

The logo features a large white circle in the center of the page. This circle is surrounded by four overlapping, semi-transparent rings in shades of green and teal. The background of the entire page is a dark teal color with a subtle, light-colored geometric pattern of intersecting lines. The text 'CAMPBELLTOWN 2027' is written in a bold, teal, sans-serif font within the white circle.

CAMPBELLTOWN 2027

Draft - Community Strategic Plan

Ambition | Innovation | Opportunity



Council respectfully acknowledges and thanks Aboriginal community members and Aboriginal workers for their valuable input and advice in the development of this strategy.

Council acknowledges the traditional custodians of the land, the Dharawal people and their unique and spiritual connections to the land. We also respectfully acknowledge Elders past and present for the role they continue to play in guiding future generations.



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2016 - 2020 Campbelltown City Councillors



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Local government elections are held every four years, with the next elections taking place in September 2020 for the period 2020 - 2024.

Campbelltown has 15 Councillors, who are elected by residents and business owners in the Campbelltown local government area.

The 15 Councillors elect a Mayor and Deputy Mayor every two years. The full Council meets twice a month, and the general public are able to attend all Council meetings.

Executive Summary

Campbelltown 2027 is Campbelltown City Council's highest level, strategic planning document. It outlines the aspirations of the city's people, and details how Council and other key stakeholders will achieve those goals over the next 10 years.

The goals detailed in this document were determined through an extensive consultation process. We have listened to what our community has said is important to them, and now we must ensure that all of Council's plans and strategies align with the goals of Campbelltown 2027.

The implementation of Campbelltown 2027 is the responsibility of a range of partners; our aim is to bring together the community, Council and the city's key stakeholders to deliver this vision of our future.

This document acknowledges the competing pressures facing local communities such as ours, and the need to balance essential maintenance on things such as local infrastructure and the provision of key improvements to ensure a good quality of life for our people.

We know that Campbelltown City is facing huge growth over the next 10 years. By working together, we can ensure the future of Campbelltown for the next generation and beyond.





Greg Percival Library

What is the Community Strategic Plan?

“Campbelltown 2027” is the Community Strategic Plan (CSP) for the city of Campbelltown.

The CSP is the highest level plan that a council will prepare. The purpose of the plan is to identify the community’s main priorities and aspirations for the future and to plan an approach to achieve these goals.

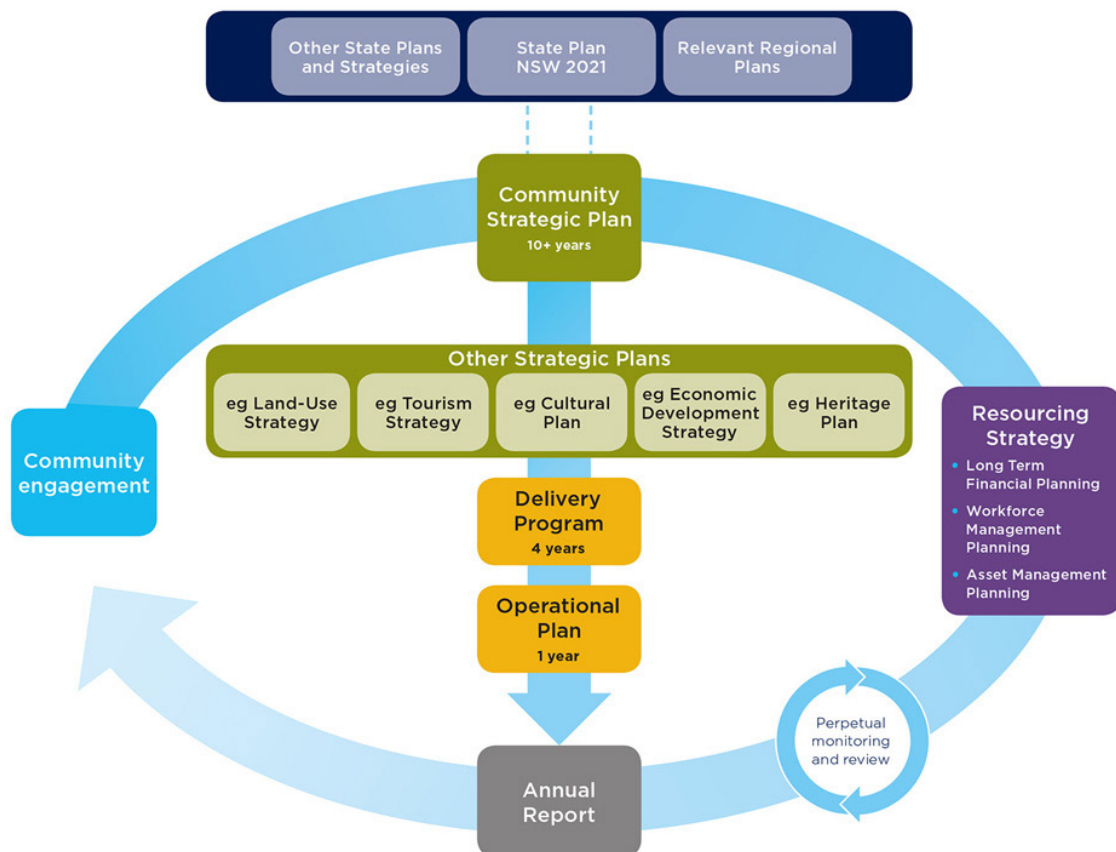
The CSP essentially addresses four key questions for the community:

1. Where are we now?
2. Where do we want to be in 10 years’ time?
3. How will we get there?
4. How will we know we’ve arrived?

The Office of Local Government requires all NSW councils to create a community strategic plan that addresses social, economic, environmental and civic leadership issues.

Integrated Planning and Reporting

All NSW councils operate within an Integrated Planning and Reporting (IP&R) framework as a requirement of the Office of Local Government. The IP&R framework requires councils to prepare a package of documents as depicted below:



The CSP sits at the top of the IP&R framework, supported below by other specific strategies and plans developed by the council that will help address specific issues within the community. The Delivery Program outlines the activities that the council will undertake over a four year period to achieve the objectives of the CSP, while the Operational Plan identifies the activities being undertaken in the current financial year along with the budget relating to these activities.

Each council must also develop a resourcing strategy that consists of a Long Term Financial Plan, a Workforce Management Plan and an Asset Management Plan.

The achievements of the Council, community and other stakeholders against the objectives of the CSP are reported in the Annual Report.

Social Justice Principles

Campbelltown 2027 has been developed in accordance with the principles of social justice:

Equity – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access – all people should have fair access to services, resources and opportunities to improve their quality of life.

Participation – everyone should have the maximum opportunity to genuinely be involved in decisions which affect their lives.

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Campbelltown City Council has achieved this by:

- Ensuring that a broad range of community members have had input into developing the Community Strategic Plan
- Specifically consulting with those groups whose voice is not often heard in community discussions
- Testing the objectives of the Community Strategic Plan against the social justice principles by checking whether the objectives are fair, if they exclude anyone from participating in the community's future and identifying whether anyone would be disadvantaged by the decisions
- Ensuring that the Community Strategic Plan is adequately based on sound social research and needs analysis
- Ensuring that the Community Strategic Plan provides opportunities for community members to become involved in its delivery and assessment of its effectiveness in achieving the objectives.

Research

Campbelltown 2027 outlines the strategic direction of Council based on the feedback of our community, as well as research on successful and resilient communities. This ensures that strategic decisions are evidence based, and support the desired outcomes of our community.

Research into some of the most successful and sustainable communities in the world show they are:

- **Connected** (locally, regionally, nationally and internationally through paths, roads and public transport infrastructure, social networks and communication technologies)
- **Prosperous** (strong and diverse businesses, and employment across all community groups)
- **Creative** (innovative, entertaining and vibrant)
- **Sustainable and resilient** (environmentally, economically and socially)
- **Designed for people** (easy and safe for all community members to access the services, amenities and comfort they need)

Campbelltown 2027 aims to ensure these are characteristics of Campbelltown City by:

- Setting a clear community vision
- Making decisions as a community
- Conducting research
- Paying attention to aesthetics and the city's liveability
- Working closely with neighbouring councils
- Working closely with all levels of government
- Providing strong civic leadership.

While council has a custodial role in the development and ongoing review of the CSP, we are not wholly responsible for the implementation of all activities to meet the objectives within the strategy. Other stakeholders such as the State and Federal Governments and its agencies, and community organisations, may also be involved in delivering the long term objectives of the plan.

Resilient Sydney

In partnership with City of Sydney Council, we are participating in the 100 Resilient Cities initiative, established by the Rockefeller Foundation. This project endeavours to understand the pressures that make a city vulnerable, and develop strategies to help them become resilient. As a member of this program, Council has come to understand these pressures at a local level, and has used the research from this program to help support and inform Campbelltown 2027.

Through this research and listening to our community, we have identified some of the pressures Campbelltown currently faces as a community:

Health and wellbeing

- Decrease in the affordability of housing
- An increase in the rate and distribution of chronic illnesses

Economy and society

- Increased interdependencies with global supply chains
- Rising pressure from domestic and drug-related crime
- Increasing cultural diversity and a wider distribution of population

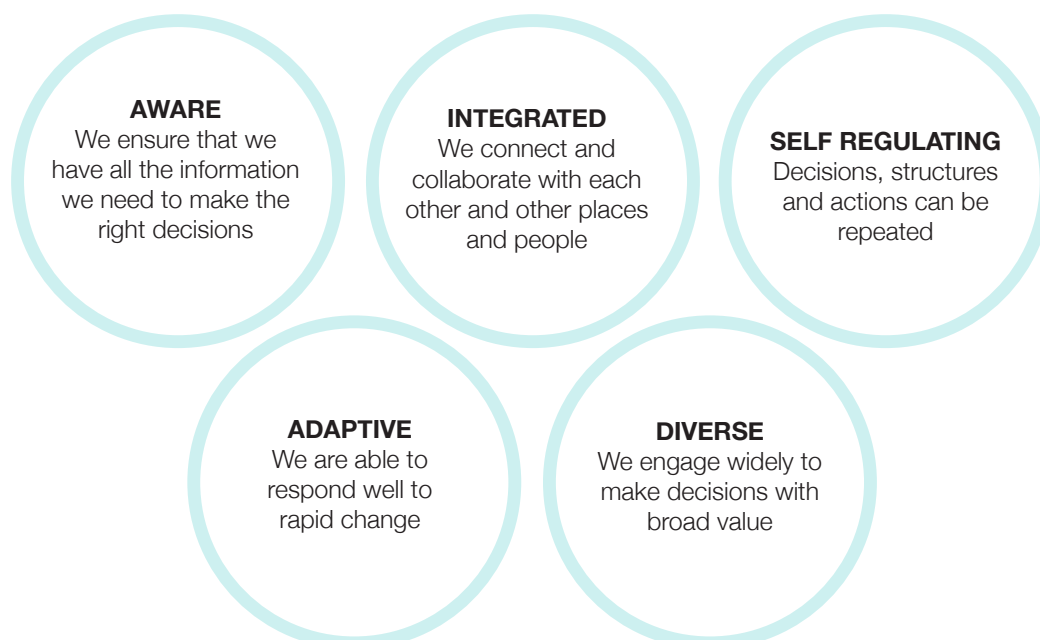
Infrastructure and environment

- Limited access to multimodal transport
- Increased reliance on digital technologies and solutions
- Increasing temperatures, more extreme weather events and rising sea levels

Leadership and strategy

- Short term or continually changing Government leadership

Given these are common pressures for metropolitan Sydney, we will support Campbelltown to build resilience by committing to the following five resilience behaviours.



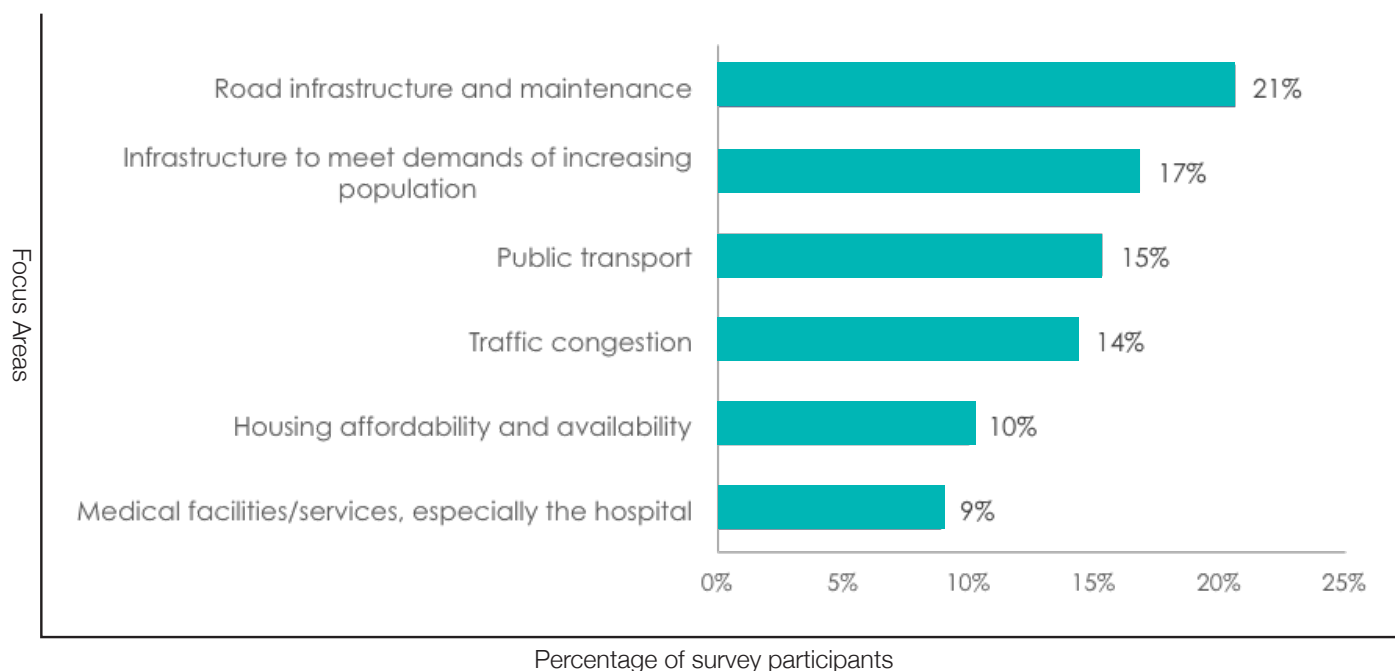


Japanese Gardens, Campbelltown Arts Centre

What did you tell us?

As part of our research to help prepare Campbelltown 2027, we undertook a range of engagement activities.

What came out of this consultation, were a number of aspirations and challenges that the community said we should focus on over the next 10 years. The top priority areas identified are:



A comprehensive report which shows the results of our engagement activities that were undertaken to inform this strategy is available on our website www.campbelltown.nsw.gov.au



What pressures do we know Campbelltown will face in the next 10 years?

Campbelltown's growing population – We currently estimate that the population of Campbelltown City will reach approximately 270,000 people by the year 2036, – but there is potential for that to exceed 300,000 people.

Campbelltown is a priority urban growth area – The NSW State Government has identified Campbelltown City as a priority urban growth area. This means that there are expectations on Council to plan for growth targets outlined by the NSW State Government. We need to ensure that the quality and character of our city is not diminished in our planning for this growth. New development will pose challenges for the planning of new infrastructure, while infill development will require plans to rejuvenate old infrastructure.

Campbelltown is a strategic centre of greater Sydney – The Sydney Metropolitan area is fast growing, and the existing inner city spaces and infrastructure can only support a percentage of this growth. It is important that as this growth occurs, other strategic city centres work together to plan for the best possible outcomes. Campbelltown City is one of 4 strategic city centres identified for Greater Western Sydney that will play a major role in providing lifestyle, business and education outcomes for our population. Council has a major role to play in planning and advocating for our service and infrastructure needs as our City becomes a major link to the rest of metropolitan Sydney and the new Western Sydney Airport at Badgerys Creek. This means that the strategic direction of Council will need to align with the priorities outlined in the South West District Plan prepared by the Greater Sydney Commission.



Other influences on Campbelltown 2027

In the development of Campbelltown 2027, there were a number of State and Regional plans that were considered. Campbelltown City Council has worked to ensure that the strategic direction of our local government area aligns with the strategic direction of the NSW State Government. The following strategies and plans have been considered:

- Destination 2036 – A NSW Government plan developed in consultation with all NSW Councils to identify actions to address the demographic, economic, technological and environmental challenges of the state with a forecast to 2036.
- Draft South West District Plan – The aspirations and proposals for Greater Sydney's South West District, which includes the local government areas of Camden, Campbelltown, Fairfield, Liverpool and Wollondilly.
- NSW 2021 – A NSW Government strategic plan for NSW to rebuild the economy, ensure quality services, renovate infrastructure, strengthen our local environment and communities and restore accountability to government.

Fit for the Future

In 2016, many NSW councils were required to amalgamate under the direction of the State Government. The decision to merge many Councils was determined through the assessment, by the NSW Government, of submissions prepared by Councils that addressed "Fit For The Future" proposals. Campbelltown City Council was considered by the NSW Government as a "stand alone" council after going through this process. Whilst this means that Campbelltown will not be merging with any of its neighbouring councils, we are still required work on actions identified in our "Fit for the Future" proposal. These actions are addressed in Council's Operational Plan and Resourcing Strategy.

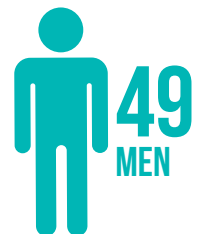
Relevant Legislation

Campbelltown 2027 fulfils the requirements of the NSW Local Government Act regarding Community Strategic Plans.

Campbelltown 2027 has considered the requirements of the Environmental Planning and Assessment Act, and currently proposed amendments with specific reference to the link between "local strategic planning statements" and the Community Strategic Plan.

Where are we, what are we, and who are we now?

“If the City of Campbelltown was made up of 100 people today, there would be:”



During the research and community engagement process used to develop the CSP, the Campbelltown community listed the following aspects of our City as being those they liked the most:



Where do we want to be in 10 years?

A vision for Campbelltown's future

In the development of this strategy, Council has listened to the aspirations of residents, community organisations, local businesses and other specific groups who make up the fabric of our City. Using this information, Council has developed an overarching vision statement that reflects these aspirations, and underpins the strategic planning for the future of Campbelltown.

Campbelltown City, designed for ambition, innovation and opportunity.

In 2027, Campbelltown is a city of great places, and boasts a dynamic economy where businesses, families and neighbourhoods thrive. Campbelltown City is renowned throughout Australia and beyond into Asia, for the opportunities that exist in our city. We are strong in relationships and continually forge new partnerships with businesses, investors, government bodies and stakeholders, to deliver the best possible outcomes for our community.

There is unlimited opportunity for people looking for a place where they can live, learn, work, play and invest. Campbelltown is a city that is a destination in its own right; a destination of distinctive character and liveability; a destination of choice and opportunity; a destination where people want to be; a place to live, learn, play and grow.

Further development of the city, complimenting the existing services and facilities which are already a major drawcard for people looking to move to or invest in the area has occurred. Campbelltown is positioned as a self-sustaining city, with access to the highest-level services, facilities and amenities, combined with a diversity of employment options.

Campbelltown delivers a diverse range of job opportunities close to home for local residents. Growing smart jobs, retaining educated professionals and capitalising on the expanding opportunities presented by our world-class health and education industries, has majorly benefited our economic growth. The city prioritises research and strategic planning to encourage development and investment in its health and education precinct, making Campbelltown a city of innovation.

Campbelltown has maintained collaborative partnerships that ensure commitment to better transport and jobs, foster new skills and innovation, embraces digital technologies and is globally competitive. Campbelltown is a catalyst for the new economic opportunities and careers of the future.

Council has developed relationships with other universities to encourage an enhanced tertiary education presence in Campbelltown. The world class and expanding educational sector provides local, regional and broader opportunities for students, residents, businesses and investors.

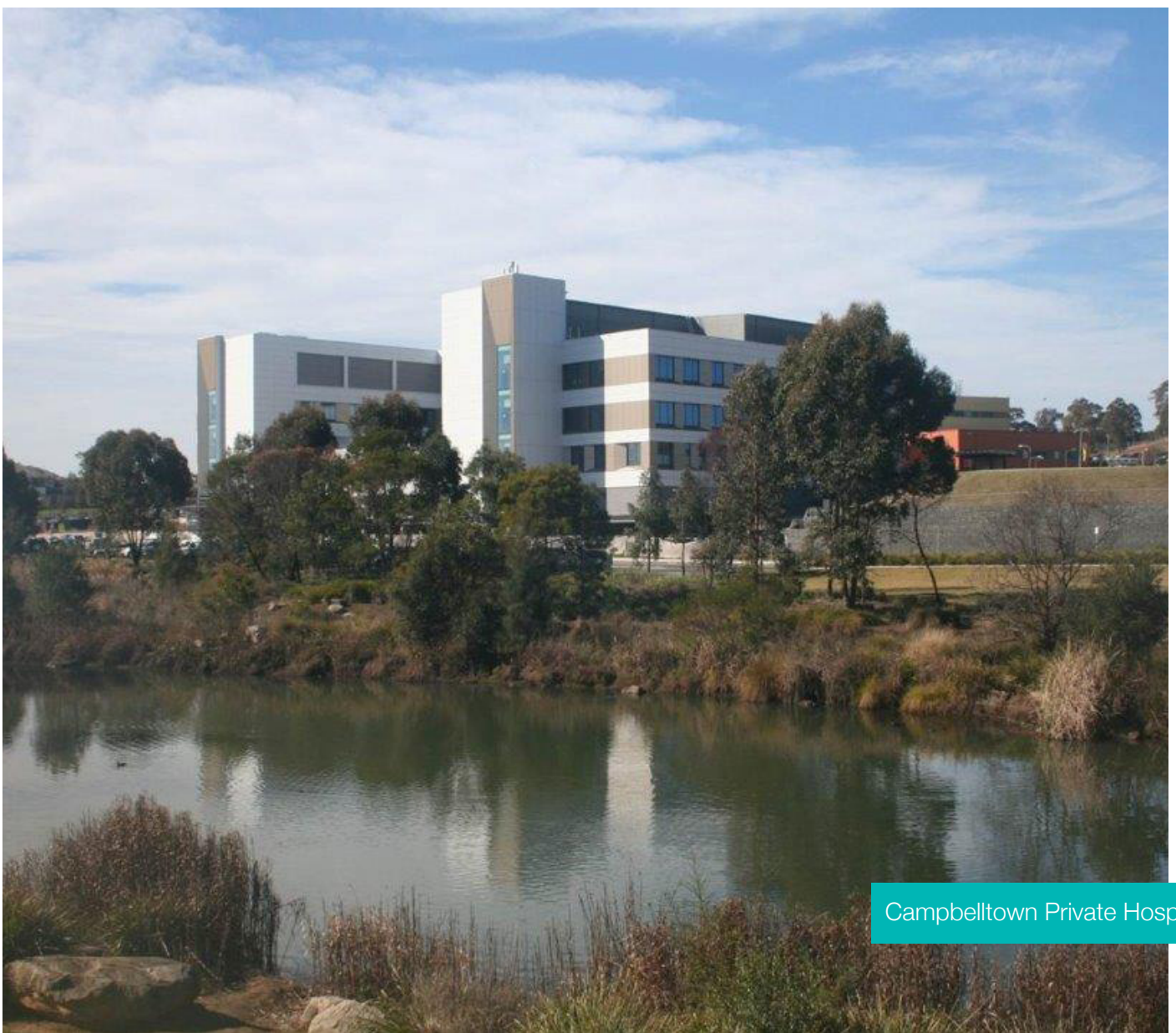
Planning in Campbelltown is reflective of the State Governments vision for the Greater South West, outlined in the draft South West District Plan. The draft South West District Plan recognises Campbelltown as a Strategic Centre of Sydney, an attractive destination for visitors and one of the strongest areas of economic activity within Sydney's south west district.

Council has worked collaboratively with the community to reinvigorate and revitalise its major CBD precincts. The CBD is the heart of the city, and its vitality and ability to attract people and employment has been enhanced through street activation and building architecture.

Much emphasis has been placed on protecting the natural environment for which Campbelltown is renowned and residents love. Commitment to enhancing the rich natural amenity of the region, including the vast open spaces, parks, gardens, and the natural bushland areas remains a high priority to council and our community.

The vast vistas of Campbelltown's Scenic Hills and the immediate vicinity of the Georges River Regional Corridor and the Dharawal National Park remain Campbelltown's point of difference to Sydney's other strategic centres. The Australian Botanic Garden, Mount Annan and the Dharawal National Park, Wedderburn, are major attractions providing expanses of natural beauty and offer the perfect balance to city living and contribute to the distinctive character and liveability of the city.

The vibrant and creative capital of south west Sydney, Campbelltown is a cosmopolitan city where culture and community spirit are celebrated through an annual calendar of festivals and events, engaging the local community and attracting visitors from across greater Sydney



Campbelltown Private Hospital



Elizabeth Macquarie Statue, Mawson Park

Structure of Campbelltown 2027

Our CSP, Campbelltown 2027 has been structured to address 4 key outcomes that Council and other stakeholders will work to achieve. The outcomes are:

Outcome 1: **A vibrant, liveable city**

Outcome 2: **A respected and protected natural environment**

Outcome 3: **A thriving, attractive city**

Outcome 4: **A successful city**

These outcomes will be achieved through the implementation of 27 strategies identified with this plan. Further detail regarding the programs of work and activities that Council will implement to accomplish these strategies is outlined in the Delivery Program and Operational Plan.

Campbelltown 2027 also identifies the key stakeholders that will be involved in this work and the indicators that Council will measure to help us understand our progress against the strategies.

The indicators in this plan are divided into two groups. “Community” indicators detail how the community will be able to measure progress against the strategies, and “Council” indicators detail how Council will be able to measure progress. All of these indicators will be measured and used to produce an “End of Term” report by December 2020 which will be publicly available.

Civic leadership or governance strategies have been embedded across the 4 outcomes of Campbelltown 2027. Campbelltown City Council will ensure that there is reliable and effective governance of all projects and activities, and this will be reported through the Council’s Annual Report.



Outcome One

A vibrant, liveable city

Our Goal

Our community is able to celebrate its diversity, make a contribution to, and enjoy the lifestyle opportunities offered by our city. Our city is a place where people want to live – it is creative, innovative, vibrant and resilient. It is a city that is designed for people, with easy access to high quality housing, services, amenities and open space. It is a community where people feel safe, socially connected and included. We celebrate our rich heritage and diversity, and respect our strong ties to Aboriginal culture. Our people enjoy the lifestyle offered by the city – a city which is a destination of choice.

How will we achieve this outcome?

Strategies

- 1.1- Provide opportunities for our community to be engaged in decision making processes and to access information
- 1.2- Create safe, well maintained, activated and accessible public spaces
- 1.3- Ensure that Campbelltown is an inclusive city
- 1.4- Provide and support exciting and curious events and festivals for the local community and visitors
- 1.5- Host and promote major sporting events, showcasing our city's sporting facilities and encouraging community participation in sport and recreation
- 1.6- Foster a creative community that celebrates arts and culture
- 1.7- Promote the city's heritage and history, with strong respect for our Aboriginal and Torres Strait Islander history
- 1.8- Enable a range of housing choices to support different lifestyles



Stakeholders	
Campbelltown City Council	NSW Department of Families and Community Services
Campbelltown Community	Department of Communications and the Arts
Not for profit Community Organisations	Department of Education and Communities
NSW Police	Arts NSW
NSW Department of Housing	Local Sporting clubs
NSW department of Planning and Environment	

Council Indicators	Community Indicators
Increased participation in decision making by the community.	The community reports satisfaction with the level of engagement provided to be part of decision making processes for the strategic planning of the city.
Achievement of activities outlined in the Disability Inclusion Action Plan (DIAP).	Community reports satisfaction with events through satisfaction survey.
Aboriginal history, heritage and participation is considered in the planning of all projects.	Campbelltown's Aboriginal Community reports stronger recognition, and consideration through Council activities.
A housing strategy is adopted and results published once implemented	The community reports a feeling of connectedness through activated public spaces.
Visitation rates at major attractions increases as a result of activation initiatives.	The community reports a strong connection with arts and cultural activities, and are able to participate freely.
Achievement of activities outlined in the social strategy.	



Outcome Two

A respected and protected natural environment

Our Goal

Our people embrace the city's natural surrounds and see it as a unique point of difference. We work together to ensure development in the LGA is approached in a sustainable manner, and that our natural assets, bushlands and waterways are treated with respect.

Our community is engaged and educated on the benefits of managing and accessing open space. We protect biodiversity conservation, our visual landscape and our heritage values, and recognise the importance of creating a sustainable and resilient city for future generations.

How will we achieve this outcome?

Strategies

- 2.1- Implement and advocate for initiatives that conserve the city's natural environment
- 2.2- Activate the city's natural bushland and open spaces, fostering enhanced community stewardship of these areas
- 2.3- Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life-choices.
- 2.4- Conserve and care for our city's biodiversity
- 2.5- Plan for and ensure that development in our city is sustainable and resilient



Stakeholders	
Campbelltown City Council	Community Catchment Management Authorities
Campbelltown Community	100 Resilient Cities
NSW Office of Environment and Heritage	Macarthur Centre for Sustainable Living
Environmental Protection Agency	

Council Indicators	Community Indicators
Measured positive environmental impacts as a result of environmental initiatives.	Participation in education programs run by council.
Activation initiatives achieved that result in natural spaces being used differently and more frequently.	Reported changes in sustainable practices as a result of education programs run by Council.
Number of education programs run by Council.	The community reports more opportunities to access well activated natural and open spaces.
Achievement of actions as outlined in the sustainability strategy.	



Outcome Three

A thriving, attractive city

Our Goal

We are a city that encourages and supports the development of the local economy through business innovation and growth. Our city attracts professional organisations which provide a range of employment opportunities for our people. We are a destination which makes the most of our city's natural and man-made assets to build on the experience that is Campbelltown. Our people are engaged in ongoing conversations about matters which affect our city, to ensure Council activities align with its strategic direction and the city's assets are managed strategically and sensitively. We embrace change and look to support the creation of new economies to build the resilience of the city.

How will we achieve this outcome?

Strategies

- 3.1- Support the resilience, growth and diversity of the local economy
- 3.2- Ensure that service provision supports the community to achieve and meets their needs
- 3.3- Become an innovative city where advances in technology, creativity and community participation are nurtured and embraced
- 3.4- Retain and expand existing businesses and attract new enterprises to Campbelltown, offering opportunities for a diverse workforce including professional, technology and knowledge based skills and creative capacity
- 3.5- Support for new education opportunities that match workforce skill sets with emerging economic needs underwritten by creative entrepreneurship and innovation capacity within the local community
- 3.6- Develop tourism opportunities and promote Campbelltown as a destination
- 3.7- Public funds and assets are managed strategically, transparently and efficiently
- 3.8- Provide strong governance for all Council activities



Stakeholders	
Campbelltown City Council	South Western Sydney Area Health Services
Campbelltown Community	Western Sydney University
Campbelltown Community Business Owners	TAFE Campbelltown Campus
Local Chambers of Commerce	NSW Department of Planning and Environment
Greater Sydney Commission	State and Federal Government
Office of Local Government	

Council Indicators	Community Indicators
Master plans for new and existing precincts have commenced and are achieving outcomes for the city	The community reports that they have been adequately engaged in decision making on new precincts, developments and infrastructure plans.
Service reviews are completed and initiatives are planned to ensure service provision meets the needs of our changing city	Existing businesses are supported and have the opportunity to participate in training and networking programs
Support the capacity of businesses to establish and become successful	The community reports greater accessibility to a broader range of study and training options within the city.
The city is able to provide a diversity of tourism opportunities	
Achievement of actions outlined in the economic and city branding strategies	

4

Outcome Four A successful city

Our Goal

We are a modern, forward thinking, connected city. We have built on our history and character, and shaped a city which transforms in line with its community and its needs. Our people value a balance between the built form and open space, and are kept informed of infrastructure delivery, including better health and education infrastructure and services. Our city and our people are connected through strategic road networks, transport systems and pedestrian facilities. Council strategies are developed in line with the draft South West District Plan and complement State Government plans for the city. Our city is reinvigorated – it is a city where people choose to be.

How will we achieve this outcome?

Strategies

- 4.1- Advocate and plan for enhanced connectivity, accessibility and movement within, to and from our city through improved public transport, road and traffic management infrastructure, cycling and pedestrian movement
- 4.2- Support and advocate for infrastructure solutions that meet the needs of our city and which pay an economic and liveability dividend
- 4.3- Responsibly manage growth and development, with respect for the environment, heritage and character of our city
- 4.4- Maintain and create usable open and recreational spaces that set our city apart from others
- 4.5- Work in partnership with the State Government to achieve positive planning outcomes
- 4.6- Plan and invest in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres

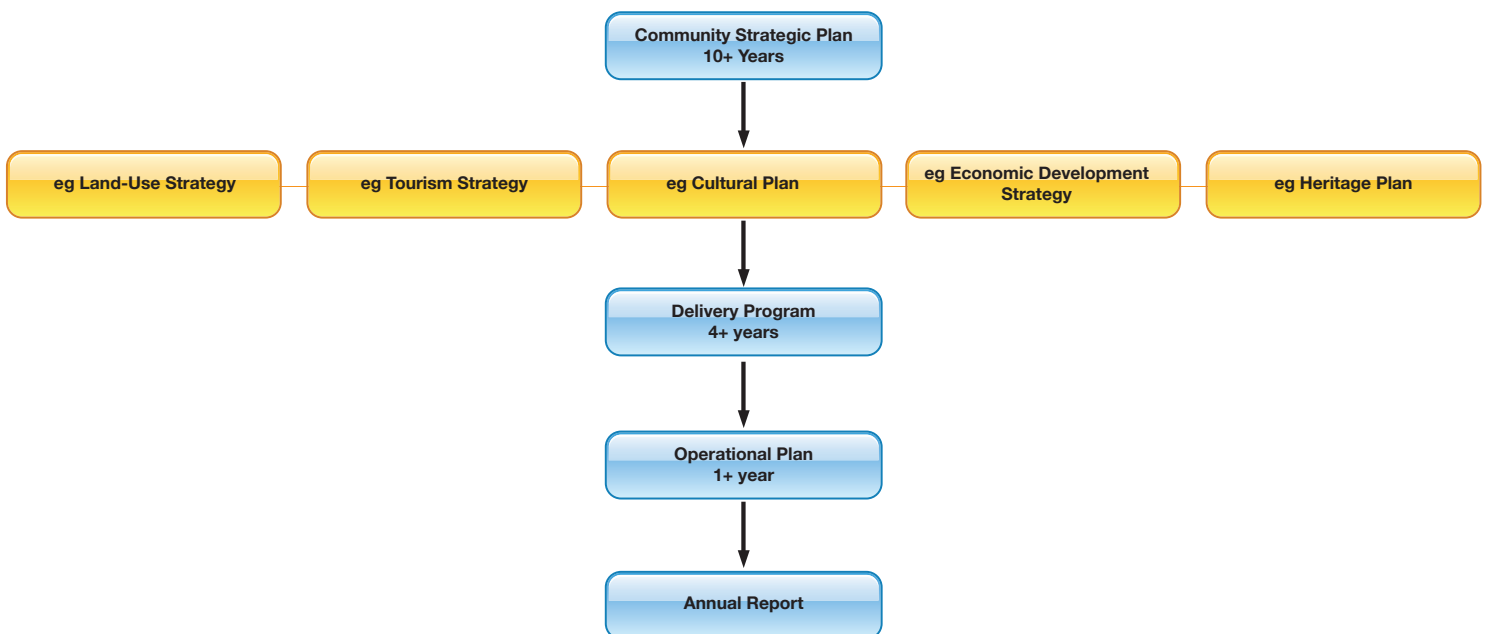


Stakeholders	
Campbelltown City Council	Roads and Maritime Services
Campbelltown Community	Greater Sydney Commission
NSW Department for Transport	NSW Department of Planning and Environment
NSW Department of Planning and Infrastructure	Campbelltown Community Business Owners
Local Chambers of Commerce	

Council Indicators	Community Indicators
Submissions and representations are made to the State and Federal Government to support the successful city	The community reports satisfaction with the level of engagement provided to be part of decision making processes for the strategic planning of the city.
The achievement of activities as outlined in Council's infrastructure strategies	The community reports increased satisfaction with the open and recreational spaces provided throughout the city.
Open Space, passive and active recreational spaces are managed	The community reports satisfaction with their ability to get around the City as new development occurs
Master-planning is undertaken to deliver the Greater Macarthur Priority Growth Area	The community reports satisfaction over the quality of new development
Initiatives to conserve the city's heritage are implemented	The community reports satisfaction over the accessibility, environmental and urban quality attributes of the city

Responding to our desired outcomes

Council will ensure that the CSP forms the basis for a robust corporate planning framework that ensures Council's operations directly align with, and work towards the achievement of the goals outlined in this strategic plan. The diagram below illustrates the way in which the CSP will then inform other high level strategies, which in turn will be translated into specific actions within the Delivery Program and the Operational Plan. This approach ensures that the decisions made by Council, for the community, are based on sound evidence, research and community participation.



Want more information?

If you have any questions relating to Campbelltown 2027, or the Integrated Planning and Reporting Framework, please visit the Integrate Planning and Reporting page on our website at www.campbelltown.nsw.gov.au or contact us:

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Fax: (02) 4645 4111

Email: council@campbelltown.nsw.gov.au

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Visit us at: Corner Queen and Broughton Streets, Campbelltown NSW 2560

Customer Service Centre opening hours 8.30am to 4.30pm weekdays