

PENRITH PROGRESSION
IDEAS AND OPPORTUNITIES WORKSHOP
8 August 2014



Contents

1. Summary	1
2. Activity 1	2
a) Projects and initiatives for each sector (<i>Worksheet 1</i>).....	2
b) Prioritised Projects/ Initiatives (<i>Worksheet 2</i>)	6
3. Activity 2	13
Appendix A - Agenda Penrith Progression Ideas and Opportunities Workshop	15

1. Summary

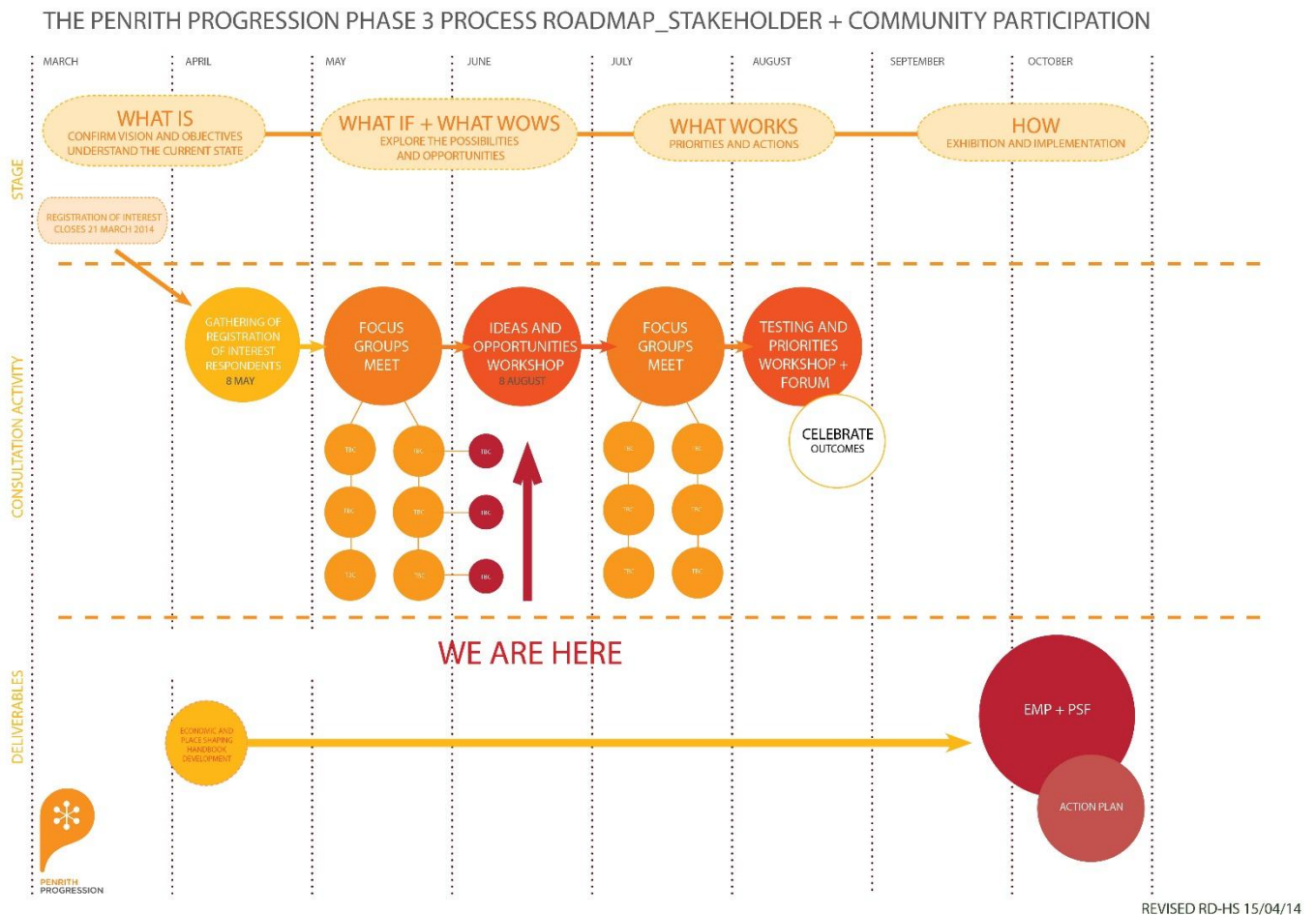
Prepared by: Nicole Dennis, Senior Urban Planner, RobertsDay

The Ideas and Opportunities Workshop (Workshop 1) was held on 8 August, between 9am – 1:00pm at Penrith City Council. The workshop was attended by 48 participants representing industry, government agencies, community, key stakeholders, not-for-profit /community sector, creative and educational groups.

The session was facilitated by Mike Day of Roberts Day. A presentation on the emerging economic sectors of comparative advantage in Penrith was given by Dr Ed Blakely of Jacobs Pty Ltd with an introduction and summary provided by Michael McAllum of Global Foresight. A copy of the agenda is included at Appendix A.

The report summarises the key findings of the session.

The following diagram illustrates where we are in the process.



2. Activity 1

Activity 1 consisted of generating projects and initiatives to respond to the economic market sectors identified through Ed Blakely's economics presentation. These included Creative Digital Media, Health and Lifestyle Health, Global Advanced Education and Advanced Logistics. Housing, retail and potential catalyst projects in the City Centre were also canvassed. Whilst not discussed specifically at the workshop, Customised Engineering has also been identified as a sector for further consideration to be pursued.

The compiled results are below:

a) Projects and initiatives for each sector (*Worksheet 1*)

Sector	Top 3 Projects/ Initiatives
Catalyst	
Digital economy	<ul style="list-style-type: none"> • Housing Choice and Lifestyle • River Resort • Art and Culture
Home based initiatives/ business	
Using local resources	
Leveraging our strength in health and medicine: <ul style="list-style-type: none"> - greater focus on medicine at the University of Western Sydney (UWS) - need housing choice to attract medical staff, specialists etc - right schools to attract medical specialists 	
Financial services	
Housing choices and support infrastructure to attract all forms of professionals	
Marketing our strengths	
Global Education	
Opportunities for education in secondary and tertiary study in Australia	<ul style="list-style-type: none"> • Asian Education <ul style="list-style-type: none"> - Health (obesity) - Language (English, other Asian languages) - Western Culture - Wellness • Environmental Education <ul style="list-style-type: none"> - Endangered species/ communities management - Tourism - International Students • Disaster Management Education •
Improved public transport links from university	
Accommodation/ facilities connecting to Penrith City Centre	
Accommodation based in the City Centre	
Environmental Education promotion to Asia	
Cumberland Plain endangered community is a resource for environmental education	
Disaster management education (fire and flood, Museum of Fire)	



Sector	Top 3 Projects/ Initiatives
Global Education	
Perception of Penrith by potential students, university does not integrate with the city	<ul style="list-style-type: none"> • UWS in the city centre • Hubs breaking down silos • Governance/ coordination educational institutions to create learning communities
Global education – online university, TAFE, need to tap into UWS, 4 tertiary providers scene and already global sector, can learn at home	
Digital hubs – many opportunities	
Technology, Wi-Fi hubs, iPads, internet access	
Public Transport	
Employees working from home - NBN	
Learning hubs, different places	
Gallery updated Wi-Fi opportunities for students to be a training opportunity not just formal intern	
New economy capacity	
Hubs can be for many specialties, many courses can be completed online or unique faculties	
Artists need spaces identify courses that cannot be done online	
Community college is disconnected with university, need an initiative to bring together	
Build connections for delivery	
Have presence in the city	
Parking issues for students – growth of Parramatta	
Education for all communities – diversity	
Housing	
High rise in the middle of Penrith on High Street	<ul style="list-style-type: none"> • Density – redefining the city/ options along the river in town and out of town • Diversity of housing choice, students, aged, professional
Development around the River to the North – e.g. Brisbane	
Student (international) accommodation city centre – condensed	
Housing that is attractive to academics professionals/ specialists (lack of associate lifestyle)	
Well done density – communities	
Activity zones – housing for older residents staying in their own house – servicing	
Housing that stimulates economic opportunities (studios etc for work from home or additional rental)	
More from small town – city: walkability, public transport, tall buildings, density done well	

Sector	Top 3 Projects/ Initiatives
Density done well	
Housing along the River – public access	
Redefining the city	
Diversity of student housing	
Second Airport – Advanced logistics	
Hotel – key support for airport – ‘travellers and flight crew’	<ul style="list-style-type: none"> • Strategic Alliance with stakeholders – target the key people/ firms i.e. airlines logistics/ support firms to base in Penrith • Penrith ‘check in’ – bring people here to spend time • Magnetic Cultural Precinct – Events/ Conferences
Link from Airport to Penrith – initially cargo but most cargo comes in via passengers	
Cargo – storage in Western Sydney Employment Area, but head office in Penrith, Advanced Logistics technology	
Defence use portion of civil airfields, not stand alone – Defence hub Pitt Street/ Glenbrook/ Richmond	
Flight crew etc – loft/ studio accommodation	
Offer ‘entertainment’ over our competition (Liverpool/ Campbelltown)	
Penrith is a ‘Lifestyle City’- build on sport and lifestyle	
Make an offer to a key airport/ airline player i.e. do a deal with Virgin/ Jetstar regarding logistics/ etc. Make it compelling to base in Penrith	
Package the offer for people to leave immediate airport	
Fly in / fly out services (medical/ lifestyle)	
Have an offer i.e. Produce/ food/ lifestyle/ conferencing/ events	
Provide ‘check in’ service in Penrith	
Health & Lifestyle	
Western Sydney Sports Stadium (multi precinct)	<ul style="list-style-type: none"> • Stadium Sports Precinct • River Activation • Medical (medi hotel)
Fitness & Health Festival (Corporate Games)	
Medi Hotels	
Penrith Ironman (Triathlon)	
Incentives for fitness events	
Invest in the River Master Plan (food and beverage) with transport shuttle to train station	



Sector	Top 3 Projects/ Initiatives
Retailing - City	
Restaurants & Cafes (High Street)	<ul style="list-style-type: none"> • High Street Café / Restaurant Precinct • Local shopping and entertainment experiences • Virtual shopping wall
Weekend markets (good quality)	
Entertainment facilities	
Street dining	
River restaurant precinct	
Mixed use in the City Centre	
Bring back night economy	
'Medical' side (physios etc) in the City Centre	
Online retailing – physical presence	
'Virtual' shopping wall	
Boutique shops	
'Collection' sites	
'Entertain' while shopping	
'Multi-dimensional' shopping	
Support local as well as larger community	
Smaller 'retail space' with housing further out – same day delivery	
'Pop-up' Retailing	
Creative and Digital Economy	
Blue Mountains – insular protecting their space	<ul style="list-style-type: none"> • Major Cultural Institution • Branding: Identity, Magazine, Aspiration • Digital catalyst, broadcast media hub
More major cultural institutions from Sydney to Penrith – Powerhouse	
Lack of narrative in context of Digital Economy	

b) Prioritised Projects/ Initiatives (Worksheet 2)

Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
Catalyst				
River Resort	Hotel/ motel, café, conference facilities	Key developer/ partner	Flooding	<ul style="list-style-type: none"> Market testing in conjunction with owner
Housing choice	<ul style="list-style-type: none"> Student accommodation Accelerate Penrith Lakes for executive style housing Retiree Housing Urban housing for younger people 	<ul style="list-style-type: none"> Council – LEPs, Flood engineering 	<ul style="list-style-type: none"> Flooding/ evacuation for the Penrith Lakes/ River Precinct Night time economy Safer public transport, perception of lack of safety Fragmented ownership 	<ul style="list-style-type: none"> Urban housing project around city park
Global Education				
Disaster Management Education	Institute for Disaster Management (accommodation)	Major stakeholders: <ul style="list-style-type: none"> Emerging agencies SES, Defence focus, RFS Museum of Fire UWS TAFE, Schools, State Government Council 	<ul style="list-style-type: none"> Stakeholder reluctance (silos), Lack of leadership Recognition of expertise/ credibility 	<ul style="list-style-type: none"> Stakeholder agreement Review worldwide examples – research

Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
Asian Education	Public transport, integration of education sectors, Memorandum of Understanding (MoU) between participants	Major education institutions Federal/ /State government/ Council	<ul style="list-style-type: none"> • Perception of lifestyle offer for academics/ teachers/ students • Public transport • Accommodation range and affordability • Lack of lifestyle opportunities 	<ul style="list-style-type: none"> • Council facilitation of different parties • Marketing/ promotion • MoU between parties
Governance/ coordination – Listen/ Link/ Lead	<ul style="list-style-type: none"> • The Vision needs to capture the diversity of providers • Practical opportunities to gain wins • Civic pride/ reputation/ story • Protection of intellectual property • Attract intellectuals/ inventors, increase capacity 	<ul style="list-style-type: none"> • Forum that has authority, decision makers • Community engagement/ educate community on options • Partnerships with industry/ arts/ culture/ library etc, build capacity • Self-directed learning, schools industry partnership 	<ul style="list-style-type: none"> • Digital enterprise project already meeting – agendas • Organisation culture, Institutional agendas Requires leadership Resources • Not core business • Protection of intellectual property • Culture of KPI's, Science Park, Badgerys Creek 	<ul style="list-style-type: none"> • Look at other examples e.g. Geelong, Geraldton, • Free introduction to UWS Pensioners pass • Bring community into university, listen, link, lead • Land – providing resources to new companies – magnet for education – increase reputation/ capacity • Werrington Business Incubator what is happening now?

Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
Housing				
Density	<ul style="list-style-type: none"> • Incentives from Council • Finding the right sites, collaboration • Finding community (Cammeray) • Amenity (food, retail, play and open space) • Walk proximity - clustering 	<ul style="list-style-type: none"> • Investors, Developers • People who want an alternative environment • People who understand 'lifestyle' living • Consultants/ professionals who can advise 	<ul style="list-style-type: none"> • Consumer mindset fearful of different housing forms • Concerns about change • Legislation and planning restrictions • Infrastructure (public transport parking) • Not the right amenity in the City Centre – shuts off at 5pm' • Lack of lifestyle options and wine bars 	<ul style="list-style-type: none"> • Pilots/ examples of density done well (Newcastle and Cammeray) • Putting ideas on exhibit (shopfront) • Promoting the good story of areas such as Thornton • Building in 'lifestyle'- coffee/ eating/ wine bars, activity below and above
Diversity	<ul style="list-style-type: none"> • Options to downsize • A mix of housing premium and affordable, built product, energy efficient, close to options such as the river • Making noise about our good schools • Access to technology • St Pauls, Penrith Anglican • Talking up the Joan • Talking about connections, understanding more about the market/ research, students, professionals, 	<ul style="list-style-type: none"> • Students/ international students • Service/ care providers interested in a new model • Developers interested in non-traditional models • The Mayors, public office – talking it up and doing it differently 	<ul style="list-style-type: none"> • Young people being able to afford to get into the market • Mindset on traditional • Transport/ connectivity (University Train Station) • Capturing international students • Challenging the bricks and mortar (attitudes to housing building) 	<ul style="list-style-type: none"> • Demonstration model such as innovative aged care • Modular housing centre • WELL precinct • Incentives for international students • Manufacturing opportunity to become a centre for modular housing

Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
	<ul style="list-style-type: none"> ARV model servicing Community economy Having housing with space for a service provider 			
Airport scenario – capture value				
Strategic Alliance	<ul style="list-style-type: none"> Alliance with SAC Target the relevant firms Identify their needs and our competitive advantage Government organisations – providing support service 	<ul style="list-style-type: none"> Champions Private sector High level political support International Partners e.g. China 	<ul style="list-style-type: none"> Timelines uncertainty Distance from Airport 	<ul style="list-style-type: none"> Relationships (Council sister cities etc)
Magnetic Cultural Precinct	<ul style="list-style-type: none"> International significant drawcard e.g. Guggenheim Some 'local' i.e. Australian and South Pacific Flavour Uniqueness Narrative as to why it is Penrith A suitable site 	<ul style="list-style-type: none"> Cultural institutions Politicians Arts community 	<ul style="list-style-type: none"> Geographical Inertia Funding Develop brand/ perceptions to overcome cultural snobbery 	<ul style="list-style-type: none"> Partnerships to display 'storage' items from Art Gallery NSW or others Powerhouse who only have fraction of collections on display Regatta East

Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
Health and Lifestyle				
Medical	<ul style="list-style-type: none"> • Medi Hotels • Funding capital • Research centre (Private fund) • Tele health • Continuing investment – private and state • Acute care (Mental Health) • Better executive living for specialists 	<ul style="list-style-type: none"> • Private Investors • Treasury Support • NGO (Partnerships)/ other sector Partners • Medical Focused University (Clinical School) 	<ul style="list-style-type: none"> • NBN (State Departments Communication) • Attracting Private Investment • Private Public Partnerships 	<ul style="list-style-type: none"> • High level political support • More focus on Private Investments
River Activation	<ul style="list-style-type: none"> • World class rowing facility • Function/ Boat access • Better transport link/ connections to the city • Community bike scheme • More parking • Carpenters site as the pivot point • Safer better bike links • Masses with transport – 80/20 rule • Green bus (free) • Light rail Hospital to River on rail corridor (or shuttle) 	<ul style="list-style-type: none"> • Council • Open minded town planning (flooding) 	<ul style="list-style-type: none"> • Flooding • Roads and traffic • Parking 	<ul style="list-style-type: none"> • Development of the carpenters site • Buses/ parking • Parking first, as a stepping stone

Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
Stadium/ Sports Precinct	<ul style="list-style-type: none"> • Multi-purpose Stadium (gym/pool/aquatic/therapy) • Sports & entertainment • More public and political support (including Western Catchment) • Mulgoa Road and Infrastructure upgrade • Professional Health/Sport/ Fitness Training 	<ul style="list-style-type: none"> • Trotting Assistant • Council/ State Government/ Federal • Panthers • Public • Media • Tourism NSW 	<ul style="list-style-type: none"> • Funding • Formalising Land Tenure • Infrastructure 	<ul style="list-style-type: none"> • More political support • More community support • Infrastructure
Retail				
Virtual Shopping Wall	<ul style="list-style-type: none"> • A wall • IT infrastructure (retailers & wall) • Warehousing and logistical support • Marketing and promotion • Connectivity • Location 	<ul style="list-style-type: none"> • Retailers • Technical support • Software investor 	<ul style="list-style-type: none"> • Resistance from traditional retailers • Funding • Parking • City Centre corporations and land owners communicate 	<ul style="list-style-type: none"> • Seed funding • Targeting existing online B12 • Who are the early adopters - incentives

Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
High Street Café and Restaurant Precinct	<ul style="list-style-type: none"> • Between Station Street and Henry Street on High Street • Traffic needs to be 1 way • Cafes allowed out to the curb • Services infrastructure • Incentives 	<ul style="list-style-type: none"> • The right mix of operators • Owner's education • A forum to bring owners and tenants together • Council support 	<ul style="list-style-type: none"> • Approval barriers • Suitable premises (old buildings_ • Services and infrastructure • Land ownership 	<ul style="list-style-type: none"> • Get people living in the City Centre • Get Council to develop based on social requirements (e.g. over 55s)
Local Shopping, Entertainment and Arts	<ul style="list-style-type: none"> • Pop Up Shops • Designated spaces – flexible • Connectivity between retailers • Supporting experience (arts/live entertainment etc) • Laneway activation • Safety and traffic control • Public transport 	<ul style="list-style-type: none"> • Retailers (online, arts, and public artists) • Retailers • Entertainers 	<ul style="list-style-type: none"> • Need a “face lift” for areas • Council – approval process • Traffic and parking • Funding 	<ul style="list-style-type: none"> • Mural competition

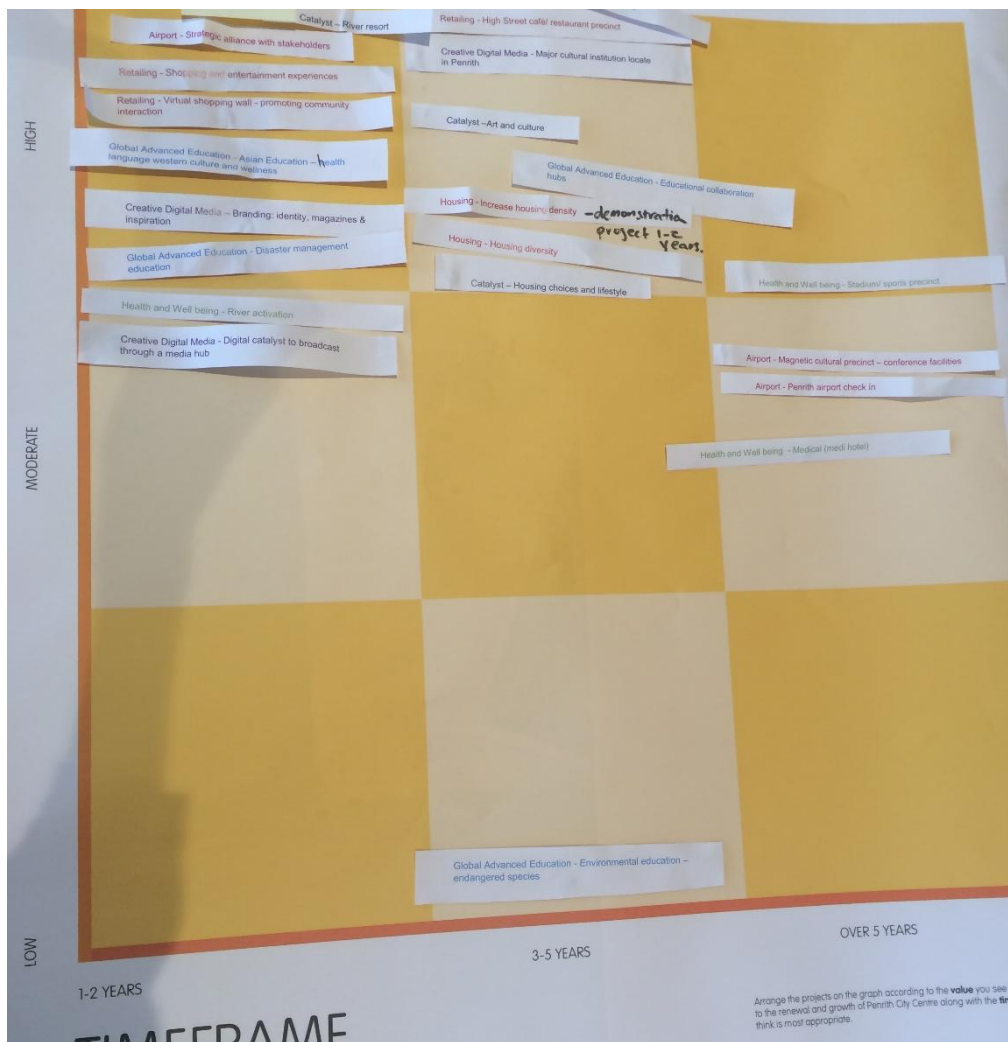
Sector	What is needed?	Who is needed?	Are there any barriers?	What are the accelerants or initial opportunities to deliver the project?
Creative and Digital Economy				
Major Cultural Institution	<ul style="list-style-type: none"> • Expert and modernist • Political will 	<ul style="list-style-type: none"> • Arts Minister • Western Sydney Minister • Local Minister • Western Sydney Cultural Ambassador • Building Owner • Engage Art Education 	<ul style="list-style-type: none"> • Funding • Politics 	<ul style="list-style-type: none"> • Art Prize for Modernism
Branding and Identity	<ul style="list-style-type: none"> • A series of 'perfect' days targeting different segments 	<ul style="list-style-type: none"> • Council • Tourism • Sponsors for the different days • User generated content • Trade and investment 	<ul style="list-style-type: none"> • Business doesn't understand social media and power of marketing • Funding for a campaign 	<ul style="list-style-type: none"> • Tourism website for the City Centre and Perfect Day – every quarter
Catalyst for Digital Media	<ul style="list-style-type: none"> • Infrastructure • Magnet for creative hubs • Broadcast • Research • Trigger 	<ul style="list-style-type: none"> • TV Broadcaster • Telstra/ Samsung – research • Internet gaming industry 	<ul style="list-style-type: none"> • Location • Funding • Interest – Identity value to anchor 	<ul style="list-style-type: none"> • Fair Go for the West • Existing game retailers • Free Wi-Fi



3. Activity 2

With new table groupings each facilitator lead a discussion on prioritising the top 2-3 projects identified in Activity 1 in terms of the value that they could add and their timeline for delivery. Timeframes were divided into 1-2 years, 3-5 years and over 5 years.

There was a variety of responses, demonstrating the complexity of overlapping issues and diversity of views in which projects could add the most value and at what time they should be sequenced to instigate renewal. A group discussion was facilitated amongst all the table groups with the photo below summarising the results. There was a variety of opinions on how projects should be prioritised with the graph below not representing a group consensus, but rather the outcomes of a discussion.



Priority projects value and potential timeframes

Value	1 – 2 years	3 – 5 years	5 years +
High	<ul style="list-style-type: none"> • Global Advanced Education – Governance structure • Catalyst – River Resort • Retailing – Shopping and entertainment experiences • Retailing – Virtual shopping wall • Global Advanced Education – Asian education – health language, western culture and wellness • Creative Digital Media – Branding identity, magazines and inspiration • Global Advanced Education – Disaster management education • Adventure Capital 	<ul style="list-style-type: none"> • Global Advanced Education – UWS in the city • Retailing – High Street café/ restaurant precinct • Creative Digital Media – Major cultural institution locate in Penrith • Catalyst – Art and culture • Global Advanced Education – Educational collaboration • Housing – Increase housing density (demonstration project 1-2 years) • Housing – Housing diversity • Catalyst – Housing choices and lifestyle 	<ul style="list-style-type: none"> • Health and wellbeing – Stadium/ sports precinct
Medium	<ul style="list-style-type: none"> • Health and wellbeing – River activation • Creative Digital Media – Digital catalyst to broadcast through a media hub 		<ul style="list-style-type: none"> • Airport – Magnetic cultural precinct – conference facilities • Airport – Penrith airport check in • Health and wellbeing – Medical (medi hotel)
Low		<ul style="list-style-type: none"> • Global Advanced Education – Environmental education endangered species 	



Appendix A - Agenda Penrith Progression Ideas and Opportunities Workshop

Date: 8 August 2014

Time: 9:00am – 1:00pm

Location: Nepean Room, Level 2 Penrith Civic Centre, 601 High St, Penrith

Time	Program
8:45 – 9:00am	Arrive, tea and coffee is served
9:00 – 9:15am	Welcome, workshop objectives and context
9:15 – 9:45am	<p>Economics presentation</p> <p><i>Overview of key findings from the preliminary economics analysis and sectors for Penrith to encourage growth and renewal</i></p>
9:45 – 11:05am	<p>Projects and initiatives responding to economic opportunities</p> <p><i>How to implement and achieve projects and initiatives to stimulate growth and renewal</i></p>
11:05 -11:20am	Morning Tea
11:20 – 12:30pm	<p>Timing and value of projects and initiatives across all sectors</p> <p><i>Prioritising projects and initiatives over time and in accordance with the value that they add</i></p>
12:30 – 12:50pm	<p>Future perspective</p> <p><i>Future context and outcomes of the day</i></p>
12:50 – 1:00pm	<p>Conclusion</p> <p><i>Next steps in the Penrith Progression process</i></p>