



Part 4 - Employment

4. Employment



FuturesPlan20 - A prosperous city

I am able to expand my skills and strengths while still working close to home

There are successful local businesses in my area which focus on creativity and wellbeing

I have access to local businesses of a high quality, global standard

The general aim of the Employment chapter is to ensure that the key actions of the Metropolitan Strategy for Sydney are adequately considered during the preparation of an LEP for the City of Canada Bay, including the identification of how the City of Canada Bay employment target contained within the Inner West sub-regional strategy will be achieved.

SGS Economics and Planning were commissioned to prepare a Housing & Employment study for Canada Bay in 2008. Two documents resulted, a Working Paper and a Final Report. This section incorporates the relevant outcomes of these documents.

4.1. Planning Context

4.1.1. State Plan

The relevant actions of the State Plan to local Employment are:

P1 Increased business investment

The State Plan seeks to increase business investment, by making NSW a more attractive place to do business. The Plan also seeks to increase tourist visitation to NSW by 10 million visitors nights by 2016.

P2 Maintain and invest in infrastructure

The Plan seeks to maintain and invest in infrastructure such as roads, railways, power, water supply and ports to make NSW an attractive place to do business.

4.1.2. The Metropolitan Strategy

The Metropolitan Strategy contains the aspirations to provide sufficient land for employment growth, and includes employment capacity targets for Sydney's subregions as well as strategic employment precincts. The Metropolitan Strategy recognises that as Sydney's population and economy grows, additional jobs will be created. There are projected to be up to 500,000 additional jobs in Sydney by 2031, and almost half of new jobs are expected to be located in Western Sydney and a further 30% in the global economic corridor from Macquarie Park, through the CBD, to Sydney Airport and Port Botany. A range of other employment locations are also identified which will cater for this growth, including employment lands (i.e. industrial lands), centres, home-based business, strategic centres and specialised centres, and enterprise corridors.

An analysis of trends and directions in employment lands is included in the Strategy, and this recognises that changes in the way businesses are operating are increasing "white collar" component of employment in employment land areas. Old style industrial areas, for heavier industry types, are diminishing. Factors affecting employment land provision across the Greater Metropolitan Region are identified as:

- Increasing "export and import" business activity proximity or good access to the airport and port.
- The role of innovation which is driving industry clusters, and the need for proximity to quality services and education activities.
- The need for some activities, such as concrete batching and waste services, to have a good distribution across the metropolitan area.
- The need for lower cost locations for "start up" businesses.

4.1.3. Inner West Subregion Strategy

Council's role in addressing the draft Inner West Subregional Strategy in relation to Employment includes:

- Inner West local councils to prepare Principal LEPs which will provide sufficient zoned commercial and Employment Land to meet their employment capacity targets (IW A1.1.1).
- Council to ensure retention of sufficient small Employment Lands parcels to support local service industries (IW A1.2.3).
- The Department of Planning, through the Employment Lands Development Program, to investigate the influence of a potential M4 Motorway extension on demand for Employment Lands within this subregion (IW A1.2.4).
- The Department of Planning to complete a metropolitan and subregional review of Employment Lands, prior to considering any significant rezoning of Employment Lands to non-employment uses within the Inner West Subregion (IW A1.4.1).
- Local government to explore opportunities to revitalise strategic Employment Lands (IW A1.9.1).
- The Department of Planning to work with councils in identifying and implementing measures to manage interface issues between industrial and residential land uses (IW A1.9.2).
- Local government to investigate strategies to ensure sufficient zoned land to enable the provision of comparatively low cost premises for start-up businesses (IW A3.3.1).
- Councils to implement the Strategic Centre employment capacity targets and plan for sufficient commercial, retail, industrial and business park floor space within Principal LEPs (IW B1.2.1).
- Inner West Councils to investigate appropriate locations for residential development within centres for their Principal LEPs:
 - Ashfield Council to develop policies to accommodate and enable mixed use development in Ashfield Town Centre.
 - Burwood Council to plan for residential development primarily in Burwood Major Centre, surrounding a more commercial central area to complement existing and proposed commercial development.
 - Canada Bay Council to plan for residential development at Rhodes, within the walking catchment of the station, where it supports the functioning of this mixed use centre.
 - Strathfield Council to complete the Master Plan for Strathfield Town Centre and plan for housing where it supports the role of the centre (IW B2.1.1).
- The Department of Planning and Department of Local Government to liaise with councils regarding the implementation of mechanisms for Business Improvement Districts for Burwood and Rhodes (IW B3.2.1)
- Through the development of LEPs, the Department of Planning and local government to:
 - Continue to support sufficient supply for commercial office sites within the two Inner West Strategic Centres;
 - Encourage commercial development around Burwood Station; and

- Use planning controls to encourage consolidation of key sites for large scale development (IW B3.4.1).
- Councils to investigate appropriate locations for retail uses in Centres, Business Development Zones (supporting identified Strategic Centres) and Enterprise Corridors (IW B4.1.2).
- The Department of Planning and transport agencies to investigate a potential economic corridor from Westmead to Macquarie Park (IW B5.1.1).
- The Department of Planning and Inner West councils to consider application of Enterprise Corridor zoning for sections of arterial roads within the subregion, through their Principal LEPs (IW B7.2.1).
- Councils to consider the guidelines for development along busy roads when planning for future housing near any road with an Annual Average Daily Traffic (AA DT) volume of more than 20,000 vehicles (IW B7.2.2).

4.1.4. Methodology

SGS has considered both the quantitative and qualitative aspects of employment within Canada Bay. The approach comprised of:

- **An Employment Assessment** – a review of relevant policy and literature, profiling of existing employment, consideration of the supply and projecting future demand for these land uses.
- **Employment Land Capacity Analysis** – assessment of development constraints and opportunities, and the gap between supply and demand within Canada Bay.
- **Development of Planning Options** – were developed for future employment lands. Following discussions with Council, a preferred option was chosen to provide the basis of the strategy.
- **Feasibility Testing** – based on the preferred planning option, implementation scenarios were developed. The feasibility of scenarios was tested to ensure that any potential changes to development controls allow for viable redevelopment.
- **Strategy Development** - following the completion of the other components of this study, SGS has developed a strategy for future employment within Canada Bay LGA.

4.2. Current Position

4.2.1. Employment and Industry Profile

In 2006 there were 22,656 jobs reported in the Canada Bay LGA, representing jobs growth of an additional 3,655 jobs since 2001 (18.8% growth). It is important to note that this reflects a slight under count, due to people not filling out the census form, not recording their place of work or not having a fixed place of work.

In terms of employment by industry sector, in 2006, Canada Bay had a concentration of employment in the following industries:

- Health and Community Services (15.8%);
- Retail Trade (15.0%);
- Property and Business Services (13.5%);
- Manufacturing (10.8%); and
- Finance and Insurance (10.5%).

When benchmarked against employment in Sydney, broad industry specialisation emerges in the following sectors:

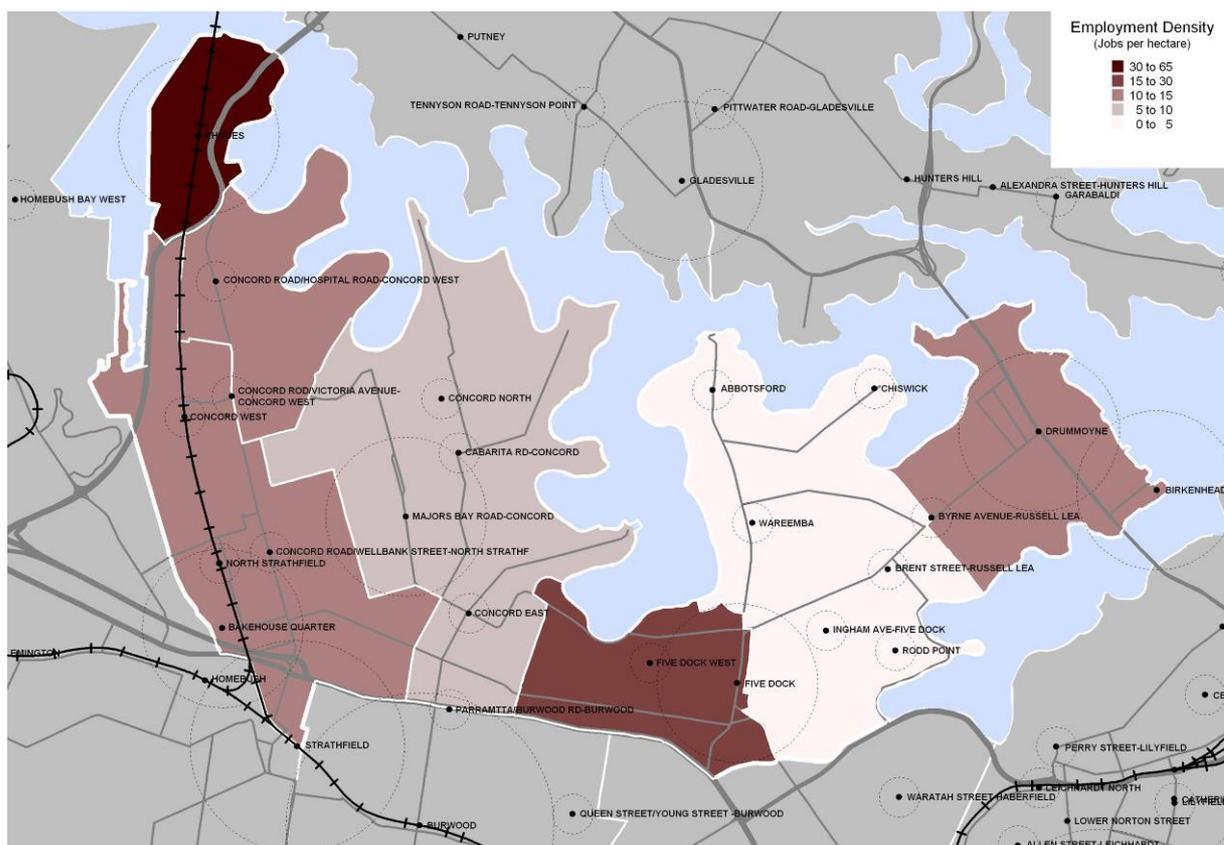
- Health and Community Services;
- Finance and Insurance;
- Construction; and
- Personal and Other Services.

Compared with the wider Sydney region, a relatively high concentration of workers in Manufacturing continue to be employed in Canada Bay.

Key industry specialisations in the Canada Bay LGA are in 'Data processing, web hosting and electronic information storage services' and 'Other food product manufacturing' appear to be related to the location of a Westpac back-office data processing centre at North Strathfield and Freshfood Sydney's food and beverage manufacturing operations at 160 Burwood Road.

The distribution of employment (jobs per hectare) is shown in Map 4.1.

Map 4.1: Employment Density by Precinct, Canada Bay LGA, 2006



Source: TDC 2006

4.2.2. Assessment of Demand for Employment Land

Consultation has been completed with Council, Real Estate agents and key stakeholders, including local Chambers of Commerce and landholders. The following key points have emerged from this process:

- There is healthy demand for retail floor space in local centres in the LGA;
- There is strong demand for office space and retail floor space from local business and businesses seeking to relocate from the CBD;
- The supply of small office space (approx. 100sqm) is particularly scarce and in high demand throughout the LGA;
- There is strong demand for A Grade commercial floorspace at Rhodes, however the impact of the construction of additional floorspace in this centre is unclear;
- There is high demand for small storage and distribution warehouses in the LGA;
- Some of the older style industrial estates in Five Dock near Queens St/Parramatta Road have the potential to be developed into newer, hi-tech light industrial developments, although there continues to be strong demand for this land for use as light industry;
- There is concern that there may be a shortage of appropriate light industrial land in the future;
- There is no longer any significant demand for land by heavy industry in the LGA; and
- There is a lot of pressure to rezone existing industrial land, to residential or commercial use.

4.2.3. Employment Forecasts

The available projections from the Transport Data Centre (TDC 2006) provide an indication of the likely nature and distribution of employment between 2001 and 2031. Recently released 2006 Census results show that a significant amount of employment growth in the LGA has occurred between 2001 and 2006.

ABS data indicates that 3,655 of the TDC's anticipated employment growth for an additional 7,870 jobs in the LGA between 2001 and 2031 has already occurred in the five years to 2006. Further TDC forecasts significant growth in the following key industries between 2006 and 2031:

- Property and Business Services (an increase of 5,869 jobs or 153.4% growth); and
- Retail Trade (an increase of 1,542 jobs or 36.9%).

Significant growth in Finance and Insurance was forecast by TDC (a 33.3% increase in jobs between 2001 and 2031). Jobs growth in this industry exceeded the TDC's forecast by over 500 jobs between 2001 and 2006.



Table 4.1: Actual and Forecast Change in Employment, 2001-2031

Area	2001		2006		2001-2006		Forecast				
	Reported	Adjusted (TDC)	Reported	Forecast (TDC)	Actual	Forecast	2011	2016	2021	2026	2031
Rhodes / Leeds Street	2,309	2,683	6,238	5,344	3,929	2,661	6,715	7,951	9,142	9,793	10,423
Concord Hospital / Concord West	2,655	3,049	2,692	3,055	37	6	2,929	2,849	2,808	2,786	2,775
Western Canada Bay	3,796	4,443	4,103	4,551	307	108	4,648	4,656	4,661	4,655	4,647
Canada Bay Central	2,775	3,247	2,657	3,305	-118	58	3,288	3,222	3,154	3,084	3,011
Five Dock/ Parramatta Road (East)	2,746	3,189	2,619	3,362	-127	173	3,406	3,381	3,345	3,300	3,251
Victoria Road/ Birkenhead Point	2,989	3,500	2,751	3,733	-238	233	3,851	3,879	3,894	3,894	3,885
Neighbourhood Centres (LGA East)	1,760	2,057	1,625	2,138	-135	81	2,160	2,140	2,114	2,081	2,045
Total	19,030	22,168	22,685	25,488	3,655	3,320	26,997	28,076	29,118	29,594	30,037

4.2.4. Demand for 'Population Related' Industry

Growth in population in the LGA has created demand for local light industry (domestic storage, distribution, auto repairs, etc) and can also impact on demand for urban services (e.g. Council depots). Population growth also creates demand for retail capacity in commercially zoned and employment areas.

Services in local light industry are changing and intensifying, while in urban services there is great scope for scale economies with significant increases in activity not necessarily creating demand for additional land.

An upper end calculation of additional demand for 'population generated' local industry land and retail floorspace in the period 2006 to 2031 indicates that population growth in the LGA is likely to drive demand for additional floorspace in the order of 58,200sqm across the LGA (including 24,250sqm will be required for local light industry; 4,850sqm for urban services and 19,400sqm for main street retail (based on TDC population projections 2004)). It is noted that the suitability of future employment land and retail/commercial floorspace is an important consideration – with suitability subject to various factors such as accessibility, neighbouring land use etc. This is discussed in further detail under Employment Land Capacity on p68.

Table 4:2: Demand from Future 'Population Related' Industry – Estimate

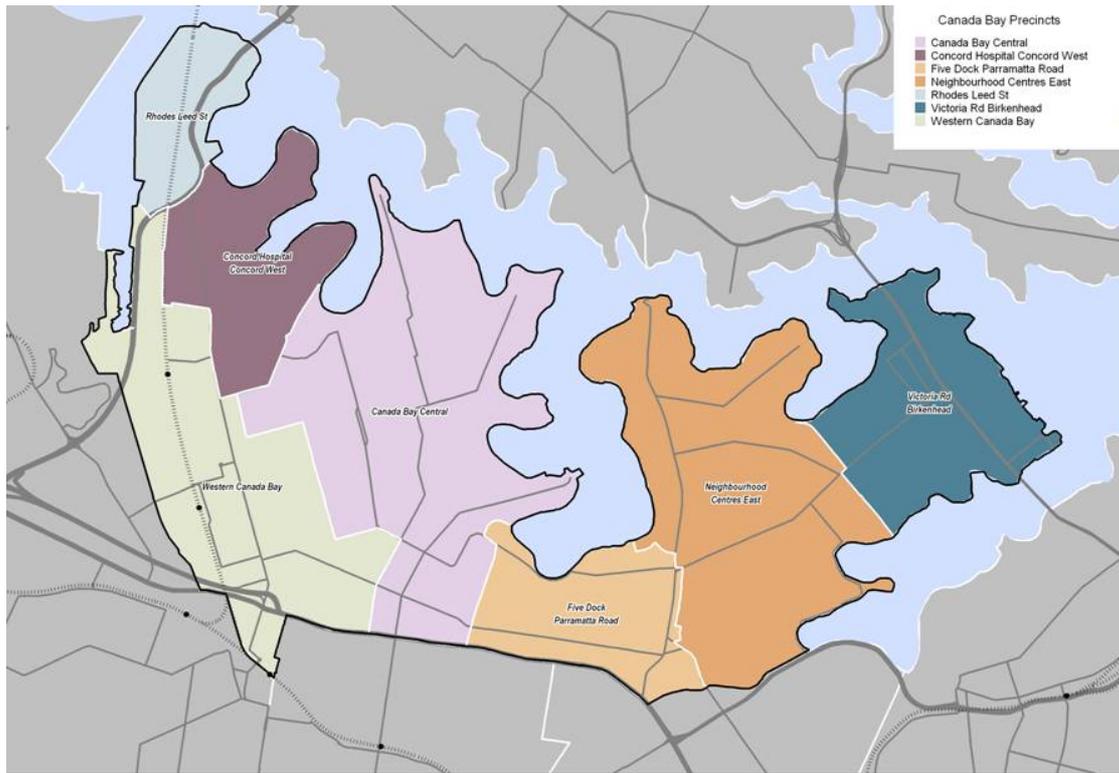
	Ratio of Floorspace /Household	2006 (sqm)	2031 (sqm)**	Additional floorspace demand (sqm)
Households		28,268 dwellings*	37,968 dwellings	9,700
Local Light Industry	2.5	70,670	94,920	24,250
Urban Services	0.5	14,134	18,984	4,850
Retail Main street	2	56,536	75,936	19,400

Source: SGS Economics and Planning (* Total private dwellings; ** TDC 2004).

Estimated capacity to accommodate forecast demand for floorspace and jobs is shown in Table 4.3. This table is divided up into Travel Zone (TZ) precincts as shown in Map 4.2 below. In total the LGA has 316,599 sqm net potential floorspace capacity to absorb the forecast total 58,200sqm population related floorspace demand. There is a net potential floorspace capacity of 186,140sqm in the neighbourhood centres and mixed use areas. This translates into a potential of 8,984. This is ample capacity to accommodate the forecast 19,400 sqm of main street retail floorspace.

The methodology is provided in Table 4.4.

Map 4.2: Travel Zone Precincts



Source: TDC 2006

Table 4.3: Estimated Employment Land Capacity and Potential to Accommodate Future Employment

TZ 'Precinct'	Centre / Precinct	Total Area	Current floorspace (estimated) (sqm)	Total Potential (estimated) (sqm)	Net Potential	Floorspace to Job ratio	Jobs within existing capacity	Efficiency rate	Jobs within constrained capacity	Comment
Bakehouse Quarter / P'matta Rd (West)	The Bakehouse Quarter	82,801	25,000	62,101	37,101	30	1,237	100%	1,237	Full take up - Available floor space to be exhausted. Request for increase in FSR and height being considered by Council. Part 3A Application being considered by the Department.
	Parramatta Road West (Enterprise Corridor)	30,852	33,937	55,027	21,090	60	351	25%	88	Limited take up - Established corridor comprising largely car related industry. Poor amenity due to aggressive traffic environment.
	Neighbourhood Centres	6,537	5,884	13,075	7,191	30	240	25%	60	Limited take up - An established Neighbourhood centre that services the needs of the immediate local community. The centre is characterized by a small subdivision pattern, diversity of land ownership and proximity to sensitive residential land uses.
	Total	120,190	64,820	130,202	65,382	-	1,828	-	1,385	
North Strathfield / Concord West	Neighbourhood Centres	19,245	17,320	36,567	19,246	30	642	25%	161	Limited take up - An established Neighbourhood centre that services the needs of the immediate local community. The centre is characterized by a small subdivision pattern, diversity of land ownership and proximity to sensitive residential land uses.
	George Street (Industrial)	77,029	53,920	77,029	23,109	80	289	25%	73	Limited take up - intensity of light industrial uses are unlikely to be increased based on an FSR of 1.0:1 and height limit of 12.0m.
	Total	96,274	71,241	113,596	42,355	-	930	-	234	
Concord Hospital / Concord West	Neighbourhood Centres	14,136	12,723	28,272	15,550	30	518	50%	130	Moderate take up - The Neighbourhood centre in this precinct comprises a small collection of shops on Concord Road. The FSR of 2.0:1 and height limit of 11.0m is considered to provide adequate incentive for redevelopment.
	Rhodes Corporate Park - Remainder	4,922	see below	see below	see below	-	-	-	-	
	Total	19,058	12,723	39,395	26,673	-	518	-	130	
Five Dock / P'matta Rd (East)	Five Dock Centre (Mixed Use)	68,280	85,350	136,560	51,210	30	1,707	75%	1,281	Good take up - Existing standards/controls provide a strong incentive to develop. If residential component <30% GFA, FSR is 2.0:1, if residential component is >30%, FSR is 2.5:1.

	Neighbourhood Centres	3,883	3,495	3,883	388	30	13	25%	3	Limited take up - This precinct comprises one shop on Harris Road and a small centre on Ramsay Road. Minor growth is envisaged.
	Parramatta Road East (Enterprise Corridor)	51,334	56,468	51,334	5,133	-	-	-	-	
	Parramatta Rd / Queens Street (Industrial)	124,471	87,129	124,471	37,341	90	415	75%	312	Good take up - Convenient access and limited land use constraints in this location provide adequate incentive for light industrial development.
	Total	247,968	232,442	316,248	83,806	-	2,135	-	-	-
Majors Bay Rd / P'matta Rd (Central)	Majors Bay Rd Centre (Mixed Use)	23,569	29,462	35,354	5,892	30	196	50%	98	Moderate take up - Some incentive is provided for development. For example, if residential component is <30% GFA, FSR is 1.5:1, if residential component is >30%, FSR is 1.8:1. Whilst incentive to develop is considered to exist, development to full capacity is unlikely in circumstances where the centre is identified as a Heritage Conservation Area.
	Parramatta Rd Central (Enterprise Corridor)	34,102	37,512	47,567	10,055	60	168	25%	42	Limited take up - Established corridor comprising primarily car related industry. Poor amenity due to aggressive traffic environment for alternative land uses.
	Neighbourhood Centres	1,477	1,329	2,215	886	30	30	25%	8	Limited take up - This precinct comprises a small collection of Neighbourhood shops on Burwood Road that service the immediate local community. Minor alterations/additions are envisaged for development within this precinct.
	Bushells Site (Industrial)	39,371	27,560	39,371	11,811	80	148	25%	37	Limited take up - established industrial use. Peninsula location with poor access and proximity to sensitive residential uses.
	Total	98,519	95,862	124,507	28,644	-	541	-	185	
Mortlake / Concord North	Neighbourhood Centres	13,746	12,372	15,103	2,731	30	91	50%	46	Moderate take up - the 1.0:1 FSR and 12m height standard provide adequate incentive for redevelopment.
	Total	13,746	12,372	15,103	2,731	-	91	-	46	
Neighbourhood Centres (LGA East)	Five Dock Centre (Mixed Use) - Remainder	7,824	9,780	15,648	5,868	30	196	75%	147	Good take up - Existing standards/controls provide a strong incentive to develop. If residential component <30% GFA, FSR is 2.0:1, if residential component is >30%, FSR is 2.5:1.
	Bibby Street (Industrial)	5,557	3,890	5,557	1,667	100	17	25%	4	Limited take up - poor access and location near sensitive residential land uses. Due to the established nature of the precinct, the Floor Space Ratio of 1.0:1 and 12m height limit are unlikely to be exhausted.
	Neighbourhood Centres	25,419	22,877	25,419	2,542	30	85	25%	22	Limited take up - The Neighbourhood centres in this precinct comprise sporadic retail/business uses on Lyons Road. The land uses are generally site in a residential context. Alterations/additions are possible, however redevelopment to full theoretical capacity is unlikely in all circumstances.

	Total	38,799	36,546	46,623	10,077	-	297	-	173	
Rhodes / Leeds Street	Neighbourhood Centres	3,489	3,141	5,234	2,094	30	70	25%	18	Limited take up - This precinct comprises three sites located within a Neighbourhood centre. Potential for growth in this precinct is low.
	Rhodes Corporate Park	68,327	75,000	75,000	15,000*	30	500	100%	500	Full take up - one building remaining to be approved/constructed on the site.
	Rhodes Waterside (Retail)	-	52,000	52,000	-	-	-	-	-	
	Rhodes Waterside (Commercial)	-	23,000	23,000	26,000*	40	650	100%	650	Full take up - renewal area. Development to full capacity is envisaged.
	Leeds St (Industrial)	64,657	45,260	64,657	19,397	80	242	25%	61	Limited take up - existing industrial land uses unlikely to be redeveloped in the short to medium term. Council car park unlikely to be developed for a specific industrial use.
	Total	136,474	198,401	219,891	60,397	-	1,462	-	1,229	
Victoria Rd / Birkenhead Pt	Victoria Road (Mixed Use)	64,796	87,475	121,700	34,225	30	1,141	100%	1,141	Full take up - based on recent activity within the precinct, development to full capacity is envisaged. Various controls for various lots. 8.5/1.0:1, 12m/2.0:1, 20m/2.0-3.5:1 depending on lot size and 15m/2.0:1 and up to 3.0:1.
	Birkenhead Point Shopping Centre	31,600	29,275	29,275	-	30	0	-	-	
	Neighbourhood Centres	12,158	10,942	12,158	1,216	30	41	25%	10	Limited take up - This Neighbourhood centre is a small series of shops on Lyons Road. The Neighbourhood centre is partly located within Bourketown Conservation Area.
	Total	108,554	127,692	163,133	35,441	-	1,181	-	1,151	
	879,581	852,098	1,023,393	316,599	-	8,984	-	6,129		

Table 4.4: Explanatory Notes: Floorspace to Job Ratios

TZ 'Precinct'		Centre / Precinct	Applied and Observed Floorspace Ratios (sqm/job)	Rationale
West	Bakehouse Quarter / P'matta Rd (West)	The Bakehouse Quarter	30	<ul style="list-style-type: none"> These precincts contain North Strathfield, the Bakehouse Quarter and George Street Industrial area. The observed floorspace to job ratio is relatively low across this area. This could reflect a relatively high density of employment within centres, an underestimation of existing floorspace or a high proportion of people working from home. The strategy envisages retention of industrial land at George Street (Action E8) and intensification at the Bakehouse Quarter (Action E12). Across these areas, SGS has applied floorspace ratios of 30sqm per job for centres, in line with ratios identified by SGS for Main Street Retailing in other locations, (generally ranging from 20 sqm to 30 sqm per job). A ratio of 30 sqm/job has also been applied at the Bakehouse Quarter where retail and commercial uses are proposed. Previous research undertaken by SGS suggests that commercial ratios generally range from 20 sqm per job to 35 sqm per job. Previous work by SGS has also shown floorspace per job ratios in the vicinity of 55sqm to 100 sqm for local light industry and light manufacturing. As such, ratios of 60sqm/job and 80 sqm/job have been applied in Parramatta Road West and George Street respectively.
		Parramatta Road West (Enterprise Corridor)	60	
		Neighbourhood Centres	30	
	North Strathfield / Concord West	Neighbourhood Centres	30	
		George Street (Industrial)	80	
		Observed Floorspace Ratio	33	
Concord Hospital / Concord West	Neighbourhood Centres	30	<ul style="list-style-type: none"> In terms of observed job to floorspace ratios, this precinct is considered in conjunction with Rhodes/Leeds Street below. This precinct encompasses Concord West and Concord Hospital. Floorspace (existing and future capacity) on the hospital grounds has not been taken into account in this analysis. The strategy envisages a strengthening of the Concord Hospital Precinct (Action E11). It is noted that a 25% expansion of facilities at the hospital site is planned and is expected to result in growth in full-time equivalent staff numbers to 3,000 over the next 5-6 years. Additionally, further intensification of floorspace at Rhodes is supported by the Strategy (Action E12). SGS has applied job to floorspace ratios of 30sqm per job to neighbourhood centres, in line with ratios identified by SGS for Main Street Retailing in other locations, (generally ranging from 20 sqm to 30 sqm per job). 	
	Rhodes Corporate Park - Remainder	-		
	Observed Floorspace Ratio	See Rhodes/Leeds St below		
Five Dock / P'matta Rd (East)	Five Dock Centre (Mixed Use)	30	<ul style="list-style-type: none"> Across this precinct a relatively high floorspace ratio of 89 sqm/job was observed. This precinct encompasses Five Dock centre and some neighbourhood centres and the Queen Street industrial area. The strategy aims to retain industrial zones George Street, North Strathfield and Leeds Street, Rhodes. SGS has applied floorspace ratios of 30sqm per job for centres, in line with ratios identified by SGS for Main Street Retailing in other locations, (generally ranging from 20 sqm to 30 sqm per job). In line with the observed ratio, SGS have applied a ratio of 90 sqm per job to floorspace at Parramatta Rd / Queen Street. 	
	Neighbourhood Centres	30		
	Parramatta Road East (Enterprise Corridor)	-		
	Parramatta Rd / Queens Street (Industrial)	90		
	Observed Floorspace Ratio	89		
Canada Bay Central	Majors Bay Rd / P'matta Rd (Central)	Majors Bay Rd Centre (Mixed Use)	30	<ul style="list-style-type: none"> This precinct encompasses Majors Bay Road and some neighbourhood centres, such as Concord North, and one industrial site. The average observed floorspace per job is 41 sqm across this precinct. SGS has applied floorspace ratios of 30sqm per job for centres in line with ratios identified by SGS for Main Street Retailing in other locations (generally ranging from 20 sqm to 30 sqm per job). This is lower the observed rate, however it is reasonable to assume a higher density of employment in future. Over the longer term, alternative uses may be considered for the Bushells site (Action E19).
		Parramatta Rd Central (Enterprise Corridor)	60	
		Neighbourhood Centres	30	
		Bushells Site (Industrial)	80	
	Mortlake / Concord North	Neighbourhood Centres	30	
		Observed Floorspace Ratio	41	
Neighbourhood Centres (LGA East)	Five Dock Centre (Mixed Use) - Remainder	30	<ul style="list-style-type: none"> This precinct contains Five Dock Centre and Bibby Industrial area as well as a number of smaller centres, including Wareemba, Abbotsford and Chiswick. The observed floorspace ratio across this area is 22sqm per job which is very low and usually only observed in CBD locations. It may be that floorspace within the precinct has been under estimated, or alternatively there may be a high proportion of home-based businesses within the area. This is common in areas such as this which offer high levels of amenity. SGS has applied floorspace ratios of 30sqm per job for centres, in line with ratios identified by SGS for Main Street Retailing in other locations, (generally ranging from 20 sqm to 30 sqm per job). A floorspace to jobs ratio of 100sqm/job has been applied to Bibby Street, reflecting its use for local light industrial and urban support purposes. Action E18 of the strategy states 'Consider rezoning employment lands at Bibby St to allow for residential redevelopment Live-work style development may be one opportunity to retain employment at this location.' 	
	Bibby Street (Industrial)	100		
	Neighbourhood Centres	30		
	Observed Floorspace Ratio	22		
Rhodes / Leeds Street	Neighbourhood Centres	30	<ul style="list-style-type: none"> For the purposes of this analysis, Concord Hospital and Concord West are being considered in conjunction with Rhodes/Leeds Street. Action E8 of the strategy state 'Retain industrial zones at Queens Street/Parramatta Road, George Street, North Strathfield and Leeds Street, Rhodes' Further intensification of floorspace at Rhodes is supported by the Strategy (Action E12). The observed floorspace per job of these combined precincts is relatively low. This may be a result of hospital floorspace not having been included in this analysis. Land uses in the area range from freight and logistics, local light industrial and urban support at Leeds Street to business park style developments at Rhodes. SGS has applied floorspace ratios of 30sqm per job for neighbourhood centres, in line with ratios identified by SGS for Main Street Retailing in other locations, (generally ranging from 20 sqm to 30 sqm per job). For Rhodes Corporate Park, SGS has applied floorspace ratios of 30 sqm/job 	
	Rhodes Corporate Park	30		
	Rhodes Waterside (Retail)	40		
	Rhodes Waterside (Commercial)	-		
	Leeds St (Industrial)	80		
	Observed Floorspace Ratio	22		

TZ 'Precinct'	Centre / Precinct	Applied and Observed Floorspace Ratios (sqm/job)	Rationale
			<p>which is higher than SGS's standard ratio for office (25sqm/job) and but lower than that for business park floorspace (50sqm/job).</p> <ul style="list-style-type: none"> A ratio of 80 sqm/job has been applied at Leeds Street. Previous work by SGS has shown floorspace per job ratios in industrial areas can range from 30sqm/job for high tech manufacturing to 220sqm/job for large wholesalers.
Victoria Rd / Birkenhead Pt	Victoria Road (Mixed Use)	30	<ul style="list-style-type: none"> This precinct is located in the east of the LGA, and contains Victoria Road and Birkenhead Point. SGS has applied floorspace ratios of 30sqm per job for centres, in line with ratios identified by SGS for Main Street Retailing in other locations, (generally ranging from 20 sqm to 30 sqm per job). While this may appear low when compared with the observed floorspace to job ratio (46sqm/job) it is reasonable to believe that future employment growth will be more dense than existing employment, in line with observed trends and rising land values. Should any significant investments be made in public transport infrastructure, this precinct may provide an ideal location for intensification of employment floorspace (Action E12).
	Birkenhead Point Shopping Centre	-	
	Neighbourhood Centres	30	
	Observed Floorspace Ratio	46	

4.2.5. Employment Land Capacity

Employment Land Capacity has been estimated by subtracting floor space consumption from the floor space potential under existing planning controls.

SGS has estimated the current land use in each Travel Zone precinct across the LGA using approximate floor space ratios (FSR). These estimates were based on findings from previous employment lands studies conducted by SGS. Floor space potential in Canada Bay was then determined by multiplying the employment zoned areas by the FSR permissible under the Canada Bay LEP 2008.

SGS's estimates show that there is currently an estimated 852,098sqm of employment related floor space within the Canada Bay LGA, with potential for an additional 316,599sqm of floor space to be developed under existing controls. This equates to **8,987 jobs** and is primarily distributed across the Bakehouse Quarter, Five Dock/Parramatta Road and North Strathfield/Concord West.

Of course this is theoretical potential. There may be market or physical barriers to developing to this full potential. For this reason, an efficiency rate has been applied to the various centres/precincts based on previous development history, land use constraints (subdivision pattern, diversity of landownership and heritage etc). Based on the relevant efficiency rate, a revised capacity of **6,106 jobs** is provided.

For example, the model indicates that there is residual floor space capacity in the various Neighbourhood Centres throughout Canada Bay. These centres generally comprise only a small cluster of shops that service the needs of the immediate local community. Whilst limited take up of the remaining floor space in these zones is likely to occur, the land use framework that applies to these zones is considered to be appropriate and reflects their current and desired future role. It is considered unnecessary to increase development potential or provide additional incentive for development in these locations.

The majority of employment land in Canada Bay accommodates viable business/industry and it is acknowledged that established centres may not consume all of the theoretical capacity permitted by the controls. In this way, the constrained capacity acknowledges that some centres/precincts are unlikely to be developed to their full potential in every circumstance. Where development in these localities does occur, it will primarily be in the form of additions/intensifications of existing permissible uses. For this reason, Council has not applied a 0% efficiency rate to precincts that have theoretical capacity. Whilst some precincts may have greater constraints than others, potential for additions to existing uses are possible.

The larger precincts/centres in Canada Bay have high efficiency rates and incentives to develop. Examples of these sites include the Bakehouse Quarter, Five Dock Centre, Rhodes Corporate Park/Rhodes Waterside and the Victoria Road Mixed Use Centre.

It should be noted that the revised capacity of 6,106 jobs only relate to growth that will occur from 2009 onwards. As the subregional employment capacity target covers the period from 2001 to 2031, the job growth from 2001 to 2009 must be added to the capacity identified by Council. ABS data indicates that 3,655 jobs were provided in Canada Bay between 2001 and 2006. Therefore Canada Bay is able to accommodate approximately **9,761 jobs** during the time period established by the Subregional Strategy.

4.2.6. Employment Land (Commercial, Retail, Industrial) Supply

Areas within the Canada Bay LGA that support significant concentrations of employment are quite diverse in nature. These areas include:

- Traditional 'main street' centres (Drummoyne, Five Dock, Concord);
- Local neighbourhood centres (For example, Wareemba, Concord Road, North Strathfield);
- Newer 'self-contained' shopping and service centres (Birkenhead Point, Bakehouse Quarter, Rhodes Waterside);
- A business park (Rhodes Corporate Park);
- Industrial precincts (Queen Street, Leeds Street, George Street, Freshfood Sydney Site, Bibby Street);
- Parramatta Road;
- The Mortlake Point mixed use precinct; and
- Concord Repatriation General Hospital.



Retail and Commercial Centres

A precinct by precinct analysis of existing retail and commercial centres is listed Table 4.5. This analysis outlines the strategic significance, as well as opportunities and constraints for future development at each centre.

Industrial Lands

In total, Canada Bay has retained only 37.6 Ha of land zoned for industrial use. This land is fragmented and ranges in size from small isolated pockets such as Bibby Street Chiswick (0.6 Ha) to more significant areas located in close proximity to key transport routes such as Parramatta Road / Queens Street (16.3 Ha). These employment land precincts are considered in Table 4.6.

Mixed Use Areas

Table 4.7 provides an overview of the mixed uses precincts within the LGA, which include Hilly Street, Mortlake and Concord Repatriation General Hospital.

Table 4.5: Summary of Findings – Commercial and Retail Centres

Centre	Size (sqm)	Description	Opportunities	Constraints	Summary of Strategic Significance
Rhodes Waterside Shopping Centre	52,000sqm (retail)	Self contained retail development with over 130 retail shops including major supermarkets, a cinema, and IKEA.	12,345sqm of additional mixed use floor space approved.	Expansion of this centre may be at the expense of local and neighbourhood centres.	Major regional retail (metro-wide and local appeal).
Rhodes Waterside Commercial Floorspace	23,000sqm (additional 26,000sqm approved, but not yet constructed)	A-grade commercial floorspace accommodating financial and professional services firms occupying up to 3,500sqm.	49 sqm of additional floor space approved.		Major regional commercial
Rhodes Corporate Park	75,000sqm (additional 15,000sqm approved, but not yet constructed)	A-grade commercial floorspace accommodating major financial and professional services firms occupying between 5,000 sqm and 23,000sqm.	15,000sqm of additional floor space approved.		Major regional commercial
The Bakehouse Quarter	25,000sqm (additional 27,000sqm permissible)	Retail development including specialist supermarkets and commercial floorspace, accommodating the administrative offices of NRMA and Arnotts.	Provides for large format retail and service within close proximity of transport and arterial road access.	Poor public domain and access from adjoining residential areas.	Sub-regional commercial / retail
Birkenhead Point	29,275 sqm (6,289 sqm commercial)	Factory outlet retailing and supermarket.	Provides for large format retail and service within close proximity of transport and arterial road access.	'Car-based' facility with poor public domain and access from adjoining residential areas.	Sub-regional commercial / retail
Victoria Road	N/A	Strip retail of sub-regional appeal (eg, bulky goods retail)		Victoria Road currently dominated by traffic and features very poor pedestrian amenity.	Sub-regional retail
Five Dock		Contains over 400 businesses, comprising retail and office space.			Sub-regional commercial / retail
Majors Bay Rd		Restaurants and cafes, visitor attraction.			Sub-regional retail

Table 4.6: Summary of Findings – Industrial Land Supply

Centre	Size (Ha)	%**	Landuse Description	Opportunities/Issues	Constraints	Strategic significance of landuses for subregion	Appropriateness of land for landuse
Parramatta Road/Queens Road, Five Dock (see above)	16.3	43.2	Local light industrial and urban support Light manufacturing Freight and logistics Bulky goods retail	Good arterial road access, limited interface with residential uses, range of lot sizes, leisure based uses.	Traffic congestion.	Not significant as landuse can be appropriately accommodated elsewhere in the Sydney region	Significant opportunity for urban renewal.
Leeds Street, Rhodes	8.0	21.4	Freight and logistics; Local light industrial and urban support	Good arterial road access, limited interface with residential uses, generally larger land holdings.	No right turn at Averill Street onto Homebush Bay Drive	Important for the local and subregional economy	Minimal constraints for current uses in the medium term.
George Street, North Strathfield	8.7	23.1	Light manufacturing; Local Light Industry and Urban Support	Good access to rail and proximity to open space.	Access to arterial road network via residential streets.	Important for the local and subregional economy	Minimal constraints for current uses in the medium term.
Burwood Road, East Concord (Freshfood Sydney)	3.9	10.5	Heavy manufacturing	Located on bus route.	Considerable interface with residential Areas; small site.	Not significant as landuse can be appropriately accommodated elsewhere in the Sydney region	Isolated employment land with significant residential interface.
Bibby Street, Chiswick	0.6	1.5	Local light industrial and urban support; vacant sites; commercial use of industrial space (i.e. dance studio)	Isolated site located adjacent to residential development.	Considerable interface with residential Areas; small site.	Minimal current usage for local and/or sub regional landuses	Isolated employment land not located in, or near, a centre with residential interface.

* Total IND1 - General Industrial (LEP 2008); ** excludes the small parcel of industrial zoned land in Five Dock (0.1Ha in size).

Table 4.7: Summary of Findings – Mixed Use Areas

Centre	Size (Ha)	Description	Opportunities	Constraints	Summary of Strategic Significance
Hilly Street, Mortlake	22.4 ha	Mix of residential and industrial land uses, reflecting its previous 'mixed use' zoning	The site is remote in terms of its proximity to public transport and other centres.	Pressure for conversion to residential.	Declining importance for the subregional economy Potential importance for the local economy
Concord Repatriation General Hospital	71.3 hectares	Concord Repatriation General Hospital is a major regional hospital and a teaching hospital of the University of Sydney. The site incorporates 29 acres which are under a heritage conservation easement	Concord Hospital is in the process of expanding its facilities by 25%	Public transport accessibility to Concord Hospital is poor Nearby retail development has low amenity Site is bounded by residential development restricting opportunities to develop related land use and services in area surrounding the site.	Important for the local and subregional economy

4.2.7. Issues & Opportunities

Issues

There has been strong employment growth in Canada Bay over the past five years...

In 2006, there were 22,656 jobs reported in Canada Bay in 2006, representing significant employment growth since 2001 (3,655 jobs, or 19% growth). Analysis of employment data indicates that almost half of the TDC's anticipated employment growth for an additional 7,870 jobs in the LGA between 2001 and 2031 has already occurred. This compares with a subregional employment target for an additional 6,000 jobs between 2001 and 2031.

Canada Bay had a concentration of employment in the Health and Community Services, Retail Trade, as well as higher order jobs in Property and Business Services and Finance and Insurance. Strong population-related growth is expected to occur in the retail sector. Employment in Manufacturing has continued to remain strong but has shifted from heavy industry to population-related growth in local light industry.

...however, forecast growth in employment is expected to be concentrated in Rhodes,

The majority of growth between 2001 and 2006 occurred within Rhodes, and this is in line with the policy direction of the draft Subregional Strategy which envisages all of the LGA's employment growth occurring within the centre. Significant growth in Property and Business Services and Finance and Insurance jobs over the past five years has been driven by the construction of large floor plate, A grade office space at Rhodes and future growth is expected to occur here. However, the impact that the construction of additional floorspace in the LGA and competing developments in the wider Sydney metropolitan region will have on employment at Rhodes is unclear.

Across Canada Bay there sufficient additional floor space has been approved, which if built, will provide the capacity to accommodate approximately 3,000 additional employees....

Additional commercial floorspace, approximately 24,000sqm, is currently under construction in Rhodes, with another 54,000 sqm, across Rhodes and the Bakehouse Quarter, approved, but yet to be constructed. When completed, this floorspace may potentially accommodate approximately 3,000 additional employees.

...however, Canada Bay will need to compete with nearby strategic centres to attract higher order employment,

In attracting higher order employment, generally larger businesses to occupy new large floor plate style developments, Canada Bay will need to differentiate itself from competing strategic centres, such as Macquarie Park, Parramatta and Burwood. Like Rhodes/Olympic Park, these areas will also be the focus of government planning and investment, and in some cases offer better connectivity or a different image to that offered by Canada Bay.

...and there is significant unmet demand for smaller office space within the LGA.

Rising petrol prices, traffic congestion and CBD rents are driving demand for small and large office space in the LGA. Consultations with real estate agents have indicated that the supply of small office space (approx. 100sqm) is particularly scarce, and in high demand throughout the LGA. This demand is driven by professional services firms who service the local and subregional population, such as accountants,

lawyers and IT services. Council needs to ensure that a diverse range of office accommodation is planned for.

There are some remaining large, well located industrial sites within the LGA...

Large industrial sites at George Street, North Strathfield and Leeds Street, Rhodes provide local services and accommodate light industrial businesses. Although the retention of these sites does not translate into significant employment growth for the LGA, these sites are essential to support growth in local business activity associated with population growth and have a high level of strategic significance at both a local level. Parramatta Road also accommodates industrial uses.

...however, some industrial lands are fragmented, under pressure for rezoning and may be appropriate for alternative uses.

Small isolated pockets of industrial land that are unlikely to support any future employment uses due to their size and location are likely to be rezoned for non-employment uses over the timeframe of this strategy. For example industrial lands at Bibby Street are small, fragmented and have experienced long term vacancies.

Concord Repatriation General Hospital represents a key economic asset for Canada Bay...

Concord Repatriation General Hospital is a major regional hospital. It is the second busiest acute care hospital in the State with 295 licensed beds and 238 staffed beds. Concord Repatriation General Hospital is also a teaching hospital of the University of Sydney. The hospital has rebuilt its Education Centre and constructed a new research centre. The relocation of the Rozelle Mental Health facility has also occurred.

...however, the hospital is located in a residential area, scope for expansion is limited and public transport accessibility is poor.

The hospital site is largely surrounded by residential development. To some extent, this restricts opportunities to develop a network of related land use and services in the immediate area surrounding the site.

Accessibility to Concord Repatriation General Hospital is poor with public transport services reported to be infrequent, particularly from major stations eg, Strathfield Station. The hospital is 15-20 minutes walk from Rhodes railway station. The majority of hospital staff reportedly drive to work.

The Concord Road retail strip is the closest retail centre to the hospital, however this is reported to be infrequently patronised by staff and visitors to the hospital due to the poor amenity and quality of retail offer at the small centre. The hospital suffers from poor transport linkages to other local retail centres in the LGA, e.g. Majors Bay Road.

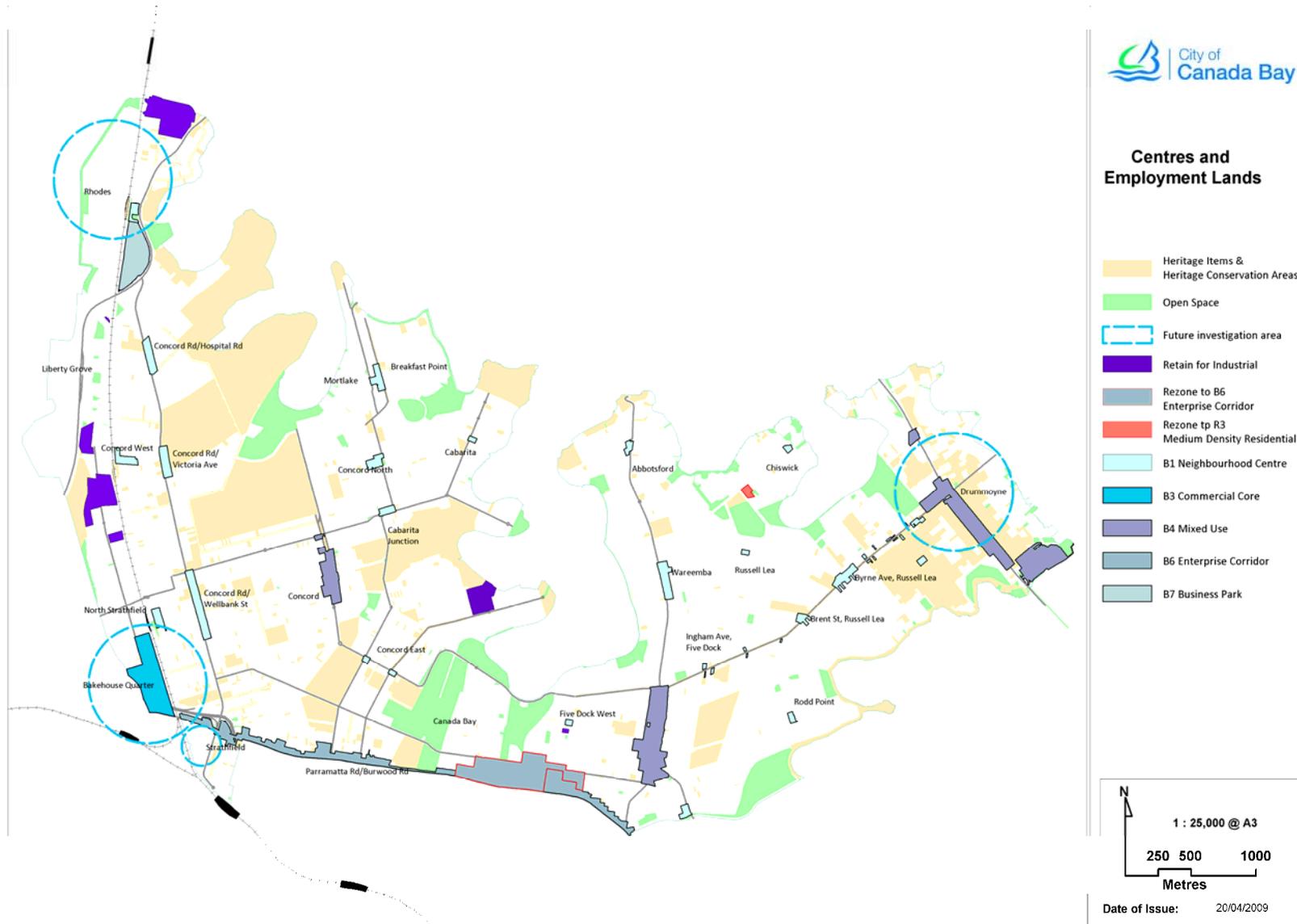
Strategy

The working paper identified a number of strategies for employment lands. These include:

- **Retaining industrial sites at George Street, North Strathfield and Leeds Street, Rhodes as a key service industry location for the LGA.** These areas provide employment lands within Canada Bay. Preservation of light industrial uses in these locations will provide for local services for current and future residents.

- **Intensifying of employment at Rhodes, the Bakehouse Quarter and Victoria Road, Drummoyne, along Parramatta Road in conjunction with transport infrastructure provision.** These sites, are well served by public transport currently, or are proposed to be in the future. The encouragement of further intensification at Rhodes is in line with the draft Subregional Strategy which envisages that much of Canada Bay's employment growth will occur in this location.
- **Increasing densities in village and neighbourhood centres that are better serviced by public transport.** Overall, Canada Bay, like Sydney as a whole, is experiencing declining household sizes. In turn this means that if additional housing is not developed, then population in a particular area also declines. Local centres, which are reliant on the local population, may experience decline as a result. Conversely if the population is maintained or increased these centres may be strengthened.

Map 4.3: Options for Centres and Employment Lands



4.2.8. Objectives and Actions

The broad employment objectives are to:

Support and Revitalise Local Centres. Decreasing numbers of persons per household, which will result in population decline in some areas, combined with the absorption of new jobs by Rhodes Specialised centre and Bakehouse Quarter development is likely to detract activity from the local centres. Council should seek to retain and enhance activity in these local centres.

Protect employment lands and provide diverse opportunities for employment. Canada Bay currently accommodates a diverse range of employment located in employment lands, Rhodes Specialised Centre, Bakehouse Quarter, Birkenhead Point, local centres, Concord Repatriation General Hospital and home based business. Canada Bay will retain some industrial land to accommodate population driven industry sectors, as well as supporting employment growth within centres.

Objective E1 Continue to strengthen employment with business and retail development in local centres

Canada Bay's local centres provide the fine grain of activity in the economic, social and cultural landscape of the LGA. Significant development at Rhodes and the Bakehouse Quarter may shift attention away from existing local centres.

Retail activity is a significant component of activity in local centres and often acts as the 'anchor' for economic viability.

Action E1 Promote a complementary business mix in smaller centres to support successful neighbourhood hubs

Council should work with local business networks and established businesses and property owners to publicise opportunities and attract the 'right' uses and to brand the centres (in light of their catchments and typology) while promoting innovation and start-up business, particularly in those centres that are well-placed to expand.

Action E2 Ensure the retention of small frontage shop premises on the ground floor to ensure an active and vibrant public domain

Whilst permitting site amalgamations to facilitate redevelopment and intensification is desirable, controls on the maximum width of tenancy at the street frontage should be implemented (e.g. 8 metres).

Action E3 Provide for additional small scale office space within local centres

Rising petrol prices, traffic congestion, developments in communication technology, and CBD rents are driving demand for small and large office space in the LGA. However, the supply of small office space (around 100sqm) is particularly scarce and in high demand throughout the LGA. This demand is driven by professional services firms who service the local and subregional population, e.g. accountants, lawyers and IT services. In increasing office space Council will seek to build on precincts of activity in existing centres.

Action E4 Improve public domain within centres

This includes the establishment of new and improved civic spaces. Particular opportunities are considered to exist in Five Dock and Drummoyne. Any new plans that impact upon the public domain shall consider the Public Art Strategy and Cultural Plan for Canada Bay.

Objective E2 Improve transport services and infrastructure

The LGA is characterised by a low level of employment self containment and current modal split trends indicate that the LGA is characterised by a high level of car dependence. Additional job growth should be encouraged in and around existing centres and close to public transport infrastructure, in conjunction with improved public transport accessibility.

Action E5 Continue to advocate for improved public transport access

Key issues include improving bus priority over private vehicles on congested roads (particularly at peak times), increasing the frequency of rail services on the Northern Line and accessibility upgrades to rail and increasing frequency of ferry services.

Objective E3 Capitalise on opportunities provided by future transport and road infrastructure upgrades

A number of major infrastructure changes are likely to have a significant impact on future planning in the LGA, including the proposed M4 East extension, and upgrades to the Northern rail line.

The provision of an M4 East tunnel, coupled with traffic calming measures along current 'rat runs' in Canada Bay, will improve the amenity of the southern section of the LGA and may in turn increase the potential for additional employment and residential development in these locations. The rail upgrade has potential to significantly improve public transport access in particular locations within the LGA, and therefore should be seen as an important opportunity to accommodate additional employment opportunities and dwellings in close proximity to rail stations. The timing of this infrastructure provision has important implications for the staging of intensification and redevelopment of the affected areas.

Action E6 Investigate opportunities to increase employment and residential uses around major infrastructure projects

Council should work with the Ministry of Transport to identify potential sites. Once identified, opportunities to upzone, increase densities and capitalise on improved accessibility should be explored.

Objective E4 Protect employment generating capacity and provide diverse opportunities for employment

Action E7 Protect existing employment generating capacity and provide diverse opportunities for future employment in the LGA.

State Government directives have been consistently clear about the need to protect employment lands, particularly in inner city locations where the pressure for residential conversion is the greatest.

Areas within the Canada Bay LGA that support significant concentrations of employment and employment lands are quite diverse in nature. These areas include:

- Traditional 'main street' centres (Drummoyne, Five Dock, Concord);
- Local neighbourhood centres;
- Newer 'self-contained' shopping and service centres (Birkenhead Point, Bakehouse Quarter, Rhodes Waterside);
- A business park (Rhodes Corporate Park);
- Larger industrial precincts (Queen Street, Leeds Street, George Street);
- Isolated industrial 'pockets' (Freshfood Sydney Site);
- The Parramatta Road 'Enterprise Corridor';
- The Mortlake Point mixed use precinct; and
- Concord Repatriation General Hospital.

Objective E5 Retain industrial sites within the LGA

Industrial sites at George Street, North Strathfield, Leeds Street Rhodes and the Freshfood Site (Bushells), Concord should be retained. Although the retention of these sites does not translate into significant employment growth for the LGA, these sites are important to support growth in local business activity associated with population growth and have a level of strategic significance at both a local and sub-regional level.

Action E8 Retain industrial zones at George Street, North Strathfield, Leeds Street Rhodes and the Freshfood Site (Bushells), Concord

The IN1 General Industrial zoning is likely to be the most appropriate land use zone for these areas. Council supports the retention of these areas for industrial purposes for the medium term with further investigation to occur within the following timeframes:

- George Street 5 years
- Leeds Street 10 years
- Freshfood Site 10 years

Objective E6 Support strategically positioned new and developing centres

There are several emerging or expanding centres within the LGA. Development of strategically positioned centres should be encouraged. This will help to improve the economic and social functioning of the area.

Action E9 Support the development of Rhodes as a Specialised Centre

The development at Rhodes as a specialist centres is an employment economic driver for the LGA. Council should work with Sydney Olympic Park, Department of Planning and adjacent councils in planning for Rhodes/Olympic Park specialised centre.

Action E10 Coordinate the intensification of employment zones

Council will investigate opportunities to increase the amount of employment floorspace at Rhodes, the Bakehouse Quarter and potentially Victoria Road, Drummoyne and along Parramatta Road.

Objective E7 Encourage a diverse employment base within Canada Bay

Action E11 Continue to work with key local industries to support and develop the local economy

Council currently works with key local industries to support and develop the economy. These industry groups include: Health and wellbeing industry, Renovation and building, Conference and Events and Creative Industries. Council will continue to work with these groups to develop their sustainability and presence in the local area. This action would provide focus to particular precincts and activities in the City.

Action E12 Protect opportunities for foreshore businesses and investigate opportunities to support these types of businesses

The foreshore is key element in Canada Bay and business opportunities in the area should be protected or even developed. Council could investigate opportunities to further support these types of businesses.

Objective E8 Support home-based business

In recent years, there has been a general increase in home-based employment, and Council's Economic Development Unit already undertakes a number of programs in this area.

Action E13 Continue to Support the Bayside Home Based Business Network

Council should provide a diverse range of targeted training opportunities to support home based operators and businesses, and encourage and support the development of strategic alliances and ventures within the Home Based Business Network.

Action E14 Continue to Provide Local Platforms and Partnerships for Home Based Businesses

Local platforms for Home Based Business to promote their operations (including initiatives such as Go Local promotion programs, online database of local services, opportunities for participation in local community events and profile opportunities in a range of business publications) should be continued. Council should also continue to partner State Government Home based business programs such as Home based business week, and training.

Objective E9 Consider the future of small isolated pockets of employment lands

Small isolated pockets of industrial land that are unlikely to support any future employment uses due to their size and location should be considered for non-employment uses.

Action E15 Rezone industrial lands at Bibby St to allow for residential redevelopment

Determine appropriate controls for medium density residential development. The controls should ensure that the precinct provides a transition from the medium density to the west and the low density to the north, east and south.

Objective E10 Provide support for start-up businesses

Supporting start-up businesses is one means to promote economic development. Council owned land or buildings may provide an opportunity for business incubation. Given the reported scarcity in small scale office space, this may provide an opportunity for local home-based business to graduate to commercial premises whilst staying within the local area.

Action E16 Explore options for business support services in centres

Business services in centres are likely to have an important role in supporting home based business, home based work and start-up businesses. Services such as post offices, photocopying/printing/binding services or even fully fledged (but small scale) business centres are likely to make home based work a viable option for more people, as well as supporting start-up businesses.

Action E17 Test the feasibility of a creative industries based business incubator

The provision of creative industries' business support services, as well as meeting space available for hire could potentially be accommodated within the Council's redeveloped buildings. Council should seek to test the feasibility of the provision of different means of business incubation. The focus on creative industries is in line with Council's Cultural Development Plan.

Objective E11 Improve employment monitoring and evaluation systems

Monitoring and evaluation of activity against this strategy is important to maintain momentum in Canada Bay's economic issues.

Action E18 Continue successful Council initiatives in this area

Current Council initiatives which monitor employment include regular consultation with the local business community to identify opportunities and barriers to successful business development, and consultation with local employment agencies about relevant partnership opportunities.

Action E19 Monitor employment data

Council should seek to monitor new data as it becomes available in order to track the nature of employment (and unemployment) within the LGA. Employment growth will be tracked against the identified targets contained within the Metropolitan Strategy over next 25 years.

Objective E12 Promote sustainability within local businesses

Sustainability is an important consideration, within Council's operation and across the whole Local Government Area. It needs to be considered from the perspective of local businesses, as well as residents.

Action E20 Continue to promote 'triple bottom line' sustainability

Continue to work with all business across the City to address issues of social, economic and environmental sustainability. Programs to address these challenges would include:

- Social sustainability - training, developing accessibility, and social responsibility;
- Economic sustainability - investment in developing financial sustainability or business planning; and
- Environmental sustainability such as effective resource management and emissions reduction.