td></td>
<td>d) Work with service providers to identify opportunities for targeted training for various business sectors within Blacktown City.</td>
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<tr>
<td>(S2.2) Champion local talent</td>
<td>a) Explore more opportunities for University Scholarships to people in Blacktown City.</td>
<td>Advocate/Support</td>
<td>Community Development Civic Events</td>
<td>1</td>
<td>2016</td>
</tr>
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<td></td>
<td>b) Promote the Blacktown City Arts Awards through increased sponsorship.</td>
<td></td>
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<tr>
<td>(S2.3) Labour Force</td>
<td>a) Promote VET programs by Actively supporting the Department of Education and Trainings “Try a Trade” Program or equivalent.</td>
<td>Partner</td>
<td>BREED DEEWR State Training Authority Relevant NFP organisations NSW Aboriginal Affairs NSW Trade and Investment</td>
<td>2</td>
<td>2016</td>
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<td></td>
<td>b) Council continue to undertake its apprenticeship and work placement program.</td>
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<td></td>
<td>c) Council take a lead role in the Blacktown Careers and Employment Expo.</td>
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<tr>
<td></td>
<td>d) Council work with those State and Federal Government organisations/groups to improve opportunities for unemployed people in Blacktown.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(S2.4) Education programs</td>
<td>a) Support and participate directly in activities of (BREED).</td>
<td>Partner</td>
<td>BREED</td>
<td>3</td>
<td>2016</td>
</tr>
</tbody>
</table>

**Blacktown City Council**

**Page 25**
## (S2) People - Performance Measures

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicators</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>(S2.P1) E-Technology</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
  - Small business owners in Blacktown have increased training opportunities on the use of e-technology to grow and develop their business.  
  - Improve access to information about the benefits of e-technology to business.  |  
  - 20% increase in the training programs offered by the GWSBEC in Blacktown.  
  - Council’s business website include a specific section on e-technology and its application to small business.  
  - Council’s contribution to the Business Enterprise Program in Riverstone and Blacktown (lead by NSW TAFE) is officially recognised.  |
| (S2.P2) Labour Force participation |  
  - That Council contribute to the development of programs, with other relevant partners to increase workforce participation .  |  
  - That Council support no less than <5 programs along with other agencies that deliver outcomes for unemployed people in Blacktown.  |
| (S2.P3) Work placement |  
  - Council continue to undertake an apprenticeship and work placement program.  
  - Council support and contribute to programs to assist in work placement or career planning.  |  
  - Maintain or increase by 2% the number of placement offered per year by BCC.  
  - Council’s model for delivery of this program is promoted to its business community.  
  - Council provide funding or an in-kind contribution to the “Try a Trade” program (whilst funded and operative) increase over the life of this strategy.  |
| (S2.P4) Careers Expo |  
  - That the Blacktown Careers and Employment Expo continue to run successfully.  |  
  - 10% increase in local businesses exhibiting at the Expo.  |
### (S3) Diversity - Initiatives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Initiative Description</th>
<th>Focus Area</th>
<th>Project Partners</th>
<th>Priority</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>(S3.1) Pursue industry cluster concepts with industry associations</td>
<td>a) Undertake supply chain research of key industries/sectors in Blacktown to identify opportunities for growing that industry/sector through industry collaboration.</td>
<td>Partner</td>
<td>External industry associations</td>
<td>1</td>
<td>2015</td>
</tr>
<tr>
<td>(S3.2) Housing affordability and its potential impact on local employment.</td>
<td>a) To create awareness of the housing affordability issue using Blacktown as an example because of the potential impact on local employment if property prices did become unaffordable.</td>
<td>Advocate</td>
<td>Strategic Planning Other Council’s WSROC</td>
<td>2</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>b) That Council’s Property Service program explore way to incorporate affordable housing in any redevelopment of Council land for residential purposes.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(S3.3) Generate commercial investment in the Blacktown City Centre to create jobs</td>
<td>a) Explore ways to maximise the benefits of the Nirimba Business Centre by relocating startup business to Blacktown or expand the current incubator program.</td>
<td>Advocate/Promote</td>
<td>Property Services Strategic Planning Public Relations/Communications</td>
<td>1</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>b) Promote and market the Blacktown City Centre*, including other office attractions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c) To support the activities undertaken by Council in relation to its Sporting City vision.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(S3.4) Target emerging industries</td>
<td>a) Contribute to the development of a Blacktown Hospital and medical precinct masterplan as part of the Blacktown City Centre planning framework.</td>
<td>Advocate</td>
<td>Strategic Planning NSW Health Premiers and Cabinet</td>
<td>3</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>b) Conduct research that forecasts the growth of sectors of the economy and their suitability for locating activities in Blacktown.</td>
<td></td>
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</tr>
</tbody>
</table>

*For more details on this initiative, refer to Appendix A.*
## (S3) Diversity – Performance Measures

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicators</th>
<th>Measure</th>
</tr>
</thead>
</table>
| (S3.P1) Development in Blacktown City | Enquiries made to economic development about developing for business/industry purposes in Blacktown.  
Number of business delegations that visit Blacktown City. | >5 enquiries in first year of this strategy with an average of 10 enquiries over the life of this strategy.  
1 or more delegations per year that includes an economic development component. |
| (S3.P2) Industry Profiles | That Council have substantial research on all key industries within the LGA.  
The extent to which this information is used by decision makers. | That 1 research paper be developed for the 4 key industry sectors in Blacktown.  
That there is a recording of how effective this information in any business confidence survey undertaken by Council. |
| (S3.P3) Employment | Reporting of economic data that is used effectively to bring awareness, highlight issues, and advocate for greater jobs diversity in Blacktown.  
The number of grant applications submitted that would deliver significant employment benefits to Blacktown. | That an annual state of the Blacktown Economy be produced and used for advocacy.  
Minimum 2 grant applications be submitted per annum. |
| (S3.P4) Growth in emerging industry sectors | Completion of land use and strategic planning relating to the Blacktown Medical precinct.  
Increase in GDP output for the BISP and Blacktown Showground | That the planning framework for the Blacktown Hospital is complete by 2015 and that a review of the impact of this new planning framework be undertaken 1 year after implementation.  
That Council decisions have a minimum 10% increase in GDP productivity at these venues. |
### (S4) Business - Initiatives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Initiative Description</th>
<th>Focus Area</th>
<th>Project Partners</th>
<th>Priority 1 = High</th>
<th>Priority 2 = Med</th>
<th>Priority 3 = Low</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(S4.1) Improve Information flow</strong></td>
<td>a) Produce a Blacktown City Business website.</td>
<td>Support</td>
<td>IT PR and Communications GWSBEC and other partners</td>
<td>1</td>
<td></td>
<td></td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>b) Develop a small business support framework.</td>
<td></td>
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<tr>
<td></td>
<td>c) Host seminars and workshops for businesses in conjunction with partners with a focus on business acumen.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>(S4.2) Support business chambers and relevant associations to grow</strong></td>
<td>a) Regularly meet with and inform those main chambers of commerce that represent business owners in the Blacktown LGA about Council and its activities.</td>
<td>Support</td>
<td>n/a</td>
<td>2</td>
<td></td>
<td></td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>b) Continue to build a lasting relationship with the GWSBEC and the newly formed UWS Business Advisory Service.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>c) To review the governance model used by Council in its economic development activities to determine whether it effectively supports the business community and fulfils its obligations.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td><strong>(S4.3) Cultivate new approaches to business acumen</strong></td>
<td>a) Contribute to the Community Pride Program and Green Economy initiatives of BCC.</td>
<td>Promote/Support</td>
<td>Environmental Sustainability Community Development External Partners</td>
<td>2</td>
<td></td>
<td></td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>b) Develop or actively support a young entrepreneurs program in Blacktown.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>c) Explore ways to introduce a grants program for small businesses in Blacktown, particularly supporting those people from migrant communities.</td>
<td></td>
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</tbody>
</table>
### (S4) Business – Performance Measures

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicators</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>(S4.P1) Website</td>
<td>• Business website is active and used.</td>
<td>• Website to go live by beginning of 2014.</td>
</tr>
<tr>
<td></td>
<td>• That the website is utilised by the community.</td>
<td>• That website traffic increase to minimum 40 hits per day by 2014 to 60 per day by 2016.</td>
</tr>
<tr>
<td>(S4.P2) Engagement</td>
<td>• Attendance at networking events and invitations to Chamber meetings.</td>
<td>• That a representative from BCC attend 70% of events where an invitation has been received from a relevant networking groups and Chambers that represent businesses in Blacktown.</td>
</tr>
<tr>
<td>with local business</td>
<td>• Promote Chambers and Networking through daily engagement with the business community.</td>
<td>• That 5% of all new memberships to networking group or Chamber can be attributed to information that was supplied by BCC about opportunities offered.</td>
</tr>
<tr>
<td>(S4.P3) Grants</td>
<td>• Develop a business plan for the implementation of a program managed by Council’s Economic Development Unit.</td>
<td>• That the grants program offered is no less than $5k per annum.</td>
</tr>
<tr>
<td></td>
<td>• That any funding allocated to this program deliver positive outcomes.</td>
<td>• That the program is independently reviewed after 2 years of implementation and 65% of all funding allocated as been found to have been successful in supporting start up businesses in Blacktown.</td>
</tr>
</tbody>
</table>
### (S5) Infrastructure - Initiatives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Initiative Description</th>
<th>Focus Area</th>
<th>Project Partners</th>
<th>Priority</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>(S5.1) Public transport advocacy</td>
<td>a) Promote better use and an extension to the Blacktown CBD loop bus.</td>
<td>Advocate</td>
<td>Transport and Traffic Management PR and Communications Strategic Planning Community Development Environmental Sustainability Management WROC Premiers and Cabinet NSW Transport NSW Planning and Infrastructure</td>
<td>1</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>b) Advocate for the extension of a public transport corridor via Mount Druitt, Eastern Creek/Huntingwood that connects to the South West Rail Line as part of the WSELIA employment lands study.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c) Advocate for more rapid transit public transport/light rail across Blacktown and Western Sydney.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d) Explore options for a demand responsive transport system through Council’s employment lands.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(S5.2) New Development</td>
<td>a) Work with all stakeholders in the further development of the Blacktown Motorsports Precinct.</td>
<td>Support/ Promote/ Advocate</td>
<td>Blacktown Venue Management Pty Traffic and Transport</td>
<td>1</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>b) Contribute to the planning and promotion of the Warrick Lane redevelopment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c) Advocate for the NSW government to help fund the necessary infrastructure needed for the Riverstone West industrial precinct to develop.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d) Find practical ways to increase use of the Village Green and Blacktown Showground.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e) Contribute to the implementation of the Blacktown International Sportspark masterplan.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### (S5) Infrastructure – Performance Measures

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicators</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>(S5.P1) Media Coverage</td>
<td>● The extent of media coverage given to public transport issues advocated for by Council.</td>
<td>● Minimum of 3 media releases prepared on these issues per year.</td>
</tr>
<tr>
<td>(S5.P2) Correspondence</td>
<td>● The amount of advocacy made in the form of letters, meetings, research and publications that address public transport issues.</td>
<td>● Initiate a minimum of 2 opportunities per year to raise these matters with appropriate members of the State or Federal Government.</td>
</tr>
<tr>
<td>(S5.P3) Promotion</td>
<td>● The extent of specific material used to promote the new developments discussed in (S6.2).</td>
<td>● That a publication is prepared outlining Council’s investment prospectus that is based around these development opportunities.</td>
</tr>
</tbody>
</table>
Pathway Map

A pathway to influence growth so as to enhance the well being of a community. The desired result is creation of wealth, including financial.
A number of risks may affect Council’s ability to achieve its (EDSP) and implement the priority projects outlined in section five. The following table identifies those risks and recommends management actions to address them. It is recommended that the risks be updated as part of the annual review process of the (EDSP).

<table>
<thead>
<tr>
<th>Current and Future Risks</th>
<th>Issue</th>
<th>Risk Assessment</th>
<th>Risk Management Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continued Economic uncertainty</td>
<td>That the local economy will remain constrained by broader factors effecting the Australian economy.</td>
<td>High</td>
<td>• To monitor the broader economy and be proactive in marketing the City as a long term proposition for commercial and industrial development when the economy is returning positive growth at 2% or more.</td>
</tr>
<tr>
<td>Feasibility of new development</td>
<td>That new development opportunities discussed in this strategy do not eventuate.</td>
<td>Moderate</td>
<td>• To ensure that for each of these developments that there is a clear vision (as set by Council) and it’s retained over the long term, and be more conscious and aware of the market conditions affecting development in Blacktown.</td>
</tr>
<tr>
<td>Government funding and grants</td>
<td>Lack of government funding to undertake work or activities that will help strengthen the Blacktown economy.</td>
<td>Low</td>
<td>• That Council take a more strategic approach to the way it applies for grant funding.</td>
</tr>
<tr>
<td>Private sector engagement</td>
<td>That the attempts to engage the business community about Blacktown is minimal.</td>
<td>High</td>
<td>• That the Economic Development Unit work closely with PR and Communications to ensure media coverage on strategic and economic development matters remain active.</td>
</tr>
<tr>
<td>Shifting priorities and focus</td>
<td>Council not maintain a focus on the strategy directions set in part 4 of this plan.</td>
<td>Low</td>
<td>• That the Economic Development Unit provide the type of reporting information to Council so that they can be confident the plan is being implemented as outlined in this strategy.</td>
</tr>
<tr>
<td>Success in developing partnerships</td>
<td>That Council is not able to build lasting relationship with major corporations that are located in Blacktown.</td>
<td>Moderate</td>
<td>• That Council as part of its community engagement strategy consider adopting protocols for engaging and meeting with large businesses in Blacktown.</td>
</tr>
<tr>
<td>Internal resource allocations</td>
<td>The Economic Development Unit become to involved in matters outside the scope of this strategy.</td>
<td>Low</td>
<td>• That the annual reporting on this strategy discuss resource issues, as well as to seek additional resources where the need arises.</td>
</tr>
</tbody>
</table>
6 Reporting and Review

It is intended that the progress of the EDSP be reported to Council on an annual basis. In addition, Council’s operational plan will also be a means for identifying key achievements and outcomes through the course of the year.

In addition, it recommended that the Economic Development Unit regularly meet with EMC (4 times per annum) to:

- Provide information on the progress of implementing the EDSP
- Identify opportunities or challenges faced.
- Respond to issues raised by EMC or Council.
- Realign the EDSP according to changing economic conditions.

The purpose of regularly meeting with the Council’s Executive is to ensure the Economic Development Unit remains accountable to this strategy, that is retains a priority for the organisation and to make decisions on whether particular matters in the plan require reporting to Council, outside of the annual reporting process.

It should be noted that if governance structure for managing Economic Development change, then reporting and review process might change. In this event, the EDSP will require amendment.
Appendix A

Program for marketing and promoting the Blacktown City Centre
<table>
<thead>
<tr>
<th>Number</th>
<th>Initiative</th>
<th>Responsible</th>
<th>Priority</th>
<th>Benefits/Outcomes/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong></td>
<td>Undertake an analysis of State and Federal government funding that relate to infrastructure and make applications for infrastructure projects for the Blacktown City Centre.</td>
<td>Corporate Planning/Economic Development</td>
<td>H</td>
<td>Better placed to make quality applications, using more suitable grant schemes. Can target projects underpinned by the Blacktown City Centre masterplan, i.e - pedestrian connection over rail line, Sunnyholt Road etc.</td>
</tr>
<tr>
<td><strong>1.2</strong></td>
<td>Form a strategic alliance with other Council’s on inter-regional transport that will connect to the City Centre and other employment destinations.</td>
<td>MEB, PR, Strategic Planning, Transport Planning and Economic Development</td>
<td>M</td>
<td>There is growing interest in intra-regional transport connections needed throughout Western Sydney. This is a great opportunity for BCC to use that process to advocate for transport corridors that link people in the SW of the LGA to the employment lands at Eastern Creek/Huntingwood. A proper network would also link the City Centre directly to these employment lands.</td>
</tr>
<tr>
<td><strong>1.3</strong></td>
<td>Section 94 Incentives for the Blacktown City Centre to generate investment</td>
<td>Strategic Planning/CCED</td>
<td>L</td>
<td>Explore opportunities with Section 94 to stimulate development in the Blacktown CBD [i.e – delays in payment /individual arrangements/greater use of VPA’s]. Any resolution to do this would be for a set period (i.e-12 months).</td>
</tr>
<tr>
<td><strong>1.4</strong></td>
<td>Promote the NSW Transport Loop Bus for the Blacktown City Centre</td>
<td>MEB, Transport Planning, Economic Development</td>
<td>L</td>
<td>Need to increase the patronage of this service or promote its benefits. May also be useful to examine the route and what longer term planning is needed to secure the service.</td>
</tr>
<tr>
<td><strong>2.1</strong></td>
<td>Provisional research in Information Communication Technology (ICT) and opportunities</td>
<td>Economic Development</td>
<td>H</td>
<td>Provisional research shows opportunities for the development of an ICT cluster in Western Sydney. This industry is broadening and will grow exponentially. Further research and development of prospectus for this industry in Blacktown and the CBD is needed.</td>
</tr>
</tbody>
</table>

**Note:** The responsibilities and priorities are indicated as follows: Corporate Planning/Economic Development (C), MEB, PR, Strategic Planning, Transport Planning and Economic Development (MEB, PR, Strategic Planning, Transport Planning and Economic Development), Strategic Planning/CCED (SP/CCED), MEB, Transport Planning, Economic Development (MEB, Transport Planning, Economic Development), Economic Development (ED).
<table>
<thead>
<tr>
<th>Number</th>
<th>Initiative</th>
<th>Responsible</th>
<th>Priority</th>
<th>Benefits/Outcomes/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2</td>
<td>Research high knowledge based industries using base Regional Development Australia data as a means to explore other opportunities.</td>
<td>Economic Development</td>
<td>L</td>
<td>To find an investment hook and to keep pursuing this in the same manner that is suggested for ICT except but targeted at relevant industry bodies and associations as a starting point.</td>
</tr>
<tr>
<td>2.3</td>
<td>Nirimba Business Centre development.</td>
<td>Economic Development, BREED,</td>
<td>M</td>
<td>Partner with BREED and commercial real estate agents to house start up businesses not eligible for Nirimba Business Centre, or those whose contracts finish with BREED to facilitate their growing businesses to set up in existing commercial office space in the CBD’s.</td>
</tr>
<tr>
<td>2.4</td>
<td>Develop a strategic alliance with ICT organisations in Blacktown.</td>
<td>MEB/Economic Development</td>
<td>H</td>
<td>To meet with Executives as a means to understand their rationale for locating in Blacktown, the opportunities they see for the sector to grow and to develop an ongoing relationship.</td>
</tr>
</tbody>
</table>

**Promotion and Marketing**

<table>
<thead>
<tr>
<th>Number</th>
<th>Initiative</th>
<th>Responsible</th>
<th>Priority</th>
<th>Benefits/Outcomes/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Promotion of the City and the Blacktown City Centre as an Emerging Regional City using Business publications.</td>
<td>PR/Economic Development</td>
<td>M</td>
<td>Three feature articles on Blacktown have been published. Purpose is to project the opportunities in Blacktown and start targeting the opportunities in the Blacktown City Centre</td>
</tr>
<tr>
<td>3.2</td>
<td>Promotional DVD on Blacktown City and the future Blacktown City Centre</td>
<td>Economic Development/PR/ Multimedia</td>
<td>H</td>
<td>One has already been produced. It was launched at the Western Sydney Business Connection/PCA function in August 2012. Very positive response from attendees. Also placed on YouTube. There is an opportunity to embellish this work over time.</td>
</tr>
<tr>
<td>3.3</td>
<td>Development of a Business website for Blacktown</td>
<td>Economic Development/IT/ Website Project Reference Group</td>
<td>H</td>
<td>To have a central location for business to know what opportunities there are to invest, what business support is available in the area and to promote Blacktown as an Emerging Regional City. A better means of communication.</td>
</tr>
<tr>
<td>Number</td>
<td>Initiative</td>
<td>Responsible</td>
<td>Priority</td>
<td>Benefits/Outcomes/Other</td>
</tr>
<tr>
<td>--------</td>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td>----------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3.4</td>
<td>Shop front make over campaign</td>
<td>Economic Development/Community development, Environmental Sustainability</td>
<td>L</td>
<td>Objective is to encourage shop owners to invest in their premises by demonstrating first hand the benefits.</td>
</tr>
<tr>
<td>3.5</td>
<td>Inaugural Western Sydney Film Festival in Blacktown</td>
<td>Economic development, business community, MEB, Arts and Culture</td>
<td>M</td>
<td>Generate interest and investment in the creation of a Western Sydney film festival in Blacktown and to increase exposure of the annual Blacktown Arts Prize</td>
</tr>
</tbody>
</table>

**Establish strategic alliances to build the credibility of the Blacktown City Centre**

| 4.1    | Seek to have a more active role in Economic Development forums in 2013.     | Economic Development                              | L        | Generate further opportunity to promote Blacktown City Centre in the context of Western Sydney and to participate in Regional debates to project ourselves as leaders in the Region. |
| 4.2    | Work with known Chambers of Commerce and other networking organisations to build up their profiles, by promoting them and their offerings to increase business engagement. | Economic Development                              | M        | Promoting these organisations helps to increase business engagement and foster more interest in the issues and vision set by Council for the City Centre. |
| 4.3    | Building a relationship Sydney Business Chamber (Western Sydney division)   | Economic Development/GM/E MC                      | M        | Generate further opportunity to promote Blacktown City Centre in the context of Western Sydney and to participate in Regional debates so as to project ourselves as leaders in the Region. |
| 4.4    | Engage with the Minister for Planning to secure Blacktown City centre as a Regional City as defined exclusively by the Sydney Metropolitan Plan | MEB/Economic Development                          | H        | This may generate more government investment in Blacktown. |
Motorsport Precinct
Motorsport Precinct Objectives

Existing Motor Sport Uses

- Develop and promote the existing motor sport facilities as leading international race tracks to attract competitors, spectators and companies from around the world and Australia.

- Encourage family based activity on and off site by upgrading the environments to enhance identity and visitor experience.

- Seek to attract industries involved with research and development in technology for the motor industry.

Future Motor Sport Uses

- In partnership with existing stakeholders, the Western Sydney Parklands Trust and the NSW State Government facilitate investment and construction for further motor sport uses including Speedway, Motocross, Quad Bikes, Sprint Rally and 4WD Training.

Parkland

- Provide a passive recreation park that is motor centric in design including art and sculpture as a part of the wider Western Sydney Parkland.

- Establish a motorsport museum at the front door to the precinct as a regional and key international tourism destination.

- Provide a respite for motorsport visitors to have picnics and allow the family to participate in other activities and the natural environment.

Public Domain

- Create a strong motor sport image for the precinct with a positive and memorable visitor experience.

- Improve circulation for visitors and competitors including traffic and parking arrangements, public transport and comprehensive signage.

Protect and nurture the local environment by enhancing the Cumberland Plain Woodland Ecosystems.
Motorsport Precinct Concept Masterplan