

Re-imagining Campbelltown CBD

Sydney's Southern Gateway



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Prepared for Campbelltown City Council



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This report sets out the foundations for the re-imagining of Campbelltown CBD, in acknowledgement of the key strategic centre's position as a metropolitan cluster city, servicing the broader Macarthur region and boasting existing connections to major rail, road and community infrastructure.

The first major step in transforming our city, this body of work explores opportunities with respect to both local and metropolitan contexts. I'm proud that, as a Council, we're taking ownership to pro-actively plan for and capitalise on the opportunities that come with extensive growth, while responsibly considering, conserving and enhancing the historic and natural assets that make our city unique.

We see a future Campbelltown City that takes full advantage of its geographical location and embraces its history, while celebrating the opportunities that modernisation offers. Ours will be a destination city, chosen by residents and businesses for its housing diversity which incorporates green space and façades; lively public domains which people want to be in and revisit time and again; vibrant lifestyle opportunities which activate our CBDs; a wide range of employment options, and accessible services and facilities that support health and wellbeing – a city that celebrates its people and places.

This draft vision goes a long way towards providing a clear direction for the future of Campbelltown as the regional centre for Sydney's south west, providing the framework for small and large-scale interventions that are both practical and measurable.

Our aim as a Council is to build a strong city of opportunity, and I believe that 'Re-imagining Campbelltown CBD' addresses the integrated response required for us to harness the area's unprecedented growth and ensure the right kind of change.

The implementation phase of this project will require the support of government, tertiary education institutions, the business sector, and most importantly, the community, and Council is committed to working collaboratively and leading the re-imagination journey to bring our new city vision to life.

Cr George Brticevic
MAYOR



South West Sydney is experiencing unprecedented population growth, and the Greater Sydney Commission projects that the Western Parkland City will need to accommodate a population of more than 1.5 million people by 2036.

To support this growth in the Macarthur region, the economy and built form of the Campbelltown City of the future will need to be significantly different to what it is today, and by taking decisive action on planning our city centre now, we can structure the growth to transform our city into a prosperous and sustainable one, whilst at the same time respecting our important environmental, cultural and heritage assets.

Our goal is to bring to life the 30-minute city – reducing the need for long commutes to work through the creation of a CBD precinct that delivers health, education, retail, food and entertainment services and employment to the people of Campbelltown City and the wider Macarthur region.

As our city centre attracts more activity, and a larger, more highly skilled population, businesses will also be attracted to locate in Campbelltown, helping to create a centre of opportunity.

The significant role the Campbelltown CBD precinct will play in helping to support the vision for the whole of our city has not been underestimated, and with the input of both internal and

external stakeholders, the 'Re-imagining Campbelltown CBD' project has provided a strong understanding of existing strengths, and identified a range of critical connectivity, productivity and job creation opportunities that will create the CBD of the future.

Campbelltown City is the southern gateway to metropolitan Sydney, and its proximity to the new Western Sydney Airport will help consolidate its future as an important economic and lifestyle hub for the Macarthur region and beyond.

While Council will work to ensure that Campbelltown City complements the Western City framework, as proposed by the Greater Sydney Commission, the 're-imagining' project provides a solid foundation to building a strong and distinctive city in its own right.

Lindy Deitz
Chief Executive Officer



Re-imagining Campbelltown CBD

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Figure 1. Artist Impression of Mawson Park and Queen Street

Re-imagining Campbelltown CBD

01 Our Vision for the Future

The Macarthur region is poised to play a leading role in the development of the Western Parkland City. Able to build on a well-established urban structure, and positioned at the confluence of strategic corridors – between Global Sydney, the Illawarra Region and the NSW Capital Corridor between Canberra and Sydney – the region is the southern gateway to Sydney.

The Macarthur region, as a whole, will lead the first decade of growth in the Western Parkland City. The success of Campbelltown has the potential to not only lead, but amplify the success of the Western City. A strong economy in Macarthur will only create a stronger economy for all of NSW, creating opportunities for trade and investment within the Southern Highlands, Liverpool, Penrith, the Aerotropolis, the Illawarra, Goulburn and Canberra. A successful Campbelltown is a successful NSW.

At the centre of the Macarthur region is the City Centre of Campbelltown, about to celebrate our 50th anniversary of proclamation as a city. Potentially serving a regional population of more than 800,000 people within the next 20 years, Campbelltown will become a metropolitan CBD, a **leading centre of health services, medical research and med-tech activity**. The extensive consultation undertaken in 2017 with our community as part of our Community Strategic Plan, *Campbelltown 2027*, aligns with these goals, and our community told us that Campbelltown would be a city designed for **ambition, innovation and opportunity**.

To achieve this vision we will strive to make Campbelltown a **knowledge city**, accommodating multiple university campuses focused on health, renewable technologies and applied urban studies, nationally and globally attracting students with its affordable housing, reliable transit, vibrant urban environment, and access to the fastest growing economic region in the country. It will be a city known for its lifestyle.

As the Macarthur region grows – better connected and more clustered – Campbelltown will become the centre of opportunity for the region, with a civic government heart, diverse professional services offerings and **clusters of industry and technology based enterprise and innovation**.

With the development of the Western Sydney Airport by 2026 and the supporting infrastructure that is now underway, Campbelltown is also positioned to leverage new regional investments and growth that will drive greater **global connectivity** and economic prosperity. The region's employment lands are poised to build on specialisation in **advanced logistic, health and education and hi-tech manufacturing**.

Campbelltown aims to be:

A compact city

- a well connected 30-minute city, with jobs and amenity within reach of everyone
- Leveraging existing infrastructure, such as schools, parks, open space networks and heritage assets and places
- Reducing the infrastructure burden, and create opportunities for sustainable local utilities
- Healthy walkable neighbourhoods.

Australia's greenest and most sustainable city

- Distinctive green character
- Energy efficient and sustainable through the use of renewable resources
- Reducing waste output and our carbon footprint
- Using recycled water to efficiently maintain parks and open space.

With secondary centres playing a vital role supporting the region's metropolitan CBD

- Better connected and clustered, secondary centres in Camden and Wollondilly will be essential to providing centres of employment and services within a 30-minute city
- Health and education services will cluster in these secondary centres, including tertiary education institutions and specialised local health services. These centres will provide the community with great places to live, work and play
- Within a well-structured hierarchy, secondary centres will be critical in providing first-rate amenities, like arts centres and sport and recreation facilities.

The opportunity for the region is significant, but so is the risk if left to chance. Realising this potential for Campbelltown and the ambition of the Western Parkland City **requires a metropolitan scale intervention**. The development of a city at this scale **will take enormous commitment, and decades to realise**. It starts with this vision. Campbelltown and the Macarthur region need a new approach to planning. **An approach that is local, relevant, practical and deliverable**, taking full advantage of the region's potential, building on its strengths, and delivering prosperity for all.

If properly envisaged and developed, Campbelltown will take its place as a true metropolitan CBD, serving one of Australia's fastest growing and most dynamic communities. **One we can all be proud of.**

Re-imagining Campbelltown CBD

02 A new era for the South West

Now in its 50th anniversary year, the 1968 Sydney Region Outline Plan was the first major intervention into the urban development of Campbelltown and the Macarthur region. The guiding structure of the plan were two major corridors of growth focused along western and south western rail lines, with each corridor forming a series of new towns. The scale of the plan was ambitious, with the south west corridor – made up of Campbelltown, Camden and Appin – housing a targeted population of 500,000 people, with 315,000 of those within Campbelltown.

To bring this earlier vision to life, the state government purchased more than 4,000ha of land in the south west, and the Macarthur Development Board created an integrated land use and transport plan. The Board went on to develop major road works, a new railway station and a bridge over it, large industrial estates, extensive flood mitigation works, along with a major hospital, a TAFE, and eventually a major regional shopping centre. Between 1970 and 1986, the centre of Campbelltown-Macarthur emerged.

Over the subsequent decades, Campbelltown and the south west corridor were realised **as a predominantly suburban region**. Sprawling at relatively low densities along a corridor that spans 35 kilometres from Glenfield to Wilton (the equivalent of Eastern Creek to Sydney), the residents of south west Sydney are today largely car-dependant and reliant on connections to Sydney for jobs and services. Experiencing transport congestion and a deficit of local jobs, unfortunately the wider Macarthur community has never been more distant from jobs and opportunity.

A lot has changed over 50 years of development. Commerce has changed, the role of cities has changed, Sydney has changed, and we've changed. Campbelltown is now located within a region that is globally connected in an age that is rapidly urbanising. **It's time for planning to change so that we can embrace these opportunities.**

Motorways and roads that were once lines-on-a-page now connect Macarthur to the entire Sydney region, the Illawarra, Southern Highlands and the NSW capital corridor from Canberra to Sydney. Previously only an idea, the Western Sydney Airport is now a reality, placed to amplify the region's global connectivity. Planning that once understood western Sydney as a region of suburbs connected to a distant eastern city has now been replaced by an understanding of western Sydney as a **metropolis of cities**, major urban centres forming part of a larger connected-urban-region. This is the NSW Government's vision for Western Sydney.

Local and global economies are also changing at an unprecedented pace. **Jobs are urbanising** and moving into city centres. **Technology is now ubiquitous**, driving innovation and disruption in almost every sector.

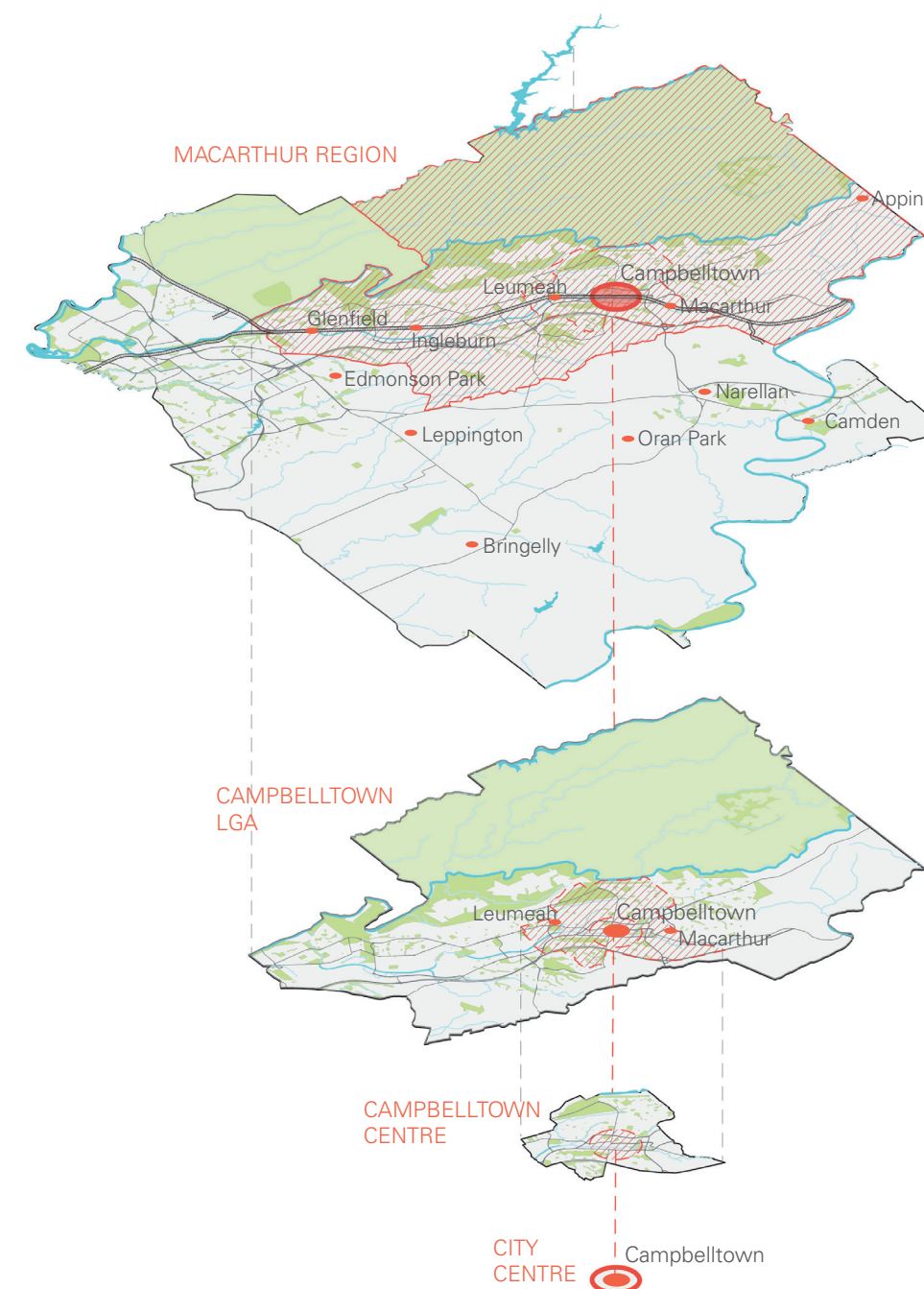


Figure 2. Reimagining Campbelltown CBD Study area in the context of the Macarthur region for the Re-Imagining Campbelltown CBD Project

Services have become the foundation of economic activity, while traditional industries like manufacturing have been transformed by global supply chains and advanced robotics. The location of **skilled workers, industry knowledge, and clusters of collaboration are now driving the location of firms and jobs.**

Today, primary industries, manufacturing and services are contributing to develop a new layer of economic activity. This new strata, likely a response to globalisation, is being built on locally produced goods and services, that are authentic and respond to both people and place including distinctive and locally significant heritage assets. A quick view of any social media illustrates just how much we collectively value places and experiences.

New technologies are also enabling this shift towards localised economies. New sustainable technologies are creating place-specific responses to global challenges. For example, precinct scale utilities can now provide communities with local water recycling, energy generation, energy storage, and waste recovery services. **For cities, the role of place and urban form is** not just important for the health and safety of residents, businesses and workers; the amenity of place has become a **critical element in the development of their economies.**

If Campbelltown and the Macarthur region are to thrive, they must pivot from a suburban model of growth towards an urban model of development – reducing development on the urban fringe, providing a greater diversity of housing and transport choice, and shifting town centres out of shopping centres and into public spaces that are more diverse, clustered and innovative. **Campbelltown and the Macarthur region need a new era of planning** – one that can raise the prominence of place, encourage a diversity of activity, support local collaboration, and build stronger connections between people and place.

It is critical that urban growth be refocussed back into our city centres, away from the urban fringe and back into the places of the future economy. Growth on the fringe will detrimentally draw investment out of our centres and perpetuate the deficiencies of the region. Campbelltown must become more **clustered, connected, and collaborative.**



Figure 3. Study area for the Re-Imagining Campbelltown CBD Project

Western Sydney is experiencing unprecedented population growth. The Greater Sydney Commission is projecting that the Western Parkland City will need to accommodate a population of more than 1.5 million people by 2036¹.

If recent history is a guide, the rate of growth in Macarthur will see the region's population more than double from 290,000 to more than 800,000 within just 20 years².

While current plans in the Campbelltown LGA, such as the *Glenfield to Macarthur Urban Renewal Strategy*, concentrate some future growth along established corridors, regional strategic plans such as the South West Priority Growth Area, push much of this growth onto the urban fringe into greenfield areas beyond Campbelltown and into the local government areas of Camden and Wollondilly³. However, it will be the residents of Campbelltown that are most likely to suffer from sprawling growth as our existing infrastructure is utilised. Local residents would likely face severe road congestion, crowding on public transport, ageing infrastructure, loss of local amenity, and increasing exposure and risk from unwalkable environments, urban heat and flooding, all which will only encourage disconnection from local communities and place.

Campbelltown is at a tipping point, economic growth within the LGA has come to a near standstill, and the development of the region is passing it by. *Re-imagining Campbelltown CBD* is a decisive step towards a more positive future.

3.1. The scale of growth

Based on existing migration, fertility and mortality rates, the region is expected to see momentous growth. Macarthur will likely need to accommodate an additional 530,000 people over the next 25 to 30 years².

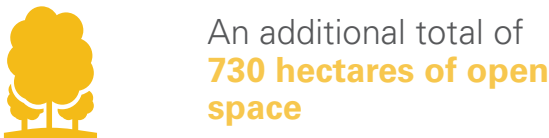
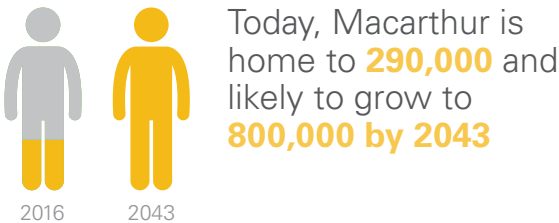
At a population of 800,000, the region would need to accommodate an additional 186,000 dwellings².

If car ownership rates remained at two cars per household, the region would need to accommodate approximately 372,000 additional cars.

This population growth would also mean that the region will need an extra 730 hectares of open-space for sport and recreation uses.

A typical planning response in western Sydney of developing single-detached dwellings would require roughly 200km² of land – an area equivalent in size to the entire Camden LGA – to accommodate the additional dwellings at a typical suburban density.

The scale of growth would require²:



¹ Draft Greater Sydney Region Plan, GSC (2017)
² Trend analysis from ABS Census and Dept. of Planning data, Deloitte
³ 2016 NSW household and dwelling projections, Dept. of Planning

3.2. A business-as-usual response

Community infrastructure would also have to grow significantly to keep up with increased demand from population growth. If schools were to maintain the current student population size of 1,000 students per primary school and 2,000 students per high school, the region would need to accommodate an additional 41 primary schools and 18 secondary schools.

Based on the current average of 16.2% of the population attending a university, and assuming an average campus of 40,000 students, the region would need to accommodate two or more major university campuses.

Based on the Sydney metropolitan average of 2.59 beds per 1,000 people, the region would need an additional 1,400 hospital beds – the equivalent of one Westmead and two Campbelltown Hospitals.

Assuming each new house has an average 14 metre frontage, the city will need 2,660km of suburban streets, the equivalent distance of Brisbane to Melbourne, and this does not include connector roads or motorways.

These streets would require a similar distance of footpaths at 2,660km, approximately 2,500 bus stops, and 48,000 street lights.

To provide access to a local park within 400m of every new home, the region would need approximately 3,500 parks.

The scale of growth would require²:



An additional **41,000 primary school students** and **36,000 secondary school students**



This growth results in **86,000 additional university students** in the region



Macarthur would need **1,400 additional hospital beds**



2,660km of new road infrastructure would be required to accommodate a suburban model

While alarming, these figures of the required infrastructure are only illustrative of a typical suburban development pattern. The strength of cities is in their ability to do more with less as they become larger, while still providing a diversity of housing, jobs and activity. This means some housing and jobs clustered in the centre and along the rail corridor, but equally, it means ensuring there is some housing on the fringe that is well serviced and well connected to the city.

Increasing the density in some parts of the Campbelltown Macarthur centre would reduce the quantity of additional roads, footpaths, street lights, street trees, and parks, while freeing up money to invest in upgrading and creating better parks, better streets, and better amenities for our community.



Figure 4. Campbelltown Visitor Information Centre



Figure 5. Queen Street, Campbelltown



Figure 6. O'Sullivan Road, Leumeah

Re-imagining Campbelltown CBD

03 Growth is coming



Figure 7. Bow Bowling Creek, Leumeah



Figure 8. Leisure Centre, Campbelltown



Figure 9. Hyde Parade, Macarthur

3.3. Lack of housing choice

The choice of housing available across Campbelltown today is largely limited to detached dwellings. Of the 50,000 dwellings within the LGA, 79% are separate houses⁴. A greater diversity of low, medium and high housing types can support the development of Campbelltown as a city centre, while also accommodating the community's changing preferences for housing as they enter different stages of life. This means retaining some existing neighbourhoods that have a lower density of housing and planning for new greenfield communities, while also identifying some neighbourhoods that can provide a greater number of dwellings through renewal.

Providing a greater diversity of housing will allow the city to capture much of the expected growth within the existing urban area. Increasing the intensity of land use would also increase the concentration of economic activity within the urban core and position Campbelltown CBD as the primary centre in the region. Providing opportunities for living in the centre will also accommodate changing community preferences and attract a diverse population, from young students to retirees.

In-centre living can also change household spending habits, increasing patronage and support for local businesses and services. Additionally, it can encourage a more active lifestyle by providing destinations to which residents can walk or cycle.

A diversity of housing types can also respond to the needs of the Campbelltown community at different stages of life from students to families, and retirees. Housing diversity can provide opportunities for residents to stay close to home in accordance with lifestyle changes without leaving Campbelltown.

3.4. Local jobs deficit

The Macarthur region currently suffers a deficit of local jobs, providing only one job to every three working residents. For Campbelltown LGA, this results in 64% of working residents leaving the region every day for work⁵.

In a typical Australian city, the urban region will have a ratio of 0.7 jobs to every working-age person. The Macarthur region has a working-age population to jobs ratio below 0.5⁴. When compared to other Australian cities, the Macarthur region has a jobs deficit in: health care, public administration, food and accommodation services, retail, professional and technical services, and education⁶.

This pattern of lower employment in industries related to local services is not unique to Macarthur. A lack of local services is typical of small regional towns and low density metropolitan suburbs.

Campbelltown LGA is essentially structured as a suburb of Sydney, rather than a regional city. The economy is based on exporting labour and importing goods, with very little consumption of local services and local experiences. Essentially, the place-based economy is in structural deficit due to poor connectivity, density and place-making.

There is an opportunity for Campbelltown LGA to rebalance its urban environment, attracting specialised employment to a growing pool of skilled workers, while shifting household spending from housing and transport to local services and experiences.

3.5. Connectivity

The Campbelltown centre is largely dependent on the road network for connectivity – which has become increasingly constrained by congestion – and although on a direct rail line to Sydney's CBD, there are limited rail services to other centres, such as Parramatta CBD. While the motorway network provides excellent access to Eastern Sydney, Western Sydney, the Southern Highlands, and the NSW Capital Corridor, car-dependency and road congestion are rendering this network increasingly unproductive. Road connectivity to the Illawarra region is also limited.

However, in an increasingly knowledge-based economy, fast and efficient rail connections are critical for intercity connectivity and trade. Rail connectivity from Campbelltown centre to other centres is dominated by suburban commuter services, and primarily focused on Sydney CBD. At this time Campbelltown has no direct intercity rail service to Parramatta or Liverpool, and the all-stations suburban services require interchange at Glenfield, and often a second interchange at Granville or Lidcombe.

The Western Sydney freight rail line and inter-modal terminal at Minto provide excellent connectivity with Port Botany. However, there are no direct freight or passenger rail services to Wollongong, and there is not yet commitment at this time to construct a rail connection to the Western Sydney Airport, the planned Aerotropolis, or any other Western Parkland City centres.

To achieve the desired and required levels of connectivity, Campbelltown and the Western Parkland City will require a range of infrastructure projects. These interventions will need to address and enable increased articulation of road, rail, and multi-modal networks.

3.6. Lack Of mobility choice

To date, Campbelltown has largely followed a typical low-density suburban pattern of development due to the historical decision to not build or invest around transport hubs which has diluted the benefits that can be gained through multiple modes of transport. Today, Campbelltown is largely reliant on low-capacity car-based networks that have made walking, cycling and transit unattractive and impractical.

Of the 20,000 work trips that happen daily within Campbelltown LGA, 90% of these trips are made using a car⁵. High car use also extends beyond work related trips – 73% of all trips by Campbelltown’s residents are made using a car⁵. Car dependency in Campbelltown is observed for trips of any distance. Despite having three train stations in the centre (Leumeah, Campbelltown and Macarthur stations), 80% of long ‘regional’ trips are made using a car. 92% of ‘intermediate’ distance trips between 5-10km, perfect for public transport, are made using a car. While local trips less than 5km, that are perfect for walking and cycling, are made using a car 66% of the time⁵.

Unless changed, car dependency and low-density land-uses will constrain the local economy. Sprawling land-uses make destinations increasingly dispersed, while more cars will likely make road networks increasingly congested or unaffordable. The average Campbelltown resident spends an estimated \$19,000 per annum on transport⁶, comparable to a typical household expenditure on rent or mortgage.

3.7. Lifestyle

The lifestyle afforded to residents of Campbelltown is in parts dictated by the local and regional street network. Low density neighbourhoods and car dependency have been linked to increased risk of chronic diseases including obesity, diabetes, and cardiovascular disease⁷, which are observed in Campbelltown’s community⁸. Roads and traffic also impact the local environment, creating noise, air and water pollution, and also create barriers that divide the city and reduce walkability.

Access to local shops, services, open space and schools are also dispersed throughout the LGA, with small local and neighbourhood centres largely providing the only locally accessible amenity for some residents. An improved and expanded transport network that links existing centres, major, secondary and local, would help to connect residents to the services that they need, help to prevent social isolation where possible and create more vibrant, active communities.

However, there is an important role that new greenfield communities and existing low density neighbourhoods play in providing diversity in the current and future housing supply for families that need more space. Part of the task for the *Re-Imagining Campbelltown CBD* project will be balancing different levels of density, while encouraging the same level of amenity and access to vital services and institutions for every community member.

3.8. Climate and heat

Climate change and a loss in canopy cover in urban areas like Campbelltown has resulted in longer lasting heatwaves and more extreme hot days⁹. Climate projections indicate higher average temperatures across the year, more hot days and warm spells, decrease in winter rainfall and harsher fire-weather climate¹⁰. Currently, Campbelltown experiences on average 20 very hot days (above 35 degrees celsius) every year – with projections of an additional five to 10 days per year in the near future¹⁰.

Campbelltown’s inland location in the south West between the Georges River and the Scenic Hills provides little access to cooling sea breezes from the coast. This means that Campbelltown residents feel the full effect of heatwave conditions.

Heat related mortality can be up to three times higher in parts of western Sydney than closer to the harbour¹¹. The vulnerable population including elderly people and the disadvantaged are most affected.

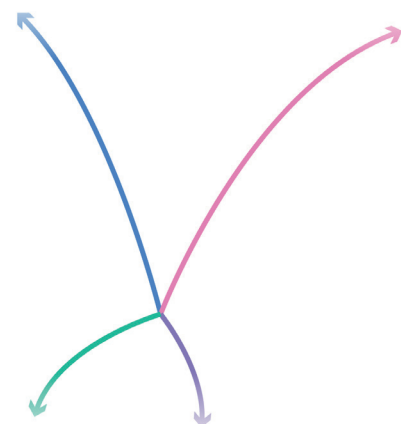
In addition to the risk to life, urban heat has a measurable impact on household

expenditure and resilience. Heatwaves and climbing temperatures will continue to increase Campbelltown’s electricity demand¹² for air conditioning, which can be double the demand compared to a household in eastern Sydney. This means that households will continue to spend more on electricity in the future.

Several studies have indicated a strong correlation between surfaces with vegetation having lower land surface temperatures. Analysis has indicated that a 10% increase in tree canopy cover could reduce land temperatures by two degrees celsius. Current average canopy cover as a percent of total area in the Campbelltown CBD is only 6%¹³.

The realisation of a comprehensive green and blue strategy (see 4.2) will require large infrastructure interventions, that may include reconfiguration of the city’s drainage systems, the development of a recycled water system, as well as a comprehensive greening strategy to increase canopy cover and overall greening in the centre, as these will be critical to tackle the worsening heat wave conditions.

⁴ ABS Census 2016, Deloitte
⁵ Transport NSW Household Travel Survey, Kinesis
⁶ Spending on transport - SOURCE
⁷ *Low density development: Impacts on physical activity and associated health outcomes*, Heart Foundation
⁸ *Campbelltown and Camden Hospitals Operational Plan* 2014 - 2018
⁹ Bureau of Meteorology, 2017
¹⁰ NSW Office of Environment & Heritage, CSIRO and Bureau of Meteorology
¹¹ *Cooling Western Sydney* (Sydney Water, UNSW, CRC)
¹² *Cooling Western Sydney* (Sydney Water, UNSW, CRC)
¹³ NSW Office of Environment & Heritage, 2011, SPOT5 Woody Extent and Foliage Projective Cover (FPH) 5-10m



To realise our vision, the task of planning must take an entirely new approach. A fully integrated way of considering the urban form and ensuring growth will effectively deliver our ambition for the city. Our planning framework comprises six building blocks that underpin the vision:

4.1. Building Block 1 Economy

Critical to planning the vision for Campbelltown CBD has been a commitment to understanding the local economy, Campbelltown's role in the regional economy, the areas of comparative advantage and deficiency, and the articulation of an economic development strategy that addresses these strengths and gaps.

For the Macarthur region and the Campbelltown CBD, there is a deficit in the local population and in the building spaces for a population serving economy, namely; retail trade, health and education services, public administration, food and accommodation services, and professional and technical services. In contrast, areas of comparative advantage are concentrated in the industrial employment lands, namely; manufacturing, wholesale trade and warehousing.

For the vision to succeed, it must directly address the influences that are limiting the development of the population serving sectors within the centre, while building on the areas of comparative advantage in the peripheral employment lands.



4.2. Building Block 2 Blue and green infrastructure

The provision of an integrated network of blue and green infrastructure will assist in transforming the urban structure through improved and increased natural areas of open space.

The vision seeks to establish an integrated network that will provide a recreational, environmental protection and resiliency function. This goes beyond the traditional approach that often considers open space and environmental issues separately.

Blue and green infrastructure results in multiple benefits including:

- Improved amenity for play and leisure provision
- Improved proximity of all citizens to open space
- Protection of areas of Aboriginal value and provide opportunities to engage and educate the community, both local and visiting, on the Dharawal people and culture
- Protection of areas of ecological and landscape value
- Improved biodiversity across the metropolitan area
- Reduction in urban heat island effect.



4.3. Building Block 3 Well-connected 30-minute city

The extent of land use intervention will need to be based on a multi-modal 30-minute or better city catchment. The 30-minute urban area would ensure all levels of amenity, from the city centre to the local neighbourhood village is accessible within 30 minutes, either by walking, biking or transit.

Providing access to jobs, shops, schools and services within 30-minutes for a population more than 800,000 people in the Macarthur region will require higher density land-uses, and more efficient transport services. Public transit will need to be fast, frequent and direct, and land use densities will need to be higher around major transport nodes.

Access within the 30-minute city will be primarily driven by proximity, clustering activities closer together – rather than mobility.

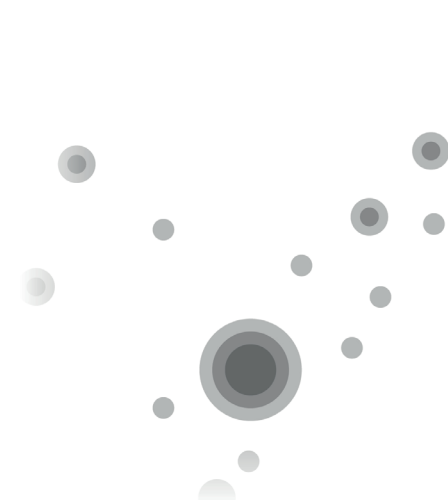
Residential density is envisaged to increase depending on accessibility to centres and public transport. This will ensure critical mass is achieved to support transportation and infrastructure systems, as well as achieve economies of scale in terms of facilities and services.



4.4. Building Block 4 Multi-modal transport connectivity

A multi-modal transport system that will reduce car dependency within the urban area and improve movement across the region will be necessary to support a metropolitan CBD. This will require the facilitation of mass and intermediate transit corridors and the optimisation of these to support highly accessible centres and high quality connections. This requires significant investment in public transport facilities and services with transport interchanges and hubs aligned to activity centres and increased residential densities.

Public transport will be complemented by improvements to the road network with an emphasis on place-making and streets that improve the public realm to promote walking and cycling within the core urban areas and activity centres.



4.5. Building Block 5 Urban hierarchy

The concept of an integrated, sustainable and connected urban structure for Campbelltown needs to reflect the planned distribution of residential and workforce populations. Any future spatial structure plan for Campbelltown CBD needs to be based on a guiding hierarchy of urban sectors.

A properly defined urban hierarchy provides a distribution of residential and workforce populations as a means to allocate services and infrastructure to future population projections. They also enable the distribution of land use, activity centres and supporting infrastructure including:

- Distribution of employment and commercial land uses
- Distribution of residential land uses and density
- Identification of community facilities requirements
- Identification of public transport provision and movement and place road hierarchy
- Provision of recreational open space
- Provision of utilities infrastructure.



4.6. Building Block 6 Urban transect

The development of the Macarthur region and Campbelltown CBD will require a range of land uses that transition from rural landscapes and bushland into high amenity urban environments.

The urban transect provides a model that ensures land uses within each zone are internally consistent and mutually supportive. Each zone should have a diversity of uses within a consistent design language. For example, transport systems, building typologies, setbacks, and street planting, should all mutually support the appropriate transect zone. Similarly, the retention, protection, celebration and promotion of heritage, its character setting and curtilages will form a necessary and important function in future development.

The transect can also illustrate how green spaces can transition from natural landscapes and bushland into urban centres. Waterways for example, can transition from natural creeks into urban waterways that provide blue and green amenity within a city park or along an urban street.

Beyond these building blocks of an integrated vision, is an innovative approach to planning for the future that will move beyond traditional notions of structure planning or precinct plans.

Re-Imagining Campbelltown CBD will bring together multidisciplinary teams of urban experts that will drive targeted approaches, founded in commercial and data driven analysis, that will disrupt and shape the future city and our future economy.



Figure 10. Indicative Artist Impression Only.



To help realise and implement the vision for Campbelltown CBD, commitments for growth have been developed. These actions can be measured over time and are intended to guide future growth and decision making, and keep Council, the community, industry and other key stakeholders accountable.

The creation of great places is not an exact science or indeed an overnight solution provided by new development. Campbelltown is not immune to the global city issues of congestion, affordability and adverse community reaction to new development. Change can be hard, and often changing for the long term and providing for communities that don't yet exist is even harder.

The solution lies in thinking beyond a concept of sustainability, and instead actively working towards the transformation of a CBD that is grounded in its own community's strengths and in its identity.

We need to pioneer change to build places for future communities. We are committed to build a Campbelltown where no one wants to leave. Through these actions, we are providing commitments that will allow Council and the community to stop bad development, remove grey surfaces, and promote good design. Our transition pathway will be both visionary and tactical.

Jobs and amenity will be within reach of everyone. Planned on the principle of a 30-minute city, residents of all ages and ability can navigate the city. Businesses and employers will have unprecedented access to customers, collaborators and skilled workers.

All over the world, we can see that cities are shifting away from using the motor car as their primary means of connectivity, and although Campbelltown may be years or even decades away from this trend, we need to start responding to this today. Analysis indicates that there is an opportunity to begin the transition to more connected and walkable communities by de-coupling our dependence on the car. Our streets and car parks will ultimately be transformed into our meeting places and where we live, work and play.

Our lifestyle and the health of our community will be paramount and underpinned by healthy communities, and our access to the city and the bush. Our community will be one that is diverse and vibrant, connected and social, and one that is thriving.

The success of our economy will be founded on the principles of urban agglomeration - clustered, connected and collaborative.

There is now a wealth of data ranging from employment statistics, to travel time, canopy cover, walkability, housing ownership, affordability, and quality of life that is exposing and challenging our ability to transform, and providing insights to present to the market and government, encouraging them to join us.

These commitments are our response.

Confident and
self driven



We are not waiting for others to do it for us, we are owning it and pro-actively doing it for ourselves.

Commitments:

1. Ensure adaptability and diversity of built form for innovators, disrupters and entrepreneurs.
2. Drive solutions for climate resilient communities, public space and urban infrastructure.
3. Deliver design-led excellence for both public and private spaces, including assurance for design outcomes.

Connected
place and
community



From the mountains to the sea, airport to the city, we are a central and accessible hub poised to capitalise.

Commitments:

1. Pioneer the development of human scale urban environments that are de-coupled from car dependence and support health and wellbeing.
2. Develop the infrastructure and connectivity for Campbelltown to be an accessible southern gateway to the Western City and Sydney as a whole.
3. Increase accessibility to local amenities and services.

Centre of opportunity



To be a 30-minute city, we must attract investment and jobs for people here and better connect to close by economic hubs such as the Western Sydney Airport and Aerotropolis.

Commitments:

1. Create and connect clusters of agglomeration and activity that increase and diversify Campbelltown's productivity.
2. Leverage industry opportunities from, and expedite connectivity with, Western Sydney Airport and the Aerotropolis.
3. Plan and manage industrial and urban services land's retention and evolution.

No grey to be seen



To put green space at the heart of every planning decision rather than it being a non-integrated after thought.

Commitments:

1. Deliver high quality and diverse open space experiences.
2. Lead the delivery of affordable low resource, low carbon solutions for Campbelltown.
3. Be visionary and tactical in the greening of the urban fabric.

City and bush



Bring together the best of the location's history while respecting, protecting and celebrating Campbelltown's cultural heritage and embracing the opportunities of modernisation.

Commitments:

1. Regenerate, restore and maintain natural ecosystems.
2. Respect and give life to existing natural, historic and cultural features.
3. Contribute to measurable improvements to local air and water quality.
4. Acknowledge, include and value the Aboriginal history of an area.
5. Heritage items and their settings are conserved, retained and celebrated.
6. Appropriate curtilages for heritage items are maintained.
7. Adaptive and sensitive reuse of heritage items is encouraged.

The good life



We are a beacon for lifestyle and people choose Campbelltown over other countries, cities and regions.

Commitments:

1. Create inspirational places for all, showcasing culture and the arts, especially reflecting our high and diverse population including our Aboriginal and Torres Strait Islander community within Campbelltown.
2. Engage with our communities and other stakeholders to deliver lively, healthy, safe and welcoming places that support diverse and inclusive communities.
3. Delivery of connected places and healthy communities through a range of active recreational spaces for playing sport.
4. Create inclusive communities through housing diversity and facilitating innovative affordable rental, housing and living solutions.

Re-imagining Campbelltown CBD

06 Transforming Campbelltown

To accommodate the growth that Campbelltown will face in the future as part of the broader region and as a city, will require interventions both of a metropolitan scale and smaller localised responses.

Many of these will need to take the traditional concepts and delivery of services, infrastructure, housing, schools and place-making and challenge them to help build a more compact and better connected Campbelltown CBD to serve the Macarthur region. These strategies and examples from Sydney and all over the world exemplify what these changes may look like.



6.1. A centre to live and work in

As the Macarthur region grows to accommodate a greater regional population in the future, the economy and built form of Campbelltown CBD will transform entirely. Serving a large regional population, the Campbelltown CBD will become the primary place for delivering health, education, retail, food, and entertainment services. As the Centre attracts more activity, and is able to access a larger and more highly skilled population, businesses will be attracted to locate in Campbelltown, reducing the need for long commutes to other places.

To do this, the Campbelltown CBD will need to cluster more activity, and encourage jobs to become more specialised, more professional and better paying. Historically, suburban communities have been able to rely on industries like manufacturing for good-paying jobs. However, automation and globalisation are replacing employment in these industries. While manufacturing and advanced manufacturing will still play an important role in the future of Campbelltown, it will be other urban services like finance, engineering, design, technology, public administration, health and education and professional services that will provide the jobs of the future.



Figure 11. Temporary activation of road space, Robson Street, Vancouver

Figure 12. Temporary activation of road space, Polk Street, San Francisco

The centre must maximise its connectivity with other major centres, employment areas and economic hubs in Western Sydney, including the Western Sydney Airport and Aerotropolis.

Urban form and urban transport will spearhead this change of the suburban model to help create the clustered, connected City of Campbelltown. Attractive place-making and the creation of a seamless transport network will attract the skilled workers, entrepreneurs and investors to the CBD. This is likely to help transform the city into a vibrant urban centre, where local workers, residents and visitors will stay and spend time and money. The transformation of the city will take time, and while buildings and spaces transition to their new uses, temporary programs and buildings can activate these spaces and offer a glimpse of the future use.

Temporary programs and spaces will also play a large part in engaging our community meaningfully in the short to medium term using a place based and strength based approach to community development and place making. These programs will continue to provide opportunities for the community to interact and actively help shape the spaces that will form permanently.

Figure 13. Campbelltown Public Hospital

Figure 14. Leisure Centre, Campbelltown

Figure 15. Campbelltown Arts Centre



6.2. A local economy

There is no single industry or mega project that will transform Campbelltown and its economy. The transformation of employment and productivity in Campbelltown CBD will be led by an urban model of clustering, connecting and collaboration. Restructuring the physical environment to provide a more walkable street pattern, greater connection to open spaces and more activated public spaces will allow Campbelltown to employ the benefits of agglomeration economies, leveraging connectivity and place making to attract talented workers and entrepreneurial firms.

The initial phase of building a place-based economy will support employment in retail, food services, education, health care, and recreation where there is already strong employment, such as in the city's health and education precinct, while physically building the city will support the construction industry, public administration and other complementary services.

As housing within the city transitions to include more medium and higher density housing types, household structures and spending will also change. Typically, households in higher density neighbourhoods reduce spending on housing and car based transport, freeing-up disposable income that can be spent locally on services and local experiences. Industries that typically benefit include retail, food services and recreation services.

A larger population and improved connectivity will also make the health and education precinct more attractive to service providers. Health and education providers will invest where they can efficiently access skilled workers and the local population.

6.3. A Connected centres hierarchy

The Campbelltown LGA has a number of already established centres providing retail, commercial, employment and community services based on proximity to population. The increase in population in the region may bring into question the structure and role of these centres, as growth will result in higher densities in some of these centres which will in turn increase the demand for local services. The hierarchy of centres will need to be refined alongside the development of key transport corridors. Establishing a series of 'centres' within Campbelltown LGA that can be effectively serviced by public and active transport will mean that centres can be easily accessed by workers and residents, while ensuring that economic assets can be protected.

These centres will also need to ensure that they provide appropriate services and facilities for their community catchments. These centres need to be walkable, highly accessible and connected to ensure that community members of all ages, backgrounds and ability can reach their shops, schools, libraries, open space or any other services they may need.

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Figure 16. & 17.
Barangaroo in Sydney
has a centralised utility
service for the entire
precinct

6.4. Local infrastructure

The city can also re-imagine how local infrastructure services are funded and delivered to not only improve resource efficiency, but to improve the delivery and affordability of infrastructure services and create more vibrant and attractive streets.

The challenges of urban heat, water scarcity and walkability provide opportunities for new models to deliver sustainable urban services. A place-based economy with increased land use densities in a centres based urban model will make it more affordable to deliver infrastructure with efficiencies. Simply, increasing land-use densities can allow local service providers like Campbelltown City Council to proportionally invest in more infrastructure per dwelling or building and improve local amenity.

Increasing densities especially in centres can also make new forms of urban utilities viable. For example, providers of local utility services can also adopt modern technologies like water

recycling and energy storage that serve a precinct, instead of relying on state providers that are often more expensive. Barangaroo in the Sydney CBD is run entirely off a centralised utility service that provides water, power and cooling services for the entire precinct.

Other utilities such as waste collection are rapidly changing. The traditional collection waste by large garbage trucks that require lane-ways and streets to be wide and accessible, and bins and garbage dragged to the curb once a week is changing in many large cities across the world. Evacuated waste systems utilise a network of pipes underground that compact rubbish and distribute it to a collection point. Such systems has been used in Sweden since the 1960s, and today in New York large-scale urban renewal projects are ensuring that such systems are implemented from project inception, such as the Hudson Yard redevelopment in Manhattan.

Importantly, these kind of systems allow building and streetscape design to be improved as rear-lane and basement access is not necessary which creates more pedestrian friendly, attractive streets and public spaces.

Campbelltown has a unique opportunity that not many centres or councils across Sydney have, and that is to implement such infrastructure and building requirements early, before new developments break ground and require the retro-fitting of buildings. The benefits of identifying these requirements early will mean that Campbelltown CBD could be entirely powered by energy that is generated and stored locally, provide water for public spaces and buildings from a local recycled water system, and initiate an evacuated waste system that would be a benchmark in Australian cities.

Figure 18. Cheonggyecheon, Seoul, Korea

Figure 19. 'Living in Colour', temporary planting displays by the City of Sydney

Figure 20. Green wall on the Musee du Quai Branly, Paris



6.5. Blue and green grid

New approaches to water management will be the catalyst for restructuring networks of open space within the Campbelltown Centre. The biggest opportunity is the opening up of the Bow Bowing canal and utilising the increased amenity to create a high quality city core focussed public realm. In Seoul, Korea, they have brought the natural water system back into the city centre through the Cheonggyecheon Project which transformed a creek running underneath a major highway into the spine of the city.

Smaller interventions such as water features and landscaping, temporary or permanent, can drastically change spaces by engaging people through interaction and by providing a more pleasant experience. These kinds of small projects can begin in the short-term to help signal the change that may happen in some public spaces, but also provide a chance for residents, workers and visitors to provide feedback on the way they use or desire to use spaces throughout their city.

By redefining the green infrastructure system in and around Campbelltown CBD, and combining public spaces, open spaces and water management and storage systems, a bigger regional concept of public realm is defined which has a range of aligned benefits including:

- Creation of high amenity in centres
- Accessibility along open space corridors
- Flora and fauna corridors
- Protection and celebration of places of Aboriginal significance
- Connection into regional recreation opportunities and engagement with the wellness aspects of the plan
- Definition of a hierarchy of open space depending on the role and function of the open space type
- Water management detention/retention and scrubbing before discharge.

Blue and green grid projects can also help to significantly reduce the temperature of local spaces and the effects of heat island by providing increased shade and canopy cover, while also bringing the "bush" back into the centre.

Green façades on buildings also contribute significantly to the overall greening of the city. Beyond the appearance and pleasing nature of green walls and façades, green buildings also increase the biodiversity of a local area by attracting more insects and birds with plants and flowers. Green walls also bring significant ecological benefits – the plants provide a cooling effect, temper the effects of wind, clean the air and provide insulation and cooling for the building. Green walls also help to justify the case for a recycled water system, which would feed the plants.

A recycled water system helps deliver a resilient community in three ways – it maintains green spaces and façades, maximises resource efficiency and limits the strain on energy, sewer and potable water infrastructure, and reduces utility costs for Campbelltown's residents which improves their cost of living.

The affordability of establishing and operating this type of infrastructure and more sustainable urban form will be an important consideration.

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Figure 21. Arthur Philip High School, Parramatta, Sydney (NSW Dept of Education)

Figure 22. A rooftop garden and active street frontage, New Acton, Canberra

6.6. Population and density

To effectively serve the Macarthur region as the metropolitan CBD, it is likely that Campbelltown may ultimately need to accommodate a population in the order of 120,000 - 180,000 in the CBD in the future (the study area). In order to achieve this growth, large scale interventions in the existing built form and street structure will be required. The physical dimension of existing residential and commercial lots will require modification to achieve higher density integrated urban outcomes, and a more walkable street pattern.

The intention is to achieve a mix of residential densities and housing product types that correspond to appropriate areas along the urban transect. High residential densities are to be located within the urban core, in large centres of mixed-use and commercial uses served by mass transit. Medium density housing would be located within urban areas, typically within local or neighbourhood centres and along corridors served by intermediate

transit. Low residential density uses would be located within suburban areas, then transition to rural or natural landscapes.

Other local services such as schools and open spaces will also need to adapt to service higher population densities. In Parramatta CBD, the NSW Department of Education are already delivering a vertical school, Arthur Phillip High School. The school will provide students with all the same amenity and facilities of any other school, but with a decreased building footprint and located in the heart of the CBD close to all the services and transport necessary to serve them.

Many schools around Australia also share some of their assets with the local community, including playing fields, open spaces, libraries and halls after hours and on weekends. This kind of utilisation by the school and the community is a more affordable and efficient use of community facilities and space.

Rosemeadow Public School in Campbelltown LGA currently has shared facility arrangements that allow the public to use their hall, gym, canteen and offices on the weekends and after hours. Bondi Beach Public School open their grounds every weekend to allow for the operation of the Bondi Farmers Markets, and through this program, they raise funds for improvement projects.

Open space and sports facilities can also adapt to higher densities. All over the world, rooftop sports courts, pools, outdoor gyms, vegetable gardens and passive open spaces are provided on the tops of buildings. These kinds of facilities and the mechanisms for delivery could easily be identified today to ensure that future developments include these community spaces.

Figure 23. Transport network supporting a busy public place, artist's impression of Camellia Town Centre

Figure 24. Sleeved car park in Fortitude Valley, Brisbane



6.7. Multi-modal transport

The current transport system across the Campbelltown LGA and wider Macarthur Region is predominantly car-dependant and structured on a hierarchy of speed and mobility. To efficiently serve a regional population of 800,000 people, and connect them with the amenity of a 30-minute city, Campbelltown will need to transform the existing network hierarchy from speed and mobility to prioritise capacity and amenity.

A key area of focus will be positioning of land uses and transport connections to complement an established urban structure promoting connectivity, permeability and legibility based on a grid network. The future intention is to achieve a balance between residential, business and employment opportunities within the core urban area. This will encourage a degree of transport containment and support the creation of a compact and self-sufficient live-work-study-play offer for future residents and employers. This means concentrating higher densities along transport corridors and centres least constrained by topography and most accessible to mass and intermediate transport.

Existing commuter and visitor car parking will also play a large role in transforming the centre into a compact, self-sufficient centre. In the short-term, existing at-grade parking could transition to light weight stacked parking structures, and over time, these buildings can transition to other uses that will help activate and support the commercial and residential activity in the centre. Car parks, temporary or otherwise, can be designed to be active on the street so as to create a more attractive frontage to a building. Fortitude Valley in Brisbane has a good example of a sleeved car park. This kind of intervention set a precedent for change to occur as needed, and ensure that an asset does not lose value over time.

Many of the commuters currently travelling to Campbelltown every day by car are from outside the LGA. A programmed network of satellite commuter parking stations that are connected to the rail stations by fast demand-based services will be important to ensure that no parking is lost in the short-term. This will allow existing centrally located commuter parking sites to transition to new uses that support the growth of Campbelltown CBD and the greater Macarthur region.

A connected, safe and accessible walking and cycling network will be vital in order to minimise car usage and enhance the well-being of all future Campbelltown residents and visitors. The walking and cycling network will work hand in hand with well-designed urban form to ensure that Campbelltown develops vibrant and connected communities.

Inter-city networks will also be critical to support Campbelltown's role as the 'southern gateway'. The road network will need to maintain reliable access to western Sydney's major employment lands, and Greater Sydney's ports and gateways, including Western Sydney Airport. The freight rail network will need to be augmented with greater inter-modal access for local employment lands. Perhaps most importantly, the inter-city passenger rail network will need to transition from suburban commuter services to provide fast-and-efficient access to the metropolitan CBDs in eastern Sydney, Parramatta, Liverpool, the emerging Western Sydney Aerotropolis and Penrith.

Re-imagining Campbelltown CBD

06 Transforming Campbelltown

Delivering the vision for Campbelltown will require both major and tactical interventions. The vision has been tested by exploring key strategic actions and interventions across three growth horizons for the Campbelltown CBD.

The following sections illustrate how these interventions might change the CBD over time to serve a growing regional population.

6.8. Testing the vision

The growth projections that have been established to respond to population growth across the Macarthur region are as follows:

- 270,000 (current day)
- 400,000 (horizon one)
- 600,000 (horizon two)
- 800,000 (horizon three).

These population horizons have been selected to help understand the implications of growth and the types of interventions required to deliver the vision as the population grows. These projections are scenarios only.

Time periods have not been allocated to these horizons as this report aims only to articulate a vision for Campbelltown CBD as it grows and to imagine how its role within the Macarthur region will evolve over time. Further work has to be done to understand the spatial allocation and arrangement of a city that caters to a regional population of 800,000.

6.9. Campbelltown CBD today

Today, residents in the Campbelltown city centre and surrounding area use their car for 89% of the trips that they take daily. More than half of these car trips are less than 5km. The large amounts of surface car parking in the CBD encourages residents and workers to use their car to access the city centre for services, shopping and work, and to commute out of the region for work.

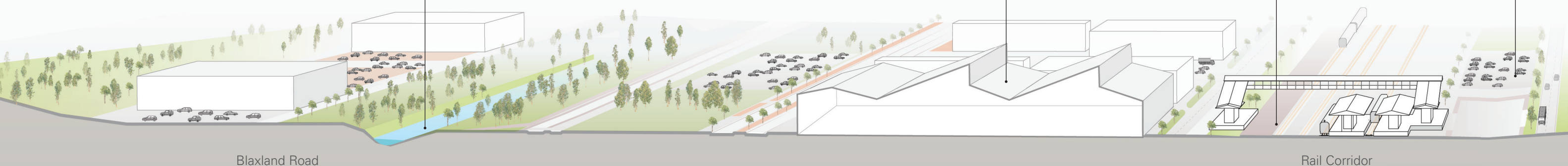
Active transport use in the CBD is very limited, and the average day time temperatures in summer of 30°C and the sparse canopy cover in the centre, make walking an uncomfortable experience.

The existing suburban rail services are not frequent enough for a metropolitan CBD, and do not adequately connect Campbelltown to any other Western Parkland City Centres.

Commuter car parks line the rail corridor, encouraging commuters to drive to the station before leaving the region for work.

Large, big-box factories and warehouses currently occupy land in close proximity to the rail corridor that could facilitate greater transit oriented development to support the centre.

The Bow Bowling canal is currently a concrete channel, and while it mitigates the effects of flooding, provides no ecological value to the existing network of open spaces and water network.



Today, more than 15% of the LGA's workforce is employed in manufacturing, while there is a jobs deficit across the region in health care, public administration, food and accommodation services, retail, professional and technical services, and education. Many of these industries in deficit are desirable employment industries for the future of Campbelltown to enable growth as a health and education precinct, and to develop a greater place-based

local economy. Identifying early what these industries require in terms of infrastructure, office space and a workforce will be important. As of today, it is unlikely that the infrastructure, connectivity, accommodation or necessary workforce exist in the LGA or Campbelltown centre.

Many residents today live in single-detached dwellings, in fact more than 79% of the LGA. A greater diversity of low, medium and high housing types is needed in the future to support residents of all ages. Despite being in low density housing however, analysis shows that solar PV installations are relatively high across the Campbelltown LGA at approximately 17% of all dwellings.

Macarthur region

Population	270,000 ppl
Jobs	92,000 jobs

Campbelltown CBD

Population	11,500 ppl
Dwellings	5,000 dw
Jobs	17,500 jobs
Employment Floorspace	525,000 m²
Annual Water Demand	4,000 ML
% using Recycled Water	0%
Annual Electricity Demand	480,000 MWh
% using Solar Powered Electricity	0%
Annual Gas Demand	310,000 GJ
Target Canopy Cover	6%

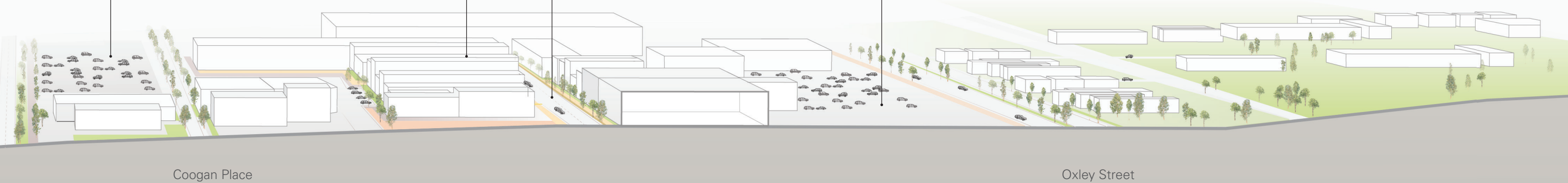
Car parks, with little to no vegetation or canopy cover, increase the temperature on the ground providing no heat mitigation or respite.

Current built form and lot fragmentation along Queen Street provide few incentives for growth to accommodate a future residential community that could begin to activate the main street.

Queen Street currently provides few essential services for the community during the day, and after business hours, becomes an empty place with little to no casual surveillance. It provides residents or workers with very little amenity or after-hours dining and social options.

More car parks encourage residents to drive to the shops or club, despite the proximity to bus services on Oxley Street.

Figure 25. Transect illustrating Campbelltown CBD today



Re-imagining Campbelltown CBD

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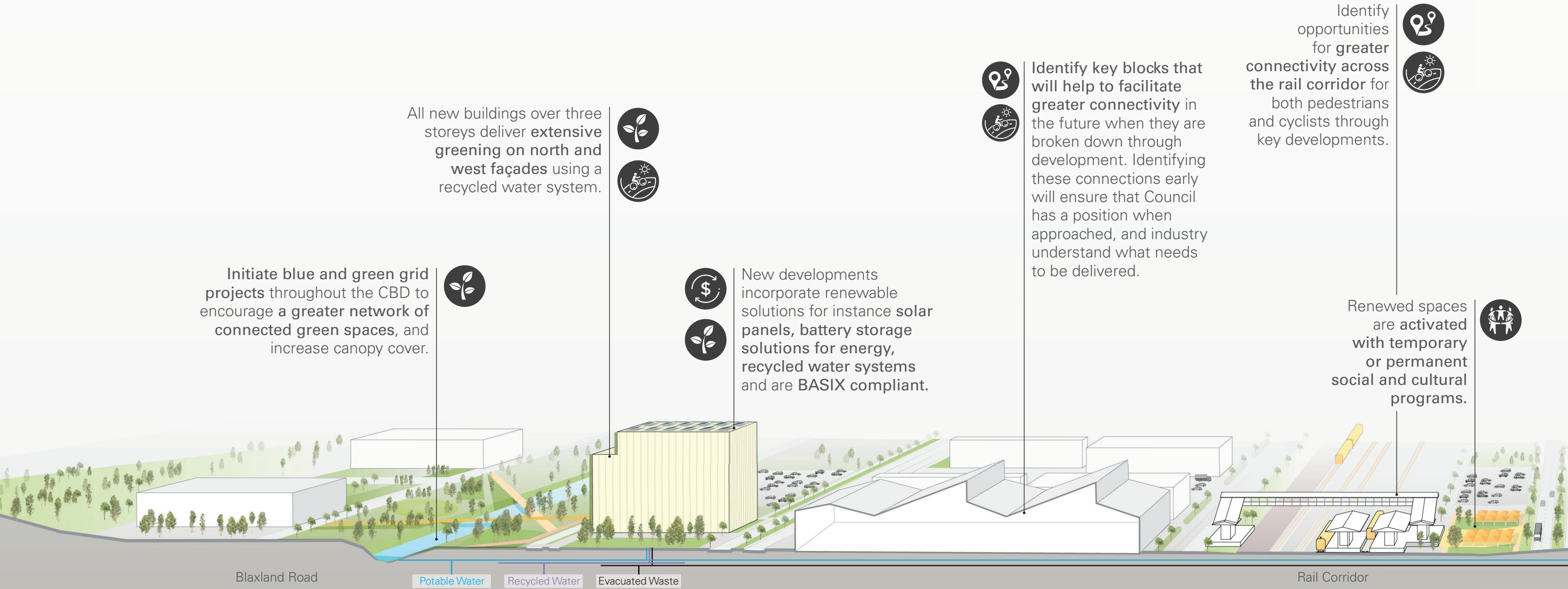
6.10. Horizon one

Residents in Campbelltown CBD are reducing their car use and residents from the Macarthur region are no longer using their car to commute to the CBD for work. To optimise land use and open up a viable urban centre, commuter car parking will be restructured. Its footprint will be reduced and relocated to increase foot traffic and encourage the transition of these sites to alternative uses. Simultaneously, stacked parking will retain parking availability for visitors to Campbelltown.

Lack of connectivity and accessibility has been a key headwind to economic growth. The master plan strategy for Campbelltown will integrate public transport with land use. Mass and intermediate public transport corridors will run through the core of large development parcels and will be the catalyst for high intensity mixed land use areas. A permeable centre grid will increase access and encourage active modes of transport to Campbelltown's major employment nodes including the hospitals and the university.

Campbelltown is getting hotter and experiences increasingly severe heat waves. Blue and green grid and water sensitive urban design projects will be initiated across key development sites, precincts and corridors to enhance active transport and protect the population. These projects will integrate the natural environment back into Campbelltown by increasing canopy cover, improving the public domain and increasing green façades on buildings.

Campbelltown is growing. The increasing resource demands from this growth will be met through smart and affordable infrastructure solutions. A precinct scale solar PV system combined with battery storage will be vital to a balanced community smart grid. Electric vehicle charging infrastructure in public car parks will be part of the virtual utility infrastructure that future proofs the local energy grid. A recycled water system will be essential to service the green grid projects and irrigate public and private green spaces.



Campbelltown’s developments will be a benchmark in sustainability and design across the Western Parkland City. Council have set clear, tested and sustainable requirements for industry delivering new buildings in the LGA – green façades, renewable energy i.e. solar panels, battery storage, recycled water and evacuated waste facilities will be mandatory in all new developments. The activation and greening of roofs where appropriate is also encouraged. In addition to the positive environmental outcomes, good design will activate public spaces and improve the quality of developments throughout the CBD and enhance CBD living affordability.


Alongside the adaptive reuse of some buildings, there will be more flexible workspace options through a range of affordable and A-Grade office spaces for businesses.

The optimisation of land in the CBD should also provide greater opportunities for cultural facilities within the centre, including gallery and performance spaces, museums and increased access to Aboriginal and other cultural programs.


From an economic lens, Campbelltown will be more clustered and better connected to attract industry. Good design will maintain housing affordability and enhance housing choice within the centre. Design guidelines and a design review panel will assist Council to establish design excellence for developments in Campbelltown.

Macarthur region	
Population	400,000 ppl
Jobs	141,000 jobs


Campbelltown CBD	
Population	16,500 ppl
Dwellings	7,000 dw
Jobs	25,500 jobs
Employment Floorspace	725,000 m²
Annual Water Demand	8,000 ML
% using Recycled Water	20%
Annual Electricity Demand	580,000 MWh
% using Solar Powered Electricity	20%
Annual Gas Demand	340,000 GJ
Target Canopy Cover	15%

- 

Optimise land use within the CBD by relocating and **consolidating parking in light-weight stacked structures** providing more and smarter parking - better located.

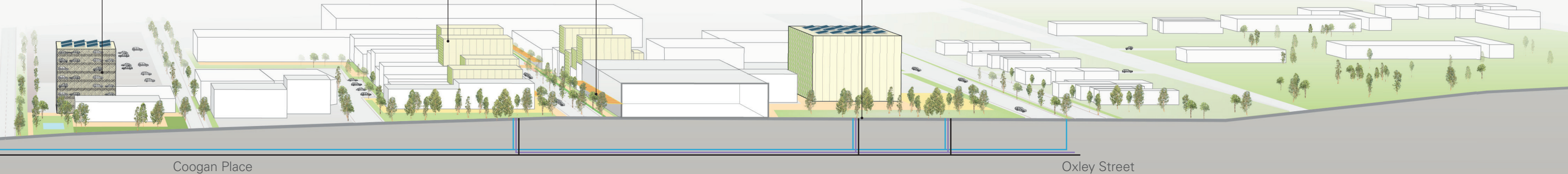
Install **electric vehicle charging stations** in all new stacked car parks to future-proof the local energy grid.
- 

Encourage greening and activation of roofs to provide facilities and open spaces for residents and workers.
- 

Canopy cover is increased on local streets to encourage street cooling.
- 

Initiate **evacuated waste systems** in new developments to be utilised on a precinct scale.

Figure 26. Transect illustrating Campbelltown CBD when the Macarthur region has a population of 400,000 people



Re-imagining Campbelltown CBD

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6.11. Horizon two

The implementation of mass and intermediate public transport has better connected Campbelltown CBD to residents across the Macarthur region. As such, car use is decreasing among residents across the Macarthur Region and beyond to other key economic nodes. Car parks need to be sleeved and de-coupled to initially deliver development in the CBD without the need for onsite parking and eventually transition these parking structures to another land use/ asset class.

Diversifying land use is key to further increasing accessibility in the CBD. Delivering residential stock through measures such as shop-top housing will increase housing affordability and choice in the medium term. Additionally, a change in employment sectors and accommodation within the main CBD and supporting centres will stimulate a transition from a services economy to an experience economy.

Climate change will increase the frequency and intensity of heatwaves in Campbelltown. Continuing growth in urban tree canopy cover by retrofitting streets will be critical to tackle this ongoing issue.

Evacuated waste collection systems will ensure efficient waste collection, reduce the need for waste trucks in the CBD and enable a more pedestrian friendly street design. Implementing such a system will position Campbelltown CBD as a benchmark for innovative infrastructure.

A key attribute of living in Campbelltown is the connection of the city to the bush. It attracts visitation and supports the transition from a services to an experience economy. Streets and public spaces will be designed to reconnect to the natural environment by creating and connecting urban storm-water-reed-bed solutions along footpaths.

Provide **greater connectivity across the rail corridor** for both pedestrians and cyclists through key developments.



Develop a 'pilot project' for connected autonomous cars within the CBD to complement mass transit.

Continue to implement **evacuated waste systems** in new developments to be utilised on a precinct scale.

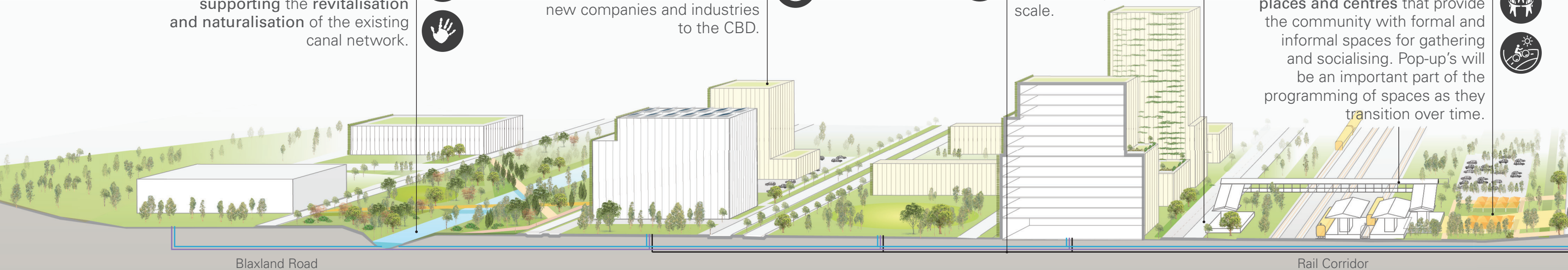
Create a **clear hierarchy of local places and centres** that provide the community with formal and informal spaces for gathering and socialising. Pop-up's will be an important part of the programming of spaces as they transition over time.

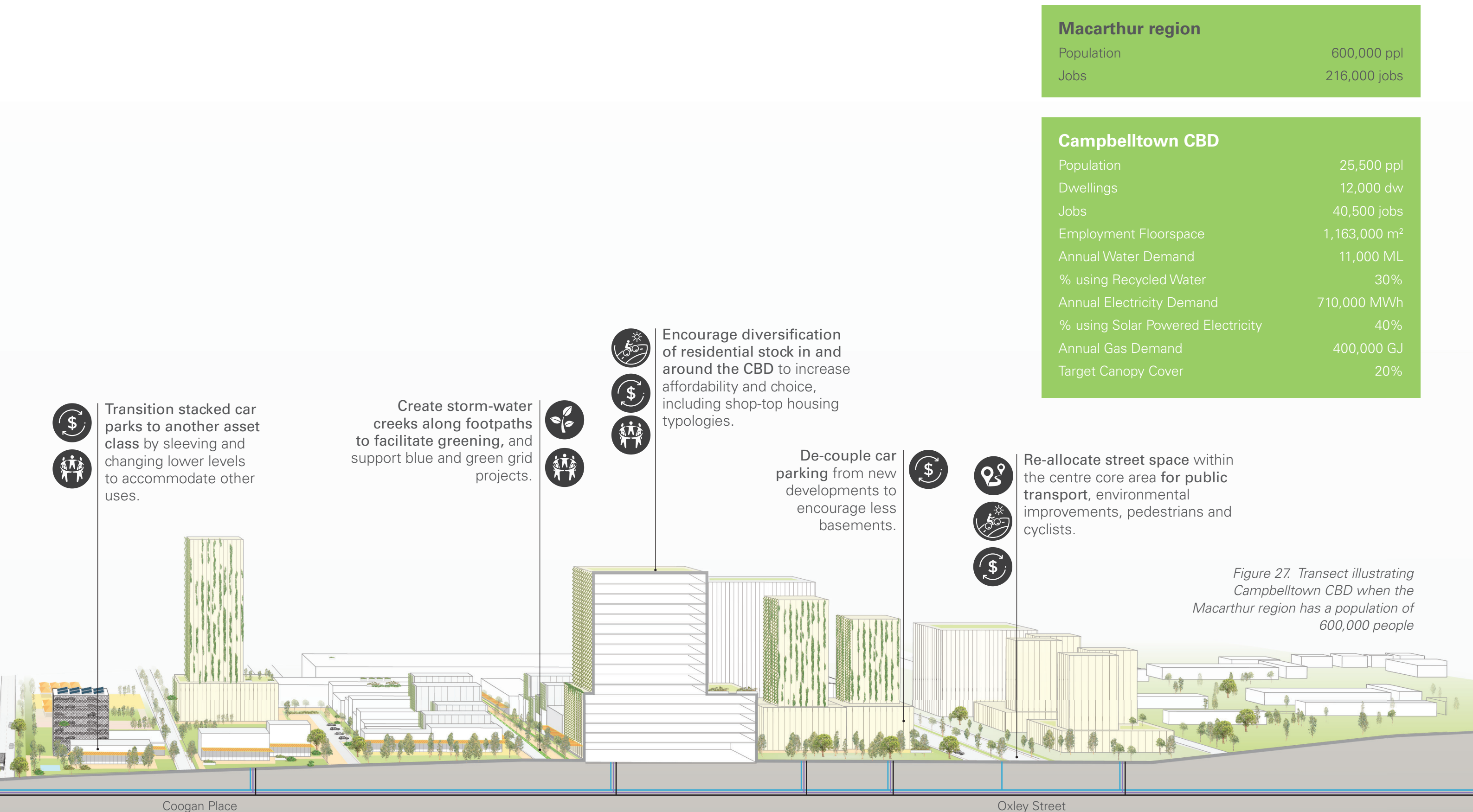


Continue to implement **blue and green grid projects supporting the revitalisation and naturalisation** of the existing canal network.



Diversify employment sectors and accommodation to attract new companies and industries to the CBD.





Macarthur region	
Population	600,000 ppl
Jobs	216,000 jobs

Campbelltown CBD	
Population	25,500 ppl
Dwellings	12,000 dw
Jobs	40,500 jobs
Employment Floorspace	1,163,000 m ²
Annual Water Demand	11,000 ML
% using Recycled Water	30%
Annual Electricity Demand	710,000 MWh
% using Solar Powered Electricity	40%
Annual Gas Demand	400,000 GJ
Target Canopy Cover	20%

Figure 27. Transect illustrating Campbelltown CBD when the Macarthur region has a population of 600,000 people

Re-imagining Campbelltown CBD

06 Transforming Campbelltown

6.12. Horizon three

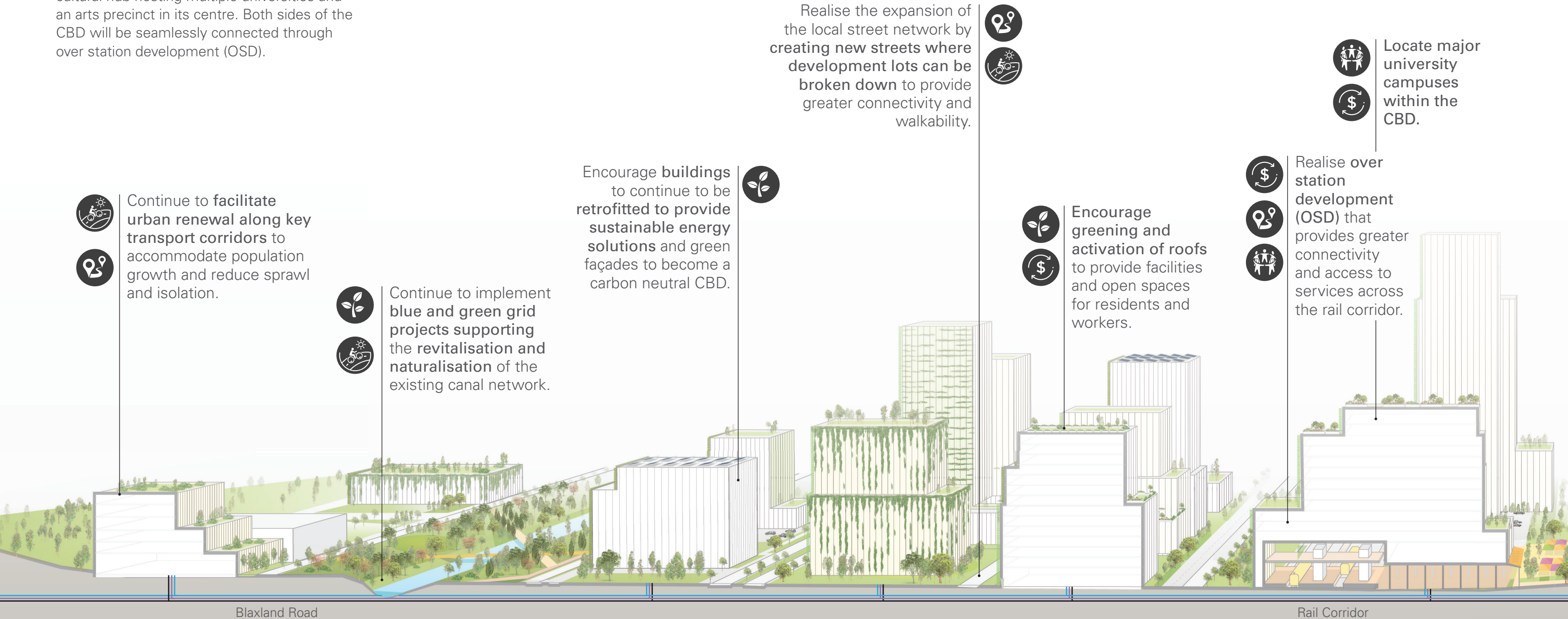
The Campbelltown CBD is highly accessible and well connected to supporting centres in the Macarthur region, as well as Western Sydney Airport, Parramatta and Sydney CBD. Highly accessible public transport and the uptake of autonomous vehicles has limited car use significantly. Redundant parking structures will be re-purposed to a different asset class.

Campbelltown City is a health, education and cultural hub hosting multiple universities and an arts precinct in its centre. Both sides of the CBD will be seamlessly connected through over station development (OSD).

Climate change will continue to increase the frequency and intensity of heatwaves in Campbelltown. Continuing street retrofits to increase canopy cover and green façades on the existing built form will be required.

Campbelltown City can set itself as a benchmark for sustainable cities globally by becoming carbon neutral and highly water conscious. This can be achieved by expanding the renewable energy and battery storage systems, so that 100% of the energy demand is generated locally. Additionally, the use of affordable recycled water can be expanded to all buildings.

Ongoing design excellence to produce award winning architectural buildings and public domain will position Campbelltown City as an international benchmark and enable it to become a key tourist destination in Australia, leveraging its reputation as a university city with outstanding sustainability initiatives and a vibrant arts and culture scene.



Formalise a new civic plaza as a space for formal and informal gatherings and events.



Expand the network of cultural facilities across the district with new public exhibition spaces, education facilities and cultural programs that incorporate and reflect the Aboriginal cultural richness of the city.



Continue to retrofit and widen streets, and improve canopy cover and activation strategies throughout the CBD. These strategies can be used to incorporate and showcase Aboriginal culture and heritage throughout the CBD.



Encourage diversification of residential stock in and around the CBD to increase affordability and choice, including shop-top housing typologies.



Ensure technology is embedded in all urban transportation creating an interconnected network of mobility and seamless connections with other modes.



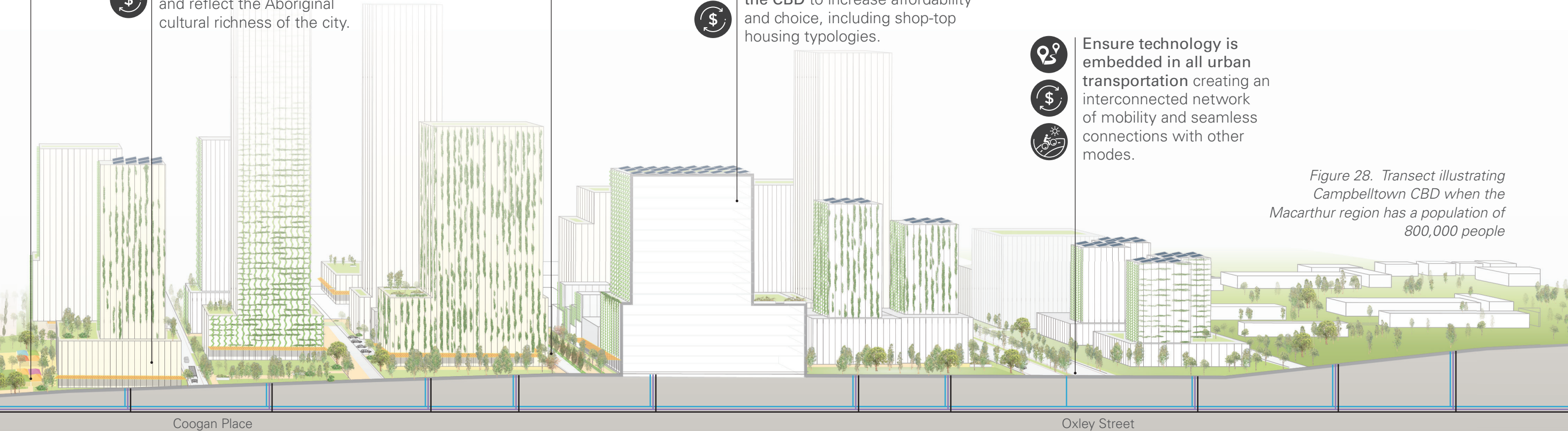
Macarthur region

Population	800,000 ppl
Jobs	290,000 jobs

Campbelltown CBD

Population	35,500 ppl
Dwellings	16,000 dw
Jobs	55,500 jobs
Employment Floorspace	1,600,000 m ²
Annual Water Demand	24,000 ML
% using Recycled Water	70%
Annual Electricity Demand	670,000 MWh
% using Solar Powered Electricity	100%
Annual Gas Demand	240,000 GJ
Target Canopy Cover	70%

Figure 28. Transect illustrating Campbelltown CBD when the Macarthur region has a population of 800,000 people



Transforming Campbelltown, as envisioned, won't just happen. Tangible improvements in the social and economic development of the region will only be achieved through a disciplined and committed process.

Council is committed to:

- Working with our community, the State and Federal Governments, the business community, and the institutional sector to see the potential of the region fulfilled, starting with the Collaboration Area as determined by the Greater Sydney Commission. Connectivity and infrastructure will be key required interventions to facilitate sustainable transformation and growth.
- Maximising the social, economic and environmental opportunities by developing lands that drive jobs, protecting public space and amenity and driving investment in enabling industry infrastructure and improved resident and visitor health and wellbeing
- Delivering dedicated sports and entertainment, cultural, arts, health and education, knowledge industry and downtown precincts through the development of enabling infrastructure and facilities to activate the corridor, drive job opportunities, residential choice and address local service needs
- Establishing an administrative vehicle to realise the value of Council's landholdings, leading the transformation of strategic and secondary precincts and partnering with the private sector to deliver outcomes and shape a transformed CBD
- Improving certainty for investors with clear policies, expectations and design guidelines for new developments and the built form environment, in relation to green infrastructure, waste, net zero carbon, parking and urban design
- Using data analytics and digital technologies, for example 3D architectural modelling, to make it easier for people to do business with and invest in the city, by enhancing the transparency of decision making, streamlining the process for engagement and ensuring alignment with statutory planning instruments
- Delivering a comprehensive smart city strategy by embracing urban data, establishing monitoring protocols, defining clear responses and assigning accountabilities, to be implemented through the Campbelltown City Dashboard.

- Showcasing and acknowledging Aboriginal heritage, culture and arts in a way that is also inclusive and reflective of our modern Aboriginal community.
- Respecting and protecting the importance of Campbelltown's heritage assets and encouraging sensitive and adaptive reuse of heritage items.

We believe in developing a dynamic economy where businesses, families and neighbourhoods thrive. The Campbelltown of tomorrow will be different, but one thing won't change – our proud sense of community. We will always be a city that looks out for – and looks after – its people.

With a strong entrepreneurial culture with outstanding potential for its investors, as well as large and small businesses, Campbelltown's outlook has never been so strong. The city is well-positioned to support the growing south west Sydney region and has unlimited opportunity for people looking for a community where they can live, learn, work, play and invest.

To transform Campbelltown into this vibrant, entrepreneurial and dynamic centre, there needs to be significant change. This document has begun to articulate these changes, both big and small, that will bring the vision to life.



Figure 29. Illustration only of what Campbelltown CBD could look like in the future. All heritage assets will remain protected.

Transforming Campbelltown CBD necessitates a data management and reporting framework that is applicable to the breadth of Campbelltown’s local, regional and metropolitan aspirations.

Our city dashboard links our vision and commitments with local datasets and indicators to ensure we deliver projects and outcomes that have a measurable and material benefit for Campbelltown and our community. It provides Campbelltown with the opportunity to:

1. Be at the leading edge of technology in collecting and monitoring city performance
2. Seek new datasets that leverage the opportunity presented by big data and city analytics
3. Ensure our development partners and stakeholders provide this data throughout the transformation of Campbelltown CBD.

Metrics will be developed and applied universally, so we can compare and transparently report to our community, government and stakeholders how we have delivered on our vision and commitments. Key indicators to measure the performance of Campbelltown will be established with the following criteria in mind:

- Limited in number
- A clear link to commitments
- Universal across all projects or neighbourhoods
- Simple, single variable indicators
- Allow for high frequency monitoring (both real time, monthly, annual)
- Constructed from well-established data sources
- Outcome focused
- Science-based
- Forward looking
- Temporal.

Through these indicators, we are seeking to deliver a robust performance monitoring framework which delivers:







- Specificity and measurability of the vision
- Clear definition of short and longer term objectives and outcomes
- Auditability, linking initiatives, expenditures and outcomes
- Baseline data and benchmarks as a basis for determining our progress and measurable improvements.

We are committed to measuring our performance and providing genuine, transparent and consistent reporting to ensure we are constantly learning to improve Campbelltown. Data and trends from our city dashboard will be pushed to our community and key stakeholders, including the Greater Sydney Commission, providing valuable analysis on the betterment of our activities to metropolitan Sydney.

We believe this is what makes world class and transparent governance and we will be measured by our performance, rather than aspirational vision or rhetoric.

These are our indicators to measure our success:

Figure 30. Re-Imagining Campbelltown Growth Principles

PRINCIPLES		COMMITMENTS	INDICATORS
	NO GREY TO BE SEEN	Environment To put green space at the heart of every planning decision, rather than it being a non-integrated after thought.	<ol style="list-style-type: none"> 1. Deliver high quality and diverse open space experiences. 2. Lead the delivery of affordable low resource, low carbon solutions for Campbelltown. 3. Be visionary and tactical in the greening of the urban fabric. <ul style="list-style-type: none"> - Access to open space - Energy, water and GHG data - Building consumption data - DA design standards compliance
	CITY AND BUSH	Heritage Bring together the best of the location's history while respecting, protecting and celebrating Campbelltown's cultural heritage and embracing the opportunities of modernisation.	<ol style="list-style-type: none"> 1. Regenerate, restore and maintain natural ecosystems. 2. Respect and give life to existing natural, historic and cultural features. 3. Contribute to measurable improvements to local air and water quality. 4. Acknowledge, include and value the Aboriginal history of an area. 5. Heritage items and their settings are conserved, retained and celebrated. 6. Appropriate curtilages for heritage items are maintained. 7. Sensitive and adaptive reuse of heritage items is encouraged. <ul style="list-style-type: none"> - Biodiversity data - Air quality data - Water quality data
	CONNECTED PLACE AND COMMUNITY	Mobility From the mountains to the sea, airport to the city, we are a central and accessible hub poised to capitalise.	<ol style="list-style-type: none"> 1. Pioneer the development of human scale urban environments that are de-coupled from car dependence and support health and wellbeing. 2. Develop the infrastructure and connectivity for Campbelltown to be an accessible southern gateway to the Western City and Sydney as a whole. 3. Increase accessibility to local amenities and services. <ul style="list-style-type: none"> - Car use and ownership - Access to open space - Walkscore - Pedestrian activity - Travel data and commute times
	CONFIDENT AND SELF DRIVEN	Culture We are not waiting for others to do it for us, we are owning it and pro-actively doing it for ourselves.	<ol style="list-style-type: none"> 1. Ensure adaptability and diversity of built form for innovators, disrupters and entrepreneurs. 2. Drive solutions for climate resilient communities, public space and urban infrastructure. 3. Deliver design-led excellence for both public and private spaces, including assurance for design outcomes. <ul style="list-style-type: none"> - Land use mix - Job density - Floorspace and employment survey - Solar PV generation data - Recycled water supply data - DA design standards compliance
	CENTRE OF OPPORTUNITY	Economy To be a 30-minute city, we must attract investment and jobs for people here and better connect to close by economic hubs such as the Western Sydney Airport and Aerotropolis.	<ol style="list-style-type: none"> 1. Create and connect clusters of agglomeration and activity that increase and diversify Campbelltown's productivity. 2. Leverage industry opportunities from, and expedite connectivity with, Western Sydney Airport and Badgery's Creek Aerotropolis. 3. Plan and manage industrial and urban services land's retention and evolution. <ul style="list-style-type: none"> - Gross value added by industry - Job density - Employment rates - Employment diversity - Travel data and commute times - Land use mix
	THE GOOD LIFE	Living We are a beacon for lifestyle and people choose Campbelltown over other countries, cities and regions.	<ol style="list-style-type: none"> 1. Create inspirational places for all, showcasing culture and the arts especially reflecting our high and diverse population including our Aboriginal and Torres Strait Islander community within Campbelltown. 2. Engage with our communities and other stakeholders to deliver lively, healthy, safe and welcoming places that support diverse and inclusive communities. 3. Delivery of connected places and healthy communities through a range of active recreational spaces for playing sport. 4. Create inclusive communities through housing diversity and facilitating innovative affordable rental, housing and living solutions. <ul style="list-style-type: none"> - Floorspace and employment survey - Employment rates - Employment diversity - Travel data - Demographic diversity - Access to open space - Pedestrian activity - Public health indicators - Participation in sports - Crime statistics - Safety perception surveys - Housing diversity - Rent and occupancy - Cost of living

Re-imagining
Campbelltown
CBD

08 Informing
the Vision

Figure 31. City dashboard for Campbelltown

