

EXTRAORDINARY BUSINESS PAPER

2018

CAMPBELLTOWN CITY COUNCIL



27 March

COMMON ABBREVIATIONS

ACF	Animal Care Facility
AEP	Annual Exceedence Probability
AHD	Australian Height Datum
BASIX	Building Sustainability Index Scheme
BC	Building Certificate
BCA	Building Code of Australia
BPB	Buildings Professionals Board
CLEP	Campbelltown Local Environmental Plan
CBD	Central Business District
CPTED	Crime Prevention Through Environmental Design
CSG	Coal Seam Gas
DA	Development Application
DCP	Development Control Plan
DDA	Disability Discrimination Act 1992
DPE	Department of Planning and Environment
EIS	Environmental Impact Statement
EPA Act	<i>Environmental Planning and Assessment Act 1979</i>
EPA	Environmental Protection Authority
EPI	Environmental Planning Instrument
FA	NSW Food Authority
FPL	Flood Planning Level
FFTF	Fit for the Future
FSR	Floor Space Ratio
GRCCC	Georges River Combined Councils Committee
GSC	Greater Sydney Commission
HIS	Heritage Impact Statement
IDO	Interim Development Order
IHAP	Independent Hearing and Assessment Panel
IPR	Integrated Planning and Reporting
JRPP	Joint Regional Planning Panel
KPoM	Koala Plan of Management
LEC	Land and Environment Court
LEC Act	<i>Land and Environment Court Act 1979</i>
LEP	Local Environmental Plan
LEP 2002	Local Environmental Plan 2002
LGA	Local Government Area
LG Act	<i>Local Government Act 1993</i>
LPP	Local Planning Panel
LTFP	Long Term Financial Plan
MACROC	Macarthur Regional Organisation of Councils
MSB	Mine Subsidence Board
NGAA	National Growth Areas Alliance
NOPO	Notice of Proposed Order
NSWH	NSW Housing
OEH	Office of Environment and Heritage
OLG	Office of Local Government, Department of Premier and Cabinet
OSD	On-Site Detention
OWMS	Onsite Wastewater Management System
PCA	Principal Certifying Authority
PoM	Plan of Management
POEO Act	<i>Protection of the Environment Operations Act 1997</i>
PMF	Probable Maximum Flood
PN	Penalty Notice
PP	Planning Proposal
PPR	Planning Proposal Request
REF	Review of Environmental Factors
REP	Regional Environment Plan
RFS	NSW Rural Fire Service
RL	Reduced Levels
RMS	Roads and Maritime Services (incorporating previous Roads and Traffic Authority)
SEE	Statement of Environmental Effects
SEPP	State Environmental Planning Policy
SREP	Sydney Regional Environmental Plan
SSD	State Significant Development
STP	Sewerage Treatment Plant
TCP	Traffic Control Plan
TMP	Traffic Management Plan
TNSW	Transport for NSW
VMP	Vegetation Management Plan
VPA	Voluntary Planning Agreement
SECTION 149 CERTIFICATE - Certificate as to zoning and planning restrictions on properties	
SECTION 603 CERTIFICATE - Certificate as to Rates and Charges outstanding on a property	
SECTION 73 CERTIFICATE - Certificate from Sydney Water regarding Subdivision	



21 March 2018

You are hereby notified that the next Extraordinary Council Meeting will be held at the Civic Centre, Campbelltown on Tuesday 27 March 2018 at 6.30pm.

Lindy Deitz
General Manager

Agenda Summary

Extraordinary Council Meeting to be held on Tuesday 27 March 2018 at 6.30pm

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1. ACKNOWLEDGEMENT OF LAND

I would like to acknowledge the Traditional Custodians, the Dharawal people, whose Lands we are now meeting on. I would like to pay my respects to the Dharawal Elders, past and present and all other Aboriginal people who are here today.

2. APOLOGIES

3. DECLARATIONS OF INTEREST

Pecuniary Interests

Non Pecuniary – Significant Interests

Non Pecuniary – Less than Significant Interests

Other Disclosures

4. REPORTS FROM OFFICERS

4.1 Draft Re-Imagining Campbelltown - Sydney's Southern Gateway - Phase One

Reporting Officer

Executive Manager City Growth and Strategy
City Growth and Economy

Community Strategic Plan

Objective	Strategy
4 Outcome Four: A Successful City	4.6 - Plan and invest in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres

Officer's Recommendation

1. That Council endorse Draft Re-Imagining Campbelltown - Sydney's Southern Gateway the phase one outcomes including draft Strategic Framework, Vision and growth pillars for continued consultation and stakeholder engagement.
2. That a further report be brought back to Council at the completion of this engagement period, which will be undertaken until the 25 April 2018.
3. That Council endorse the Urban Analytical Framework and dashboard developed as a part of phase one of Re-Imagining Campbelltown - Sydney's Southern Gateway.
4. That Council recognise the evidence base of research/analysis and targeted stakeholder engagement underlying the draft Strategic Framework and Vision document contained in a series of background reports produced through phase one of the project.

Purpose

To provide an update to Council on the processes, and outcomes of phase one of the Re-Imagining Campbelltown - Sydney's Southern Gateway project.

This report also seeks endorsement for public exhibition, the strategic framework including the vision and growth pillars which have taken into consideration both the aspirational goals and the existing and emerging multidimensional/sectorial elements for the centre.

Report

Council is committed to reimagining the Campbelltown - Macarthur Strategic Centre to a world class destination city. This goal reflects the aspirations of the community as articulated through Council's Community Strategic Plan as well as our emerging status through metropolitan planning as a key metropolitan city cluster with a health and medical university focus.

In support of this, the Greater Sydney Commission (GSC) through the metropolitan and district plans provide the overall metropolitan planning context and articulates the role and state level actions required to achieve the vision for Campbelltown - Macarthur within the Western City.

The overall aim as articulated by the GSC is to enable the City (as a metropolitan city cluster centre) to function as the main focus for access to goods and services, entertainment, leisure and recreational activities as well as cultural and arts experiences (GSC Draft District Plan). In line with this emerging status there needs to be a greater focus on attracting economic, employment and investment opportunities. The GSC further notes that planning to attract these land uses is critical (GSC draft District Plan).

It is evident that the Campbelltown - Macarthur Strategic Centre and indeed the City of Campbelltown is poised to play an increasingly important role within the Western Sydney District both in leveraging potential outcomes arising from the emerging Western Sydney Airport, and capitalising on our emerging role within the region. The recently undertaken Health and Education Precinct (HEP) work undertaken by Council identified that Campbelltown's emerging Health and Education Precinct has the potential to assist in playing a significant role in shaping the growth and transformation of the Centre. The HEP project has resulted in key strategic relationships emerging between high calibre sector interests. The success of this project has further demonstrated the robustness of this as a key element and economic driver that will be leveraged into the reimagined Campbelltown - Macarthur Strategic Centre.

In order to capitalise on the opportunity to reimagine the Campbelltown - Macarthur Strategic Centre Council needs to holistically plan for this extensive level of transformational change. This is both a complex and multi - staged process.

As such, the planning process needs to be broken into a number of distinct phases, which will together deliver the blueprint for change. Phase one of this process was to deliver some core outcomes including a robust strategic framework providing a vision, and strategic direction supported by an evidence basis. A brief for phase one of this project was prepared and at the end of 2017, the tender was awarded for phase one of the Re-Imagining Campbelltown - Sydney's Southern Gateway project. The project commenced in mid-October 2017.

The successful company, Deloitte, have utilised a renowned team of specialist professionals to fulfil the brief. These have included in addition to Deloitte, expertise from Jacobs Group, Cox Architecture and Kinesis. Together, these consultants bring high level expertise in:

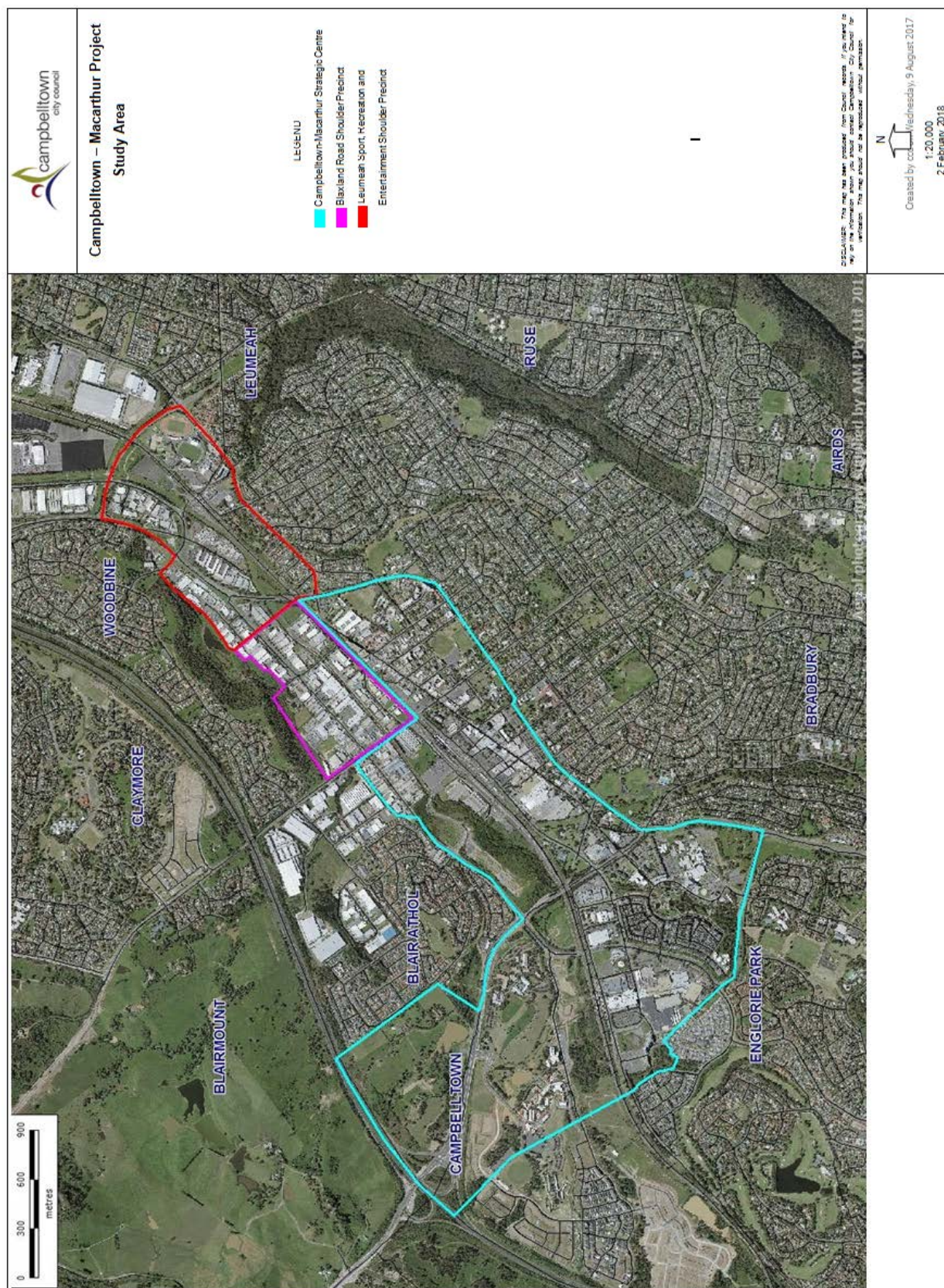
- urban analytics
- economic development
- urban design

- sustainability
- transport and infrastructure
- strategic and structure planning.

Phase one has been delivered in a very short timeframe (approximately 18 working weeks exclusive of Christmas), and articulates a framework and delivery of an evidence based approach to support and inform the transformation of the Campbelltown Strategic Centre (to be delivered through future phases). This blueprint for change has been developed to ensure it considers and leverages on the following (not a comprehensive list):

- metropolitan planning and policy context
- regional position - Geo spatial economic context
- centres hierarchy
- economic potentials
- key assets and drivers
- proximate and related precincts in the Campbelltown - Macarthur Strategic Centre
- Western Sydney Airport.

The map below shows the area for investigation.



Key outcomes of phase one

This first phase involved the consultants working with council and key stakeholders to deliver:

- an analytical commentary on key future city drivers, data, context and evidence base
- stakeholder engagement including:
 - a number of workshops with Councillors, Executive and staff
 - numerous in depth one on one consultations with a range of key stakeholders
 - workshops with key industry and public sector stakeholders
 - It should be noted that the consultants have been working within the Council building strong working relationships with staff
- development of an Urban Analytical Framework with Key Performance Indicators (KPI's) and benchmarks for success
- development of a draft vision for growth and transformational change for the centre
- a commentary on governance structures etc. required for effective delivery of required outcomes.

These foundation elements are all extremely important and will provide a framework for the transformation of the city through future phases of work.

The draft Vision and supporting pillars for growth and transformational change

The key outcomes of phase one of the project includes a vision for growth and change (and the supporting evidence base). The formulation of the vision has arisen through the analytics involved in preparing a robust evidence base and the engagement processes undertaken with Councillors, Executive, staff and other key stakeholders.

Elements of this vision include:

We need to pioneer change to build places for future communities. We are committed to build a Campbelltown where no one wants to leave. We will be stopping the bad, removing the grey, and promoting the good. Our transition pathway will be both visionary and tactical.

Our lifestyle and the health of our community will be paramount and underpinned by healthy communities and our access to the city and bush.

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

The following supporting growth pillars underpin the vision and will need to be used in conjunction with the vision, to frame and direct the future growth and development of the centre:

- confident and self-driven
- connect place
- centre of opportunity
- no grey to be seen
- city and bush
- the good life.

A decision making framework

In order to deliver on the vision to achieve the transformation of the centre, Council will need to embed the vision and pillars within all decision making processes for sites/activities and outcomes that have specific relevance to the centre. The resulting decision making framework will form part of the successful delivery of the reimagined Campbelltown – Macarthur Strategic Centre. The importance of Council adopting, adhering and promoting these cannot be underestimated in order to achieve the transformative changes proposed for the centre.

Achieving this level of change is a multi-dimensional process. Success will entail consistent and informed decision making in line with the vision and pillars. Utilising a framework will assist in bringing consistency and rigour.

Work on this framework is progressing.

The development of an Urban Analytic framework

The development of Campbelltown's Urban Analytic framework was also undertaken within this phase. The Urban Analytic framework utilises a platform developed by Kinesis, which provides a thorough analysis and integration of energy, transport waste and greenhouse gas emission data and will be able to provide an emissions profile under various parameters. It will also perhaps more importantly enable Council to model and visualise the analytics implications of land use choices and policy interventions for a variety of development scenarios. Such an approach establishes a sustainability basis upon which to guide and measure the performance of the centre. This model will inform future phases of Council's transformation work.

This work will prove to be increasingly important in enabling Council to ascertain if our potential use and infrastructure planning and delivery decisions will assist in achieving targets and goals set including complying with reduction in emissions planning targets as articulated by the GSC. The re-energised focus on ongoing sustainability and greater emphasis of the long term impacts on the environment (both built and natural) will be one of the factors that will increase the desirability and liveability of Campbelltown, contributing towards its distinctiveness and economic significance as a metropolitan city cluster centre.

Evidence base

A comprehensive set of baseline reports has been developed by the consultants. These include reports on Baseline Transport Assessment (Jacobs), Sustainability and Infrastructure (Kinesis), Planning Baseline Report (Cox Architecture), and Economics and Structure (Deloitte). These comprehensive reports provided the evidence base for the framework to achieve transformative change.

The major outcomes of the report back up Council's ambitious goal of transformation for the centre into a destination place, a highly liveable connected and a desirable city. This is both ambitious and challenging and will require coordination and commitment from Council and a range of other stakeholders. Council is committed to a new and bold outcome for the City, and will not be basing the outcomes on projections from the past. A business as usual approach will not deliver this positive and transformation change at a scale that makes apposite and structural difference.

Real change will only be realised with a vision and transition pathway, guided by evidence and realised through detailed structure and master planning.

Phase one of the Re-Imagining Campbelltown – Macarthur project has delivered the evidence base. This robust and thorough process has given insight into the key issues and challenges to be addressed to achieve transformational change. These include:

- the scale and size of projected population growth. Coordinated, integrated approaches will be required to create a compact workable city of the future, not a proliferation of more of the same
- the need for greater housing choice and diversity. Planning for smart growth, addressing the lack of housing diversity will be required to create a liveable desirable city
- a deficit of local jobs. This deficit results both in the requirement for our residents to travel other areas of the city to work (compounding transport issues), as well as not adding to our desirability as a destination. There is an urgent need to rebalance this deficit, understanding and leveraging emerging markets, modes of work etc
- a lack of access for our residents. Residents, local business and visitors to the city are increasing finding access a challenge. Both car dependency and public transport availability need to be addressed
- the flow on impacts of climate and heat on liveability in the city. Climate impacts are felt strongly in the city both in terms of health impacts, but also in terms of high household expenditure for electricity demand. Future planning for the city will need to incorporate measures aimed to green the centre
- as the draft report indicates the solution lies in thinking beyond the vague notion of sustainability or the ubiquitous and meaningless vision of a Smart City, and instead actively working towards the contextual transformation of Campbelltown by grounding this in its strengths and identity.

The draft vision document and direction produced by phase one of the Re-Imagining Campbelltown – Macarthur is both the response to; and the vision for change. It signals Council's intent. We are ambitious and are pushing for a transformative and integrated response. By endorsing and embracing this vision, the centre will be able to move forward in a planned and coordinated manner towards fulfilling its regional city status. Future phases of Re-Imagining Campbelltown-Macarthur will need to translate the vision into spatial reality while simultaneously addressing the gaps and key challenges identified.

Consultation and collaboration

A robust consultation process was undertaken as a part of the project. This included:

- three dedicated Councillor workshops
- a number of Executive and Staff workshops and meetings
- a large external stakeholder workshop which had the leverage of the Chief Commissioner of the GSC, Lucy Turnbull, providing the opening address
- personal/one-on-one meetings with a broad range of key external stakeholders.

In addition members of the consultant team were based within Council's administration offices in Campbelltown on a regular basis to ensure seamless collaboration with Council.

On 14 March, a forum was held in NSW Parliament House on the outcomes of phase one of the project the Draft Strategic Framework and Vision. This forum had a specific purpose of aimed at elevating the Metropolitan importance of Campbelltown, raising awareness of the project and barometer testing the general direction with government and industry prior to finalisation of the drafting. This forum was extremely positive, with attendance from a range of government officials, including an appearance from the NSW Premier, Gladys Berejiklian. A full list of speakers is attached to this report.

Building on this engagement, a forum was held in Campbelltown Arts Centre on the evening of the 19th March 2018. This local engagement was aimed at raising awareness of the project with the local business community through a Combined Chambers, business community event. Presentation, discussion and a question and answer session were held on the draft vision, growth pillars and strategic framework.

The meeting was well attended and the question and answer session raised some excellent points. As a response to this feedback:

- we have clarified and changed the name of the project to better reflect the geographical focus on the vision on the CBD/commercial centres encompassing Leumeah, Campbelltown to Macarthur as shown in the study area map.
- we also need to ensure that a clear message is given throughout this stage of the project that the 3D city scapes included within the draft vision report and used on the webpage/media etc are artists impressions only and are not based on planning controls. That spatial masterplanning for the study area will occur within later stages of this project.
- that the retention and promotion of heritage within the study area is recognized as an extremely important element of current and any future city planning.

This range of consultation and collaboration has meant that the outcomes of project have been formulated from a strong evidence base that adds to its validity relevance and value as a mechanism upon which to base future planning. This has also meant that there is a strong degree of familiarity with the vision direction.

Next steps

Once endorsed by Council for exhibition, further and formal consultation with State and Federal Government, stakeholders, the local community, business, industry and stakeholders will need to continue. The works undertaken as a part of this project will ensure that Council will be well placed to gain the maximum advantages from the upcoming Collaboration Area initiative to be sponsored by the Greater Sydney Commission.

Future phases of the Re-Imagining Campbelltown - Sydney's Southern Gateway project will continue to evolve and be delivered through 2018. This will include precinct master planning phases.

Conclusion

Council has commenced planning to capitalise on the potential and opportunity for change and growth in the Campbelltown – Macarthur Strategic Centre.

Phase one of the project has been completed on time and budget and has produced a strategic framework that will enable future phases of the Re-Imagining Campbelltown - Sydney's Southern Gateway to proceed. The vision for the Re-imagined Campbelltown - Macarthur Strategic Centre has taken into consideration both the aspiration goals and the existing and emerging multidimensional/sectorial elements.

Attachments

1. Re-Imagining Campbelltown Forum Agenda (contained within this report)
2. Draft Re-Imagining Campbelltown - Sydney's Southern Gateway (contained within this report)

Re-Imagine Campbelltown Forum

Wednesday 14th March 2018

NSW Parliament House, Macquarie St, Sydney

Agenda subject to final changes.

Session	Details
08:30 – 09:00	Registration
Morning session Jubilee Room	Opening Remarks Clr George Bricevic – Mayor, Campbelltown City Council Christopher Brown AM – Chairman, Western Sydney Leadership Dialogue
	Campbelltown City Council Draft Vision Lindy Deitz – Chief Executive, Campbelltown City Council
	City-Visioning Project Bruce Taper – Director, Kinesis
	Response Panel: Why Invest in Campbelltown? Introduced and moderated by Michael Rose AM, Committee for Sydney Response panel: Jason de Sousa (Lendlease), Ben Ellis (Charter Hall), Tim Reardon (Department of Premier & Cabinet)
	Opposition Leader in Conversation Luke Foley MP – NSW Labor Leader & Shadow Minister for Western Sydney Interviewed by Sean Berry (Channel 7)
10:40 – 11:10	Morning Tea – Jubilee Room
Morning session continues Jubilee Room	Launch of Campbelltown's Health & Education Precinct Strategic Vision Hon. Rob Stokes MP, Minister for Education Q&A by Christopher Brown AM, Western Sydney Leadership Dialogue
	Response Panel: Health, Education & Employment Introduced and moderated by Theo Psychogios – Deloitte Response panel: Michael Cullen (TAFE NSW), Prof Annemarie Hennessy (Western Sydney University), Amanda Larkin (South Western Sydney Local Health District)
	The Role of the Federal Government in South West Sydney Mary Wiley-Smith – Head of Cities, Department of Prime Minister & Cabinet
12:15	Move to Strangers' Dining Room for Lunch
Lunch Strangers' Dining Room	Minister for Western Sydney in Conversation Hon. Stuart Ayres MP, Minister for Western Sydney Interviewed by Anna Caldwell (Daily Telegraph)
	Vote of Thanks to Minister Ayres Clr George Bricevic – Mayor, Campbelltown City Council
	Awards Lisa Wilkinson, National Champion for Campbelltown Jim Marsden OAM, Local Champion for Campbelltown Awarded by Mayor Bricevic
	A Collaborative Vision for South West Sydney Lucy Turnbull AO – Chief Commissioner, Greater Sydney Commission Lindy Deitz – Chief Executive, Campbelltown City Council Moderated by Christopher Brown AM, Western Sydney Leadership Dialogue
	Event Wrap Up & Thanks Mr Greg Warren MP – Member for Campbelltown Christopher Brown AM – Chairman, Western Sydney Leadership Dialogue




Re-Imagining Sydney's Southern Campbelltown Gateway




Re-Imagining Campbelltown

Re-Imagining Campbelltown
Draft Report
March 2018
Prepared for Campbelltown City Council

 campbelltown
city council

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This report sets out the foundations for the re-imagining of Campbelltown-Macarthur, 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 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 facades; 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 strategy goes a long way towards providing a clear vision 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-Macarthur' 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 Bricevic
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 one.

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 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-Macarthur 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-Macarthur' project has provided a strong

understanding of existing strengths, and identified a range of 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 Badgerys Creek Airport will help consolidate its future as an important economic and lifestyle hub for the Macarthur region.

While Council will work to ensure that Campbelltown 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
GENERAL MANAGER



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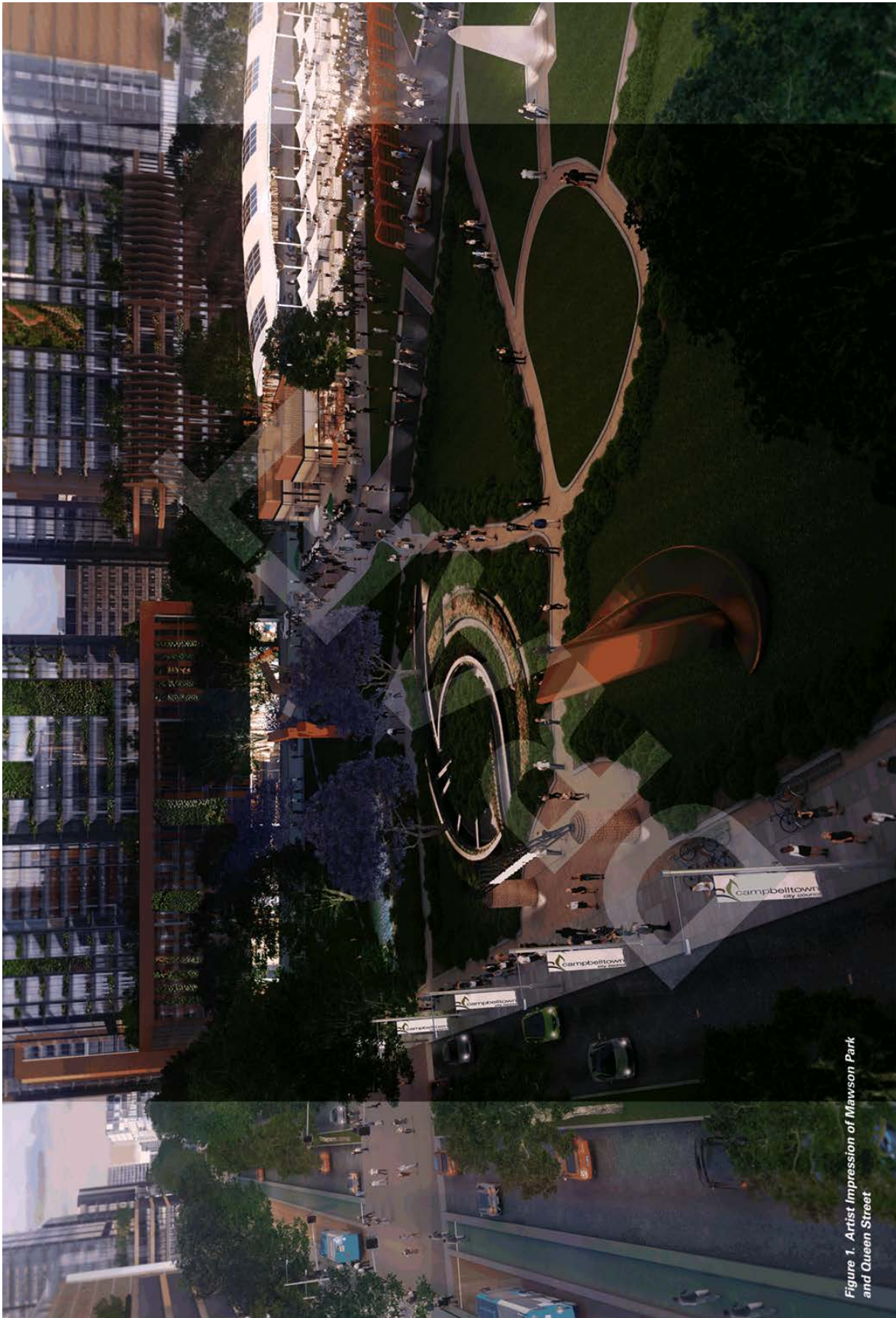


Figure 1. Artist Impression of Mawson Park and Queen Street

Re-Imagining Campbelltown

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 upon 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 Macarthur Region is the Southern Gateway to Sydney.

The Macarthur region 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-Macarthur (Campbelltown). Potentially serving a regional population of over 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* reflected 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 ensure that Campbelltown is a **knowledge city**, accommodating multiple university campuses focused on health, renewable technologies and applied urban studies, 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 civil 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**.

A compact city

- 30-minute or less city, jobs and amenity within reach of everyone
- Leveraging existing infrastructure, like schools, parks and open space networks
- 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 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 sports 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 regions 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

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 of 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 vision to life the state government purchased over 4,000ha of land in the South West, and the Macarthur Development Board created an integrated land use and transport plan. The Development 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 suffering a deficit of local jobs, the 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, poised 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.

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.

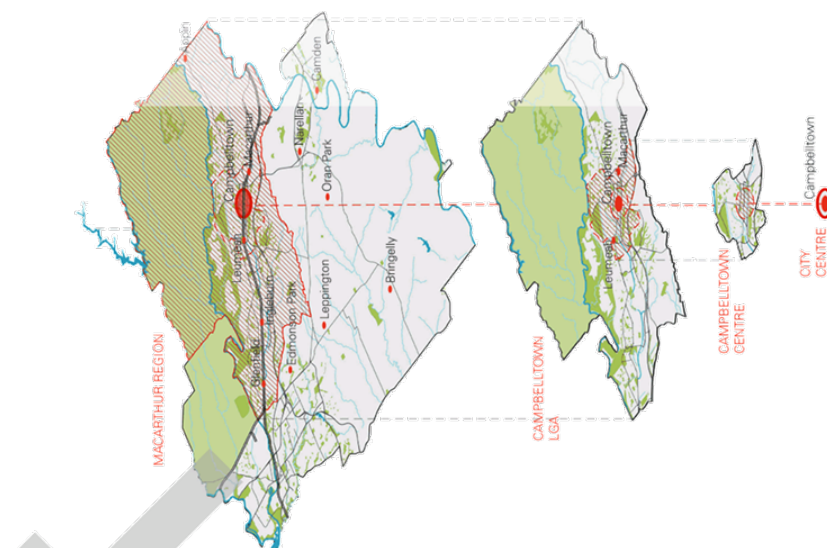


Figure 2. Study Area in the context of the Macarthur region for the Re-Imagining Campbelltown Project

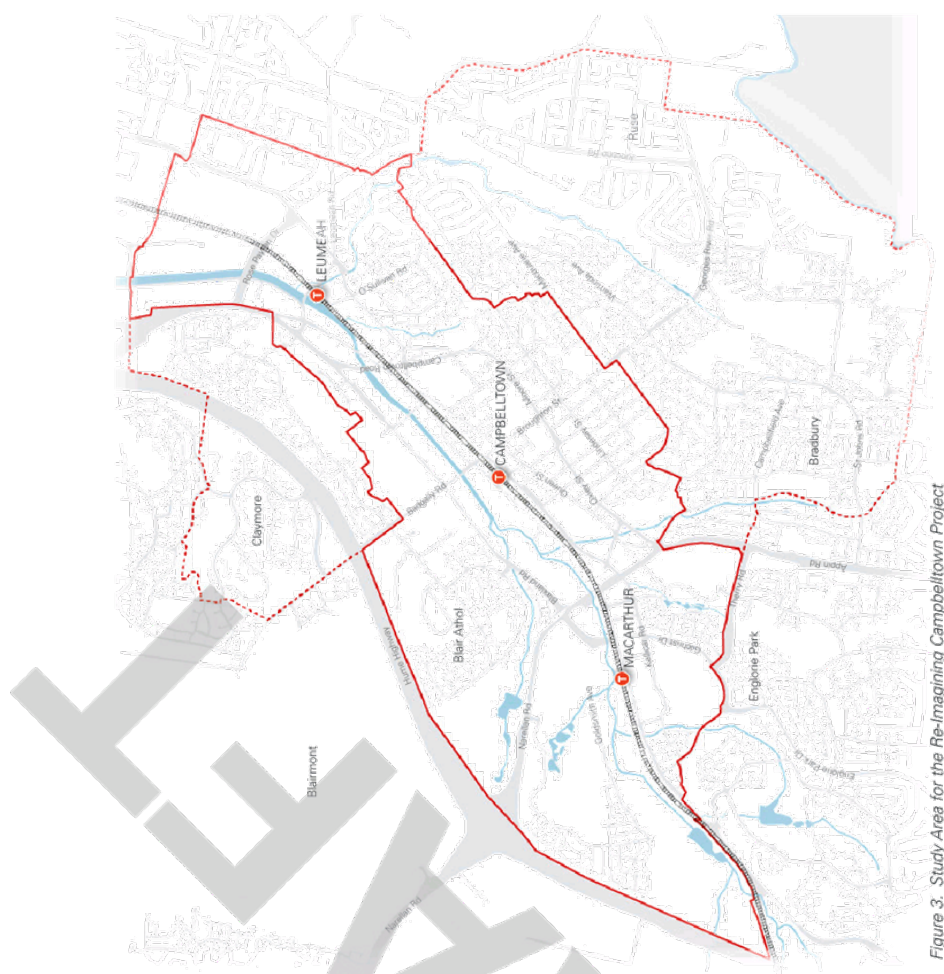


Figure 3. Study Area for the Re-Imagining Campbelltown Project

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 refocused 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**.

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 upon locally produced goods and services, that are authentic and respond to both people and place. A quick view of any Facebook page or Instagram feed 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.**

03 Growth is coming

Re-Imagining Campbelltown

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 over 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 over 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. Encouraging disconnection from local communities and place.

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

3.1. The Scale of Growth

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

At 800,000 people the region would need to accommodate an additional 186,000 dwellings³.

If car ownership rates remained at 2 cars per household, the region would need to accommodate approximately 372,000 additional cars.

And an extra 530,000 people would mean that the region will need an extra 730 hectares of open-space for sports and recreation uses.

A typical planning response in Western Sydney of developing single-detached dwellings would require roughly 200 km² of land – an area equivalent in size to the entire Camden LGA – to accommodate the additional 153,000 dwellings at a typical suburban density.

The scale of growth would require²:



Today, Macarthur is home to **290,000** and likely to grow to **800,000 by 2043**



This growth requires an additional **186,000 dwellings** in the region



This growth equates to an additional **372,000 cars**



An additional total of **730 hectares of open space**

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



Re-Imagining Campbelltown

03 Growth is coming



Figure 7: Bow Bowling Creek Leumeah



Figure 8: Leisure Centre, Campbelltown

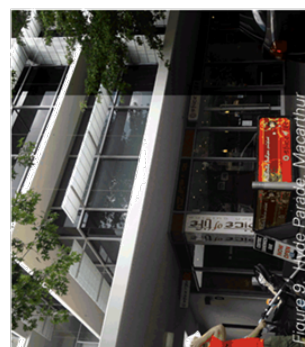


Figure 9: Node Parade, Macarthur

3.3. Lack of Housing Choice

Choice of dwellings in Campbelltown today is largely limited to detached dwellings. Of the 50,000 dwellings within the LGA, 79% are separate houses⁵. 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 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 centre 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 1 job to every 3 working residents. For Campbelltown LGA, this results in 64% of working residents leaving the region every day for work⁶.

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 0.5⁷. 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 Education⁸.

This pattern of lower employment in industries related to local services is not unique to the Macarthur region. 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 has only limited rail services to other city 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. Campbelltown has no direct intercity rail service to Parramatta, 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 intermodal terminal at Minto provide excellent connectivity with Port Botany. However, there are no direct freight or passenger rail services to Wollongong, and there is no commitment at this time for a rail connection to the Western Sydney Airport, the planned Aerotropolis, or any other Western Parkland City centres apart from nearby Liverpool.

To achieve the desired and required levels of connectivity Campbelltown Centre 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 car⁴. 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 3 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, 66% are made using a car⁶.

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 transport⁷, 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 disease⁸, which are observed in Campbelltown's community⁹. 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* 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, no matter what type of housing they live in.

3.8. Climate & Heat

Climate change and a loss in canopy cover in urban areas like Campbelltown has resulted in longer lasting heatwaves and more extreme hot days¹⁰. Climate projections indicate higher average temperatures across the year, more hot days and warm spells, decrease in winter rainfall and harsher fire-weather climate¹¹. Currently Campbelltown centre experiences on average 20 very hot days (above 35 degrees Celsius) every year with projections of an additional 5 to 10 days per year in the near future¹².

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 in the Harbour City¹³. 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 the household expenditure and resilience. Heatwaves

and climbing temperatures will continue to increase Campbelltown's electricity demand¹² in Western Sydney 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. Kinesis analysis has indicated that a 10% increase in canopy cover could reduce land temperatures by 2 degrees Celsius. Current average canopy cover as a percent of total area in the Campbelltown Centre is only 6%¹³.

The realization of a comprehensive Green and Blue strategy 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 ever worsening heat wave conditions.

⁹ Bureau of Meteorology, 2017

¹⁰ NSW Office of Environment & Heritage, CSIRO and Bureau of Meteorology

¹¹ Cooling Western Sydney (Sydney Water, URSVA, CRC)

¹² Cooling Western Sydney (Sydney Water, URSVA, CRC)

¹³ NSW Office of Environment & Heritage, 2011, SPOT'S Woody Extent and Foliage Projective Cover (FFH) 5-10m

⁴ ABS Census 2016, Deloitte

⁵ Transport NSW Household Travel Survey, Kinesis

⁶ Spending on transport - SOURCE

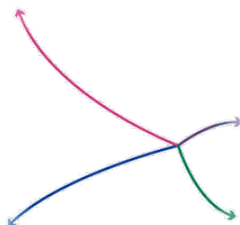
⁷ Low density development: Impacts on physical activity and associated health outcomes, Heart Foundation

⁸ Campbelltown and Camden Hospitals Operational Plan 2014 - 2018

Re-Imagining Campbelltown

04 An Integrated Response

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:

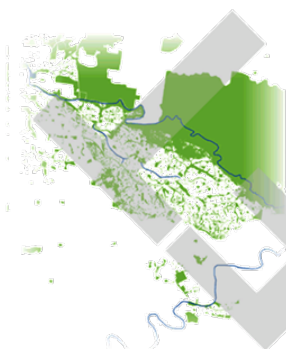


4.1. Building Block 1 Economy

Critical to planning the Vision for Campbelltown centre 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 centre 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.



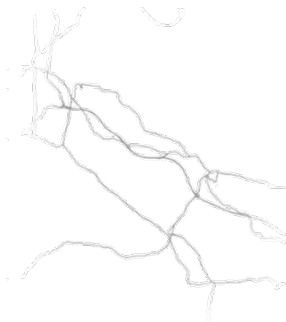
4.2. Building Block 2 Blue and Green Infrastructure

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 Blue and Green Infrastructure 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 ecological and landscape value
- Improved biodiversity across the metropolitan area
- Reduction in urban heat island effect.



4.3. Building Block 3 30-minute City

The extent of land use intervention will be based on a multi-modal 30-minute or better city catchment. The 30-minute urban area will 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.

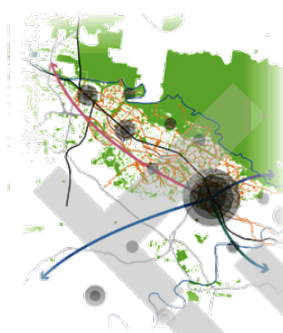
Providing access to jobs, shops, schools and services within 30-minutes for a population over 800,000 people in the Macarthur region will require higher density land-uses, and more efficient transport services. Public transit will need to be fast, frequent and direct, and land use densities will need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

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 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.

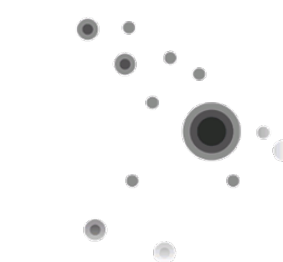


4.6. Building Block 6 Urban transect

The development of the Macarthur region and Campbelltown centre 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.

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.



4.5. Building Block 5 Urban Hierarchy

The concept of an integrated and sustainable urban structure for Campbelltown needs to reflect the planned distribution of residential and workforce populations. Any future spatial structure plan for Campbelltown centre 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.



4.4. Building Block 4 Multi-modal transport

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 place-making and streets that improve the public realm to promote walking and cycling within the core urban areas and activity centres.



Figure 10. Indicative Artist Impression Only, of Campbelltown centre reimagined



Re-Imagining Campbelltown

05 Growth Principles

To help realise and implement the Vision for Campbelltown 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 and industry 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 the vague concept of sustainability or the ubiquitous and meaningless vision of a 'Smart City', and instead actively working towards the transformation of a Campbelltown that is grounded in its community's strengths and 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 decades away from this trend, we need to start responding to this today. Our 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 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 on how we need to confront the market and government to join us.

These commitments are our response.

Confident & 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, disruptors and entrepreneurs.
2. Drive solutions for climate resilient communities, public space and urban infrastructure.
3. Deliver designed excellence for both public and private spaces, including assurance for design outcomes.

Connected Place



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

Commitments:

1. Pioneer the development of human scale urban environments that are decoupled 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.
3. Increase accessibility to local amenities and services.



Re-Imagining 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 Campbelltown City centre to serve the Macarthur Region. These strategies and examples from Sydney and all over the world exemplify what these changes may look like.

06 Transforming Campbelltown



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



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

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 Centre will transform entirely. Serving a large regional population, the Campbelltown Centre 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 centre 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 urban services like finance, engineering, design, technology, public administration, health and education and professional services that will provide the jobs of the future.

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 centre. 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.

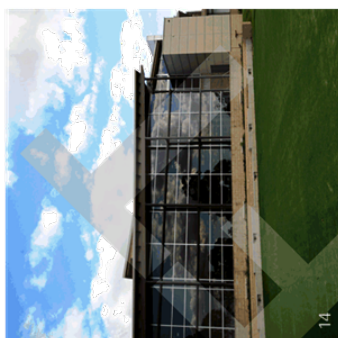
Temporary programs and spaces will also play a large part in engaging our community meaningfully in the short to medium term using a place based and strength based approach to community development and place making. These programs will continue to provide opportunities for the community to interact and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



6.3. Centres Hierarchy

Campbelltown 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 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 and 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 service they may need.



As housing within the city transitions to 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 health and education precincts more attractive to service providers. Health and education providers will invest where they can efficiently access skilled workers and the local population.



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 Centre 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 Macarthur's health and education precinct. While physically building the city will support the construction industry, public administration and other complementary services.

Figure 13. Campbells Hospital

Figure 14. Campbells Leisure Centre

Figure 15. Campbells Performing Arts Centre

Re-Imagining Campbelltown

06 Transforming Campbelltown



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 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 will make it more affordable to deliver infrastructure with efficiencies. Simply, increasing land-use densities can allow local service providers like Campbelltown Council to proportionally invest in more infrastructure per dwelling or building and improve local amenity.

Increasing densities 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



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

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 have been used in Sweden since the 1960's, 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 Centre 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 evacuate 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 urban 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
- 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 and improves their cost of living.

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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 need to accommodate a population in the order of 120,000 - 180,000 in the City Centre 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, typically on the periphery of urban areas, or areas that 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 Philip High School is currently under construction. 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, vegetables 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 Carnellia Town Centre



Figure 24. Sleeved car park in Fortitude Valley, Brisbane

6.7. Multi-modal transport

The current transport system in Campbelltown 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 in to 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 inner-city parking sites to transition to new uses that support the growth of the City Centre 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 CBD's in eastern Sydney, Parramatta, Liverpool and the emerging Western Sydney Aerotropolis.

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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 City Centre. The following sections illustrate how these interventions might change the City Centre 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
- 600,000
- 800,000

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 Centre as it grows and to imagine how it's 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 Centre today

Today, residents in the Campbelltown city centre and surrounding area use their car for 89% of the trips that they take daily. Over half of these car trips are less than 5km. The large amounts of surface car parking in the city centre 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.

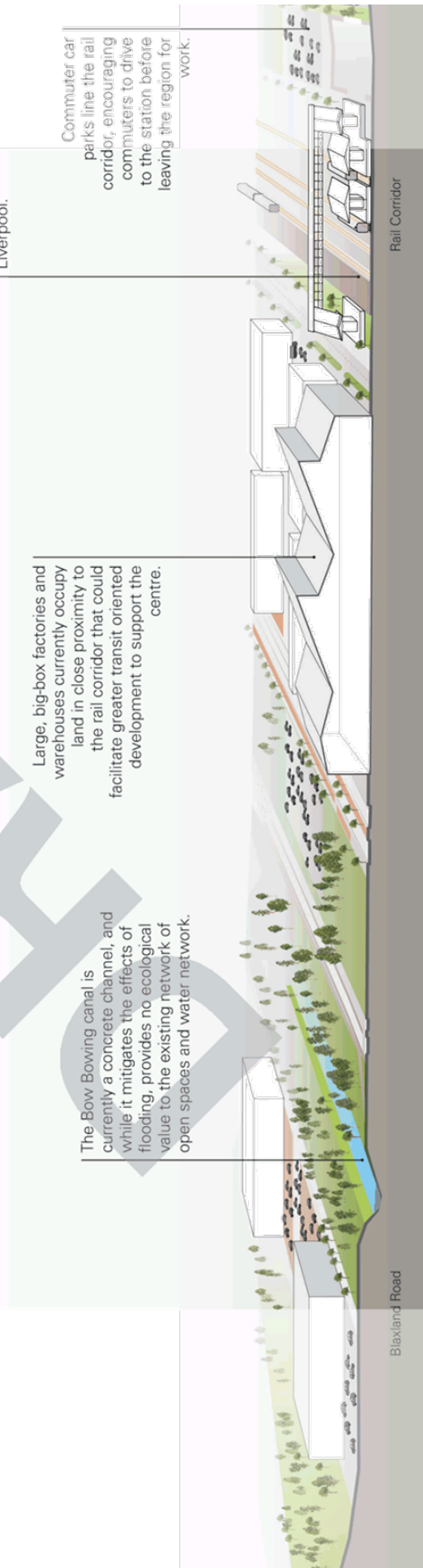
Active transport use in the Centre is very limited, and the average day time temperatures in Summer of 30°C and the sparse canopy cover in the centre make walking an uncomfortable experience.

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

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.



Macarthur Region	Population 270,000 ppl
	Jobs 92,000 jobs
Campbelltown Centre	Population 11,500 ppl
	Dwellings 5,000 dw
	Jobs 17,500 jobs
	Employment Floorspace 525,000 m ²
	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%

Many residents today live in single-detached dwellings, in fact over 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 by Kinensis shows that solar PV installations are relatively high across the Campbelltown LGA at approximately 17% of dwellings.

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

Today, more than 15% of the LGAs workforce is employed in manufacturing, while there is a jobs deficit in the Macarthur 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 in the future for Campbelltown to keep growing as a Health and Education precinct, and to develop a greater

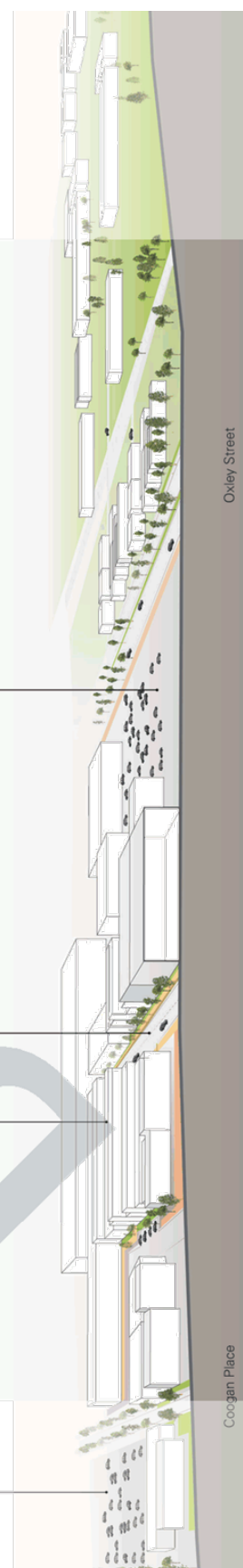
More car parks encourage residents to drive to the shops or club, despite the proximity to bus services on Oxley Street.

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

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 Queen Street.

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

Figure 25. Section illustrating Campbelltown centre today



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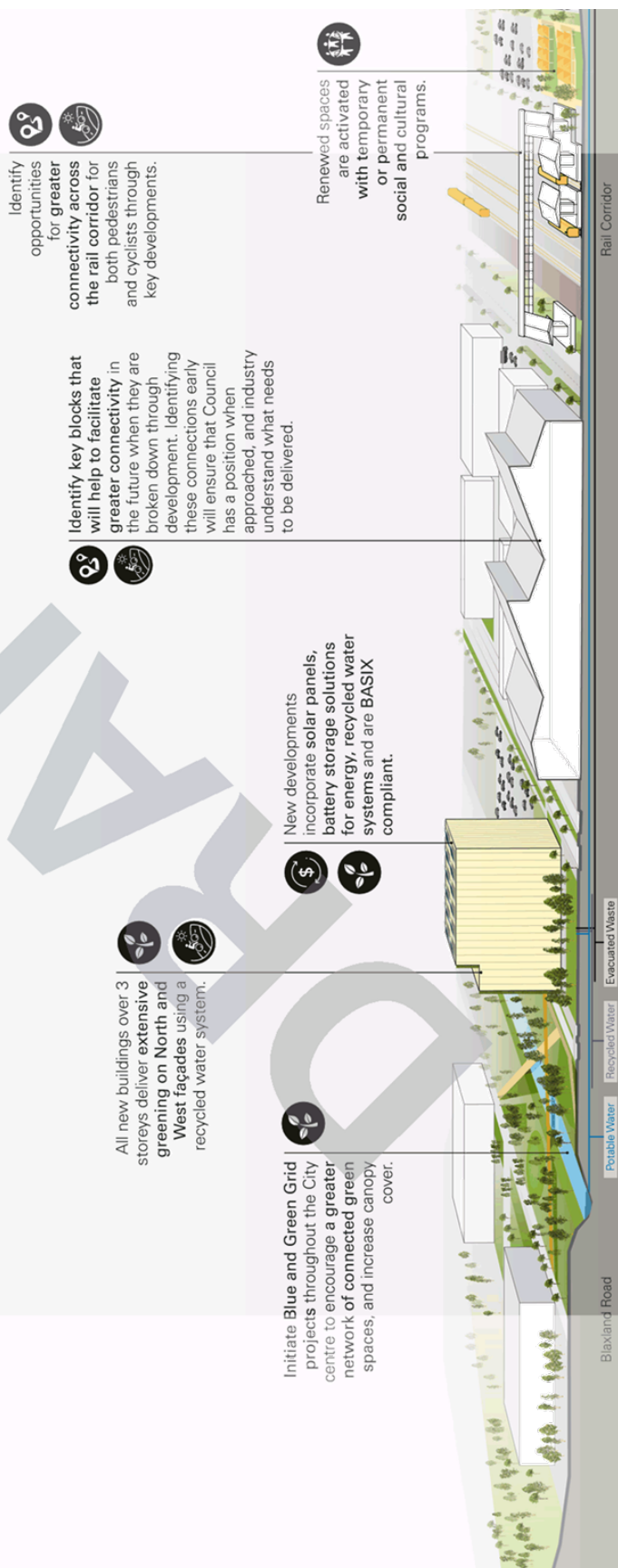
6.10. Horizon One

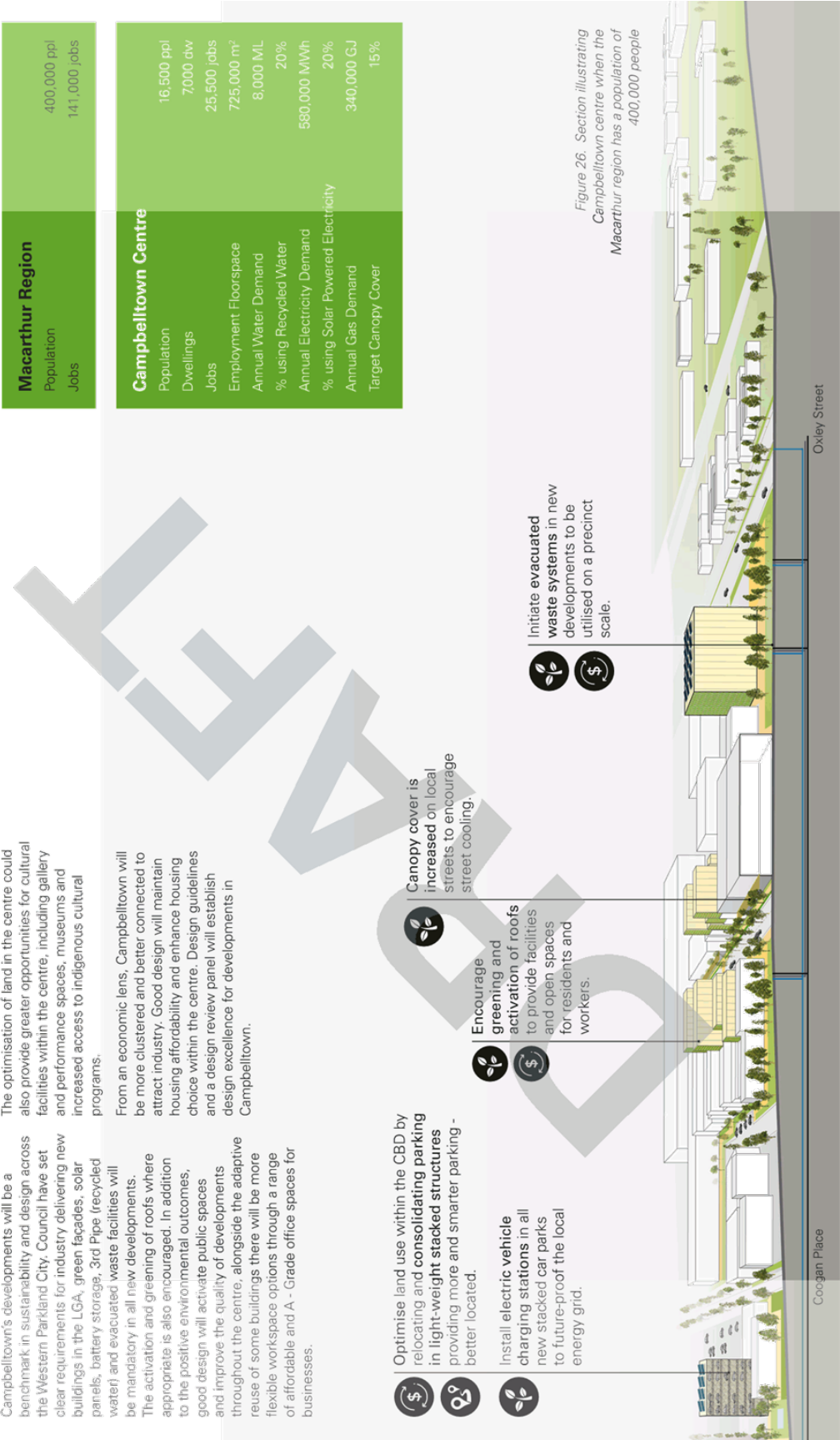
Residents in Campbelltown Centre are reducing their car use and residents from the Macarthur region are no longer using their car to commute to the Centre for work. To optimise land use and open up a viable urban centre, commuter car parking will be restructured. It's footprint will be reduced and relocated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

Lack of access 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 centres including the hospital 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 sensitive population. These projects will integrate the natural environment back into Campbelltown by increasing canopy cover, improving the public domain and increasing green facades on buildings.

Campbelltown is growing. The increasing resource demands from this growth will be met through smart 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.





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6.11. Horizon Two

The implementation of mass and intermediate public transport has better connected Campbelltown Centre to residents across the Macarthur Region. As such, car use is decreasing amongst residents across the Macarthur Region. Car parks need to be sleeved and decoupled to initially deliver development in the Centre without the need for on-site parking and eventually transition these parking structures to another asset class.

Diversifying land use is key to further increasing accessibility in the centre.

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 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 centre and enable a more pedestrian friendly street design. Implementing such a system will position Campbelltown Centre as a benchmark for innovative infrastructure.

A key attribute of living in Campbelltown is the connection of the City to the bush. It attracts tourism 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.

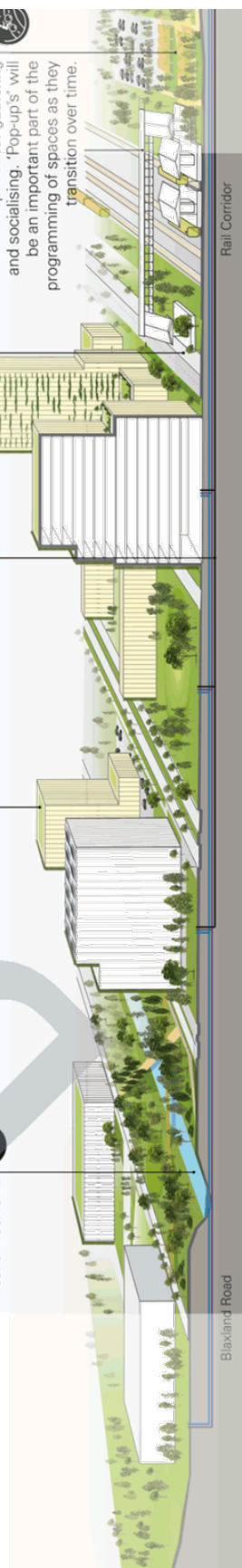
Develop a 'pilot project' for connected autonomous cars within the centre.

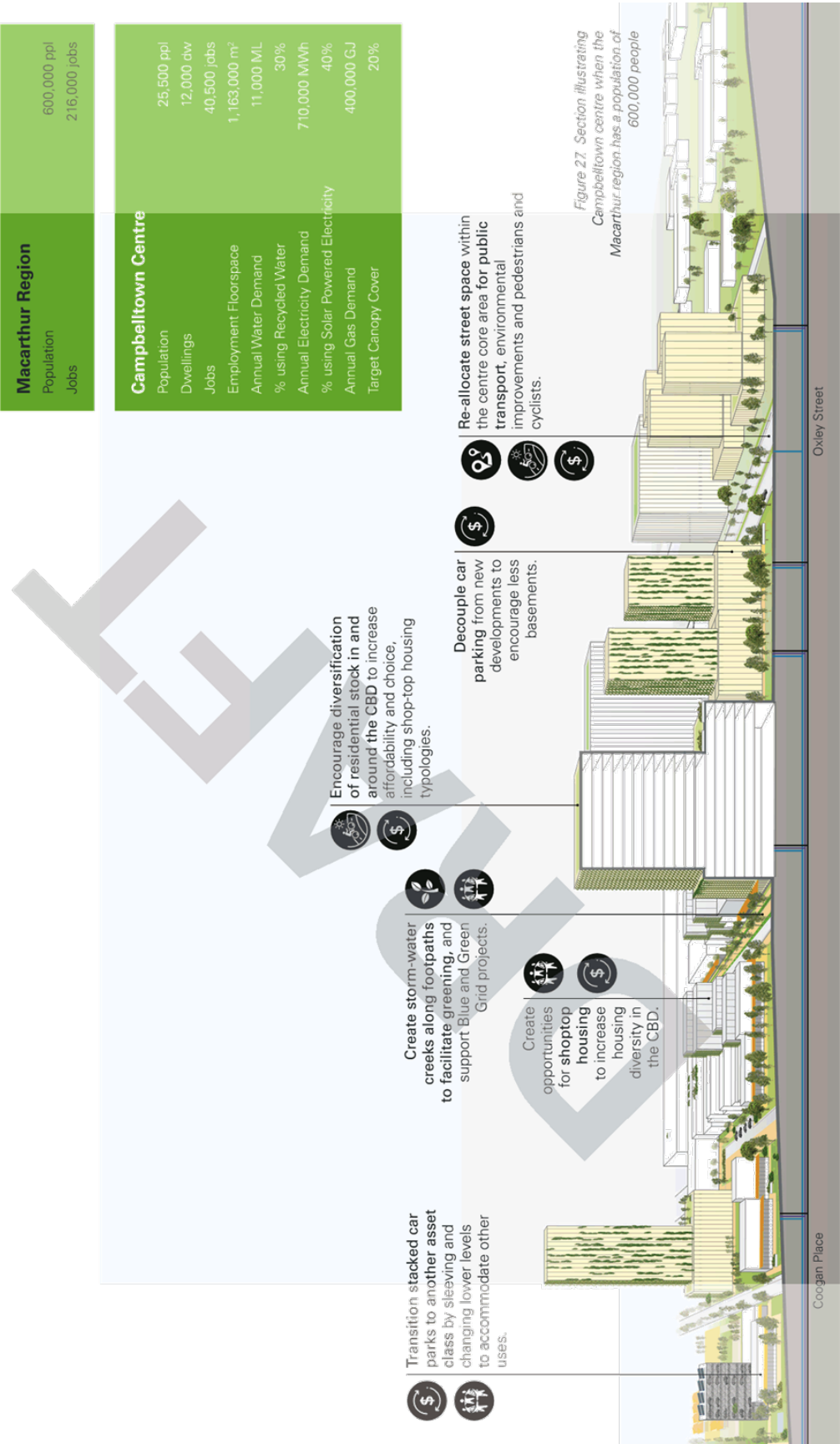
Continue to implement systems in new developments to be utilised on a precinct scale.

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

Continue to implement Blue and Green Grid projects supporting the revitalisation and naturalisation of the existing canal network.

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





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6.12. Horizon Three

The Campbelltown Centre 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 an 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 solar PV and battery storage system so that 100% of the energy demand is generated locally. Additionally, the use of 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.

Realise the expansion of the local street network by creating new streets where development lots can be broken down to provide greater connectivity and walkability.

Encourage buildings to continue to be retrofitted to provide sustainable energy solutions and green façades to become a carbon neutral CBD.

Continue to facilitate urban renewal along key transport corridors to accommodate population growth and reduce sprawl and isolation.

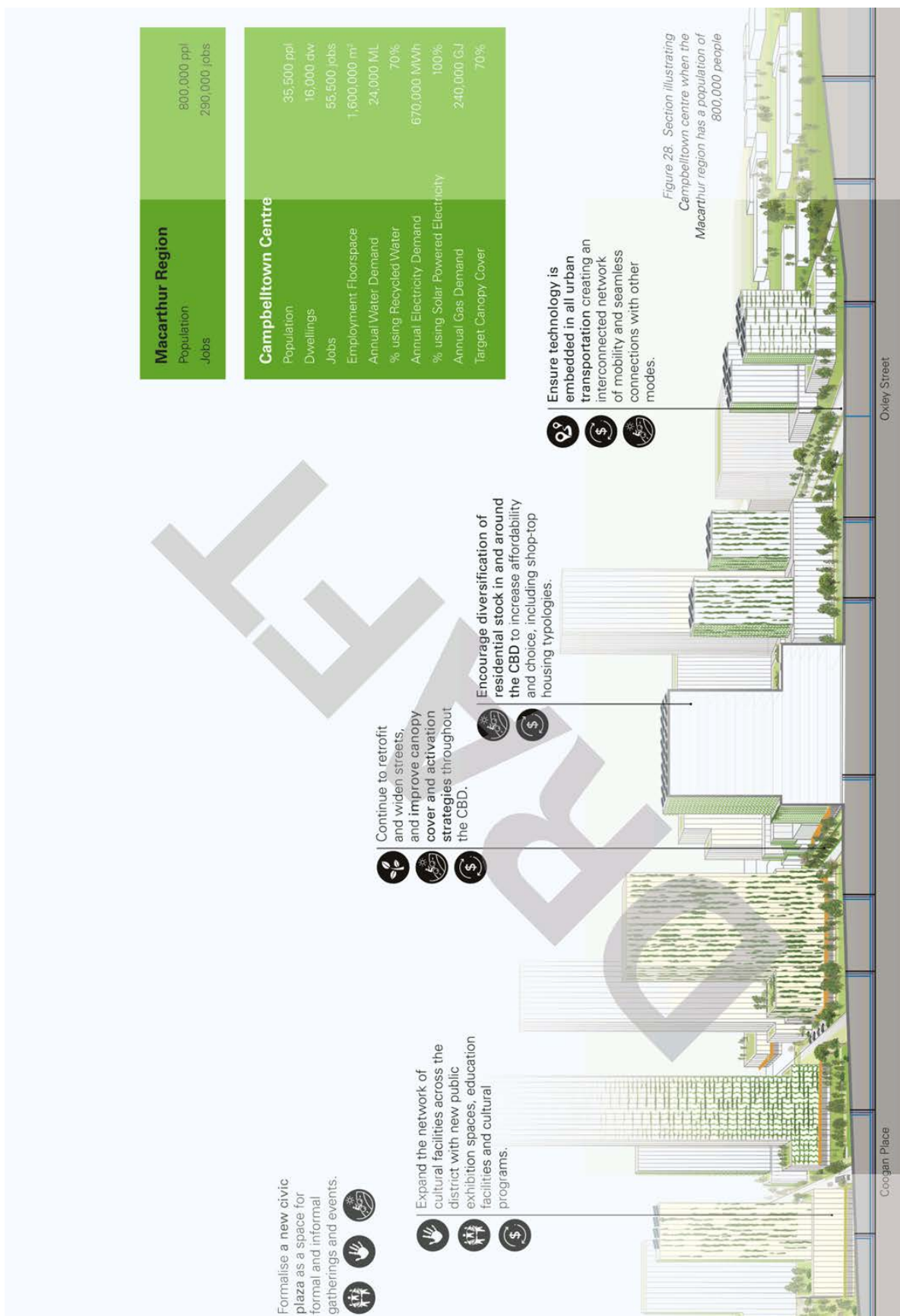
Continue to implement Blue and Green Grid projects supporting the revitalisation and naturalisation of the existing canal network.

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

Realise Over Station Development (OSD) that provides greater connectivity and access to services across the rail corridor.

Locate major university campuses within the CBD.





Re-Imagining Campbelltown

07 Our Commitment to Transformation

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
- 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

- Improving certainty for investors with clear policies, expectations and design guidelines for new developments and the built form environment, 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 the best smart city strategy ever conceived by embracing urban data, establishing monitoring protocols, defining clear responses and assigning accountabilities, to be implemented through the Campbelltown City Dashboard.

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 of Campbelltown centre in the future

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08 Informing the Vision

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Centre 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; and
3. Ensure our development partners and stakeholders provide this data throughout the transformation of Campbelltown.

Metrics will be developed and applied universally so we can compare and transparently report to our community 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:

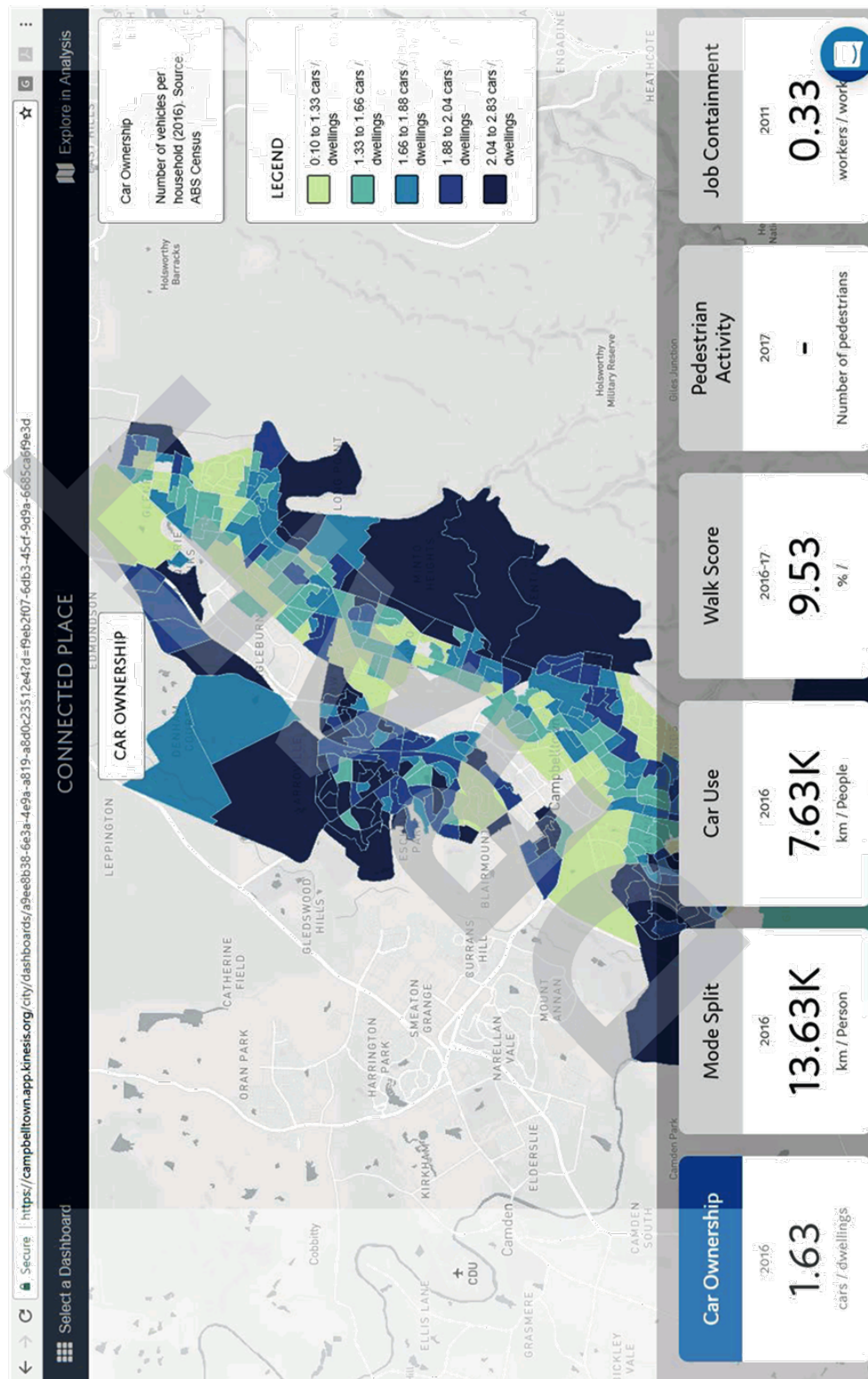
Figure 30. Re-Imagining Campbelltown Growth Principles

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 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 & BUSH	Heritage		
	Bring together the best of the location's history while 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. 	<ul style="list-style-type: none"> - Biodiversity data - Air quality data - Water quality data
 CONNECTED PLACE	Mobility		
	From the mountains to the sea, airport to the city, we are a central hub poised to capitalise.	<ol style="list-style-type: none"> 1. Pioneer the development of human scale urban environments that are decoupled 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. 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
 CONFIDENT & 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 & 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	<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 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 - 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. 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 + healthy communities through a range of active recreational spaces for playing sport. 4. Create inclusive communities through housing diversity and innovative affordable rental, housing and living solutions. 	<ul style="list-style-type: none"> - Floorspace & 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

08 Informing the Vision

Figure 31. Kinesis City Dashboard for Campbelltown





5. URGENT GENERAL BUSINESS

Nil

6. PRESENTATIONS BY COUNCILLORS

Nil