



PENRITH
PROGRESSION

PENRITH PROGRESSION

A PLAN FOR ACTION



PENRITH HAS THE
RIGHT INGREDIENTS
FOR TRANSFORMATION.

A BOLD VISION FOR ITS FUTURE.
A PROGRESSIVE CITY COUNCIL.

SPIRITED COMMUNITY
LEADERSHIP.

A ROBUST AND DIVERSE
LOCAL ECONOMY.

CALL TO ACTION

As an officially recognised Regional City Centre, Penrith is already a vital hub for regional business, health, education, employment and logistics. It is also a place where there is great potential yet to be tapped... a place of limitless opportunities.

This is the premise of the **PENRITH PROGRESSION**, a collaborative process and project catalyst aimed at Transforming the City Centre and Delivering Jobs for the Future.

Penrith is the Growth City, the heart of the New West.

The announcement that Sydney's second airport will be built on Penrith's doorstep is both an opportunity and a challenge for a City already grappling with a rapidly growing population, residential growth and local job shortages. Penrith Progression is ready for the opportunity and ripe for the challenge.

The Penrith Progression process has been an exciting collaboration with the community of Penrith and has led to the development of this document.

The **VISION** marks a fresh phase, a new beginning. The 5 **OUTCOMES** are the spirit of our shared future, the 25 **PERFORMANCE MEASURES** will keep us on track, and the 100 **ACTIONS** are evidence of our commitment.

It's time to transform the great ideas from Penrith Progression's collaboration into bold action, to create a bold **NEW WEST** and a creative blueprint for living. This document is a Call to Action with:

1 **VISION**

5 **OUTCOMES**

25 **PERFORMANCE MEASURES**

100 **ACTIONS**

STATEMENT OF COMMITMENT

Penrith is the **NEW WEST**. It's a place, an attitude and an opportunity...to step up and answer the call to grow and change. The New West will meet the 2031 challenge of 40,000 new jobs and a regional economic catchment of 1 million people with smart and sustainable growth.

Transforming Penrith City Centre is the key to becoming the beating heart of the New West. We love the Penrith lifestyle, but Greater Western Sydney's fastest-growing population needs both a river lifestyle and a vibrant city centre to stay connected and inspired as we grow and change in bold new ways.

As joint sponsors of Penrith Progression, Penrith City Council and the Penrith Business Alliance see the comprehensive renewal of Penrith's City Centre as the catalyst for a new era of investment, business activation and job creation in this fast-growing regional city.

Council has the capacity to directly leverage positive change by strategically using publicly held land. This capacity can unlock the City Centre for renewal in a way that anchors the future evolution of Penrith Progression.

Through strong and targeted advocacy, Council has the ability to influence the delivery of key infrastructure and funding for roads, sporting, community and cultural facilities, public transport and recreation facilities.

However, Council is only one part of the puzzle. The true power of Penrith lies in its people, its ideas, its innovation, its collaboration and commitment. Council, the Penrith Business Alliance and the people behind Penrith Progression are committed to a bold **NEW WEST**.

This Plan for Action is based on more than 12 months collaboration between community members, investors, government, arts and education providers, and businesses.

The 100 actions are backed by hard economic research, market testing and community feedback. The research provides evidence, but it's the collaborative process - the gathering of minds and the vigorous debate and discussion - that's bold and unique.

The result is **PENRITH PROGRESSION
A PLAN FOR ACTION**.

Now that's progress.



PAUL BRENNAN
PENRITH BUSINESS ALLIANCE



MAYOR ROSS FOWLER
PENRITH CITY COUNCIL

CONTENTS

Call to Action	3
Statement of Commitment	4
Contents	5
Penrith Progression story	6
Our collaborative approach	7
Community ideas & engagement	8
STRATEGY	
The big picture	14
Economics	21
Future jobs growth	25
Aim - Vision - Outcomes	43
DELIVERY	
City of Places	57
6 Opportunity Precincts – with ACTIONS	61
9 City Shaping Elements – with ACTIONS	75
GOVERNANCE, FUNDING & PERFORMANCE	
Delivery framework	97
Governance	98
Funding	100
Planning for development	101
Priority projects and initiatives	102
Measuring progress	104
Glossary	106
Acknowledgements	106

PENRITH PROGRESSION STORY

Penrith Progression is an initiative of Penrith City Council and the Penrith Business Alliance, to transform the City Centre and deliver jobs for the future. It is a process of collaborative discovery to identify new economic, social and environmental drivers. It addresses barriers to investment and identifies catalyst projects.

The Penrith Progression Plan for Action has the potential to bring more than 10,000 jobs and 5,000 dwellings to the City Centre. Through investment, development and business growth it will help meet the 2031 target of 40,000 new local jobs in the City. Local jobs mean less travel costs, and more time with family and in the community.

The Penrith Progression Plan for Action determines how we will act and work with local partners and investors to improve our City Centre. As Professor Ed Blakely has told us...

'IF THE CITY CENTRE IS NOT TRANSFORMED, THERE IS LITTLE HOPE OF GENERATING SUSTAINABLE ECONOMIC DEVELOPMENT FOR PENRITH CITY AND THE REGION'.

Our community wants transformation in the City Centre – vibrant outdoor spaces, well-managed traffic and parking, inner city living, and a City Centre that's easy and safe to get around.

We have engaged in a meaningful way with our community. We have listened, discussed, debated, researched, collaborated and now we will act!

The transformed City Centre will connect people with jobs, investors with opportunities and businesses with people working or living in the City Centre. It will employ, house and entertain our growing population.

The Action Plan is a blueprint for delivering a City Centre that is economically thriving, and a unique and wonderful place to live. Connecting people with local jobs is a focus, but it's not enough. It is crucial to grow in a way that is smart and sustainable, while maintaining our identity as a City and as people.

OUR COLLABORATIVE APPROACH

One of the key projects to influence Penrith Progression has been 'The Future of Penrith, Penrith of the Future' by Campement Urbain, a French-Australian art and architecture team. It brought together the issues, observations and ideas of our community with urban design analysis to create a three-dimensional vision.

This project engaged the community in a most unique fashion. It asked them both the pertinent and impertinent questions about their city, and what needed to change. It revealed the dreams of the community and expressed their desires as an urban fiction. Penrith Progression is the bridge from today to that desirable city of the future.

Another strong message from our community, which was received through the Penrith is Here project, is to be bolder, and to speak out for our identity, our people, and our future. They want to see our approach being more qualitative, active, vibrant, inclusive, colourful and extroverted (see diagram below).



COMMUNITY IDEAS & ENGAGEMENT

More than 640 individuals and 160 organisations said 'WE WANT PROGRESS' when they registered to be part of Penrith Progression following its launch by former Premier, Barry O'Farrell on 7 February, 2014.

The project launch, workshops, focus groups and finale event brought together more than 550 participants. These included investors, landowners, business groups, government agencies, not-for-profit/community sectors, creative and educational groups. Their purpose was to explore opportunities and potential catalyst projects to revitalise the City Centre.

Penrith Progression recognises the untapped potential of a City Centre with more than 40% of land owned by Council, state and federal government and available to stimulate private sector investment. It also acknowledges the power of expertise, seeking industry best practice through people and organisations such as Arup (economic analysis and transport planning), Hames Sharley (urban design and planning), Jacobs (urban economist), Urbis (social planning, funding and project delivery models), Roberts Day (community and stakeholder engagement), Aurecon (sustainability and environment), Savilles (property analysis and delivery), Global Foresight (futures architect) and McCrindle Research (infographics).

The keys to Penrith Progression's success:

COLLABORATE

Penrith Progression is built on collaborative discovery between government, community and business leaders to identify new economic, social and environmental drivers to revitalise the City Centre.

ADVOCATE

Penrith Progression advocates through Council to deliver key infrastructure and funding for roads, sporting and cultural facilities, public transport and recreation facilities.

INVESTIGATE

Penrith Progression uses economic analysis, market testing, place shaping, strategic and delivery frameworks in its decision-making. Thorough investigation + ideas + collaboration = powerful results.

ACTIVATE

Penrith Progression addresses real barriers to investment and development in the City Centre to unlock its potential. It builds on vast work and thorough process to deliver real, measurable results.

More on Penrith Progression at PenrithProgression.com.au

550+

EVENT PARTICIPANTS

Over 550 people attended the project launch, workshops, focus groups and forums.

500

ONLINE FORUM VIEWS

The online forum was viewed 500+ times, with 39 people responding to existing ideas and bringing fresh ones.

644

REGISTRANTS

More than 640 individuals and 160 organisations registered to be part of the Penrith Progression collaboration.

6

KEY EVENTS

Over 8 months a series of workshops, focus groups and forums explored ideas, opportunities and potential catalyst projects to transform the City Centre.

"I appreciated the positive energy of all participants in the workshop to get behind the growth of Penrith City. I look forward to all the exciting developments and planning for the local area."

**Denise Thornhill, Sydney Medical School Nepean,
The University of Sydney**

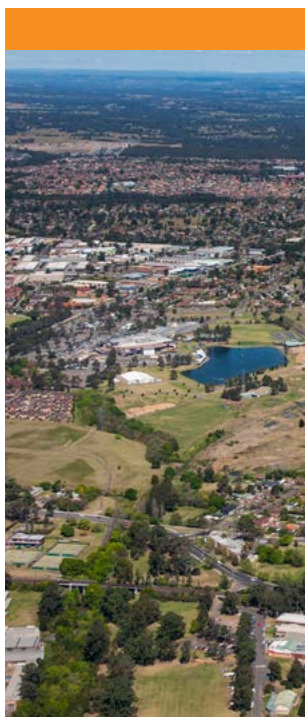
"Congratulations on another successful Penrith Progression workshop. It was an insightful half day with a number of positive directions for the City of Penrith. We look forward to working with your team to identify new opportunities."

Theo Fotopoulos, LIDIS

"Many thanks. I will watch future progress with great interest. This was a great session; keeps the discussion alive in Penrith."

**Gordon Henwood,
Local City Centre property owner / manager**

COMMUNITY IDEAS TO TRANSFORM PENRITH CITY CENTRE



PUT PENRITH ON THE MAP

Events & festivals

Share our story,
how far we've
come

Collaboration not
competition

Build on
'Adventure
Capital'



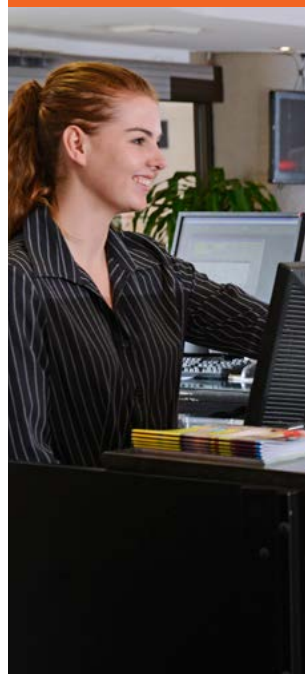
CREATE A GREEN CITY

Innovative
buildings

Roof top gardens

Renewable
energy

Shade &
greenery



FOSTER INVESTMENT AND INNOVATION

Jobs of the future

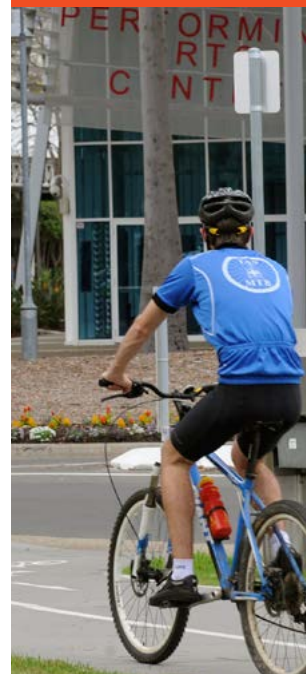
Help start-up
businesses

Leverage our
strength in health
and medicine

Digital economy
& NBN
advantage

Business &
learning hubs

Capitalise
on airport



MAKE PEDESTRIAN AND CYCLE FRIENDLY STREETS

Pedestrian
priority zones

Bike hire

Improved public
transport

Less cars in the
city centre

Connect to
hospital, river,
station, university,
Thornton

Connected north
& south with
green linkages



CREATE A CITY HEART

.....
A central park - to
meet, relax, hold
events, share
experiences
.....

Community &
cultural events
.....

Activate arcades



A 24 HOUR CITY

.....
Vibrant, lively &
safe 24/7
.....

Extended hours
for dining,
entertainment,
roof-top bars
.....

Night-time
economy
.....

Laneway culture



MORE DENSITY AND DIVERSITY

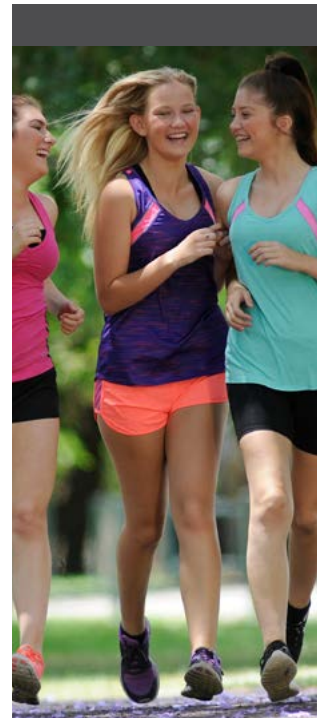
.....
Compact
residential,
commercial/retail
.....
Smart mixed use
design
.....

Cafés, restaurants,
bars
.....

More housing
types
.....

Business and
development
opportunities
.....

Boutique shops,
virtual shopping wall



CONNECT TO OUR RIVER

.....
Cultural &
entertainment
opportunities
.....

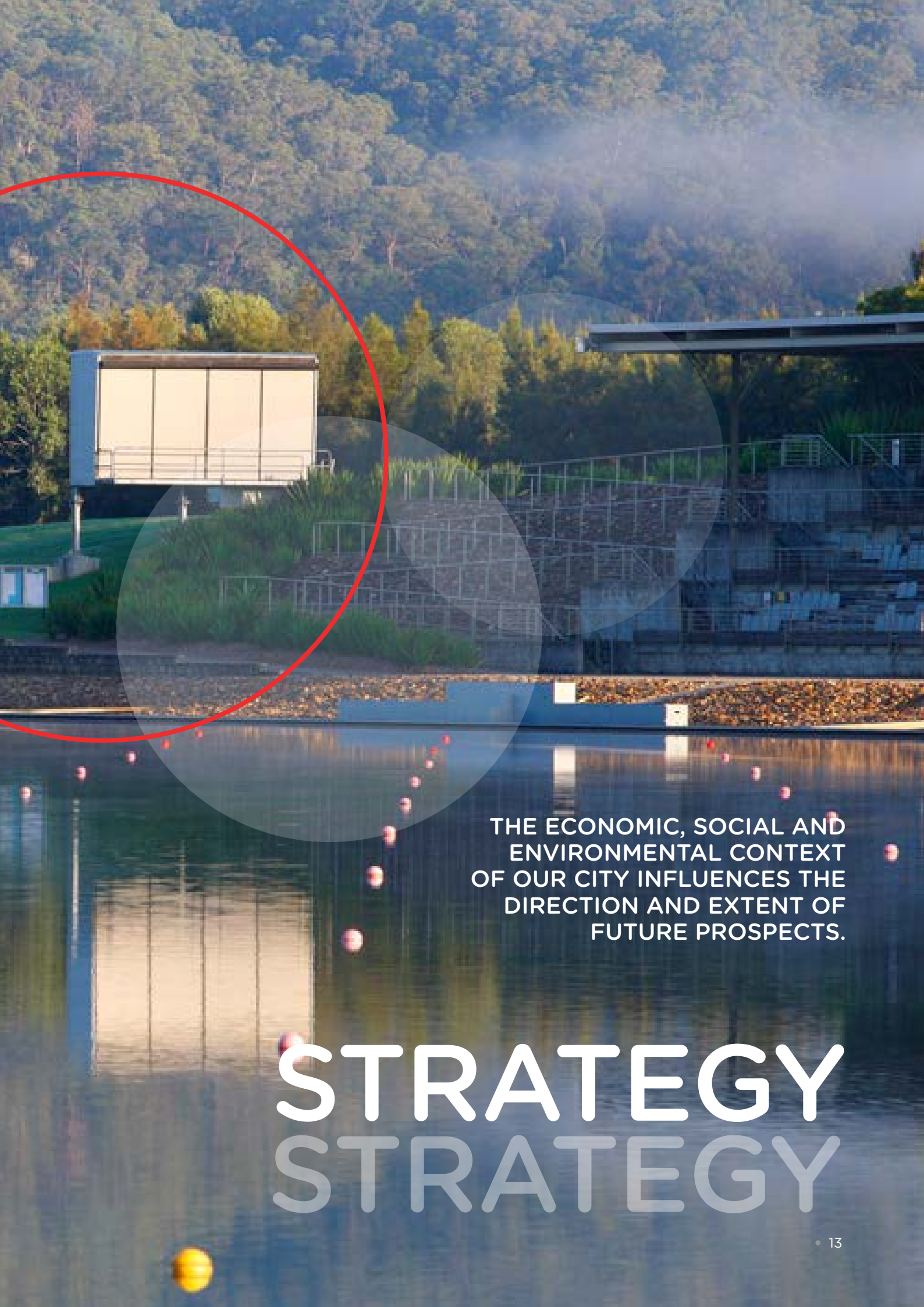
Accessible &
family friendly
.....

Restaurants, cafés,
markets, outdoor
cinema & jazz
evenings
.....

Create a green
corridor of parks
for mixed use
.....

Tourism
opportunities of
river link





THE ECONOMIC, SOCIAL AND
ENVIRONMENTAL CONTEXT
OF OUR CITY INFLUENCES THE
DIRECTION AND EXTENT OF
FUTURE PROSPECTS.

STRATEGY STRATEGY

STRATEGY THE BIG PICTURE

NEW WEST

Located 55 kilometres west of Sydney's CBD, Penrith is a thriving regional City Centre, supporting and servicing Sydney's growth areas. The City's population and strong economic growth have helped Penrith's economy reach \$7.24 billion (gross regional product).

We have a large commuting working population – 54,000 people – with daily travel putting pressure on roads and reducing time spent with family and enjoying the Penrith lifestyle. Only 7.8% of residents currently use public transport to get to work.

The number of people living in Western Sydney is expected to rise from 2 million in 2011 to 2.9 million in 2031. Our economic catchment reaches well beyond the city and is expected to grow to 1 million people.

Penrith City has a 2031 target of 40,000 new jobs to provide a sustainable future for our residents, almost doubling the current 59,000 full-time equivalent jobs.

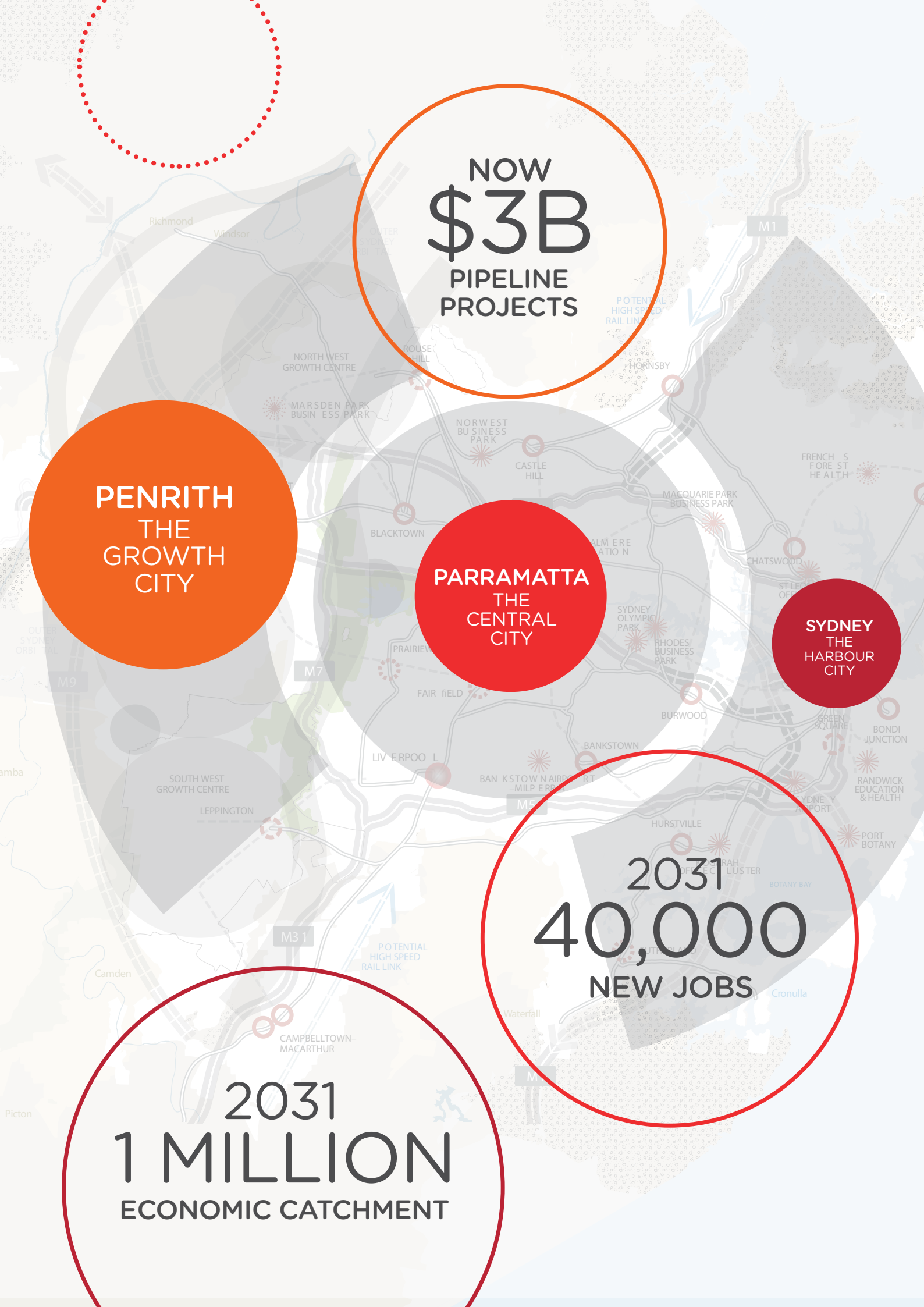
We are opening the door to new projects, capital investment and partnerships to revitalise the City Centre. There is \$3 billion of investment capital already mobilised in pipeline projects.

We will work to:

- leverage the under-developed public and private landholdings in the City Centre to strengthen the local economy, attract investors, and create more jobs
- attract strategic investment, facilitating employment diversity and growth
- promote job clusters and encourage local workforce skills and training so we can be more resilient to changing economic circumstances
- focus on building on our strengths in five key sectors
 - » advanced engineering, manufacturing and construction
 - » health and lifestyle health
 - » creative information, digital media and telecommunication, creative arts
 - » global advanced education
 - » advanced logistics.

Investment in Penrith will deliver jobs closer to home.
Investment in Penrith's City Centre will attract people,
jobs and retail spending to its heart.





**NOW
\$3B
PIPELINE
PROJECTS**

**PENRITH
THE
GROWTH
CITY**

**PARRAMATTA
THE
CENTRAL
CITY**

**SYDNEY
THE
HARBOUR
CITY**

**2031
40,000
NEW JOBS**

**2031
1 MILLION
ECONOMIC CATCHMENT**



STRATEGY THE BIG PICTURE

RIVER CITY

Penrith is nestled in a rural and natural setting, with the Nepean River as a focal point and the backdrop of the World Heritage listed Blue Mountains to the west.

The river connects us with our environment and brings a focus for our leisure. It links us with the area's aboriginal history, and continues to shape our growth and development, through both its impacts and its opportunities.

It is a wonderful setting for our events, festivals, activities, parks and recreation, giving us a unique point of difference and a place people want to live, work, play and invest in. Our future success will depend on nurturing our lifestyle, by investing in the City's cultural and recreational strengths, along with the City Centre.

There is so much potential for invigorating the City's river and green spaces and connecting them with a vibrant City Centre. The river is Penrith's greatest natural asset. We will continue to capitalise on its potential as a regional gathering space.

Council is advocating to create a destination space near the proposed Green Bridge landing points, creating a focal point for residents and visitors using the Great River Walk and river surrounds. The Our River Masterplan outlines an exciting program of works which can be staged depending on funding allocations.

Compared to metropolitan Sydney, Penrith's micro-climate is hotter and drier in summer, and colder with frosts in winter. Our buildings and streets must be designed to minimise urban heat island impacts.

Opportunities to cycle and walk will be supported by access to drinking water, and shady pathways. Tree-lined streets, verandahs and awnings will provide cooling and shelter from the sun. Water play and connections with water will become essential elements of our City Centre.



STRATEGY THE BIG PICTURE

VIBRANT CITY

With Penrith's population expected to grow to 224,000 in 2031, the City will need another 35,000 new dwellings to house our new residents.

Penrith City is home to many young people, and an increasing proportion of older people. As a community, we are growing more culturally diverse, with more people speaking languages other than English at home.

Cultural development and creativity are critical to realising Penrith's potential as a Regional City Centre, contributing to the city's economic vitality, social equity and environmental sustainability. Engagement in cultural activities and programs can focus on what is special about the city and its people, and how building on the past and present can contribute to its future.

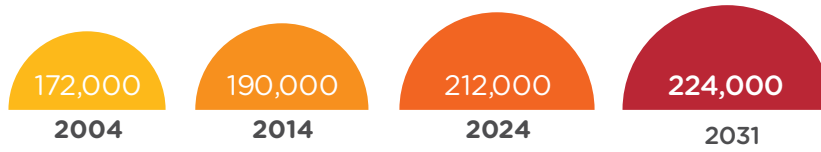
Penrith's culture is more than the arts – it is also about the lived experience of the diverse communities of the city, including those of different ages and interests.

We enjoy the benefits of great schools, leading health facilities, a major teaching hospital, and major shopping centres. We also embrace the arts, entertainment and outdoor adventure. Our attractions include Sydney International Regatta Centre, Penrith Whitewater Stadium, the Joan Sutherland Performing Arts Centre, Penrith Regional Gallery, iFly and Penrith Panthers.

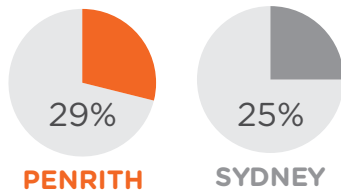
There are opportunities in the City for new industry and investment, more cultural and recreational events and facilities, and for education and innovation. Access to relevant training and education will help our residents work in the industries of the future.

There is also an excellent collection of surviving well-designed, Modernist era buildings, which represent the confidence and aspirations of the post-war residents of Penrith, and contribute to the streetscape of the city.

POPULATION GROWTH

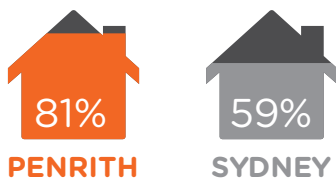


% under 20 population - 2011



HOUSING

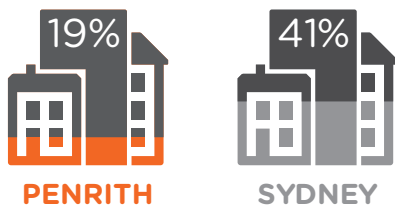
Detached homes



4+ bedroom homes



Units/townhouses



Different types of houses are needed to suit our changing community needs, including smaller houses and apartments for our younger residents, and older residents who want to 'down size' but stay in their own neighbourhoods.

Inner city living will play a vital role in meeting our housing needs and help to create a night time economy with vibrancy, more entertainment, cafés and activities.



MEETING THE JOBS CHALLENGE

Penrith City is the principal gateway to Sydney for western New South Wales, and is also well positioned to service the northwest and southwest Growth Centres. Penrith's economic catchment will expand to more than 1 million people over the next two decades, creating a strong market for existing and new businesses.

The Council has set a target of an additional 40,000 jobs by 2031, 10,000 of which will be in the Penrith City Centre. This will bring employment levels back up to a more sustainable level, taking into account the projected population growth over the next 20 years. Our economy could be more balanced, we have a deficit of managerial and professional jobs.

- The City's growing population creates challenges around employment.
- The dispersed nature of employment centres and the distance of employment centres from public transport are critical issues for the city.
- The retention of young people with higher level qualifications is another emerging issue.

SUSTAINABLE EMPLOYMENT

To be a sustainable region, the employment base needs to diversify so the current reliance on manufacturing is reduced, and replaced by growth in emerging employment sectors. There are opportunities to encourage and promote growth in industries involved in:

- advanced engineering, manufacturing and construction
- health and lifestyle health
- creative information digital media and telecommunication, creative arts
- global advanced education
- advanced logistics.

The City also has potential as a future agricultural hub, using new technologies to bring fresh produce to the region and markets in Asia, and reinforcing our focus on health and wellbeing.

INNOVATION

A key strategy to strengthen our economy is to drive innovation across the Penrith economy. Penrith is one of the first 40 communities across Australia to receive the National Broadband Network (NBN). The increased speeds and capacity of optic fibre technology will change how we work and live.

The NBN opportunities will encourage innovation among new and existing businesses. It will support growth and economic sustainability, while providing new job opportunities and prosperity.

Council has committed to help grow a digital sector. The NBN provides the platform to build a smart city that can better integrate into a fast evolving global economy.

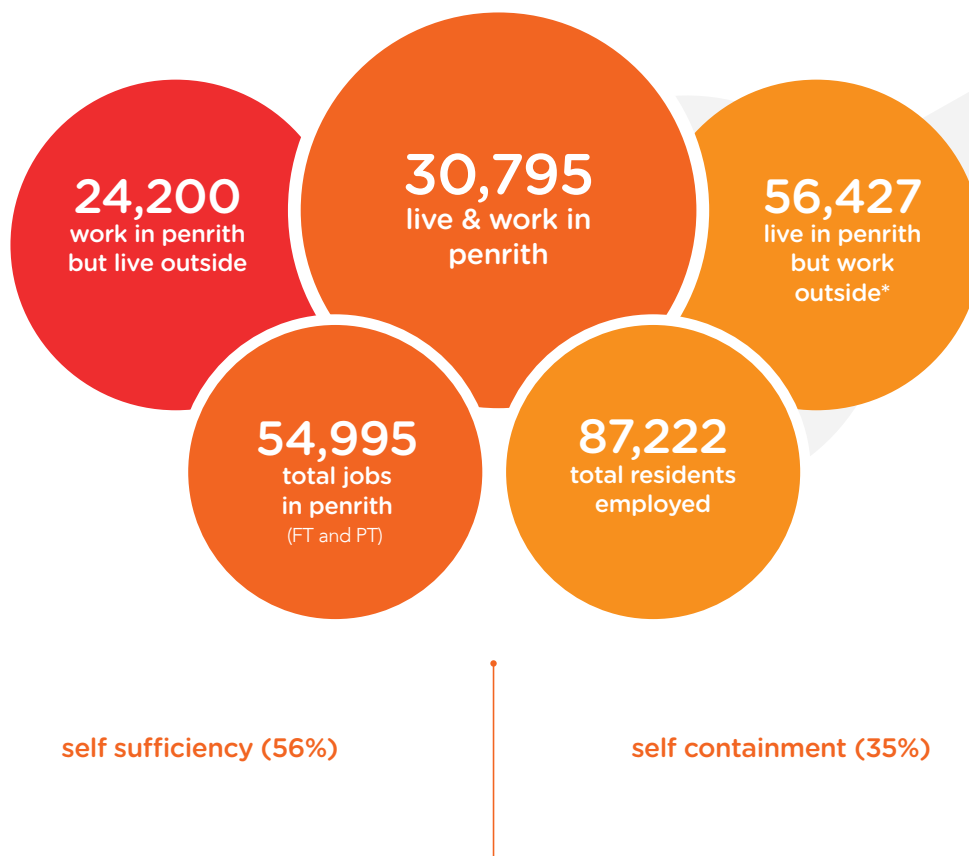
EMPLOYMENT

In 1971 Penrith had a population of 61,000. There were 86 jobs for every 100 workers. Then decades of 'dormitory suburb' housing developments in the 1980s and 1990s brought additional residents and workers but few jobs. In the 1990s the population was 150,000, but there were fewer than 40 jobs for every 100 workers in Penrith's workforce.

Of Penrith's 87,200 employed local residents in 2011, around 30,800 (35%) worked in Penrith and 56,400 (65%) travelled outside the City each day to work.

Employment self-sufficiency is a measure of jobs in the city filled by residents. Penrith City had an employment self-sufficiency of 56% in 2011.

Employment self-containment is a measure of working residents employed in Penrith. Penrith city had an employment self- containment measure of 35.2 % in 2011.



* Includes 'work location unknown' 11,852

EMPLOYMENT SECTORS

Figures produced by the National Institute of Economic and Industry Research for 2012-13 for Penrith City provide some insight into the employment capacity in key industries.

One key industry sector - education and training - has provided more jobs than we have residents working in that industry. This sector will continue to have significant employment capacity, together with such industries as health care and social services, and manufacturing.

However, the employment capacity of more knowledge based industry sectors such as financial and insurance services, and information media and telecommunications, is currently quite limited, due to the agglomeration of these businesses in Sydney's 'global arc', and emerging centres such as Parramatta.

JOB NUMBERS BY SECTOR

Half of the full-time equivalent jobs located in Penrith (51.6%), come from Health care and social assistance; Manufacturing, Construction, Education and training, and Transport, postal and warehousing.

These industries also account for more than two thirds of growth in the city's jobs. Retail trade, wholesale trade and accommodation and food services account for more than 20% of the local workforce. Professional, scientific and technical services (representing 3.5% of total local workforce), Financial and insurance services (1.4%), and Information media and telecommunications (0.8) sit below the average workforce employed in these industries in NSW.



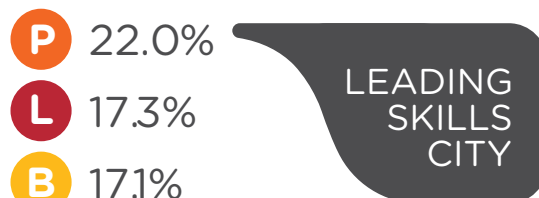
WORKFORCE & EDUCATION

Penrith is a leading skills city, with residents more likely to be educated vocationally (Certificate III or IV) than most other 'growth' councils in the region. Of Penrith residents with a post-school qualification, 44% have a certificate, 14% have an advanced diploma, 16% have a bachelor degree and 5% have a postgraduate certificate, diploma or degree.

Although more residents (8,872) attained higher qualifications between 2006 and 2011, higher education attainment continues to be an opportunity for growth to ensure a more resilient population in terms of future employment.

For residents with higher educational qualifications, the opportunities for working locally as professionals, managers and technical and trade workers are currently limited. The availability of a skilled pool of workers significantly adds to the employment capacity of industry sectors such as banking, finance and insurance, in which the city is under represented.

Highest Tertiary Qualification Vocational Certificate



Bachelor or Higher Degree



P PENRITH **L** LIVERPOOL **B** BLACKTOWN

A background image of industrial machinery, possibly a lathe or mill, with a large circular highlight in the center. The machinery is metallic and complex, with various components like gears, shafts, and tool holders visible. The lighting is dramatic, with strong highlights and shadows.

FUTURE JOBS GROWTH

If we combine Gross Regional Product growth – dollars with sector growth – there are a number of sectors where Penrith can compete and create jobs:

- Lifestyle Health
- Creative Information, Digital Media and Telecommunications - Creative Arts
- Advanced Engineering, Manufacturing and Construction
- Global Advanced Education
- Advanced Logistics
- Housing, Amenities, Lifestyle and Learning (as supporting initiatives for economic growth).

A diverse economy that targets 'future' jobs and strong employment sectors, and improves access to education and training will build our resilience so that we can change and adapt quickly to future economic conditions.

LIFESTYLE HEALTH

People 65+ make up 18% of Penrith's population (and growing). People under 20 make up 29% of the population. These two significant population groups have diverse healthcare needs, and people want choice in how, where and when their health care is delivered. This is driving a new industry based on preventive health systems.

SUB-SECTORS INCLUDE:

- Women and children's health
- Cosmetic surgery
- Allied health and non-traditional lifestyle education
- Personal training and fitness, and food and nutrition programs
- Senior health and wellbeing
- Physiotherapy
- Day surgery hospital
- Medihotel
- Medical / surgery tourism
- Research, innovation and cooperation
- Geriatric care

The present healthcare model is focused on healing and caring for the sick. The potential opportunity within this segment of the economy is the provision of wellness rather than healthcare. This focus on preventive care and health will create a number of industries.

An important step in keeping a community healthy is early diagnosis. Revolutionary imaging and scanning devices enable early and accurate diagnoses, which lead to better intervention and less cost (physical, emotional and financial). The use of digital technology will soon enable machines to operate and perform medical

interventions, and the rise of nano-technology and bio-technology is a significant step.

Soon, big data and wearable technologies will also support a better understanding of how and why diseases occur. There is potential for a secured connection (protecting users' privacy and identity) to send individual information on health status (heartbeat, breathing rhythm, level of fatigue) to a database managed by a public body, which could analyse data and recommend lifestyle strategies.

Penrith can be part of this journey.

group
personal
training

health &
wellness centre

community
pedometer

fresh food market

green
grids

city private
hospital

HEALTH IN THE CITY CENTRE	PRIMARY & MULTIPLIER JOBS	PAYROLL	LOCAL SPEND
Private hospital (100 bed)	4,700	\$322 m	\$96.6 m
Wellness centre	225	\$13.5 m	\$4 m
Day surgery	*	*	*
Medical centre	*	*	*
Allied health	*	*	*
International health hub	10	\$1 m	\$0.6 m
Total	4,935	\$336.5 m	\$101.2 m

* Dependent on scale of project

CREATIVE INFORMATION AND DIGITAL MEDIA AND TELECOMMUNICATION CREATIVE ARTS

Penrith offers great potential in the creative digital media sector, arts and culture. Penrith boasts an impressive performance venue in The Joan and a quality Regional Gallery. The University of Western Sydney (UWS) Penrith has an internationally recognised graphics program, together with a TV station and other digital capacities.

SUB-SECTORS INCLUDE:

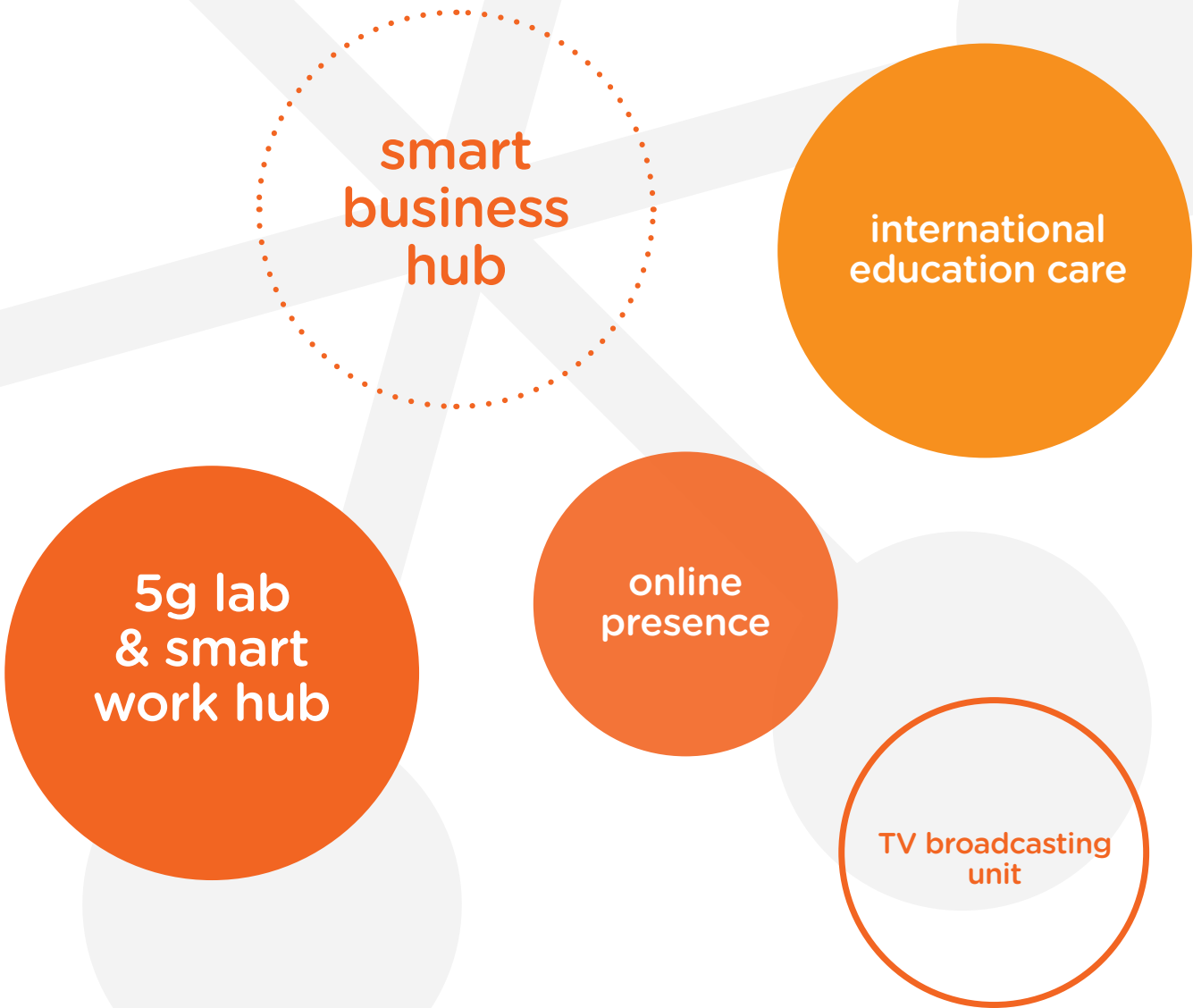
- Telecommunication services and digital economy
- Design arts, creative arts and graphics
- Electronic storage
- Libraries and archives.

Penrith city is one of the first 40 communities across Australia to receive the National Broadband Network (NBN). Increased speeds and capacity of optic fibre technology will create new possibilities.

Penrith Council has committed to encouraging the growth of the high value digital sector. Being a leader in the digital creative space will build a more innovative and open economy.

Just as digital technology is an important driver of health outcomes, it is also important as a key driver of economic opportunities. Penrith aims to be a recognised digital economy, encouraging digital companies to either relocate or start up in the city.

The opportunities for a digital future are not limited to media and telecommunications, but can drive innovation and improve competitive position in any sector. The interface of digital technology with design and visual arts and manufacturing open opportunities to attract large data users such as an airline, freight forwarders or defence.



smart
business
hub

international
education care

online
presence

5g lab
& smart
work hub

TV broadcasting
unit

CREATIVE INFO IN THE CITY CENTRE	PRIMARY & MULTIPLIER JOBS	PAYROLL	LOCAL SPEND
Creative arts, info & graphics	50	\$2 m	\$1.5 m
5G lab & TV studio / broadcast	6	*	*
International education centre	10	*	\$0.5 m
Smart business hub	*	*	*
Smart work hub	n/a	n/a	\$0.6 m
Total	66	\$2 m	\$2.6 m

* Dependent on scale of project

GLOBAL ADVANCED EDUCATION

The presence of the University of Western Sydney (UWS) in Penrith provides good opportunities to develop high quality education for national and international students in a range of fields. UWS has a strong appeal for students from China, India, Indonesia, Malaysia, the UK and USA. Penrith has the potential for a university presence in the City Centre.

SUB-SECTORS INCLUDE:

- International collaborative design or industry based centre
- Digital based education
- International service education
- Environmental education
- Multi-lingual education
- Special education
- Education and retraining of local workforce.

There are three major tertiary education institutions in Penrith City – WSI TAFE NSW, University of Western Sydney (Werrington and Kingswood campuses) and University of Sydney (Sydney Medical School, Nepean). Nepean Community College also offers pathways to training and employment. These institutions will be important in providing opportunities for re-skilling the many people and industries facing considerable change into the future.

There are a growing number of disaster management courses in NSW but limited standardisation. A Centre of Excellence in this field could take advantage of the proximity of the Nepean River, the city's flood prone areas, the Museum of Fire, and the swift-water rescue capacity at Penrith Whitewater Stadium. There could also be synergies with an emerging sustainable and modular construction industry to create rapid shelter and emergency habitat solutions for climate and crisis refugees in remote areas.

New campus education opportunities are also found in the fields of food and agribusiness, or planning for the high growth suburbs at the edge of the metropolis (our region and the city centre being the laboratory). These are fields of study exportable to the world.

environmental
product design

international
education centre

community
workforce training

crisis
management

sustainable
construction

EDUCATION IN THE CITY CENTRE	PRIMARY & MULTIPLIER JOBS	PAYROLL	LOCAL SPEND
International Education Centre	10	\$1m	\$0.5 m
International collaborative design or industry based centre	*	*	*
University presence	*	*	*
Total	10	\$1 m	\$0.5 m

* Dependent on scale of project

ADVANCED ENGINEERING, MANUFACTURING AND CONSTRUCTION

Penrith City has a strong manufacturing base, due to highway and freight routes, affordable land and a good skills base. Penrith can play a role in the move to new sustainable and bespoke designed products and industries.

SUB-SECTORS INCLUDE:

- Customised engineering, manufacturing and construction
- Polymers
- Metal
- Furniture making
- Food engineering
- Advanced engineering systems
- Architecture and interior design
- Medical and veterinary pharmaceuticals.

Jobs in industries such as metal, polymer and wooden structure production are likely to continue to be in strong demand, provided the industries can adapt to changing demands and respond to the potential for innovation and new products. This will necessitate training and upskilling in some sectors, and the protection of areas for manufacturing and industrial land uses.

There is potential to produce high end and sustainable construction materials and innovative construction techniques, providing a centre of excellence in sustainable construction and products.

Penrith city could see the development of diverse construction techniques and building materials relevant for our environment and climate.

An international competition, such as the Solar Decathlon would encourage interest in sustainable and modular construction techniques.

A strong area, attracting employment directly and in related education, is the market for Veterinary Pharmaceuticals. Our manufacturing strength, combined with the city's rural activities, points to the potential to work with tertiary educational institutions around veterinary teaching and research.

start up
incubator

sustainable
construction
centre

veterinary
pharmaceuticals

advanced
engineering
& logistics

solar decathlon
competition

ENGINEERING IN THE CITY CENTRE	PRIMARY & MULTIPLIER JOBS	PAYROLL	LOCAL SPEND
Advanced engineering and logistics centre	2,100	\$154 m	\$46 m
Total	2,100	\$154 m	\$46 m

ADVANCED LOGISTICS

Advanced logistics goes beyond the movement of goods and warehousing. International freight handling creates other potential movements. Penrith's connections to the M7 and the Badgerys Creek Precinct, including the proposed Western Sydney Airport, will open many opportunities.

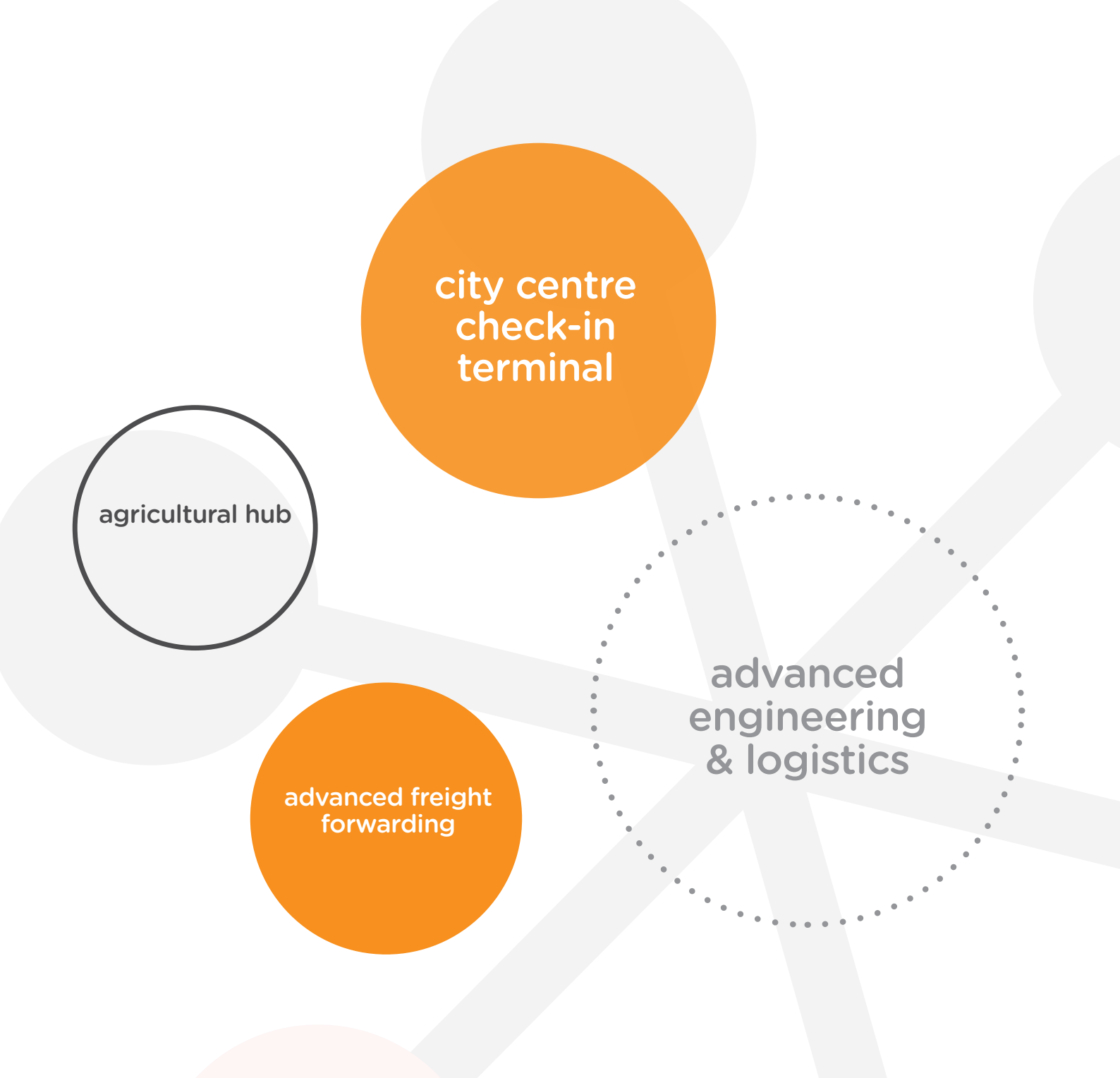
SUB-SECTORS INCLUDE:

- Courier services
- Airport engineering and maintenance services
- Off airport passenger services
- Advanced warehousing
- Freight forwarding

Digital technologies are currently generating efficiencies through computerised tracking and distribution. The potential economic opportunities from transport and warehousing industries will be primarily achieved by leveraging the Western Sydney Airport.

It is likely that Advanced Logistics businesses would seek locations close to the proposed airport or in existing or planned employment areas. The key in this project is to determine which are the appropriate sub-sectors and uses that could be encouraged to establish in the Penrith City Centre.

A strong IT base will be required to deliver advanced freight forwarding, postal services and warehousing. Time-critical manufacturing - notably health and veterinary products, medical research and pathological labs - will benefit from high performing shipping services. The city also has potential as a future agricultural hub, using its logistics sector and new technologies to bring fresh produce from the region to local markets.



LOGISTICS IN THE CITY CENTRE	PRIMARY & MULTIPLIER JOBS	PAYROLL	LOCAL SPEND
see Advanced Engineering (p33)			

HOUSING, AMENITIES, LIFESTYLE & LEARNING

More people living in the City Centre brings new services, new jobs and a vibrant lifestyle. Places with high amenity create activity and investment. Penrith's City Centre needs a mix of housing densities and types for its dynamic population.

Millennials (also known as Gen Y) like to be close to everything, including transport, work, coffee shops and bars. Older residents also enjoy being close to health services, lifestyle options and family. Creative workers, doctors, managers, executives and the wider community value retail diversity and variety.

Businesses thrive in inclusive places that encourage ideas and innovation, and where they can attract talented staff with access to lifestyle options and feel they can make a difference.

Today's teens (Generation Z), want to make the world a better place and address environmental and social issues in innovative and unconventional ways. Successful cities will be those that acknowledge this, and create conditions for them to thrive and find solutions to economic, social and environmental problems here and abroad.

Walkable streets are essential for a strong retail economy. Green grids of movement, combined with green infrastructure, will better connect people and places, improve public domain and enhance the river precinct and other urban parks.

Learning, training and education options must expand with the demand of Penrith's growing population. Stronger and meaningful relationships with training providers, learning institutions, businesses and workers will be vital in building Penrith's status as a Smart City.



LIFESTYLE IN THE CITY CENTRE	HOUSING	PRIMARY & MULTIPLIER JOBS	PAYROLL	LOCAL SPEND
short stay units	350	60	\$4.5 m	\$8.19 m
residential apartments	1,600	120	\$4.8 m	\$2.4 m
museum / gallery		300	\$21 m	\$6.3 m
	1,950	480	\$30.3 m	\$16.89 m



TOTAL CITY CENTRE PROJECTED JOBS AND HOUSING

TOTAL IN THE CITY CENTRE	HOUSING	PRIMARY & MULTIPLIER JOBS	PAYROLL (PER ANNUM)	LOCAL SPEND (PER ANNUM)
Health	*	4,935	\$336.5 m	\$101.2 m
Creative Information	*	66	\$2 m	\$2.6 m
Education	*	10	\$1 m	\$0.5 m
Engineering & Logistics	*	2,100	\$154 m	\$46 m
Living	1,950	480	\$30.3 m	\$16.89 m
Thornton	850	950	*	*
Panthers	850	2,100	*	*
Parkview	> 1,200	*	*	*
Total	> 4,850	10,641	\$523.8 m	\$167.19 m





STRATEGY
FUTURE JOBS

CONNECTIONS, COLLABORATION CO-CREATION & COMMONS

20th century cities have been defined by suburbia, industrial zones and city centres. This 'shape' is beginning to change as the forces that drove this arrangement – oil, electricity, telephony and media are replaced by cost effective renewables and network technologies. As recent history shows radically different business models are transforming almost every sector and real time connectedness is changing our social behaviours and expectations. Smart planning and design should therefore build on this platform.

According to globally respected theorists like Jeremy Rifkin, the change that is underway is transformational - a third industrial revolution. It will usher in an age of collaboration – where work (anywhere anytime) is redesigned and managed through mobile enterprise application platforms or MEAPS, cost effective renewables are controlled through energy 'microgrids' and internet based 'intergrids' and electric engines replace combustion technology.

This shift to distributed power, in all senses of the term, will make it easy for suburbs to reinvent themselves as interconnected 'village' type communities, freed from the constraints of location. It will encourage the further development of the knowledge 'commons' where people can freely access and share the knowledge they need to make things (3D printing) or learn things. This change in activity in the distributed village requires a rethinking of the importance on third spaces (where people choose to socialise) and in an integrated world these must be designed in ways that encourage rather than discourage a diversity of thinking and behaviour.

At the core of this shift is a fundamental change in form and space from mechanistic, centralised and efficiency based concepts to a new world view based on networks, distributed form and whole of system thinking. It favours collaboration over competition and above all it will drive new ways of doing business.

One of the reasons why this new collaborative age is not optional is because, through its design and arrangements, it radically reduces transaction costs. As a consequence every organisation and institution will be required to change. Even now, well organised networks of specialists can compete with large centralised entities, new sources of funding and design are emerging through 'crowd sourcing' and any enterprise can access rare skills through global online marketplaces. For organisations, this is a future where being bigger offers little advantage.

The explosion in mobile devices has already shifted power away from those who supply goods and services to those consumers who, through using these technologies, can shape and define demand. Together with the providers of middleware (the Googles of this world) they understand that their power lies in creating, innovating and delivering through networks of seamless collaboration. They have little time for those who are distracted and waste energy in a red ocean of competition; a place where often there is destruction of value and a race to the bottom. Thus connection, collaboration and co-creation is, in a sense, a new kind of DNA for a new society.

A co-created future requires a rethinking of many ideas. Success lies in designing everything from the point of demand backwards. One size fits all or scale is replaced by diversity and flow. The ability to use even fewer resources to deliver value will be greatly aided if 'ecologies of activity' are encouraged. Rather like plants in a garden, well thought out co-location of different kinds of enterprises can provide benefits for all and solve a great number of problems (one person's waste heat might become another's inputs).

The emerging collaborative age will reframe our sense of self or identity. It has the potential to free us from the constraints of the machine and establish the kind of legacy most think future generations should have. The implications for new development and retrofitting of our urban fabric are therefore profound, as they are also for businesses of the future. But change requires us to let go some of what has made us successful in the past and stay focused on those things that will define the future. Above all this is not a time to have a crisis of imagination.

MICHAEL MCALLUM,
GLOBAL FORESIGHT NETWORK

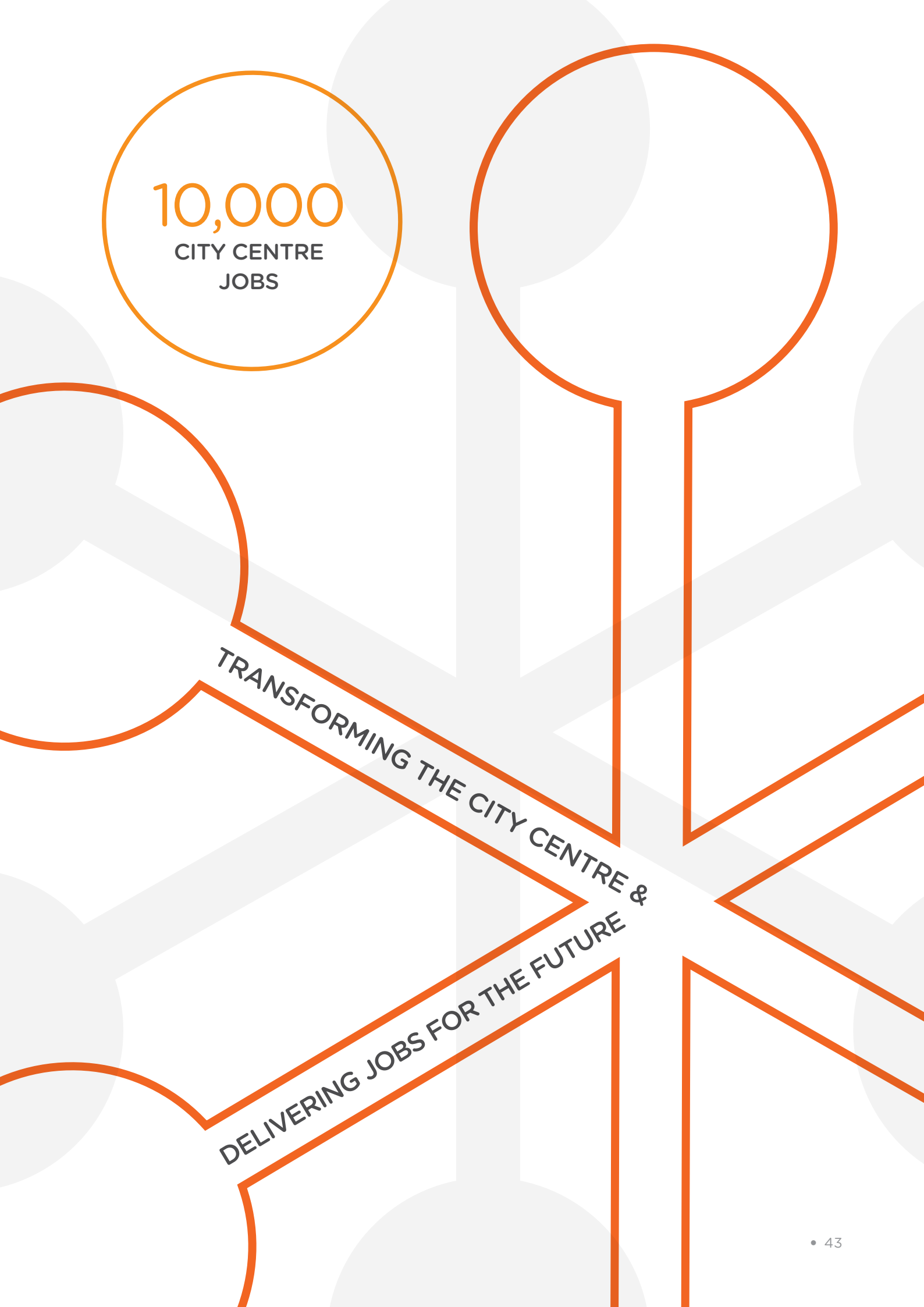


PENRITH PROGRESSION AIM

“IF THE CENTRE OF THE CITY
IS NOT TRANSFORMED THERE
IS LITTLE HOPE TO GENERATE
ANY FORM OF SUSTAINABLE
ECONOMIC DEVELOPMENT”

Economic Development
Masterplan 2014, Jacobs

10,000
CITY CENTRE
RESIDENTS



10,000

CITY CENTRE
JOBS

TRANSFORMING THE CITY CENTRE &

DELIVERING JOBS FOR THE FUTURE

PENRITH IS NEW WEST





OUR CITY CENTRE VISION

Building a **BUSTLING
CITY CENTRE** that's
a pleasure to walk
and get around.

Making **INNER CITY
LIVING** a reality and
business in the City
Centre easy.

**CONNECTING
OUR RIVER** to the
City Centre.

Creating a
VIBRANT COLOURFUL
outdoor life.

Adopting fresh
ideas, projects and
partnerships, helping us
GROW AND PROSPER.

**AND DELIVERING
JOBS FOR THE
FUTURE...**

STRATEGY
OUTCOMES



CITY CENTRE OUTCOMES

OUTCOMES are tangible goals achieved through our active commitment, and by delivering the actions and projects. Things will change along the way, but the outcomes keep us heading in the right direction.

1. **Economy**
2. **Green spaces**
3. **Social & cultural**
4. **Built form**
5. **Transport**



STRATEGY OUTCOMES



ECONOMY



Innovation, education and a thriving digital economy creates new local jobs, new investment and new opportunities in our dynamic city. We understand nurturing our local talent and creating local jobs helps our entertainment, leisure and retail sectors flourish.

We attract strategic investment, facilitate employment diversity and growth, promote job clusters and encourage local workforce skills and training, making us more resilient to changing economic circumstances.

We grow our sectors of strength and adapt to new ones, to create the jobs of the future.

PENRITH IS A PLACE OF **LIMITLESS** **OPPORTUNITIES**



STRATEGY
OUTCOMES

GREEN SPACES



We have a bounty of natural beauty. Our river City, located on the edge of the World Heritage listed Blue Mountains National Park, makes us unique and shapes our identity.

Our river and green space reaches in to the City Centre, with green streets providing shade and places to relax, connect and gather together.

Fresh air and open spaces make our city a destination of choice to live, work, play and invest.



WE ENJOY AN
OPEN CITY
LIFESTYLE

SOCIAL & CULTURAL



A place like no other, Penrith is our people, our stories, our lifestyle, and our unique places.

We foster diversity and value family and community to achieve a balanced, healthy lifestyle. We are active and focus on getting things done, to make our city an even better place to live and thrive in.

Our diversity and differences unite us. We are open to new ideas, new people and new cultural expression. Our inclusive, innovative spirit is what makes Penrith shine.



WE LIVE A VIBRANT COLOURFUL LIFE



STRATEGY
OUTCOMES

BUILT FORM



We are the New West. As we grow, our City Centre becomes more compact, and smarter in its design and use of space.

Our buildings are energy and water efficient, and help improve our working and living environments with natural air, sunlight, trees, and gardens.

Green walls and green streets enhance shade and cooling. Green buildings improve health and happiness for workers, residents and visitors.

OUR CITY THRIVES ON **SMART GROWTH**



TRANSPORT



Our city is easy to access and get around. The transport and parking network are simple to use and moves people and goods into, out of and around our City Centre smoothly.

The City Centre attracts people and businesses because of its accessibility. The streets are pedestrian friendly and bustling with people.

The river is connected seamlessly to the City Centre by a green grid and transport services.

Cars connect people to places but do not dominate. Parking is conveniently located and connects to services and businesses, allowing for a pedestrian friendly City Centre.

OUR CITY EASILY CONNECTS PEOPLE & PLACES







HOW WE WILL ACHIEVE
OUR CITY CENTRE VISION -
WITH 6 CITY PLACES,
6 OPPORTUNITY
PRECINCTS AND 9 CITY
SHAPING ELEMENTS

DELIVERY
DELIVERY

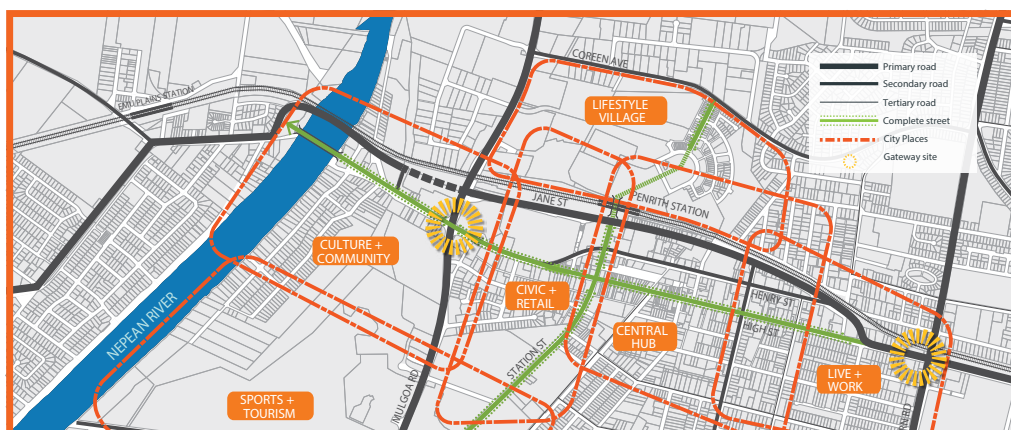
DELIVERY
CITY OF PLACES



CITY OF PLACES

The place-shaping framework (see background documents) proposes 'places' and activity in the city. One of these layers is termed 'City Places'.

The City Centre is defined by six 'City Places' which include Central Hub, Civic + Retail, Culture + Community, Lifestyle Village, Sports + Tourism and Live + Work.



CENTRAL HUB

The Central Hub will play an important role in the ongoing revitalisation of the City Centre, with existing education facilities and the potential for student accommodation and an urban education model.

It will be a key area for infrastructure investment by Council and the private sector. The Central Hub will evolve to include high rise residential developments, more commercial and mixed use developments and a range of dining and café options. The Central Hub is anticipated to be a place of heightened developer interest over the coming years with a number of opportunity sites located close to the City Centre and public transport.

The Central Hub will be compact and pedestrian friendly. High Street will evolve as a 'complete street', providing safe and calm access for pedestrians, cyclists and car users alike.

KEY CITY ASSETS

The proposed City Park, the High Street dining and retail options, and the TAFE site.

CIVIC + RETAIL

Building on the high performing Westfield Penrith and Nepean Village shopping centres, this City Place complements the Central Hub with opportunities for housing, retail and dining (daytime and evening).

Civic + Retail includes Station Street, an important pedestrian, train and bus link for many residents, workers and visitors to Penrith. It will have a distinct character at night, with a wide range of food and entertainment options already available for residents and city workers.

KEY CITY ASSETS

Westfield Penrith. Nepean Village and the Ripples Penrith Swim Centre.

DELIVERY CITY OF PLACES

CULTURE + COMMUNITY

A key feature of the Culture + Community City Place is the link from the Nepean River to the Penrith City Centre, bringing recreation and relaxation to residents living or working in the City Centre.

The Culture + Community City Place is a gateway into Penrith for people travelling from the west and is accessible by public transport.

This City Place provides opportunities to develop high quality housing options, including resort style living, as well as commercial uses.

KEY CITY ASSETS

Development of the Carpenter's site, located on the corner of Mulgoa Road and the Great Western Highway, will greatly benefit the City. Opportunities include cultural, community and regional city recreational and sporting uses, and much needed conference facilities.

LIFESTYLE VILLAGE

The Lifestyle Village City Place encompasses Thornton, with its living, working and community opportunities. The Thornton estate, the newest release area in Penrith, provides diverse housing choice.

Thornton is the benchmark for the '15 minute neighbourhood', where major public transport options, shopping, community facilities, child care options, school, work opportunities and entertainment are all accessible within a 15 minute walk. Walkability is the cornerstone of this City Place.

KEY CITY ASSETS

Inner city living, intergenerational playground, village green and local centre.





SPORTS + TOURISM

Anchored by Panthers, and enhanced by links to the river, this place is a gateway for many residents and visitors to the city. This City Place reflects the growth potential of Penrith City as a destination for adventure and sport.

The Sports + Tourism City Place focuses on the Stadium and Panthers, and recognises the potential for growth in adventure, sports and living options around the edge of the City Centre.

KEY CITY ASSETS

Panthers, Indoor Sky Diving at iFly, Penrith Stadium, and Howell Oval. The former Panasonic (Parkview) site brings opportunities for high density housing, with around 1,200 apartments already approved.

LIVE + WORK

Bordered by the well regarded Nepean public and private hospitals, this City Place is a gateway site to the Penrith City Centre for those travelling from the east. The Live + Work City Place has opportunities that will support the development of employment generators associated with health and medical related offices.

It also encourages mixed use development that provides retail, business and living opportunities.

The Justice Precinct is located within this City Place, reflecting a calmer daytime character with less after-hours activity. The Live + Work Place will also support a range of higher density living options.

KEY CITY ASSETS

Nepean Public Hospital, Nepean Private Hospital.



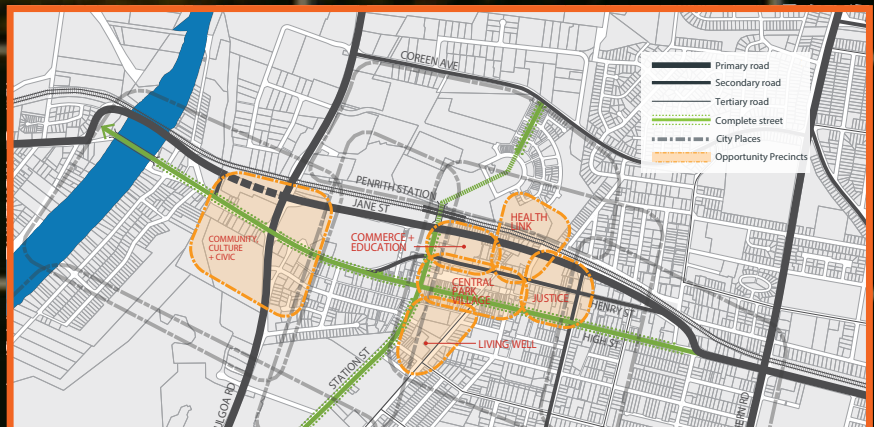
DELIVERY
OPPORTUNITY
PRECINCTS

OPPORTUNITY PRECINCTS

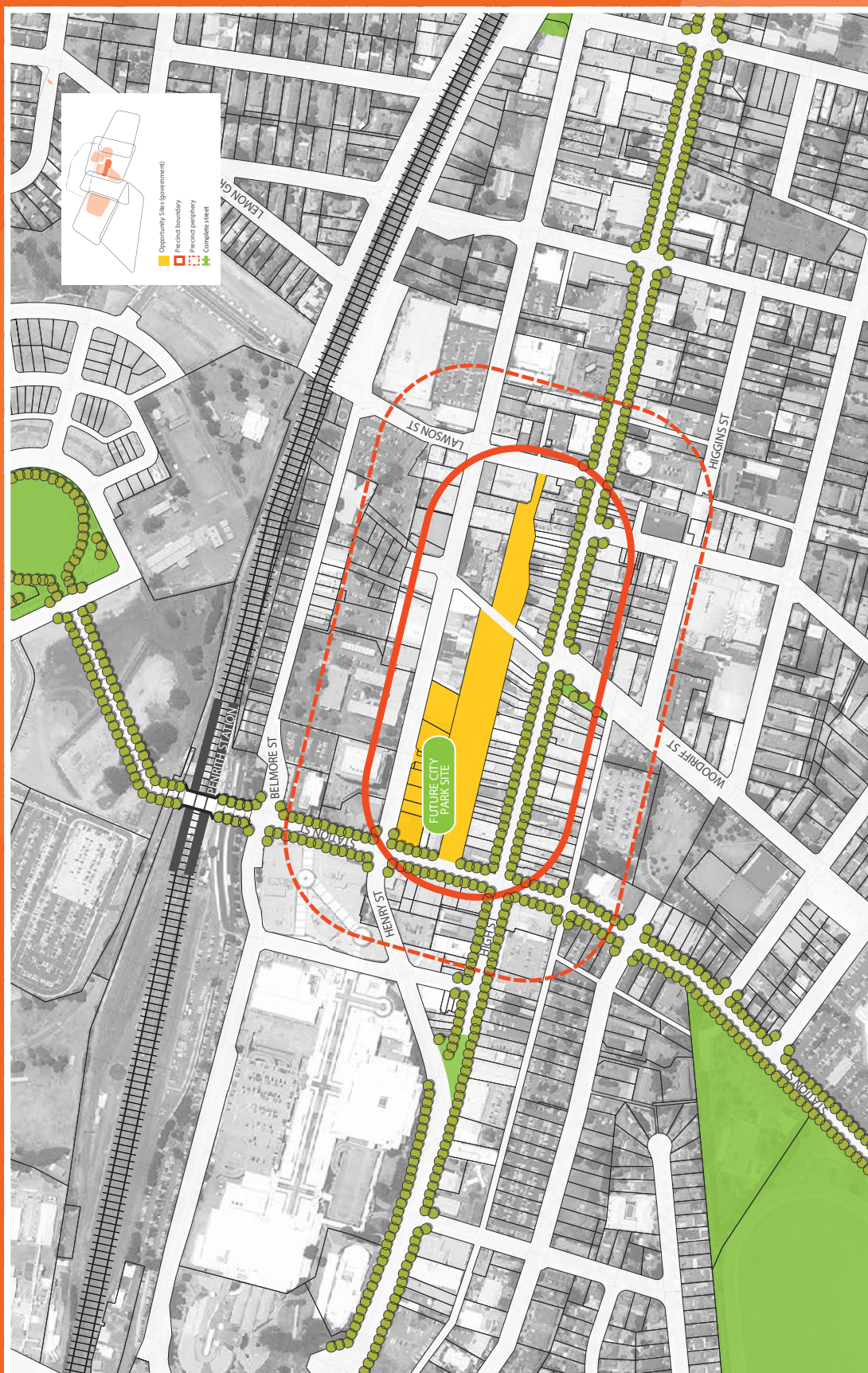
Beneath the layer of City Places is a more detailed layer of six Opportunity Precincts, which define the areas of activity.

The six 'Opportunity Precincts' include Central Park Village, Living Well, Commerce + Education, Health Link, Community, Cultural + Civic and Justice.

Economic analysis and consultancy advice suggests the two Opportunity Precincts to focus short-term activity on the Central Park Village and Living Well Precincts.



DELIVERY OPPORTUNITY PRECINCTS



01

CENTRAL PARK VILLAGE



The Central Park Village is a contemporary public space - the City Park - surrounded by a mix of housing and specialist retail opportunities. The City Park will serve as a cool refuge in hot summers and provides a vibrant drawcard for community and cultural events.

Housing close to the park will be compact, contributing to a walkable City Centre. Young professionals will seek apartment living in the City Centre, with a range of food and sporting and health options close by.

Links from the park and apartments through to High Street will revitalise the shops and encourage the redevelopment of many High Street arcades into Penrith's 'laneways'.



KEY CITY ASSETS IN THIS PRECINCT

Urban and green space with activation, restaurants, cafés, roof-top bars, markets, Cross Cultural Community Centre, apartments, shop-top housing and short stay parking located close by.

1a	Design and deliver Stage 1 of the City Park, Including an activation plan	short term	Council
1b	Work with providers of apartment buildings and mixed use development to deliver housing density in the precinct	short term	Council
1c	Work with High Street property owners to identify redevelopment opportunities and curate the existing arcades	short term, ongoing	PCBDC, Council, private sector
1d	Design and deliver Stage 2 of the City Park	medium term	Council
1e	Investigate the development of a Cross-Cultural Community Centre in the Central Park Village	medium term	Council
1f	Establish a meeting place in the City Centre, which could be co-located with the cross-cultural community centre, a community gallery or library	short term	Council

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs

DELIVERY OPPORTUNITY PRECINCTS



02

LIVING WELL



The Living Well Precinct will have a contemporary village feel for baby boomers looking for a different housing option in a City Centre location. The area will contain a smaller green space that will be maintained as a 'quiet' area and serve as a village green for multi-level living.

The character of the area will be defined by the walkable, 'neighbourhood' feel with ready access to social and recreational opportunities, including the restaurant strip on High Street. The

proximity to Ripples Penrith Swim Centre and Health Link Precinct will make this an attractive location for people wanting to maintain health, well-being and fitness.

The Precinct will also cater for people requiring a higher level of support as they age, with co-located services in the Community Services Hub, activity nodes and complementary therapies available.

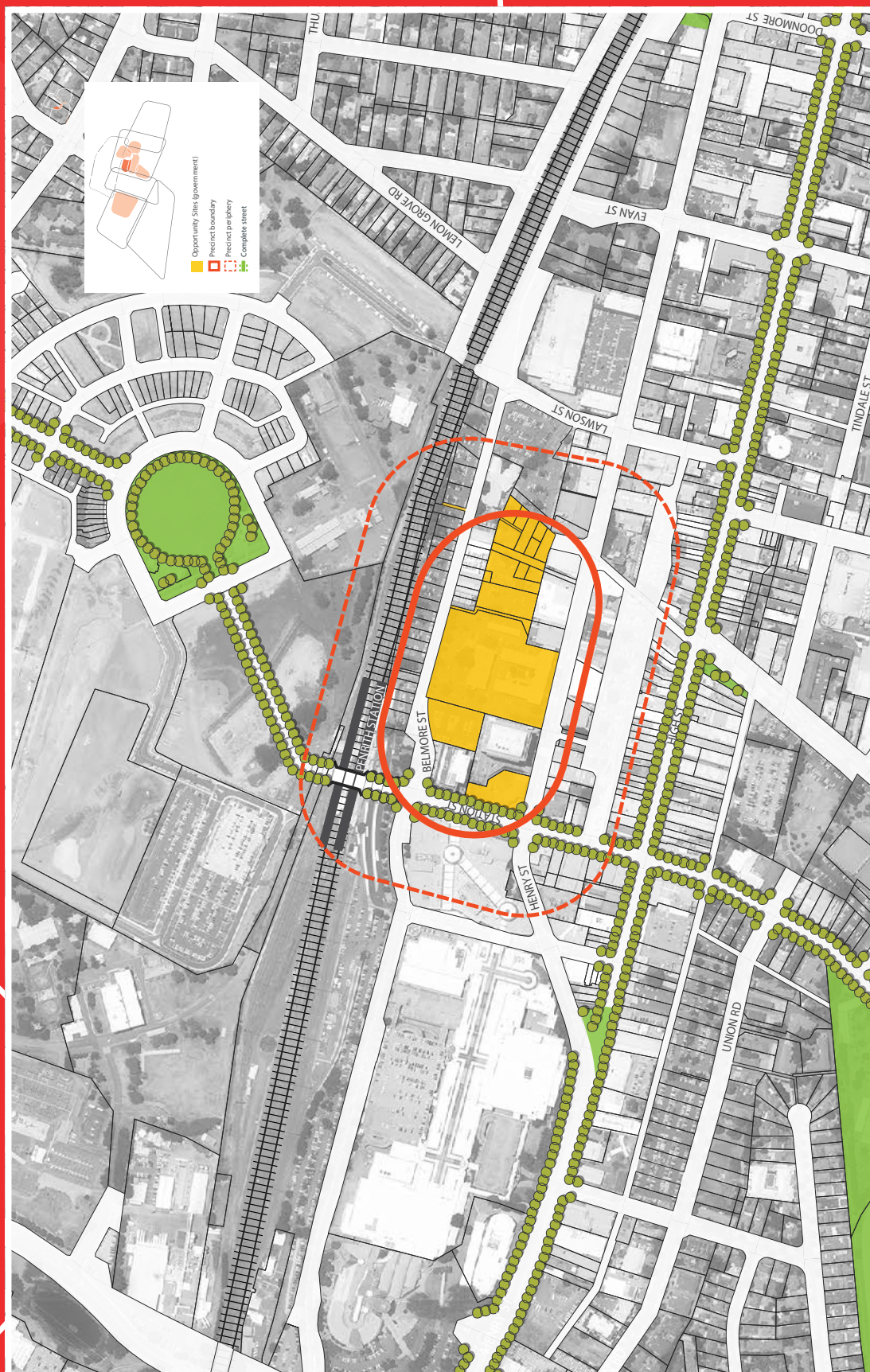
KEY CITY ASSETS IN THIS PRECINCT

Urban living, apartments, aged care & seniors housing, relevant services & facilities, senior citizens centre & bowling club and multi-level parking.

2a	Deliver living options for 55+ years, aged care facilities and seniors living developments	short term	Council, private sector
2b	Seek interest to construct a commercial or mixed use building that integrates the Community Services Hub	short term	Council, private sector
2c	Develop a structure plan for the precinct that encourages aged care, seniors living and community services, and upgrades Judges Park	short term	Council, private sector
2d	Consider the case for redeveloping the Senior Citizens Centre to upgrade and integrate with associated uses, such as seniors living or aged care	medium term	Council, PBA, private sector
2e	Seek interest to redevelop and expand the Judges Place carpark, including potential for retail, commercial or residential floor space as well as parking	medium term	Council, private sector
2f	Support developments for serviced and residential apartments	short term, ongoing	Council, private sector

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs

DELIVERY OPPORTUNITY PRECINCTS



03

COMMERCE + EDUCATION

The Commerce + Education Precinct will have a vibrant feel, with high activity during the day around the campus and towards transport nodes. The education centre will be dense with laneways that enhance pedestrian linkages and ground floor activity.

In the evening the community will be drawn to the campus with bars and entertainment. The location across from the Central Park Village will provide a 'break out', as well as an opportunity to engage with the community of the city.

The NBN will support connection and technical innovation. The digital economy will drive innovation and change in this area, refreshing and renewing meeting places.

It will also house commercial offices (eg government – health, sport and recreation, transport) and restaurants, cafés, roof-top bars. The Commerce + Education Precinct could also support activities in creative arts, information and graphics; advanced engineering start ups and a TV studio.

KEY CITY ASSETS IN THIS PRECINCT

TAFE, private university / international campus, future campus for other universities (eg UWS, Bond), student accommodation, serviced apartments, hotels and a smart work / business hub.

3a	Work with TAFE and other education providers to develop a strategy for the TAFE site that maximises opportunities for additional education facilities, a smart work / business hub, serviced apartments, restaurants and commercial activities	short term	Council, TAFE, private sector, PBA, BEC
3b	Seek interest for construction of a commercial building on the former Q Theatre site	short term	Council private sector
3c	Investigate opportunities to develop a design excellence / research centre in partnership with education providers	medium term, ongoing	Council, TAFE, private sector
3d	Work with providers of hotels, serviced apartments and bars for development in the precinct	medium term	PBA, private sector
3e	Increase the number of international students attending UWS and TAFE and engage them in the City Centre	short term	UWS, TAFE, Council

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs

DELIVERY OPPORTUNITY PRECINCTS



04

HEALTH LINK



The Health Link Precinct will connect the private hospital on Thornton to the associated health and wellness services located within the Penrith City Centre. It will be an active employment hub, providing for the needs of a large workforce, as well as visitors, with nutritious food offerings and social seating in well-defined areas.

The Health Precinct will provide the valuable connection from the north to the south of the City Centre for pedestrians and cyclists, with well-designed walkways and a feeling of safety and visibility. Over time the area will provide commercial space for health related services, health innovation and start ups.

It will also house commercial offices (eg government – health, sport and recreation, transport), restaurants and cafés, and multi-level parking. The Health Precinct could house advanced engineering start up activities, and provide a focus on local health issues such as obesity and diabetes.

Those visiting or waiting for patients or friends will easily access shops and cafés in nearby High Street or enjoy a walk through the Commerce + Education campus to the City Park.

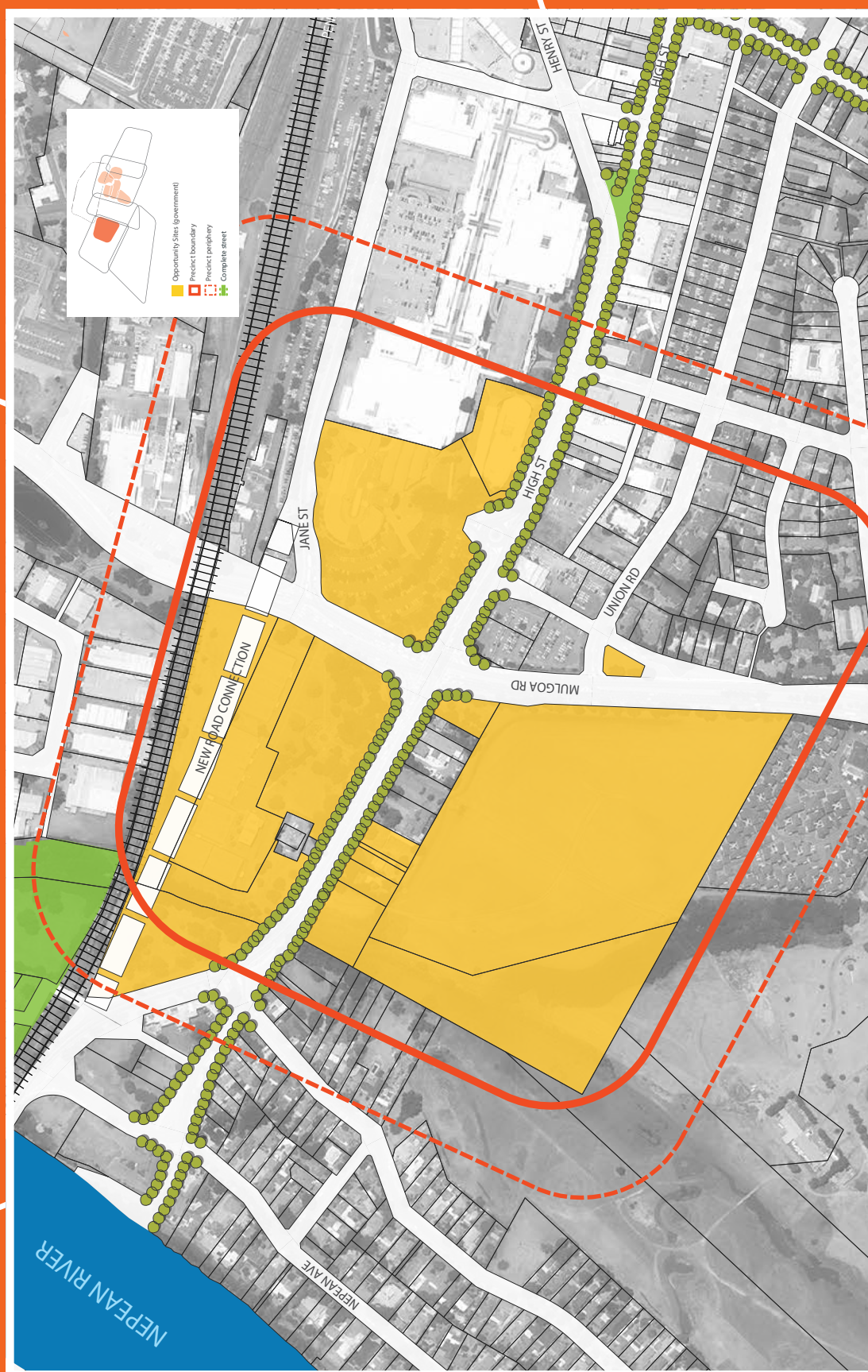
KEY CITY ASSETS IN THIS PRECINCT

Private hospital, day surgery, after hours medical, allied health service and international health hub.

4a Advocate for the North Penrith Multi-User Depot (MUD) site to be made available for development by Urban Growth	short term	Council, PBA
4b Deliver opportunities, and work with providers, for a significant health-related employment-generating development on the MUD site, such as a private hospital or health facility	short term	PBA, private sector
4c Develop an international health hub, focusing on delivering health services overseas	short term	PBA
4d Undertake an Expression of Interest process to encourage provision of key health uses and health related commercial uses on Council owned land	medium term	Council, PBA, private sector

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs

DELIVERY OPPORTUNITY PRECINCTS



05

COMMUNITY, CULTURE + CIVIC

The Community, Culture + Civic Precinct hosts a range of uses that both visitors and local residents will be drawn to for work and leisure. This site is an important asset to the community of Penrith, linking the City Centre to the Nepean River.

This precinct also links with activities on the Panthers site, and will connect with the Penrith Lakes as it develops. It will require rigorous investigation to develop the right mix of uses. Activities in this precinct will support cultural activation and entertainment that is both family-friendly and accessible.

Community activities such as galleries, museums and water play areas will join our existing facilities in The Joan, Q Theatre, Penrith Conservatorium of Music and the Penrith Regional Gallery, to provide entertainment for residents and visitors.

Commercial, visitor accommodation and residential uses in the area could also be an option for boosting activity. Conference venues and reception spaces would provide valuable and much needed facilities, linked with the river.

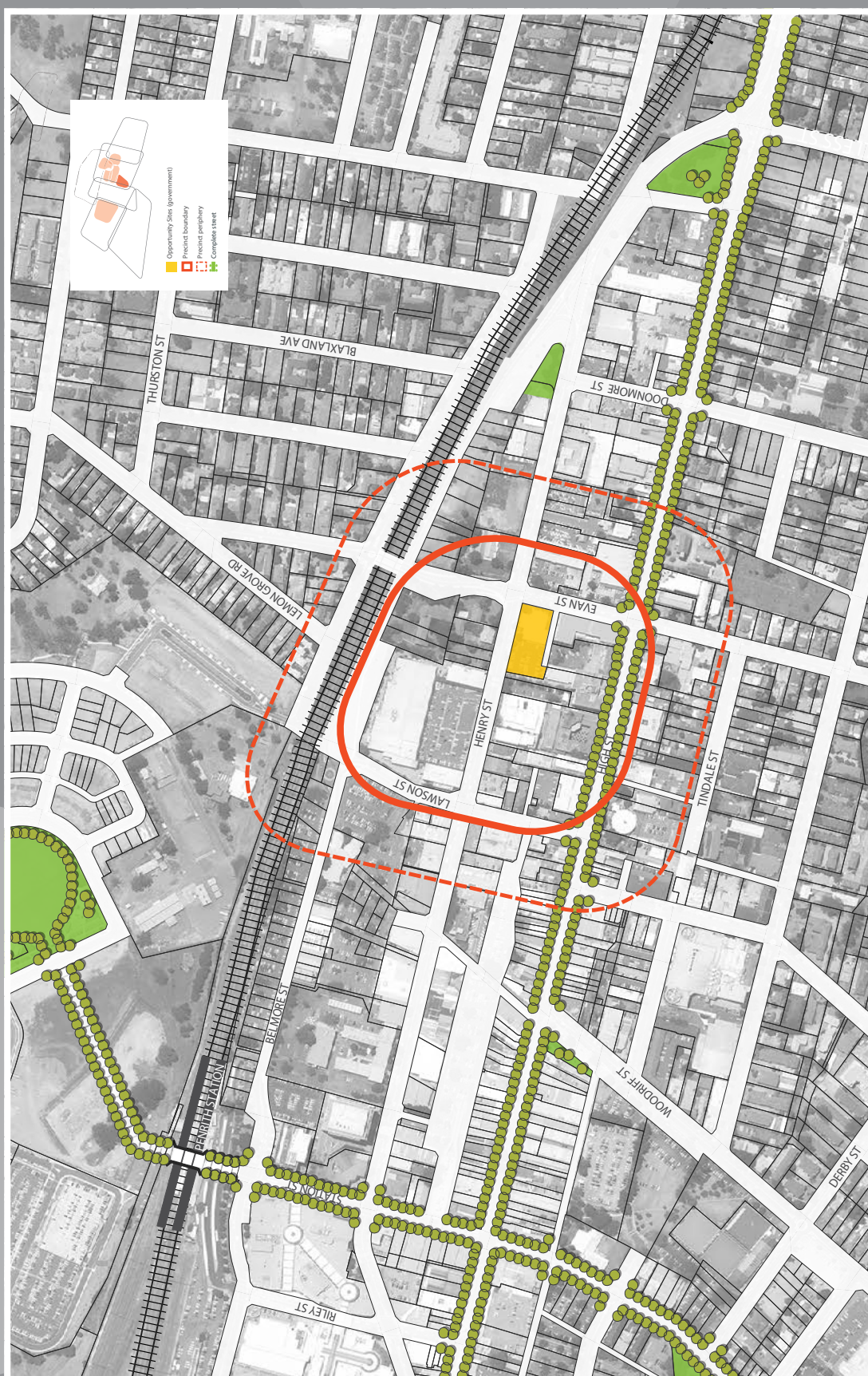
KEY CITY ASSETS IN THIS PRECINCT

Conference centre, museum, gallery, hotel, serviced apartments, lagoon / urban beach linking to the River, cafés, restaurants, bars and relevant commercial uses.

5a	Finalise a structure plan for the iconic Carpenter's site that delivers a magnetic meeting and destination place	short term	Council
5b	Advocate for cultural economy and infrastructure funding for Western Sydney's Regional Cities	short term	Council, PP&VA, PBA
5c	Explore opportunities for magnetic development such as a micro-brewery in the Community, Culture + Civic Precinct, including the land fronting the river	short term	Council, private sector
5d	Construct a pathway and recreation network linking the City Centre with the river through the Carpenter's site, including water play activities and possibly an urban beach	medium term	Council
5e	Encourage and facilitate a signature 'village' development on the south-eastern corner of Mulgoa Road and High Street, with opportunities for apartments, hotels, restaurants and roof top bars	medium term	Council, private sector

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs

DELIVERY OPPORTUNITY PRECINCTS



06

JUSTICE



The Justice Precinct brings a formality to the eastern boundary of the City Centre. The precinct will house a range of government services, including Courts and Police.

The District Courts sittings in Penrith were reduced by over 70% in July 2009. Opportunity exists to better use the existing court facilities and add other related services for the community.

The area will largely be active during the day. The Justice Precinct provides a feeling of safety, with strong way finding elements on the ground to assist people as they participate in the activities of justice, appearing or defending, paying fines or consulting legal opinion.

For many people it is a place of work, with small cafés and office accommodation.



KEY CITY ASSETS IN THIS PRECINCT

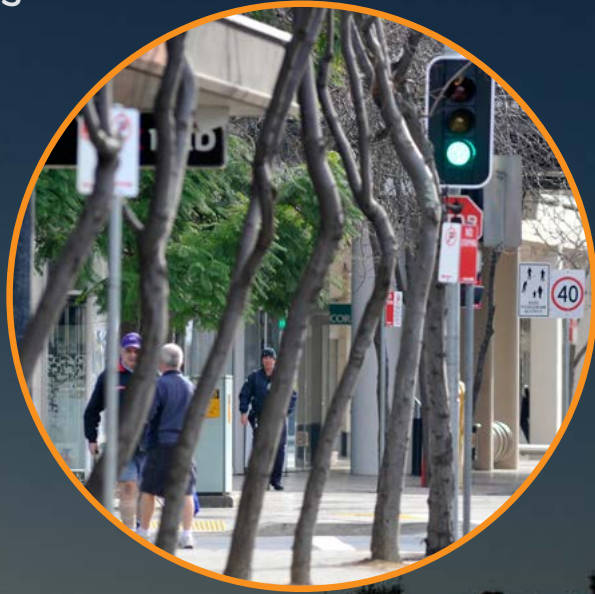
Courts (with potential for additional courts), police, legal services and professionals, cafés, restaurants and bars.

6a Advocate for district courts to be relocated to Penrith	short term	Council, PBA, state government
6b Encourage the development of commercial buildings to support justice activities	long term	Council, PBA

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs



DELIVERY CITY SHAPING ELEMENTS



CITY SHAPING ELEMENTS

The 'City Places' and 'Opportunity Precincts' refer to specific places within the City. Unlike these two layers, the 'City Shaping elements' exist throughout the City Centre. These 'themes', must be addressed to maintain an integrated approach to growth and development in the City Centre, rather than treating City Places and Opportunity Precincts as islands.

The 9 'City Shaping Elements' are:

1. **Creative economy**
2. **Active city**
3. **Smart growth & green buildings**
4. **Bridges, boulevards & gateways**
5. **River activation**
6. **Green grid**
7. **City transit**
8. **Infrastructure**
9. **City economy**



**DELIVERY
CITY SHAPING
ELEMENTS**

01



CREATIVE ECONOMY

Culture plays a key role in stimulating long-term economic and social growth. It is critical to economic success, particularly in the globalised knowledge economy. Creative arts stimulate community participation, and contribute to enhancing our culture.

The creative industries have emerged as one of Australia's strongest performers, with employment growing by a steady 2.8 % a year from 2006 to 2011.

The growth is attributed largely to the digital revolution, and the rising demand for digital and design services across the whole economy.

With Penrith's NBN network expanding, the City Centre can support these new businesses and provide new prospects for knowledge and creative workers.

Penrith's 'dream demographic' are the 15-35 year old, tertiary educated professionals who improve the city's economic vitality as their numbers increase. Attracting and keeping our young 'creatives' requires vibrant urban living and adventure activities.

Attracting, retaining and cultivating talent is an important part of growing prosperity. Opportunities include creative arts, information and graphics, a TV studio and shared broadcast centre.



1.1	Develop a Talent Attraction strategy, and explore approaches to attract and retain the City's 'dream demographic'	short term	PBA, Council, BEC
1.2	Work with education partners to identify and provide for areas of future skills need	short term	PBA, UWS, TAFE, BEC
1.3	Develop a business case for a university presence in the City Centre, and pursue establishment of a university / satellite university campus	short term	PBA
1.4	Explore innovative economic models for new business and diversification models for existing business, through the City Centre's NBN opportunities	short term	Council, PBA
1.5	Advocate to increase the level of funding for cultural arts venues and programs in Penrith	short term	PBA, PP&VA, Council
1.6	Support the investigation of new cultural arts venues in Penrith	short term	PBA, PP&VA, Council
1.7	Support the establishment of local cultural arts programs and educational pathways in Penrith	short term, ongoing	PBA, PP&VA, Council
Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs			

02



ACTIVE CITY

Vibrant cities are active 24/7 with food, entertainment and activities. Active cities attract both young people and empty-nesters, who are looking to down-size their housing and lead a more convenient and stimulating lifestyle.

Vibrant and active cities also bring a sense of safety, with more people walking along the streets, and families out and about.

Our City Centre can reflect our rich community, and our diverse culture.

Our cultural and social places must provide plenty of opportunities to connect, create, learn and share. Our streets and small spaces are potential places of culture, creative energy and activity. Outdoor festivals and events enrich the City Centre experience and celebrate our story.

At the heart of this activity will be skilled and inspiring artists, designers and cultural organisations. Our City Centre will become a cultural incubator, with spaces to encourage artists and organisations to flourish.

2.1	Develop an Evening Economy strategy	short term	Council, PCBDC
2.2	Develop a City Centre Activation and Recreation Strategy	short term	Council, PCBDC
2.3	Retain Urban Growth in the City Centre by identifying the next site for it to develop another City-shaping living village	short term	Council
2.4	Engage with the state government to identify co-investment proposals for cultural infrastructure	short term	Council, state government



2.5	Create 'eat street' sectors along High and Riley Streets, and encourage development of 'eat street' sectors in other Precincts	ongoing	Council, PCBDC, private sector
2.6	Activate the edges of the Nepean River, with restaurants and cafés along Tench Avenue, and events in the riverside parks	medium term	Council, private sector
2.7	Promote high-density development on accessible sites that support sustainable travel options (walk, cycle, public transport)	ongoing	Council
2.8	Grow festivals and events that reflect our identity, diversity and culture, happening in the City Centre and at the River	ongoing	Council, PCBDC
2.9	Build the identity of the City Centre as a liveable and desirable place	ongoing	Council, PCBDC
2.10	'Bring the River' into the City Centre public spaces and buildings (including lighting, design elements, water play, water features etc)	ongoing	Council
Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs			

03



SMART GROWTH & GREEN BUILDINGS

Smart growth in the City Centre means a compact, transit-oriented, bicycle-friendly, comfortable and walkable urban centre. Smart growth is about making things better for people.

Penrith is a hot city in summer months, particularly in our City Centre where the density of buildings, hard surfaces and cars exacerbates heat. Smart growth in the City Centre means active cooling through landscape and design, to improve the comfort and desirability of the place as a destination.

Our smart buildings will also be green buildings. Green buildings increase health and happiness for workers and residents.

Demand for smart and green buildings is growing, particularly from commercial tenants. Owners and investors are beginning to recognise the return on investment.

Our green buildings will save on energy and water, and help improve our working and living environments with natural air, trees, gardens and water features to enhance shade and cooling. They will be adaptable, and designed for longevity and Penrith's climate.

It is particularly important, in Penrith's climate, to encourage natural cooling through landscaping, the addition of water features and clever design so as to manage increasing energy costs while delivering cool places for living and working.

Review incentives clauses in the LEP to support increased heights

3.1	in appropriate City Centre locations, based on community benefit outcomes	short term	Council
------------	---	------------	---------

3.2	Review planning controls for the signature sites to encourage quality sustainable development of a mature Regional City scale	short term	Council
------------	---	------------	---------



3.3	Review the Floor Space Ratio (FSR) to achieve better urban design outcomes and scale of development for the City Centre	short term	Council
3.4	Consider the potential to use inclusionary planning concepts to encourage affordable housing and other good outcomes	medium term	Council
3.5	Work with the Department of Health to determine how the City Centre can address health deficits and enhance well-being (bike paths, pathways, better balance of active transport to cars, green grid, community safety)	medium term	Council, state government
3.6	Research the City Centre's 'movement economy' and use this to improve the connections of spatial accessibility, movement patterns and land uses	medium term	Council
3.7	Encourage new and refurbished buildings to meet a minimum 5 Green Star rating	ongoing	Council
3.8	Encourage new and refurbished buildings to contribute to a landscaped, cooler and more sustainable City Centre through design responses including shade trees, water features, rooftop and vertical gardens	ongoing	Council
3.9	Explore opportunities to provide sustainable, alternative decentralised utilities to build long-term resilience	medium term	Council
Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs			

04



BRIDGES, BOULEVARDS & GATEWAYS

We are a Regional City Centre, with the Nepean River on our doorstep. The river is one of the city's 'gateways'. Defining and enhancing these 'gateways' will bring a sense of arrival, and define the City Centre.

Our gateways can be expressed by unique buildings and spaces, which reflect our culture and identity.

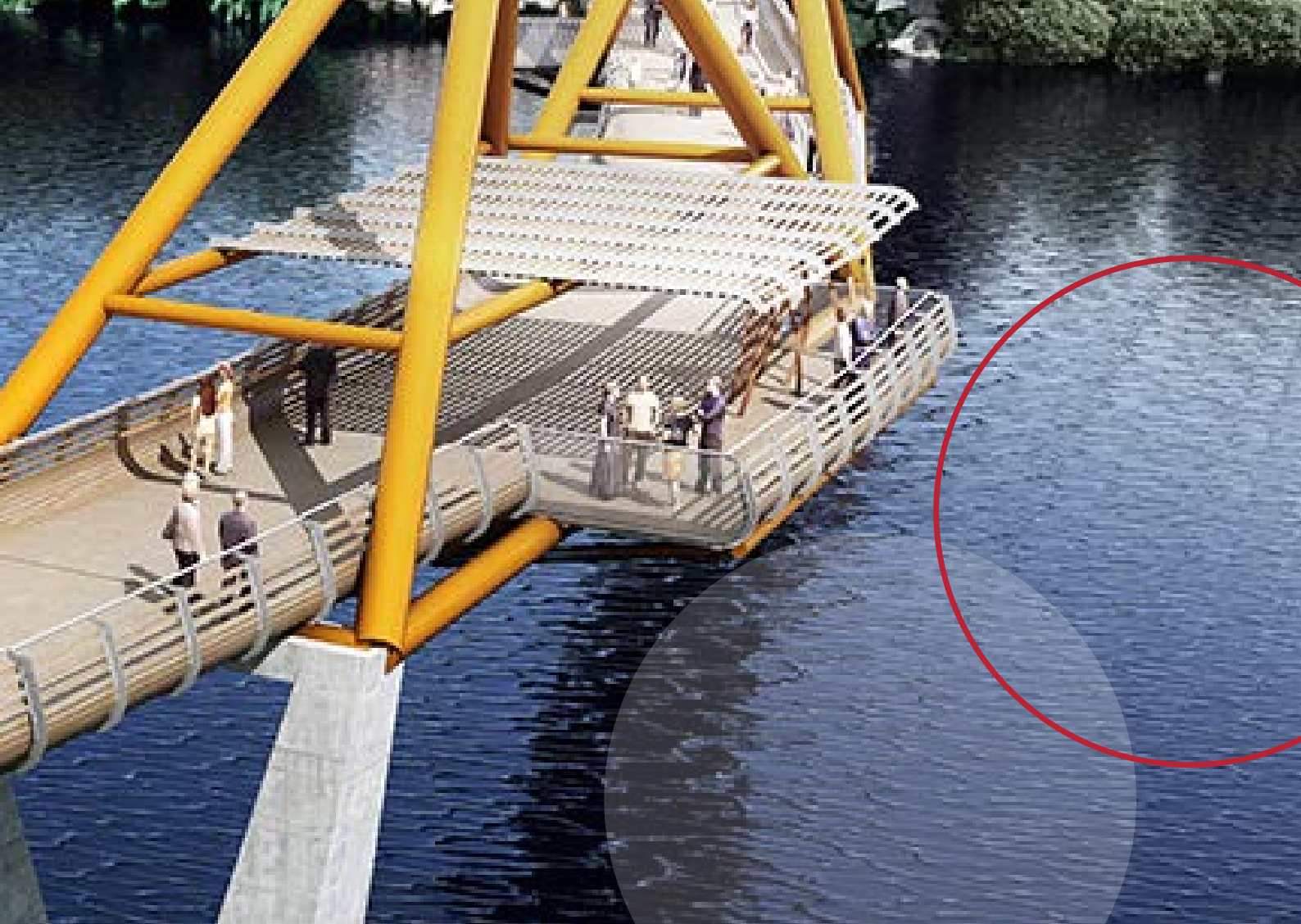
Two bridges for vehicles and pedestrians currently connect our city across the river. The new Nepean River Green Bridge, a bridge for pedestrians and cyclists, starts construction this year. It will become a destination in itself, with active places to visit on each side of the river.

The Green Bridge will connect with the Great River Walk, a pathway along the River to Penrith Lakes. Our 6.9km round trip 'bridge-

to-bridge' section of the Great River Walk attracts thousands of people walking, running and cycling each week.

Bridges across the railway line are also important for future connectivity as the City Centre grows. A new pedestrian bridge will be needed to connect the Health Link Precinct. The existing bridges and underpasses need improving to deliver better bus, car, pedestrian and cyclist access.

Boulevards are 'complete streets' that provide access for all transport options. Walking, cycling and transit services, as well as cars, all have a place on the boulevard. The inviting and shady environment is important for our hot summers, and will attract outdoor eating and events.



4.1	Create a welcoming, safe and cool gateway at Penrith Railway Station with landscaping, pedestrian shelter and sustainable lighting	short term	state government
4.2	'Bookend' the Green Bridge with magnetic development and activities on the eastern and western banks of the River	medium term	Council, state government
4.3	Advocate for a pedestrian / cycle bridge across the railway, to connect the Health Link Precinct between Thornton and the City Centre	medium term	Council & PBA
4.4	Define the City Centre's eastern and western High Street gateways with distinctive and innovative buildings or places	medium term	Council, private sector
4.5	Work with Panthers to redefine the City Centre's gateway at Mulgoa and Jamison Roads with significant buildings or places	medium term	Council, private sector
4.6	Create High and Station Streets as landscaped and cool 'complete streets'	ongoing	Council
Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs			



DELIVERY
CITY SHAPING
ELEMENTS

05



RIVER ACTIVATION

The Nepean River is an important part of our city. It is connected with the City Centre along High Street, and will also be connected in future through the Carpenters site, and south along Peachtree Creek.

Tench Reserve provides an embankment park for walking, leisure, playgrounds and river sports. Power crafts, such as speedboats and jet skis head south beyond the M4 bridge. Canoes and kayaks skim north, between the Rowing Club and the jetty at Tench Reserve.

Tench Avenue will become a destination for people looking for a leisurely day out, with cafés, restaurants, and recreation venues.

The Penrith Weir punctuates the river past the Rowing Club, defining the current end to the active river frontage.

On the western side of the river, Regatta Park provides an area for informal sports, parties and picnics. The Green Bridge will connect with the river embankment at Punt Road, creating space for cafés and future terraced areas.

The Penrith Regional Gallery and The Lewers Bequest sits less than 2km from the Green Bridge landing, along River Road. Its vibrant cafe, impressive exhibitions, heritage gardens, Modernist Research Centre and cultural activities bring a constant stream of visitors.

River activation can include performance, art and design, play, events and festivals, sports and recreation.



5.1	Connect and activate the Great River Walk, and the pathway along High Street, into the City Centre	medium term	Council
5.2	Facilitate public access in the redevelopment of the Log Cabin site through planning controls or other incentives	short term	Council
5.3	Build a terraced area on the western bank of the river	medium term	Council
Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs			



DELIVERY
CITY SHAPING
ELEMENTS

06



GREEN GRID

Vibrant spaces are balanced by peaceful places, to enrich our City Centre for living, working and visiting. A green grid – as the name suggests – provides a network of green pathways that connect both small and large green spaces throughout the city.

Adding to our existing green spaces of Memory Park, the Mondo and the Pop-Up Park, the proposed City Park, at the corner of Station and Henry Streets, will become a new heart for our City Centre. It will provide spaces for rest and reflection, as well as vibrant places for eating, events and a Cross- Cultural Community Centre.

Our City Centre parks, squares and spaces will be connected by a green grid network of paths and cycleways that also connect the City Centre with the river.

Opportunities to cycle and walk will be supported by access to drinking water, and shady pathways. Tree-lined streets, verandahs and awnings will provide cooling and shelter from the sun. Water play and connections with water will become essential elements of our City Centre.



- | | | | |
|-----|---|---------|---------|
| 6.1 | Landscape and upgrade public squares, parks and spaces to 'cool down' the City Centre | ongoing | Council |
| 6.2 | Strengthen and landscape pathway links between the City Centre's public squares, parks and spaces | ongoing | Council |
| 6.3 | Encourage public spaces and permeability in and around new developments | ongoing | Council |

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs

07

CITY TRANSIT

Penrith City Centre is served by the western rail line, which is used by thousands of commuters each day. Most commuters travel into Parramatta and Sydney for work.

We will continue to advocate for fast and frequent train services between Penrith, Parramatta and Sydney.

Revitalising our City Centre will create more local jobs, so residents will not have to commute long distances.

City transit is also about becoming more accessible, with trains or light rail connecting not only the region, but the city and the City Centre. Developing a walkable City Centre in the future will require transit options, such as light rail, moving people around the City Centre and supporting our new living precincts.

Car parking will be managed through locational pricing, with short-stay parking in the City Centre, and longer term parking at the City Centre’s outer edges.

7.1	Plan new roads and pathways to improve legibility and permeability, and strengthen the pedestrian network	short term	Council
7.2	Manage and prioritise central parking to balance the needs of shoppers, workers, and commuters	short term	Council
7.3	Provide real-time parking space signage and way-finding	short term	Council
7.4	Provide and manage car parking through a supply and demand model, and implement a locational pricing structure to manage demand	short term	Council, PCBDC, PVCC



7.5	Review parking requirements for residential, retail and commercial developments in the City Centre and recognise shared use for different times and activities, to support development without creating an oversupply	short term	Council
7.6	Investigate feasibility and develop a business case for sustainable future transport options, such as light rail, for the City Centre	medium term	Council
7.7	Provide short-stay parking in the City Centre, and longer term parking at the City Centre's outer edges	long term	Council
7.8	Improve pathways, public spaces and connections to encourage pedestrians and cyclists in the core of the City Centre	ongoing	Council
7.9	Advocate to improve frequency of the public transport (bus) services from suburbs to the City Centre, and for upgrades to infrastructure, including commuter car parking	ongoing	Council, PBA
7.10	Advocate for enhanced public transport services and access to the City Centre, especially fast and frequent train services between Penrith, Parramatta and Sydney (both ways)	ongoing	Council, PBA

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs



DELIVERY CITY SHAPING ELEMENTS

08



INFRASTRUCTURE

Revitalising the City Centre requires robust infrastructure systems including roads, pathways, car parking, stormwater channels and drainage pipes.

The City Centre has long blocks of shops and commercial buildings along High and Henry Streets. The many arcades in the centre of High Street contribute to permeability. In other precincts, additional laneways and roads would improve traffic and pedestrian access. A road connecting Belmore Street through to Henry Street would open up access through the western end of the TAFE site.

As the City Centre grows, the construction of multi-level car parking structures will enable redevelopment of land for higher order uses in the City Centre, which brings jobs and activation.

These structures – at locations such as in Belmore Street and Union Road at the City Centre's edges – would reduce the number of cars in the City Centre core and improve amenity.

Works are required to manage existing overland stormwater flows, so that current and new developments will be safe from flooding.



8.1	Build a small multi-level carpark in the vicinity of Allen Place, in conjunction with a mixed use or residential development	short term	Council, private sector
8.2	Undertake stormwater overland flow works in Judges Park and other areas in the City Centre	short term, ongoing	Council
8.3	Work with TAFE to establish a corridor for a new road through the western end of the site, connecting Belmore and Henry Streets	short term	Council, TAFE
8.4	Seek interest for construction of a multi-level carpark at the eastern end of Soper Place, and in other identified City Centre locations	medium term	Council, private sector
8.5	Consider opportunities to underground the high voltage power lines that transect the Carpenter's and Woodriff Gardens	medium term	Council
8.6	Continue to pursue a direct road connection between Castlereagh Road and Victoria Bridge, to assist with flood evacuation	ongoing	Council
<i>Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs</i>			



DELIVERY
CITY-SHAPING
ELEMENTS

09

CITY ECONOMY

The economic analysis which informs this document applies to the broader city, rather than just the Penrith City Centre.

Growth in the identified 'comparative advantage' sectors will happen across the City. For example, it is likely that new Advanced Engineering, Manufacturing and Construction activities would choose to co-locate with partnering businesses, and that Advanced Logistics businesses would seek locations close to the proposed Western Sydney Airport or in existing or planned employment areas.

The key in this project is to determine which are the appropriate sub-sectors and uses that could be encouraged to establish in the City Centre, but also support growth in the whole city.

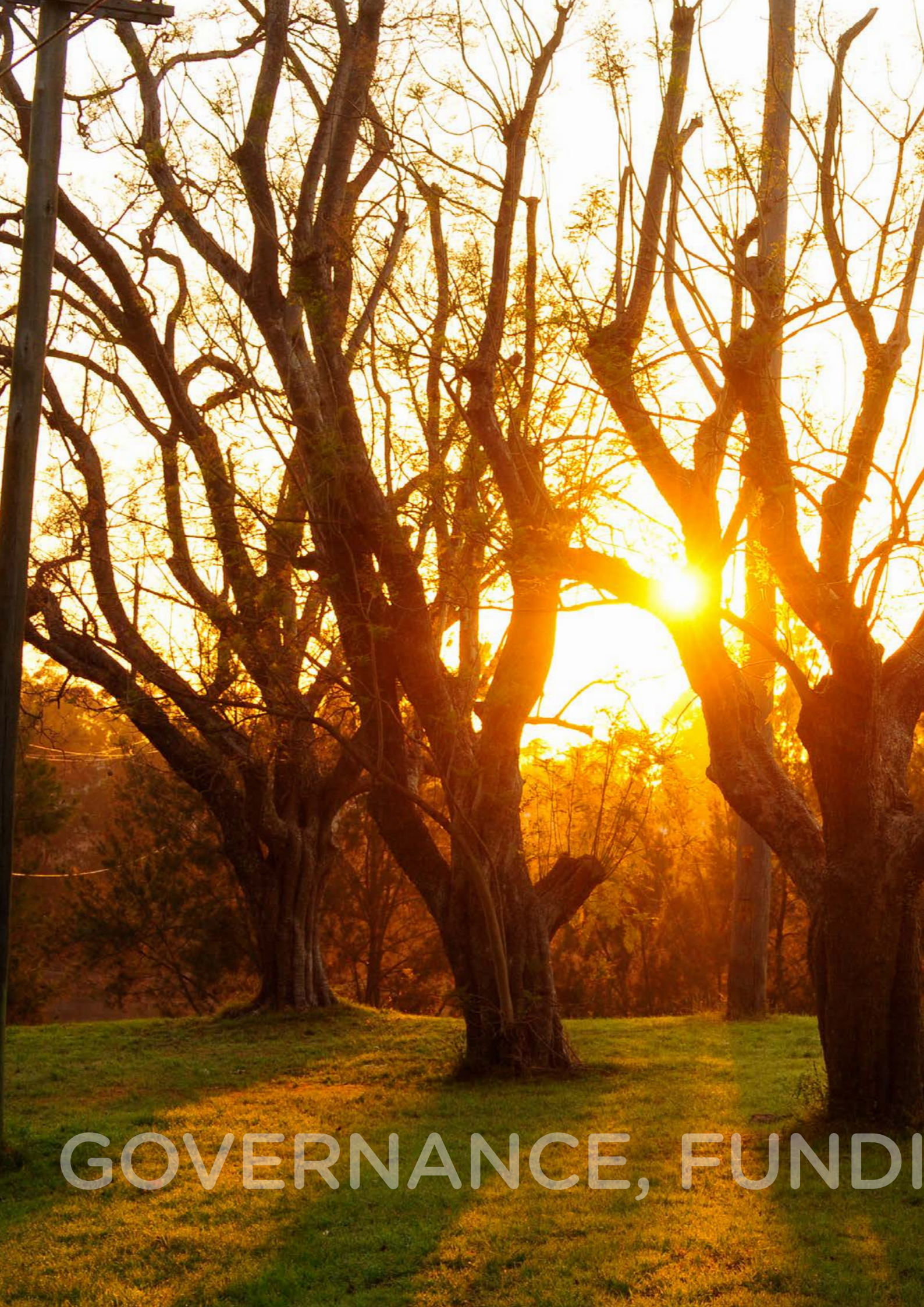
Particularly for businesses interested in establishing themselves early, while the airport is still being planned, the attraction of an established City Centre may encourage commercial development for the Advanced Logistics sector. Similarly, the Penrith City Centre may provide a central location for an Advanced Engineering, Manufacturing and Construction base. These are opportunities that can be pursued.

The Penrith Progression process has identified a number of initiatives that are relevant to the broader city, but will foster growth and investment in the Penrith City Centre.

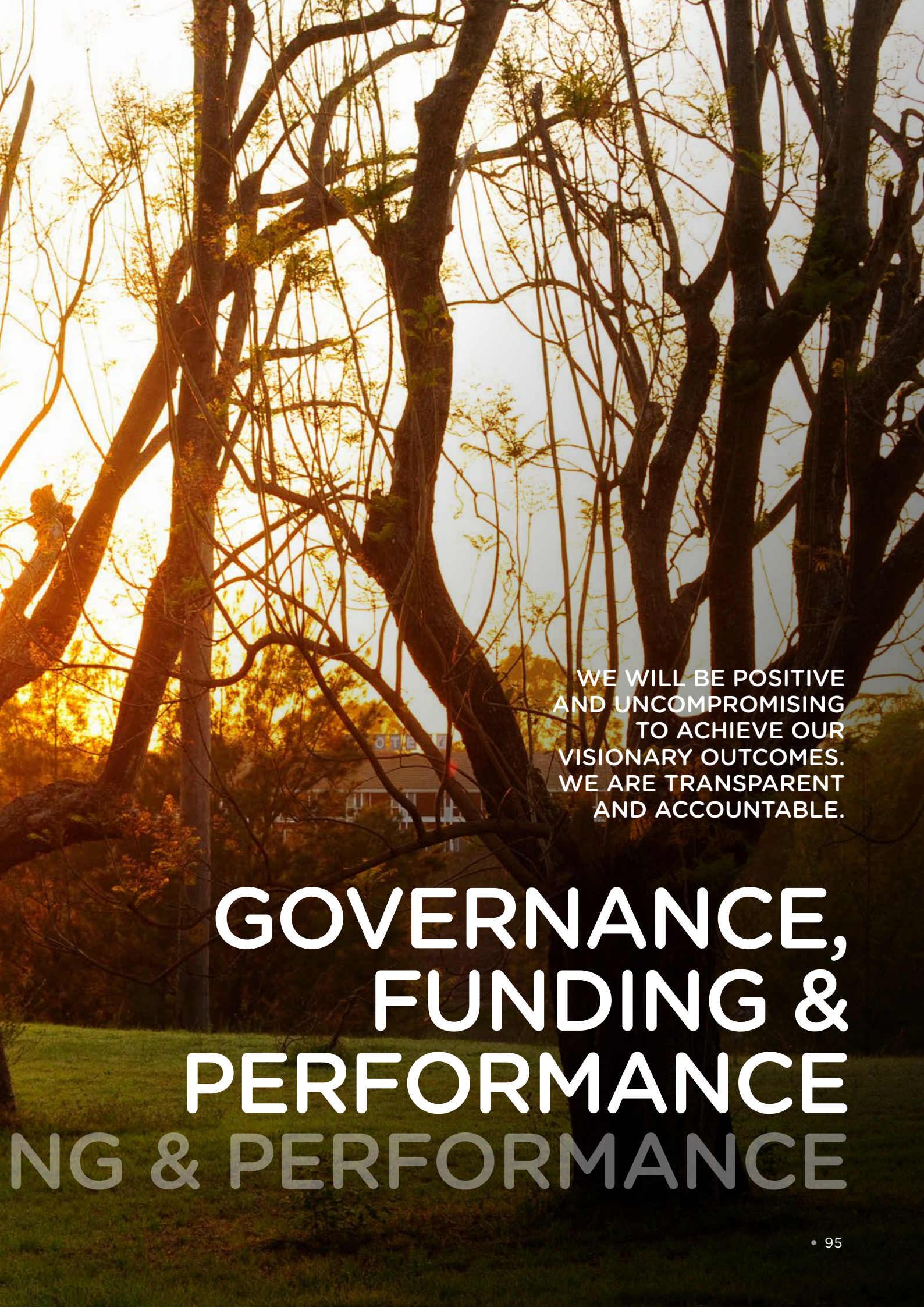


9.1	Advocate for an additional 1,000 government jobs to be located in Penrith City Centre	ongoing	PBA, Council
9.2	Prepare an investment prospectus about the City for overseas markets	short term	PBA
9.3	Advocate for funding for the Western Sydney Stadium at Penrith	short term	Council, PBA
9.4	Advocate for the development and implementation of a Regional City Transport Strategy, including active transport planning and infrastructure	medium term	Council, state government
9.5	Work with the advanced engineering and logistics sector to identify 'sustainable future' business opportunities	medium term	PBA
9.6	Work with the advanced manufacturing sector to identify 'sustainable future' business opportunities	medium term	PBA
9.7	Prepare an Airport Economic Development Strategy which capitalises jobs for the Penrith City Centre	short term	PBA
9.8	Ensure continuing best-practice in policy and assessment and approval of development proposals	ongoing	Council

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs



GOVERNANCE, FUNDI



WE WILL BE POSITIVE
AND UNCOMPROMISING
TO ACHIEVE OUR
VISIONARY OUTCOMES.
WE ARE TRANSPARENT
AND ACCOUNTABLE.

GOVERNANCE, FUNDING & PERFORMANCE NG & PERFORMANCE

7 SECRETS OF REGIONAL SUCCESS

Greg Clark is an advisor, advocate, and mentor on cities and businesses. He works with leadership teams in global cities, global firms, global institutions, and at global gatherings. Greg's 7 Secrets of Regional Success offer a set of guiding principles for the future of our City Centre, and inform the way in which we deliver this Action Plan.

SEE
THE BIG
GLOBAL
TRENDS

GET NATIONAL
GOVERNMENT
ON SIDE

CLEAR MECHANISMS
OF AFFILIATION
FOR ALL

FOCUS ON REAL
COMPETITION,
NOT THE
NEIGHBOURS

MANAGE
AND SHAPE
GROWTH
ACTIVELY

A LEADERSHIP ROLE
FOR ALL LEADERS
(ESPECIALLY
BUSINESS)

THINK AND ACT
FOR THE LONG
TERM, WITH
BIG IMPACT
INTERVENTIONS

DELIVERY
GOVERNANCE, FUNDING
& PERFORMANCE

DELIVERY FRAMEWORK

The Penrith Progression Action Plan is a living document – flexible and responsive over time. Recognising that the specific timing, responsibilities and funding for each action can be difficult to forecast, the Action Plan outlines the broad direction and priorities to guide future development and investment.

In this context, the Delivery Framework identifies:

- city-shaping elements to guide decision-making and identify key projects
- catalyst projects as priorities for investment
- high-level guidance on timeframes, responsibilities and actions.

The Action Plan will be regularly monitored and reviewed to ensure future opportunities can be captured and built in to the delivery process.

For Council, there are four important elements to realise successful implementation – governance, funding, planning and projects.

GOVERNANCE

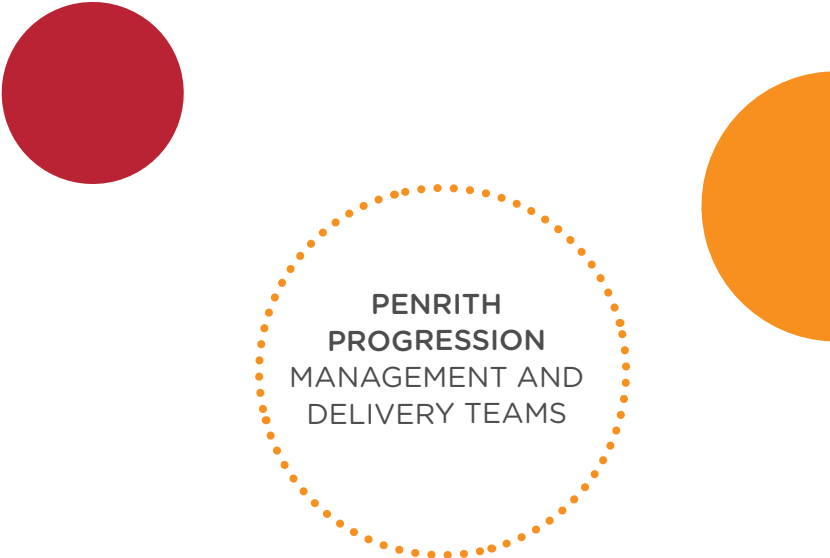
Effective governance arrangements are essential for the successful implementation of this Action Plan. Implementation requires strong leadership, collaboration with stakeholders and a robust approach to decision-making.

A strong governance structure is also essential to ensure that risks are mitigated and community interests are protected.

Delivering the agreed priorities will require significant expertise and experience beyond that currently available in Council. Council commissioned Urbis to investigate a range of options and case studies to inform the structure of the governance and funding models. Straightforward projects may be managed through Council's existing services, while more complex projects may require a new approach.

The governance framework in Penrith City Council will foster leadership and collaboration, ensuring planning guidance, development facilitation, infrastructure planning, project delivery and place management functions are coordinated.

Council will continue to work collaboratively with the community, business and the state government to fulfil our City Centre's potential. This governance structure can adapt and evolve over time in response to new challenges and directions, and to optimise outcomes.



**PENRITH
PROGRESSION
MANAGEMENT AND
DELIVERY TEAMS**

**PENRITH
CITY COUNCIL**

IDEAS AND EXPERTISE
STATE / FEDERAL
GOVERNMENT
PARTNERS
INDUSTRY EXPERTS
COMMUNITY

**PROPERTY
ADVISORY PANEL**
EXTERNAL AND
INDEPENDENT

**PENRITH
PROGRESSION
EXECUTIVE
STEERING GROUP**

**PROPERTY
STRATEGY
GROUP**

**DELIVERY
PARTNERS**
BEC
PBA
PCBDC
PP&VA
PVCC
TAFE
UWS

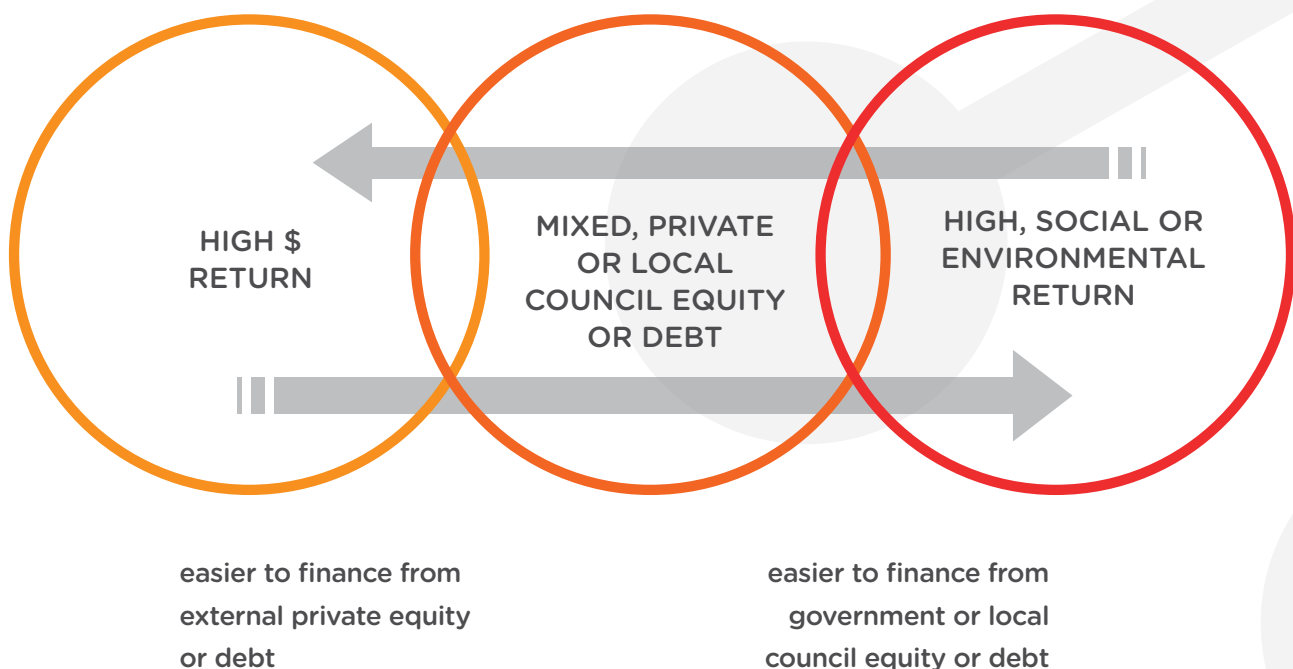
DELIVERY
GOVERNANCE, FUNDING
& PERFORMANCE

FUNDING

Ensuring that the goals in this Action Plan are realised may require a move from traditional delivery models to something more commercial, or of a more contemporary and innovative nature.

Delivery will bring challenges for Council and the city, which may require consideration of alternate financing options, including third party equity investors, bond raising, underwriting and guaranteeing, land swaps, grants, co-location, partnerships, joint venture profit and risk sharing and other models not previously used by this Council.

The potential for a Tax Increment Financing model has been floated with NSW Treasury and further discussions on this option are being pursued. Opportunities for a financing model similar to the UK City Deals are also being pursued with the state government.



*(Source: Northern Horizons)

PLANNING FOR DEVELOPMENT

Private development and investment will play a major role in the City Centre's economy and the lifestyle it offers. With many new buildings projected over the next 20 years, the private sector will also drive significant changes in our built form, public realm and infrastructure.

An effective planning framework can harness and guide this development to optimise community benefit and help deliver our vision for the City Centre. The Action Plan calls for a review of the City Centre's planning controls, to ensure that high-quality and sustainable buildings are delivered.

Council will ensure that a dedicated team will support proponents for development in the City Centre through the process from concept to occupation. A Place Management and Precinct Activation team, system and culture will fully support the vision and Action Plan.

In the big picture, cities can be more productive as they get bigger, providing the benefits outweigh the costs (such as congestion, low jobs self-sufficiency, lack of public transport across regions with long commute times).

It is important to continue research and analysis into how the City Centre can continue to increase productivity. Potential areas for investigation and research include:

- ensuring infill in the city is as financially attractive as greenfield development
- exploring broader funding opportunities, such as value capture across the city, to contribute towards transport infrastructure
- reducing the heavy reliance on transport – walk or cycle to services, mixed use zones, less distance to work
- enhancing public transport, including mode shift, and
- higher quality public space in the core, with less area allocated for cars.



DELIVERY
GOVERNANCE, FUNDING
& PERFORMANCE

PRIORITY PROJECTS & INITIATIVES

To attract development, harness growth and realise our potential as the New West, a regional city, we must invest in our public realm and transport systems, our cultural assets and technology. Council will work closely with the state government and the private sector to deliver these important projects and initiatives.

The Delivery section of this Action Plan outlines the priority projects over the next 20 years, which will transform our City Centre. These include:

- specific land uses and activities in the 6 Opportunity Precincts, with the Central Park Village and Living Well Precincts being the first priorities
- public domain improvements that are vital to attracting private sector investment and improving our lifestyle
- programs to encourage community engagement, activation and cultural expression
- important infrastructure investment and projects needed to keep our City Centre functioning as it grows
- advocacy for essential state government infrastructure and services, such as improved public transport
- studies to investigate new initiatives and prepare for the delivery of projects.

1	Advocate for a Regional City Investment Fund of at least \$100 million each for the outer-western regional city centres identified in the 2014 'Plan for Growing Sydney'	short term	Council, PBA
2	Promote the City Centre through a marketing strategy, including a focus on the Opportunity Precincts and targeting the key economic sectors	short term	Council
3	Establish a dedicated team to support proponents for development in the City Centre through the process from concept to occupation	short term	Council
4	Consolidate a Place Management and Precinct Activation team, and build on our culture to support the vision and Plan for Action	short term	Council
5	Encourage the City's universities and others to research how the policy framework for the City Centre can boost productivity by increasing benefits and reducing costs of agglomeration	medium term	Council, UWS
6	Maintain our knowledge of global trends about the future of cities, and consider engaging a 'futurist in residence'	short term	Council
7	Through advocacy, research and case studies, develop a compelling proposition for the federal government to involve itself in aspects of the City that are of national significance	ongoing	Council
8	Increase scale through partnership and regional integration	ongoing	Council
9	Research smart ways to finance City Centre infrastructure (eg UK City Deals, tax increment financing, ACT metropolitan taxation, Metro Greenspace)	ongoing	Council
10	Advocate for autonomous Council revenue raising, and the removal of rate pegging	ongoing	Council

Short term 0-4yrs, medium term 4-8yrs and long term 8+yrs

MEASURING PROGRESS

An important part of the Penrith Progression Plan for Action is measuring outcomes and performance. The key performance indicators that follow are intended to track our performance against the outcomes. These outcomes provide a broad picture of what the Action Plan is aiming to achieve.

Measuring against outcomes allows for flexibility as different and better ways of doing things, that were not envisioned when this Action Plan was developed, emerge.

The actions may change over time, as new opportunities or options arise, though the outcomes to be achieved will not. Council's performance, and that of our delivery partners, will be measured by the implementation of the actions relevant at the time, and within the agreed timeframes.

A reporting framework, together with the story behind each of the performance indicators and baseline data, will be developed over the next year. Should we find that a performance indicator cannot be measured effectively, that information will be noted and the indicator will not be used.

OUTCOMES

ECONOMIC LIMITLESS OPPORTUNITIES

CITY CENTRE

KEY PERFORMANCE INDICATORS

jobs (primary)

\$ local spend

jobs in the target sectors

educational attainment (working age pop)

\$ Gross Regional Product (GRP)

OUTCOMES

CITY CENTRE

KEY PERFORMANCE INDICATORS

GREEN SPACES OPEN CITY LIFESTYLE

pedestrians in the City Centre

people activities (sit, dine, meet, etc)

cultural / art activities and events

shade trees along main walking routes

high level of satisfaction – public spaces / domain

SOCIAL & CULTURAL A VIBRANT COLOURFUL LIFE

residents

'dream' demographics (15-35 yrs)

restaurants, cafés and entertainment venues

businesses open after 5pm

residents that go to the City Centre for entertainment or socialising

BUILT FORM SMART GROWTH

accredited Green Star buildings or equivalent

buildings with a green roof and/or walls

dwellings within 400m to public transport

residential buildings with car share schemes

residents employed in target sectors / locally

TRANSPORT CONNECTING PEOPLE AND PLACES

public car parking spaces

people using public transport

extent of connected grids of movement

ratio of parking spaces to dwellings

people using the Great River Walk

GLOSSARY

BEC	Penrith Valley Business Enterprise Centre
GRP	Gross Regional Product
NBN	National Broadband Network
PBA	Penrith Business Alliance
PCBDC	Penrith Central Business District Corporation
PHEP	Penrith Health and Education Precinct
PP&VA	Penrith Performing and Visual Arts
PVCC	Penrith Valley Chamber of Commerce
TAFE NSW	Technical and Further Education NSW
UWS	University of Western Sydney
WSI-TAFE	Western Sydney Institute, Technical and Further Education NSW

ACKNOWLEDGEMENTS

PROJECT TEAM (PCC & PBA)

Craig Butler (Project Director)
Ruth Goldsmith (Project Executive)
Tanya Jackson (Project Manager)
Jeni Pollard
Bijai Kumar
Lyndal Edwards
Erin Higgins

CONTRIBUTIONS

Barry Husking
Vicki O'Kelly
Chris Moulang
Michael Jackson
Barbara Magee
Stephen Britten
Glenn McCarthy

A joint initiative of:

PENRITH
CITY COUNCIL



GOVERNANCE GROUP

Paul Brennan (Chair)
Alan Stoneham (General Manager)
Craig Butler / Barry Husking (Project Director)
Bijai Kumar (Chief Executive Officer)

Penrith Business Alliance
Penrith City Council
Penrith City Council
Penrith Business Alliance

CONSULTANTS

Mark Vassarotti & Phil Carter
Jeffrey Robinson
Michael McAllum
Michelle Cramer, Anna Robinson & Greg Meckstroth
Prof. Ed Blakely & Hubert Dumont
Bill Kerr, Damien Kerkoff & Liam McFadden
Eliane Miles & Benjamin Duffin
Andrew Marsden
Mike Day, Martine White & Nicole Dennis
Marcus Paget-Wilkes & Belinda Lawler
Leisl Harris & Damien House

Arup
Aurecon
Global Foresight Network
Hames Sharley
Jacobs (formerly SKM)
Kerr Partnering
McCrindle Research
O'Connor Marsden (formerly Deloitte)
RobertsDay
Savills
Urbis SIS

SOURCE DOCUMENTS

Brisbane City Centre Master Plan 2014
Northern Horizons
50 Year Infrastructure Strategy for North Melbourne
'The Future of Penrith, Penrith of the Future'

Brisbane City Council
NORTH Link
Campement Urbain

PROJECT SUPPORT

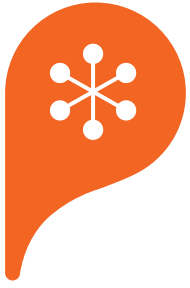
Paul Grimson
Adam Wilkinson
Russell Cook

David Ellks
Belinda Prestwidge
Bidaya Eltana

WITH THANKS

Mike Williams (Urban Growth)
Tim Williams (Committee for Sydney)
Natasha Sean
Emily Tinson
Finola Methven
Briare McElhone & Kirsten Coster

Ben Artup (Penrith Business Alliance)
Corinne Turner (Penrith Business Alliance)
Nicole Evans (Penrith Business Alliance)
Andrew Farrell
All table facilitators and scribes
(Moreland City Council)



NEW WEST

INNOVATIVE
TRANSFORMATIVE
URBAN RENEWAL
BOLD