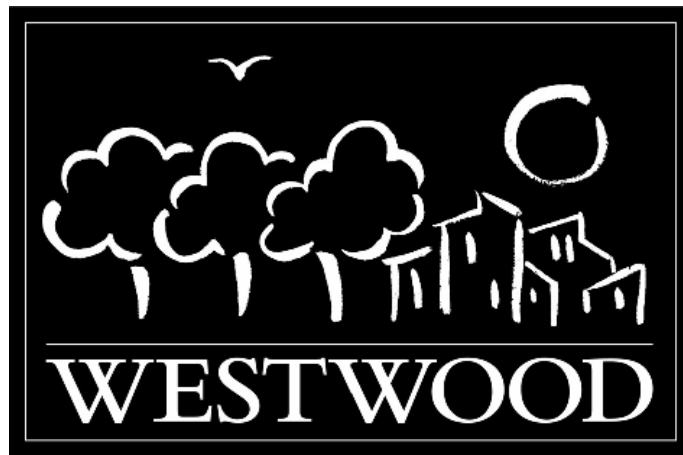


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**WESTWOOD**  
**ECONOMIC DEVELOPMENT STRATEGY**  
*—HANDOUT*  
**2006 - 2009**

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*Three Years to Sustainable  
Prosperity*



# 1. BACKGROUND

Westwood is a joint project by Urban Pacific Limited, Department for Families and Communities (Asset Services) (formerly South Australian Housing Trust) and the City of Port Adelaide Enfield. The project is in its 7<sup>th</sup> year and has been accelerated for a completion in 2010-11.

The economic development outcomes to date have successfully achieved the desired employment outcomes with 246 being mapped from an initial objective of 250.

In preparing this document the Project Objectives within the Project Agreement need to be acknowledged as integral to the development of the Economic Development Strategy within the Westwood Urban Renewal Project life.

## *The Project Objectives are:*

### Overview

The Parties agree that the objectives of their relationship are to undertake a project that:

- is commercially sustainable;
- is based on a long term strategy and the achievement of agreed financial returns; and
- meets the economic, social and environmental goals referred to below.

## *Economic, Social and Environmental Goals*

- The economic, social and environmental goals to be achieved over the life of the Projects are:-
  - To create a living environment which results in an overall improvement in the current residential amenity and environmental quality and is supportive of a variety of lifestyles and aspirations;
  - To be a positive force for the local community and economic development within the Project Area;
  - To increase the quality, variety and density of housing in the Project Area;
  - To achieve a better balance and distribution of public and private houses in the Project Area;
  - To provide opportunities for a range of affordable housing alternatives; and
  - To build on best practice procedures and information with a view to becoming a benchmark for urban renewal in Australia.

In addition to the Project Objectives all parties to the Project Agreement endorsed a coordinated approach to the Project to include:

- Optimising the use of existing investments in services, facilities and infrastructure through a planning approach which takes account of changes in community requirements;
- Promoting interagency cooperation in service provision and therefore generating economies and efficiencies in resource allocation;
- Promoting a focused delivery of services and facilities; and
- Achieving synergies between the service responsibilities of local agencies and planning process and strategies of the Project to the benefit of all parties and the community generally.

With a view to achieving the Project Objectives this document has been prepared with a holistic collaborative approach for Westwood to work with existing agencies and networks to develop sustainable economic development and prosperity for the community.

### **SA Strategic Plan**

The SA Strategic Plan - *South Australia's Strategic Plan March 2004*, sets out the 6 interrelated objectives of:-

- **Growing Prosperity**
- **Improving Wellbeing**
- **Attaining Sustainability**
- **Fostering Creativity**
- **Building Communities**
- **Expanding Opportunity**

Further to this, the preparation of the Westwood Economic Development Strategy took into account the community consultation that has already been conducted in the Westwood Project Area. In particular, this document reflects the extensive community consultation that was undertaken in the development of the Parks Community Renewal Plan that is under the auspice of the Senior Officers Group. As a result, this document reflects the Key Priority Areas for Action identified by local residents in the Community Renewal Plan that are also utilised by the Westwood *Community Development Strategy*:-

#### **1. A Healthy Place:**

Westwood will be a **healthy place** where people enjoy life, work and leisure and where people are healthy and fit.

#### **2. A Safe Place:**

Westwood will be a **safe place** where people feel safe and secure.

#### **3. A Learning and Creative Place:**

Westwood will be a **learning and creative place** where people are able to use their talents, be creative and where learning is increased.

#### **4. An Economically Prosperous Place**

Westwood will be an **economically prosperous place** through better job opportunities for local people and where business and local enterprise are encouraged and supported.

### **5. An Inclusive Place**

Westwood will be an **inclusive place** with stronger communities where local people will have better and fairer access to what they need, where diversity is welcomed and encouraged.

The Economic Development Strategy addresses all of the above with particular significance on strategies 2; 3 and 4.

In addition to the Project Objectives and Goals an Economic Development Strategy was produced in 2000 (Ward; *Economic Development Strategy February 2000*) for the Local Economic and Employment Development Project Reference Group and the Westwood Project Committee. The principal objective of this strategy was:

*To maximise the creation of employment and training opportunities for the local community and thereby contribute to the sustainable regeneration of the Westwood project area.*

The strategy therefore set out three broad strategic objectives of:

- Improving access to employment and training opportunities.
- Improving job readiness and competitiveness of the local community.
- Improving business development and support mechanisms.

It is proposed to continue to follow these broad economic development objectives. There needs to be an emphasis on facilitating a transition phase to ensure that self sustaining networks are in place for the ongoing prosperity within the project area.

### **Westwood Economic Development Guiding Principle**

*To develop effective networks to ensure sustainability in furthering economic and community prosperity.*

As a result of the consultation process the Guiding Principle has been developed to ensure all actions within the Westwood Economic Development Strategy link into at least one of the objectives above to deliver the desired outcome.

## 2. Current Situation

With the life of the project in the final cycle the economic and community development focus need to be repositioned to ensure that there are self sustainable effective networks and structures in place which will leave the community stronger in furthering economic prosperity and community goals.

### 2.1 Project Area Profile

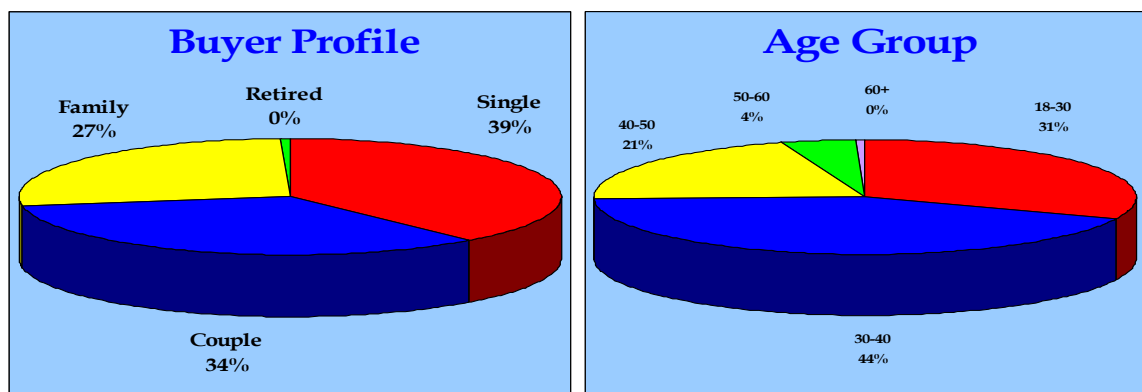
The Westwood project area is 7km from both CBD and the beach, consisting of over 6 sq. km. and covering 5 suburbs. Over 60% of the 5100 properties are owned by the Trust and are deteriorating, and inappropriate for todays needs, housing stock with 80% being attached double units. The average Trust tenancy is more than 10 years with 35% of tenants over 60 years of age. The population has been in decline (30% since 1975) with low numbers in younger age groups and higher numbers in 60-74 age group of social and economic disadvantage with an imbalance in the population profile.

In the initial stages of the project Trust tenants were concerned about the relocation and change to the community structure. However, the emerging community has new needs. The marketing mix and Retail Pricing Strategy has resulted in more than a 300% increase in retail value in 6 years. The Buyer Mix contains a good balance between Investors (16%), Trade-up buyers (39%) and First-Home buyers (45%). This in itself demonstrates the changing face of the 'Parks' community.

The following diagrams further demonstrate the change that has taken place over the life of the project to date. The data collected has been collected at point of sale through the Westwood Sales Office and while being indicative of the trend it has not been validated.

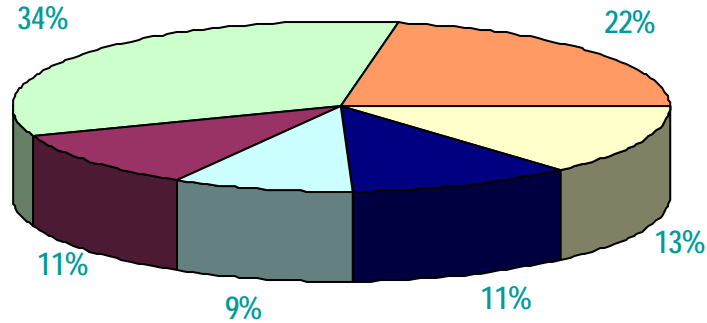
#### Buyer Profile

Higher profile of singles, couples and families



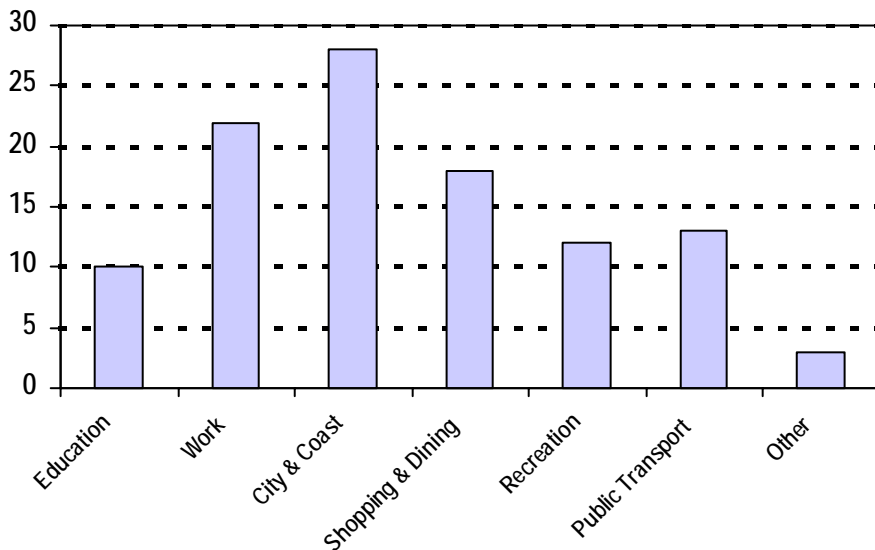
## Household Income

This diagram indicates that home buyers are employed or have a household income which enables them to purchase.



## Reason for Buying

Lifestyle – Close to City, beaches, shopping and dining = higher disposable income. People are also buying because the location is close to their work.



## **2.2 Unemployment Snapshot** (updated April 2007)

### **Area Profile**

#### **Adelaide Metro**

Unemployment Rate : 4.3 %  
Job Seekers : 12 299  
Ave Job Seeker Age : 34  
Ave Job Seeker Unemployment Duration : 24 months

#### **Western Adelaide**

Unemployment Rate : 6.0 %  
Job Seekers : 6 903  
Ave Job Seeker Age : 34  
Ave Job Seeker Unemployment Duration : 28 months

Source : DEWR administrative data December 2006 except for the unemployment rate which is a DEWR Employment Service Area estimate, derived from DEWR's Small Area Labour Markets Statistical Local Area estimates September quarter 2006.

### **Area Profile Western Region**

Working Age Population (15-64) : 140 100  
Employment Rate (15-64) : 71.3%  
Unemployment Rate : 6.8%  
Participation Rate : 60.2%  
Teenage Full-Time UE Rate (15-19) : 26.3%  
Teenage Full-Time UE to Population Ratio : 4.3%

*Source : ABS Labour Force Survey. Data are three month averages to January 2007 except for the teenage full-time unemployment rate and teenage full-time unemployment to population ratio which are 12 month averages to January 2007*

DEWR, Small Areas Labour Market Data for the September 2006 Quarter:  
**By Local Government Area**

Charles Sturt	4.0%
Port Adelaide Enfield	6.9%
West Torrens	4.0%
Western Adelaide	5.0%

## Unemployment Comparison

<sup>1</sup>	Western Adelaide	South Australia	% change
Dec 2001	8.6%	7.3%	-0.7%
Dec 2003	7.9%	6.2%	-0.9%
Dec 2005	6.2%	5.1%	-1.1%
Dec 2006	6.3%	4.9%	-1.4%

The needs of the community are changing and for that reason there is general support for continuation of a number of existing economic development strategies with new strategy to develop and support the sustainability of economic development principles and activities throughout the community.

### 3. A Coordinated Approach – Key Strategic Stakeholders

Key Strategic partners include:

- Project Partners
- Community Renewal Unit
- Department of Further Education, Employment, Science and Technology (DEFEST), through Regions @ Work
- Western Area Business Enterprise Centre
- Adelaide Metro Area Consultative Committee
- Agencies within Parks Community Centre
- Schools within the project area
- Western Futures
- Inner West Business Enterprise Centre
- Community and localised groups

It is proposed to support the work of the Key Strategic Stakeholders which will provide a wide range of programs to marginalised groups within the project area to reduce duplication of services. This strategy will ensure that Westwood resources will be most efficiently utilised to deliver training and skills development for more marginal groups as specific needs emerge. The joint initiatives will be delivered through working cooperatively in partnership arrangements with Key Strategic Stakeholders, including Project Partners.

### 4. Methodology

To ensure that the obligations under the Project Deed have been met, Project Partners were invited to a workshop to discuss outcomes and strategy to date and to work through developing a new strategic direction for economic development.

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<sup>1</sup> Source ABS – 6291.0.55.001, Unpublished data, Western Statistical Region – extract from The Employment and Skills Formation Network Western Adelaide Region; 2006 – 2009 Strategic Plan

**Build on Strengths**  
**Develop Opportunities**

**Resolve Weaknesses**  
**Avoid Threats**

**2006 SWOT**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <input checked="" type="checkbox"/> Strategic location</li> <li>• <input checked="" type="checkbox"/> Proximity to industry</li> <li>• <input checked="" type="checkbox"/> School VET course options</li> <li>• <input checked="" type="checkbox"/> Accessible TAFE resources</li> <li>• <input checked="" type="checkbox"/> 3 Universities within metropolitan area</li> <li>• Changing diversity of community</li> <li>• Increased level of investment eg Westwood project, Centro Arndale redevelopment and Hanson Road upgrade.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• <input checked="" type="checkbox"/> High level of unemployment – Changing with remaining pockets</li> <li>• <input checked="" type="checkbox"/> Literacy &amp; numeracy skills limited – improved however new community needs with limited English</li> <li>• <input checked="" type="checkbox"/> Unskilled labour force – in original residential pockets</li> <li>• <input checked="" type="checkbox"/> Low motivation &amp; aspirations – in original residential pockets</li> <li>• <input checked="" type="checkbox"/> Inadequate skills information – improved but more work required</li> <li>• Changing diversity of community</li> <li>• Transition time of change</li> <li>• Negative perception of area</li> <li>• Acceleration of project may impact on business during the tenant relocation process</li> <li>• Public transport</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <input checked="" type="checkbox"/> Parks Community Centre resources</li> <li>• <input checked="" type="checkbox"/> Westwood Project direct &amp; indirect employment and training</li> <li>• <input checked="" type="checkbox"/> Land available for industry &amp; retail</li> <li>• <input checked="" type="checkbox"/> New industry tailored training packages</li> <li>• <input checked="" type="checkbox"/> Business development: craft, catering, fencing, landscape.</li> <li>• Level of investment eg Arndale</li> <li>• Hanson Road redevelopment</li> <li>• Parks Community Centre review</li> <li>• Reserves upgrades</li> <li>• Acceleration of project bringing forward investment into the area</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• ? High reliance on automotive industry</li> <li>• <input checked="" type="checkbox"/> Lack of investment, end of product life</li> <li>• <input checked="" type="checkbox"/> Limited manufacturing diversity.</li> <li>• <input checked="" type="checkbox"/> Local housing construction industry small scale, fragmented, and volatile.</li> <li>• ? Macro economic changes and Asia Pacific competition.</li> <li>• Primary schools – long term viability</li> <li>• If No Exit Plan/Strategy for Project</li> </ul>

Legend	<input checked="" type="checkbox"/>	Confirmation of 2001 issue
	?	Unsure of relevance in 2006
	Blue Text	New issue

## 5. Westwood Way Forward

### 3 Year Strategic Direction

To ensure a successful Exit Strategy on completion of the project and to acknowledge that the project has achieved the desired employment outcomes the focus for the 3 year Economic Development Strategy 2006-2009 will be on achieving economic development program objectives through reinforcement of the economic development strategic direction of:

#### ACHIEVEMENT THROUGH OPTIMISING EXISTING SERVICES AND AGENCIES.

##### 1. Business Support

**Preamble:** The Westwood Project Area has limited opportunity to attract new business, however, there is a need to further develop the skills and networks of existing business to ensure growth, increased productivity and profit resulting in further opportunity for the creation of new jobs. There is an ongoing need to further develop the ability of small business to remain viable throughout the relocation period.

Through involving existing business leaders into a network to develop and support small business initiatives and employment opportunities, further business opportunities will evolve from the local industry cluster.

##### 2. Facilitating a stronger economic base

**Preamble:** The key to a strong economic base is a strong private sector, sound investment and a business community that supports the local community. Old commercial properties are in poor condition and require considerable reinvestment by owners. Through updating the look of current properties new tenants will be attracted to the area providing better service and job opportunities for locals.

Through developing opportunity for local people to establish home based businesses and provide a way to take the product to market through establishment of open air markets within the Project Area local people will develop business skills, improve individual household income, reduce the perception of safety issues in open space and bring people together.

Markets have been discussed by the community for some years, however, without a sound business strategy behind the concept it would be a challenge to establish successful markets. While this strategy is to establish small local markets, ultimately over time they may build into a larger market and become a significant tourism attraction for the local area.

### **3. Improved access for People to skills development and employment opportunities.**

**Preamble:** The Project Area continues to reflect high levels of unemployment with the participation rate of 56.3% (ABS Data, Western Region) consistently lower than the State average of 61.9%. Unpublished data indicates that the opportunity to turn this around through encouraging clustered marginalised groups into pre employment and skills based training programs will reduce the percentage ratio significantly. This links into the Westwood Community Development Strategy to further develop life skills that support the development of aspirations and open opportunities for people to want to participate in the workforce.

The three year Westwood Economic Development Strategy has set an 18 month *Framework for Action* from June 2006 through to March 2008. This is to allow for the loss of momentum within the actions since the Economic Development Manager resigned in January 2006 and a new appointment was not made until May.

To enable the WURF funding to extend opportunities for grants will be rigorously explored through the Adelaide Metropolitan Area Consultative Committee and other grant providers as opportunities arise. It is difficult to be exacting when estimating grant income as the criteria changes as does the amount available.