



Employment Lands Direction

PLANNING, PROTECTION AND MANAGEMENT OF THE SHIRE'S EMPLOYMENT LANDS



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Executive Summary

EMPLOYMENT LANDS DIRECTION

The Employment Lands Direction will provide an overall strategic context for the planning and management of the Shire's employment lands and their development and growth to 2031. It supports the commitments contained in Hills 2026 Community Strategic Direction, in particular the development of a modern local economy.

The Direction sets out six key directions to give Council and stakeholders a clear strategy to protect and manage the Shire's employment lands and meet the needs of the community.



KEY DIRECTIONS AND OBJECTIVES

E1 Accommodate the growth of a modern local economy to meet community needs

- Ensure that planning and future development provides for employment generation opportunities.
- Respond to employment land needs in an effective and timely manner.

E2 Enhance the attractiveness of the Shire for new business and visitors

- Promote the Shire's competitive strengths to attract new business.
- Encourage appropriate infrastructure and services to support and connect business.
- Support local businesses to make the Shire an attractive place to visit.

E3 Promote growth in local business and employment opportunities

- Encourage local businesses to grow locally within the Shire.

E4 Enhance the use and viability of existing employment lands

- Guide the revitalisation and redevelopment of existing employment precincts.
- Facilitate and promote the revitalisation and redevelopment of existing employment precincts.

E5 Plan for new employment lands

- Guide the development of new employment lands to build a modern local economy.

E6 Encourage quality employment lands

- Improve the quality and functioning of employment lands.

Introduction

EMPLOYMENT LANDS DIRECTION

The provision of suitable employment lands is needed to balance the urban growth of the Shire and facilitate economic development. The Employment Lands Direction seeks to achieve a modern local economy that contributes to the economic development of the Shire, allows local businesses to grow, services local needs and provides the opportunity for residents to work close to home.

The Employment Lands Direction gives Council, the community and developers a clear strategy for the future planning and management of employment lands and development and growth to 2031. It seeks to plan for the provision and sustainable development of employment lands, respond to State Government legislation, inform the drafting of Council's planning controls, and achieve the development of employment lands that meets the community's needs and values.

The Hills 2026 Community Strategic Direction looks towards a future of resilient local leadership, vibrant communities, balanced urban growth, a protected natural environment and a modern local economy. The Employment Lands Direction will be one of a number of Council strategies to assist in achieving this vision.

The existing Employment Lands Study, completed in 1998, set the framework for meeting the demand for employment land within the Shire to 2011. This study has influenced the development of employment lands over the past ten years. The Employment Lands Direction replaces this study and forms the new strategic planning direction for employment lands and activities to 2031.

This Direction considers a range of issues facing the development of employment lands, including availability of suitable land, the delivery of new employment lands and growth opportunities, revitalisation of some older areas, need for quality public transport, minimising amenity impacts, and addressing environmental sustainability.



Challenges

EMPLOYMENT LANDS DIRECTION

The unique character, history, location and size of the Hills Shire, together with ever changing economic conditions present many challenges for the planning and management of employment lands.

Employment lands have a valuable role in providing appropriate locations for economic development and growth. Targeted economic activity can facilitate achievement of jobs and business opportunities closer to home and ensure access to retail, commercial and industrial services for residents of the Shire.

KEY CHALLENGES

- Providing sufficient capacity for economic growth and employment generation to 2031.
- Moving beyond identification of employment land to achievement of growth and change.
- Achieving jobs closer to home given mismatch between labour force and jobs available.
- Integrating regional and metropolitan economic growth priorities at the local level.
- Anticipating the longer term needs of business when economic drivers are complex and susceptible to change.
- Need for workable collaborations and partnerships with State Government and business.
- Achieving revitalisation of ageing employment precincts where there are many owners.
- Balancing the development of employment lands with environmental and amenity objectives.

Challenges are also created by external factors which can affect Council's ability to achieve significant change in some areas. Some of these factors include:

- (a) Need for more effective public transport and road infrastructure to facilitate business connections through and between regions.
- (b) Timing and delivery of planned State level infrastructure.
- (c) Macroeconomic conditions and policies which can impact on demand for retail, commercial and industrial development.
- (d) Government policy such as national competition policy, fair trade policy and taxation policy.
- (e) The changing nature of environmental and planning legislation at all levels of government.

An overriding challenge for Council is to create sustainable employment lands by balancing the needs of the economy, community, and environment. The Employment Lands Direction, together with other Council Directions, seeks to respond to this challenge.

Trends

EMPLOYMENT LANDS DIRECTION

Community desires, employment opportunities and economic conditions are constantly evolving.

Each year Council undertakes a Community Survey to provide a reliable basis for gauging broad community opinion. Of respondents in the 2007/2008 Survey, 71% identified that the generation of local employment opportunities was of high importance. Respondents that were dissatisfied with local employment opportunities claimed this was partly due to poor promotion of local job opportunities. A number of respondents also considered that the Shire was becoming too commercialised.

Community feedback provided in the preparation of the Hills 2026 Community Strategic Direction indicated the community's desire for business growth and employment opportunities, better public transport and improvements to traffic congestion. The lack of public transport accessibility to areas other than Sydney CBD and dependence on private vehicles were seen as some of the Shire's weaknesses. Some of the key challenges facing the area in the next twenty years were seen to be securing national and international businesses and attracting and retaining business investment to provide a range of job opportunities for people at all stages of life.

The community visioning process undertaken during preparation of the Hills 2026 Community Strategic Direction explored the community's vision for the next twenty years. One such community vision included:

“Continue to encourage small and large business to maintain our position as a leading hub for national business. Having employment for skilled people in progressive developing industries.”

Hills 2026 Project Report, 2008, p.13.

The demand for, and use of, employment lands at the local level is clearly influenced by global and metropolitan trends. Such trends can effect location choices, labour requirements and the success and economic viability of employment generating uses.

The following sections analyse key trends to better understand future influences to employment and employment generating uses in the Hills Shire.

GROWTH OF THE GLOBAL ECONOMY

In Australia, Sydney has emerged as Australia's international gateway and has a recognised role as a global city. The Metropolitan Strategy identifies a 'global arc' that extends from the international airport at Mascot through Sydney City and North Sydney to Macquarie Park and uses the M2 as its northern spine. This area has been identified as providing the most valuable links with the world economy.

The actual and perceived effectiveness of the connection between the Hills Shire and the city is important in participating in the benefits of Sydney as a global city. By ensuring that the M2 is developed and maintained as an efficient linkage between the Shire, Sydney CBD and Sydney Airport, greater commercial development will be encouraged in the Shire.

NEW KNOWLEDGE BASED ECONOMY

The key to higher standards of living and job creation is the incorporation of innovative ideas and technologies in services, products and manufacturing processes. The new knowledge based economy is characterised by technological innovation, e-commerce, digital transformation, higher education and skills, and open trade.

The Hills Shire has an education level generally above Sydney and NSW averages which suggest it is well placed to host activities that fit within the knowledge based economy, especially within the business park model.

THE GROWTH OF BUSINESS PARKS

Traditionally commercial office floorspace has been located within centres where a range of retail and business support services could cluster around traditional retail. However, over the last decade and a half there has been a significant shift in the location of office-based activities. This shift has been towards business park developments and industrial zones along the new motor transport corridors of Sydney such as the M2, M4, M5 and M7.

The growth of business parks reflect a shift to integrated office, production and warehousing operations which means more land is required for some economic activities. Changes to the way business operates such as 24 hour operations, reductions in shop floor workers, more office based workers and consolidation of operations to a single site, has had an impact on how employment lands are used.

EXECUTIVE HOUSING

There is an additional dimension to the success of business parks that is relevant to the Hills Shire. This is the relationship between a successful business area and executive living opportunities.

As commuting becomes more problematic and routes to the Sydney CBD such as the M2 reach capacity, the strength of the relationship between executive residential opportunities and demand for quality emerging commercial space will become more important. This emerging trend has benefited Norwest Business Park and suggests that further opportunities exist for encouraging quality commercial development by the continuation of executive housing options.

COMMERCIAL OFFICE TRENDS

Sydney's role as a global city influences the types of employment generating uses that locate within the city and their spatial distribution. The fastest growth sector with respect to employment relates to the banking, finance and business service industries. Such industries require prestigious locations close to a skilled labour force, resulting in significant growth in the commercial office market in Sydney CBD and North Sydney.

The strength of the Sydney CBD and North Sydney market, coupled with an increasingly affluent society and the growth in demand for floorspace relating to the services economy has seen a flow on effect to commercial markets on the city fringe. This effect is likely to continue to flow through Sydney's global arc and into more suburban locations as smaller, more price sensitive, businesses seek affordable yet suitable floorspace.

According to the NSW Department of State and Regional Development, 97% of businesses in NSW are small and medium sized businesses. Many of these businesses will locate in small and medium sized suburban centres.

This is consistent with the decentralisation of employment across the city and demonstrates the growing importance of centres and employment lands outside of the Sydney CBD.



Executive Housing
Norwest Business Park

INDUSTRIAL TRENDS

The demand for industrial floorspace is being influenced by trends such as the globalisation of trade and the wider use of information technology. There has been a spatial redistribution of more traditional forms of industrial activity. In essence, businesses with low inventory turnover are gravitating to inexpensive land and low cost buildings.

In contrast, businesses that have high inventory turnover and high value products, and typically provide value added functions (including product customisation, packaging, and customs) are more prepared to pay a premium for excellent access, both in terms of proximity to a large customer base and in time and space to roads, ports and airports. Example of such businesses include logistics and warehousing.

In Sydney, areas located on the periphery of the Sydney Metropolitan Region on comparatively inexpensive land serviced by the Western Sydney Orbital have become attractive alternatives to traditional industrial areas for transport and logistics related activity.

BULKY GOODS RETAILING

Bulky goods retailing is often described as low cost, high bulk retail goods and ancillary products. Retailers of these goods and products have identified financial benefits in lower occupancy costs and economies of scale outside of established high-rent and high-cost retail centres.

The Hills has experienced a growth in bulky goods retailing, particularly within the Castle Hill industrial area. The success of this trend is likely to have been supported by the significant residential growth that has occurred in the Shire and adjacent areas to the west. A Retail Floorspace and Demand Analysis has been undertaken to determine the future demand for this type of retailing in the Shire. This will enable a response to be tailored to address potential growth in demand in a way that does not compromise demand for other employment floorspace. This is detailed in the Centres Direction.

DEMOGRAPHIC CHANGES

There is a strong relationship between an area's employment and socioeconomic characteristics. The Hills Shire has higher proportions of professionals and managers and a higher general education level in comparison to the Sydney Statistical Division. Together with lower unemployment rates these characteristics have translated into higher individual and household incomes.

Residential growth, especially in the Rouse Hill area, is currently attracting younger families with similar educational and employment profiles to the Shire in general, which will provide a further stimulus for businesses that require these human resource attributes.

ECONOMIC CLIMATE

The prevailing economic climate has an important influence on unemployment levels, availability and cost of capital, economic growth, property values and obviously business, investor and consumer confidence. The downturn in the housing and finance sectors of the US economy in 2008 has implications that have been felt world wide. In Australia, many companies have been placed under strain by tight global credit conditions and unemployment rates have risen from 4.0% in March 2008 to 5.4% in March 2009.

In responding to the impacts of the financial crisis on the local economy, strategies relating to promoting competitive strengths, attracting new business and supporting local businesses become more important. Strategies which focus on innovation and use of 'green' technologies can assist in achieving greater efficiencies, reducing operating costs and creating a marketing advantage. Providing opportunities for work closer to home can also facilitate cost savings for residents.

It should also be recognised that the timeframe achievement of employment capacity targets will be impacted in the short term until improvements to consumer spending and business confidence are well underway.

HOME WORKING

The advent of the internet in the 1990s raised predictions that a greater number of persons would work from home rather than an employer's premises. Work from home situations has not expanded hugely since it became a technological possibility. The ABS November 2005 Locations of Work Survey suggests that of the persons employed across Australia, 81% worked mainly at business premises in their main job.

Within the Hills, home working was found to be at a rate of about 4% of employed persons. This is possibly a reflection of the relative attraction of telecommuting, compared to actual commuting between homes in the Shire and external business locations, such as Parramatta and Sydney.

Various creative industries may suit work from home employment including writers, architects and some information technology activities. These could be expected to be attracted to the Hills due to its lifestyle attractions and the growing affluence of its population. The telecommuting type of work at home will very likely grow as confidence and experience in working partly from home expands.

KEY TRENDS

- Globalisation of trade and emergence of Sydney as a global city.
- Rise of the new knowledge based economy using innovative ideas and technologies.
- Increasing specialisations.
- Shift in the location of office based activities towards business parks and along motor transport corridors.
- Changes to how business operates - 24 hour operations and reduction in shop floor workers.
- Integration of office, production and warehousing operations to a single site.
- Emerging link between executive housing and demand for quality employment space.
- Growth of bulky goods retailing.
- Increase in the number of small businesses.



Home Office

Aims and Objectives

EMPLOYMENT LANDS DIRECTION

AIM

To provide an overall strategic context for the planning and management of employment lands development and growth in the Shire to 2031.

The objectives of the Employment Lands Direction are to:

- a *Identify and plan for the sustainable development of employment lands and growth in local employment opportunities;*
- b *Respond to, and implement, State Government legislation, policy and employment capacity targets;*
- c *Complement and guide other programs and projects of Council regarding the planning, development and management of employment lands;*
- d *Inform the drafting of Council's Local Environmental Plan, Development Control Plan and Contributions Plans with regard to employment lands and employment generating activities; and*
- e *Plan for the development of a modern local economy within the Shire that caters for the community's needs and values.*

This Direction identifies six key direction areas, and strategies and actions to meet the above aims and objectives.



Norwest Business Park

Context

EMPLOYMENT LANDS DIRECTION

It is important to understand the context within which the Employment Lands Direction operates, as shown in Figure 1.

A summary of relevant State Government programs and Council policies is provided over the page.

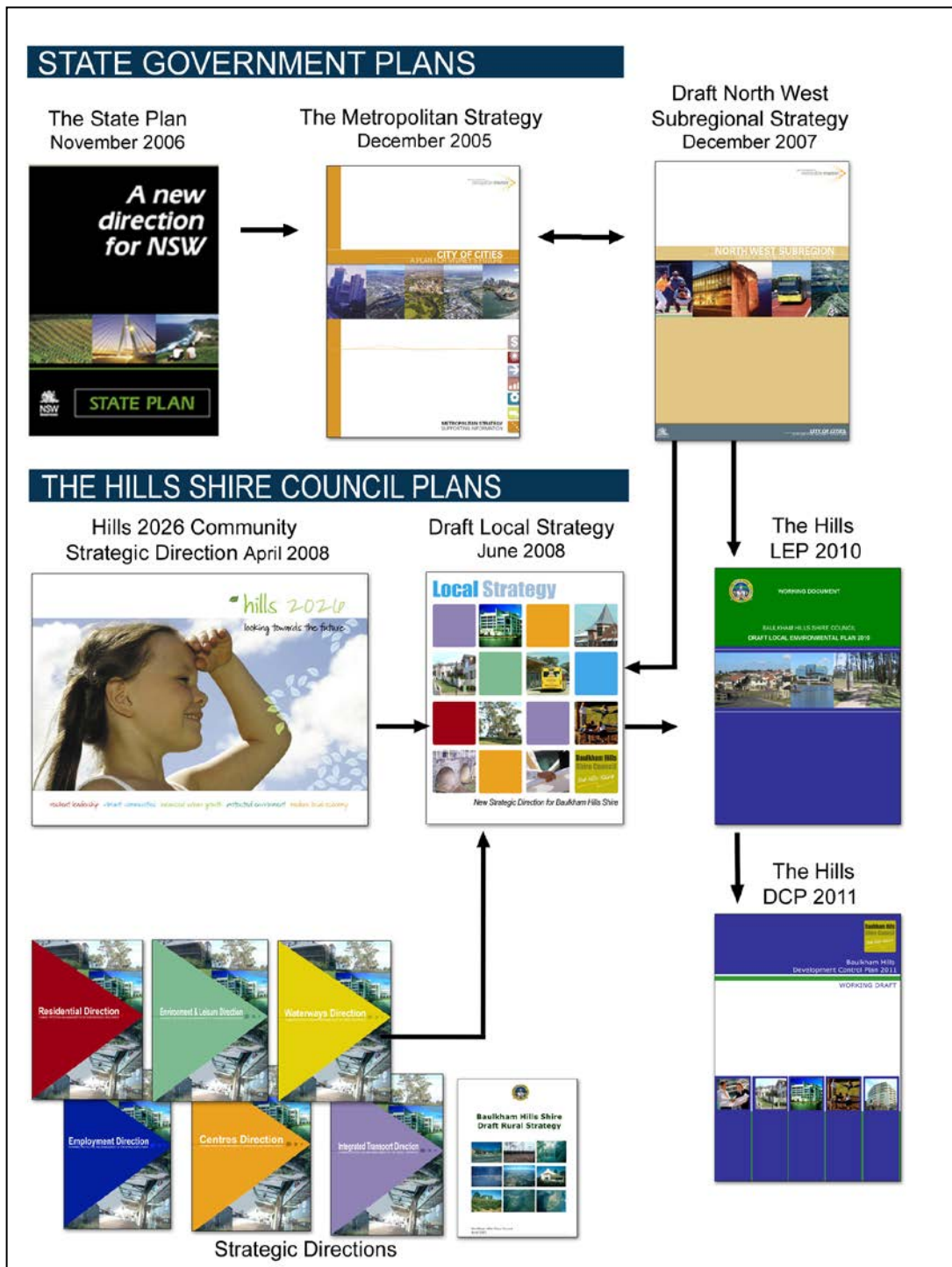


Figure 1: Context of Employment Lands Direction

THE NSW STATE PLAN

The New South Wales State Plan was launched by the Premier on 14 November 2006 with the overall purpose being to deliver better results for the NSW community from government services. The State Plan identifies 34 priorities under five broad areas of activity and sets targets, actions and new directions for each priority area.

The State Plan priority targets in relation to employment lands include:

F2 Increase Employment and Community Participation for People with Disabilities

The State Plan target seeks to close the gap in the unemployment rate between people with a disability and the overall community by 50 percent by 2016. Actions include expanded programs for skills development and expansion of support services.

P1(a) Increased Business Investment-Private Business Investment Growth

The State Plan target is to double the level of new business investment by 2016 through making NSW a more attractive place to do business. Actions include reducing timeframes for major development assessment approvals, protecting priority employment land in existing areas and fast tracking the zoning and availability of serviced industrial land to meet the needs of business growth across the State. More recent actions include the announcement of the NSW Innovation Council, charged with guiding the State's future economic growth and promoting the strengths of NSW as a destination for business investment.

P1(b) Increased Business Investment - Tourism

The State Plan target is to increase tourist visitation to NSW by 10 million visitor nights by 2016. Actions include establishment of the NSW Major Events Corporation, supported by funding of \$85 million over three years, marketing campaigns and redevelopment of Tourism NSW's website.

P2 Maintain and Invest in Infrastructure

The State Plan target is to maintain the average annual growth rate in capital expenditure of 4.6 percent nominal over the next decade. The importance of maintenance to supporting economic growth is recognised

and the State Plan seeks to develop measures to report on the effectiveness of maintenance. Actions include delivery of projects in the State Infrastructure Strategy and greater use of Part 3A of the Environmental Planning and Assessment Act 1979 to ensure that major infrastructure development approval is fast-tracked.

P3 Cutting Red Tape

Under the State Plan a Better Regulation Office has been established within the Department of Premier and Cabinet and supports the Minister for Regulatory Reform. It is responsible for meeting the NSW Government's commitment to cut red tape and reduce the regulatory burden on business.

P4 More people participating in education and training throughout their life

The target is to increase the proportion of the population aged 15-64 participating in vocational education and training from 11.7% in 2005 to 16% by 2016. The priority focuses on the existing workforce and recognises the need for people to have the skills to adapt as industry and economy change. Actions relate to delivering flexible training when and where it is required.

E5 Jobs Closer to Home

The target is to increase the percentage of the population living within 30 minutes by public transport of a city or major centre. In Sydney in 2005, 80 per cent of residents could access a city or major centre within 30 minutes by public transport. However, this varies by subregion with the North West subregion having only 59% of the population meeting the stated criteria.

Changes in the measure are likely to be seen as major new public transport infrastructure becomes available and as development occurs in release areas and growth centres.

Continuation of Council's current approach of promoting economic growth in the Shire and providing residential redevelopment opportunities close to existing centres, public transport and some employment areas will assist with addressing State Government targets.

THE METROPOLITAN STRATEGY

The Metropolitan Strategy 'City of Cities: A Plan for Sydney's Future' was launched by the Department of Planning in December 2005. As Sydney's population and economy grows there are projected to be up to 500,000 additional jobs by 2031, to a total of 2.5 million jobs.

The objectives of the Metropolitan Strategy with respect to the economy and employment are to:

- Provide suitable commercial sites and employment lands in strategic areas;
- Increase innovation and skills development; and
- Improve opportunities and access to jobs for disadvantaged communities.

Part A of the Metropolitan Strategy addresses Economy and Employment. The vision is to have a competitive, innovative and adaptable economy which is globally strong, offering opportunities for investment, jobs and learning. It will be supported by an advanced infrastructure network.

Part B addresses Centres and Corridors. The visions for strategic centres is attractive places to live, work and invest with skilled, quality jobs, strong education and health facilities and quality design and public places. Its vision for major centres is to have improved transport links connecting the centres across the city.

The vision for corridors is to concentrate new development and infrastructure investment in areas around transport routes, identified as having economic, renewal and enterprise functions. This approach seeks to support the role of such corridors in the economy and local employment and services.

LOCAL GOVERNMENT'S ROLE:

- Address employment capacity targets at the local level (A1.2.1).
- Consider State guidelines to protect employment lands from rezoning to residential (A1.4.2).
- Work with State Government to identify and prioritise infrastructure needs and improve local approval processes (A1.6.1, A1.6.3).
- Plan for future business park locations in line with future Department of Planning guidelines (A1.8.1).
- Assist with employment lands monitoring (A1.7.1, C1.4.2, G5.3.1, G5.4.1).
- Facilitate the renewal of old industrial areas (A1.9.1).
- Provide information on local clusters of business activity and how these might be strengthened (A2.2.1).
- Facilitate improved learning, innovation, knowledge exchange and skills development (A2.4.1, A2.5.1, A3.1.3).
- Support emerging businesses (A3.3.1).
- Support the core economic role of Norwest Business Park (B3.3.4, B4.2.1).
- Plan for sufficient commercial office space (B3.4).
- Investigate the potential for renewal corridors along the Transitway (B6.2.1 and Figure B8).
- Consider the use of business development and enterprise corridor zones (B4.1.3, B7.2).

EMPLOYMENT LANDS FOR SYDNEY ACTION PLAN

This Action Plan was released by the State Government in March 2007 to provide direction for employment growth in the Sydney Metropolitan Region. It constitutes the NSW Government's response to the findings of the Employment Lands Task Force which met through 2006.

The Plan lists five initiatives for the State Government to pursue with the aim of improving planning for employment lands:-

1. Establish an Employment Lands Development Program (ELDP) to maintain the balance between demand and supply of employment land.
2. Release more Greenfield land to overcome a shortage of supply. The ELDP will inform the subsequent release and servicing of more greenfield land in Sydney.
3. Develop new policy initiatives to encourage the regeneration of brownfield sites to support new investment and employment opportunities.
4. Employ more efficient processes for zoning and developing employment lands.
5. Improve coordination between State departments and agencies, councils and industry to improve economic development opportunities associated with employment lands policy.

The Employment Lands Direction will assist with the implementation of such initiatives by identifying appropriate zones for employment lands, examining current supply and future demand for employment lands, considering ways to revitalise older industrial sites and working with State Government to monitor employment lands and accelerate development of employment lands in the Growth Centre.

NSW GOVERNMENT STATEMENT ON INNOVATION

In November 2006 the NSW Government released a Statement on Innovation providing a new framework for innovation policy in NSW. The preparation of the Statement follows on from Metropolitan Strategy and State Plan objectives to increase business investment.

The Statement identified five key actions:

- Form a dedicated Innovation Council targeting the five key industry sectors of logistics and transaction services; financial services; entertainment, design and media; manufacturing; and resources. The NSW Innovation Council was announced in November 2007.
- Introduce free, universal wireless broadband access in Sydney's CBD, Parramatta, Penrith, Liverpool, Newcastle, Wollongong and Gosford.
- Develop an Institute of Advanced Research in Finance to undertake leading edge research that links NSW with global thinking in finance.
- Research into clean coal technologies and carbon dioxide capture to ease greenhouse concerns and value add to NSW's major export product, coal.
- Government support for research and development efforts to help attract a greater share of Commonwealth research funds to NSW.

DRAFT NORTH WEST SUBREGIONAL STRATEGY

The North West Subregional Strategy provides implementation information for the Metropolitan Strategy. It was placed on public exhibition in December 2007.

The North West Subregion consists of the Hills, Blacktown, Blue Mountains, Hawkesbury and Penrith local government areas. By 2031 this subregion is to accommodate 130,000 new jobs and 140,000 new dwellings comprising 60,000 dwellings in the North West Growth Centre and 80,000 dwellings in existing urban areas and other release areas.

The Strategy sets an overall employment capacity target of an additional 47,000 jobs for the Shire from 2001 to 2031 comprising:

Norwest Business Park	25,000
Castle Hill major centre	3,000
Rouse Hill major centre	9,000
Rest of LGA	10,000
Total	47,000

Council's role in addressing the North West Subregional Strategy actions in relation to employment lands includes:-

- Prepare Principal LEPs which provide sufficient zoned and serviced land for commercial, retail, industrial and business park floor space to meet the strategic employment capacity targets. (NW A1.1.2 and NW B1.2.1).
- Consider the feasibility of business parks for the North West (NW A1.8.1).
- Review planning controls to enable higher intensity employment uses in areas with good public transport (NW A1.9.1).
- Work with the Department of Planning to manage interface issues between employment and residential uses (NW A1.9.2).
- Work with the Department of State and Regional Development to collect information on clusters of business activity to inform land use decisions (NW A2.2.1).

- Work with State government to review the use of local assets which can facilitate improved learning and knowledge exchange (NW A2.4, A2.5).
- Consider State government guidelines to embed skills development in major redevelopment projects such as future growth in Norwest and Rouse Hill (when prepared) (NW A3.1.1).
- Investigate ways to ensure sufficient zoned land to enable low cost premises for start up businesses (NW A3.3.1).
- Support sufficient supply of commercial office sites in strategic centres in line with employment targets through the use of commercial core zoning where appropriate (NW B3.4.1).
- Undertake strategic planning to facilitate urban renewal along Old Windsor Road where appropriate (NW B6.2.1).
- Consider the application of the enterprise corridor zoning for sections of arterial roads within the subregion (NW B4.1.2, B4.1.3, B7.2.1).
- Identify and protect significant rural resource lands (NW E4.1.1, E4.1.2).
- Work with Tourism NSW to ensure an integrated approach to planning and communication for tourism (NW F4.3.2).

NORTH WEST AND WEST CENTRAL SYDNEY EMPLOYMENT STRATEGIES 2008

The North West and West Central Sydney Employment Strategies were completed in November 2008 by the Urban Research Centre at the University of Western Sydney. These strategies were commissioned by Western Sydney Regional Organisation of Councils (WSROC) and its project partners with Department of Planning funding.

The Strategies find that the employment targets contained in the North West and West Central Subregional Strategies will be difficult to achieve and a set of specialised competitive economies will need to be sustained to build a strong, diverse and successful economy. Substantial initiatives are required to steer the Western Sydney economy and labour market towards a sustainable future that meets the region's long term social and economic aspirations.

HILLS 2026 - COMMUNITY STRATEGIC DIRECTION



Our Vision

Resilient leadership creating vibrant communities balancing urban growth protecting our environment and building a modern local economy

Hills 2026 Community Strategic Direction: Looking Towards the Future identifies the Shire's direction for the future and demonstrates how Council will align its delivery of services and facilities to support the direction. The preparation of Hills 2026 Community Strategic Direction involved an extensive community visioning and consultation process.

The development of an Employment Lands Direction is an action of the Hills 2026 Delivery Program 2008 – 2012, and supports the objective *'Provide land use strategies that support future growth in the Shire'* under Council Strategy MLE 3.1 *'Facilitate the provision of economic land and infrastructure to support business growth'*.

Hills 2026 documents Council's commitments in relation to building a modern local economy. The Employment Lands Direction will support these commitments, including:-

- Promoting the Shire as a destination for new business and visitors;
- Establishing and implementing a clear business oriented identity for the Hills region;
- Developing processes that support development of business networks and export markets;
- Facilitate programs that increase business competence and capacity;
- Facilitate the provision of economic land and infrastructure to support business growth; and
- Promote Council as an effective and efficient regulatory authority.

Theme 5: Modern Local Economy	"Our Shire attracts new businesses and visitors" "My business can grow" "I can work Close to home"
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Figure 2: Hills 2026 Theme

THE HILLS SHIRE LOCAL STRATEGY

The Local Strategy has been prepared as the principal document for communicating the future planning of the Shire and to guide future decision making.

The Local Strategy is the key document articulating Council's response to State plans and strategies, and implementing key outcomes of the Hills 2026 Community Strategic Direction, within the context of land use planning in the Shire.

There are seven individual strategies or 'Directions' that support the Local Strategy, including:

- Employment Lands Direction
- Centres Direction
- Residential Direction
- Integrated Transport Direction
- Environment and Leisure Direction
- Rural Lands Strategy
- Waterways Direction

The Employment Lands Direction, together with other strategy work, will inform the Local Strategy.

It is recognised that some aspects of the Employment Lands Direction will overlap with other Directions, including the Centres Direction and the Integrated Transport Direction. Elements such as the growth of centres and residential areas and the provision of public transport all impact upon how employment lands are planned and managed for the future.

The Employment Lands Direction will support, but not replicate, the strategies and actions contained in the other Directions.



Figure 3: Context of Employment Lands Direction

THE HILLS SHIRE LOCAL ENVIRONMENTAL PLAN 2010

Council is required to prepare a new LEP in accordance with the State Government's Standard Instrument – Principal Local Environmental Plan by March 2011. The LEP will reflect Council's desired strategic direction for employment lands. The Employment Lands Direction will inform drafting of LEP zones, objectives, provisions, lot size, height and floor space ratio and will guide future land use zonings.

The Standard Template prescribes a number of different zones with set objectives, permissible and prohibited uses, standard definitions, and special clauses. The following zones are relevant to the Shire's employment areas:-

- RU1 Primary Production
- RU2 Rural Landscape
- RU4 Rural Small Holdings
- B1 Neighbourhood Centre
- B2 Local Centre
- B3 Commercial Core
- B4 Mixed Use
- B5 Business Development
- B6 Enterprise Corridor
- B7 Business Park
- IN1 General Industrial
- IN2 Light Industrial
- SP3 Tourist

BAULKHAM HILLS DEVELOPMENT CONTROL PLAN

Baulkham Hills Development Control Plan (BHDCP) currently provides detailed controls to guide development of employment lands within the Shire.

The Employment Lands Direction will inform the drafting of the new Hills Development Control Plan for issues such as amenity of adjacent areas, environmental sustainability, encouraging economic growth, facilitating renewal of older industrial sites, design and floor space.

BAULKHAM HILLS EMPLOYMENT LANDS STUDY 1998

This Study was prepared for Council by Leyshon Consulting in May 1998 to assess the existing level of, and future demand for, employment land within the Shire. At that time the Study found that the Shire had sufficient business park land to cater for likely requirements during the period 1998 to 2011. However there was a distinct shortage of serviced light industrial land which would be exacerbated if upper level take up rates were realised.

The Study advised that any new land for employment activities must provide for the needs of small rather than large enterprises and recommended that the most desirable location for additional employment land was the frontage to Old Windsor Road between the Norbrik site and the intersection of Old Windsor Road and Sunnyholt Road. An area of employment land in this locality has since been zoned as part of the planning for Balmoral Road Release Area.

The Study further recommended that consideration be given to restricting the amount of land created for bulky goods development particularly as part of the Norwest Business Park and future employment lands located along Old Windsor Road. It is noted that bulky goods premises are now prohibited in these areas under the Employment Area 10(a) zone.

Given the time that has elapsed and changing employment trends, a comprehensive review is needed. The Employment Lands Direction will replace the 1998 Employment Lands Study and form the new strategic direction for the planning and development of the Shire's employment lands.

FRAMEWORK FOR ECONOMIC DEVELOPMENT 2007-2011

Council's Economic Development Framework was prepared by Council's Economic Development Team and adopted in 2007. It seeks to facilitate sustainable economic development that promotes the growth of local businesses and industry, the use of technology, the importance of educated and skilled employees, tourism and expenditure and local employment opportunities for residents.

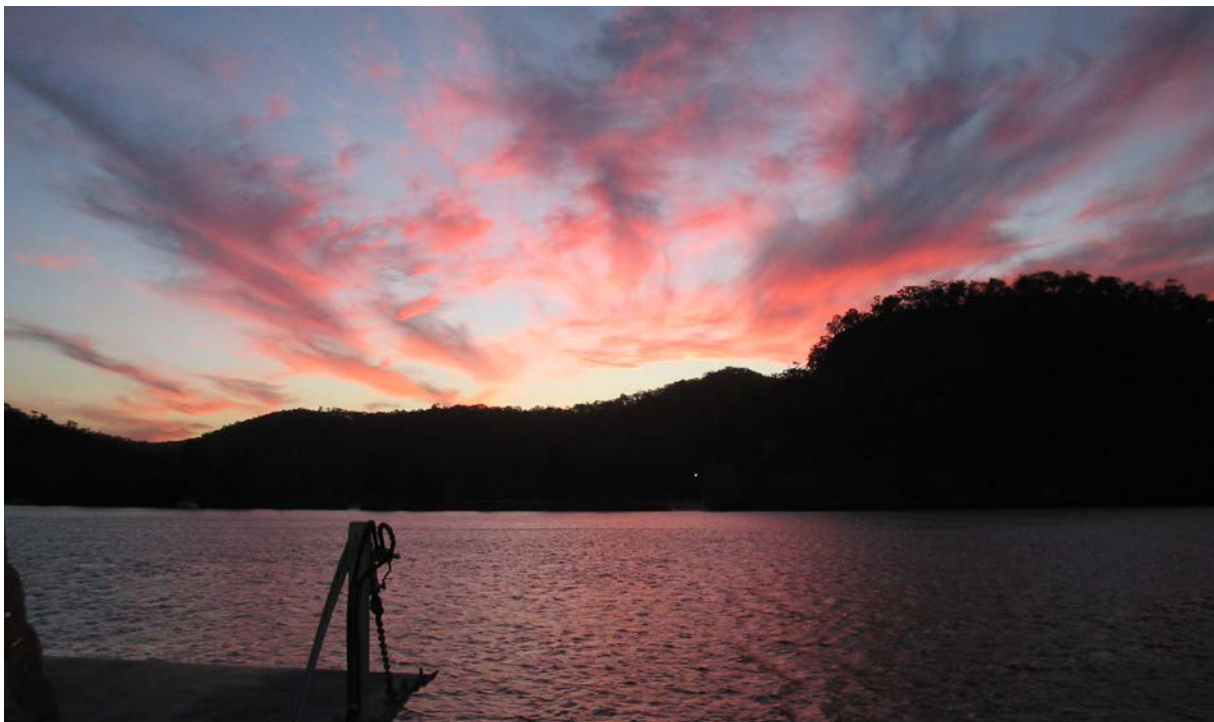
It recognises the importance of developing partnerships, providing high quality infrastructure and land use planning that gives industry the confidence to invest and grow.

Strategies relevant to the Employment Lands Direction are described in terms of two outcome areas:

1. Support existing business to increase their capacity to grow jobs. This is based on understanding that 70-80% of new jobs are generated by firms already established.

2. Attract new investment, jobs and visitors by leveraging awareness of the regions capabilities i.e. Sydney Hills brand. This is based on understanding that 20-30% of new jobs come from the investment of new firms.

The Employment Lands Direction complements and supports the Framework for Economic Development and considers the land use and employment needs of the Shire. The two documents will need to correspond and correlate to support the delivery of business and jobs close to home.



Sunset at Wisemans Ferry

Methodology

EMPLOYMENT LANDS DIRECTION

The Employment Lands Direction has been prepared based on a review of State Government policies, including the Metropolitan Strategy and Draft North West Subregional Strategy.

A desktop review has been undertaken of major employment precincts to formulate an inventory of development sites and floor space achievements.

An Employment Lands Demand Analysis was finalised by consultants Hill PDA in November 2008 to inform the development of the Employment Lands Direction. The aim of the analysis was to gain a detailed understanding of employment opportunities and spatial distribution throughout the Shire, identify employment and floorspace demand, and identify the key trends and issues to be addressed in planning and managing future employment lands development in the Shire.

A Retail Floorspace and Demand Analysis was also completed by Hill PDA in November 2008 primarily to inform the drafting of Council's Centres Direction, however it also examines the likely future employment generation resulting from forecast growth in demand for retail floorspace.



KEY DOCUMENTS

- Baulkham Hills Employment Lands Demand Analysis, 2008.
- Baulkham Hills Retail Floorspace and Demand Analysis, 2008.
- Metropolitan Strategy: Cities of Cities: A Plan for Sydney's Future, 2005.
- North West Subregional Strategy (Draft), 2007.
- NSW State Plan, 2006.
- State Infrastructure Strategy 2008 – 2018.
- Urban Transport Statement, 2006.
- NSW Government Statement on Innovation, 2006.
- North West and West Central Sydney Employment Strategies, 2008.
- Baulkham Hills Adopted Draft Local Strategy, 2008.
- Hills 2026 Community Strategic Direction: Looking Towards the Future, 2008.
- Baulkham Hills Employment Lands Study, 1998.
- Baulkham Hills Development Control Plan.
- Baulkham Hills Residential Direction, 2008.
- Baulkham Hills Rural Lands Study, 2003.
- Baulkham Hills Framework for Economic Development 2007 – 2011.

Structure Plan

EMPLOYMENT LANDS DIRECTION

A Structure Plan and Urban Structure Plan illustrate the findings and key directions of the Employment Lands Direction.

The Structure Plans are intended to be conceptual in nature, and are provided to communicate development that currently exists in the Shire and future development that is anticipated. The Structure Plans are not zoning maps.

In order to provide the strategic planning context for employment lands, the Structure Plans show:

- The location of current and planned employment lands, major centres and town centres.
- Existing and planned urban areas including the North West Growth Centre.
- Existing and planned public transport such as strategic bus corridors, the North West Transitway, transport interchanges and planned and potential rail corridors.
- Existing and proposed open space.
- Major employment precincts in adjoining local government areas.

The Structure Plan also highlights areas with significant employment growth potential in the Shire and employment generating activities outside of employment precincts and centres such as intensive horticulture, tourism activities and extractive industries.

The more detailed Urban Structure Plan also shows the spatial distribution of the key employment generating activities in the Shire based on TDC 2006 Travel Zone Employment Forecasts. It also indicates existing and potential bulky goods precincts and highlights areas where Council will need to undertake more detailed planning or investigations in the future.



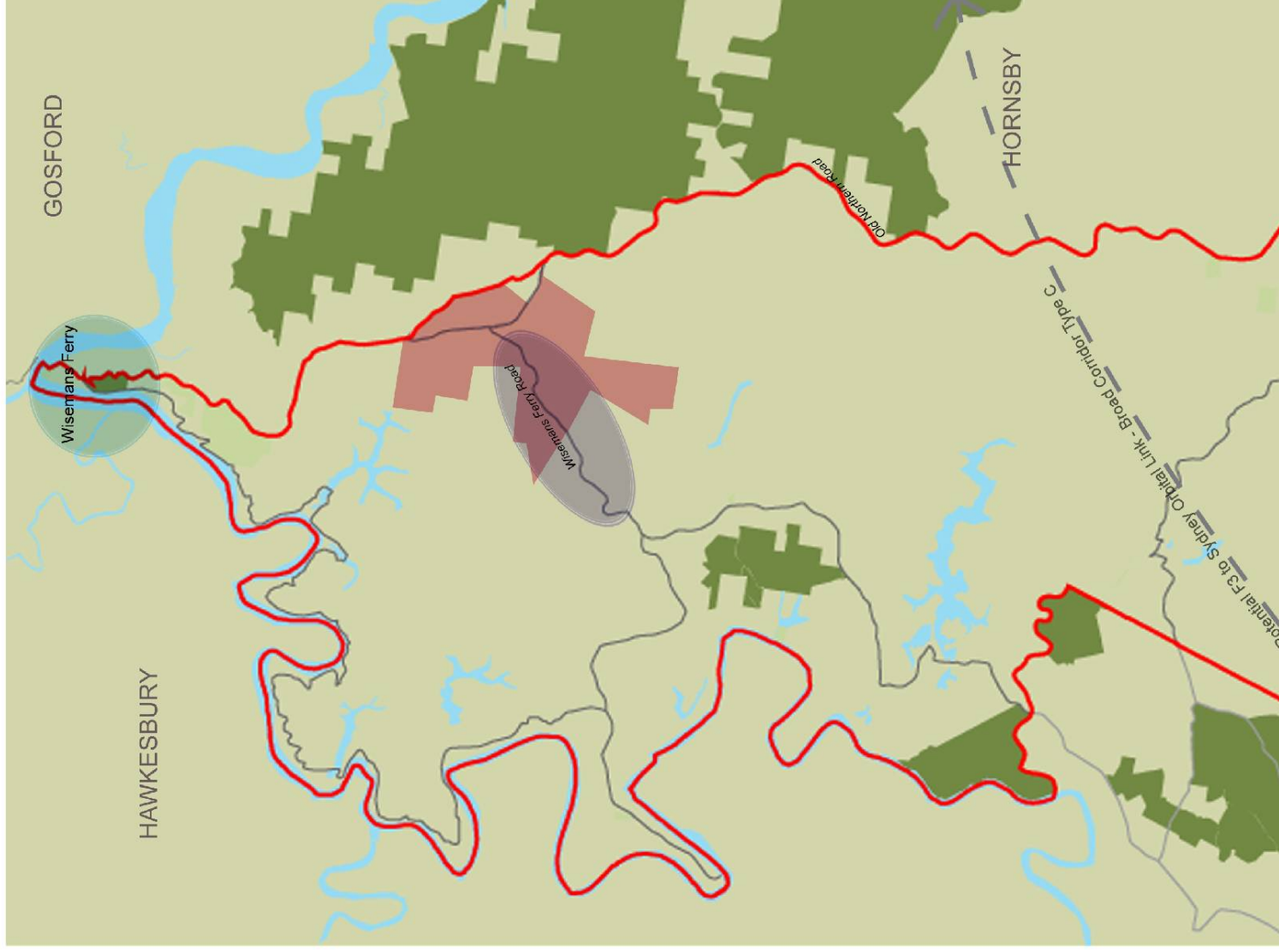
Norwest Business Park

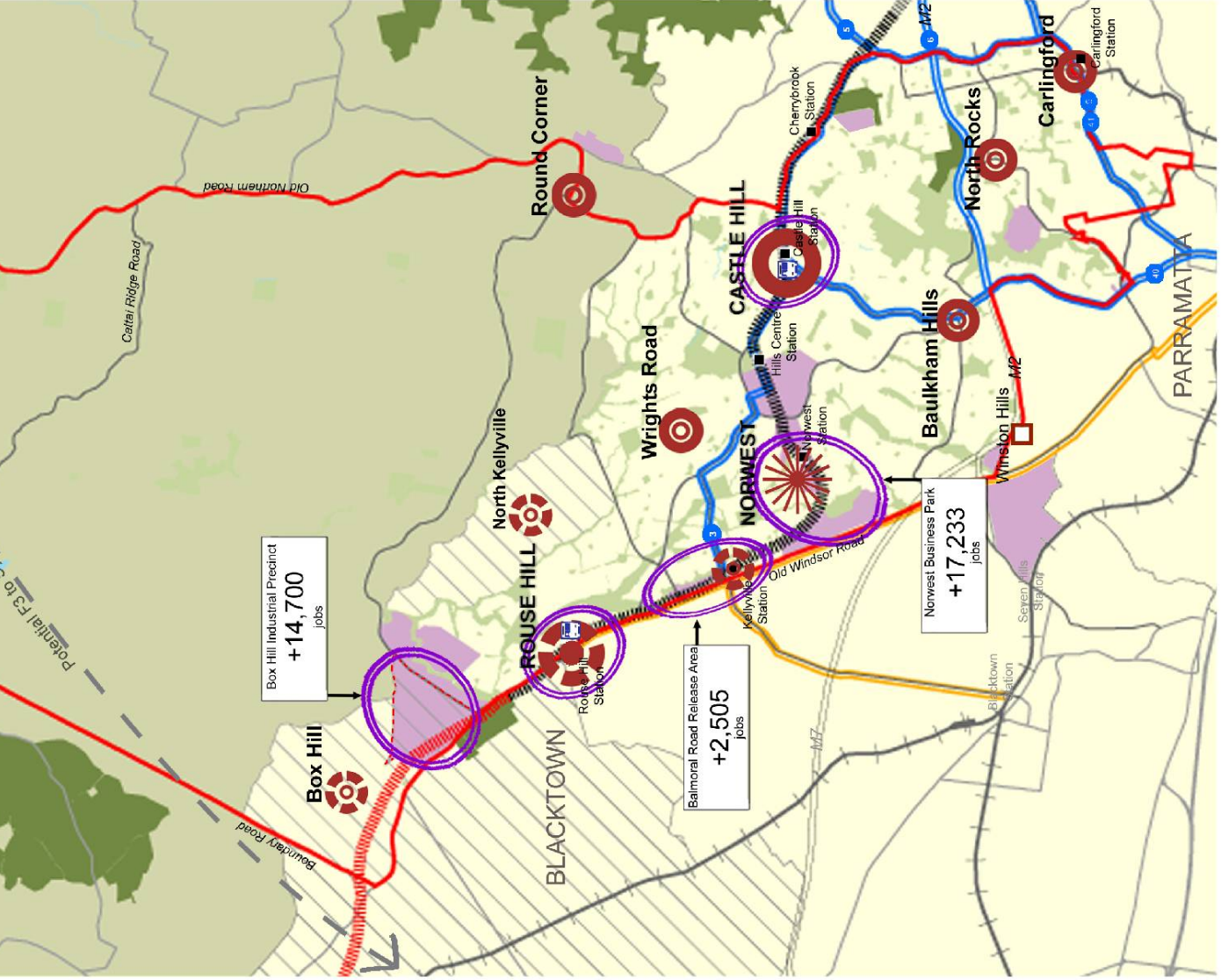
EMPLOYMENT LANDS STRUCTURE PLAN

KEY

- LGA Boundary
- Rural Land
- Urban Land
- Employment Lands
 - ANNANGROVE
 - BALMORAL ROAD RELEASE AREA
 - BOX HILL (PLANNED)
 - CASTLE HILL
 - COONARA AVENUE
 - NORTH ROCKS
 - NORTHMEAD
 - NORWEST
 - WINSTON HILLS
- Water Bodies
- Major Roads
- Rail Line
- Proposed Rail Line
- Potential Rail Line
- Strategic Bus Corridor
- Transport Interchange
- North West Transit Way
- Growth Centre Precinct
- Tourist Activities
- Intensive Land Use
HORTICULTURE
- Extractive Industry
- Main Employment
Growth Potential

OPEN SPACE





OPEN SPACE

- National, State and Regional Parks
- Local Parks

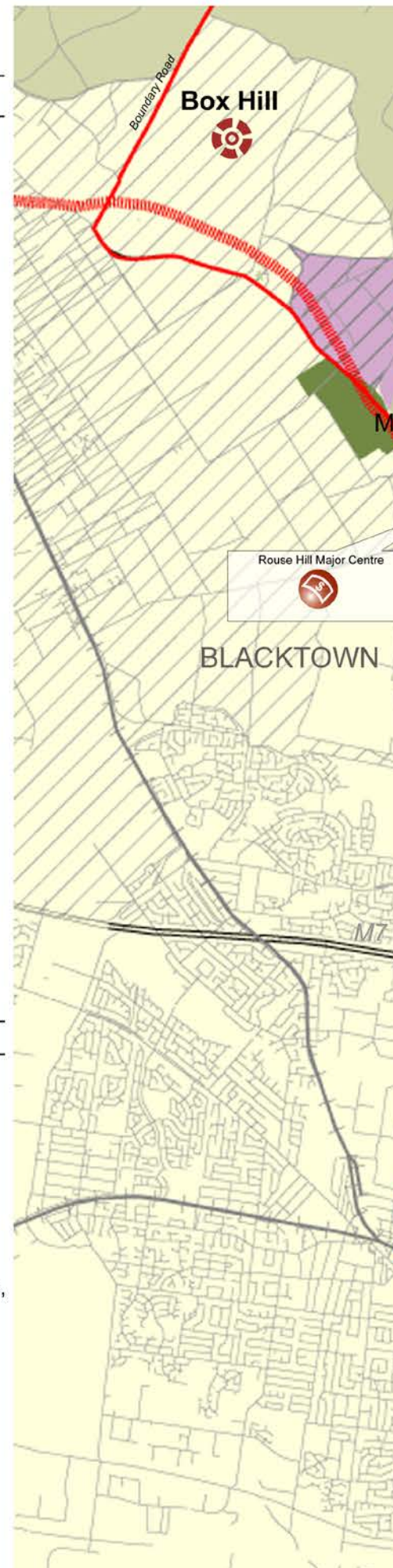
CENTRES

- Specialised Centre
- Major Centre
- Proposed Major Centre
- Town Centre
- Planned/Potential Town Centre



EMPLOYMENT LANDS URBAN STRUCTURE PLAN

KEY

-  LGA Boundary
-  Rural Land
-  Urban Land
-  Employment Lands
ANNANGROVE
BALMORAL ROAD RELEASE AREA
CASTLE HILL
COONARA AVENUE
NORTH ROCKS
NORTHMEAD
NORWEST
WINSTON HILLS
BOX HILL (PLANNED)
-  Further Investigation
The development of these areas require further strategic planning or investigation.
-  Major Roads
-  Local Roads
-  Rail Line
-  Proposed Rail Line
-  Potential Rail Line
-  Strategic Bus Corridor
-  Transport Interchange
-  North West Transit Way
-  Growth Centre Precinct
-  Bulky Goods Precinct
-  Potential Bulky Goods Precinct



OPEN SPACE








-  National, State and Regional Parks
-  Local Parks

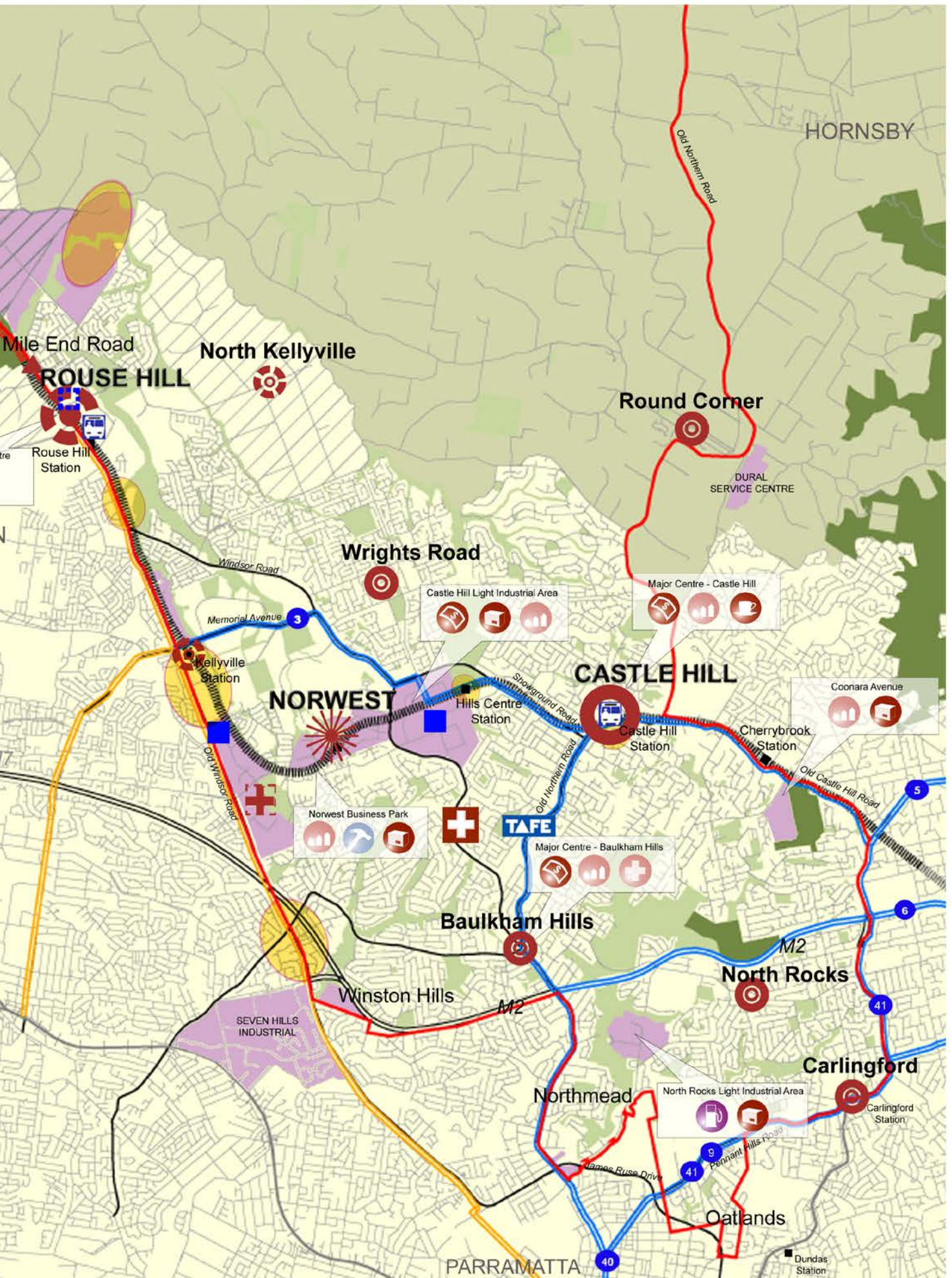
CENTRES

-  Specialised Centre
-  Major Centre
-  Proposed Major Centre
-  Town Centre
-  Planned/Potential Town Centre

TOP

EMPLOYMENT GENERATING INDUSTRY (TDC data, 2006)

-  Construction
-  Health Services
-  Retail
-  Accommodation, restaurants, cafe
-  Chemicals & Petroleum
-  Wholesaling
-  Property & Business Services



Findings

EMPLOYMENT LANDS DIRECTION

The literature review and analysis work has highlighted a range of issues for employment lands that require a strategic response. This section of the Direction sets out the findings of the analysis which underpin the formulation of strategies for employment lands in the Shire.

There is strong State level focus on providing sufficient stock of employment lands to accommodate the needs of the Sydney region over the next 25 years. With the Shire experiencing sustained urban growth, there is also a local recognition of the need to establish a modern local economy and balance population growth with local employment opportunities.

EXISTING SITUATION

Employment Lands

In order to respond to the range of employment needs, a clear picture is needed of the existing employment lands within the Shire. For the purpose of this Direction employment lands include traditional industrial areas, business parks for higher order employment and commercial office areas within or adjacent to centres. The location of these employment lands is shown on the Structure Plan.

There is just over 560 hectares of employment land that exists in the Shire as shown in Figure 4 with an additional 147 hectares planned in the Box Hill Industrial Precinct.

It is recognised that significant employment opportunities are available within centres particularly the major centres of Castle Hill and Rouse Hill. In such instances the creation of jobs results from the growth in demand for retail floorspace due to population and expenditure growth. The employment implications of the Retail Floorspace and Demand Analysis are considered in this Direction, however further detail of the type, location and timing of floorspace demand is contained in the Centres Direction.

It is also important to identify and respond to employment opportunities provided at more dispersed locations throughout the Shire such as schools, home businesses, extractive industries, intensive horticultural activities and tourist activities. The location of the key industries is shown on the Structure Plan.

Existing Stock of Employment Land	Hectares	Function
Norwest Business Park	171.6	Specialised Business Park/ Bulky Goods Retail
Balmoral Road Release Area	16.7	Business Park/ Light Industry
Total Business Park	188.3	
Castle Hill Light Industrial Area	135.7	Light Industry / Bulky Goods Retail
Annangrove Road Light Industrial Area	119.6	Light Industry
North Rocks Light Industrial Area	46.8	Light Industry / Warehousing
Northmead Light Industrial Area	4.9	Light Industry / Bulky Goods Retail
Winston Hills Light Industrial Area	14.7	Light Manufacturing / Light Industry
Total Light Industry	321.7	
Castle Hill Major Centre	6.1	Commercial / restaurants/vacant
Rouse Hill Major Centre	9.4	Vacant Commercial/Retail
Baulkham Hills Town Centre	3.7	Commercial / restaurants
Caddies Creek Commercial	7.6	Light Industry/ Vacant
Coonara Avenue (IBM)	25.9	High Technology/ Commercial
Total Commercial	52.7	
Total Employment Land	562.7	

Figure 4: Existing Employment Lands

Source: Lands zoned Business Park, Light Industry and Commercial under LEP 2005 excluding zoned lands which do not have a significant employment use.

Existing Employment

As of 2006, 52,126 jobs were generated within The Hills Shire (TDC Journey to Work Data, 2006). This represents a growth in the workforce of around 7,200 people or 16% from 2001 to 2006.

The jobs exist across a range of industries as shown in Figure 5. It is clear that there is a predominance of jobs in retail trade which is a likely reflection of the major shopping centres located in the Shire, particularly Castle Towers at Castle Hill, Stockland Mall at Baulkham Hills and Westfield Shoppingtown at North Rocks.

Figure 6 provides a summary of the top 10 employment generating industries in the Shire in 2006. The relatively high proportion of jobs in retail trade, construction, education, health care and service industries reflects the urban development and population growth in the Shire. The spatial distribution of the key employment generating activities is shown in the Urban Structure Plan.

The following sections include a more detailed examination of population growth, forecast employment growth and floorspace demand to better understand the opportunities for growth in the Shire.

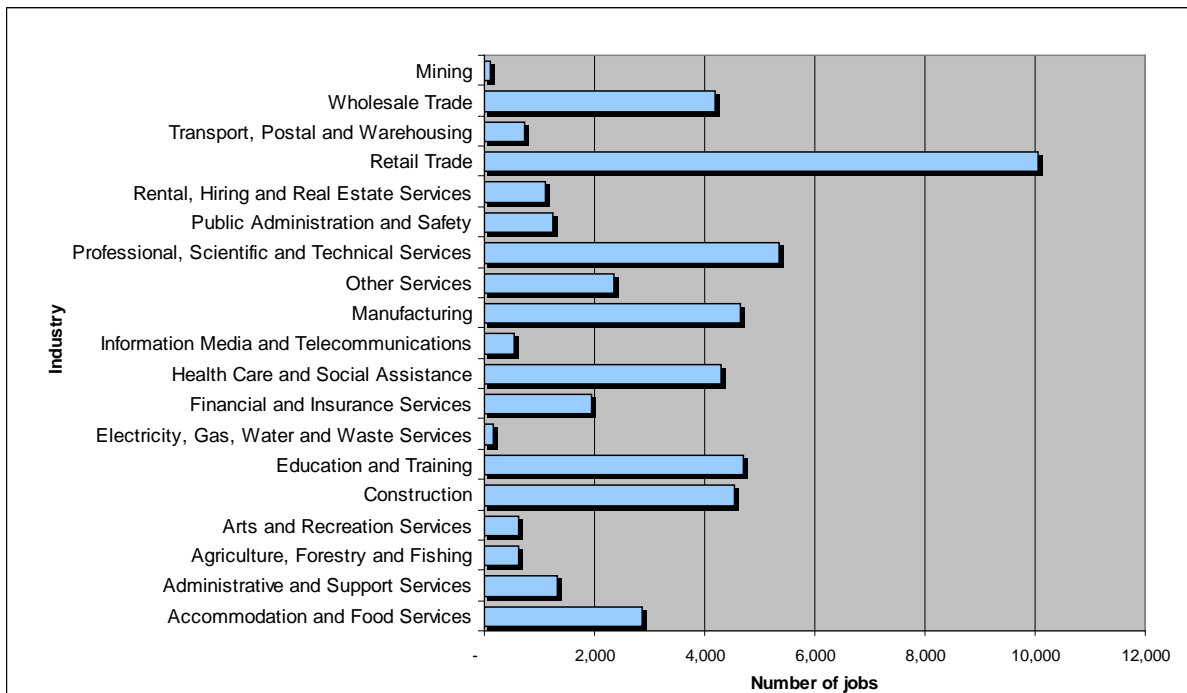


Figure 5: Jobs by Industry for the Hills Shire 2006

Source: Adapted from Employment Lands Demand Analysis Table 11 p. 34

	<i>Industry</i>	<i>Jobs</i>	<i>% of Total</i>
1	Retail Trade	10,061	19.3%
2	Professional, Scientific and Technical Services	5,352	10.3%
3	Manufacturing	4,658	9.0%
4	Education and Training	4,701	8.9%
5	Construction	4,530	8.7%
6	Health Care and Social Assistance	4,304	8.3%
7	Wholesale Trade	4,176	8.0%
8	Accommodation and Food Services	2,858	5.5%
9	Other Services	2,356	4.5%
10	Financial and Insurance Services	1,947	3.7%

Figure 6: Main Employment Generating Industries in 2006

Source: Adapted from Employment Lands Demand Analysis Table 11 p. 34

ACCOMODATING ECONOMIC GROWTH

Prior to analysing the demand for employment lands and evaluating the capacity to accommodate such demand, consideration is required of projected population growth. Strong population growth will drive employment growth in the subregion and the Shire, particularly in terms of jobs in retailing, construction, health and community services, and education.

Population Growth

The Hills Shire is expected to receive a significant increase in population by 2031. The Draft North West Subregional Strategy sets a target for the Hills Shire to contribute an additional 36,000 dwellings by 2031, equating to approximately 100,000 more people.

Of this target, 14,500 dwellings are to be located in the North West Growth Centre precincts of North Kellyville and Box Hill. A further 21,500 dwellings are to be located in the existing urban area and other release areas such as the Kellyville/Rouse Hill and Balmoral Road release areas (refer Figure 7). Increased densities within existing urban areas will also generate new demand for shopping, service and entertainment facilities. Further details on dwelling growth are provided in the Residential Direction.

LOCATION	ESTIMATE	TARGET
Established and Release Areas	21,425	21,500
Established Areas	11,100	
<i>Carlingford</i>	3,476	
<i>North Rocks</i>	283	
<i>Northmead</i>	770	
<i>Baulkham Hills</i>	3,338	
<i>Castle Hill</i>	2,755	
<i>Bella Vista, Glenhaven, West Pennant Hills</i>	478	
Release Areas	10,325	
<i>Kellyville/Rouse Hill Release Area</i>	4,700	
<i>Balmoral Road Release Area</i>	5,625	
North West Growth Centre	14,500	14,500
<i>North Kellyville</i>	4,500	
<i>Box Hill</i>	10,000	
TOTAL	35,925	36,000
Note: <i>Under the North West Subregional Strategy any new dwelling from June 2004 will contribute to meeting the target dwellings.</i>		

Figure 7: The Hills Shire Dwelling Target to 2031
Source: Baulkham Hills Shire Council, Residential Direction June 2008, pp.37.

The extent of residential development and the rate at which development will occur are two key factors that influence the demand for employment floorspace. The estimated rate of residential development for the Shire is shown in Figure 8. This has been estimated based upon a number of assumptions. For the Growth Centre precincts of North Kellyville and Box Hill, the take up rates are based upon the planned rollout for North Kellyville precinct. The commencement of development in Box Hill however, ultimately depends on the timing of delivery of services.



For Balmoral Road Release Area, the rate of development has been based upon Metropolitan Development Program estimates, consistent with contributions planning for this area. For remaining areas, consideration has been given to planning underway, the extent of remaining development opportunities and proposed infrastructure proposals such as a rail line. Any change in such factors together with changes in economic trends or market conditions will obviously influence the timing of residential take up rates.

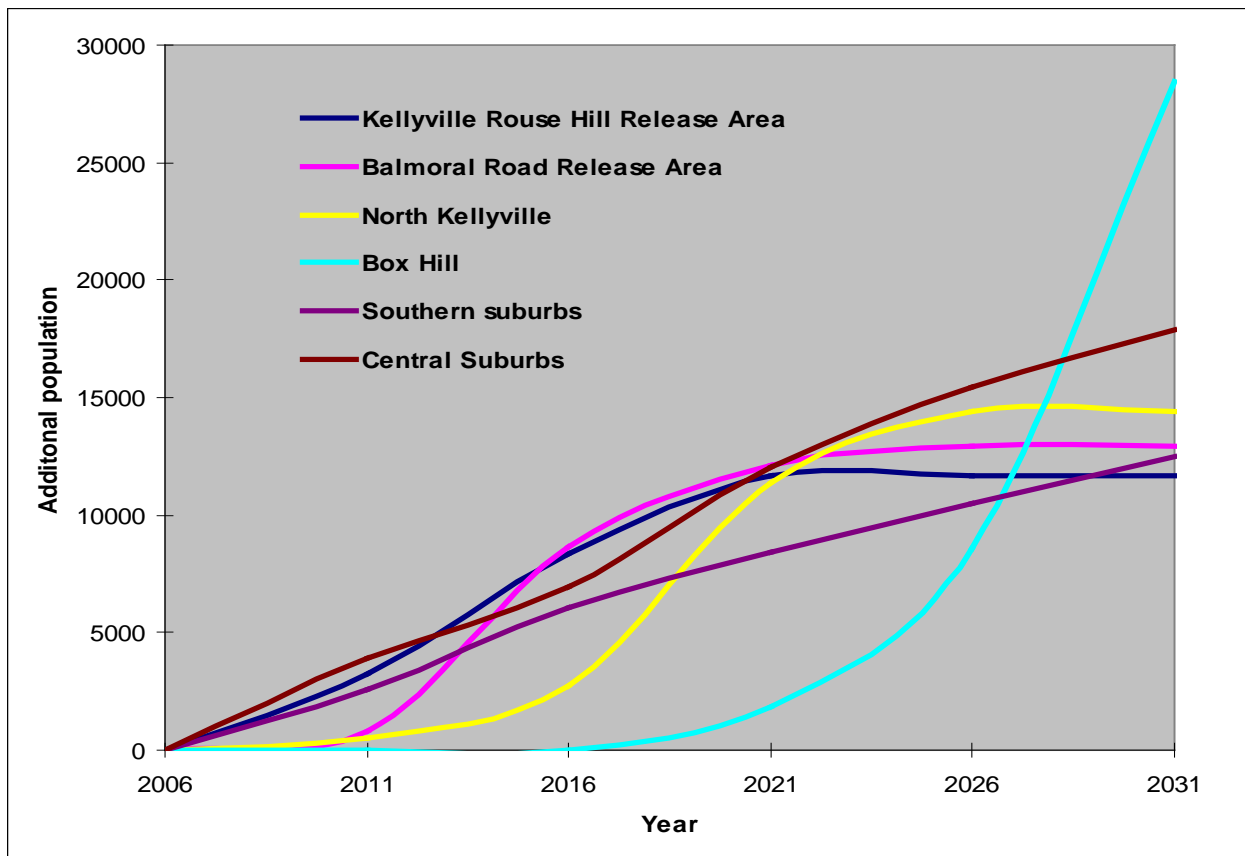


Figure 8: Estimated Rate of Residential Development to 2031
 Source: The Hills Shire Council 2008

Employment Capacity Targets

The draft North West Subregional Strategy establishes an employment capacity target of 47,000 additional jobs for the Hills Shire from 2001 to 2031 comprising:

Norwest Business Park	25,000
Castle Hill major centre	3,000
Rouse Hill major centre	9,000
Rest of LGA	10,000
Total	47,000

In order to provide a clear basis for comparison, the Draft North West Subregional Strategy target has been adjusted by 7,280 to 39,720 to account for the jobs generated between 2001 and 2006 (ABS data).

Employment Lands Capacity

Figure 9 estimates employment capacity provided by existing employment lands and proposed new employment lands at Box Hill. This is based upon estimates of vacant land areas at 2006, assumed floor space ratios and employment yields. Retail employment forecasts are based upon the Retail Floorspace and Demand Analysis.

Employment Precinct	Vacant Land at 2006 (ha)	Assumed FSR :1	Forecast floorspace (m ²)	Assumed Employment Yield	Forecast Employment Capacity
Norwest Business Park	68.93	0.75	516,975	30	17,233
Balmoral Road Release Area	16.70	0.75	125,250	50	2,505
Box Hill Industrial Precinct	147.00	0.50	735,000	50	14,700
Total Business Park	232.63		1,377,225		34,438
Castle Hill Light Industrial Area	4.96	0.70	34,720	70	496
Annangrove Road Light Industrial Area	86.45	0.50	432,250	70	6,175
North Rocks Light Industrial Area	0.00				
Northmead Light Industrial Area	0.00				
Winston Hills Light Industrial Area	8.07	0.65	52,455	70	749
Total Light Industry	99.48		466,970		7,420
Castle Hill Major Centre	2.65	1.00	26,500	25	1,060
Rouse Hill Major Centre	9.38	1.00	93,800	25	3,752
Baulkham Hills Town Centre	0.00				
Caddies Creek Commercial	7.60				
Coonara Avenue (IBM)	0.00				
Total Commercial	19.63		120,300		4,812
Central Sector					4,696
Release Area Sector					3,506
North Sector					250
South Sector					452
Total Retail					8,904
Total	351.74		1,964,495		55,574

Figure 9: Forecast Employment Capacity

VARIABLES IN FIGURE 9

Vacant land: Estimated using 2006 aerial photographs to determine sites developed and sites remaining. For Box Hill the whole land area has been used. Following precinct planning, the exact developable land area will be known. For Norwest Business Park the land area includes development sites which would have not been occupied at 2006 and sites subject to later stages of development.

Assumed FSR: Based on achievements under recent development applications in existing areas.

The extent of development able to be achieved depends upon a range of factors such as quality of building stock, type of landholdings, physical site constraints and market conditions. Although the maximum FSR for employment lands is currently 1:1, this generally is not achieved given the above factors.

Forecast Floorspace: Based upon vacant land multiplied by the assumed FSR.

Assumed Employment Yield: Based upon m² per employee for different industry types.

Industrial Uses: 70m² per employee. For example: Chemicals and petroleum or printing, publishing and recording.

Commercial Uses: 25m² per employee. For example: Property and business services.

Business Park Uses: Likely to be a mix of commercial and industrial use, therefore 50m² per employee is used for Balmoral Road and Box Hill precincts. For Norwest Business Park, recent applications indicate a higher proportion of commercial (80%) to industrial (20%) floorspace therefore 30m² per employee is used.

Forecast Employment Capacity: Forecast floorspace divided by the assumed employment yield.

Where there is no vacant land or redevelopment will not be likely to yield additional employment, estimates remain at zero.

Figure 9 indicates that at 2006 there was 352 hectares of land available across the employment precincts with the capacity to yield over 55,500 additional jobs. The adjusted employment capacity target under the Draft North West Subregional Strategy of 39,270 jobs is therefore able to be accommodated within the existing zoned land and future Box Hill Industrial Precinct.

Although sufficient capacity can be demonstrated, a range of varying economic, social and environmental factors will affect whether vacant land is taken up for development. These factors are discussed further in the remaining findings.

Figure 10 provides a breakdown of total employment indicating long term capacity for a total of over 115,000 jobs in the Shire. Norwest Business Park, Box Hill Industrial Precinct, Balmoral Road Release Area and the major centres of Castle Hill and Rouse Hill are the areas with greatest potential for employment growth. These areas have been highlighted on the Structure Plan map. On a precinct by precinct basis the following observations and conclusions may be drawn from the employment capacity estimates.

EMPLOYMENT PRECINCT	EXISTING EMPLOYMENT 2006 <small>see Note 2</small>	FORECAST ADDITIONAL EMPLOYMENT CAPACITY	TOTAL
Norwest Business Park	14,504	17,233	31,737
Balmoral Road Release Area	0	2,505	2,505
Box Hill Industrial Precinct	0	14,700	14,700
Total Business Park	14,504	34,438	48,942
Castle Hill Light Industrial Area	5,027	496	5,523
Annangrove Road Light Industrial Area	324	6,175	6,499
North Rocks Light Industrial Area	1,867	0	1,867
Northmead Light Industrial Area	284	0	284
Winston Hills Light Industrial Area	885	749	1,634
Total Light Industry	8,387	7,420	15,807
Castle Hill Major Centre	1,737	1,060	2,797
Rouse Hill Major Centre	41	3,752	3,793
Baulkham Hills Town Centre	667	0	667
Caddies Creek Commercial	50	0	50
Coonara Avenue (IBM)	2,819	0	2,819
Total Commercial	5,314	4,812	10,126
Central Sector	6,570	4,696	11,266
Major Centre: Castle Hill			
Town Centres: Baulkham Hills			
Villages: Norwest Marketown, Coonara Avenue			
West Pennant Hills, Knightsbridge Castle Hill			
Neighbourhood centres			
Release Area Sector	2,280	3,506	5,786
Major Centre: Rouse Hill (transitioning)			
Town Centres: Wrights Road Kellyville, North Kellyville (planned), Box Hill (potential)			
Villages: Mile End Rd Rouse Hill, Windsor Road Kellyville, Beaumont Hills, Hezlett Road (planned)			
Neighbourhood centres			
North Sector	415	250	665
Town Centre: Round Corner			
Rural centres			
Southern Sector	1,500	452	1,952
Town Centres: North Rocks, Carlingford			
Villages: Campbell Street Northmead			
Stand Alone Centre: Winston Hills			
Neighbourhood centres			
Total Retail	10,765	8,904	19,669
Education, community services, tourism activities, recreational services, clubs, construction, restaurants, service stations, extractive industries, agriculture etc	20,861	Estimate not available	20,861
Total Dispersed Activities	20,861		20,861
Total <small>see Note 1</small>	59,831	55,574	115,405

Figure 10: Total Employment

Note 1: There is a discrepancy between employment numbers sourced from the ABS 2006 Census and TDC Travel Zone Forecasts which are based upon data from 2001 Census. The Transport Data Centre adjusts the base data from the ABS to match data on the total labour force. TDC travel zone forecasts based on 2006 Census data are not yet available.

Note 2: For light industrial and commercial precincts employment figures at 2006 are based upon forecasts for commercial and industrial activities. For Norwest Business Park employment figures at 2006 also count employment in accommodation, restaurants, cafes, education and health, community, cultural, recreational and personal services in addition to traditional commercial and industrial activities.

Business Park Land

Norwest Business Park

The Draft North West Subregional Strategy includes a total 2031 employment capacity target of 30,000 for the business park. This target is based on TDC employment forecasts which are made on assumptions regarding the global economy, increased productivity and the national growth of the Gross Domestic Product. Assumptions include local area population growth, industry trends, industries of growth and decline, and government policy.

It is important to note that the employment capacity identified in Figure 9 is based upon the remaining potential of vacant land and partly developed/ unoccupied buildings at 2006. Given current development trends and applications, the remaining capacity is likely to be taken up by 2016.

An option to address limited land availability could include redevelopment at higher density. Ongoing monitoring is required of development up-take, floor space ratio achieved and transport infrastructure delivery to determine whether higher density development is feasible in the future. This is a future consideration and can be investigated beyond 2016.

Balmoral Road Release Area

The Draft North West Subregional Strategy does not contain a specific target for the Balmoral Road Release Area. Given the close proximity of the employment precinct to the Norwest Business Park, the availability of 16.7ha of land will provide an important opportunity to accommodate the Norwest Business Park target that cannot be accommodated within the business park. As a result, the Balmoral Road Release Area could become an important precinct to assist in meeting demand for business park lands.

Box Hill Industrial Precinct

Even with the combination of vacant land within both existing areas of business park, there will still be demand for additional business park land. Box Hill Industrial Precinct provides the opportunity to continue to meet the demand for business park type uses. The planning for Box Hill Industrial Precinct is discussed further in the Findings on Planning for New Employment Lands.

Industrial Land

Established light industrial areas are unlikely to have significant growth which reflects the global deindustrialisation trend due to greater efficiencies of technology and mechanisation. Whilst such lands may not be as attractive to businesses or yield significant employment, they can play an important role in providing local urban services and supporting start up businesses. Such lands also present an opportunity for regeneration to support new investment and employment, particularly where they are located close to transport and services.

Castle Hill Light Industrial Area

Castle Hill Light Industrial area is close to capacity, however in recent years there has been considerable redevelopment. This may be attributed to the growing dominance of bulky goods retailing within the precinct, the rationalisation of industrial uses and the movement of industrial uses to more affordable sites.

Annangrove Road Light Industrial Area

This precinct has substantial areas of vacant land, zoned for light industrial development since 1991. The precinct has not been successful in attracting industrial businesses due to factors such as:

- outlying location
- lack of marketable image
- fragmented ownership
- need for cooperation between land owners to achieve access in some instances
- extensive vegetation including endangered ecological communities.

This precinct represents an opportunity to provide for employment growth. This will require a strategic planning response to address identified site constraints and accessibility in order to attract suitable industrial businesses. It would be expected that masterplanning together with expected population growth and the proximity to Windsor Road and Rouse Hill major centre, will have a positive influence on the marketable image and future development of the area. The Urban Structure Plan highlights the need for strategic planning at this location.

The issues to be addressed as part of the masterplanning process are discussed further in Key Direction E4.

North Rocks Light Industrial Area

Given trends relating to the decline in demand for industrial floorspace, this precinct may become vulnerable to vacancies and job losses. Opportunities to redevelop and revitalise this precinct and sustain local jobs and economic growth are discussed further in Key Direction E4.

Northmead Light Industrial Area

Similar to North Rocks, this area could also experience vacancies and job loss. Coupled with the growing demand for residential land located close to transport, services and centres.

Much of the previous industrial land located on the northern side of James Ruse Drive has transitioned to residential uses in the past five years. It may therefore be appropriate for remaining industrial land to transition in a similar way.

The precinct has excellent transport links, being located on Strategic Bus Corridor No. 40 and is at the junction of major arterial roads. It is also in close proximity to the regional city of Parramatta and adjoins Campbell Street village. If the precinct was to transition to a residential use, the loss of employment land and jobs generated would need to be offset elsewhere.

Consideration must be given to the provisions of S117 Direction 1.1 Business and Industrial Zones where employment lands are transitioning to residential uses.

Winston Hills Light Industrial Area

There is a small amount of land available for redevelopment in this precinct, which could provide for a small amount of additional employment. As for North Rocks Light Industrial area, opportunities to redevelop and revitalise this precinct are discussed further in Key Direction E4.

Strategic Centres

Strategic centres such as Castle Hill and Rouse Hill are likely to experience strong growth in demand for retail floorspace. The Centres Direction demonstrates that there will be sufficient land zoned and available to accommodate this increase within the Shire, at least until 2016.

Castle Hill Major Centre

The Draft North West Subregional Strategy includes a total 2031 employment capacity target of 12,000 for Castle Hill Major Centre. As for Norwest Business Park it is important to note that the employment capacity identified in Figure 9 is upon the development potential of vacant land within the centre and not including more dispersed activities around the centre.

Delivery of commercial space at Castle Hill will be facilitated by proposals such as the Castle Hill Mainstreet program and Terminus Street Precinct. The new Bus Interchange will support the transport needs of the centre. These projects will be likely to have positive outcomes of employment growth and opportunities in Castle Hill as a major centre. A key role of the Employment Direction will be to encourage timely provision of identified attractors and uptake of new opportunities.

Rouse Hill Major Centre

The Draft North West Subregional Strategy includes a total 2031 employment capacity target of 9,000 for the planned major centre. When employment figures relating to retail, commercial and dispersed activities are combined, it is estimated that this target can be accommodated.

In order to achieve this additional growth a strategic focus on attracting new and local businesses to the Shire will be required (Refer Key Direction E2).

Local centres

As discussed in the trends section many small and medium sized commercial enterprises will seek premises in affordable suburban locations such as Baulkham Hills Town Centre. Key factors to be considered in the development of further commercial space include transport connections to workforce and business links, the impact on viability of employment lands and the support role that appropriate commercial development can provide to existing retail centres.

Baulkham Hill Town Centre

This centre will accommodate part of the retail floorspace demand identified in the Centres Direction, thereby providing for additional job growth. Whilst there is limited vacant commercial land, masterplanning and preparation of development controls has been recently completed to enhance the role, viability and amenity of this centre. Such controls include increased height and FSR providing for the achievement of increased floorspace. If these opportunities for the centre are realised there is capacity for up to 1300 additional jobs beyond that shown in Figure 9.

Options to assist with the take up of potential include improvements to transport infrastructure (refer Key Direction E2).

Caddies Creek Commercial Area

These employment lands are located at the intersection of Windsor and Old Windsor Road and referred to as Caddies Creek Commercial. Whilst this area is well located in terms of visibility and road and bus transport, further investigation is needed to determine the most appropriate function of this area.

In this regard, commercial uses may not be appropriate given that the land is not within a centre and could impact upon the functioning and viability of other centres. These lands are discussed further in Key Direction E4. Once further investigations are undertaken for this land there is potential for additional jobs beyond that shown in Figure 9.

Coonara Avenue

This employment land is occupied by IBM with a focus on information technology services. This land has developed at a low FSR that recognises the environmental constraints of the site and it cannot generate additional jobs

beyond current capacity unless the current planning framework is reviewed.

Dispersed Activities

There will be significant growth in activities that are dispersed throughout the Shire correlating with the growth in the population over the next twenty five years and building on the existing strengths associated with natural resources. Dispersed activities include education, community services, tourism, recreational services, clubs, construction, restaurants, service industries, extractive industries and agriculture.

Rural Resource Lands

The Shire's rural area has a long history of agricultural production. In 2006 agriculture provided approximately 637 jobs and contributed an estimated \$133 million to the local economy (Remplan 2006 Data). Dominant industries include nurseries, market gardens and orchards. Almost 700 hectares of land is used for horticulture crops and 1000 hectares of land is used for animal activities including intensive poultry industries, cattle feedlots and horse studs (pp 118 Rural Lands Background and Issues Report). The Shire's sand mining and sandstone quarrying form an important extractive industry contributing an estimated \$19 million to the local economy (Remplan 2006 data).

Actions E4.1 and E4.2 of the Draft North West Subregional Strategy focus on maintaining rural activities and resource lands and protecting resource land from incompatible uses. In this regard, Council's principal LEP is required to identify significant rural and resource lands and mechanisms to achieve their protection.

The Shire's sand mining operations are concentrated in Maroota and are carried out under the Sydney Regional Environmental Plan No. 9 – Extractive Industry (No. 2 1995) (SREP 9). This plan aims to facilitate the development of extractive resources in proximity to the population of the Sydney Metropolitan Area by identifying land which contains extractive material of regional significance.

Also in this location along Old Northern Road and the spine of Wisemans Ferry Road between Old Northern Road and Wisemans Ferry Road to Sackville Ferry Road, exists a concentration of intensive plant and

horticultural industries. Operations include market gardens, orchards, and horticulture with numerous roadside stalls selling local fruit and vegetables.

The creation of a new zone to reflect these significant landuses in the Shire is appropriate. The 'RU1 – Primary Production' zone in the Standard Template encourages sustainable primary industry production by maintaining and enhancing the natural resource base and encouraging diversity in primary industry enterprises and systems appropriate for the area.

The boundary of such a zone should reflect the existing activities or future activities allowed under SREP 9, as well as site opportunities and constraints such as, slope, bushland and sensitive vegetation. Specific reference to the importance of extractive industries in the zone objectives is a way to recognise the particular significance of this resource.

Tourism will continue to be a strong niche industry for the Shire, providing jobs particularly in the rural area. In this regard opportunity exists at Wisemans Ferry for the creation of a tourism precinct focused around water activities and the tourist village. This is to be reflected in the proposed zoning for the centre.

Growth Related Activities

The creation of jobs in education, health services and community services is generated as a result of growing local demand from an increasing number of households, including young families with children and an ageing population. For example at least six new public primary schools and two public high schools are likely to be developed to serve incoming populations in the Box Hill, North Kellyville and Balmoral Road release areas generating jobs in education.

There is also a significant multiplier effect associated with the support services required to cater for population growth. Continued growth in the construction industry will reflect the significant residential development planned in the release and growth centres areas. The provision of these services locally is also important in minimising the need to travel, providing local job opportunities and a range of services that are accessible to the population that require them.



Sand quarry at Maroota

Other Industrial Activities

There are some sites located outside the identified employment lands precincts that are being used for industrial purposes that are non-conforming uses in the current zone. In some instances such premises may have rights to remain operating under the Environmental Planning and Assessment Act 1979. Amaroo Park at Nos.233 and 233A Annangrove Road, Annangrove is one example of a site that is currently zoned for rural purposes but functions as a small industrial precinct. Formerly associated with the Amaroo Park Raceway, the site currently contains a restaurant, vehicle repair businesses, a children's activity centre and an earthmoving business. This centre lacks easy access to an arterial road and if allowed to intensify in size, could result in adverse traffic and amenity impacts to neighbours. Sites such as this should continue to be zoned to be consistent with surrounding properties.

Sites used for industrial or other employment generating purposes that are not identified as employment lands on the Structure Plan are to be zoned consistent with the surrounding properties. For those sites that have a logical connection to identified employment lands, the identification of their industrial or commercial role through rezoning may be appropriate. In most cases, the formalisation of out-of-precinct industrial areas is not proposed due to their proximity to competing industrial areas, lack of access to public transport, the potential to further impact on surrounding land uses and traffic impacts.

Zone Discrepancies

Council's current planning framework permits and encourages a variety of uses to be developed on employment zoned land. There are a number of instances where other uses such as service stations, shops and dwellings have been developed on employment zoned land. The following table illustrates some of the sites where this situation occurs:

Property	Current Use
No. 592-596 Old Northern Road, Dural (Lot 11 DP 825077)	Service station
Nos 1 – 3 Resolution Place, Rouse Hill (DP 285955 and Lot 402 DP 1078065)	Restaurants, supermarket and various business activities
Adventure Place, Rouse Hill plus Nos 2-4 Resolution Place, Rouse Hill (Lot 301 DP 1069620)	Residential and vacant land
Lot 901 DP 1029336 Windsor Road, Rouse Hill	Vacant

Where employment zoned land has been developed for a different purpose, consideration should be given to a more appropriate zone that reflects the use. Section 117 Direction 1.1 'Business and Industrial Zones' should be considered when rezoning employment lands.

Findings

EMPLOYMENT LANDS DIRECTION

MAKING THE SHIRE AN ATTRACTIVE PLACE TO DO BUSINESS

Whilst there is physical capacity within the Hills Shire to accommodate a range of employment generating uses and meet the employment capacity target, there is a need to translate such capacity into a modern local economy that attracts world class businesses and investment.

Council's Framework for Economic Development seeks to support existing business and attract new investment, jobs and visitors. The findings in this section of the Direction seek to build upon the Framework for Economic Development particularly in relation to attracting new business. This involves consideration of competitive strengths and challenges to be faced.

Consideration is also given to tourism in the Hills and how visitors can be attracted to the Shire.

Strengths

The Hills Shire is well placed for employment growth given its future population growth and geographical situation. Some of the key strengths of the Shire relate to location, suitability of land, industry types, resident labour force and a prestigious image.

Location

The Hills Shire is located with good connections to Sydney's orbital network. It is therefore an attractive location for businesses that seek high accessibility to transport corridors and markets. The car based accessibility of Norwest Business Park to the M2 and M7 motorways have been factors in its success.

The M2 also provides a link to Macquarie Park as an extension of the global economic corridor. The global economic corridor stretches from Sydney Airport and Port Botany through Sydney City and North Sydney to Macquarie Park and provides valuable links with the world economy.

Suitability of Land

As set out in the Findings on 'Accommodating Economic Growth', there is sufficient land available or planned to meet the employment capacity target for the Shire. The suitability of such land in terms of site characteristics, permissible uses and relationship with adjoining developments is addressed in Key Directions E4, E5 and E6.

In general, the Hills Shire provides a variety of development sites and locations that are affordable in terms of the metropolitan context. Whilst land costs may be higher than other Western Sydney LGAs, part of the Shire's attraction is the comparatively prestigious location.

Industry Types

In order to better understand the characteristics of employment in the Shire and the strengths of given industries a method of assessment called 'location quotients' has been used. For this Direction, comparisons have been made with the North West Subregion to provide an understanding of industries which are well represented in the Shire.

As show in Figure 11, when compared to the North West Subregion, the Hills Shire has a significantly greater proportion of jobs in finance and insurance services. This industry is largely attracted to good grade office stock in prestigious locations. Given the attractor of Norwest Business Park many organisations within this industry have come to locate within the Shire. The Shire also had a strong representation in retail and wholesale trade as well as construction. The strength of these industries relates to the degree of both residential and commercial development occurring in the Shire as well as the scale of existing centres such as Castle Hill.

LOCATION QUOTIENTS

Compares the proportional size of an industry in the Shire with another region.

Where the LQ equals 1 there is an equal distribution of jobs between both areas.

Where the LQ exceeds 1 there is a greater proportion of jobs by that industry for the Hills Shire than the North West Subregion.

Where the LQ is less than 1 there is a lesser proportion of jobs by that industry for the Shire.

Industry	Quotient
Electricity, Gas, Water and Waste Services	0.18
Transport, Postal and Warehousing	0.23
Public Administration and Safety	0.34
Manufacturing	0.64
Health Care and Social Assistance	0.79
Accommodation and Food Services	0.82
Education and Training	0.92
Mining	0.93
Agriculture, Forestry and Fishing	0.95
Arts and Recreation Services	1.03
Administration and Support Services	1.04
Other Services	1.09
Information Media and Telecommunications	1.12
Construction	1.27
Rental, Hiring and Real Estate Services	1.28
Wholesale Trade	1.43
Retail Trade	1.43
Financial and Insurance Services	2.17
Professional, Scientific and Technical Services	2.88

Figure 11: Industry Location Quotient
Source: Employment Lands Demand Analysis 2008

The industries where growth is expected are shown in Figure 12. The top ten growth industries represent 95% of all new jobs anticipated for the Shire in the next 25 years. The growth of these industries will be largely related to the anticipated growth in population.

For example, the growth in retail, accommodation, restaurant and club related jobs will stem from the growing demand for these services owing to a greater number of residents and their affluence. These jobs will also relate to wider lifestyle trends including the growing popularity of retail and restaurant facilities as destinations for entertainment.

	INDUSTRY	% OF NEW JOBS
1	Retailing	36.0%
2	Property and business services	21.6%
3	Accommodation, restaurants, cafes, clubs	8.2%
4	Construction	7.0%
5	Wholesaling	5.7%
6	Personal and other services	4.0%
7	Health services	3.7%
8	Finance, insurance	3.3%
9	Education	3.2%
10	Other community services	2.6%
11	Machinery, transport and equipment	2.0%
12	Metal products	1.5%
13	Agriculture, forestry, fishing	1.0%
14	Food industries	0.4%
15	Chemicals and petroleum	0.4%
16	Non-metallic products	0.3%
17	Communications	0.3%
18	Unclassified	0.3%
19	Energy, water, sewerage	0.2%
20	Wood and paper products	0.2%
21	Cultural and recreational services	0.1%
22	Printing, publishing, recording	0.1%
23	Mining	0.0%
24	Textiles, clothing, footwear	-0.2%
25	Transport and storage	-0.3%
26	Other and undefined manufacturing	-0.5%
27	Public administration and defence	-1.0%
Total		100.0%

Figure 12: Employment Growth by Industry 2006 -2031

Resident labour force

The term 'resident labour force' refers to people living within a given area, over the age of 15 years who are either employed or seeking employment. The characteristics of a resident workforce influences the type of employment required in an area and factors that may attract or hinder business choice to base within an area.

At Census 2006 the Shire has a total labour force of 88,864 persons of which 63.6% were employed full time and 27.9% were employed part time. A profile of the Shire's resident labour force is provided in Figure 13.

This shows some important characteristics in comparison to the Sydney Statistical Division including:

- a high proportion of the population is within the labour force.
- a low unemployment rate.
- a slightly higher proportion of the workforce employed part time.
- a significantly higher proportion of the labour force employed as professionals and managers.
- a lower proportion of technicians, machinery operators and drivers and labourers.
- a greater proportion of residents over the age of 15 years with higher education.

	The Hills Shire 2006	Sydney SD
Labour Force		
Total labour force (includes employed and unemployed persons)	88,884	2,010,009
Employed full-time	63.6%	63.1%
Employed part-time	27.9%	25.7%
Employed away from work	2.9%	3.2%
Employed hours not stated	2.3%	2.8%
Unemployed	3.2%	5.3%
Occupations		
Managers	16.8%	12.5%
Professionals	25.4%	22.5%
Community & Personal Services Workers	6.5%	7.6%
Clerical and Administrative Workers	17.2%	15.8%
Sales Workers	10.2%	9.0%
Technicians & Trade Workers	11.2%	12.0%
Machinery Operators & Drivers	3.2%	5.7%
Labourers & Related Workers	4.8%	7.6%
Inadequately described or N.S.	1.7%	2.0%
Unemployed	3.2%	5.3%
Non School Qualifications of Residents over 15 years		
Postgraduate Degrees	5%	4%
Graduate Diploma and Graduate Certificate	2%	1%
Bachelor Degree	18%	15%
Advanced Diploma and Diploma	10%	8%
Certificate:	17%	15%
Level of education inadequately described	2%	2%
Level of education not stated	7%	13%
Total Population with Post School Qualification	61%	57%

Figure 13: Labour Force in the Hills Shire 2006

The characteristics described in Figure 13 highlight the high level of education achieved by residents within the Shire and their corresponding high earning potential given their skills and experience. The resident labour force may be expected to be employed in higher earning professions such as finance and insurance, property services and IT. The educated and skilled workforce provides a strong attractor for knowledge economy and global businesses.

Additionally the highly educated nature of the resident workforce affects the nature of work sought locally and the degree of movement between the Shire and other centres of employment. Analysis has shown that over 60,000 people travel outside of the Shire for employment. The greatest single destination of employment outside of the Shire in 2006 was Parramatta (11%) followed by Sydney CBD (10%), Blacktown (7%) then Ryde (5%) (Employment Lands Analysis, 2008).

These destinations have high proportions of workers travelling to them from the Shire not only because of their relative proximity but because of their role in global Sydney and consequential employment offer that accords with the high skill set of Hills Shire residents. The growth in commercial jobs in the Shire may help to stem the flow of this group to other employment centres.

“Businesses who have moved to the Shire improve their bottom line through both labour cost savings and higher retention rates of skilled employees.”

Source: Invest Sydney Hills website

Prestigious Location

The widely recognised success of the business park concept in Norwest provides a springboard for attracting and retaining businesses to the Shire. The Hills Shire attracts multinational corporations and their associated knowledge and high technology based jobs in marked contrast to other LGAs within the North West subregion that have a greater reliance on traditional industrial based jobs.

Norwest specialised centre, Castle Hill major centre and Rouse Hill major centre have developed as desirable locations for business activities which has flow on effects for other employment precincts within the Shire. A finance industry cluster is emerging within Norwest and has the potential to be leveraged for ongoing success.

There is a strong focus on amenities with child care centres, restaurants, gyms , open space, pedestrian and cycle tracks and advanced communications infrastructure. The provision of executive style housing both within the Norwest Business Park and the Shire is also an attractor.

In light of the competitive strengths of the Shire and global trends relating to increased knowledge based activities, the Shire is well placed to build on its prestigious image and facilitate future economic and employment growth. Council can assist growth by leveraging awareness and marketing of the regions capabilities, developing business assistance and mentoring programs and developing strategies and programs to attract and retain business investment.

CASE STUDY: 'HEAD FOR THE HILLS'

In 2008, Council commenced its 'Head for The Hills' marketing campaign. Primarily targeting businesses located within the Sydney CBD, the campaign aims to attract businesses to relocate or expand their operations to the Hills Shire.

Advocating a better work/life balance for staff, reduced travel time and cost, and improved staff loyalty, the Head for The Hills project promotes the services available from Council, including information on demographic data, development approval assistance, business introductions and cluster networking opportunities, to save businesses time and money.

Strategic marketing for the Head for The Hills campaign included:

- advertising in business magazines
- targeted editorials in local papers
- a 3-stage mail-out of brochures to businesses across the Sydney CBD and North Sydney
- visits to business centres such as Macquarie Park and Hornsby.

The marketing campaign publicised the benefits of relocating to the Hills, including typically lower office rents, the availability of world class business parks and a highly educated local workforce, and becoming an 'employer of choice'.



Challenges

Whilst the Hills has great competitive strengths there are also challenges to its pre-eminence including competition from other employment precincts outside of the Shire, the lack of public transport infrastructure and the need for ongoing innovation and education opportunities.

Employment Lands Outside the Shire

Located in the subregions surrounding the Hills Shire are significant employment lands including industrial, commercial and business parks which may influence the demand for, or function of employment lands within the Shire.

These lands include:

Industrial

Seven Hills Industrial Area
North Parramatta Industrial Area
Rydalmere, Camellia / Rosehill and Silverwater
Dural service centre

Commercial

Olympic Park / Rhodes Specialised Centre
Westmead Specialised Centre
Macquarie Park Specialised Centre
Sydney CBD

Business Park

Greystanes Business Park

The size, scale and characteristics of each of these lands will determine the degree of influence on employment lands in the Shire. For example the Rydalmere/ Camellia/ Rosehill industrial areas have a number of advantages including the proximity of the area to the centre of Sydney and major road network connections. The area also has good public transport connections for its workers and offers a wide range of industrial uses of varying intensities. The land is relatively popular and this is reflected through the renovation and renewal that is occurring to much of the older industrial stock in the areas.

Similarly, the Westmead Specialised Centre comprises of a significant amount of health related employment development including a hospital and health related teaching

facilities. Located within Parramatta LGA, the centre has the potential to impact on the development of any health related jobs within the Hills Shire.

Despite the above lands competing with the employment lands in the Hills there are a couple of industrial areas which act in unison with industrial areas on the boundary of the Shire. Two examples of this are the Winston Hills and Northmead Light Industrial Areas.

Also worth considering is the influence of future industrial areas within Blacktown LGA, particularly on Annangrove Road Light Industrial Area and the future Box Hill Industrial Precinct. Both the future industrial areas in Blacktown and the Hills Shire have similar access to major roads and both would be capable of satisfying most industry requirements in regard to site specifications as the areas have not been developed.

Transport Infrastructure

The State Infrastructure Strategy was first published in 2006 and is updated every two years. It provides a rolling 10-year plan for infrastructure projects to support service delivery and links the planning in the Metropolitan Strategy and other regional planning strategies with the budget and provides for delivery of identified infrastructure commitments.

Additionally the Urban Transport Statement was released in 2006 and contained new and accelerated initiatives to address Sydney's present and future transport needs. Recently a number of identified projects works have been indefinitely postponed.

Figure 14 sets out the status of road and rail infrastructure projects that are likely to have an impact upon employment activities within the Shire. The Integrated Transport Direction will further explore opportunities to improve transport throughout the Shire.

“Infrastructure is vital to a region's economy and critical to the circumstances in which individual enterprises compete successfully; just as it is crucial to broader urban social and cultural life”.

North West and West Central
Employment Strategies
p 9 of Executive Summary, 2008.

STATE INFRASTRUCTURE PROJECTS	STATUS AT MAY 2009
Rail Projects	
North West Rail Link	Concept approval May 2008, land acquisition for corridor undertaken. Project deferred.
North West Metro	Concept launched June 2008. Project deferred.
Extension of North West Metro to Vineyard	Preliminary planning undertaken by Ministry of Transport. No report published.
Road Projects	
F3 Freeway to M2 Motorway link	Corridor confirmed in 2007 in review of the F3 to M7 Corridor Selection report. Federal Funding unallocated for construction. \$500,000 allocated in 2008/2009 to investigate corridor.
Future link between the F3 and M7 from Kariong to Dean Park	The Potential F3 to Sydney Orbital Link Study undertaken 2002 by Federal Government. The State Infrastructure Strategy 2008-2018 includes a future project to reserve corridors to secure a link between the F3 and M7.
Castle Hill Eastern Ring Road	Construction underway and scheduled for completion May 2009.
Connection of west facing M2 ramps at the Windsor Road interchange at Baulkham Hills	Project deferred.
Underpass at the junction of Old Northern Road, Windsor Road and Seven Hills Road Baulkham Hills	Road concept developed by Council. Funds unallocated.
Upgrade and widening of Memorial Avenue Kellyville and Showground Road Castle Hill.	Extension of the Transitway from Parklea to Castle Hill. Funds unallocated.
Upgrade of major intersections along Seven Hills Road, Baulkham Hills	Unfunded.
Bus Projects	
North West Transitway – Parramatta to Rouse Hill	Completed – operational 2005.
North West Transitway - Blacktown to Parklea	Completed – operational 2007.
North West Transitway - Parklea to Castle Hill	Replaced by road upgrades.
Strategic Bus Corridors No. 3, 5, 6,9, 40 and 40	Minor intersection works commenced. Funds unallocated beyond intersection works.
Bus Interchange at Castle Hill	Design concept and operational detail completed January 2008. Funds unallocated. Interchange area will begin accommodating buses from May 2009. 113 new buses to be made available to Hillsbus from 2010 which will predominantly operate on 610 services to the city.
Bus Interchange at Baulkham Hills	Funds unallocated.

Figure 14: Status of Transport Infrastructure in the Hills Shire

“Transport infrastructure in particular suffers from chronic under-investment with significant congestion and high rates of car dependency.

North West and West Central Employment Strategies
p 21 of Executive Summary, 2008.

The delivery or lack of delivery of identified projects will impact on employment growth in the Hills Shire. The timely and efficient delivery of key transport projects is an important component of responding to and achieving employment capacity targets. Strategies for Council should include ongoing lobbying or advocacy role to secure required infrastructure in a timely manner.

Telecommunications Infrastructure

The timely rollout of appropriate telecommunications infrastructure in the form of high speed data transfer networks (UMTS network, internet etc) will be increasingly important in being able to attract high tech industries and businesses.

Innovation and Education

Apart from road and rail infrastructure another important component to support targeted industries in the Shire is access to higher education knowledge and resources. Education is important to the ongoing growth of an area and the skills of its workforce. Adequate education facilities can support the ongoing skill development and enhance the labour force whilst also creating significant employment opportunities.

Innovation seeks to improve productivity by way of new products, technology and processes. Companies can often cluster together with like businesses to invest in skills and build capability over time. This can assist in penetrating new markets, facilitating growth of the businesses and building a competitive edge.

The Context section of this Direction outlines the key actions under the NSW Statement on Innovation. The Innovation Council and other actions proposed provide a strong focus on guiding economic growth by building innovative capacity. It would be expected that

the framework will ultimately assist growth in key industry sectors that are already located in the Shire or that Council seeks to target for the Shire.

The Draft North West Subregional Strategy includes an action for State Government to prepare guidelines for agencies and local government to decide when and how skills development components can be incorporated in major redevelopment projects such as future growth in Norwest and Rouse Hill (NW A3.1.1). The Subregional Strategy also flags the State government working with local councils to review the use of local assets which can facilitate improved learning and knowledge exchange (NW A2.4, A2.5) and assisting councils and educational institutions collect information on clusters of business activity to inform land use decisions (NW A2.2.1).

Within the Shire tertiary education facilities include the TAFE at Baulkham Hills and the Building Industry Skills Centre at Castle Hill. At the Rouse Hill major centre a learning centre is located within the Vinegar Hill Memorial Library and Community Centre.

A total area of 2000m² has been provided as learning space within the Rouse Hill centre. This area was provided as part of the agreement between the centre developers/ owners and the State Government. At this stage only part of the space is occupied. Council could take a proactive role in encouraging the provision of tertiary education facilities in the Shire.

CASE STUDY: LEARN2 SHARED LEARNING SPACE

Located: Vinegar Hill Memorial Library and Community Centre.

Provides: Local people and businesses access to a range of formal and informal learning services.

Aim: To assist individuals and businesses to organisations such as TAFE NSW - learn new skills.

Partnerships: Western Sydney Institute, Hills Chamber of Commerce, JobQuest, North West Community College, Australian Business Limited Apprenticeship Centre, Tertiary Institutions and Department of Education and Training.

Tourism in the Hills

The tourism industry plays an important role in the local economy and the generation of local jobs. The Hills Shire offers a diverse range of attractions for visitors and tourists, from waterskiing on the Hawkesbury River to visiting nurseries, cafes, golf courses, art galleries or bushwalking in the Cumberland State Forest. The Shire's heritage and cultural activities also attract visitors, including the annual Bella Vista Farm Park Open Day, the Castle Hill Show and the Orange Blossom Festival.

Key tourism markets for the Hills Shire include:

- Locals/visiting friends and relatives, including for special events such as weddings and reunions.
- Sydney day trippers, with visitors primarily from surrounding LGAs, plus Bankstown, Central Coast and southern suburbs.
- Holiday/leisure visitors from regional NSW.
- Niche markets. This includes religion-based travel (such as Hillsong Church), nature-based experiences, as well as meetings, incentive, conferences and events (MICE) travellers.

Within the rural area employment associated with tourism covers a range of industries, including agriculture, the retail trade, accommodation, cafes, restaurants, cultural and recreational services and personal and other services. Key Direction RL4 in the Local Strategy seeks to investigate opportunities to encourage the development of agri-tourism and promotion of the Shire as a place for rural-based tourism.

Council has a key role to play in promoting the Shire as a destination for new businesses and visitors. Part of Council's economic development vision includes promoting growth in tourism visitors and expenditure, aiming to attract new investment and visitors to the region. This will involve expanding tourism opportunities through marketing campaigns and providing business development and support for the tourism industry and local businesses.

Economic development and the marketing of tourism opportunities requires partnerships with a number of stakeholders including other levels of Government, local businesses and Chambers of Commerce. This has been identified in the Draft North West Subregional

Strategy, which seeks to integrate tourism into the overall planning, policies and development of NSW. To achieve this, Tourism NSW will work with local councils and other agencies to ensure an integrated approach to planning and communication for tourism (NWF4.3.2).

Given its natural surroundings, historical significance and easy access from Sydney, the rural centre of Wisemans Ferry in the Shire's north presents a good opportunity to attract visitors to the region. A Streetscape/Commercial Rejuvenation Project is planned for 2009-10. This seeks to make the area more commercially viable and attractive for investors. There also are opportunities to market Wisemans Ferry as a tourism precinct in the future to encourage new investment in tourism-related activities.

TOURISM IN THE HILLS SHIRE

- 46% of leisure visitors come from within the LGA.
- A high proportion of Hills Shire visitors were born in Australia, with higher than average incomes.
- Average visitor spend per trip:
 - Domestic day: \$63.
 - Domestic overnight \$267
- The majority of visitors stay at a friend or relatives property for overnight stays.
- 6% of Sydneysiders visit the Hills Shire for leisure each month.
- There were 2,103 tourism businesses in the Hills Hawkesbury* Region in 1997. (* includes the Hornsby, The Hills and Hawkesbury LGAs)

Source: Tourism Research Australia, SAI Marketing Counsel and Calais Consultants

Findings

EMPLOYMENT LANDS DIRECTION

GROWING LOCAL BUSINESSES

Achieving the ongoing growth and diversity of local businesses is critical to the development of the Shire's economy into the future. Aspects such as achieving quality of life, working close to home and supporting local jobs is important to the community. In the Hills 2026 community consultation process, residents identified the importance of working closely with small businesses as a major employer of local residents. Some strategies suggested in the Hills 2026 Project Report include:

- Continuing to encourage small and large business to maintain the position as a leading hub for national business.
- Developing a strategy for growing small to medium enterprises plus home based businesses.
- Investigating the infrastructure and resource needs of the local industry sectors to ensure that adequate provision of services is maintained and enhanced for the future, and attract new business and interest to the area.

Jobs Close to Home

Residents have told Council in the Hills 2026 consultation process that they want to work close to home. In 2006, The Hills Shire had a job containment level of 46% which was 41% lower than the average for the North West region (78%). Hill PDA estimates that *"for every one person working in the LGA two people are travelling out of the LGA for work."*

The employment destination of the Shire's residents is likely to become an increasingly important issue, particularly as fuel prices and tolls rise, commuting to work by private car becomes increasingly unaffordable. As the population grows, congestion on existing infrastructure and services such as roads and buses will increase.

Over 60,000 people within the Shire's labour force currently travel outside of the Shire for work. Assuming that the proportion of the labour force to local jobs remains the same, by 2031 around 102,000 people will need to travel outside of the Shire for employment purposes.

Analysis of the 2006 Census for the jobs held by the resident population in the Hills Shire identified the three most popular industry sectors in which residents worked were retail, health care and social assistance, and professional, scientific and technical services.

Together, these three industries employed 31.3% of the employed resident population (Source: i.d. online). The three most popular occupations held by the resident population include professionals (25.4%), clerical and administrative workers (17.2%) and managers (16.8%). These three occupations accounted for 59.4% of the employed resident population. These figures are above that of the Sydney Statistical Division (Refer Figure 15).

Established firms are a key provider of new jobs. Accordingly, strategies that target these industries as outlined in Key Direction E2 will provide increased choice for residents to work closer to home. Support of existing business to increase their capacities to grow jobs will be an important focus for Council. Programs that encourage partnering between small and medium enterprises to win business opportunities, and the building of managerial competency and business capacity by education, mentoring and dissemination of market information may be some of the strategies adopted.

Local Job Containment

A diverse local labour force reduces the need to draw workers from areas outside the Shire. The Hills Shire has a good foundation of highly skilled residents which has led to a reliance on lower skilled workers from surrounding LGAs to occupy lower paid service jobs, such as retail, accommodation, construction, auto repairs and administrative work. Between 2006 and 2031, the industries of retail, service, construction, accommodation and wholesaling jobs will represent four of the five top industries for employment growth in the Shire.

However, these industries are unlikely to match the predominant skill set and demographic character of the Shire's resident labour force. Strategies could be developed that help tailor employment generating activities and job provision to the resident

workforce, in order to provide opportunities for people to work close to home and improve levels of job containment within the Shire.

Council will also consider strategies to maintain the diversity of the resident labour force. Particular consideration will be given to ensuring a range of housing types of varying affordability are provided within the Shire, in order to minimise the gap between the type of jobs provided and the resident labour force.

"Retaining a diversity of employment opportunities and resident labour force within the LGA will also be critical to ensuring a balanced and sustainable community."

Baulkham Hills Employment Lands
Demand Analysis, p.124.

Encouraging Emerging Businesses

The Draft North West Subregional Strategy requires Councils to investigate ways to ensure sufficient zoned land to enable the provision of low cost premises for start up businesses (NW A3.3.1). However, sufficient supply of employment land is not the only factor in encouraging emerging businesses. Small and medium sized enterprises (SMEs) need a range of support to thrive. This includes having:

- access to low-entry-cost premises with information technology support and an attractive environment;
- access to learning facilities and appropriately trained advisors (brokers, marketers, financial advisors); and
- access to innovation resources to encourage growth and competitiveness.

The Department of State and Regional Development offers a range of support services for starting or growing a business. Local councils can also have a role in supporting start up businesses.

CASE STUDY: SUTHERLAND SHIRE HUB FOR ECONOMIC DEVELOPMENT (SSHED)

Established in 2003, the SSHED is an example of a small business incubator. Located on the Loftus TAFE campus, SSHED is a partnership between Sutherland Shire Council, TAFE NSW and the University of Wollongong. The program operates on a not-for-profit basis and is targeted at small and medium-sized enterprises. The SSHED business acceleration program provides:

- A supportive environment where business owners can meet, network and share ideas.
- A professional and modern office work environment for local businesses that are looking to succeed and grow.
- Access to services including fully equipped offices, shared facilities (photocopier, fax etc), seminar facilities, computer and telephone systems.
- Support for business development – business mentoring programs, networking opportunities, business and marketing plans and links to other businesses and educational establishments.
- Short-term leases to allow businesses to keep start-up costs low.

Source: Sutherland Shire Hub for Economic Development website, www.sshed.com.au/

Encouraging Home Working

Home based businesses are found throughout the Shire, with around 4% of employed residents working from home. Among the many home businesses currently in operation are personal services i.e. hairdressers, professional services i.e. accountants and legal practitioners, home based child care and educational services such as tutoring businesses. The widespread availability of internet services has helped facilitate opportunities to work from home.

Working from home has many benefits, including reduced traffic congestion at peak times, potential for a better work/life balance, and flow-on effects to other local businesses. Business support services, professional services and hospitality would all benefit from the existence of home based businesses. Partial work from home is also gaining popularity with both employers and employees, where part of a working week is spent working from a home office and the remainder in an office or travelling role.

Home activities, home businesses, home industries and home-based child care are permissible in most areas throughout the Shire. Industries well suited to working from home include writers, designers, architects, professional services and some information technology activities.

As home working becomes more popular, the potential impacts of this need to be considered. There is also a need to provide adequate support for this work choice.

Issues include:

- The potential impacts of the activity in terms of noise, odour, visual appearance on a locality,
- The scale of the activity particularly in residential areas such as the area of floorspace utilised;
- Traffic generation and parking;
- Employee numbers;
- Types of activities suitable to be conducted from homes.

Provision of local services and business infrastructure such as business support centres and business networking opportunities should be encouraged.



Findings

EMPLOYMENT LANDS DIRECTION

ENHANCING THE VIABILITY AND USE OF EMPLOYMENT LANDS

Within the Hills Shire, the older industrial lands include Castle Hill, North Rocks, Northmead and Winston Hills Light Industrial Areas. Although no heavy industries were developed in the Shire, manufacturing plants has played a part in the Shire's history and development. For example the Darling Mills plant was founded in 1825 as a steam powered flour mill to cater for local farmers' wheat crops. The mill diversified over the years into manufacturing linseed oil, tanning, candle making and cloth. This site now houses the Bunning's Warehouse development in Northmead.

In 1960 the population of the Shire was only 21,000 however rapid urbanisation soon followed including the development of the industrial precincts in Winston Hills and North Rocks. In 1978 land in Victoria Avenue and Carrington Road, Castle Hill, was set aside for an industrial area now known as the Castle Hill Trading Zone.

Industrial Areas

Castle Hill Industrial Area

Castle Hill is an established, well functioning site connected to the regional road network. The precinct is also proposed to be serviced by Strategic Bus Corridor No. 3 linking the North West T-Way at Parklea to Castle Hill. The strategic location of the precinct between Norwest and Castle Hill major centre has seen the area become a focus for industrial redevelopment in recent years. Major redevelopment of sites have incorporated high tech industrial units with superior finishes, natural light, extensive landscaping and on-site cafes. The proximity to Norwest is used extensively in marketing and there is a greater emphasis on architectural design such as sleek clean lines and the use of composite material to deliver a market-leading development.

The emergence of high quality homemaker centres providing retail floor space for bulky goods and building supplies catering for the home renovation and development markets, is also transforming the nature of this industrial area. In this regard, in order to protect employment generating capacity of the

precinct, a specific zone such as the 'B5 Business Development' zone should be applied for this cluster of bulky goods uses. An objective of this zone should be to provide suitable locations to address demand for bulky goods.

Land and uses within the 'B5 Business Development' zone should be characterised by features as set out in 'The Hills Shire Centres Typology and Hierarchy' in the Centres Direction. The requirements of Section 117 Direction 3.4 'Integrating Land Use and Transport' should be considered in the zoning of land for business purposes.

The Draft North West Subregional Strategy requires the Department of Planning and Councils to review planning controls in selected industrial area locations to enable higher intensity employment uses, particularly in areas with good public transport access (NW A1.9.1). Within the Hills Shire, land at Castle Hill is identified as 'Category 2 Land with Potential to allow for a wider range of employment uses', specifically the land within the vicinity of the Hills Centre Station proposed as part of the North West Rail Link. Whilst a rail link to service north west Sydney has been indefinitely postponed there is still a need to facilitate local employment and enable timely response to any future State Government actions and initiatives, in the longer term. Therefore the Urban Structure Plan highlights the need for strategic planning in the vicinity of the Hills Centre Station.

Given the transformation already occurring in this precinct, both with the focus on bulky goods retailing and high tech industrial development, other specific actions to enhance the use and viability of this area are not required in the short term.

Northmead

The Northmead employment precinct is bisected by James Ruse Drive. Several sites on the northern side have been rezoned to residential uses in recent years. There is one strata titled industrial site remaining in this location. Adjoining this site is Campbell Street village, higher density residential development, Northmead Public High School and public transport routes. The transition of this site to residential development is appropriate, if the

challenges associated with strata development can be overcome (refer Key Direction E1).

The light industrial land on the southern side of James Ruse Drive is a small 3.7 hectare area containing a Bunnings warehouse, storage facility and small factory unit development. Given the location along a main road close to a range of employment uses in Parramatta local government area, this precinct should remain industrial providing employment generating activities with a focus on urban support functions.

The identification of an appropriate zone and range of permissible uses in LEP 2010 (refer Key Direction E1) could promote change and enhanced viability in this location. Therefore specific actions relating to redevelopment or revitalisation of this area are not considered necessary.

North Rocks

The North Rocks Light Industrial Area is 46 hectares in size and was developed in the 1970s. The area is currently dominated by light industrial uses and warehousing, with some motor vehicle servicing. Some of the building stock is generally ageing making the redevelopment of the area viable in the future.



Loyalty Road, North Rocks

The area is relatively accessible to the regional road network, specifically the M2 and M7 Motorways via North Rocks Road and the local bus network provides public transport. These factors make the precinct attractive to many industries where transport and logistics is an important element of the business operations. Additionally the area is located near an established population making it important to ensure the provision of localised services and jobs that support urban function such as auto repairs, household repairs and trades.

Winston Hills

This small 14 hectare industrial precinct is bounded by Gibbon Road and the M2 Motorway. Industrial uses in the area include manufacturing (pharmaceuticals) and distribution (milk and dairy products). The existing building stock located within the precinct is generally of a good standard. A golf driving range located within the precinct represents an under use of the site and has the potential to redevelop.

This precinct is situated at the periphery of the Shire, but is located on the opposite side of Old Windsor Road to the large Seven Hills Industrial Area in Blacktown local government area (225 hectares). The Seven Hills Industrial area comprises a wide range of uses including light manufacturing and urban support functions. The close location of Winston Hills to this area creates a number of business relationship opportunities that may not otherwise exist. The small separation of Old Windsor Road also allows for some businesses to establish their uniqueness which may not exist in the larger Seven Hills Industrial Area.

Additionally the precinct is well connected to major roads being the M2 Motorway, the M7 Motorway and Old Windsor Road and is close to bus transport provided by the North West Transitway.

The findings relating to enhancing viability and use of older employment lands focus on the North Rocks and Winston Hills light industrial areas. There are a number of ways that these precincts can be enhanced:-

1. Zoning to allow a wide range of employment uses including freight transport facilities (Key Direction E1).
2. Include a zone objective that encourages localised services that support urban function.
3. Promotion of the areas strengths to targeted transport and logistics operations. Such strengths include road and public transport accessibility in addition to the benefits of a Hills Shire location such as prestige and access to an educated workforce (Key Direction E2).

4. Working with existing businesses and landowners to encourage improvements to the appearance, quality of design and accessibility to public transport routes.
5. Review development controls in relation to design elements appropriate to the identified function and opportunities available within the employment precincts.



Gibbon Road, Winston Hills

Commercial Areas

Within the Hills Shire, the older commercial lands include lands at the periphery of Castle Hill major centre and Baulkham Hills town centre.

Baulkham Hills

Over the last five years masterplanning and the preparation of development controls has been undertaken for Baulkham Hills Town Centre. The aim has been to define the desired future character and role of the town centre and look at actions to enhance the economic viability and social amenity of the town centre.

The desired outcome is for the creation of a vibrant, safe and attractive centre that provides for a range of living, shopping, working, and transport and leisure activities. Given the work that has been undertaken to date, no specific actions are considered necessary to encourage enhanced use of this employment precinct. Road and public transport improvements outlined under Key Direction E2 will be likely to assist with the uptake of opportunities provided by the planning framework for the town centre.

CASE STUDY BAULKHAM HILLS TOWN CENTRE

Advantages:

- Good connection to the M2
- Intersection of cross regional routes

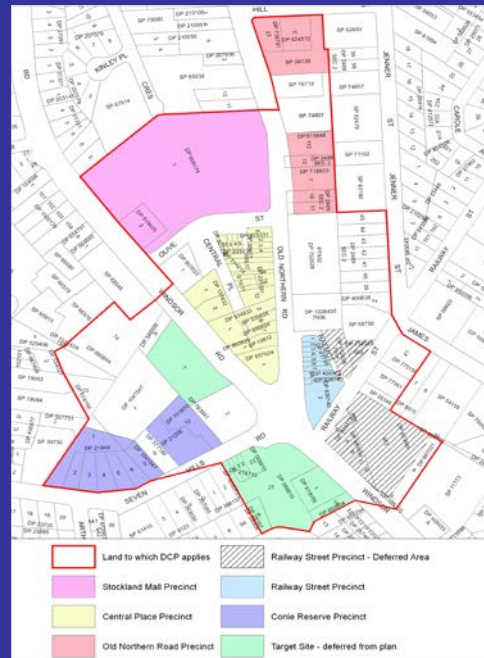
Planning Framework:

Opportunities are provided under the Draft DCP for the Baulkham Hills Town Centre for achievement of additional commercial floorspace within the centre.

Density: up to 3:1
Height : up to 8 storeys

Job Capacity:

Up to 1300 additional jobs
(commercial and retail).



Baulkham Hills Town Centre

Castle Hill

The Castle Hill commercial land is occupied by various tenants such as real estate agents, medical practices, tax agents and government representatives offices. There are also a number of restaurants within the commercial land, particularly on the eastern side of Terminus Street.

There are a number of changes underway or planned for the major centre including:

- Completion of the eastern ring road which will allow the majority of traffic to be diverted around the CBD.
- Castle Hill Mainstreet Project that looks to provide increased active and passive recreation space, as well as an enhanced streetscape and improved access.
- Terminus Street Precinct Planning which proposes a range of commercial, residential and retail uses and public domain improvements in the block between Terminus Street, Old Northern Road, Crane Road and Cecil Avenue. Commercial floorspace in the order of 40,000m² is anticipated.
- Castle Towers proposed expansion.
- Public transport improvements such as a bus interchange.

The overall vision for the CBD is a vibrant and energetic place with pedestrian activity, restaurants, cafes, retail services and places for people to enjoy and meet taking full advantage of existing and proposed public transport opportunities and significant heritage items.

Changes as planned for Castle Hill will be likely to have positive outcomes for employment growth and opportunities. However it is important that impacts of the planned changes be monitored and strategic responses formulated, particularly in relation to businesses located outside of the ring road. Commercial lands on the eastern side of Terminus Street may experience some decline given competition from newer restaurant development and the actual or perceived barrier created by the ring road. There is a need for masterplanning at this location to ameliorate the impacts of change within Castle Hill major centre.



Terminus Street, Castle Hill

Potential renewal corridors

An action of the Draft North West Subregional Strategy requires Council to carry out strategic planning to facilitate urban renewal along Old Windsor Road and Sunnyholt Road where appropriate (NW B6.2.1). These areas were identified as potential renewal corridors in the Metropolitan Strategy on the basis of the North West Transitway location and to maximise value from major transport infrastructure investment.

The location of the North West Transitway is shown on the Structure Plan. It was originally intended that the Transitway would extend to Castle Hill along Memorial Avenue, Windsor Road and Showground Road. The extension of the Transitway to Castle Hill was terminated indefinitely in 2005.

There is no commitment from the State Government in relation to funding and Council has raised concern as to the status of these projects in a submission to the Upper House Inquiry Into Transport Facilities in the North West Sector (2008). Accordingly at this stage there is no justification to increase intensity of development along Memorial Road.

Much of the land within the Hills Shire that is alongside the Windsor Road/ Old Windsor Road corridor such as Rouse Hill Major Centre and Norwest Business Park is in the early stages of development and currently provides for higher employment generating activities such as retailing, wholesaling and property and business services. The proposed employment lands at Balmoral Road Release Area also provide the opportunity for higher intensity employment uses and thereby more efficient use of the Transitway infrastructure.

The identification of a business park zoning (refer Key Direction E1) will facilitate employment uses which yield higher employment returns. The Integrated Transport Direction will further explore opportunities to improve access and use of the North West Transitway.

Remaining sections of the Windsor/Old Windsor Road Transitway corridor that have potential for renewal include commercial zoned land at the intersection of Windsor and Old Windsor Road referred to as Caddies Creek Commercial land in this Direction and land set aside for a transit centre and construction works for the North West rail link.

The Caddies Creek commercial land is occupied by a restaurant, bulky goods retail outlet and a landscape supply establishment. Whilst it has the benefit of a highly visible and well connected location, further investigation is required to determine the intensity and type of future development most appropriate for this location. Apart from consideration of factors such as physical site constraints, amenity impacts and traffic implications, consideration also needs to be given to the reinforcement of Council's Centres Hierarchy and the need to support centres by proximate commercial development.

The land identified for a north west rail link is to be quarantined for higher level public transport opportunities in the short term notwithstanding the possibility that this primary transport will be delayed or possibly deleted from State Government funding scenarios. Council as part of the submission to the Upper House Inquiry is seeking the implementation of the rail link as a matter of urgency.

Much of the remaining land located in the triangle formed by Old Windsor Road, the M2 and M7 Motorways has only been developed over the last ten to fifteen years for low to medium density residential development. All three areas represent longer term potential for a wider range of housing and/or employment uses given their strategic location. The Urban Structure Plan highlights areas for further strategic planning and investigation, where there may be opportunities to increase the intensity of development.

Challenges to enhancing use

The fragmented ownership of land within an employment precinct can significantly impact upon a precinct's ability to revitalise or redevelop in order to respond to changing industry needs. This also presents a particular challenge in new release areas where new employment lands are planned. Gaining agreement between land owners in order to work towards a common direction is challenging, especially if the number of owners is high and the land has other constraints.

Strata title laws also present a particular difficulty in redeveloping employment lands, as is the case in Northmead. Strata titling has provided a way for a small investor or owner-occupier to own an individual commercial or industrial property within a larger complex. However, as buildings age and needs change, refurbishment or redevelopment becomes not only an economic consideration, but also impacts upon the attractiveness, amenity, safety and ability of employment precincts to evolve and grow. Even when a building is at the end of its physical or economic life, it is extremely difficult, and often impossible in practice, for all strata owners to agree to a future strategy.

In these circumstances opportunity may exist for Council to provide leadership, business advice and technical services to assist owners in facilitating future plans. In some cases, more direct involvement such as the development of specific development controls may be appropriate.

Findings

EMPLOYMENT LANDS DIRECTION

PLANNING FOR NEW EMPLOYMENT LANDS

The Hills Shire is a growth area, containing major greenfield sites which will accommodate a significant amount of Sydney's population growth in the next twenty five years. Employment growth will be associated with the growth in population, particularly in retail, construction, education, health and service industries. Council's strategies and actions to guide the development of new centres to meet the needs of the future population are set out in the Centres Direction.

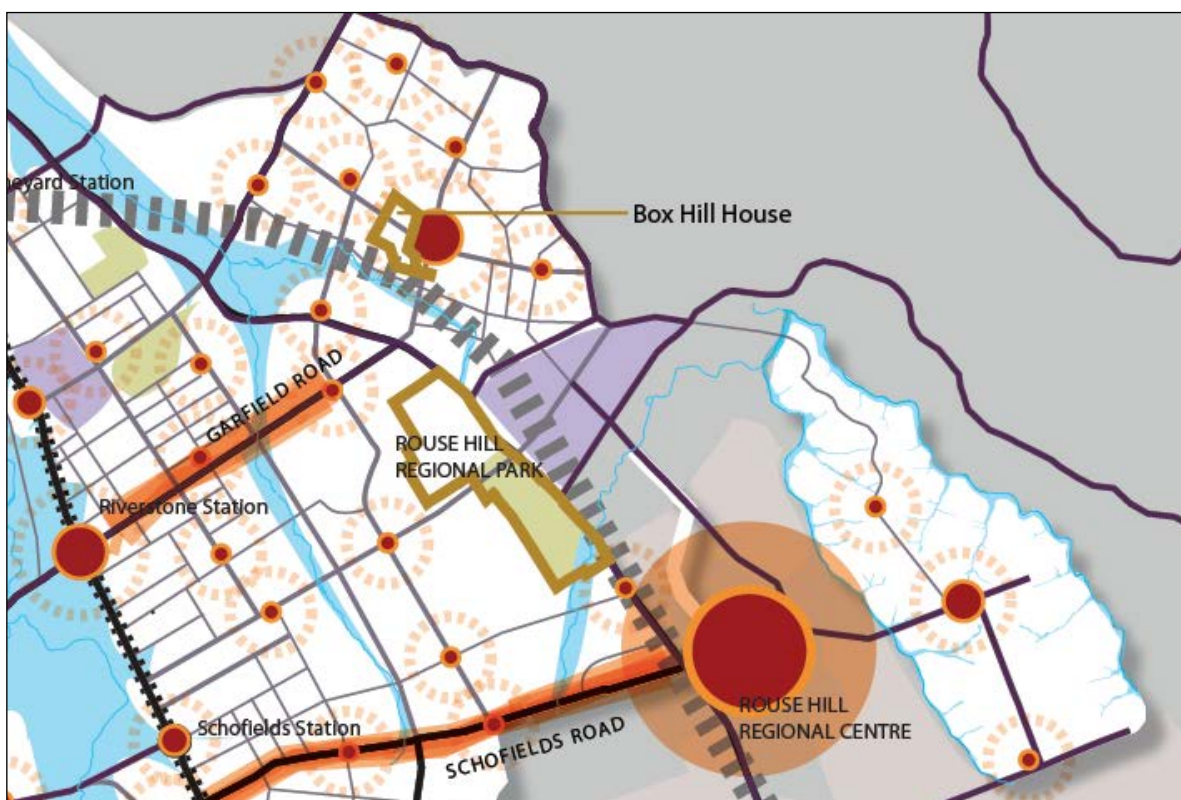
The Structure Plan for the North West Growth Centre identifies several employment precincts including Marsden Park, Riverstone and Box Hill Industrial Precincts. These precincts will deliver jobs and investment to Sydney's North West region, providing a boost to the region's economy.

Within the Hills Shire the Box Hill Industrial Precinct has an area of 147 hectares and is located within the vicinity of Windsor Road, Annangrove Road and Nelson Road in Box Hill. This area is not within a first stage release program with the planning for this area yet to be undertaken.

An Employment and Retail Strategy (2008) has recently been undertaken by the Department of Planning to provide:

- Clear 'vision' for the Growth Centres
- Understanding of employment opportunities for the Growth Centres
- Development of future employment lands and retail hierarchy
- Potential land use distribution and development staging
- Potential risks and constraints to implementation
- Recommended planning strategies and controls
- Recommended economic development and governance strategies

This study is not yet available to provide input into the planning of this part of the Shire. The Department of Planning has exhibited precinct planning documents for the Riverstone West Precinct. In addition to 88 hectares of industrial and light industrial land, the plans propose a 16 hectare business park with potential for up to 250,000m² of commercial floorspace and 8,300 jobs.



Notwithstanding this, it is clear from the analysis undertaken by Council that the employment lands at Box Hill will play a key role in the development of a modern local economy. Careful planning for the delivery of employment to this area can assist in achieving:

- Jobs closer to home
- Provision of urban support services
- Support to local start up businesses
- Attraction of new business
- Public transport accessibility
- Buffering to more sensitive uses

The Employment Lands Demand Analysis undertaken for the Shire (2008) has recommended that Council continue to actively target highly skilled jobs in the knowledge industry including finance, communications, information technology, innovation and high technology. Such an approach seeks to provide local employment opportunities that match the skills of the resident labour force.

The Draft North West Subregional Strategy notes the important role that business parks play in the economic competitiveness of Sydney. It includes an action for councils to consider the feasibility of Business Parks for the North West (NW A1.8.1) and contains criteria that will be considered in determining the suitability of new business parks:

- Support to existing centres
- High quality design outcomes
- Reduced environmental impacts
- Use of public transport infrastructure
- Ability to build on concentrations and clusters of knowledge based activities such as universities, hospitals.

“Local job growth should aim to minimise any increase in the number of residents required to travel outside of the LGA for employment reasons.”

Source: Baulkham Hills Employment Lands Demand Analysis, 2008, p.123.

The North West and West Central Sydney Employment Strategies (2008) also sees business park investment as integral to achieving higher employment outcomes in the subregion, particularly as much of the current investment in Western Sydney involves low

employment density development in warehousing and distribution centres such as around the Western Sydney Employment Hub.

The strategies document the role that business parks can play in addressing employment targets with an employment growth rate well in excess of traditional employment centres.

It indicates that the North West subregion is more likely to attain its employment capacity target of 130,000 additional jobs if policies to identify and develop new business parks are successful. It includes criteria for the selection of a site for the development of a new large scale business park which include:

- Proximity to the orbital road system and/or
- Location on existing and proposed public transport networks
- Access to a significant residential labour force catchment
- Opportunities for efficient energy use
- Measures to minimise waste and pollution
- Integration into regional industry and innovation networks.

CHARACTERISTICS OF SUCCESSFUL BUSINESS PARKS

- Predominantly office parks with warehousing, research and development or high technology components.
- Enable purpose designed buildings and on-site car parking.
- Provide on-site amenities that attract large corporations.
- Hold a sense of prestige and a marketable image.
- Have proximity to executive housing and professional labour force.
- Have flexible floor plates and cheaper ground rent, which allows warehousing and office space to be integrated.

Box Hill Industrial Precinct

The Box Hill Industrial Precinct provides the opportunity for the Shire to build on its competitive strengths. Norwest Business Park is likely to reach capacity by 2016. Whilst vacant land is available in the relatively newer employment precincts of Annangrove Road Light Industrial Area and Balmoral Road Release Area, the Box Hill Industrial Precinct provides the opportunity to target specific industries and align planning responses with identified industry and community needs. The benefits of identifying this area as a business park is set out below:

Support to Existing Centres

The proximity of Rouse Hill major centre would complement the function of the Box Hill Industrial Precinct. This proximity would enable employees to access retail, entertainment and recreational activities, thereby supporting the role of the centre. Similarly the potential Box Hill Town Centre is also identified as part of the adjoining Box Hill Residential Precinct and should be supported by the development of complementary uses in the industrial precinct.

The Box Hill Industrial Precinct could provide for services that support urban function which are compatible with a world class business park. A new generation of business parks is emerging which gives more emphasis to integrating workplaces, entertainment and amenities. For example Norwest contains swimming centres, an ice skating rink and a thriving restaurant precinct.

High Quality Outcomes

Business Parks have become distinct from general industrial parks due to the provision of high quality design and A-grade commercial space. The quality of design outcomes achieved in Norwest was partly due to the unique combination of a single owner and review of proposals by a design review panel. The restrictions on title regarding landscaping and signage, contractual arrangements associated with land sale and the creation of an Association to oversee the operation and maintenance of the business park have also contributed to the success of the development.

The establishment of an appropriate governance framework will be critical to facilitating a range of complementary uses, on site amenities and quality designs.

Through the planning framework there is opportunity to ensure adequate site areas, compatible surrounding uses, adequate site access, high quality design outcomes, parking and flexibility for a range of floor plates and a mix of uses.

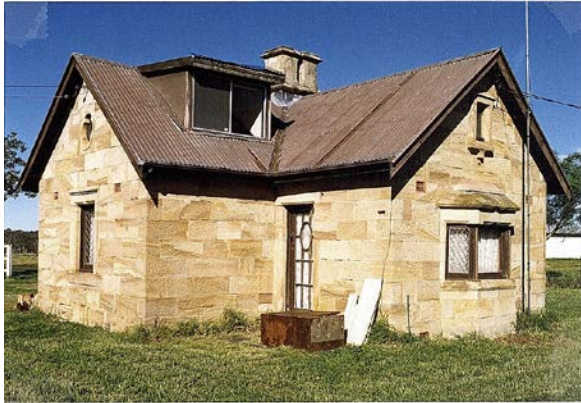
Reduced environmental impacts

A greenfields site such as Box Hill Industrial Precinct provides opportunity to integrate best practice and leading edge technology to reduce environmental impacts. In particular emphasis on the integration of buildings and landscaped areas which incorporate the principles of ecologically sustainable development, can be achieved.

Heritage is another environmental issue for consideration when planning new employment lands. Within the Box Hill Industrial Precinct is a State listed heritage item and some items of local significance. The Former Hunting Lodge at The Water Lane was built in the 1860s on land formerly owned by Governor Bligh. It is listed under the Heritage Act 1977 with both historic and architectural significance and is a rare example of a nineteenth century hunting lodge.

This site provides an opportunity to secure the long term preservation of the item and integrate parkland within the industrial precinct. The conservation area incorporating Bella Vista House at Norwest Business Park is such an example. Adaptive reuse of heritage items can serve as a focal point for a commercial, entertainment or recreational precinct within the industrial precinct.

Rouse Hill House is also located within proximity of the precinct. Future planning should ensure that any development will not have an adverse impact on the setting, views and panoramas to and from Rouse Hill House Estate.



Former Hunting Lodge The Water Lane Box Hill
Source: Baulkham Hills Heritage Inventory Sheet No. 194

Use of Public Transport

Accessibility via Windsor Road could be enhanced by improved public transport infrastructure. The extension of the North West Transitway along Windsor Road beyond Rouse Hill Major Centre would facilitate accessibility to Box Hill Industrial Precinct. Sydney Regional Environmental Plan No. 18 Public Transport Corridors identified a 2.2 km corridor between Annangrove Road and Rouse Hill Major centre. Given that almost 90% of this land has been acquired, investment in public transport infrastructure, at minimum a strategic bus corridor, should be realised.

Council will continue to lobby State Government for a rail link to the north west, the development of the F3 to M7 link and provision of strategic bus corridors (refer Key Direction E2).

Ability to build on knowledge based activities

The attraction of multinational corporations and associated knowledge and high technology based jobs has distinguished the Hills Shire from other Western Sydney local government areas. This will hold the Shire in good stead in light of global trends relating to deindustrialisation and the growth of the knowledge based economy.

The success of Norwest and other business parks such as Macquarie Park is leading to the development of other business park models which could challenge the Shire in attracting multinational corporations. It is important that the Shire maintain its competitive edge by retention of affordable, large and accessible sites and by maintaining an educated and

skilled resident labour force (Refer Key Direction E2).

As highlighted in the Trends section accessibility to executive housing, will be integral to the success of a business park. Box Hill Industrial Precinct is particularly well placed with rural residential living options nearby.

Close collaboration will be required with the State Government, particularly the Department of Planning to achieve quality and timely development that builds on local economic strengths as well as addressing community needs for a range of local urban services.

The identification of planning principles that recognise local conditions and ensure integration with existing employment and residential lands, is needed.

Findings

EMPLOYMENT LANDS DIRECTION

IMPROVING THE QUALITY OF EMPLOYMENT LANDS

Historically, there has been little attention paid to the quality of employment or industrial lands in terms of their environmental sustainability, functionality, aesthetics and accessibility. Changing trends in employment and the move towards more office-based employment and cleaner technologies requires a new emphasis on the quality of employment lands.

A well-functioning employment precinct should have minimal impacts on surrounding land uses and the environment, and be well linked to public transport. Key factors associated with improving the quality of employment lands include:

- Environmental sustainability
- Accessibility and connectivity
- Minimising impacts on amenity
- The protection of heritage

The role that these factors has in improving the quality of employment lands is outlined below.

Environmental Sustainability

Environmental sustainability is concerned with protecting the natural environment, containing environmental impacts and reducing reliance on non-renewable resources.

There are a number of opportunities to integrate environmental sustainability with employment outcomes from site/precinct design stage to building design stage and through to the operation of a business.

Precinct Design

As Sydney has grown it is becoming increasingly difficult to find land free of environmental constraints for the development of employment generating uses. This presents a significant challenge in accommodating the need for more employment land whilst balancing environmental constraints.

One example is the Annangrove Road Light Industrial Area. This precinct was zoned light industrial in June 1991. Since this time, awareness of the importance of vegetation in this precinct has grown. The area contains Cumberland Plain Woodland which is listed as an Endangered Ecological Community in the Threatened Species Conservation Act 1995. As detailed in Key Direction E1, masterplanning of this precinct is proposed, which will address issues related to the extensive vegetation including endangered ecological communities.

The benefits of masterplanning would be a holistic consideration and planning for constraints while still ensuring that development potential can be achieved. This may result in a different type of product or subdivision pattern from what has traditionally been offered in industrial parks. There may be some industries that are particularly attracted or suited to this precinct such as science and research based companies or industries that don't have a need for large flat development sites and can have a minimal 'on the ground' impact.

The IBM site in West Pennant Hills is an example of the integration of a large-scale business within a site constrained the presence of a Critically Endangered Ecological Community. Operating as a major information technology business that employs around 2,800 people, this site is a good example of the integration of a commercial development with the natural environment. During the development of the site, landscape consultants and a consultant ornithologist were an integral part of the design team. A special focus was given to protecting the adjoining Cumberland State Forest to preserve the trees, shrubs and native fauna. Around 40,000 trees have been planted on the site extending the tree canopy.

Building Design

There is a growing move towards the incorporation of 'green technologies' into the design of commercial and industrial buildings. The encouragement of energy efficient and sustainable design is essential to minimise the impacts of energy consumption within employment lands. Commercial buildings can be readily adapted to incorporate energy efficient and water efficient measures. Sustainable and 'eco-friendly' building materials can also contribute to the sustainability of commercial and industrial buildings. Materials that are durable, recycled or have low maintenance requirements may reduce the operational impacts of a business.

There are numerous programs such as the NABERS Energy For Offices program (this now incorporates the Australian Building Greenhouse Rating (ABGR)) and the 'Green Star' rating system developed by the Green Building Council of Australia which promote consideration of environmental impacts in design. Century Estate 58 located in Norwest Business Park is an example of a building which has achieved a 4.5 star Australian Building Greenhouse Rating (ABGR). The building comprises over 10,000m² commercial floor area incorporating the following key features:-

- Double glazed glass facades and insulated walls and roof;
- High efficiency mechanical chillers;
- Variable speed drives fitted to all pumps and fans;
- Monitoring energy usage; and
- Office lighting controlled day and night by time schedule and motion detectors.



Century Estate 58



Operation of Businesses

In the operation of a business, there are many opportunities to integrate sustainability into the daily activities and the overall culture of the workplace. The benefits of operational change may include reducing operating costs, creating a positive image of environmental responsibility and corporate citizenship and increasing productivity.

'A Sustainable World in the Hills' is a Council program aimed to provide practical suggestions to improve sustainability credentials of local businesses. The program offers mentoring and expertise in reviewing the sustainability of businesses through a detailed assessment of its operations and ecological footprint.

The program has been funded by a grant from the NSW Environmental Trust for a period of two years until February 2010.

Accessibility and Connectivity

The accessibility of employment lands and the ability to move easily between different spaces can be an important contributor to its success. Local accessibility to employment lands by walking, cycling and public transport is also important for the reduction of traffic, vehicular conflict and air pollution. It provides a healthy lifestyle choice, and reduces the reliance on private vehicles for local travel.

Local transport networks and services are important in making employment lands accessible and connected to the local workforce. Local bus networks must serve employment precincts and appropriate facilities should be provided. A pedestrian network within employment lands is becoming more important in linking employees with support services such as places to eat and services which meet daily needs.

The Shire's employment precincts are strategically located to make use of existing bus transport infrastructure. For example, the North West T-Way currently services Balmoral Road, Norwest and Winston Hills employment precincts. Proposed Strategic Bus Corridors No.3 and No.40 will serve Castle Hill and Northmead employment precincts respectively. There is also potential for the North West T-Way to be extended along Windsor Road to service Annangrove Road and Box Hill Industrial Precincts. Use of this infrastructure should be reinforced through both planning and development opportunities, and promotion and marketing.

Minimising Impacts on Amenity

In the past, industrial development by its nature has had negative impacts on the amenity of adjoining land. Employment lands still have the potential to impact on adjoining lands through noise, traffic generation, odour, or visual amenity.

The Draft North West Subregional Strategy includes an action for the Department of Planning to work with Councils in identifying and implementing measures to manage the interface issues (such as noise and access) between employment and residential uses (NW A1.9.2). An additional action of the Draft North West Strategy requires Council to identify and consider major noise sources in preparing the principal LEP.

Residential amenity is most appropriately protected by suitable separation of incompatible uses. Within the Shire, noise issues arise where there is conflict between industrial and residential uses and urban and rural uses.

Consideration of amenity impacts, in particular heavy vehicle traffic and noise, will need to be given in the future development of the Annangrove Road Light Industrial Area in the vicinity of Mile End Road. This is an area where residential development abuts employment land with the potential for conflict. However, it should be recognised that this land provides an important buffer for residents to potential impacts from the sewerage treatment plant. Masterplanning of this area should consider these issues.

The Protection of Heritage

The integration of heritage items into the planning of employment lands can add a unique element to the design and 'feel' of precincts. The Norwest Business Park, Annangrove Road Light Industrial Area, and Northmead employment precincts each have State or locally significant heritage items.

Retaining a 'sense of place' can be achieved through the adaptive re-use of heritage buildings or conservation of heritage items. This approach was used for the former Sydney Woollen Mill in Northmead, which has been incorporated into the Bunnings Warehouse site. Interpretation of heritage items with design or interpretive signage may also be appropriate.

The presence of heritage items will also mean that consideration of the impacts of proposed development on the visual curtilage and setting of heritage items is required. This may include the consideration of appropriate colour schemes with low reflectivity, suitable built form, landscaping to provide screening and 'softening' of buildings. Minimising the impact on views to and from a heritage item through innovative site planning, low profile building design, retention of existing vegetation and low-key signage are also strategies that could be used to reduce impact or protect heritage values.

Key Directions

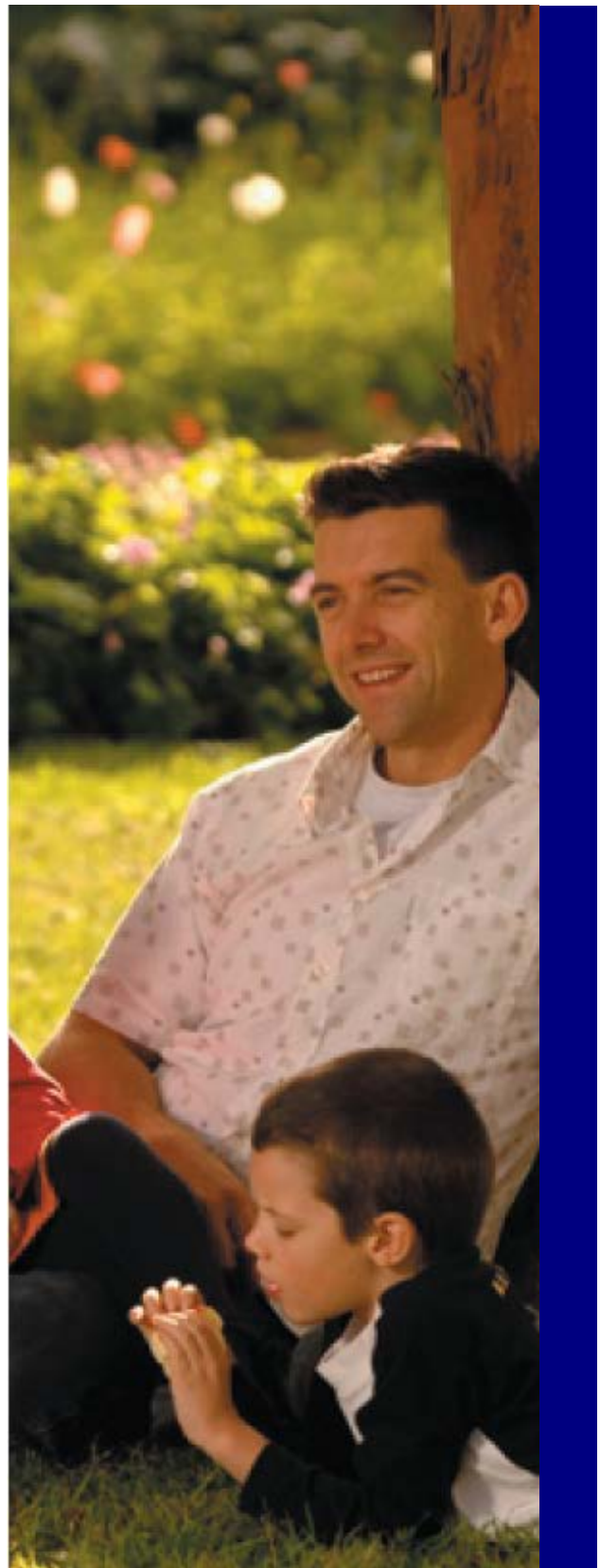
EMPLOYMENT LANDS DIRECTION

In developing objectives, strategies and actions to respond to the identified issues, six key directions emerged:

- E1: Accommodate the growth of a modern local economy that meets community needs.
- E2: Enhance the attractiveness of the shire for new business and visitors.
- E3: Promote growth in local business and employment opportunities.
- E4: Enhance the use and viability of existing employment lands.
- E5: Plan for new employment lands.
- E6: Encourage quality employment lands.

FOCUS FOR THE DEVELOPMENT OF EMPLOYMENT LANDS

- Concentrate employment close to housing, transport and services.
- Efficient management of existing resources.
- Accessibility and connectivity.
- Competitive, innovative and efficient economy.
- Thriving local businesses.



E1 ACCOMMODATE THE GROWTH OF A MODERN LOCAL ECONOMY TO MEET COMMUNITY NEEDS

Council has a responsibility to ensure sufficient land is available for employment and delivering this land in a timely manner.

There are many benefits associated with concentrating employment lands development in identified precincts, as much as possible. Some of these advantages include economies of scale, reduced infrastructure costs to the government and community by minimising the spread of land requiring appropriate servicing, supporting investment in public transport initiatives, and providing more certainty for investors.

There is sufficient capacity to accommodate the Draft North West Subregional Strategy employment capacity target, as shown below:

Department of Planning Employment Capacity Target	2001-2031	47,000
Achieved	2001 - 2006	7,280
Adjusted Target	2006 - 2031	39,720
Employment Capacity	2006 - 2031	55,574

A strategic focus is required to ensure that current and future opportunities are realised and reflect desired planning outcomes. The clear identification and protection of employment lands through the LEP and land use decision making, is paramount. The zoning of employment lands should have regard to the following principles:

1. Continuation of zoned employment land to communicate its role, function and current or intended land use as shown in Figure 15.

Where existing site specific development controls already identify specific heights and floor space ratios (FSRs) for different employment lands these should be translated into the Height of Buildings and FSR maps in LEP 2010.

2. Allow for a range of appropriate and suitable employment generating landuses, ancillary uses and support uses that reinforce each precincts role and function.
3. Where employment zoned land has been developed for a different purpose such as residential or retail uses, an appropriate residential or business zone should be used. Section 117 Direction 1.1 'Business and Industrial Zones' will be relevant.

This is relevant to industrial zoned land in Mile End Road Village.

4. Sites used for light industrial or employment purposes that are not located within an identified employment precinct are to be zoned to match that of surrounding properties. For those sites that have a logical connection to employment lands the identification of their industrial or commercial role through rezoning may be appropriate.

A specific zone such as the 'RU1 – Primary Production' zone is recommended for the SREP 9 area and concentration of intensive plant activities at Maroota. An objective of this zone should be to facilitate the economic use of land which contains material suitable for extractive purposes and the subsequent rehabilitation of that land. Land uses that could be in conflict with the operation of extractive industries or intensive plant agriculture should be prohibited.

Employment Precinct	Role	Function
Norwest Business Park	Premiere professional employment precinct with a focus on professional, scientific and technical service industries.	Business Park Bulky Goods Precinct
Balmoral Road Release Area	Office based employment precinct supporting Old Windsor Road corridor.	Business Park
Castle Hill Light Industrial Area	Mix of light industrial, urban and employment support uses and bulky goods.	Urban support Bulky Goods Precinct
Annangrove Road Light Industrial Area	Opportunity for the establishment of small business growth.	Light Industry/ Urban Support
North Rocks Light Industrial Area	General industrial area with a focus on manufacturing, logistics and freight, and providing local support services.	General industry. Transport and Logistics, Warehousing, Manufacturing and Urban Support
Northmead Light Industrial Area	Provides local urban support services. Associated with general industrial precinct in Parramatta LGA.	Transitioning to other uses. General Industry/ Urban Support
Winston Hills Light Industrial Area	Closely associated with Seven Hills Industrial precinct in Blacktown LGA. General industrial area with a focus on manufacturing, logistics and freight, and providing local support services.	General industry. Transport and Logistics, Warehousing, Manufacturing and Urban support
Castle Hill Major Centre	Major Centre providing office based employment.	Commercial
Rouse Hill Major Centre	Major Centre providing based employment.	Commercial
Baulkham Hills Town Centre	Town centre providing office based employment for small and medium businesses.	Commercial
Caddies Creek Commercial	To be determined.	To be determined.
Coonara Avenue (IBM)	Single site with continued focus on professional, scientific and technical services industry.	Commercial

Figure 15: Role and Function of Employment Precincts

Objective: Ensure that planning and future development provides for employment generation opportunities.

Strategy	Action	Lead Team
1.1.1 Draft appropriate zonings, objectives and provisions for employment lands in Council's LEP 2010.	(a) Apply relevant LEP Template zones to identify the extent, role and function of employment precincts.	Forward Planning
	(b) Allow an appropriate range of employment generating uses, ancillary uses and support uses in employment zones.	Forward Planning
	(c) Create a specific zone to identify significant agricultural activities and rural resource lands such as extractive industries and intensive plant agriculture.	Forward Planning
	(d) Allow bulky goods retailing only within major centres and specific precincts.	Forward Planning
1.1.2 Reinforce the protection of employment lands in decision making.	(a) Clearly identify the role, function and employment capacity of employment precincts in the Local Strategy.	Forward Planning
	(b) Require the submission of details regarding potential employment generation for major proposals.	Development Control

E1.2

Objective: Respond to employment land needs in an effective and timely manner.

Strategy	Action	Lead Team
<p>1.2.1 Address the constraints and opportunities of particular employment sites.</p>	<p>(a) Consider rezoning employment land on the northern side of James Ruse Drive at Northmead for residential purposes.</p>	<p>Forward Planning</p>
	<p>(b) Consider an appropriate residential or business zone for employment zoned lands to reflect the purpose for which they have been developed.</p>	<p>Forward Planning</p>
<p>1.2.2 Ensure employment lands meet the needs of a local businesses.</p>	<p>(a) Monitor the rate of land releases, development and population growth.</p>	<p>Forward Planning</p>
	<p>(b) Monitor changes in employment trends.</p>	<p>Forward Planning</p>
	<p>(c) Establish and maintain a register of employment lands and employment generating development.</p>	<p>Forward Planning Development Control</p>
	<p>(d) Review employment lands prior to each 5 – year LEP.</p>	<p>Forward Planning</p>
<p>1.2.3 Facilitate the uptake of zoned employment land.</p>	<p>(a) Monitor the uptake of vacant zoned employment land.</p>	<p>Forward Planning</p>
	<p>(b) Actively market and promote opportunities to develop existing vacant employment land.</p>	<p>Economic Development</p>
	<p>(c) Continue with planning and delivery of Castle Hill Mainstreet project and Terminus Street Precinct.</p>	<p>Forward Planning Design Operations</p>

E2 ENHANCE THE ATTRACTIVENESS OF THE SHIRE FOR NEW BUSINESS AND VISITORS

The Hills Shire has capacity to attract new business through its unique characteristics including geographic location, industry strengths and labour force. These competitive strengths provide significant opportunities to enhance the attractiveness of the Shire as a place to do business. The Shire's natural assets also provide a unique opportunity to showcase the region as a place to visit.

Council can play a role in enhancing the attractiveness of the Shire by ensuring a strategic focus on locational needs of businesses, opportunities to gain efficiencies and to facilitate innovation through industry clusters.

Capitalising on Location

There are a number of direct and indirect requirements that influence a company's decision to locate or expand within a given area. The Shire has strengths in a number of these areas which enables its competitiveness in the global and metropolitan economy including the centrality between executive residential areas, professional labour force and access to road transport corridors.

As Norwest Business Park reaches capacity, new businesses could be encouraged to locate within the Shire at an alternative business park or industrial location. Suitable locations with vacant land include Balmoral Road Release Area, Annangrove Road or Box Hill Industrial Precincts in the longer term.

Blacktown LGA has the potential to offer lower priced land, however, Hills Shire has a greater prestige and thus is more suited to the type of industrial business where image is more important. This includes business parks and high tech industries. It is the prestige of the Shire that is one of the areas key advantages.

Strategies to encourage establishment or relocation would include the promotion and marketing of the Shire's competitive strengths, Council assistance programs to support business growth and incentives to attract business to the Shire. Such incentives could be fiscal or development orientated i.e. bonus floor space.

FACTORS INFLUENCING THE LOCATION OF MAJOR CORPORATIONS

DIRECT

- Adequate land size, permissibility, and compatibility with surrounding uses.
- Land affordability.
- Adequate site access and parking.
- Suitable onsite telecommunications.
- Diverse and available labour force.
- Purpose built buildings.
- A-grade commercial office space.
- Prestigious locations.
- Clusters of similar industries.
- Flexible floor plates for a mix of uses.
- Close proximity to amenities.

INDIRECT

- Access to tertiary education facilities.
- Social infrastructure.
- Certainty in government investment.
- Good regional connectivity.
- Public transport options.

Source: Adapted from Baulkham Hills Employment Lands Demand Analysis , 2008 p. 118-119

The development and implementation of an Investment Attraction Strategy is a step towards the establishment and implementation of a clear business oriented identity for the Hills. Existing programs that market and promote the Hills as a business destination such as "Invest Sydney Hills" should be continued as well as undertaking direct marketing programs targeted at specific industries.

Council should capitalise on the existing success and image, promoting the many positive elements of the LGA so as to maintain a competitive advantage. High quality building design and public domain contribute to the establishment and maintenance of the prestigious image of the Shire. This has been particularly demonstrated in Norwest Business Park.

Building on Industry Strengths

The findings have shown that existing industry strengths include professional, scientific and technical services, finance and insurance services and wholesale trade. Industries forecast to grow over the next 25 years also include retail trade, construction, property and business services and hospitality. The growth of retail trade, construction and hospitality will be substantially related to the growth of population.

There is an opportunity to capitalise on our current industry strengths and target the remaining industries for expansion and growth in the Shire. Professional, scientific and technical services, finance and insurance and property and business services would be suitable to focus on in business park areas whilst wholesale traders could be targeted for industrial or business park lands.

Focus on Innovation and Education

Learning space has been provided as part of the Rouse Hill major centre. As this centre and surrounding population grows and future employment land is provided at Box Hill, there is opportunity for such space to facilitate training, networking and business formation and facilitation ventures. In this regard Council could work with the owners and State agencies such as the Department of State and Regional Development and the Department of Education and Training to assist in use of the space in the longer term.

Additionally there is opportunity to facilitate land development opportunities and provision of learning spaces for education providers within business parks. Education and skills development could be further facilitated by partnerships and synergies between business, education providers and government. This should be targeted towards the professional, scientific and technical services, finance and insurance, property and business industries to support the identified growth industries for the Shire.

Provision of Infrastructure

In order to ensure that the Shire's employment lands are attractive and competitive, investment in infrastructure particularly transport and telecommunications is required.

Council can have a role in the provision on infrastructure through a number of strategies. These include:

- Work with government and infrastructure providers to articulate the Shire's infrastructure needs with regard to business.
- Lobbying of State Government for the timely provision of key transport infrastructure such as strategic bus corridors and a rail link to the north west.

“On its own growth from population growth will not build a strong diverse economy. The Western Sydney regional economy, as it has done in its history, needs to sustain a set of specialised competitive industries”

North West and West Central
Employment Strategies
p 7 of Executive Summary, 2008.

COMPETITIVE STRENGTHS

- Office rents and land costs lower than the Sydney average with car spaces typically included.
- World class business park with commercial and retail developments.
- One of the fastest growing and highly educated workforces in Australia.
- Competitive advantage by attracting staff close to their homes.

Attracting Visitors

Council takes an active role in the promotion of tourism opportunities in the Shire, for example by facilitating the Sydney Hills website, which provides visitors with easy access to tourism information, such as 'things to do and see' as well as accommodation, wedding and conference venues. Council also operates the Sydney Hills Visitor Centre at The Pines historic house in Dural, provides industry development workshops and seminars for local businesses, and undertakes research to identify gaps in services such as tourism.

"Sustainable economic development is facilitated through promoting growth in local business, technology, education, tourism and employment opportunities"

Source: Hills 2026, p.120.

The Employment Lands Direction supports Council's commitments in the Hills 2026 Community Strategic Direction which involves promoting the Shire as a destination for new businesses and visitors. The 2008-2012 Delivery Program includes the following actions relevant to tourism:

- Implementing a promotional strategy to promote the Hills as a leisure and business tourism destination.
- Opening the new Visitors Centre at Rouse Hill.
- Implementing the MICE (Meetings, Incentives, Conference and Exhibition) Strategy.
- Continuing to maintain and manage the Sydney Hills website.

There are a number of opportunities to improve tourism and visitor spending levels within the Shire and the Hawkesbury region as a whole. To achieve this, Council will work with Tourism NSW to ensure an integrated approach to planning and communication for tourism. The Sydney Hills website will continue to be maintained and business support will continue to be provided for local tourism operators. The opening of a new Visitors Centre in Rouse Hill will assist in the promotion of experiences, activities and attractions within the Shire. In addition, the creation of a tourism precinct at Wisemans Ferry will help increase visitor numbers to the area and support the local business economy.

E2.1

Objective: Promote the Shire's competitive strengths to attract new business.

Strategy	Action	Lead Team
<p>2.1.1 Build on the strategic location and image of the Shire.</p>	<p>(a) Draft development controls to ensure that development is consistent with the prestigious image of the Shire.</p>	<p>Forward Planning</p>
	<p>(b) Continue marketing strategies to attract business to the Shire.</p>	<p>Economic Development</p>
	<p>(c) Continue to maintain and manage the Invest Sydney Hills website.</p>	<p>Economic Development</p>
<p>2.1.2 Build on identified industry strengths in the Shire.</p>	<p>(a) Align LEP development standards with the characteristics of targeted industries.</p>	<p>Forward Planning</p>
	<p>(b) Develop a strategy to target identified existing strength industries to locate in business park lands.</p>	<p>Economic Development</p>
	<p>(c) Develop a strategy to target wholesale trade to locate in business park or industrial lands.</p>	<p>Economic Development</p>

Objective: Encourage appropriate infrastructure and services to support and connect business.

Strategy	Action	Lead Team
<p>2.2.1 Promote timely delivery of transport infrastructure to support employment lands.</p>	<p>(a) Continue to lobby the State Government for a rail link to the north west.</p>	<p>Council</p>
	<p>(b) Lobby for the timely implementation of strategic bus corridors to serve employment lands.</p>	<p>Traffic and Transport Forward Planning</p>
	<p>(c) Work with government and infrastructure providers to identify telecommunications needs for business.</p>	<p>Economic Development Forward Planning</p>
<p>2.2.2 Encourage the development of synergies between businesses and education.</p>	<p>(a) Work with the business community and education providers to identify suitable training and skill development opportunities.</p>	<p>Economic Development</p>
	<p>(b) Work with State agencies to facilitate the use of learning space provided at Rouse Hill Major Centre.</p>	<p>Economic Development</p>
	<p>(c) Target educational activities that support identified growth industries.</p>	<p>Economic Development</p>

E2.3

Objective: Support local businesses to make the Shire an attractive place to visit.

Strategy	Action	Lead Team
<p>2.3.1 Promote The Hills as an attractive destination for visitor and tourists.</p>	<p>(a) Work with Tourism NSW to ensure an integrated approach to planning and communication for tourism.</p>	<p>Economic Development</p>
	<p>(b) Continue to maintain and manage the Sydney Hills website to attract new visitors to the region.</p>	<p>Economic Development</p>
	<p>(c) Continue to provide business support for local tourism operators.</p>	<p>Economic Development</p>
	<p>(d) Open the new Visitors Centre at Rouse Hill.</p>	<p>Economic Development</p>
	<p>(e) Investigate opportunities to create a tourism precinct at Wisemans Ferry.</p>	<p>Economic Development</p>
	<p>(f) Implement the Streetscape / Commercial Rejuvenation Project for Wisemans Ferry.</p>	<p>Parks and Reserves</p>

E3 PROMOTE GROWTH IN LOCAL BUSINESS AND EMPLOYMENT OPPORTUNITIES

An important aspect of ensuring that the employment capacity target can be met will be promoting and encouraging local businesses to grow. The development of a modern local economy can only occur if local businesses are encouraged to establish, grow and remain within the Shire.

Fostering business development and expanding employment opportunities for locals will have a multiplier effect not only for the local economy but in terms of the environmental and social benefits to the community.

With a growing population, the Hills Shire is ideally placed to implement strategies that seek to improve local employment opportunities and support businesses to grow and be successful. Two key areas to be pursued by Council include encouraging emerging businesses and encouraging the establishment of home based businesses.

The establishment of 'small business incubators' has been successfully modelled in other parts of Sydney. Small business incubators provide both physical business space most often in the form of offices, together with business assistance and advice.

The Hills 2026 Delivery Program 2008-2012 includes a number of actions to grow local businesses and attract local employment opportunities, including:

- Developing and implementing a suite of skills development programs;
- Continuing to deliver the Mentoring Program;
- Facilitating the Hills Excellence in Business Awards; and
- Developing and implementing courses for marketing and financial planning.

The issue of job containment, whether on a local or regional scale, is part of ensuring all local businesses can grow. Strategies could be developed that help tailor employment generating activities and job provision to the resident workforce, in order to provide opportunities for people to work close to home and improve levels of job containment within the Shire.

In this regard, the Residential Direction includes strategies relating to housing affordability, with the aim of promoting a range of housing options that are affordable to households of varying financial capacity. The ability to live close to employment is particularly important for workers in lower paid industries such as hospitality, retail and construction.

Lastly, home working is likely to continue to be an important part of the local economy and strategies are directed at encouraging the establishment of home businesses. The planning framework including permissibility, development standards and access to information and business support are all elements where Council will have a direct influence.



Objective: Encourage local businesses to grow locally within the Shire.

Strategy	Action	Lead Team
3.1.1 Support existing businesses to increase their capacity to grow.	(a) Facilitate training for local businesses to help companies grow and to absorb expected job growth to 2031.	Economic Development
	(b) Work with local businesses to encourage local recruiting.	Economic Development
3.1.2 Enhance business competency and build capacity for local businesses.	(a) Work with local Chambers of Commerce to develop strategies to grow local businesses.	Economic Development
	(b) Facilitate networking and partnering between small and medium enterprises in business opportunities.	Economic Development
	(c) Consider the viability of supporting a small business incubator.	Economic Development
	(d) Continue to facilitate the 'Hills Excellence in Business Awards'.	Economic Development
3.1.3 Provide opportunities for residents to work close to home.	(a) The Hills Shire Council to become an 'employer of choice' for local residents.	Human Resources
	(b) Provide a responsive planning framework for existing and new businesses.	Forward Planning
	(c) Ensure the planning framework caters for the needs and encourages home working.	Forward Planning

E4 ENHANCE THE USE AND VIABILITY OF EXISTING EMPLOYMENT LANDS

Revitalising employment lands has a number of benefits such as improving opportunities to align employment lands with the needs of industry, making better use of existing services and infrastructure, and ensuring building stock meets the technological needs of modern businesses. Where older industrial or commercial sites can be redeveloped for higher density employment uses, opportunities exist for increased investment and jobs closer to home. There is also the opportunity to respond to community needs for urban support functions.

The redevelopment and revitalisation of existing employment precincts presents a number of challenges for property owners, businesses and Council. Factors such as ageing building stock, unit vacancies and poor connectivity are often present in older industrial areas.

Particular consideration should be given to the renewal of North Rocks Light Industrial Area and Winston Hills Light Industrial Area.

Council can play an important role by providing guidance and assistance to business owners to encourage revitalisation and redevelopment. There are also opportunities to provide a zoning framework and undertake promotion to attract new business ventures, such as freight and transport activities, that will assist in renewal. A clear statement of objectives will also encourage services that support urban function.

A review of development controls for precincts having renewal potential can provide a cohesive vision and design outcome, improve connectivity and make the best use of infrastructure, such as public transport.

Design principles will be prepared to guide the transition to more efficient use of building stock and modern technologies. This could include guidance on retrofitting, cleaner technologies, increased automation and achieving efficiencies in energy and water use.

As set out in the findings, there is potential for significant changes proposed for Castle Hill major centre to impact upon the viability of peripheral commercial lands. Monitoring the use and viability of such lands, particularly

those located outside of the ring road, is required.

Masterplanning for the Terminus Street East commercial precinct will examine the most appropriate uses to support the function of Castle Hill major centre and also ensure appropriate transition to adjacent residential areas. Key factors for consideration will include restrictions on access to the ring road, alternative access arrangements, pedestrian connectivity to the Terminus Street precinct and building heights to facilitate direct pedestrian links.

The findings examined the potential for urban renewal along the North West Transitway as required under the Draft North West Subregional Strategy (NW B6.2.1). In the longer term consideration is required of the intensity of uses along this route to maximise the use of this public transport infrastructure. Particular consideration should be given to the following locations:

- Caddies Creek Commercial area
- Land along Old Windsor Road set aside for a transit corridor and construction works for North West Rail.
- Lower density residential land bounded by Old Windsor, M2 and M7 Motorways.

The Urban Structure Plan highlights areas for further investigation, where there may be opportunities to increase the intensity of development. In particular further investigation is required of the Caddies Creek commercial area to determine the best use of this land, given that commercial development could detract from the viability of the nearby Rouse Hill major centre.

The challenge in revitalising or redeveloping an employment precinct is often exacerbated by fragmented ownership or the restrictive nature of strata laws. Measures to improve this situation include lobbying the State Government to formally review the Strata Schemes Management Act NSW (1997) to enable effective renewal of employment building stock.

Objective: Guide the revitalisation and redevelopment of existing employment precincts.

Strategy	Action	Lead Team
4.1.1. Provide guidance and assistance to business owners to revitalise existing employment precincts.	(a) Prepare design principles to guide the redevelopment of existing employment precincts.	Forward Planning Sustainability
	(b) Use Department of Planning guidelines for renewal and intensification of employment lands where appropriate.	Forward Planning
	(c) Work with business and property owners to achieve a coordinated and cohesive redevelopment outcome.	Economic Development Development Control
4.1.2. Develop a comprehensive planning strategy for the redevelopment of targeted employment precincts.	(a) Prepare development controls for the North Rocks and Winston Hills Light Industrial areas.	Forward Planning
	(b) Draft zone objectives for North Rocks and Winston Hills Industrial areas that include provision for localised urban support services.	Forward Planning
	(c) Work with all sections of Council to develop an integrated approach to the redevelopment of the North Rocks and Winston Hills Industrial areas.	Forward Planning Traffic and Transport
	(d) Monitor the impact of transport and landuse changes in Castle Hill major centre on peripheral employment lands.	Forward Planning
	(e) Prepare a masterplan and development controls for Terminus Street East commercial precinct.	Forward Planning
	(f) Determine appropriate zoning for Caddies Creek employment land that has regard to site characteristics and the Centres Hierarchy.	Forward Planning

Objective: Facilitate and promote the revitalisation and redevelopment of existing employment precincts.

Strategy	Action	Lead Team
<p>4.2.1 Improve opportunities for collaboration between business owners.</p>	<p>(a) Lobby the State Government to formally review the Strata Schemes Management Act NSW (1997) to enable effective renewal of employment building stock.</p>	<p>Forward Planning</p>
	<p>(b) Work with business owners to identify strengths and weaknesses and opportunities for improvement.</p>	<p>Economic Development</p>
<p>4.2.2 Promote the benefits of older industrial areas to new business.</p>	<p>(a) Develop a comprehensive package of planning and economic development advice to promote the opportunities and benefits of North Rocks and Winston Hills Industrial areas.</p>	<p>Forward Planning Economic Development</p>



Collection store Castle Hill Powerhouse Museum

E5 PLAN FOR NEW EMPLOYMENT LANDS

Box Hill Industrial Precinct provides the opportunity to plan for new employment lands in the Shire. The Growth Centres precinct planning process involves the preparation of an Indicative Layout Plan, zoning and development controls. Council should be involved in this process to ensure that local circumstances and integration with existing lands are effectively achieved.

The preferred role and function of the precinct is primarily a world class business park. This would build on local economic strengths and provide for jobs close to home given the educated nature of the workforce. There is also opportunity to facilitate accessibility to this precinct by extension of the North West Transitway, provision of strategic bus corridors, realisation of the north west rail link and development of the F3 to M7 link.

The findings, relating to accommodating economic growth, identified that Norwest Business Park will be at capacity by 2016 and Box Hill Industrial Precinct will play an integral role in meeting the demands for business park type activities. Preliminary estimates have identified 14,700 jobs for this area. Following precinct planning, the exact developable land area will be known.

Further work being undertaken by the State Government in relation to employment lands in the Growth Centres includes an Employment and Retail Strategy which is not yet available to provide detailed input and exhibition of precinct planning documents for Riverstone West precinct.

It is acknowledged that ultimately the planning outcomes in the Growth Centre are the responsibility of State Government, however Council seeks to take an active role in building a modern local economy. This would involve working with the Department of Planning, conveying principles for the planning of the precinct based on research and experience in the local area and continuing to lobby government for specific public transport and communications infrastructure.

Whilst a business park is the preferred Council outcome based upon strategy work undertaken to date, this does not seek to pre-empt future detailed Department of Planning investigations.

The zoning and development standards for the Box Hill Industrial precinct such as minimum lot size, height and floor space ratio should ensure that development can meet the identified employment capacity.

The following principles are considered critical for the future planning of Box Hill Business Park:

1. Adoption of a governance structure that facilitates a cohesive design outcome by way of contractual arrangements or title restrictions. A private sector partner or single landowner/developer could assist in achieving such a governance structure.
2. Specific focus on knowledge and technology based industries with the SEPP and DCP controls to reflect this focus.
3. Provision for a tertiary education precinct or landuses that build knowledge infrastructure by direct engagement with the business community.
4. Early delivery and integration of public transport infrastructure with emphasis on local connectivity and making the most of existing infrastructure and investment.
5. Early delivery and integration of communications infrastructure including high speed internet access and mobile broadband.
6. Provision of employment support services such as dining, entertainment, recreational and child care facilities.
7. Specific focus on recognition and integration of heritage items.

E5.1

Objective: Guide the development of new employment lands to build a modern local economy.

Strategy	Action	Lead Team
<p>5.1.1 Have an active role in the planning of Box Hill Industrial Precinct.</p>	<p>(a) Work with the Department of Planning in planning the Box Hill Industrial Precinct.</p>	<p>Forward Planning</p>
	<p>(b) Convey principles for the planning of the precinct to the Department of Planning.</p>	<p>Forward Planning</p>
	<p>(c) Lobby the State Government for specific public transport infrastructure to service the Box Hill Industrial Precinct.</p>	<p>Forward Planning</p>
	<p>(d) Lobby the Federal Government for telecommunications infrastructure to service the Box Hill Industrial Precinct.</p>	<p>Forward Planning</p>
<p>5.1.2 Encourage the development of knowledge based industries in the new Box Hill Business Park.</p>	<p>(a) Work with the business community to attract and promote knowledge based industries to locate and invest in the Business Park.</p>	<p>Economic Development</p>
	<p>(b) Work with tertiary education providers to create synergies between businesses, research and development and higher learning.</p>	<p>Economic Development</p>

E6 ENCOURAGE QUALITY EMPLOYMENT LANDS

Quality employment lands are environmentally sustainable, accessible by public transport, have minimal visual and operational impacts on their surrounds and protect heritage values where appropriate. There are several strategies and actions that can be pursued to encourage quality employment precincts that incorporate these ideals.

The masterplanning process for the Annangrove Road Light Industrial Area should aim to achieve the retention of Cumberland Plain Woodland and other significant flora, provide guidance on an appropriate subdivision pattern including lot size, layout and road pattern, vehicular access, and built form to achieve a development that recognises constraints and minimises the impact on the environment. It is envisaged that this masterplanning process will also address the general development issues such as building heights, floor space ratios, carparking design and layout, landscaping, bushfire asset protection requirements and heritage.

Development controls will be drafted regarding sustainable design in commercial and industrial buildings. This will require sustainability performance requirements to be met in the design, construction and operation of buildings to reduce energy and water consumption.

The outcome of the 'A Sustainable World in the Hills' project will be monitored to evaluate future funding opportunities.

"People want to see companies doing the right thing. Eighty seven percent say companies should tell people what they are doing about the environment, 68% are interested to know about a company's environmental policy and 68% say they are more likely to trust a company that looks after the environment."

Source: 17th Annual 'Eye on Australia Report' run by the Grey ad Agency.

The timely delivery of public transport is important in supporting the development and continued economic viability of the Shire's employment lands. Strategies to achieve this include working with local bus companies to ensure bus routes to connect employment lands and residential areas and lobbying for investment in public infrastructure. This would include the delivery of strategic bus corridors and extension of the North West Transitway.

Development controls that address connectivity and accessibility such as the provision of physical infrastructure including footpaths and directional signage should be prepared. Other mechanisms such as development incentives to encourage the use of public transport should be considered. For example, a lower carparking rate could be permitted where an applicant can demonstrate that their development will encourage the use of public transport. Measures might include physical design features or employee incentive programs.

Where employment lands are located close to residential development there is a need to ensure amenity issues such as noise and access are carefully managed. Such issues could arise in locations such as Mile End Road as the light industrial areas grows. Planning for suitable transitions from employment areas to residential areas will assist with managing amenity issues.

As described in the findings, the State Government is working on new approaches for managing the interface between employment and residential uses. Council is to work with the Department of Planning to monitor and respond to any State Government initiatives.

A review and rationalisation of existing noise controls is required. The focus of this review will be ensuring a clear and consistent approach that will facilitate acceptable outcomes for residents.

The early incorporation of heritage items into the planning of employment lands will assist with retaining cultural links to the Shire's past. Strategies to achieve this include strengthening of development controls and ensuring that development is sympathetic to heritage items and their curtilage.

Objective: Improve the quality and functioning of employment lands.

Strategy	Action	Lead Team
<p>6.1.1 Integrate environmental sustainability and employment generation.</p>	<p>(a) Prepare a masterplan and development controls for the Annangrove Road Light Industrial Area.</p>	<p>Forward Planning</p>
	<p>(b) Draft development controls regarding sustainable design in commercial and industrial buildings.</p>	<p>Forward Planning</p>
	<p>(c) Monitor the outcome of the 'A Sustainable World in the Hills' program to evaluate future funding.</p>	<p>Health and Environment</p>
<p>6.1.2 Improve accessibility to and connectivity with employment lands.</p>	<p>(a) Work with local transport providers to improve accessibility to employment lands.</p>	<p>Traffic and Transport</p>
	<p>(b) Lobby State Government to invest in public transport to serve employment lands, including extension of the North West Transitway to service Annangrove Road and Box Hill Industrial precincts.</p>	<p>Traffic and Transport</p>
	<p>(c) Draft development controls to improve access and connectivity within employment precincts.</p>	<p>Forward Planning</p>
	<p>(d) Liaise with industry to encourage increased use of public transport infrastructure.</p>	<p>Economic Development</p>

Objective: Improve the quality and functioning of employment lands.

Strategy	Action	Lead Team
<p>6.1.3 Minimise conflicts between employment lands and their surrounds.</p>	<p>(a) Monitor and respond to State Government initiatives for managing the interface between employment and residential uses.</p>	<p>Forward Planning</p>
	<p>(b) Draft development controls to minimise the impact of noise on residents.</p>	<p>Forward Planning</p>
<p>6.1.4 Incorporate heritage items into planning for employment lands.</p>	<p>(a) Review development controls to facilitate adaptive re-use of suitable heritage items within employment lands and provide for their historic interpretation.</p>	<p>Forward Planning</p>
	<p>(b) Consider the impact of proposed employment lands development on the significance, visual curtilage and setting of heritage items.</p>	<p>Development Control</p>

Work to be Done

EMPLOYMENT LANDS DIRECTION

Employment Development Controls

A new Development Control Plan will be drafted to support LEP 2010. Areas identified for particular attention include: preparing development controls to reflect the different role and function of various employment lands and the LEP 2010 zones; guide the development of built form and sustainable building design.

Timeframe: Completed to coincide with gazettal of LEP 2010

Masterplanning at Annangrove Road Industrial Area

Instigate masterplanning at Annangrove Road Industrial Precinct to recognise and plan for particular site constraints and opportunities, to encourage take up and generate employment. (E6.1.1 (a))

Timeframe: Completed Mid 2010

Land Investigation - Caddies Creek

Investigate potential zoning at Caddies Creek employment land to ascertain best use, other than commercial. (E4.1.2 (f))

Timeframe: Completed Mid 2010

Masterplanning Terminus Street East

Monitor the impacts of the opening of the Eastern Ring Road and instigate masterplanning at Terminus Street East commercial precinct to ameliorate impacts of change within Castle Hill major centre. (E4.1.2(e))

Timeframe: Completed Mid 2010

Monitoring & Review

EMPLOYMENT LANDS DIRECTION

Evaluation and review of the Employment Lands Direction will be vital to its implementation and effectiveness. As a dynamic document, its content will be continually revised and amended to ensure innovation in the planning and management of employment lands.

This will provide Council with an opportunity to monitor the status of completed actions and where targets are met, and will allow the Direction to be tailored to address changing demographic situations, State Government planning policies, and new or updated Council strategies.

Mechanisms for monitoring and measuring the progress of implementation for the Employment Lands Direction is essential. Much of the work anticipated in the Direction will form the core business and work program of Council's Forward Planning Section. It is anticipated that an annual report will be formulated commenting on the progress in Key Direction Areas, objectives, strategies and actions.

It is intended that a major review of the Local Strategy and supporting Directions will be undertaken every five years in line with the regular review of Hills 2026 Community Strategic Direction and the LEP as shown in Figure 16. Periodic review may also be appropriate as a result of changes to metropolitan planning policy, new infrastructure projects or the completion of new strategic work by Council.

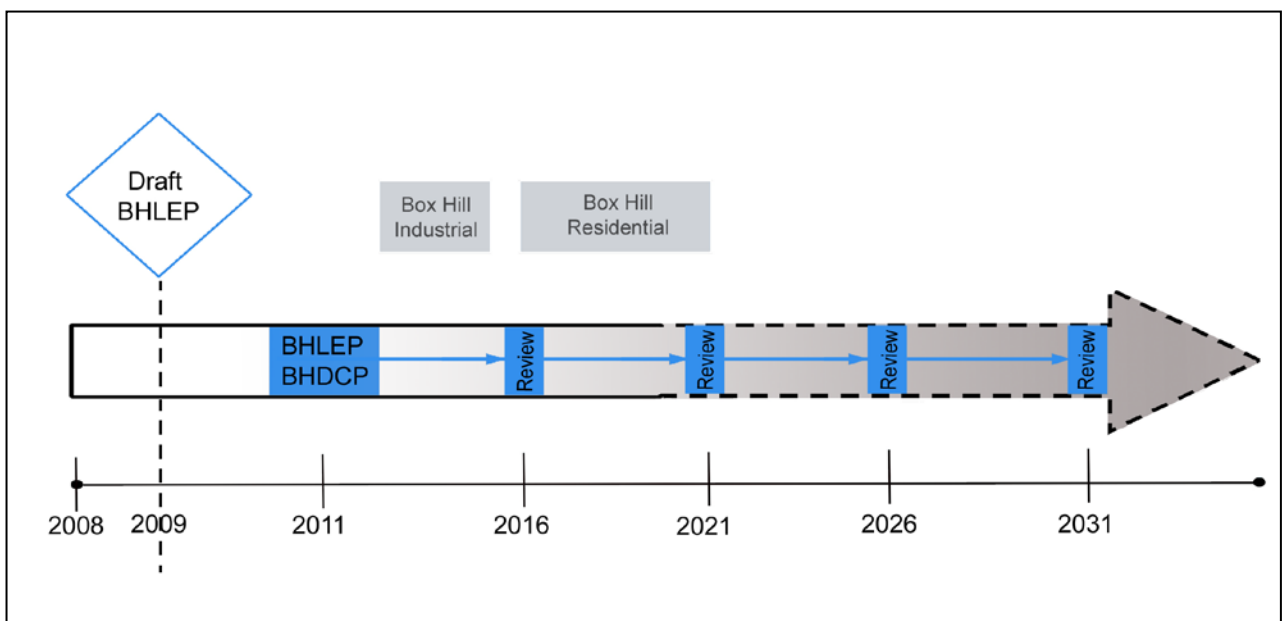


Figure 16 Timeline of Review

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- SEPP Mining, Petroleum Production and Extractive Industries 2007.
- SEPP Infrastructure (2007)
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Glossary

EMPLOYMENT LANDS DIRECTION

ABGR	Australian Building Greenhouse Rating.
ABS	Australian Bureau of Statistics.
BHDCP	Baulkham Hills Development Control Plan.
BHLEP 2005	Baulkham Hills Local Environmental Plan 2005.
Brownfield	A development site that has previously been developed, generally for industrial purposes.
Bulky goods	Large bulky goods such as furniture, mattresses and hardware that require a large area for display and easy access to allow for easy pick up of items.
CBD	Central Business District.
Centre	Centres are places where services and facilities are concentrated to meet peoples needs. They may include shopping, office based employment, recreation, leisure, entertainment and cultural facilities, health and community services.
Centres Direction	One of the strategic directions that form the basis of the key directions in the Local Strategy.
Contributions Plans	A Contributions Plan sets out the levies a Council may collect under Section 94 of the Environmental Planning and Assessment Act, 1979 for public amenities and services that are required because of development.
DA	Development Application for consent to carry out development.
DCP	A Development Control Plan is a Council document incorporating development controls to guide the preparation and assessment of development applications.
DoP	Department of Planning (New South Wales)
Draft North West Subregional Strategy	The Draft North West Subregion: Subregional Strategy has been prepared by the Department of Planning to translate the Metropolitan Strategy into a specialised strategy for each local government area grouping in Sydney.
Economic Development Plan	The Economic Development Plan details Council's vision for economic development in the Shire.
EIA	Economic Impact Assessment.
Employment lands	Employment lands include traditional industrial areas, business and technology parks. They incorporate light industries, heavy industry, manufacturing, urban services, warehousing and logistics and high-tech based activities.
ELDP	Employment Lands Development Program. A proposed State Government register of industrial land in the Sydney region, listed according to zoning, local government association, level of 'take up' and vacant land areas. The ELDP will measure area of land rather than specific sites. ^{iv}

Employment Lands Direction	One of the strategic directions that form the basis of the key directions in the Local Strategy.
Environment and Leisure Direction	One of the strategic directions that form the basis of the key directions in the Local Strategy.
EP&A Act	Environmental Planning and Assessment Act 1979 (New South Wales)
EP&A Regulation	Environmental Planning and Assessment Regulation 2000 (New South Wales)
ESD	Ecologically sustainable development means using, conserving and enhancing resources in such a manner as to ensure that ecological processes are maintained and the total quality of life, now and in the future, can be improved. ^{iv}
Executive Housing	High quality housing favoured by professional, managerial personnel.
FSR	Floor space ratio.
GCC	The Growth Centres Commission was established by the NSW Government to ensure that new development proceeds with infrastructure and services planned, funded and linked to the sequence of land release.
Global economic corridor	The part of eastern Sydney stretching from Sydney Airport and Port Botany through Sydney City and North Sydney to Macquarie Park which provides Sydney's, NSW's and Australia's most valuable links with the world economy. ^{iv}
Greenfield	A development site that has previously been undeveloped.
Growth Centres Development Code	The Growth Centres Development Code was prepared by the Growth Centres Commission to guide planning and urban design in the North West and South West Growth Centres. ⁱⁱ
Hills 2026	Hills 2026 Community Strategic Direction: Looking Towards the Future.
Integrated Transport Direction	One of the strategic directions that form the basis of the key directions in the Local Strategy.
LEP	Local Environmental Plan.
LEP 2005	Baulkham Hills Local Environmental Plan 2005, as amended.
LEP 2010	Council's new template LEP, known as Local Environmental Plan 2010.
LGA	Local Government Area.
Local Government Act, 1993	This Act provides for the system of local government in New South Wales. ^{vi}
Local Strategy	The Local Strategy is the principal document for communicating the future planning and growth of the Hills Shire to the year 2031.
Location Quotient	Compares the proportional size of an industry in the Shire with another region. Where the LQ equals 1 there is an equal distribution of jobs between both areas.
Major Centre	A major centre usually comprises a transport interchange, taller commercial buildings, higher order retail and destination shopping, higher density residential development, community services and facilities, civic services

and facilities and entertainment and cultural facilities.

Masterplan	A masterplan provides a site-specific framework for development on a site and sets key guidelines and planning principles for development.
MDP	The Metropolitan Development Program is NSW Government's program for managing housing supply and assisting in coordinating infrastructure provision. The program covers both infill and greenfield areas. ⁱⁱⁱ
Metropolitan Strategy	The Metropolitan Strategy: City of Cities 'A Plan for Sydney's Future' was prepared by the NSW Department of Planning, to plan for Sydney's growth over the next 25 years. The Strategy has five overarching aims: enhance liveability, strengthen economic competitiveness, ensure fairness, protect the environment, and improve governance.
MICE	Meetings, incentive, conferences and events. A group term for a type of travellers that may visit the Shire.
NABERS	National Australian Built Environment Rating System. NABERS is a performance-based rating system for existing buildings. It rates a building on the basis of its measured operational impacts on the environment.
North West Growth Centre	The North West Growth Centre, comprising sixteen precincts, is approximately 10,000 hectares and will contain about 60,000 new homes in Baulkham Hills, Blacktown and Hawkesbury Councils.
North West Subregion	The North West Subregion includes the local government areas of Baulkham Hills, Blacktown, Blue Mountains, Hawkesbury, and Penrith. ^{iv}
Open space and recreation land	This includes land that is identified in a planning instrument for uses such as parks, sporting fields, and general active and passive recreation and leisure activities, and land within identified heritage conservation areas or public domain space, such as outdoor plazas and main streets in centres.
Precinct	Defined area smaller than a suburb.
Principal LEP	Refers to Council's new template LEP, known as Local Environmental Plan 2010.
Resident labour force	People living within the Hills Shire, over the age of 15 years who are either employed or seeking employment.
Residential Direction	One of the strategic directions that form the basis of the key directions in the Local Strategy.
RTA	Roads and Traffic Authority of NSW.
Rural Centre	Rural centres are located in rural lands on a regional road with services and public open space.
Rural lands	Non-urban land, located in the north of the Shire.
Rural Lands Strategy	Prepared as part of the Rural Lands Study and adopted by Council in August 2003.

Section 117 Directions	Section 117 of the Environmental Planning and Assessment Act 1979, gives the Minister for Planning the authority to incorporate specific directions into Local Environmental Plans. ^{iv}
SEPP	State Environmental Planning Policy.
Shire	Means the Hills Shire Council local government area.
Specialised Centre	A specialised centre includes a landscaped business park, accessed by major transport infrastructure and characterised by large office floorplates and a commercial built form.
SME	Small and medium sized enterprises.
SREP	Sydney Regional Environmental Plan.
SREP 9	Sydney Regional Environmental Plan No.9 – Extractive Industry (No.2 – 1995).
SREP 18	Sydney Regional Environmental Plan No.18 – Public Transport Corridors.
Standard template	Standard Instrument (Local Environmental Plans) Order 2006, as amended.
State Plan	Launched in November 2006 by the NSW Government, the State Plan identifies 34 priorities under five broad areas of activity: ‘Rights, Respect and Responsibility’, ‘Delivering Better Services’, ‘Growing Prosperity Across NSW’, ‘Environment for Living’, and ‘Fairness and Opportunity’.
Strategic Bus Corridor	Corridors that are designed to connect major centres across Sydney, linking to important transport, health and educational facilities and other community facilities, and integrating with local bus services. ^{iv}
Strategic centre	Castle Hill, Rouse Hill, Norwest.
Structure Plan	The Structure Plan provides a graphic representation of the Local Strategy’s written text and illustrates where growth and change will occur in the Shire.
Sustainability	Meeting the needs of the present without compromising the ability of future generations to meet their own needs. ^{iv}
Sydney Orbital	Circumferential road network around Sydney. In the Hills Shire it includes the M2 and M7 Motorways.
TDC Employment Forecasts	Transport Data Centre, which is part of the Ministry of Transport. These forecasts are based on the detailed analysis of employment growth across the Sydney Greater Metropolitan Region by industry category.
Template LEP	Refers to the Standard Instrument (Local Environmental Plans) Order 2006, as amended.
THSC	The Hills Shire Council
Town Centre	A town centre is located at a transport node and contains local scale built form with civic amenity. It includes services and community facilities with retailing meeting weekly shopping needs.
UMTS	Universal Mobile Telecommunications System.

Village	A village has low scale built form, with retailing that meets residents weekly shopping needs.
Waterways Direction	One of the strategic directions that form the basis of the key directions in the Local Strategy.
Western Sydney Employment Hub	Employment land located near the intersection of the M4 and M7 motorways where the Draft North West Subregional Strategy has identified up to 36,000 jobs could be created.
WSROC	Western Sydney Regional Organisation of Councils.
Zoning	Utilising the Local Environmental Plan, zoning maps graphically depict the application of various zones to specific areas of land.

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- v Baulkham Hills LEP 2005
- vi Local Government Act 1993
- vii Baulkham Hills Shire Council, Environmental Management Plan
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- ix Standard Instrument (Local Environmental Plans) Order 2006
- x Department of Planning, LEP Practice Note PN06-002.



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