

RE- MAG- N- ING

**CAMPBELLTOWN
CITY CENTRE
MASTER PLAN**

2020



OUR GATHERING PLACE

THIS LAND BETWEEN TWO RIVERS IS OUR MEETING PLACE. THIS IS DHARAWAL LAND.

Campbelltown has
ONE OF THE LARGEST POPULATIONS

of Aboriginal and Torres Strait Islander people in NSW

5,971

people are of
Aboriginal of Torres Strait Islander
descent

ACKNOWLEDGMENT OF COUNTRY

Dharawal people walked in harmony with this land, treading lightly and paying respect to the Elders who went before them. They welcomed people from many nations to gather and enjoy the sustenance of their fertile land, the land between two rivers. We acknowledge the Dharawal people, the traditional custodians of this land.

Campbelltown has always been a gathering place. Its fertile land provided first inhabitants with abundant food sources, bushland and wildlife. This, along with the welcoming nature of the Dharawal people, made the area a perfect meeting place for all Aboriginal and Torres Strait Islander nations to unite, to yarn, trade, discuss lore and resolve any grievances that may have occurred between them.

Today Campbelltown's Aboriginal community continues to embody this welcoming nature. Made up of different communities from far and wide they are one of the largest Aboriginal and Torres Strait populations of all LGAs in NSW. Despite coming from different Aboriginal and Torres Strait Islander nations, having different stories, and different connections to Country, they have joined together as one community and made Dharawal land their home. We acknowledge the strength and welcoming spirit of the Campbelltown Aboriginal community.

Together they are creating a new shared culture of contemporary Campbelltown - one that honours the past and its people whilst looking towards the future. They create strength with their connections to each other and welcome all new people to Campbelltown. In agreeance with the Dharawal people, they welcome all new people to Campbelltown. We acknowledge the future Aboriginal community of Campbelltown.

Always was, always will be, Dharawal land.



OPENING FOREWORD

Sydney is a beautiful, prosperous and multicultural city, but maintaining its liveability and equity during a time of rapid growth is an ongoing challenge. And we are not alone. Cities around the world are facing ever increasing challenges in relation to urbanisation, globalisation and climate change. Reimagining Campbelltown is a game-changing approach to the way we plan our city to ensure it is more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

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

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

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

George Brticevic
Mayor,
Campbelltown



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

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

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

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

The significant role the Campbelltown City Centre precinct will play in helping to support the vision for the whole of our city has not been underestimated.

Lindy Deitz
General Manager,
Campbelltown City Council

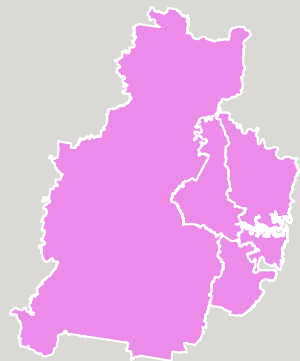


ALIGNED APPROACH

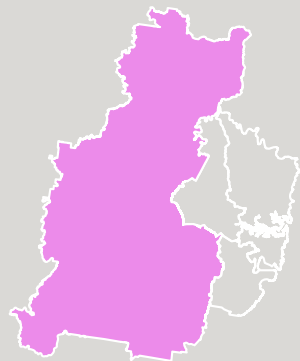
Aboriginal people know if you care for Country, it will care for you. Since time immemorial Aboriginal people have managed, cultivated and cared for the landscape where Sydney is today. However, during the making of the city post 1788, the multi-dimensional nature of Country has never been deeply considered, reconciled or remembered.

In recognition of this, and in response to Sydney's rapid growth, the Greater Sydney Commission (GSC) have shaped a new approach to ensure planning and land use of the Greater Sydney Region is respectful, equitable and sustainable. Guided by 'A Metropolis for Three Cities' a suite of strategic planning documents now embed an understanding and respect of Country into a bold vision, key directions and steps for delivery across different scales from the whole region, to five districts and 33 local government areas.

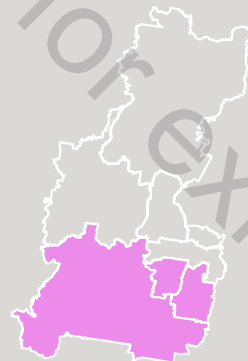
Reimagining Campbelltown City Centre Master Plan builds on the GSC's work. It is a master plan with an ambitious vision towards a more liveable future that will leverage our growth to tell our stories, celebrate our place, build resilience and reduce impacts of climate change. It has been prepared concurrently with the Campbelltown-Macarthur Place Strategy.



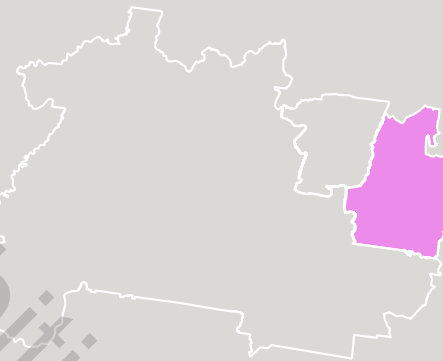
Greater Sydney Region



Western City District



Macarthur Region



Campbelltown LGA



Campbelltown City Centre



CAMPBELLTOWN- MACARTHUR PLACE STRATEGY

Campbelltown-Macarthur is identified as a Metropolitan Cluster Centre within the Western City District Plan. It is the key location for providing the metropolitan functions within the Macarthur Region including concentrations of higher order jobs, a wide range of goods and services; entertainment, leisure and recreational activities; as well as cultural and arts experiences.

In light of the importance of delivering on these outcomes, Campbelltown-Macarthur was identified as a Collaboration Area within the Western City District Plan. Collaboration Areas are a place-based process led by the Greater Sydney Commission to support growth and change, deliver improved outcomes and address complex issues that require cross-stakeholder solutions.

The Campbelltown-Macarthur Place Strategy (Place Strategy), is the key output of the Campbelltown-Macarthur Collaboration Area, led by the Greater Sydney Commission. It has been prepared in concert with the Reimagining Campbelltown City Centre Master Plan (Master Plan).

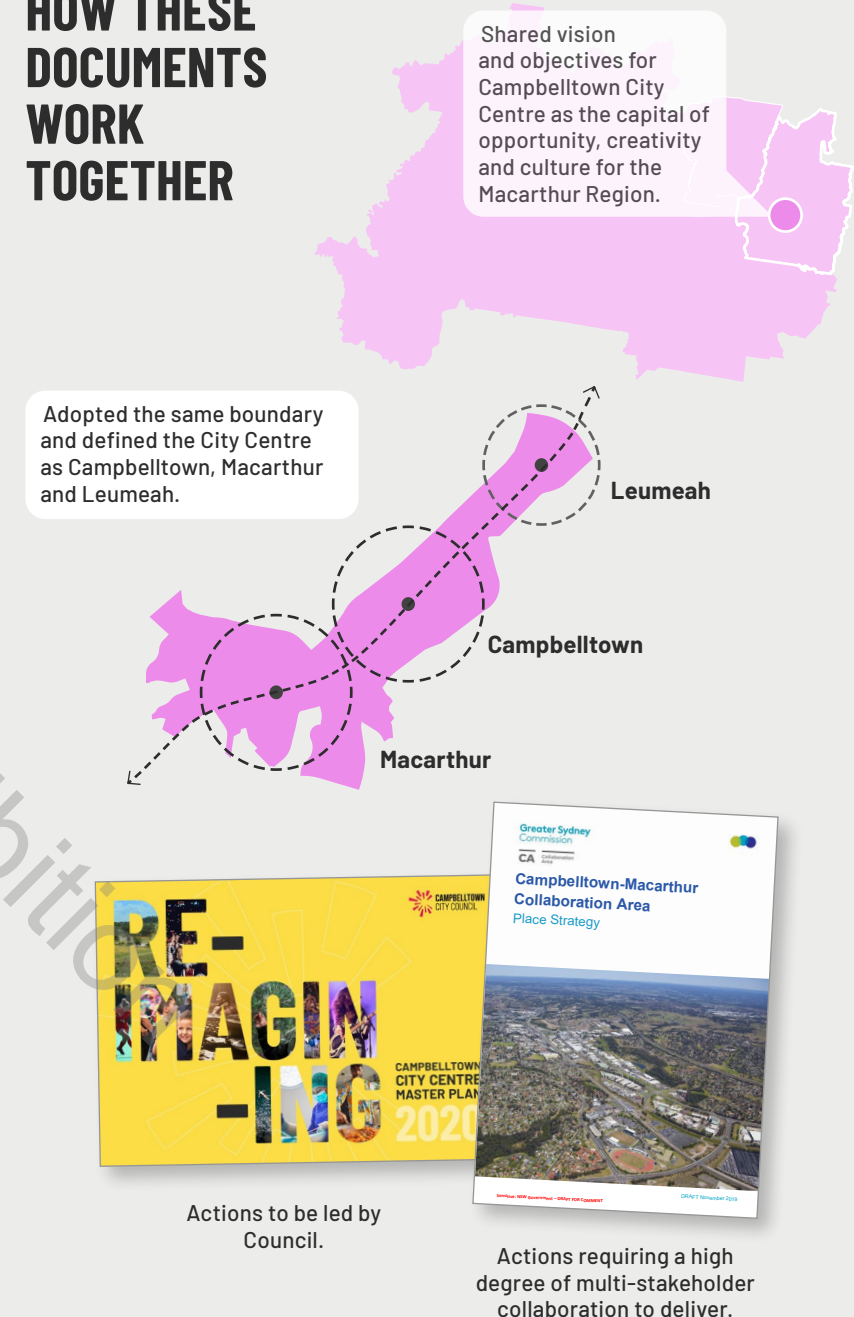
While there is some overlap, the priorities and actions contained in the two documents have largely been delineated as follows:

- **Shared:** Vision, objectives and City Centre boundary.
- **Master Plan:** Actions to be led by Council.
- **Place Strategy:** Actions requiring a high degree of multi-stakeholder collaboration to deliver.

The Place Strategy was collectively designed by the stakeholders involved in planning for the future of the Campbelltown-Macarthur Collaboration Area including Council ensuring the actions, priorities and projects are aligned with the Master Plan.

Importantly, both the Place Strategy and the Master Plan are not land-use planning documents. Rather, they identify the complex, place-specific priorities and actions required to support Campbelltown City Centre realise a future that is sustainable, resilient and prosperous, and that fulfills its metropolitan role.

HOW THESE DOCUMENTS WORK TOGETHER



CONTENTS



How to use this document

The Campbelltown City Centre Master Plan is a framework for decision-making in the City Centre into the future. It is intended as a living document that is revisited and refreshed as projects are delivered and outcomes are measured.

The document is organised into four key sections:

● INTRODUCTION: STRATEGIC CONTEXT & VISION

Six strategic positioning insights set the context and a shared vision and objectives shared between the Master Plan and the Place Strategy.

● PART 1 PLACE FRAMEWORK: PILLARS & COMMITMENTS

The Place Framework is the enduring component of the Master Plan. Six growth pillars and 25 commitments capture the community's values and underpin every single decision in the City Centre.

● WHAT WE HEARD: COMMON THEMES FROM ENGAGEMENT

Seven themes emerged from community, industry, agency and stakeholder engagement.

● PART 2 DELIVERY FRAMEWORK: CITY MAKING MOVES & ACTIONS

10 City-Making Moves describe the key outcomes for the City Centre to unlock its potential in the first 10 to 20 years of the Master Plan. Each move will be realised through a series of actions including Transformative Projects, Further Studies and Catalyst Programs. It is intended the Delivery Framework will be refreshed every 10 years.

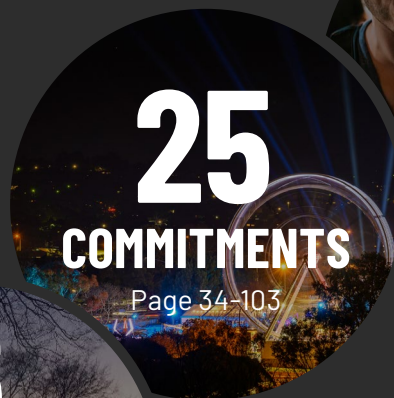
● PART 3 IMPLEMENTATION

The Implementation Plan identifies priorities for the first five years with a focus on doing a few projects well, commencing programs and undertaking foundational investigations to unlock potential.



1 VISION

Page 24-33



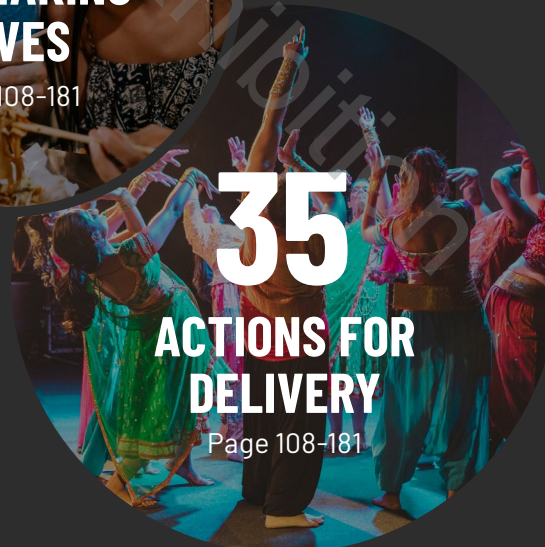
25 COMMITMENTS

Page 34-103



10 CITY MAKING MOVES

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35 ACTIONS FOR DELIVERY

Page 108-181



6 GROWTH PILLARS

Page 34-103

INTRODUCTION STRATEGIC CONTEXT & VISION

Southern Gateway

Building on our Strengths

Growth Opportunity

City in a Valley

Celebrate our Diversity

The Time is Now

Vision

THE CAPITAL OF OPPORTUNITY & CULTURE FOR THE MACARTHUR REGION

PART 1 PLACE FRAMEWORK: PILLARS & COMMITMENTS



WHAT WE HEARD

Your Big Ideas



PART 2 DELIVERY FRAMEWORK: CITY MAKING MOVES & ACTIONS



PART 3 IMPLEMENTATION

1. Governance Framework

A Cross Functional Team

2. Five Year Priority Plan

Five Priority Projects



Three Partnership Projects



Programs & Studies



3. Monitoring

Refresh



INTRO- DUCTION

Draft for exhibition



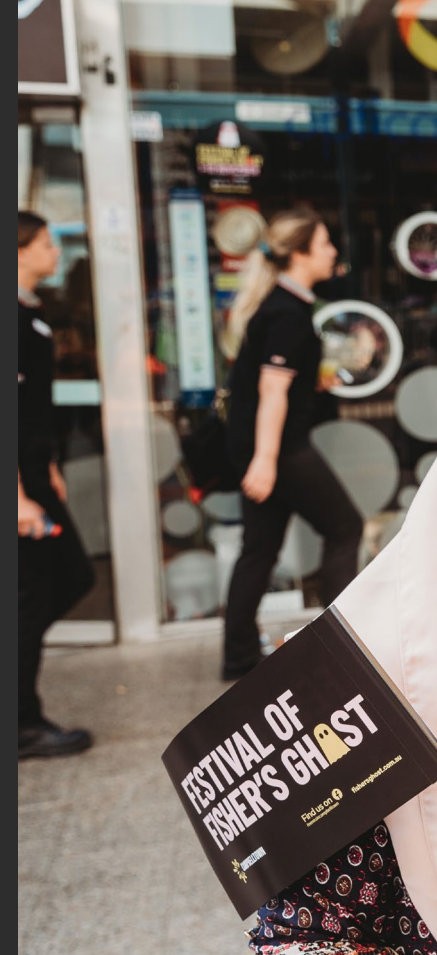


INTRODUCTION

Sets the context for Reimagining through six strategic positioning insights and the shared vision and objectives of the Master Plan and Place Strategy. It also provides a summary of the evidence-based approach which underpins the Master Plan.

STRATEGIC CONTEXT

Reimagining Campbelltown City Centre Master Plan harnesses our existing strengths at a time of significant opportunity. The following six strategic insights present the place specific opportunities that underpin the vision to transform our City Centre into the economic, cultural and lifestyle capital of the Macarthur region, and connect the region to the world.





1. Southern Gateway

2. Building on our Strengths

3. Growth Opportunity

4. City in a Valley

5. Celebrate our Diversity

6. The Time is Now

SOUTHERN GATEWAY

Campbelltown City Centre is the capital of the Macarthur Region. However, as Sydney's southern gateway it serves a community which extends far beyond this. Located within Australia's capital corridor, and perfectly positioned at the junction of major strategic infrastructure, it connects Canberra - Australia's political capital, the Southern Highlands and the Illawarra/ Shoalhaven Region, to Sydney - Australia's financial capital.

Campbelltown City Centre occupies a unique geographic location within Greater Sydney. Positioned at the southern extent of Metropolitan Sydney, it is strategically located between Sydney's three international trade gateways (Port Botany, Sydney Airport, Port Kembla) and aligned along the Capital Corridor connecting Sydney with Canberra and beyond to Melbourne.

By virtue of its strategic location, the City Centre already benefits from:

- Transport connectivity between Wollongong and the Illawarra/ Shoalhaven region including NSW's second largest port, Port Kembla, via the Appin Road (B69) and Picton Road (B88).
- Direct road and rail passenger and freight connections to Sydney Airport and Port Botany.

- Being situated immediately adjacent to the Hume Highway (M31) with two direct motorway access points to the City Centre via Narellan and Campbelltown roads.
- Proximity to the Macarthur Intermodal Shipping Terminal, located in Minto 2km to the north of the City Centre a freight rail terminal and warehousing centre.
- Three rail stations including an interchange at Campbelltown for regional services to Canberra and Melbourne, and an interchange at Macarthur between the electrified metropolitan Sydney services and the Southern Highlands services.













Together these assets position Campbelltown City Centre's strategic role as the southern gateway to Sydney. This position will be further reinforced by the future fast rail connections



to Canberra (currently under investigation), new rail and road links to the Western Sydney Airport, and the establishment of a regional plant and animal sciences research corridor.



LEGEND

-  Rural land
-  National parks and conservation areas
-  Urban areas
-  Centres
-  Airport
-  Port
-  Intermodal terminal
-  Capital corridor
-  Freight rail corridor
-  Major road corridor from Sydney-Canberra
-  Major rail corridor from Sydney-Canberra
-  Future WSA transport corridor



BUILDING ON OUR STRENGTHS

Campbelltown City Centre is the metropolitan capital of the Macarthur Region. Characterised by a unique urban structure, the City Centre is made up of three distinctive, yet complementary centres. Comprising Campbelltown, Macarthur and Leumeah, the City Centre is underpinned by the existing economic anchors of health, education, justice, arts, sport and industry. Connected by rail, each centre is anchored by discreet clusters of established facilities and activities that define a complementary role and function for each.

Campbelltown is our engine room and core CBD of the City Centre and broader LGA. It brings together civic, justice, commercial, industrial, education, retail, cultural and community facilities and services in one location.

With its extensive health and education uses, supported by substantial retail amenity, Macarthur is evolving into a regionally-significant Health, Knowledge and Innovation Precinct. It stands apart with its focus on population health, and leverages its links to the Australian Botanic Garden Mount Annan through an emphasis on plant sciences.

Leumeah is on track to become an exemplar sports and entertainment hub. Anchored by Campbelltown Stadium, the precinct plays a key role in Campbelltown's liveliness, appeal and attraction for residents, workers and visitors alike. It is

the northern gateway to the Campbelltown City Centre.

With a key aim of the Master Plan being to rebalance the jobs deficit in the city, we must look beyond existing jobs and seek to seed the jobs of the future. The vision for the Western Parkland City is a more prosperous city with the Western Sydney Airport as the catalyst. This will be achieved by delivering city-shaping transport infrastructure connecting people to jobs; driving the creation of new jobs, economic activities and knowledge intensive industries to diversify the economy and attract a skilled workforce through new industry agglomerations; and supporting internationally competitive industry sectors that will be established on the strength of the new Western Sydney Airport.

Western Sydney University has a **strong health focus**



with over

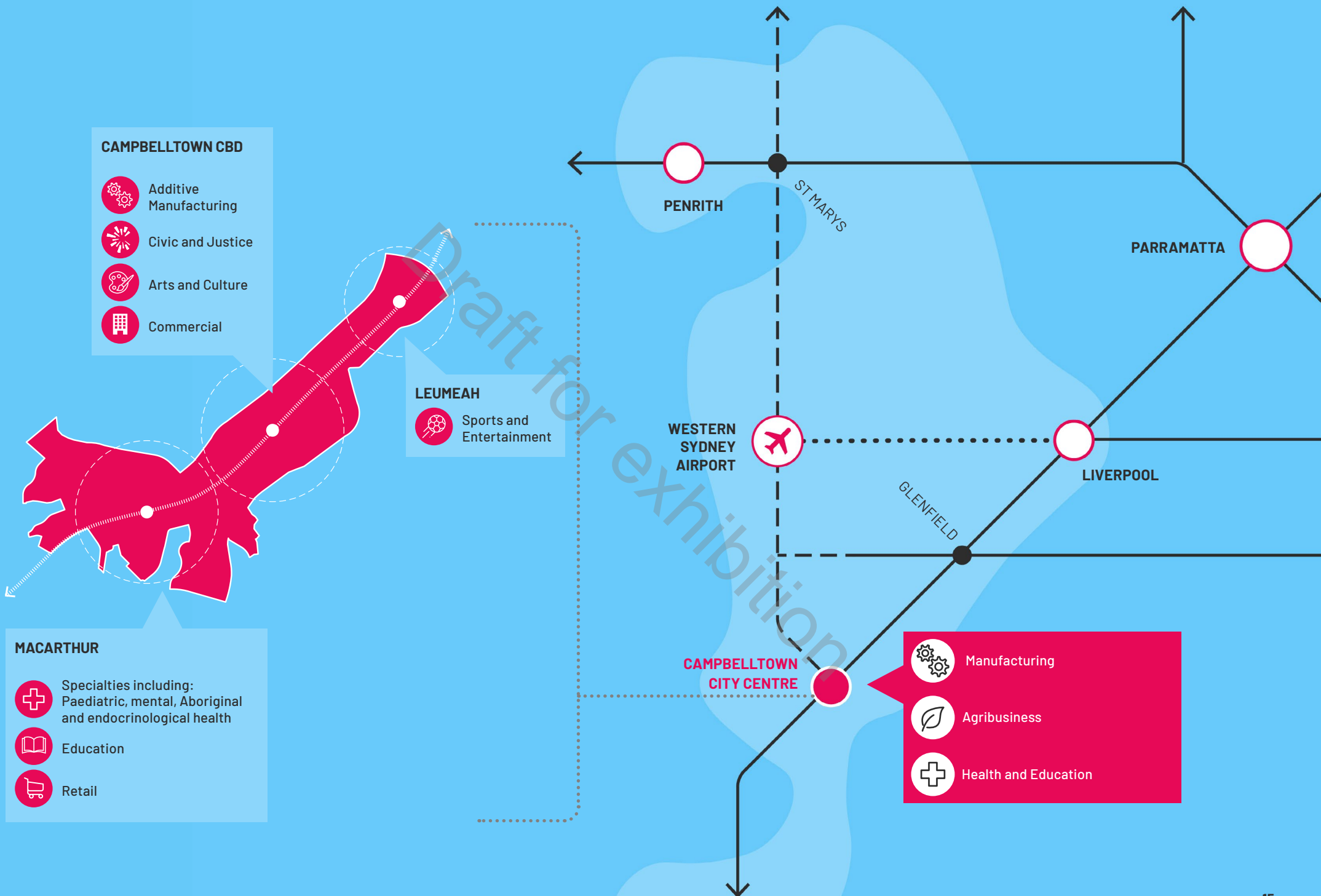
15,000+

students studying in the health sector

However, we also know that good jobs go to good places. In today's globally competitive world, attracting talent means we have to create vibrant and liveable places that attract people to work, play and live there. Campbelltown City Centre is blessed with a distinctive setting including abundant green space, a fine grain pedestrian spine in Queen Street and a compact urban form framed by rolling scenic hills. Campbelltown is also a city which has been shaped by the car and is serviced by grey infrastructure.

With so much of the City Centre yet to be developed, the time for a metropolitan scale intervention is now. Reimagining Campbelltown is a call to action for a more prosperous and sustainable future.

**CLUSTERED,
CONNECTED &
COLLABORATIVE**



GROWTH OPPORTUNITY

Greater Sydney is one of the 10 fastest growing regions in the Western world. To accommodate this growth, the Greater Sydney Region Plan has established a vision for a metropolis of three cities including the Eastern Harbour City, the Central River City and the Western Parkland City. With the Western Parkland City set to double in population by 2056, Campbelltown City Centre is poised to lead the first decade of growth. Prompted by population growth, the construction of the Western Sydney Airport and investment in infrastructure through the Western City Deal, we must act now to realise its potential as the metropolitan centre at the heart of the Macarthur region.

The Greater Sydney Region Plan, *A Metropolis of Three Cities*, is built on a vision of three cities where most residents live within 30 minutes of their jobs, education and health facilities, services and great places. Campbelltown City Centre is one of four Metropolitan Cluster Centres which make up the polycentric structure of the Western Parkland City.

Prompted by the construction of the new Western Sydney Airport and investment through the Western Sydney City Deal, projected growth will see the population of the Western Parkland City more than double by 2056 to 1.5 million. Located in the south-west, the Macarthur Region, comprising the Local Government Areas (LGAs) of Campbelltown, Camden and Wollondilly, is set to deliver 50% of all new dwellings over the next 20 years to 2040.

With a well established urban structure and the planning and delivery of priority growth areas well progressed, it is also poised to lead the first decade of growth within the Western Parkland City.

In the Campbelltown LGA, urban infill along the Glenfield to Macarthur corridor is leveraging existing transport infrastructure including seven centres serviced by railway stations.

In addition to this, the planning of Greater Macarthur has commenced and is in its early phases, which is estimated to deliver an additional 15,000 homes. In total, the Campbelltown LGA is predicted to deliver approximately 28,000 additional homes by 2040. In Camden, development is already well underway while Wollondilly is still in the early phases of planning.

Campbelltown City Centre must address the imbalance of access to jobs in the Macarthur Region to realise the vision of the 30-minute city.

Reimagining Campbelltown City Centre Master Plan aims to harness this once in a generation opportunity to transform the City Centre into the economic, cultural and lifestyle capital of the Macarthur region, and connect the region to the world.

Approximately

50%

of all new **dwellings** in the Western Parkland City are located within the Macarthur region


Planning and delivery of an **additional**

**100,000
DWELLINGS**

which has already commenced in the Macarthur Region

**MACARTHUR
REGION WILL LEAD
THE FIRST DECADE
OF GROWTH IN
THE WESTERN
PARKLAND CITY**

LEGEND

-  Delivered/in construction and in final stages of planning
-  In planning and early stages of delivery
-  Identified and in early stages of planning
-  Land release area
-  Urban renewal area
-  Greater Penrith to Eastern Creek Growth Area
-  Metropolitan cluster centre
-  Macarthur region
-  National parks and reserves
-  Metropolitan rural areas

WOLLONDILLY LGA
+10,000 - 20,000
 New Dwellings (2040)

CAMDEN LGA
+55,300
 New Dwellings (2040)

CAMPBELLTOWN LGA
+28,000
 New Dwellings (2040)

LIVERPOOL LGA
+45,700
 New Dwellings (2040)

PENRITH LGA
+29,550
 New Dwellings (2040)

CITY IN A VALLEY

Campbelltown is part of the Western Parkland City, a place surrounded by World Heritage Listed landscapes and Metropolitan Rural Land. The natural landscape and setting of the city are one of its greatest assets and the foundation upon which the city's structure and places were formed. Campbelltown is where the city meets the bush.

Campbelltown is known as the land between two rivers - the Nepean and Georges. It is also the location where the Cumberland Plain in the west meet the coastal plateau in the east. The result is a distinctive natural setting of a city in a valley that characterises the city to this day.

To the west are the prominent ridges of the Scenic Hills which offer spectacular views and are home to the city's pastoral heritage. In the east are the natural bushland and ecological areas of the Eastern Edge Scenic Protection Lands and the Georges River regional open space corridor.

Within the valley, the local topography is characterised by rolling green foothills and a central drainage basin traversed by the Bow Bowing and Bunburry Curran creeks - tributaries of the Georges River Catchment. Nestled within a broad undulating valley and traversed by a central creek it is a city shaped by water and framed in green.

Historic settlement patterns have always celebrated this scenic landscape setting. The tallest hill in the valley, now known as Mount Annan, is of significant cultural importance to local Dharawal people, their stories and history. Early colonial farmers established estates and farmhouses with marker trees on prominent hills and views to one another. The siting and original grid pattern of the town was located to maximise views to some of the most prominent natural elements.

As a result of this distinctive setting, the urban areas of Campbelltown are well-defined. Today, it is a linear city - a network of compact urban centres, connected by a central railway spine, united by blue spine and framed in rolling green hills.



Campbelltown is where the

**CITY
MEETS THE
BUSH**

6,702ha
National parks

2,400ha
Rural land

3,195ha
Open space



1,500

Flora species have been recorded in the LGA. **44** of these species are listed as threatened, many of which have **global significance**











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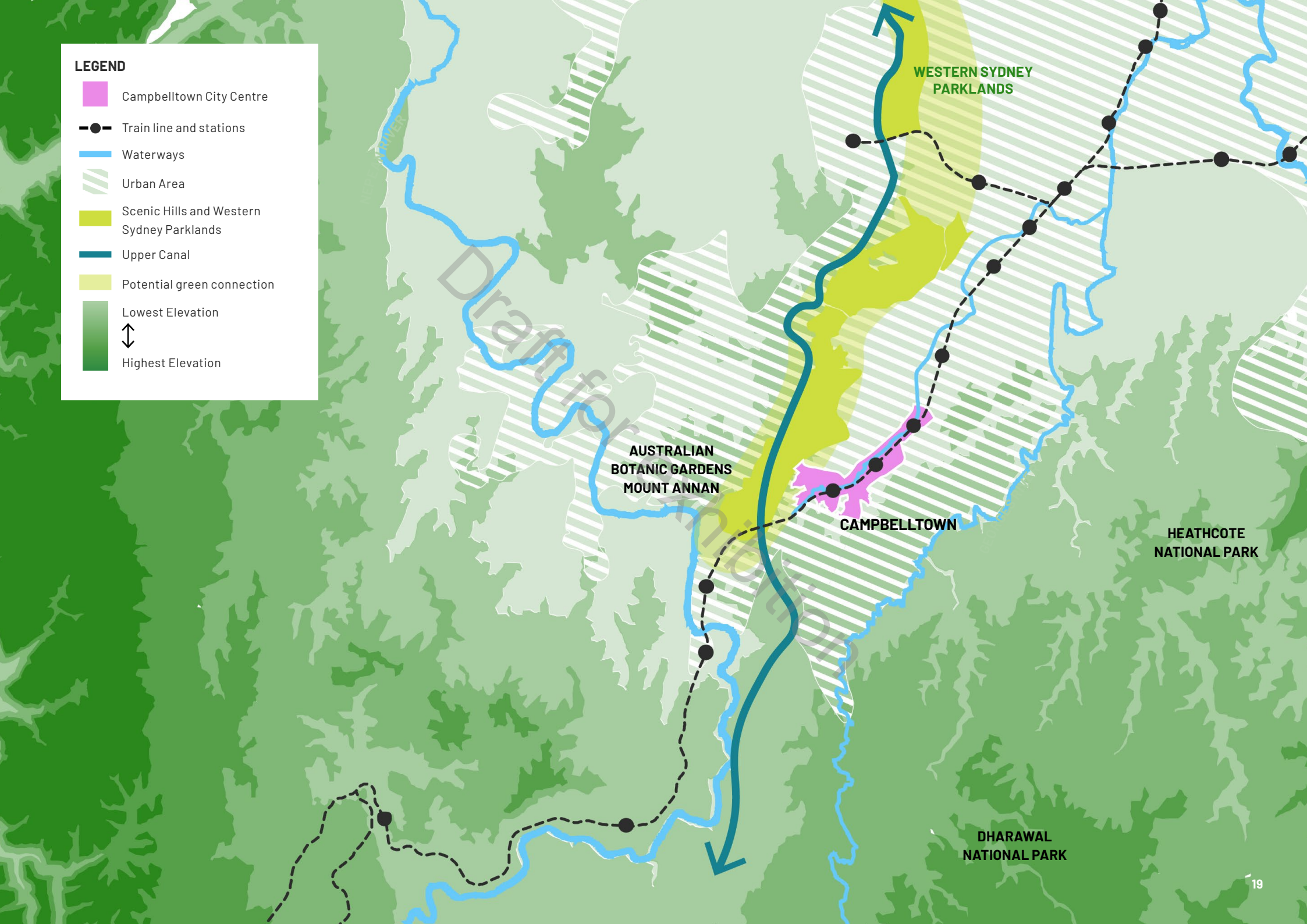
Fauna species have been recorded in the Campbelltown LGA including the largest population of **disease-free koalas** in the Sydney region

57%

of the LGA still contains **native vegetation**

LEGEND

-  Campbelltown City Centre
-  Train line and stations
-  Waterways
-  Urban Area
-  Scenic Hills and Western Sydney Parklands
-  Upper Canal
-  Potential green connection
-  Lowest Elevation
↕
Highest Elevation



CELEBRATE OUR DIVERSITY



As the city continues to grow, we welcome new people coming into our city to live, work, explore and invest. They bring with them the richness and variety of their own cultural backgrounds which now form part of our culture and identity. Campbelltown has a proud multicultural history that has shaped, and continues to shape who we are. Today, more than one third of residents in Campbelltown were born overseas and 62% of people in Campbelltown have parents who were born overseas.

WE ARE GROWING



62%

estimated population growth by 2036

Population in 2019:

171,240

WE ARE YOUNG AND DIVERSE

25%

of residents born overseas in 2001

38%

of residents born overseas in 2016

3%

increase in health care/social assistance workers since 2006

51%

of workers live outside of Campbelltown

0.77 jobs per resident

CAMPBELLTOWN

WE NEED MORE JOBS

62%

of residents travel outside of Campbelltown for work

OUR HOMES ARE MORE AFFORDABLE

10%

of households are in rental stress

(14% in greater Sydney)

37%

higher library membership than NSW average

59%

of residents live at the same address as five years ago
(53% in greater Sydney)

WE HAVE STRONG COMMUNITY TIES

185,000

people visited Campbelltown Arts Centre in 2018

74%

of visitors were from Western Sydney

WE ARE FESTIVE

• AUSTRALIA DAY | JANUARY

Koshigaya Park hosts a full day of free kids entertainment and rides, great music and food trucks.

• ANZAC DAY | APRIL

Mawson Park hosts a dawn service, followed by a march along Queen Street.

• WINTERLAND | JULY

A winter wonderland festival which hosts a variety of winter themed rides, games, an ice skating rink, and a European Winter themed food village.

• NAIDOC WEEK | JULY

A Flag Raising Ceremony followed by a Street March and Community Celebration Day.

• ANNANROMA | QUARTERLY

A quarterly food and wine festival held at the Australian Botanic Gardens Mount Annan.

• FEAST | SEPTEMBER

A multicultural celebration of the foods, sounds and culture of our diverse community.

• CAROLS | DECEMBER

A family friendly Christmas event held at Campbelltown Athletics Centre.

• NEW YEARS EVE | DECEMBER

Family friendly new years eve celebrations at Koshigaya Park, including two fireworks displays as well as a carnival, food and live stage entertainment.

FESTIVAL OF FISHER'S GHOST | NOVEMBER

Held over 10 days, the festival features a Street Parade, the prestigious Fisher's Ghost Art Award, annual Fisher's Ghost Fun Run, a street fair, craft exhibition and a giant carnival with fireworks.

GHOST TOWN

THE TIME IS NOW

Rapid population growth combined with significant infrastructure investment and the coordination of all three levels of government present a once in a generation opportunity to shape a more prosperous future for the Macarthur Region.

The opportunity is significant, but so is the risk if left to chance. Reimagining Campbelltown City Centre will take enormous commitment, and decades to realise. With significant investment already underway, the time for decisive action is now.

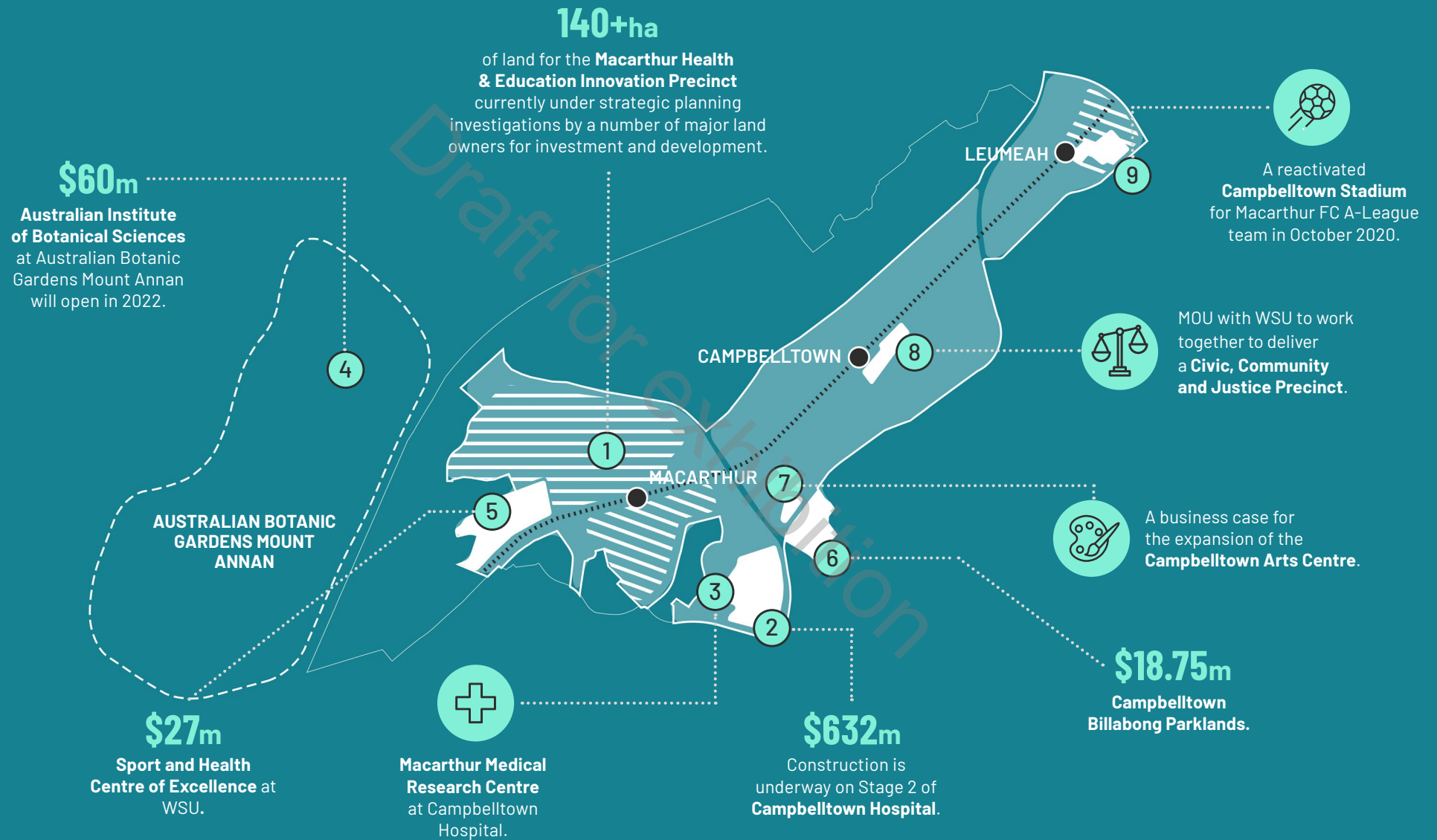
The establishment of the Western Sydney City Deal in 2018, has seen the development of a number of major project initiatives in the region, which build on Campbelltown's strengths in agribusiness, health, education, civic and justice, and sports and entertainment.

A ONCE IN A GENERATION OPPORTUNITY TO SHAPE A MORE PROSPEROUS MACARTHUR REGION

This includes:

MACARTHUR HEALTH & EDUCATION INNOVATION PRECINCT

- 1 Strategic planning investigations have commenced across more than 140 hectares of land which is in ownership of a number of landholders presenting the single biggest opportunity for investment and change in the City Centre.
- 2 Construction of the \$632 million stage 2 expansion of Campbelltown Hospital is underway including a new 12-storey clinical services building.
- 3 A funded commitment to deliver the Macarthur Medical Research Centre, a new educational and medical research facility of the highest quality, within the Campbelltown Hospital Campus.
- 4 Completion in 2022 of the new \$60 million Australian Institute of Botanical Sciences at the Australian Botanic Gardens Mount Annan including the award-winning Plantbank and new National Herbarium.
- 5 \$27 million Campbelltown Sports and Health Centre of Excellence at Western Sydney University (WSU) Campus.
- 6 **CAMPBELLTOWN CBD**
\$18.75 million Campbelltown Billabong Parklands.
- 7 Preparation of a business case for the expansion of the Campbelltown Arts Centre.
Memorandum of Understanding signed between WSU and Council to work together to deliver a Civic, Community and Justice Precinct bringing together co-located government services, WSU CBD campus, regional courts and emergency services.
- 8
- 9 **LEUMEAH LIVE**
Reactivation of Campbelltown Stadium as the home of Macarthur FC A-League team in October 2020 with plans for refurbishment underway.



VISION

In 2036, Campbelltown City Centre is the capital of **OPPORTUNITY** and **CULTURE** for the Macarthur region.

Designed for **PEOPLE**, **AMBITION** and **INNOVATION**, Campbelltown City Centre accommodates **COMPACT**, **WALKABLE** and **WELL-CONNECTED** clusters of activity, nestled in a green **VALLEY** and united along the Bow Bowing Creek spine.





SHARED PLACE OBJECTIVES

Campbelltown City Centre is a place ...

- **on Dharawal Land**, that celebrates its rich Aboriginal heritage, and contemporary culture and creativity in myriad ways
- that **leverages its economic strengths and opportunities** around population health and education, justice, plant and animal science, agribusiness, additive and hi-tech manufacturing industries, and sport and entertainment to attract investment and provide knowledge and skilled jobs for its community
- with **three well-connected, compact and mixed-use neighbourhoods** that offer jobs and amenity within easy reach of everyone reducing the infrastructure burden
- where **blue-green infrastructure forms an integrated ecosystem** embedded into all planning decisions and developments, creating a sustainable future and celebrating the natural landscape
- that **prioritises people and streets** to create lively and inclusive centres, and healthy, walkable neighbourhoods
- where **people choose to walk, cycle and use public transport** over using a car
- supported by collaboration and leadership that **embraces innovation, and boldly seeks and acts on opportunities** to deliver great outcomes for Campbelltown's community, environment, and economy.

1. Three Distinctive Centres

2. Shared Place Objectives

3. Geography of the Master Plan

4. Evidence Based Approach

5. Key Insights



IMAGINE THE FUTURE

Campbelltown City Centre comprises of three distinctive and complementary centres. Each centre has its own identity, shaped by natural features, lifestyle destinations and the unique role they play in the City Centre. The following illustrative master plans depict a potential future outcome for each of the three centres.

NOTE: Buildings, facilities, and outcomes depicted in these plans are illustrative only and are subject to further detailed studies.

**IMAGINE
A VIBRANT
BUSTLING CBD**

CAMPBELLTOWN CBD

Bow Bowling Creek a green-blue amenity spine anchoring the **TECH AND CITY SERVICING INNOVATION PRECINCT** on the western side of the railway

MIXED-USE HIGH DENSITY LIVING with the convenience of inner city amenities

A new **CIVIC, COMMUNITY AND JUSTICE PRECINCT** includes multi-jurisdictional courts, emergency services, civic spaces and a vertical learning campus and library

Campbelltown transit interchange - a new major CBD **ARRIVAL GATEWAY**

A-GRADE COMMERCIAL OFFICE buildings include multi-storey parking solutions

Realise Queen Street as a bustling **PEOPLE STREET** including the new food destination **FLAVOUR LANE**

An **EXPANDED CAMPBELLTOWN ARTS CENTRE**

Campbelltown's new cultural precinct is anchored by a **NEW UNIQUE AND ICONIC ABORIGINAL CULTURAL CENTRE** and **CAMPBELLTOWN BILLABONG PARKLANDS**

A **LOW CARBON** precinct

MACARTHUR HEALTH & INNOVATION DISTRICT



**IMAGINE
LEADING
INNOVATION**

A **LOW CARBON** precinct

Master planning of tertiary education campuses to create more **INTENSIVE LIVING AND KNOWLEDGE PRECINCTS**

Bow Bowling Creek connects key sports and recreation spaces including the **SPORTS AND HEALTH CENTRE OF EXCELLENCE**

ENTREPRENEURIAL ACTIVITY CLUSTER with education, business and knowledge incubators

MIXED-USE WELLBEING PRECINCT with private health, education, research and high density mixed residential living.

A new **18-HOUR ENTERTAINMENT QUARTER** adjacent to the station and anchoring the **VIBRANT NEW PEOPLE STREET**

CAMPBELLTOWN HOSPITAL EXPANSION and **MACARTHUR MEDICAL RESEARCH CENTRE**

Mixed-use high density residential precinct with **NEW CONNECTION ACROSS RAILWAY**

Master planning of Macarthur Central to create **MIXED-USE PRECINCT** including health, education and accommodation uses

LEUMEAH LIVE



**IMAGINE
LEUMEAH LIVE
IN ACTION**

A **LOW CARBON** precinct

MIXED-RESIDENTIAL NEIGHBOURHOODS provides diverse housing options in a green parkland setting

A new green heart with a **RECREATIONAL FOCUS** on the banks of Bow Bowling Creek

Leumeah Live - a **REGIONAL SPORTS AND ENTERTAINMENT DESTINATION** including Campbelltown Stadium, considering all regional sporting facilities: an arena, indoor sports facility and aquatic centre

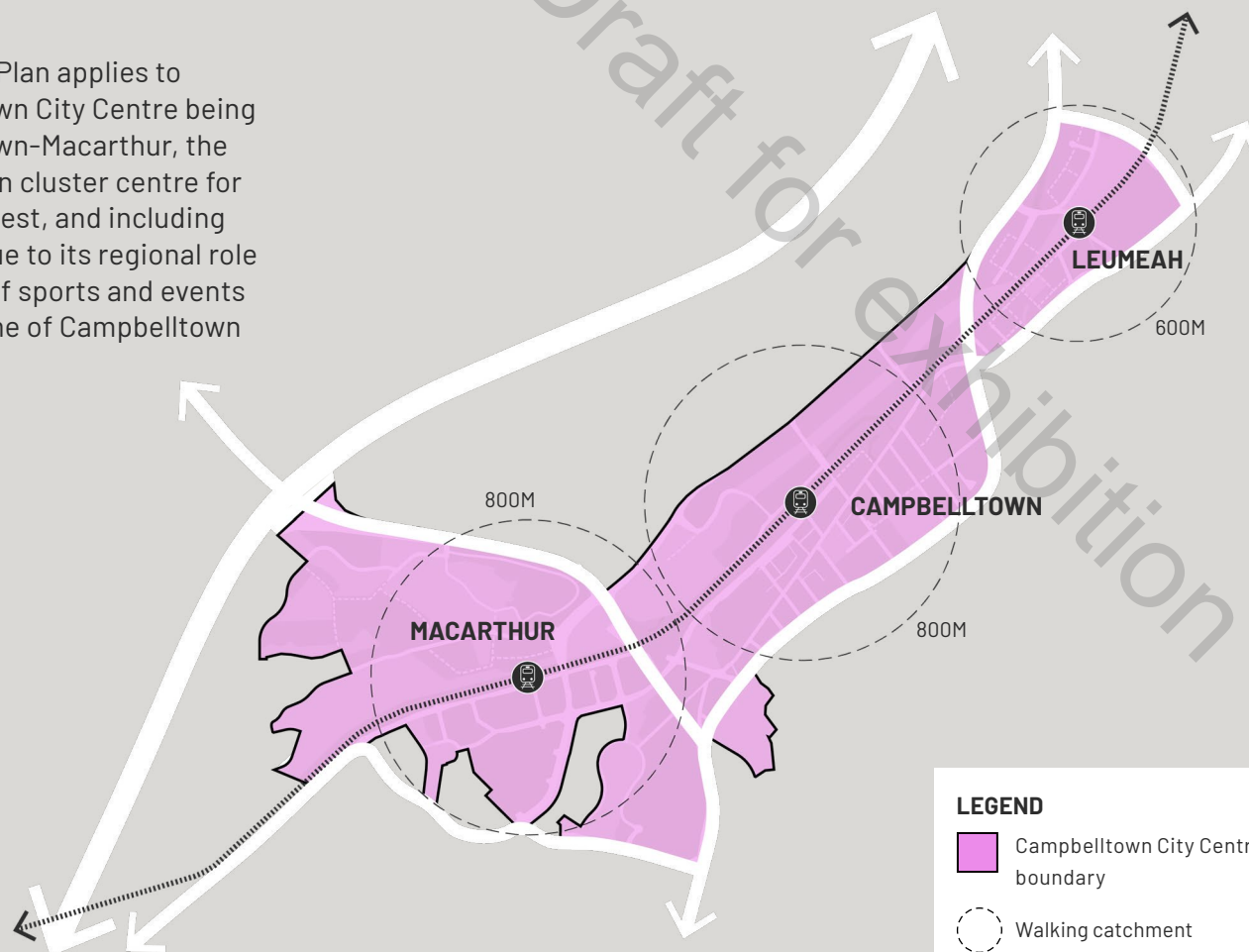
Short-term accommodation co-located with flexible office space anchors a new **NIGHT-TIME FOOD AND ENTERTAINMENT OFFER**

A **MIXED-USE URBAN VILLAGE** at the heart of Leumeah

Long-term intensification of residential areas provides diverse housing options and **A NEW LOCAL PARK**

GEOGRAPHY OF THE MASTER PLAN

The Master Plan applies to Campbelltown City Centre being Campbelltown-Macarthur, the metropolitan cluster centre for the south-west, and including Leumeah due to its regional role as the hub of sports and events and the home of Campbelltown Stadium.



The Western City District Plan identifies Campbelltown-Macarthur as the metropolitan cluster centre for the south-west. This has been expanded to include Leumeah due to its regional role as the hub of sports and events and the home of Campbelltown Stadium.

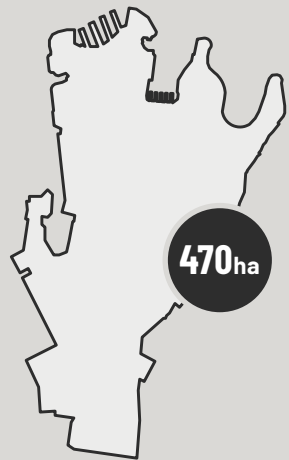
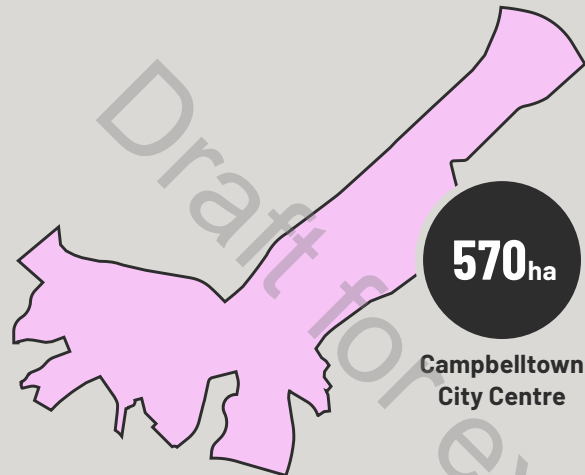
Together the three centres form Campbelltown City Centre. The definition of the City Centre through this Master Plan has considered:

- The initial investigation area defined in phase 1;
- Major physical infrastructure such as roads and the rail line;
- Redevelopment opportunities, challenges and pressures in accordance with key directions of the region and district plan;
- A scale comparison of the City Centre and CBD areas of metropolitan centres across Greater Sydney including Sydney, Parramatta, Liverpool and Penrith;
- Eight to 10 minute (600-800m) walkable catchments from each of the three train stations.
- Identification of existing areas which will not be subject to major change as part of the Master Plan - specifically recently completed low-medium density neighbourhoods.

CITY CENTRE SCALE COMPARISON

Scale comparison of Campbelltown City Centre with other metropolitan centres across Greater Sydney reveals:

The City Centre is 20% larger than Sydney City Centre and more than double the size of Parramatta and Liverpool City Centre.



**Sydney City Centre - including
CBD, Harbour, Chinatown and
CBD South villages**



Parramatta City Centre



Liverpool City Centre



Penrith City Centre

Campbelltown City Centre is...

20%

**larger than
Sydney City
Centre**

100%

**larger than Parramatta
and Liverpool City
Centres**

500%

**larger than Penrith
City Centre**

EVIDENCE BASED APPROACH

This Reimagining Campbelltown City Centre Master Plan has adopted a game-changing approach to planning for growth and prosperity. Underpinned by a people centered perspective, it brings together an evidence-based methodology with an understanding of the importance of place to unlock the potential of our City Centre. This is because we know to create great places – we need to value the people who will use and benefit from it.

OUR APPROACH

Our approach to preparing an evidence based Master Plan brings together:

TWO LENSES: The two lenses of economics and place to shape the vision for Campbelltown City Centre. The place lens ensures we identify, enhance and celebrate our unique physical assets. The economics lens ensures we leverage our place assets and investment for a more prosperous future.

TWO TYPES OF INDICATORS: The Master Plan employs two types of indicators to inform the metrics for measurement. Lag metrics are used to inform the baseline (existing) conditions of the City Centre and to monitor implementation. They represent real-time or actual data. Lead metrics are used to measure the Master Plan to inform decision making. They represent data that is able to be captured from master planning and therefore include assumptions to inform outcomes.

THREE PHASES: The Master Plan is informed by an evidence base across the three phases of work being;

Phase 1. Base Case Evidence: Identification of the existing challenges and opportunities for the City Centre was undertaken at both the strategic and local context.

- **1A – Strategic Drivers:** Key influences and guidance at the metropolitan, district, region and LGA scale were identified for the City Centre.
- **1B – Local Investigations:** Detailed investigations and analysis of the Master Plan area identified the key opportunities and challenges the Master Plan needs to address. The vision and six growth pillars were identified to address these and set the direction for the Master Plan.

Phase 2. Master Plan Evidence:

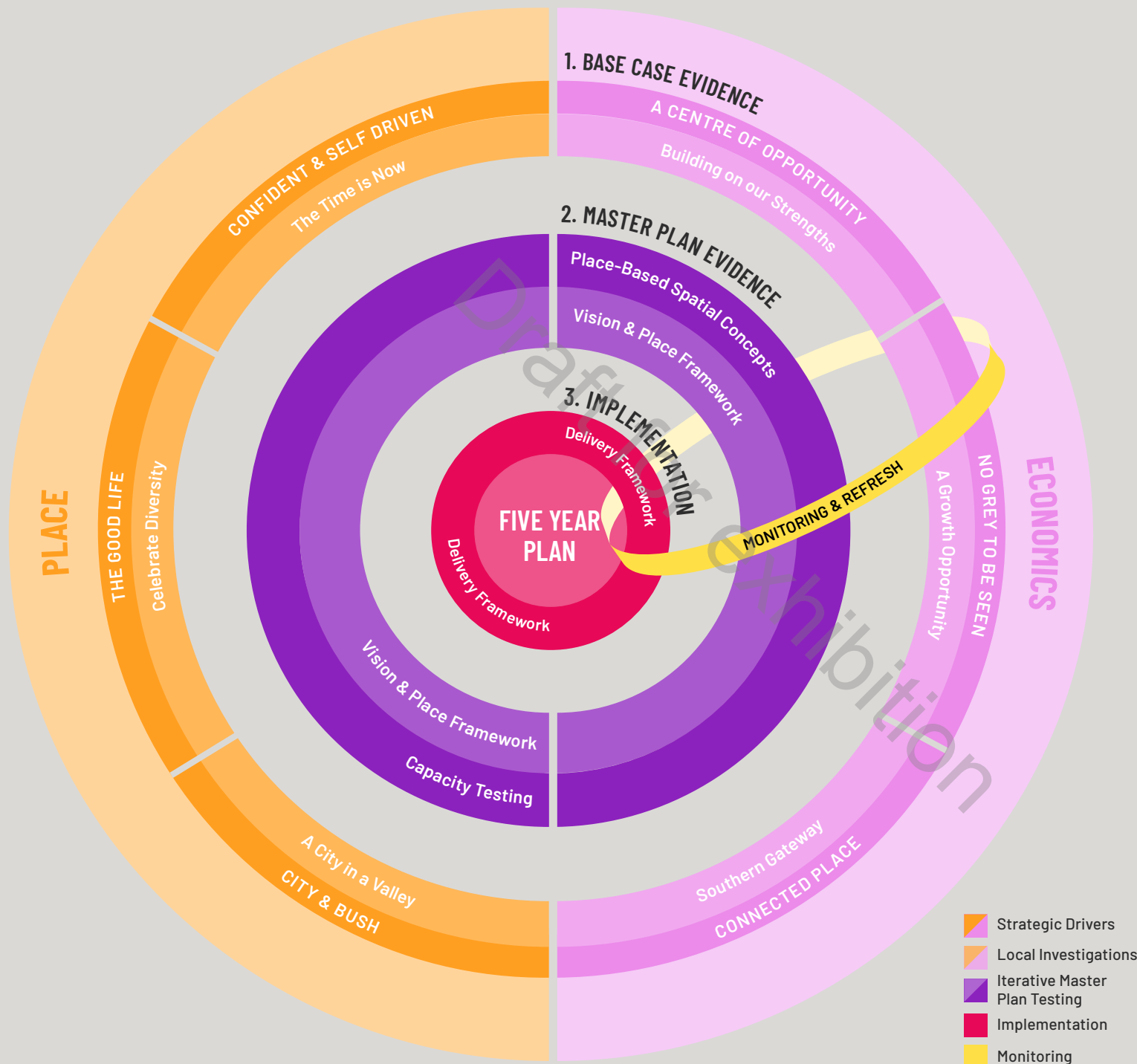
The Master Plan evidence base involved the identification of metrics to measure the current situation (base case) and then understand the potential benefits of the Master Plan once realised.

- **2A – Iterative Master Plan Testing:** An iterative process brought together the two lenses of economics and place. It involved both the development of place-based concepts and capacity testing of growth and demand. This included testing indicative built form outcomes for the City Centre based on existing Local Environment Plan (LEP) and Development Control Plan (DCP), place characteristics, economic growth and the potential changes to planning controls to realise the commitments.

- **2B – Master Plan Place Framework:** A shared vision and objectives with the Place Strategy informed the six pillars and 25 commitments which will guide decision making for the City Centre. Key metrics for each commitment were identified and measured to understand the potential outcomes of the Master Plan.

Phase 3. Implementation Evidence:

- **3A – Delivery Framework:** 10 City Making Moves and 35 actions were identified to transform the City Centre in the first 20 years of the Master Plan. These were informed by key themes that emerged from the industry, stakeholder, community and agency engagement. Assessment of the actions within the city making moves against the commitments in the pillars identified level of impact and ease of delivery for each action. These were also considered in terms of existing momentum, focused investment and dependencies.
- **3B – Monitoring (future):** Implementation of the Master Plan will include a monitoring dashboard to measure progress and performance against the Master Plan projections and allow for adjustments and refinements to be made.



THE VALUE OF PLACE

Traditionally, a city's performance was primarily measured in economic terms. Today, it is increasingly being measured in terms of liveability. While the economic performance of a city continues to remain important, the shift to place-driven outcomes is reflective of the need to pair economic opportunity with an enviable lifestyle.

In an increasingly competitive global market, if a city is to succeed now and, in the future, it needs to be borne of new thinking. Creating people-focused places is our opportunity to shape a better future: to meet the needs of growing populations, new workforce trends, shifting economies and ever-evolving family and lifestyle routines.

Multi-dimensional in nature, a great place relies on variety to thrive. This diversity is at the heart of creating a sense of place. The more there is to offer in a place or location, the more reasons there are for more people to visit, more often and stay longer.

It is a self-perpetuating cycle. The more there is to do, the more likely it is that the space will start to reverberate with energy, attracting more people and more diversity. This in turn, generates more revenue which funds new investment.

KEY INSIGHTS

Informed by an evidence-based methodology, the Master Plan has identified the following key insights to unlock future potential and maximise the benefits of investment.



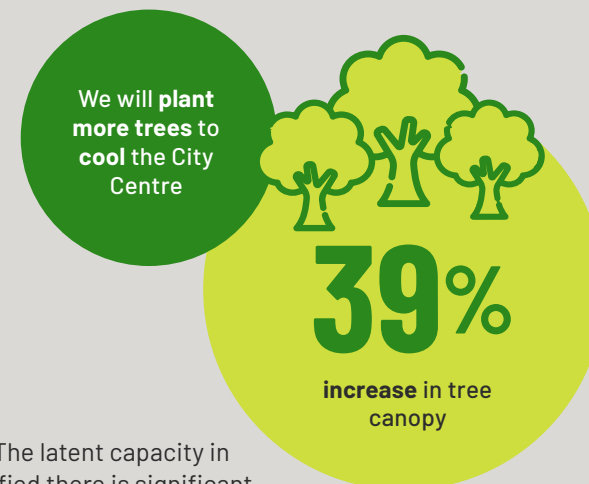
1. We have capacity and plenty of it:

Campbelltown City Centre has a total area of 570ha (20% larger than the area of Sydney City Centre). Capacity testing of the Master Plan, incorporating selective rezoning at the right times and sensitively accommodating additional height in key locations, identified the City Centre has potential capacity to support four times the projected floor space demand over the next 20 years.

2. Focus Investment: The scale of the City Centre and its latent capacity means there is a need to concentrate investment in locations with existing momentum to maximise impact. A concentration of co-located projects has the potential for far more impact and return of investment than an expansive program of moderate changes.

3. A Strategic Approach: The latent capacity in the Master Plan also identified there is significant land holdings in single ownership which are ready to go. This means Council has the ability to take a strategic approach to the staging and timing of rezoning and development proposals. Adopting a long-term view will ensure Council can undertake critical studies essential to unlocking key elements of the Master Plan vision whilst still accommodating significant growth.

4. Amenity first: Campbelltown City Centre is blessed with significant amenity in the form of green space. However the parks, riparian corridors and open spaces areas are not connected and lack the investment needed to attract people and make them welcoming and useable. Establishing and investing in the green grid will create the platform for accommodating future growth and ensuring liveability outcomes and healthy lifestyles are embedded into the future fabric of our City Centre.



MASTER PLAN OUTCOMES

The master plan has capacity to accommodate four times the next 20 years of projected growth.

+62ha

new open space in the City Centre

ONE CONNECTED

From 18 disconnected parks into

green system

5. Transform Bow Bowling Creek: As the primary green-blue spine traversing the three centres, Bow Bowling Creek is the single biggest amenity opportunity for the City Centre. Located on the western side of the railway line, more detailed investigations are needed to understand what is required to realise the vision whilst managing risk. The Master Plan identified that no rezoning of land on the northern / western side of the railway line in proximity to Bow Bowling Creek is required to meet current demand prior to completion of a study. It is essential the scope of the Bow Bowling Creek study includes consideration of potential future land uses to unlock the vision and inform future requirements prior to any rezoning.

6. Influencing Travel Behaviour: Unlocking access to and improving connectivity within the City Centre are two of the key challenges to be overcome by the Master Plan. However, the context for Campbelltown City Centre is a unique one. As an urban metropolitan cluster centre which also services a non-urban population, the focus for travel behaviour

change needs to be on the shorter journeys and urban land. Additional strategies to manage access for locations which are not serviceable by public or active transport are also needed to unlock land currently constrained by car parking.

7. More Flexible Zoning: Mixed-use areas are becoming increasingly important to deliver the vibrant live, work, play outcomes of successful innovation precincts. Developing a more flexible and adaptive approach to planning regulations to meet the requirements of the jobs of the future will be key to realising an innovation ecosystem.

8. Lighter, Quicker, Cheaper: The long-term approach means a lighter, quicker, cheaper approach to addressing key challenges may be appropriate in locations without widespread change in the short-term. Opportunities for temporary uses, connectivity upgrades, improvements to small scale spaces and pop-up activation and amenity can provide significant benefits without the need for major investment.

The Master Plan has the potential to result in an **average**

13.1%
increase in wages

And potentially an **additional**

4,500+
full-time equivalent jobs

The Master Plan has the **capacity** to accommodate

17,200
new dwellings over 80 years

which will **transform** the City Centre into a **vibrant**

LIVE WORK PLAY
destination

If we **invest** in public transport, we have the potential to

ALMOST HALVE

average travel times when **travelling** from the City Centre to other major centres

making it faster than travelling by car

PLACE FRAMEWORK

Draft for exhibition





PART 1

The enduring Place Framework sets out the six growth pillars and commitments that inform all future decision-making and guide Campbelltown City Centre's evolution over the next 20 years and beyond.



ONE VISION,

SIX GROWTH PILLARS

25 COMMITMENTS



The vision for Reimagining Campbelltown City Centre is underpinned by a Place Framework. Comprising six strategic growth pillars and 25 commitments, it is the enduring decision-making framework to guide growth and investment for a more prosperous future.

The six strategic growth pillars describe the community values and place identity of our City Centre. The aspiration of each pillar is articulated through a series of commitments which describe the key outcomes envisaged for the City Centre. These outcomes are visually communicated through a map or supporting diagrams.

NOTE: Visual material is indicative and intended to communicate a strategy, rather than regulate. The place framework will continue to be informed by further investigations and more detailed studies and will be updated accordingly.



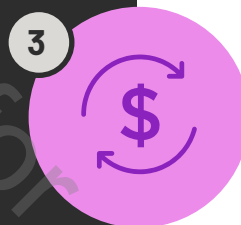
Confident & Self Driven

We don't wait for others to act for us – we own our future.



Connected Place

We make it easier to move around our City Centres, so we are both the heart of the Macarthur region and the Southern Gateway to Sydney.



Centre of Opportunity

We play to our economic strengths and opportunities, to attract investment and create a range of jobs for our community.



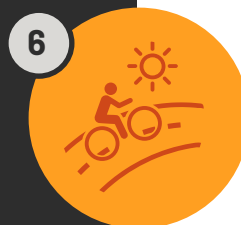
No Grey to be Seen

We enhance our waterways and green spaces and plan for a sustainable future.



City & Bush

We respect and celebrate our cultural heritage and our unique city bushland lifestyle.



The Good Life

We are an inclusive, diverse and friendly community. People choose the Campbelltown lifestyle.





PILLAR 1

CONFIDENT & SELF DRIVEN

We are not waiting for others to act for us,
we are owning our future and proactively
investing in it for ourselves.



To realise our vision, decisive action is required.

Pillar 1 embodies Council's commitment to providing leadership in the region and adopting a game-changing approach to planning for the city's future growth and prosperity. Confident and Self Driven is an overarching value and approach which guides our approach and enduring commitment to Reimagining Campbelltown.

COMMITMENTS

1.1 Seek and act upon opportunities

1.2 Smart city approach

1.3 Collaborating for change

1.4 Reduce shocks and stresses



PILLAR 1
CONFIDENT & SELF DRIVEN

COMMITMENT 1.1

BOLDLY SEEK AND ACT UPON OPPORTUNITIES

Campbelltown identifies opportunities to create better social, economic and sustainable outcomes for its community. Campbelltown is not restrained by a “Business as Usual” approach and is brave enough to consider innovative outcomes. Campbelltown ensures its advocacy is informed, data driven and aligned with its strategic objectives.

KEY OUTCOMES

Innovative attitude	Campbelltown bravely takes calculated risks to ensure better outcomes for its community. Campbelltown will create and maintain a community health profile data set which identifies emerging concerns and opportunities to celebrate.
Seeks and Acts on opportunities	Campbelltown leverages strategic partnerships with industry and government through the Campbelltown-Macarthur Place Strategy and Western Sydney City Deal to respond to identified opportunities quickly. Campbelltown utilises its strategic land holdings and growing evidence base to act as a catalyst to realise the master plan’s vision.
Align opportunities with strategic directions	The pursuit of opportunities and the delivery of outcomes are aligned with the Community Strategic Plan, including the community’s vision for Campbelltown City Centre - designed for ambition, innovation and opportunity.



Established Partnerships between Councils, State and Federal Government

Campbelltown City Council



Extensive Community Consultation

aligned



Included Engagement with Community and Industry

aligned



Developed in parallel with Government Agencies and Key Stakeholders

Greater Sydney Commission

- Outcome 1: A vibrant, liveable city
- Outcome 2: A respected and protected natural environment
- Outcome 3: A thriving, attractive city
- Outcome 4: A successful city



COMMITMENT 1.2

IMPLEMENT A SMART CITY APPROACH

Develop a smart city approach that uses data to place people at the heart of council's decision making. We will create the building blocks of a data ecosystem to support the delivery of this Master Plan, fostering digital collaboration between industry, government, academia and the broader community.

KEY OUTCOMES

Data as a community asset

We will improve the quality of its own data, developing a data strategy that treats data as a community asset. We will develop a data catalogue that notes its data needs, the data it has created and what it has accessed from third parties. Our data will be well maintained and shared where appropriate to promote digital collaboration and innovation.

Better monitoring and reporting the delivery of Master Plan

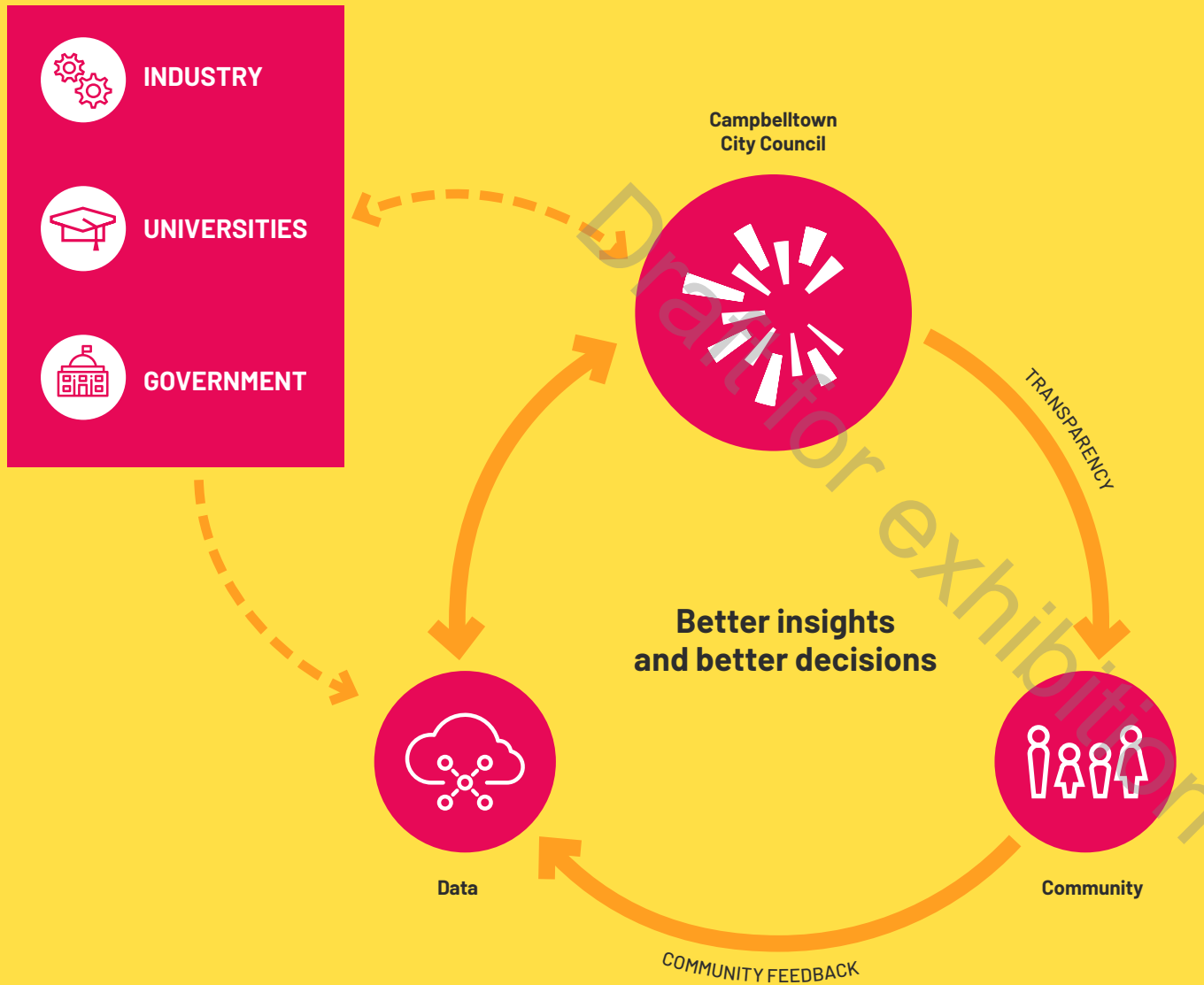
We will develop data driven dashboards to communicate information to the community, monitoring the delivery of the Master Plan. Fostering a culture of trust, our models will be made available to the public with assumptions shared with the community. The delivery of the Master Plan will be monitored and reported to the community on an annual basis.

Improved insights and better decisions

Our data will be harnessed to develop decision support tools for the community, industry and council staff. Information will be more frequently updated and shared, promoting the development of new applications, products and services.

Evidence driven advocacy

Our data strategy will create a robust data asset that can be used for advocacy purposes. Data will be used to support both private and public sector investment decisions





COMMITMENT 1.3

COLLABORATING FOR CHANGE

The community are consulted about decisions that affect them. We seek input and feedback from those who know the place the best and who share a commitment to a successful future. Working across Council, Campbelltown's diverse communities, our industry partners, Macarthur region Councils and government agencies we all feel a sense of ownership and responsibility for the sustainable growth of our city centre. Together we feel connected to our shared aspirations and ambitions for the future and are dedicated ambassadors for the city centre. Together we will create a strong, distinctive and proud heart that is bursting with opportunity.

KEY OUTCOMES

Valuing our diversity

We place our current and future communities at the heart of the decisions we make. We will engage with the members of our diverse communities across age, background or economic status and we acknowledge and value our significant cultural diversity. The community will be heard and will be an active participant in the decision-making process through accessible channels to contribute and have their say. We understand who makes up our community and how we must adapt to meet the growing needs of our diverse city.

Partnering with industry

Delivery of the Master Plan requires strong partnerships with industry sectors. We will continue to develop the dialogue we have started with government and non-government bodies, so we can work together to plan and deliver on shared projects.

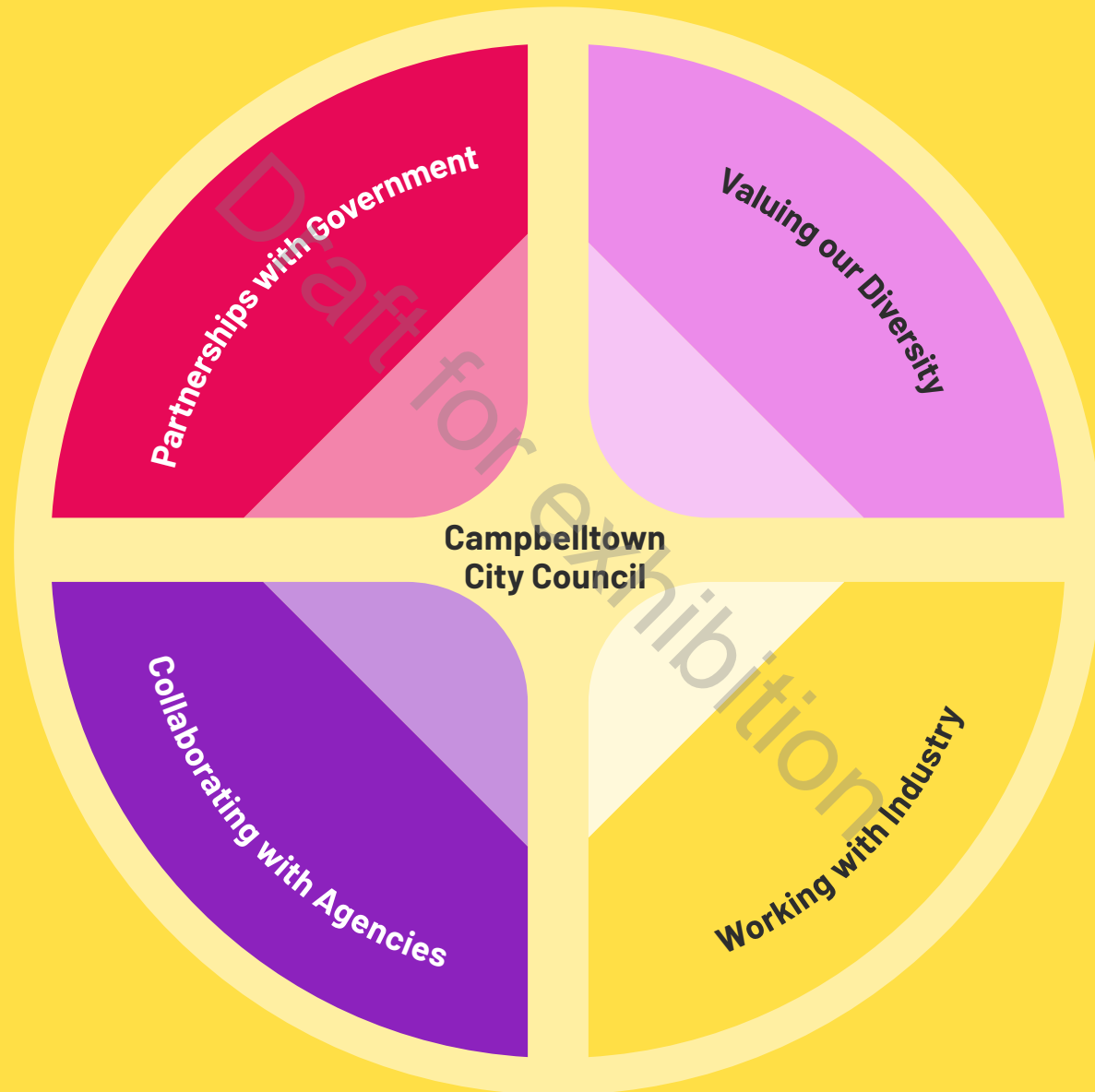
Collaborating with agencies

Our ongoing leadership in the Collaboration Area is critical. Council will act as the key point of contact for coordinating and implementing the Place Strategy and help establish the Collaboration Area Governance Group. We will help identify and facilitate opportunities for partnerships, lead the strategic planning process in collaboration with State agencies and the key anchor institutions. We will provide opportunities for community engagement, leveraging community and local stakeholder input to decision-making to achieve better outcomes. Campbelltown will assist in the implementation of actions in the Place Strategy through further place-making, identifying funding mechanisms and supporting advocacy with the Collaboration Area Governance Group. This will deliver the vision while ensuring alignment with all of our key strategic plans.

Partnering with State and Federal Government

The three tiers of government will continue to work collaboratively and contribute resources to deliver the 38 commitments within the Western Sydney City Deal. As a result creating quality outcomes for the Western Parkland City

Engaging our Communities





COMMITMENT 1.4

REDUCE EXPOSURE TO SHOCKS AND STRESSES, WHILE INVESTING TO REDUCE THE RISKS

Being resilient means that our city thrives in both good times and bad, for the benefit of all our residents. We develop our resilience by understanding stresses (daily recurring pressures) and shocks (single event disasters), prioritising those that are of most concern and developing interventions to prepare for and recover from such events. Importantly, underpinning all of this is the connections and partnerships established between business, government, academia, communities and individuals.

KEY OUTCOMES

We integrate resilience into planning and design

Our buildings, infrastructure, services, public domains and recreational areas are resilient. Community needs, climate change and extreme weather events are considered in all stages of development including design, planning and permissions and operations.

We plan for disruptions

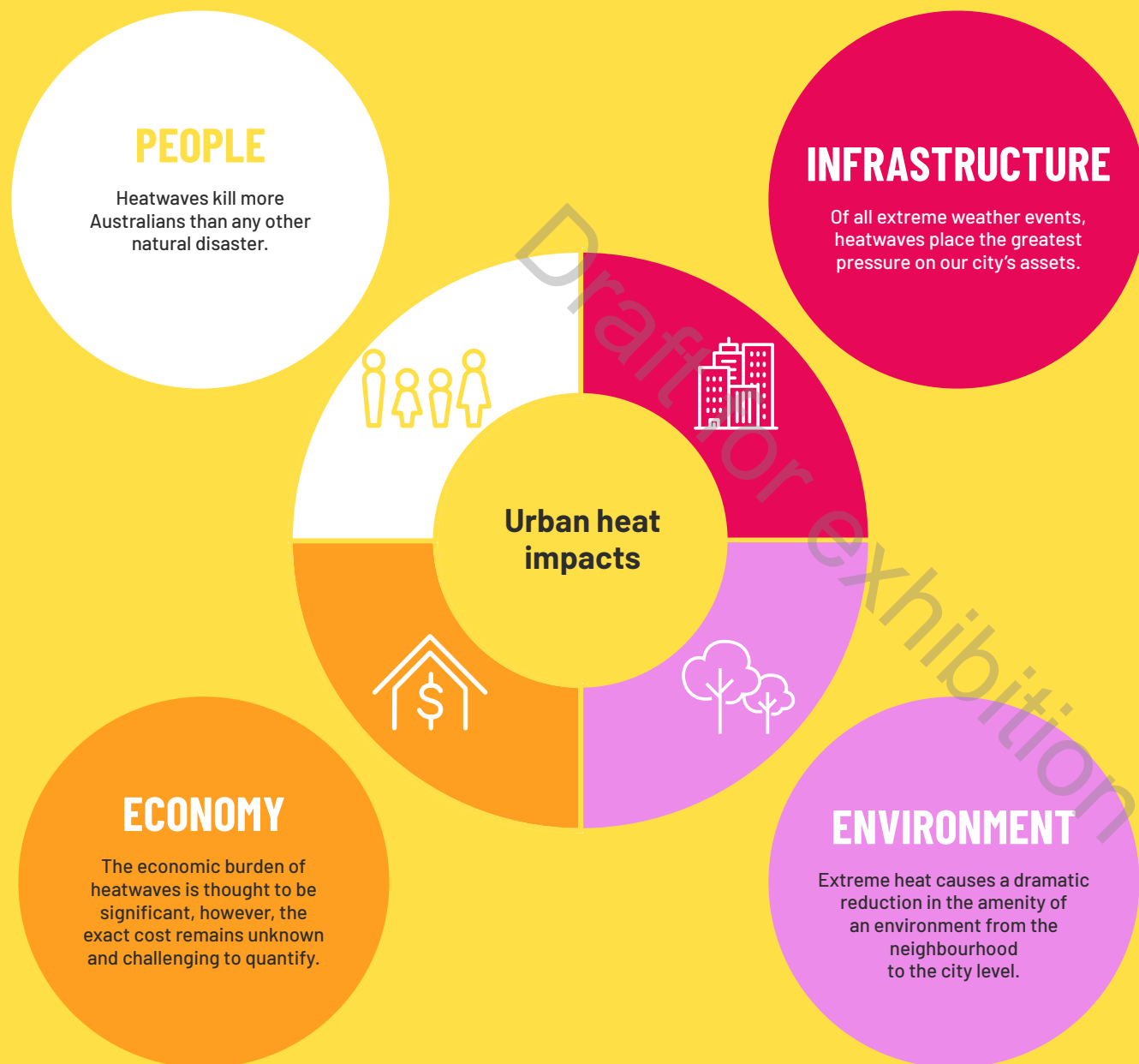
City planning, including emergency planning, considers the diverse needs and cultural backgrounds of community members. Emergency planning incorporates community risks identified in the Resilient Sydney Strategy and in community preparedness discussions.

We invest in resilience

Managing extreme heat, rainfall and flooding is a priority for Campbelltown. Investing in buildings and infrastructure that proactively manage the impacts of increased temperatures and extreme rainfall will ensure that Campbelltown continues to thrive in good times and bad.

We connect for strength

Businesses, organisations and communities connect and support one another. We are united in decisions, we know our neighbours, we embrace diversity and we retain the learnings of our traditional landowners, the Dharawal people.



Benefits of preparedness



One in three Australians will be threatened by or face an emergency in their lifetime.



By 2050, disasters will cost Australia an estimated \$33 billion a year.



Every dollar spent on disaster risk reduction in Australia can save between \$3 and \$8.



PILLAR 2

CONNECTED PLACE

Deliver an integrated transport solution to capitalise on Campbelltown City Centres' potential to be a 30-minute city as both the heart of the Macarthur region and the southern gateway to Sydney.



COMMITMENTS

- 2.1 Streets for people
 - 2.2 Optimise connectivity and servicing
 - 2.3 Enhance connections to Macarthur
 - 2.4 Connect to greater Sydney and beyond
-



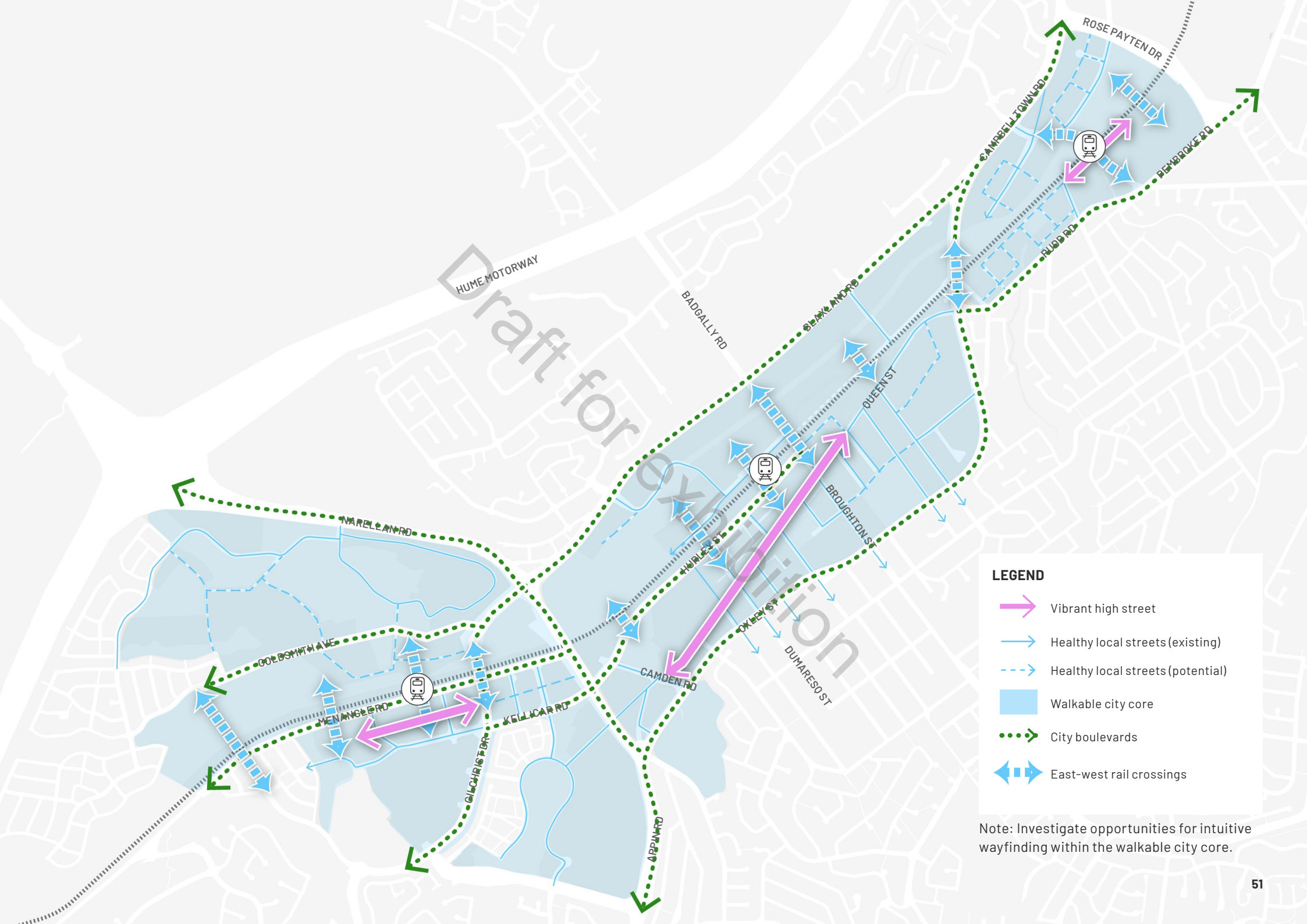
COMMITMENT 2.1

PRIORITISE PEOPLE WITHIN THE CITY CENTRE

Great connections are the backbone of successful City Centres. The City Centre's people streets will set the stage for urban life that encourage social interaction and create a true sense of place. Our people streets will create the desire to explore our city on foot or cycle.

KEY OUTCOMES

Vibrant high street	Queen Street sits at the heart of the City Centre and is the main pedestrian spine weaving together civic, cultural, community and business uses. Queen Street will be a vibrant and attractive pedestrian environment, accommodating a socially diverse mix of people and creating small oases for people to relax and socialise.
Healthy local streets	Walking will be the attractive choice for daily living. All three centres of Macarthur, Campbelltown and Leumeah will be connected via high-quality walkable local streets that connect key destinations, are easy to navigate, efficient to move through, and pleasant and interesting places for walking that are not conflicted by vehicles.
City boulevards	Campbelltown's multi-lane streets that border the city core will be transformed into attractive multi-purpose boulevards. These city boulevards will balance the needs for carrying heavy volumes of traffic and high frequency buses, as well as catering for high pedestrian activity. These streets will feature quality streetscape design, high amenity bus stops and integrated wayfinding technology to ensure commuters, residents and visitors can move about the city safely and efficiently.
Intuitive wayfinding	Campbelltown's City Centre will be intuitive to move through and easy to navigate. A network of digital and non-digital wayfinding information systems will be put in place to help the community navigate to their destinations, as well as drawing them into new or unexpected destinations.
East-west rail connections	Campbelltown's City Centre will be highly permeable with both sides of the railway accessible by pedestrians with a series of cross rail connections located between key attractions and destinations.



Draft for exhibition

LEGEND

- Vibrant high street
- Healthy local streets (existing)
- Healthy local streets (potential)
- Walkable city core
- City boulevards
- East-west rail crossings

Note: Investigate opportunities for intuitive wayfinding within the walkable city core.

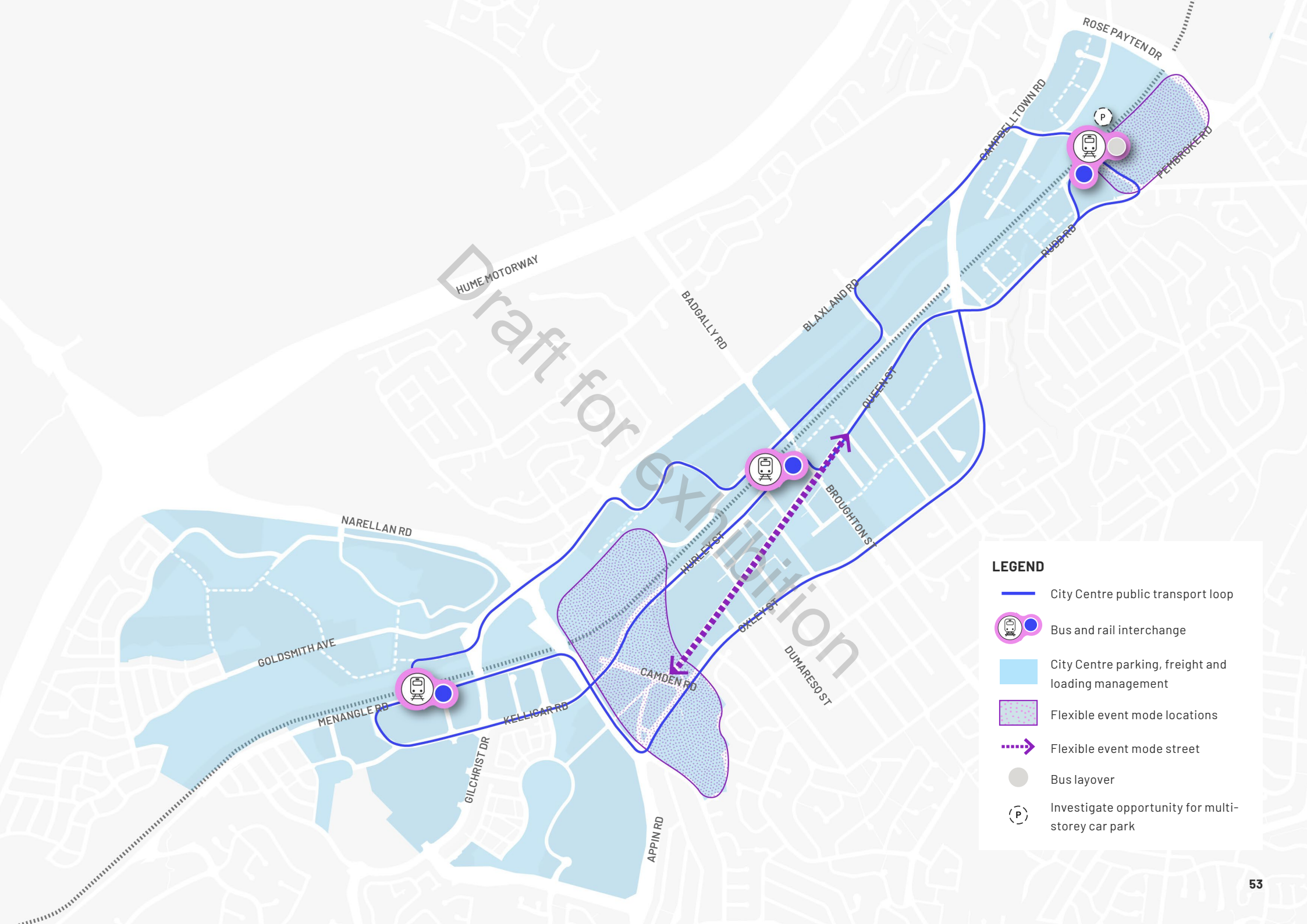


COMMITMENT 2.2 OPTIMISE CONNECTIVITY AND SERVICING FOR OUR THREE CENTRES

Campbelltown City Centre will be a vibrant 24-hour centre that supports an effortless system for the delivery of freight and services to business and apartments. Access to and from properties ensures effective and efficient servicing with minimal impact on the community and people focused amenity of the centres.

KEY OUTCOMES

Seamless connections between the three centres	The three centres of Campbelltown, Macarthur and Leumeah and key destinations within them are connected by sustainable transport options to minimise dependency on private vehicles and parking demand throughout the city centre. Bus and rail interchanges located at every centre allow for seamless movement.
Efficient freight/ loading and servicing	The City Centre will be supported by an efficient and sustainable system to facilitate service vehicle and freight access and movement into and within the City Centre. Access for vehicles into and within the City Centre will prioritise our community, people and businesses. Built form, freight and building servicing requirements will be designed to be consolidated, rationalised and shared amongst businesses, to minimise the impact on the community and the urban environment and optimise the use of facilities.
Effective city centre parking management	Parking provision within the City Centre is effectively managed using a strategic city-wide approach to parking provision that promotes sustainable travel choices. Parking provisions will optimise the use of land and allow for electric charging points and adaptive reuse of parking facilities in the future. Parking in the City Centre is sleeved into development to limit visibility, with shared parking facilities on the City Centre's periphery, ensuring effective use of available land.
Future-proof for emerging technologies	Planning and investment consider future-proofing for emerging technologies that promote sustainable travel choices, connectivity for employees and residents and create better place-making outcomes, facilitating adaptability to engage with disruptive technologies.
Flexible event mode	Large scale events within the City Centre will be facilitated by temporary street closures to create vibrant event spaces that are safe and enjoyable for the community. The cultural precinct, Leumeah Live and Queen Street will be design for events and supported by suitable vehicle detours during closures.
Convenient bus layover	A bus layover facility will be located within Leumeah, allowing buses to park between services and providing amenities for drivers. Providing a layover within the City Centre will ensure efficient bus services for travellers, optimise the use of the bus fleet and minimise the number of empty buses circulating on the road network to start their route.



LEGEND

- City Centre public transport loop
- Bus and rail interchange
- City Centre parking, freight and loading management
- Flexible event mode locations
- Flexible event mode street
- Bus layover
- Investigate opportunity for multi-storey car park



COMMITMENT 2.3

ENHANCE THE CONNECTIONS FOR THE MACARTHUR COMMUNITY

Our city centre plays a crucial role for the Macarthur Region community in terms of jobs, education, arts, recreation, health and entertainment. A non-car dependent transport network will be implemented that is focused on people, has multiple options and is of high-quality will allow our residents to access the City Centre within 30 minutes.

KEY OUTCOMES

Expanded city-shaping network

An expanded city shaping network of high-capacity and high-frequency transport services connects local centres, growth areas and communities within the Macarthur Region to the city centre. This network includes increased rail capacity between Campbelltown and Sydney CBD and between Campbelltown and Parramatta, as well as the potential electrification of the Southern Highlands Line. This means more residents can access the city centre within 30 minutes at any time of day or night without relying on their car.

Connected personal mobility network

The principal active transport network facilitates regional access to the City Centre by bicycle, on foot or other personal mobility options, particularly for trips that are less than 10 kilometres. A comprehensive and safe local network connects to the principal active transport network providing a network that caters for all types of users.

On demand services for equitable and convenient access

On demand transport services will be implemented to meet the needs of the community, providing convenient, accessible and equitable mobility to access the City Centre from the Macarthur region. On demand transport services will be prioritised within a 10-kilometre radius of the City Centre, to compliment the expanded city-shaping and optimise the city-serving transport systems with the opportunity to adapt the network to accommodate future transport technologies.



High-frequency transit services could connect **48% of the Macarthur Region with the City Centre in 30 minutes.**

EXISTING

0%



MASTER PLAN

48%



Western Sydney Airport

to Parramatta

to Sydney

Campbelltown City Centre

to Southern Highlands /
Canberra

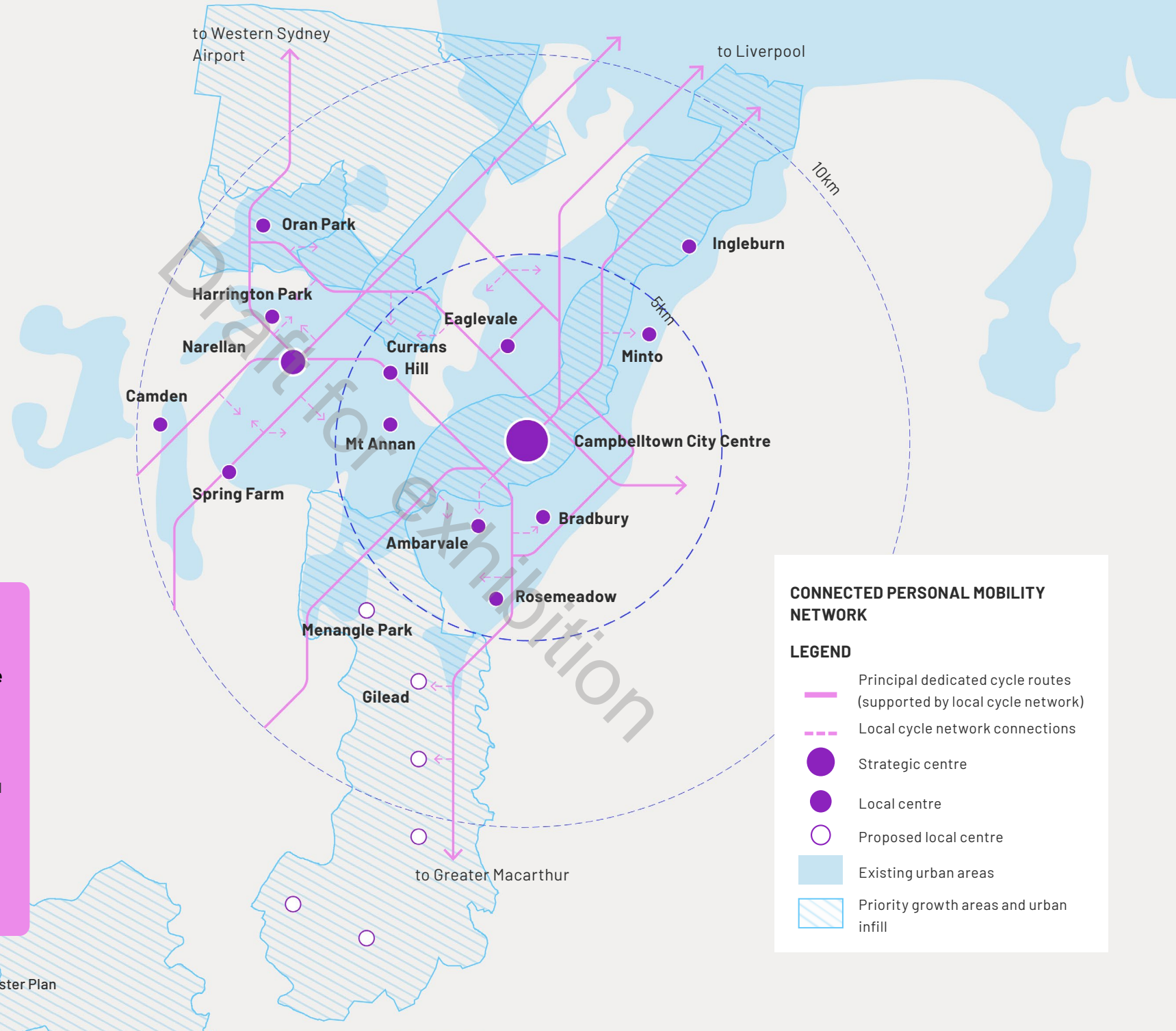
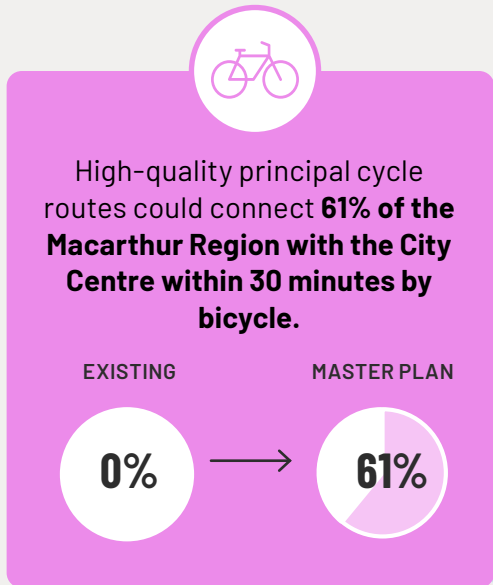
EXPANDED CITY SHAPING NETWORK

LEGEND

- Existing rail stations
- Rail line
- Electrification of rail line
- Increased rail capacity
- Priority transit services (potential) (supported by feeder and on-demand services)
- Rapid bus services
- Investigate opportunities for 10km on-demand services
- ✈ Western Sydney Airport
- ▬ Campbelltown City Centre
- Strategic centre
- Local centre
- Future local centre
- Existing urban areas
- Priority growth areas and urban infill



PILLAR 2
CONNECTED PLACE



CONNECTED PERSONAL MOBILITY NETWORK

LEGEND

- Principal dedicated cycle routes (supported by local cycle network)
- Local cycle network connections
- Strategic centre
- Local centre
- Proposed local centre
- Existing urban areas
- Priority growth areas and urban infill





COMMITMENT 2.4

BETTER CONNECTIONS BETWEEN THE CITY CENTRE, GREATER SYDNEY AND BEYOND

Public transport travel times are more efficient, predictable and/or convenient than private vehicles between Campbelltown City Centre and surrounding strategic and metropolitan centres. This includes more efficient connections to Greater Sydney, The Western Parkland City, Wollongong, Southern Highlands and Canberra.

KEY OUTCOMES

Efficient connections to Greater Sydney

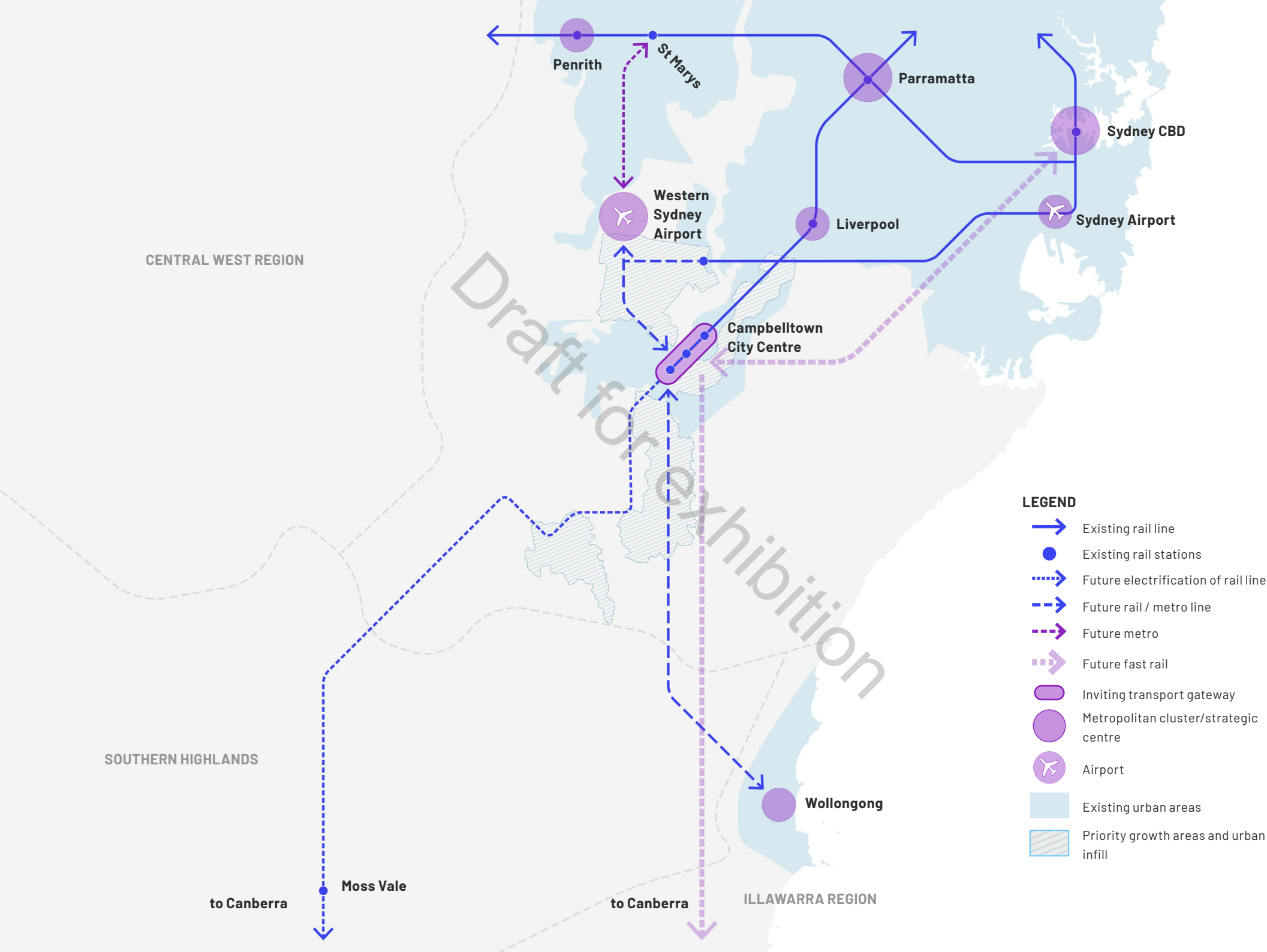
An emphasis on efficient, reliable and convenient public transport connections to major centres in Greater Sydney makes this the most attractive option. This includes more reliable rail services, ensuring capacity keeps pace with demand, improved service frequency and seamless interchanges.

Connecting the city centre to the regions

Improved rail integration with regional cities through an expanded electrified rail network to the south and higher speed rail connections will grow Campbelltown's workforce and provide increased opportunities for residents. Connections south to Wollongong, the Southern Highlands and Canberra will reinforce Campbelltown's role as the Southern Gateway to Sydney. These connections will facilitate more direct connections north to Gosford and Newcastle, therefore ensuring improved regional connectivity.

Inviting transport gateways

Create transport interchanges that are attractive places, focussed on the people and their experience within and surrounding these hubs. As a gateway into our city, these precincts will leave a lasting impression. Our gateways will provide inviting smart city experiences bursting with a diversity of offerings. These precincts will also be community hubs that act as seamless and efficient transport interchanges, form unique meeting places to give a taste of what the rest of our City Centre has to offer.





PILLAR 3

CENTRE OF OPPORTUNITY

Leverage our economic strengths and opportunities to attract investment and create more knowledge and skilled jobs for our community.

A background image of a scientist in a white lab coat, mask, and safety glasses, wearing blue gloves and using a pipette to transfer liquid into a petri dish. The scene is set in a laboratory with blue and white lighting. A large, stylized purple and pink geometric shape is overlaid on the left side of the page.

COMMITMENTS

- 3.1 Cluster businesses
- 3.2 Intensify land use
- 3.3 Increase local jobs
- 3.4 Upskill local residents



COMMITMENT 3.1

WE WILL BETTER CLUSTER AND CONNECT BUSINESSES TO ACHIEVE ECONOMIC BENEFITS

Campbelltown City Centre is the engine room of the broader LGA. It comprises five economic precincts, each with a specific role and function – the Core CBD, World class health, knowledge and innovation precinct, Sports and entertainment precinct, Cultural precinct, and Tech and city servicing innovation precinct. The City Centre’s integrated and well-connected clusters of intense yet diverse economic activity drive economic growth in the region. These clusters leverage two-way supply chain opportunities for local businesses and provide extensive employment opportunities for residents. A diverse industry base enhances economic resilience and creates further opportunities through cross-business collaboration, networking and synergies throughout the City Centre.





KEY OUTCOMES



Core CBD	Campbelltown’s Core CBD is the commercial and civic heart of the city. It is an established commercial centre where business, government and education institutions are co-located to benefit from synergies and partnerships. Ancillary retail services the worker, student and visitor population and activates the precinct into the evening.
World class health, knowledge and innovation precinct	The integrated precinct has public and private health facilities, research centres, state-of-the-art education institutions, a regionally significant retail centre and a range of commercial and accommodation uses which drive innovation, synergies, networking, and enhanced business development opportunities.
Sports and entertainment precinct	Leumeah is an exemplar sports and entertainment hub. Anchored by Campbelltown Stadium, the precinct plays a key role in Campbelltown’s liveliness, appeal and attraction for residents, workers and visitors alike. It is the northern gateway to the Campbelltown City Centre.
Cultural precinct	Campbelltown has an award-winning cultural institution, Campbelltown Arts Centre. The development of a precinct around the arts centre will create an opportunity for the community to access a diverse range of high-quality artistic works and play a key role in development of jobs and creative economy. The Arts Centre and precinct will be amenity for residents, workers and visitors alike.
Tech and city servicing innovation precinct	Strategically located west of Campbelltown train station, the land along Bow Bowling Creek and Blaxland Road accommodates a range of tech, advanced and additive manufacturing and city servicing uses, as well as accommodation uses in the longer term. This mix of higher value industrial uses benefits from its high worker amenity, public space, ease of access to the Core CBD, and high public transport accessibility.

LEGEND




-  Core CBD
-  City Centre living
-  Health, knowledge and innovation precinct
-  Sports and entertainment precinct
-  Cultural precinct
-  Tech and city servicing innovation precinct

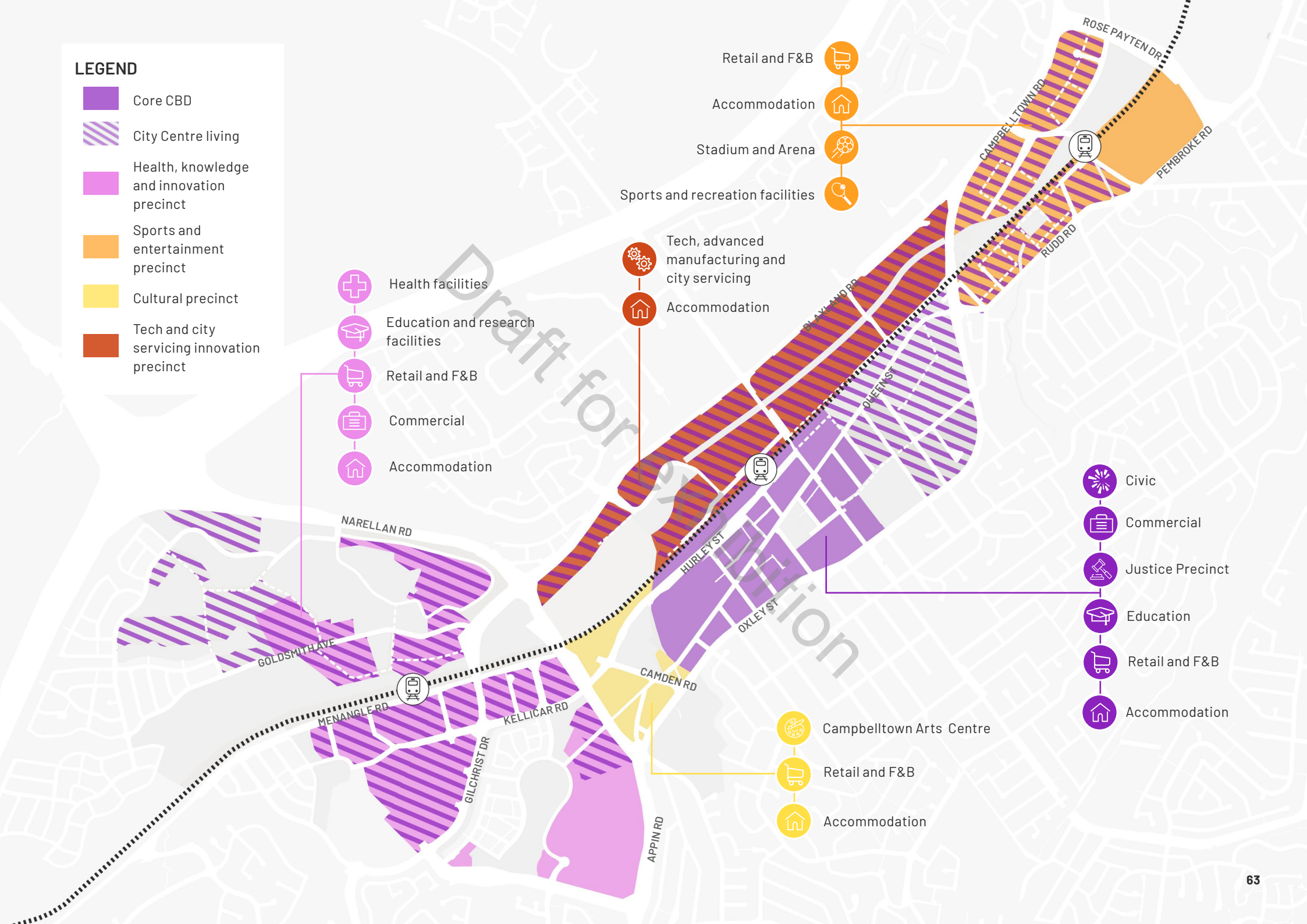
-  Health facilities
-  Education and research facilities
-  Retail and F&B
-  Commercial
-  Accommodation

-  Retail and F&B
-  Accommodation
-  Stadium and Arena
-  Sports and recreation facilities

-  Tech, advanced manufacturing and city servicing
-  Accommodation

-  Civic
-  Commercial
-  Justice Precinct
-  Education
-  Retail and F&B
-  Accommodation

-  Campbelltown Arts Centre
-  Retail and F&B
-  Accommodation





COMMITMENT 3.2

INTENSIFY LAND USE TO PROMOTE A MORE EFFICIENT AND PRODUCTIVE ECONOMY THAT OPTIMISES INFRASTRUCTURE INVESTMENT

The Campbelltown City Centre makes the very most of its extensive land area. Medium and high-intensity land uses are concentrated around key infrastructure (e.g. Campbelltown Hospital), while traditionally low intensity uses such as urban services and large format retail showrooms are accommodated in innovative medium and higher intensity buildings. More intensive land use in the City Centre facilitates greater development opportunities, resident population and jobs, and better leverages the City Centre's substantial infrastructure and assets.

KEY OUTCOMES

High intensity core CBD	As the commercial and civic heart of the City Centre and broader LGA, the Core CBD is home to higher intensity commercial buildings, tertiary education campuses, and civic facilities (e.g. libraries). Complementary retail and non-retail uses provide amenity to residents, students and workers, as well as activate the street.
Intensive innovative Macarthur	Macarthur's Health, Knowledge and Innovation Precinct cross-pollinates business, research and ideas through higher intensity mixed use developments that co-locate health, education, retail, and ancillary residential and minor commercial uses. The highest intensity developments are clustered around the station, core and southern side which sits on lower land.
High intensity health	Campbelltown Hospital is the centre of high intensity health within the broader Macarthur Health, Knowledge and Innovation Precinct. Health facilities, research institutes, clinical schools, aged care and retirement living, and accommodation uses are located in vertical campus buildings which complement the hospital.
A transition from low to medium intensity	The City Centre has an array of medium intensity development in suitable locations incorporating residential, retail, commercial, health, education and industrial uses. This ensures the City Centre's land area is fully maximised while managing the interface between the City Centre and the lower density uses beyond.



The Master Plan could provide more than 3 times as many jobs per hectare as there was in 2016, **boosting collaboration and driving economic growth.**

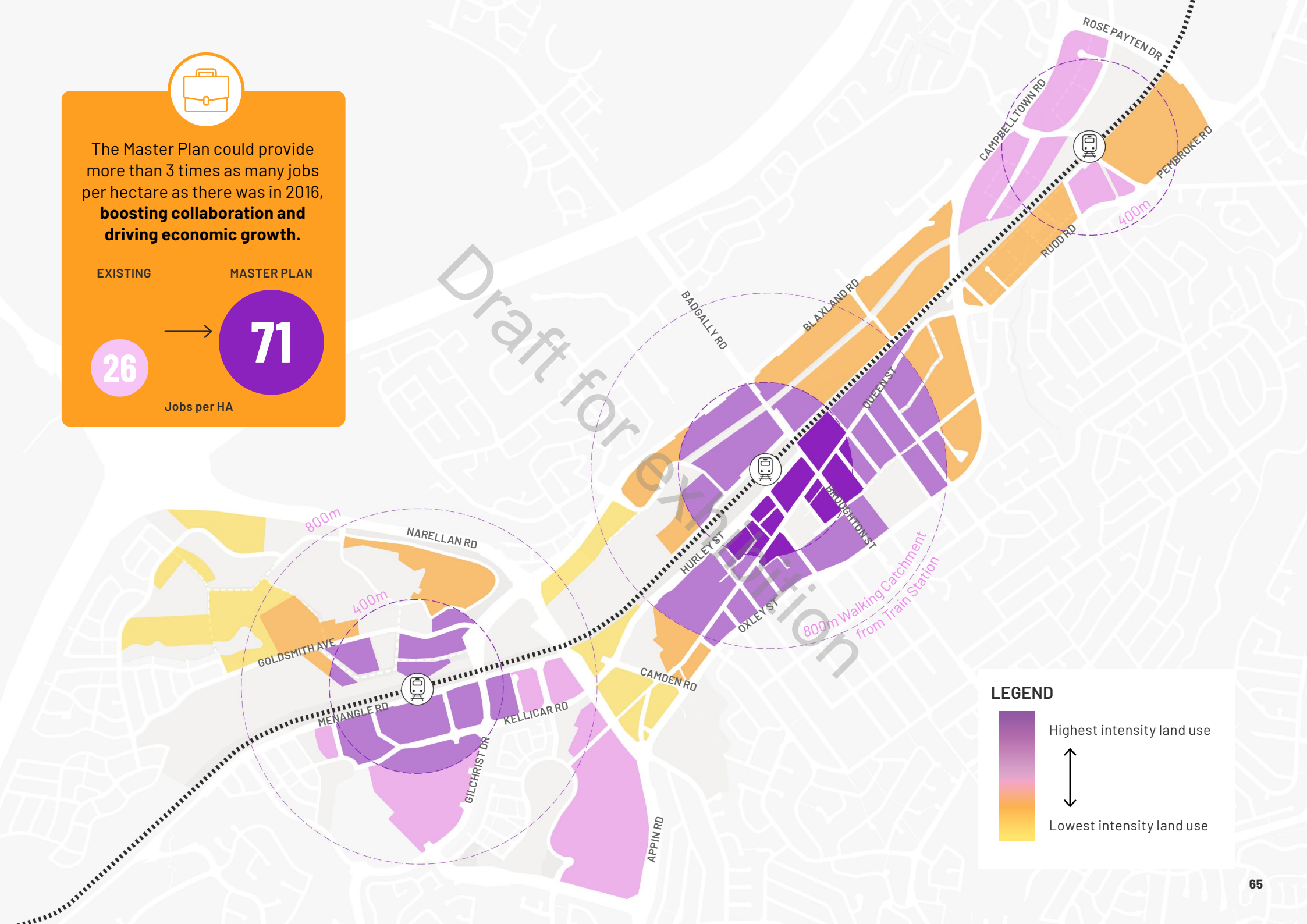
EXISTING

MASTER PLAN

26

Jobs per HA

71



LEGEND



Highest intensity land use



Lowest intensity land use



COMMITMENT 3.3

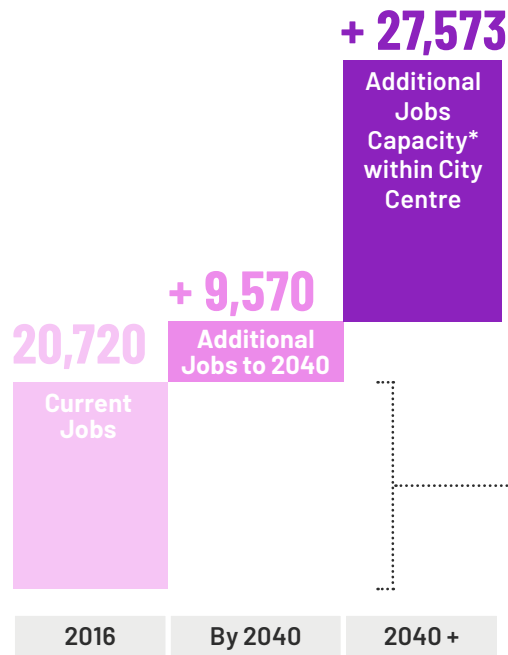
INCREASE LOCAL JOB OPPORTUNITIES BY ATTRACTING MORE KNOWLEDGE AND HIGH-SKILLED JOBS

Campbelltown residents have access to a diverse range of local employment opportunities in the City Centre which match their skillsets and qualifications. The city has evolved to provide extensive opportunities for high skilled knowledge jobs in its historically strong sectors of health, education and manufacturing, as well as plant and animal sciences, so residents who want to, can work in the City Centre.

KEY OUTCOMES

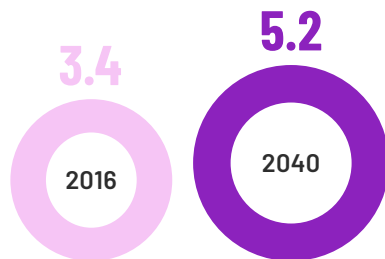
Increased number of jobs	The Campbelltown Centre is a hub for employment and economic activity. Job opportunities in the City Centre are plentiful and varied, ensuring residents and people from across Macarthur can work close to home if they choose to.
High amenity	Campbelltown City Centre offers high resident and worker amenity including quality cafes, a diverse mix of casual and higher-end restaurants catering to business lunches and dinners, bars for after work functions, and attractive open space and streetscapes.
Attractive business environment	Attracting more knowledge and high-skilled jobs means attracting more knowledge intensive industries and employers (i.e. advanced manufacturers, digital/technology firms, professional services, health operators). As technologies continue to evolve, so too are land use requirements. Providing flexible planning controls is key to appealing to these firms and bringing higher-skilled jobs to Campbelltown.
Entrepreneurial ecosystem	Campbelltown encourages and supports local businesses and entrepreneurs through its engaging and inclusive entrepreneurial ecosystem. Local education institutions partner with government and local industry to offer temporary pop-up space, business incubators, co-working spaces, and mentoring and networking opportunities.

Job growth in Campbelltown City Centre



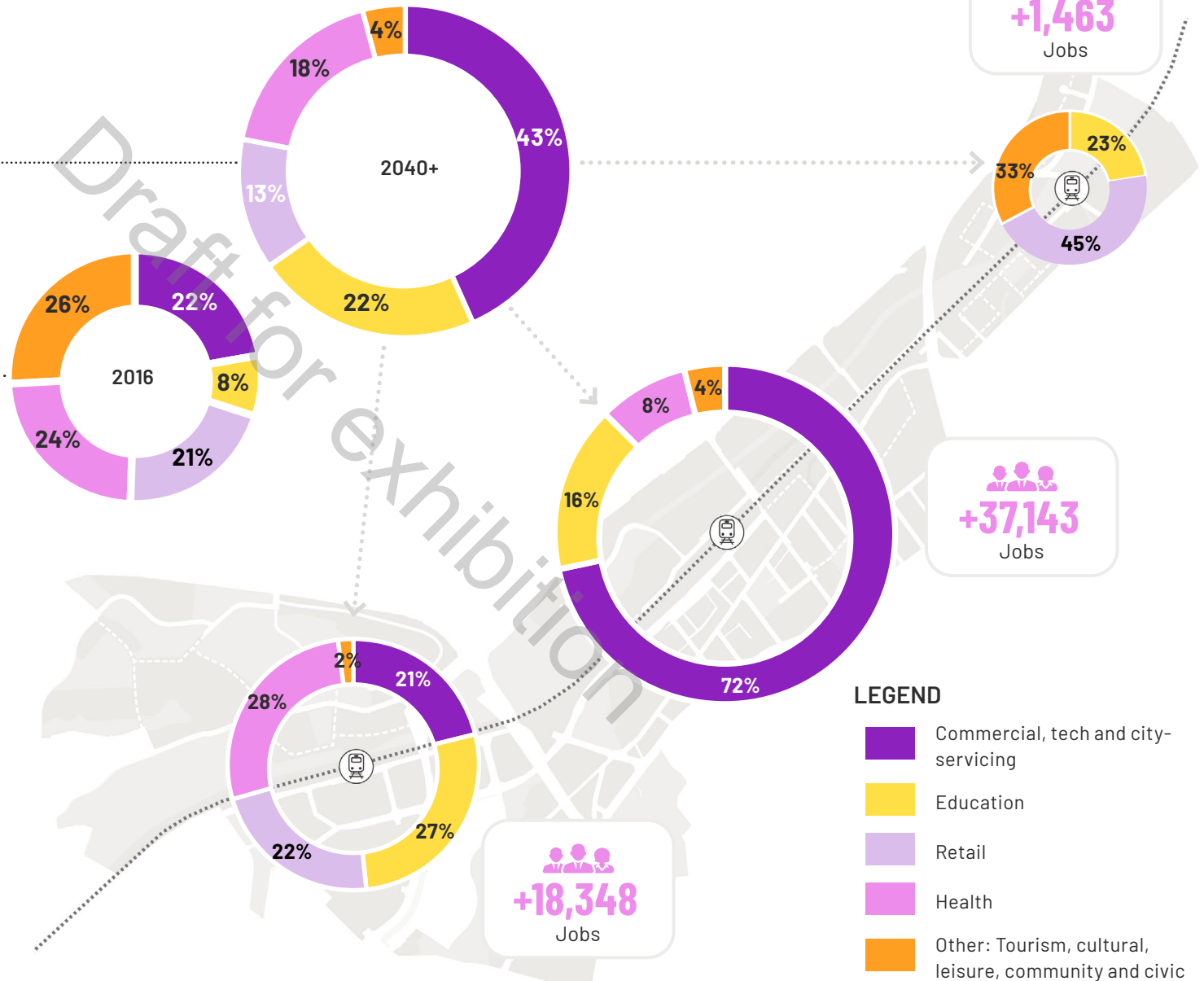
*Master plan capacity beyond 2040

High value jobs* per 100 residents



*High value jobs that are in the health, commercial, tertiary education or higher value industrial sectors.

Job mix by Industry



LEGEND

- Commercial, tech and city-servicing
- Education
- Retail
- Health
- Other: Tourism, cultural, leisure, community and civic



COMMITMENT 3.4

BUILD ON OUR EDUCATIONAL, HEALTH AND INDUSTRY STRENGTHS TO UPSKILL THE LOCAL RESIDENT WORKFORCE

All Campbelltown residents have equal access to education opportunities, as well as opportunities to participate in capacity building and upskilling activities. While traditional blue-collar jobs are still a key employer in the city, more residents are completing higher education studies which are exposing them to a range of new jobs in the education, health, manufacturing and plant and animal sciences sectors.

KEY OUTCOMES

Extensive education offer

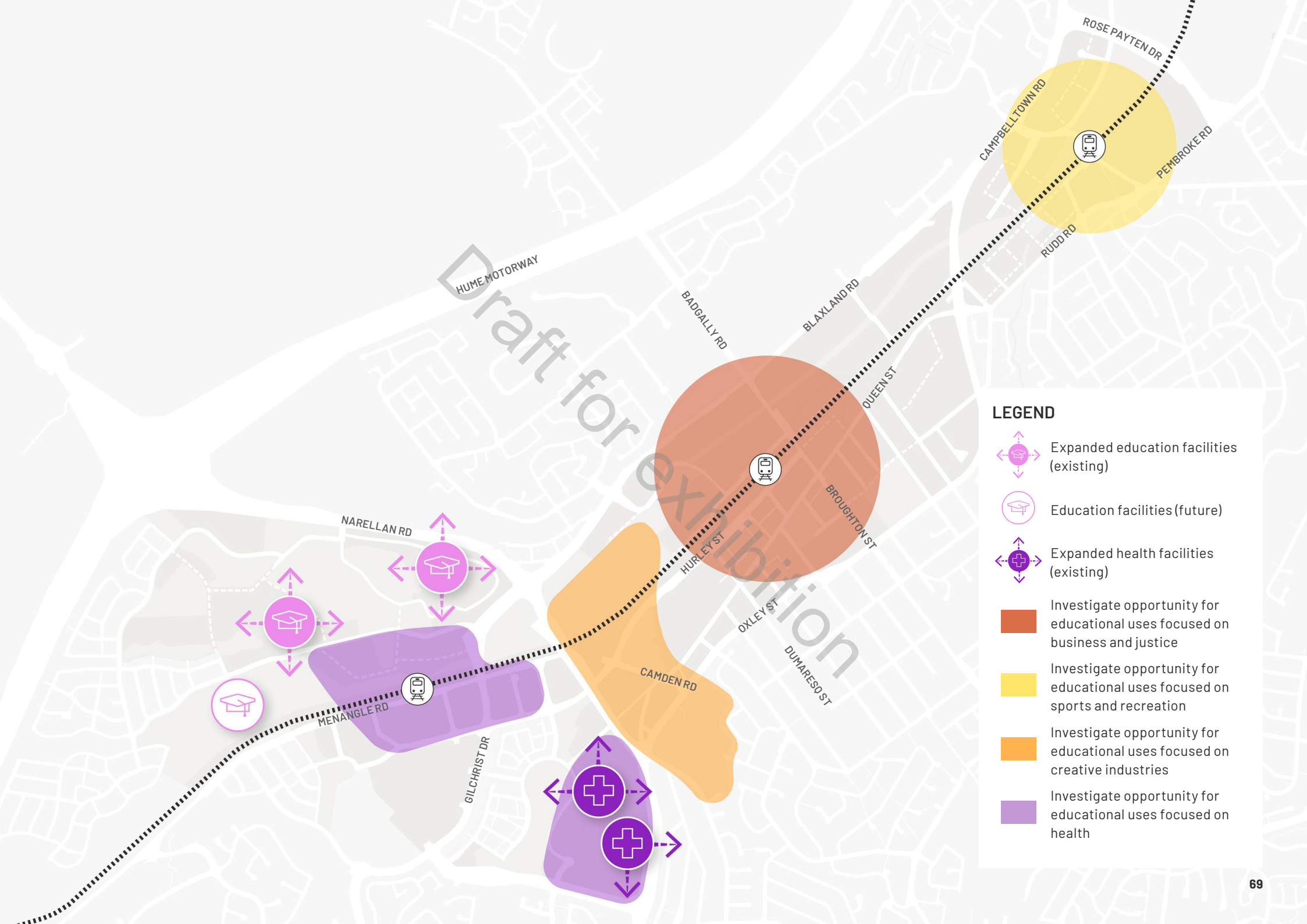
The Campbelltown City Centre contains a substantial tertiary education and education related offer that provides extensive opportunities for local residents to study, upskill, and continuously learn and develop. These facilities are state-of-art with the operators having strong links to the local and broader business community. Collaboration between businesses, educational and research institutes also helps provide job ready graduates.

Build on existing sector strengths







Campbelltown City Centre has capitalised on its historical strengths in manufacturing, retail, education and health. The City Centre is home to highly regarded operators in these sectors who are committed to growing Campbelltown's reputation through ongoing training and development of their employees and the local workforce more broadly.

Pathways for learning

Campbelltown City Centre offers exciting pathways to progress through the education system and upskill. There are strong links between the City Centre's early learning, primary, secondary and tertiary education operators, facilities and local industry through co-location as well as digital.



LEGEND

-  Expanded education facilities (existing)
-  Education facilities (future)
-  Expanded health facilities (existing)
-  Investigate opportunity for educational uses focused on business and justice
-  Investigate opportunity for educational uses focused on sports and recreation
-  Investigate opportunity for educational uses focused on creative industries
-  Investigate opportunity for educational uses focused on health



PILLAR 4

NO GREY TO BE SEEN

Embed blue and green infrastructure
into the heart of every planning decision
for a sustainable future.



COMMITMENTS

- 4.1 Connected green grid
- 4.2 Enhanced and resilient blue grid
- 4.3 Low resource, low carbon, low waste
- 4.4 Reduce urban heat



COMMITMENT 4.1

DELIVER A HIGHLY CONNECTED AND COMPREHENSIVE GREEN GRID WHICH CELEBRATES PLACE

The unique physical settings and natural features of our three city centres are connected to create a bespoke, place-based Green Grid network. The result is a cohesive, interconnected and high-quality green infrastructure network that will cool the city, encourage healthy lifestyles, enhance biodiversity and support ecological resilience.

KEY OUTCOMES

Active and healthy people places for urban liveability	Our Green Grid network supports a generous network of parks, open spaces, squares and plazas to support and promote a healthy lifestyle through relaxation and play.
An accessible and connected network of green	Our walking and cycling greenways are woven throughout the City Centre providing seamless connections to and between local and regional open spaces and key destinations to support ecological and social connections. These connections enable people of all ages and abilities to get moving. The built form along these routes offer places to rest and refuel with street level activation providing casual surveillance from neighbouring areas.
Growing our native urban forest	Our protection and restoration of natural environments sits alongside urban greening to grow our native urban forest. Key areas of ecological value are protected, rehabilitated and enhanced to support native flora and fauna communities. Green links connect biodiverse areas and provide for wildlife movements.
Green and blue not grey infrastructure	Grey infrastructure no longer defines our City Centre. We embrace every opportunity to transform legacy grey infrastructure into high-performance landscapes which offer hydrological, ecological and recreational benefits to the community. New projects demonstrate world's best practice outcomes and systems integration for innovative solutions to the challenges of urban growth. Our City Centre is blue and green.



The provision of new open spaces and greenways could mean **93% of the workers and residents will be within 200m walking distance of open space.**

EXISTING

MASTER PLAN



LEGEND

- Greenways (river and creek corridors, cycleways and routes along major transport corridors)
- Regional greenways
- Open spaces (existing)
- Open spaces (potential)
- Native urban forest
- Existing open spaces located outside the City Centre
- Investigate opportunity for multi-storey car park to unlock open space



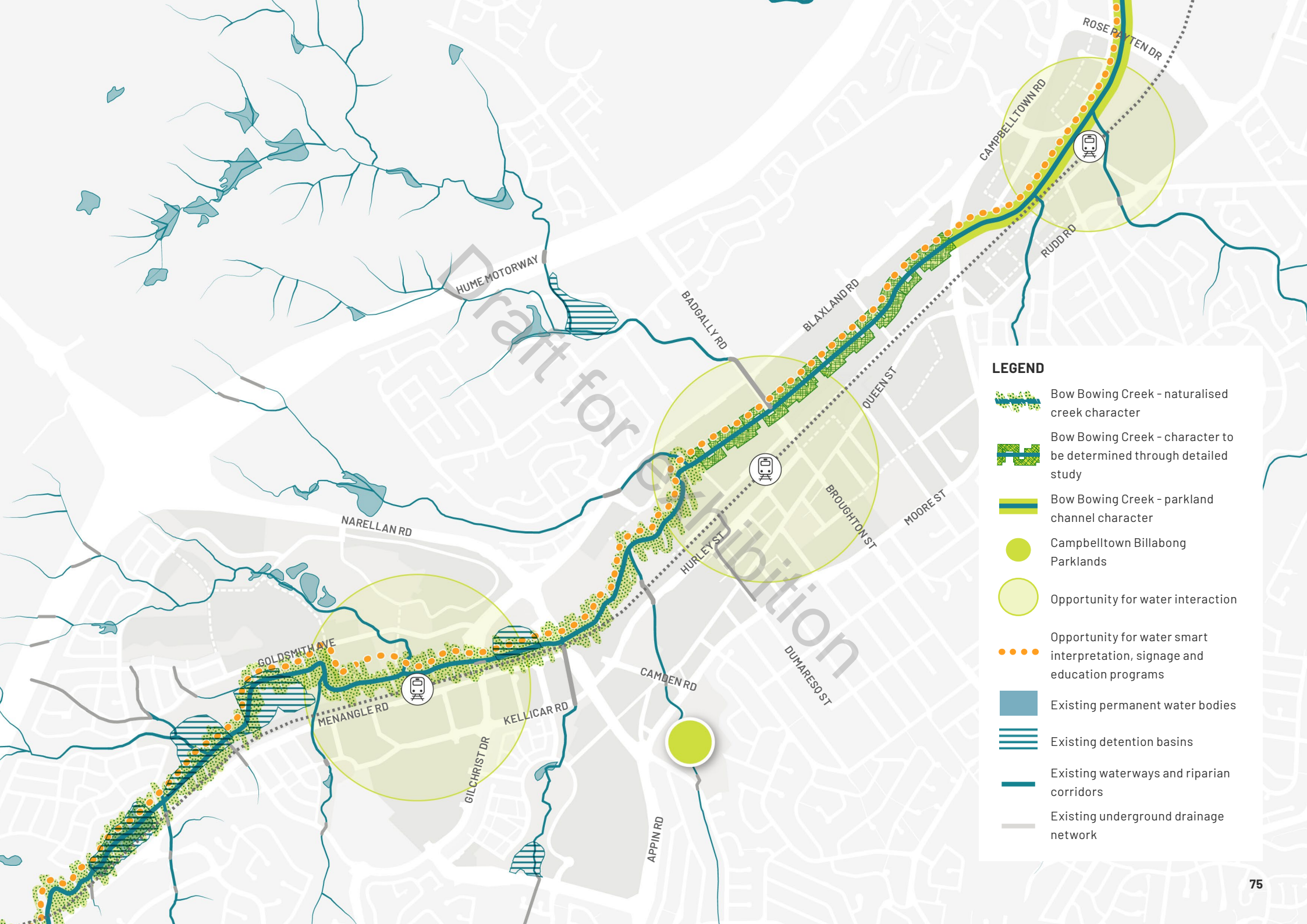
COMMITMENT 4.2

DEVELOP A RESILIENT BLUE GRID THAT RESTORES WATERWAY HEALTH, OPTIMISES USE, REDUCES INFRASTRUCTURE INVESTMENT AND MANAGES RISK

As a water sensitive city, we value and protect our natural waterways for the enjoyment of future generations. At the heart of the city centre is Bow Bowling Creek. The creek and its tributaries form the basis of a natural blue grid.

KEY OUTCOMES

Attractive, healthy and accessible waterways	The Blue Grid is restored and enhanced to a system of more natural waterways which offer multiple benefits including an increase in biodiversity, flood conveyance and water quality treatment. A variety of water treatment and water sensitive urban design measures improves and protects the health of waterways and riparian corridors.
Bow Bowling	Bow Bowling Creek is the primary blue spine in the city centre connecting Leumeah to Campbelltown and Macarthur. It restores ecological, hydrological and biodiversity health to the waterway whilst managing flooding. Shared pathways provide active transport connections alongside the waterway and connect adjacent development with much needed amenity.
Resilient water management	The implementation of flood mitigation measures through design and emergency response planning have ensured the adaptability and resilience of the city centre through ongoing intensification of urban development and the implications of climate change.
A water smart city centre community	Residents, workers and visitors to the city centre centres have high-levels of community awareness of water management values and behaviours. Interpretation, signage and education programs, demonstration projects and initiatives provide informative facts around benefits of water management initiatives and projects.



LEGEND

- Bow Bowling Creek - naturalised creek character
- Bow Bowling Creek - character to be determined through detailed study
- Bow Bowling Creek - parkland channel character
- Campbelltown Billabong Parklands
- Opportunity for water interaction
- Opportunity for water smart interpretation, signage and education programs
- Existing permanent water bodies
- Existing detention basins
- Existing waterways and riparian corridors
- Existing underground drainage network



COMMITMENT 4.3

PROVIDE INFRASTRUCTURE AND SERVICES THAT SUPPORT A LOW RESOURCE, LOW CARBON AND LOW WASTE FUTURE

Sustainable precincts consider and respond to the limitations and constraints associated with resource use and depletion, climate change and environmental harm. Reducing local and regional development and operational impacts through provision of infrastructure and services that support a low resource, low carbon and low waste future requires the adoption of circular economy principles and development of businesses that support circular economy principles.

KEY OUTCOMES

Improve resource recovery	Waste minimisation and resource recovery practices are embedded into everything we do. A circular economy promotes the reuse of materials, which when sourced locally, promotes our local businesses.
Low energy and carbon technologies are embedded throughout the city	Our city centres are powered by renewable technologies creating low carbon precincts. These technologies have reduced our burden on the network supply, reduced the risk of blackouts and increased our resilience. The use of renewable technologies has also improved our air quality and associated health benefits.
Use water efficiently	As a water sensitive city, the use and management of water within the city centre considers water as a valuable and finite asset and treats all water products – drinking water, wastewater and stormwater – as interconnected services. Sustainable water management, through water efficiency measures, has reduced our potable water demand with alternative sources such as water recycling providing a sustainable and adaptable city.

Low energy buildings

Energy efficient buildings use more natural light, ventilation, insulation, temperature control and highly efficient appliances.

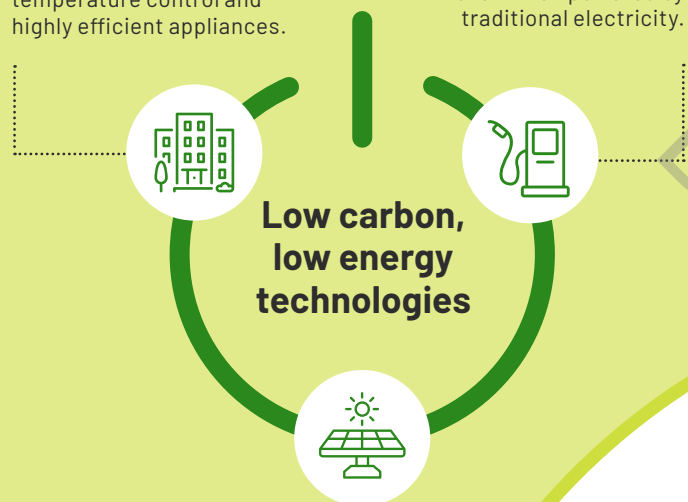
Electric vehicle charging

EVs can generate 20-40% fewer emissions than typical petrol vehicles, even when powered by traditional electricity.

Low carbon, low energy technologies

Solar power generation

Depending on size, solar power can reduce grid electricity use by up to 100% saving carbon emissions and money.



Circular economy

Households and businesses reduce their waste generation, increase recycling and buy recycled products

Buildings designed with recycling in mind

Building designs facilitate practical and efficient source separation and collection services.

Improve resource recovery



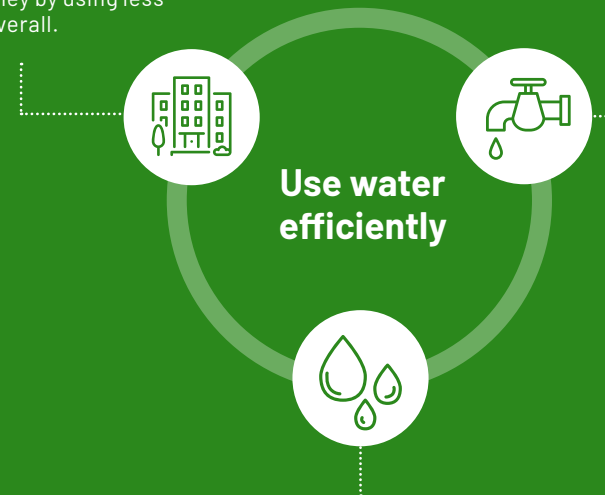
Building water efficient standards

Water efficient buildings save energy and money by using less water overall.

Water efficient fixtures

Water efficient fixtures and appliances can save energy and money from reduced water heating costs and reduced water bills.

Use water efficiently



Rainwater harvesting

Rainwater harvesting can reduce water bills, provide an alternative water source and reduce stormwater runoff. Depending on tank size, mains water use can be reduced by up to 100%.

Community recycling centre

Household Problem Wastes (like paints and batteries) can be conveniently disposed of all year round, and safely managed and recycled.



COMMITMENT 4.4

REDUCE THE URBAN HEAT ISLAND EFFECT

Campbelltown's climate is generally hotter and dryer than the coast. During the summer of 2017, Campbelltown experienced 19 more days above 35°C and 8 more days above 40°C than Sydney. The impacts of climate change and urban development may exacerbate these conditions. But Campbelltown is blessed with a green character. The surrounding vegetation, scenic landscapes and an intricate patchwork of green places and blue corridors provides a wealth of environmental and wellbeing opportunities.

KEY OUTCOMES

A city centre that works with water

A range of evaporative water-cooling measures are found across the city centre and help to decrease the ambient air temperature. Natural water features include waterways, wetlands and waterbodies that provide cooling effects as well as a home for wildlife. Public spaces are infused with water, from water sensitive urban design, fountains, pools and ponds.

Materials that cool

Materials used in the urban landscape, city infrastructure and built environment have been selected to prevent solar heat gain. This has reduced the energy demand for air conditioning and helps to keep the city cool. High albedo paving and building materials have assisted in reducing solar thermal gain and include low-e windows and using natural materials. Light coloured roofs, pavers and paints increase reflectivity of the built environment.

Shading and protection

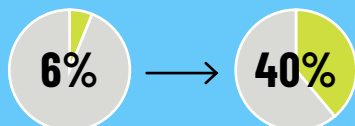
Our buildings are designed to protect us from the extremes of our climate, offering shade and protection. Awnings and shade structures are used across the city to reduce solar thermal gain from pavements and buildings, reduce mechanical cooling demand and provide protection from the elements. Council initiates strategies to help the community access cool spaces, keeping community facilities open later and working with community and health providers to plan for increased demand when it's hot.



The Master Plan could **increase the tree canopy cover** from 6% of the City Centre to 40%

EXISTING

MASTER PLAN



Cool paving

Black asphalt can absorb up to 95% solar radiation, heating the environment. Lighter paving reflects solar radiation and reduces surface air temperature. Permeable paving allows water to drain through the surfaces, facilitating cooling evaporation.



Cool environment



Water cools the environment

Passive evaporation from water bodies can reduce the air temperature close to the water by as much as 10°C.

Cool buildings



Cool roofs

High albedo roof materials can reflect away up to 75% of solar energy. A white roof can be 23°C cooler than a typical black roof.



Green roofs and green facades

Rooftop gardens and green facades can provide shading to buildings and reduce solar radiation.



Glazing and low-emissivity windows

Glazing and "Low-E" windows can reduce heat flow by up to 50%.



Adjustable shading

Adjustable awnings and shutters reduce solar thermal gain in buildings, increase indoor comfort and reduce energy demand.

Clean air

Trees absorb carbon dioxide and other air pollutants. They can reduce particulates in the air nearby by up to 24%.



Health and wellbeing

Trees provide shade during hot days and can reduce heat-related health issues, respiratory disease and stress.



Benefit of trees



Natural shading and cooling

Streets with over 25% canopy cover have lower air temperatures - a tree can reduce the temperature underneath it by over 1°C during the day.



A home for wildlife

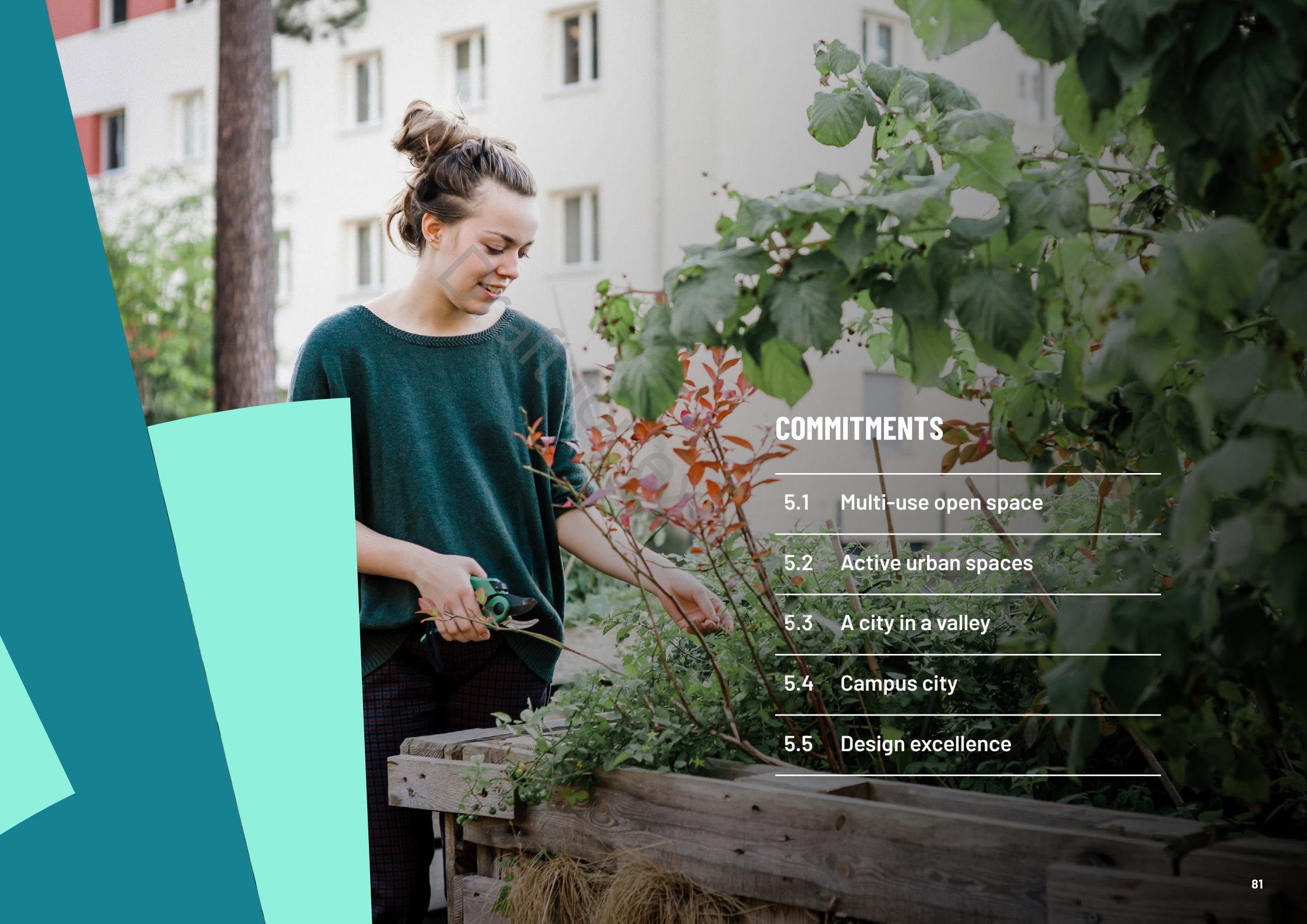
Native birds and wildlife benefit from having natural habitats in city environments where they can live and rest.



PILLAR 5

CITY & BUSH

Embrace growth for a vibrant, compact and diverse City Centre, infused in green and celebrating Campbelltown's natural setting.



COMMITMENTS

5.1 Multi-use open space

5.2 Active urban spaces

5.3 A city in a valley

5.4 Campus city

5.5 Design excellence



COMMITMENT 5.1

DELIVER AN ABUNDANCE OF MULTI-USE, HIGH-PERFORMANCE OPEN SPACES ACCESSIBLE BY ALL

Viewed from above, the Macarthur Region has a unique urban footprint that is both framed and laced by a patchwork of green and blue. The experience of green and blue within the heart of the city centre offers a distinct memory of Campbelltown. Open spaces within our city are an essential part of everyday life, as they provide a green refuge and a place to pause, engage and interact. Weaving high performing, multi-use and accessible open spaces into the urban fabric of Campbelltown generates a substantial range of social, environmental, ecological and economic benefits, influenced by our strong Aboriginal presence.

KEY OUTCOMES

Gathering, events and celebration	Flexible, comfortable open spaces in the heart of the City serve a civic role where gatherings, events, celebrations and festivals are held, where social and economic exchanges take place, where friends meet or run into each other, and where culture is experienced. They are an extension of the community and set the stage for positive social interaction. By necessity, these spaces are highly flexible, serviced and engaging.
Cultural education and learning	Education and cultural learning are important to a thriving community and will be interwoven into the fabric of our City and its open spaces, providing a richness to the urban experience. The celebration of culture, nature and history will develop into a variety of forms, including journeys of discovery and learning in the everyday through to inspiration and stories woven into the design of place, wayfinding and art. Our ancient and contemporary Aboriginal Culture for the whole community to learn and interact are interlinked throughout the city.
Passive recreation and community life	Our City will feature an abundance of accessible and connected open spaces supporting a range of passive recreational activities. These spaces will vary in size and function and will foster a connected community that enables social interaction by bringing individuals together, shaping a prosperous community life. Walking, cycling, picnicking and nature observing are just some of the activities encouraged in these spaces that support the community's physical and mental health and wellbeing.
Discovery and adventure play	The natural environment is complex and diverse and contains opportunities to discover, imagine, connect and play. Flora and fauna and elements such as natural features will be experienced through a variety of means with something for everyone, including gathering places, mountain biking, and walking trails. The variety of open space in the City will also accommodate opportunities for inclusive adventure play, with play spaces providing a variety of engaging positive experiences and challenges.
Active and programmed recreation	Open spaces will vary in size, scale and function to cater for a range of active and programmed recreation uses. These spaces and their facilities will serve both the region and the local community and will be strategically co-located with complementary uses.
Different times and seasons	Open spaces will be developed to maximise use throughout the various times of the day and year whilst being responsive to their core functions. Consideration will be given to maximise usability and comfort, whilst ensuring access, safety, amenity and solar access. Our City's open spaces are dynamic everchanging environments with tree plantings responding to the seasons – shade trees in the summer, flowering trees in the spring, and deciduous trees inviting foliage colour change through autumn and solar access through winter.

Draft for exhibition

WSU

GILCHRIST OVAL

CAMPBELLTOWN SHOWGROUND

MAWSON PARK

KOSHIGAYA PARK

BILLABONG PARKLANDS

MARSDEN PARK

CENTRE OF EXCELLENCE

BARBER RESERVE



LEGEND

- Gathering, events and celebration
- Cultural education and learning
- Passive recreation
- Active recreation and sports
- Discovery and adventure play
- Open space (existing)
- Open space (potential)
- Investigate opportunity for multi-storey car park to unlock open space



COMMITMENT 5.4

ENRICH THE URBAN EXPERIENCE THROUGH A NETWORK OF VARIED URBAN SPACES THAT INVITE OCCUPANCY AND ACTIVITY

Our public spaces are the stage for community life. They are places for us to pause, relax, take respite, interact, engage or be entertained. They are dynamic spaces for movement and action, as well as contemplation and reflection. They feature elements and activity that not only make people stop but entice people to stay and occupy public space. They are settings for events, celebrations and gatherings. Our spaces are adaptable, provide high levels of amenity, flexible and offer a diversity of experiences, as they ultimately bring us together and shape our cultural identity.

KEY OUTCOMES

The cultural precinct as a site for creativity

Campbelltown's Cultural Precinct is the city's primary stage for community life, exploration and curiosity. As a canvas for experimentation and discovery, pedestrians will be encouraged to explore spaces connecting the Billabong, to Campbelltown Arts Centre to Catholic Club to Koshigaya Park to Bow Bowing Creek and a new National Aboriginal Cultural Centre. These trails and spaces will ignite curiosity as they meander through playgrounds, galleries, kiosks, performance spaces, art installations and landscape elements and where Dharawal culture is reflected throughout.

Great civic spaces

Great civic spaces set the stage for our creative lives. Campbelltown City Centre includes a series of generous, flexible civic plazas and squares where social exchanges take place. These are spaces for city celebrations and events as well as an ever-changing array of informal and impromptu activity.

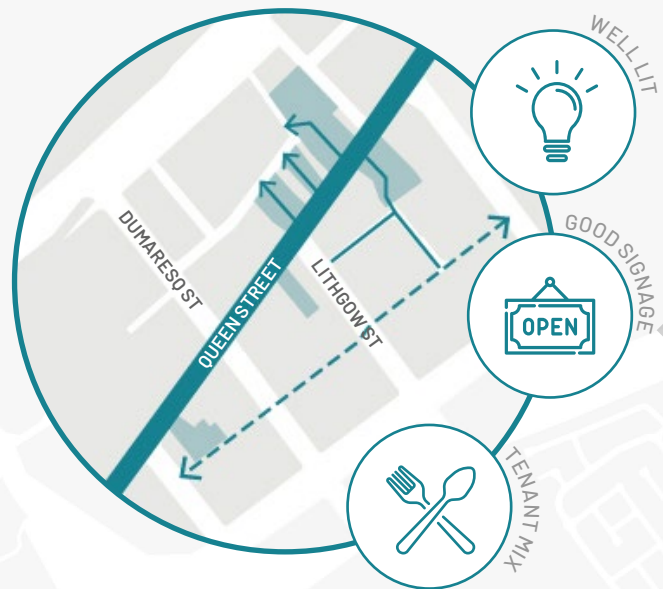
Small scale spaces

Small scale spaces enrich and diversify the city experience and are just as important as large civic parks. These small plazas, squares and building forecourts inspire us to generate fresh ideas, they are a canvas for small events and gatherings, and they are a catalyst for economic investment. Each of these spaces celebrates its own place, character and role in the fine grain urban experience catering for the unexpected and playful.

Fine grain connections

Campbelltown's city centre core consist of a network of safe, legible and interesting pedestrian linkages to create a permeable city centre. Lively retail and commercial arcades located along Queen Street feed pedestrians from streets and laneways into the main civic spine. Existing laneways are maintained and additional linkages created, to relieve pressure on our city streets in peak hours and provide opportunities for new economic and social activity.

Ways to activate arcades



HUME MOTORWAY

BADGALLY RD

BLAXLAND RD

QUEEN ST

BROUGHTON ST

HURLEY ST

OXLEY ST

DUMARES ST

CAMDEN RD

KELICAR RD

GILCHRIST DR

APPIN RD

NARELLAN RD

GOLDSMITH AVE

MENANGLE RD

CAMPBELLTOWN RD

RUDD RD

ROSE PAYTEN DR

PEMBROKE RD

LEGEND

- Cultural precinct
- Civic open spaces (existing)
- Civic squares/plazas (potential)
- Small scale civic spaces (potential)
- High street
- Fine grain connections (existing)
- Fine grain connections (potential)
- Arcades



COMMITMENT 5.3

CREATE A MEMORABLE, LEGIBLE AND GREEN BUILT FORM WHICH CELEBRATES ITS 'CITY CENTRE IN A VALLEY' SETTING

Our City sits nestled in a valley, dissected by creeks and framed by green hills. This unique natural environment and connection to local setting has long shaped the city centre's evolution. Before colonisation local Dharawal people and other Aboriginal groups travelling through the area would have frequented campsites along the creek and taken advantage of the protection of the valley. Throughout its growth, the aesthetic, environmental and recreational values of the green spaces have remained at the heart of the city's identity and place values.

KEY OUTCOMES

A city skyline framed in green

Campbelltown City Centre is framed in green. The Scenic Hills together with natural bushland, creeks and Mt Annan Botanic Gardens encompass the city centre's urban footprint and are a defining characteristic of its green setting. The City Centre's skyline is varied and diverse, with buildings heights contributing to visual interest and overall legibility. Towers are slim form and building separation allows views through the buildings to the hills beyond. Each building embraces their location at the heart of the valley, delivering intensity and respecting established height datums in order to ensure regional views across the valley are maintained and celebrated.

Memorable green arrivals

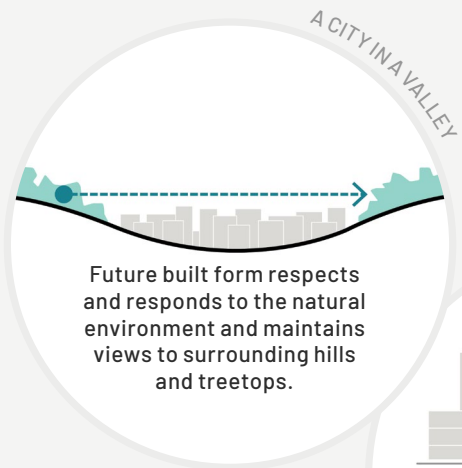
Every arrival journey into our City Centre will be memorable and green. Elevated arrivals will pass through green gateways before the 'City in a Valley' skyline framed in green is unveiled. Key street axis and vantage points connect our City to the rolling hills and treetops in the distance through protected views. At the heart of the valley, the green spine touches every part of our City.

A city centre infused in green

Everywhere you look you see a city infused in green. Our buildings, infrastructure and public spaces embrace green infrastructure to enrich the character, deliver first-class environmental results, and create great places for people to live, work and play. Within the urban landscape, buildings will incorporate quality outdoor spaces with greenery providing amenity, recreational opportunities and a distinct architectural vernacular. Rooftops, building facades and urban infrastructure will be greened to enrich Campbelltown's landscape character.

Place-responsive buildings and spaces to navigate the city centre

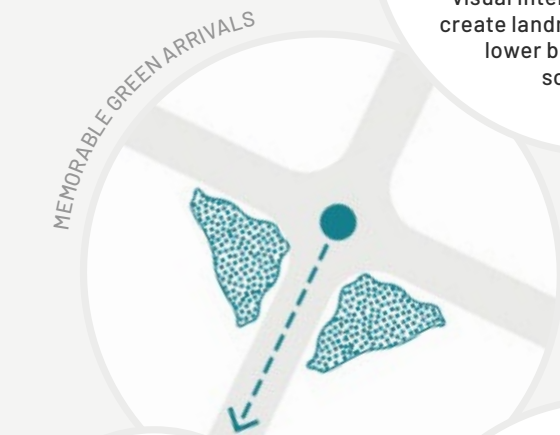
Buildings and places within Campbelltown's City Centre respond to place, contributing to city centre legibility and wayfinding. Primary pedestrian routes are simple and intuitive, enriched with framed views, human scale design details and memorable buildings that guide pedestrians through the city. Iconic buildings celebrate Campbelltown's create points of reference. Well-designed public spaces provide enjoyable places to meet at key decision-making nodes and unveil desire lines allowing pedestrians to orient themselves to destinations within the city.



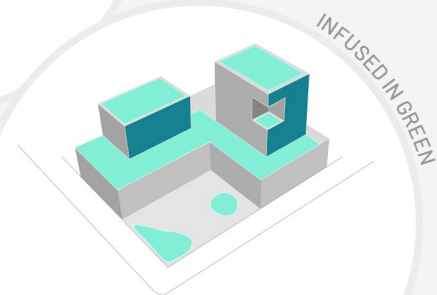
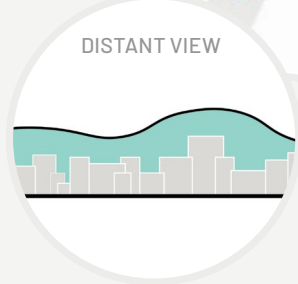
Future built form respects and responds to the natural environment and maintains views to surrounding hills and treetops.



Vary building height for visual interest. Taller buildings create landmarks for wayfinding, lower buildings allow for solar access.



DISTANT VIEW



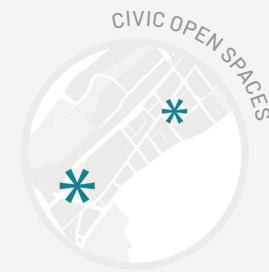
Green rooftops, public spaces, infrastructure and vertical gardens.



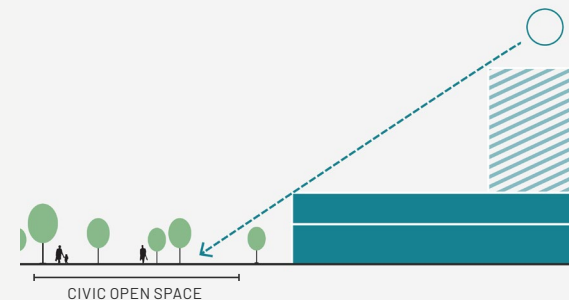
Maintain the character of Queen Street, in particular it's fine grain, human scale and mixed tenancies. Implement appropriate development controls that guide setbacks, building height and street frontage.

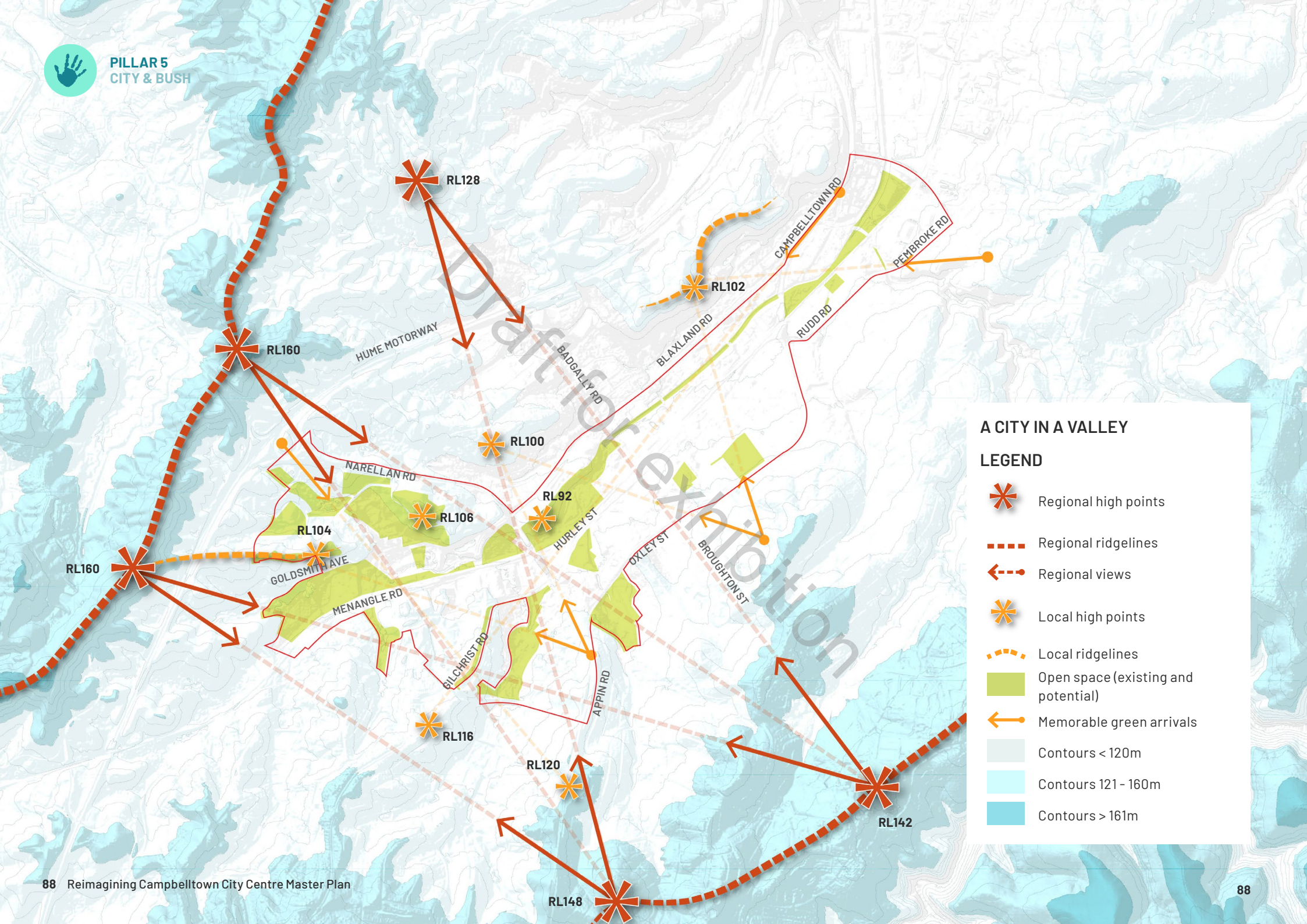


Promote buildings that activate and front the edges of natural assets, rather than turn their back on the natural environment.



Ensure civic open spaces receive maximum sun light all year round and are not significantly impacted upon by new development.





A CITY IN A VALLEY

LEGEND

- Regional high points
- Regional ridgelines
- Regional views
- Local high points
- Local ridgelines
- Open space (existing and potential)
- Memorable green arrivals
- Contours < 120m
- Contours 121 - 160m
- Contours > 161m



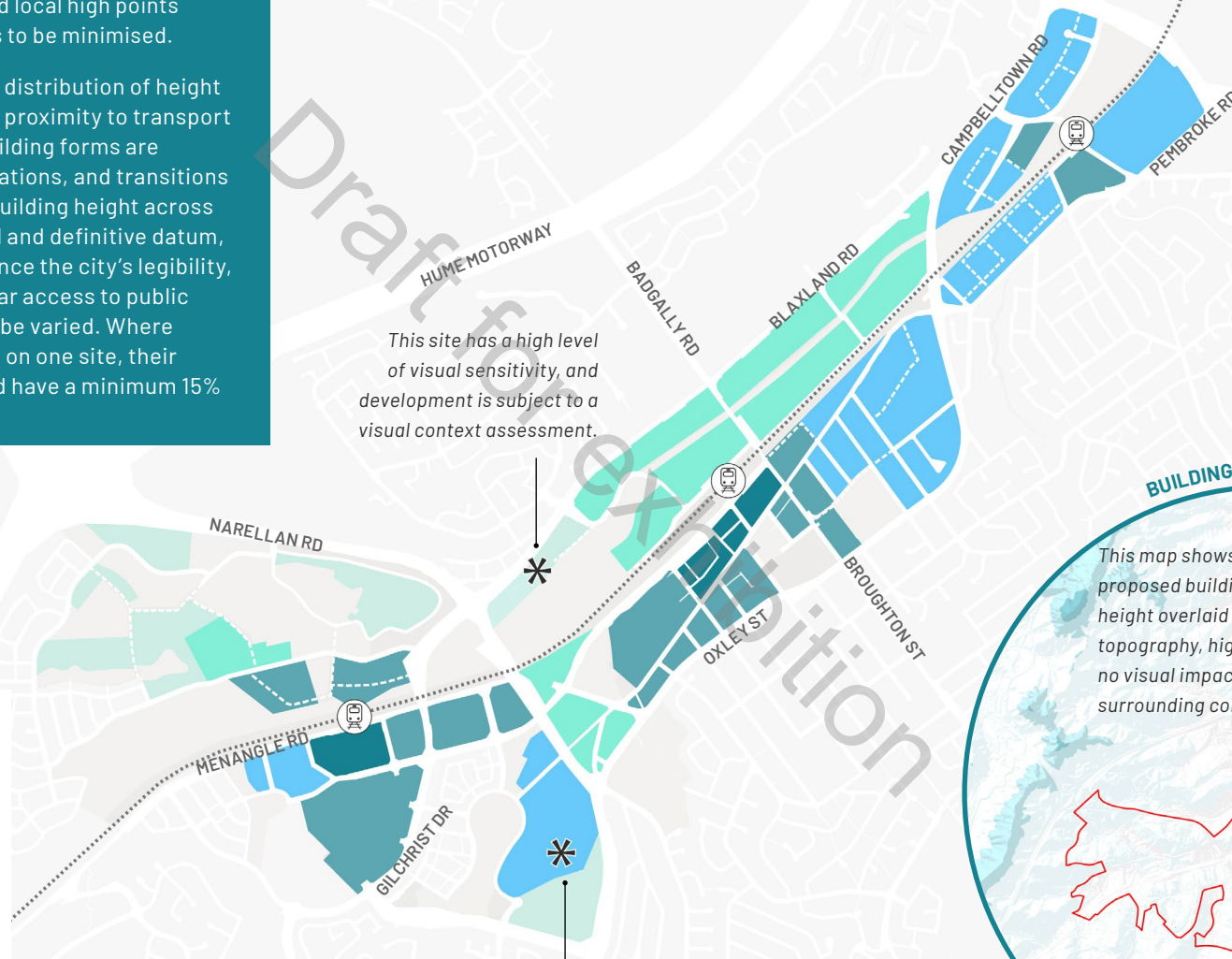
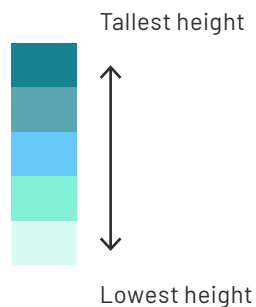
BUILDING HEIGHT GUIDANCE

To ensure the city's green frame maintains significance as part of the urban experience, the city's future built form will need to consider impact to its visual context. The impact of new building height from key arrival viewpoints as well as regional and local high points (identified in the previous map) is to be minimised.

The following map identifies the distribution of height based on intensification of land, proximity to transport and access to amenity. Taller building forms are clustered near the three train stations, and transitions down to the city centre fringe. Building height across the city is not considered a fixed and definitive datum, rather, variations in height enhance the city's legibility, visual interest and to ensure solar access to public spaces. Building heights should be varied. Where two taller buildings are provided on one site, their height above ground level should have a minimum 15% variation.

Building Height Guidance

LEGEND



NOTE: all planning proposals that had progressed to Gateway Determination prior to the start of Reimagining Campbelltown City Centre were assessed on merit at the time, and cannot be used to determine height relativities of future proposals, or as a justification for the heights of future buildings.

BUILDING HEIGHT GUIDANCE OVERLAID ON TOPOGRAPHY

This map shows the proposed building height overlaid on the topography, highlighting no visual impact to the surrounding context.



COMMITMENT 5.4






CELEBRATE CAMPBELLTOWN'S IDENTITY AS A CAMPUS CITY THROUGH BUILT FORM THAT EMBRACES LOCAL CHARACTER AND PLACE IDENTITY

The density and grain of Campbelltown will distinguish it from other strategic centres across Sydney. At Campbelltown, delivering density does not necessarily equate to isolated tall building or a blanket of low-rise expanse of sprawling development. Campbelltown will be a place where tall buildings respect the past and respect the curtilage and human scale of heritage buildings and precincts. Campbelltown will embrace the campus style setting where buildings are closely integrated with the public domain and framed by landscape. This means life becomes an important part of the urban experience.

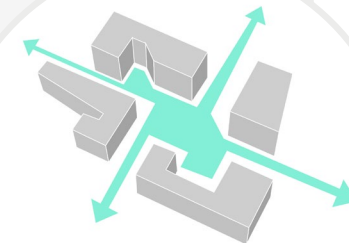
KEY OUTCOMES

Dense urban core	At the core of the city, the street grid will be compact and close knit. New buildings will provide human scale and a strong street presence as they open on to and overlook the public domain. Above street level, slender building forms will accommodate a mix of land uses and include social infrastructure and local services within a walkable city centre.
Hillside campus	The hillside campus takes advantage of the city's topographical setting to capture views across the valley and offer visual presence contributing to the city's image. The campus style settings will promote a sense of community, with recreational facilities, social spaces, and low to medium rise buildings aimed, symbolically and practically, to promote interaction and collaboration.
Valley campus	With a similar scale, density and grain as the Hillside Campus, the Valley Campus is defined by buildings of a human scale that are closely integrated with an active and permeable public domain. Views towards surrounding hillsides together with the programming and design of spaces around buildings, will play an important role in the urban experience.
Tech and city servicing	On the fringe of the city centre, these buildings will continue to primarily serve the role and function of their use and precinct. Despite large building footprints and simple facades these buildings will contribute to the quality and character of the local context and feature active frontages to enliven city streets.
Buildings in landscape	Within the Cultural Precinct will be a collection of unique buildings that frame and engage with the surrounding natural landscape. These buildings will typically play a civic or community role and showcase varying architectural expressions that respond to their immediate context, and some of which will allude to the rich Dharawal stories of the area.

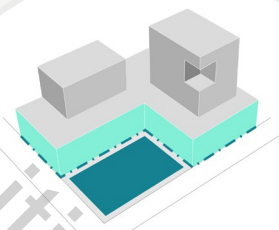
LEGEND

-  Dense urban core
-  Hillside campus
-  Valley campus
-  Tech and city servicing
-  Buildings in landscape

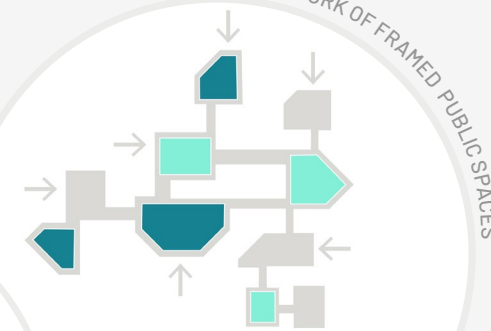
Defining a campus city



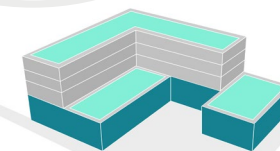
An open campus has clear sight-lines and movement corridors allowing for visual and physical permeability.



New development thinks beyond its boundary to create excellent connections and interfaces with neighbouring public space, streets and buildings and protect distant views.



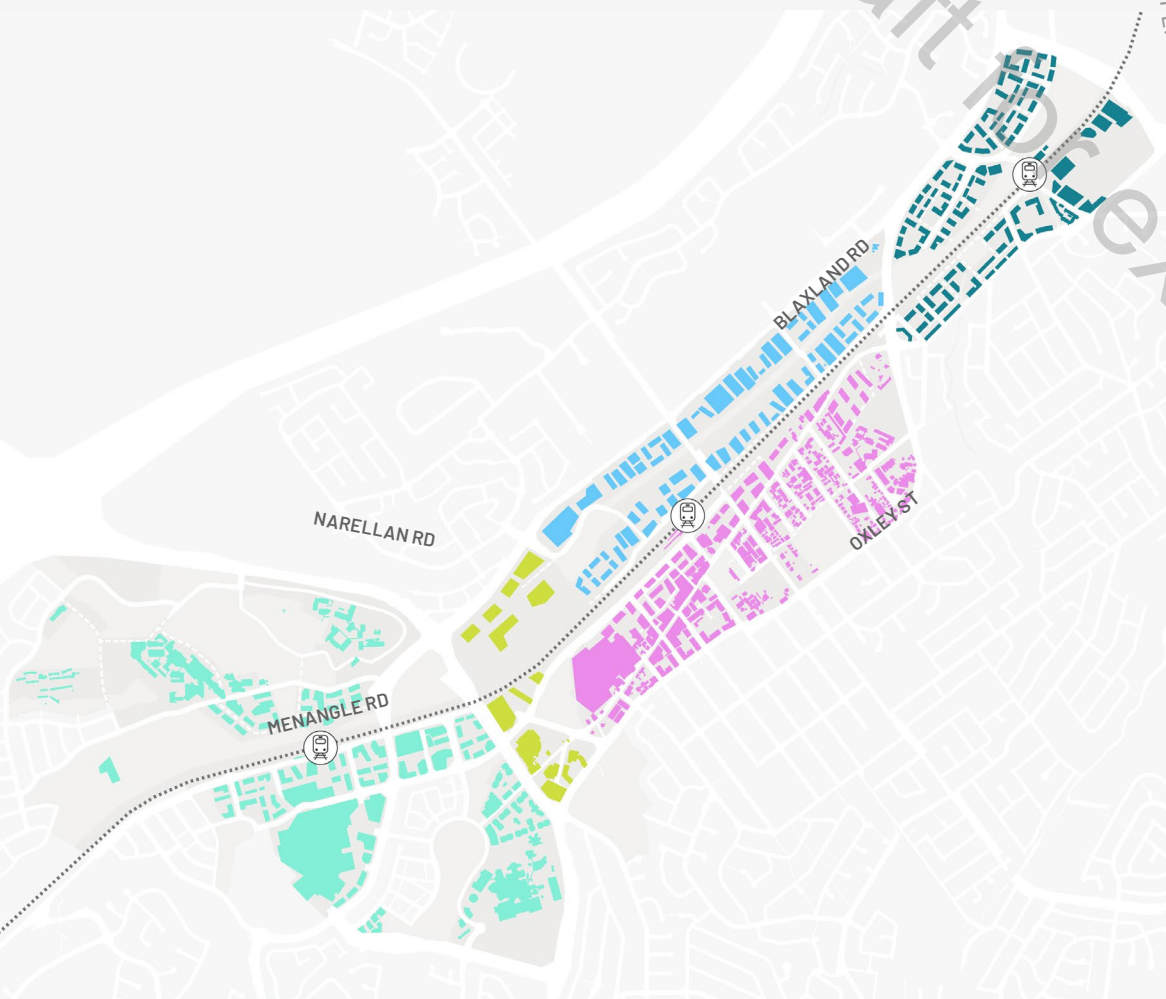
Public spaces are designed to draw activity in to create vibrant destinations that fosters urban life.



Bulk and mass are reduced through human scale elements that together create a dense and compact urban form.



Buildings are designed to be multi-functional rather than mono-functional.





COMMITMENT 5.5

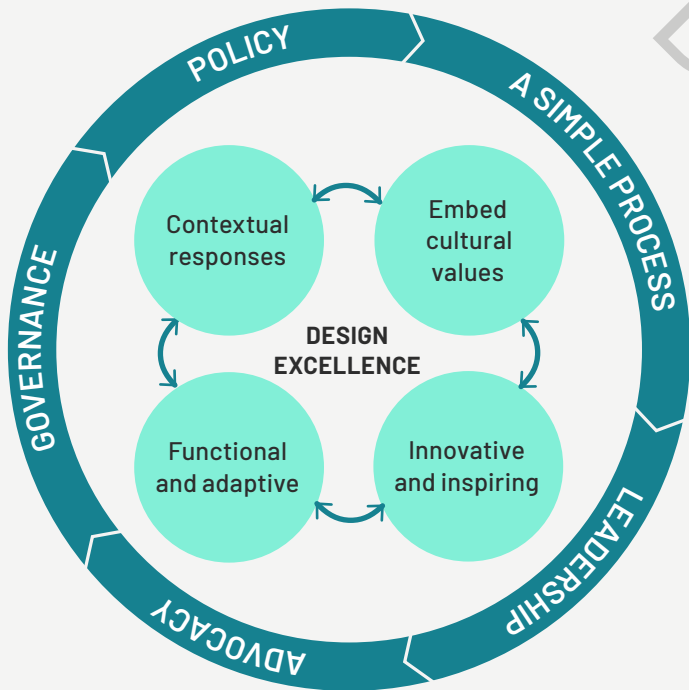
DELIVER DESIGN EXCELLENCE IN BUILT FORM, PUBLIC REALM AND INFRASTRUCTURE

Great cities around the world are often distinguished and celebrated for the great places they hold that enhance our urban experience. Great places build on local characteristics to create a sense of place that reflects shared community values and culture and where Aboriginal culture is valued and embraced. However, great places don't happen by chance. They are designed and continue to be designed as we manage the urban transformation of our cities. Design excellence at Campbelltown will create opportunity and encourage high-quality outcomes that align with the city's strategic vision to ultimately shape a loved and liveable city.

KEY OUTCOMES

Design excellence framework	Campbelltown will be leaders in championing design excellence through the delivery of the city. Major new developments will invite the best ideas and involve robust community engagement processes. A simple and flexible system will be in place to allow for a best practice approvals process that rewards design excellence and quality contextual outcomes.
Contextual responses	Development will celebrate Campbelltown place values, reflect local context and respond to climate. Development will sensitively consider features such as orientation, landscape, movement networks, public domain experience, building grain, heritage overlays and local character. The best design solutions deliver place-based outcomes that respond to context and are instinctively stitched into their surroundings.
Cultural values embedded in design	Layers of history and culture ultimately shape both the people and places of Campbelltown. Buildings and public spaces will therefore encapsulate community values creating a distinct Campbelltown setting. Examples of this outcome include, the justice precinct may have an element of transparency and honesty in the building expression to reflect its legal system, the cultural precinct may feature active frontages and grand entries and be influenced by Dharawal culture to welcome all, the health precinct's design may embrace nature within its design as a holistic approach to wellness. The outcome is a built environment that offers the community with layers of meaning and a sense of pride.
Functional and adaptive	Campbelltown's built environment will first and foremost serve its purpose and meet functional needs. The design of buildings and public spaces will be future proofed to cater for changing needs and uses over time.
Innovative and inspiring	Campbelltown's built environment will lead the way in adopting smart city initiatives, new technologies, and new building materials and construction processes to deliver better spaces and places for tomorrow. Buildings of innovation and excellence will create an optimistic and inspiring urban setting.

Design Excellence Framework



Contextual responses



Climate responsive



Infused in green



Considers interface with neighbouring public spaces

Embed cultural values



Biophilic design in Campbelltown Hospital



Transparent materials in the Justice Precinct

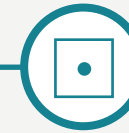


Active edges and large openings for a welcoming Community Hub

Functional & adaptive



Floor to ceiling heights are future proofed for alternate building uses



Building structure and service locations enable floorplate flexibility



Interior walls are not permanently fixed

Innovative & inspiring



New technologies and smart city initiatives



New building materials and construction processes



Civic presence and sensory experience



PILLAR 6

THE GOOD LIFE

We are a beacon for an inclusive, diverse and friendly community. People choose the Campbelltown lifestyle.



COMMITMENTS

- 6.1 A City to call home
- 6.2 Regional facilities
- 6.3 Energy and enchantment
- 6.4 Telling our stories



COMMITMENT 6.1

A CITY YOU CAN CALL HOME

Campbelltown City Core will be home to a strong and diverse community living in housing that supports social, economic and cultural wellbeing. There will be an array of housing choices, including affordable options for key workers and families. We are inclusive and welcome new residents, migrants, students and visitors to our city.

KEY OUTCOMES

Three distinct neighbourhoods

Campbelltown City Centre's three centres of Macarthur, Campbelltown and Leumeah each have a distinct character, allowing individuals and families to choose the neighbourhood that best suits their lifestyle and aspirations. The focus of each signature precinct, the surrounding heritage character, the local business mix and natural environment uniquely identify one neighbourhood from another.

Density done well

Campbelltown City Centre is well known for delivering a wide variety of housing types and forms. The city centres' urban design seamlessly transitions from high to medium density enabling the dissemination of activity through integrated transport, connected walking and cycling networks and enticing public, communal and private open spaces. Housing provided at different densities support different ways for individuals and families to live and grow together.

A city for everyone

Campbelltown City Centre provides diverse and sustainable housing options for a growing community of residents and city workers, as well as those experiencing difficulty or disadvantage. Cultural background, family size, financial status and social circumstance are not barriers to sharing in the good life of the city.



The master plan has capacity to **deliver vibrant and liveable neighbourhoods**, by accommodating an additional 15,609 homes across the three centres.

EXISTING

1,635
dwellings



MASTER PLAN

+15,609
dwellings

LEGEND

- Missing middle
- Medium density
- Mixed use / high density
- Potential for future residential to be integrated as part of Tech and City Servicing Innovation Precinct
- Dense urban core character
- Valley campus character
- Hillside campus character

Leumeah

43%

of additional homes



Campbelltown

30%

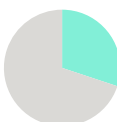
of additional homes



Macarthur

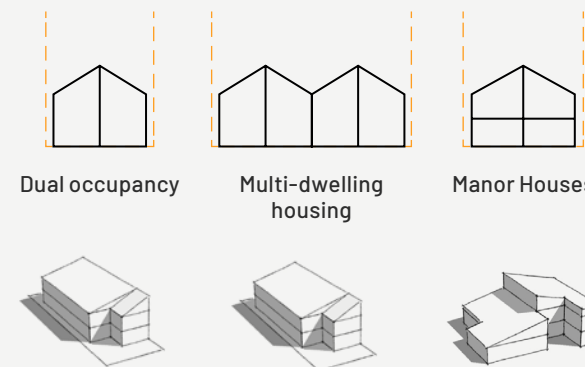
27%

of additional homes

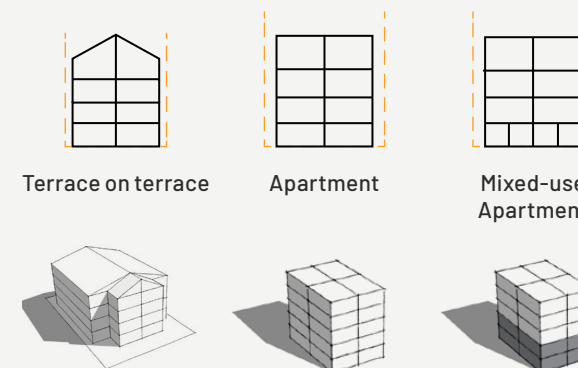


Housing typologies in the city centre

Missing Middle



Medium - High Density



INCREASED DENSITY

Housing diversity



Key Worker
Housing



Co-Living
Housing



Student
Housing



Seniors
Living



COMMITMENT 6.2

REGIONAL FACILITIES WHICH ARE THE PRIDE OF THE MACARTHUR

Campbelltown's City Centre will have a trio of signature regional hubs which support community wellbeing and create a sense of vibrancy day and night. The Campbelltown Cultural Precinct, including Campbelltown Arts Centre, Campbelltown Community Hub and Leumeah Live, will be a beacon for local residents and workers, as well as attracting visitors from across the region.

KEY OUTCOMES

A bustling City Centre community hub	A new community hub, including community uses and a civic library, will be created in the heart of the City Centre. The hub will beckon people to meet, learn connect and create. It will facilitate partnerships between public, private and not-for-profit groups, creating new social synergies within the City Centre.
Leumeah Live	Leumeah Live will be an integrated sports and entertainment precinct that transforms the precinct into a high volume, high energy destination day and night, all year round. Leumeah will be a place where everyone can participate, whether learning a new sport, cheering a beloved team or competing at the highest levels.
An upsized arts centre	As the jewel in the city's Cultural Precinct and the centre of the region's creative life, Campbelltown Arts Centre will be expanded and enhanced. Its programs and events will foster the Macarthur's creative economy, as well as engaging residents and visitors in countless new experiences.
Future proofed facilities	Campbelltown City Centre's facilities will be flexible, scalable and able to meet the evolving needs of residents, workers and visitors. Inventive building forms and innovative technologies will be explored to maximise adaptability and respond to the changing city environment.



Draft for exhibition



NARELLAN RD

GOLDSMITH AVE

MENANGLE RD

KELICAR RD

GILCHRIST DR

APPIN RD

HURLEY ST

BLAXLAND RD

QUEEN ST

RUDD RD



Library

Community centre

Childcare

Gallery

Conference rooms

Workshop and studios

Theatre

LEGEND



City Centre community centre may include...



An expanded Arts Centre may include...



Leumeah Live may include...



COMMITMENT 6.3

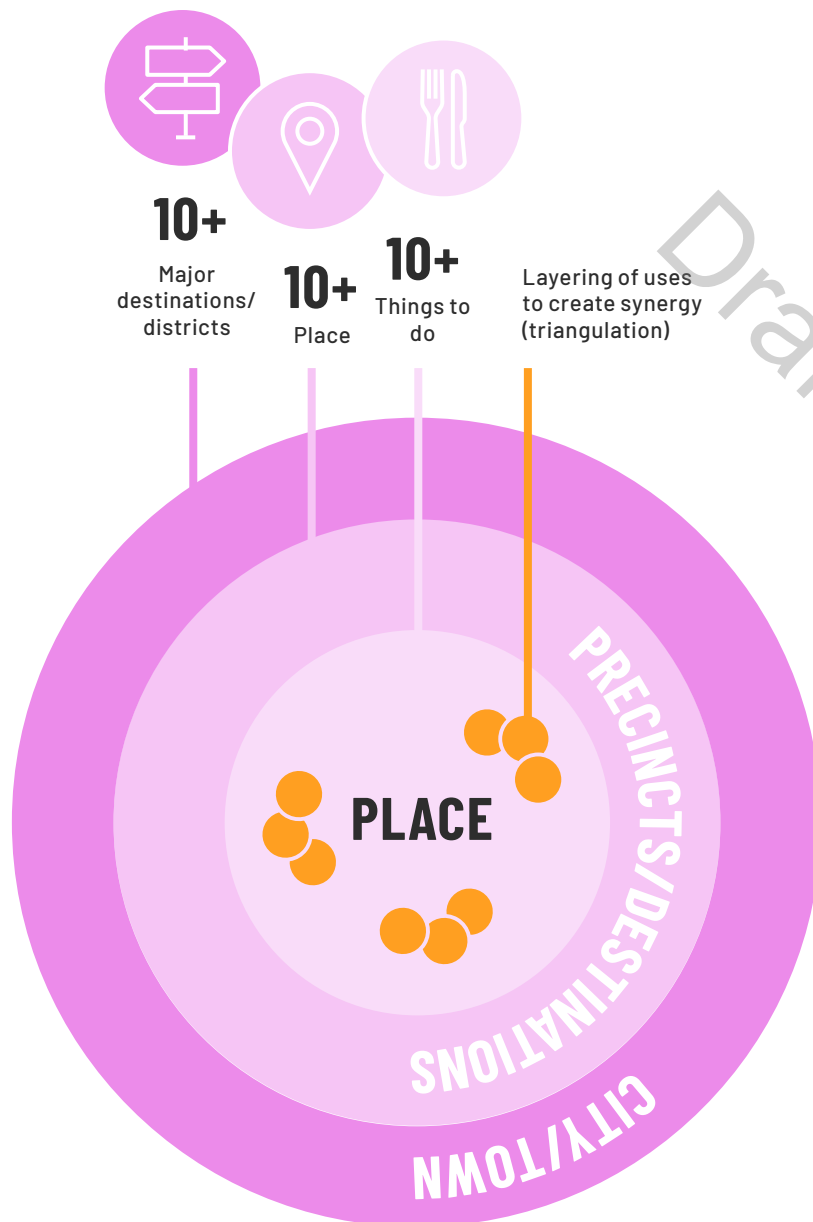
A CITY OF ENERGY AND ENCHANTMENT

Campbelltown City Centre encourages an active lifestyle by enabling its built environment to support healthy living and caters to people of all ages, abilities and backgrounds. It's a place where creativity is part of everyday life, bursting with events and activations that inspire new thinking and attract new opportunities.

KEY OUTCOMES

City of playfulness	Campbelltown City Centre's public spaces are designed for fun, creating an inquisitive expedition of creative, social and educational interactions throughout the city in unstructured and accidental ways. The young and young at heart feel encouraged to get active.
Activity spine	Queen Street provides a concentrated insight into the diverse communities of Campbelltown Centre by showcasing the multicultural flavour and flare of the city, and where an Aboriginal perspective is woven through the streetscape.
Concentrated creative energy	Campbelltown Centre's Cultural Precinct will be the city's creative heart, supporting the growth of the city's creative sector and being a 'must-visit' artistic, cultural and events destination. Campbelltown City Centre will have an 'always active, always on' feel with public spaces encouraging spontaneous and organised events and activations.

Imagine 10 things to do at:





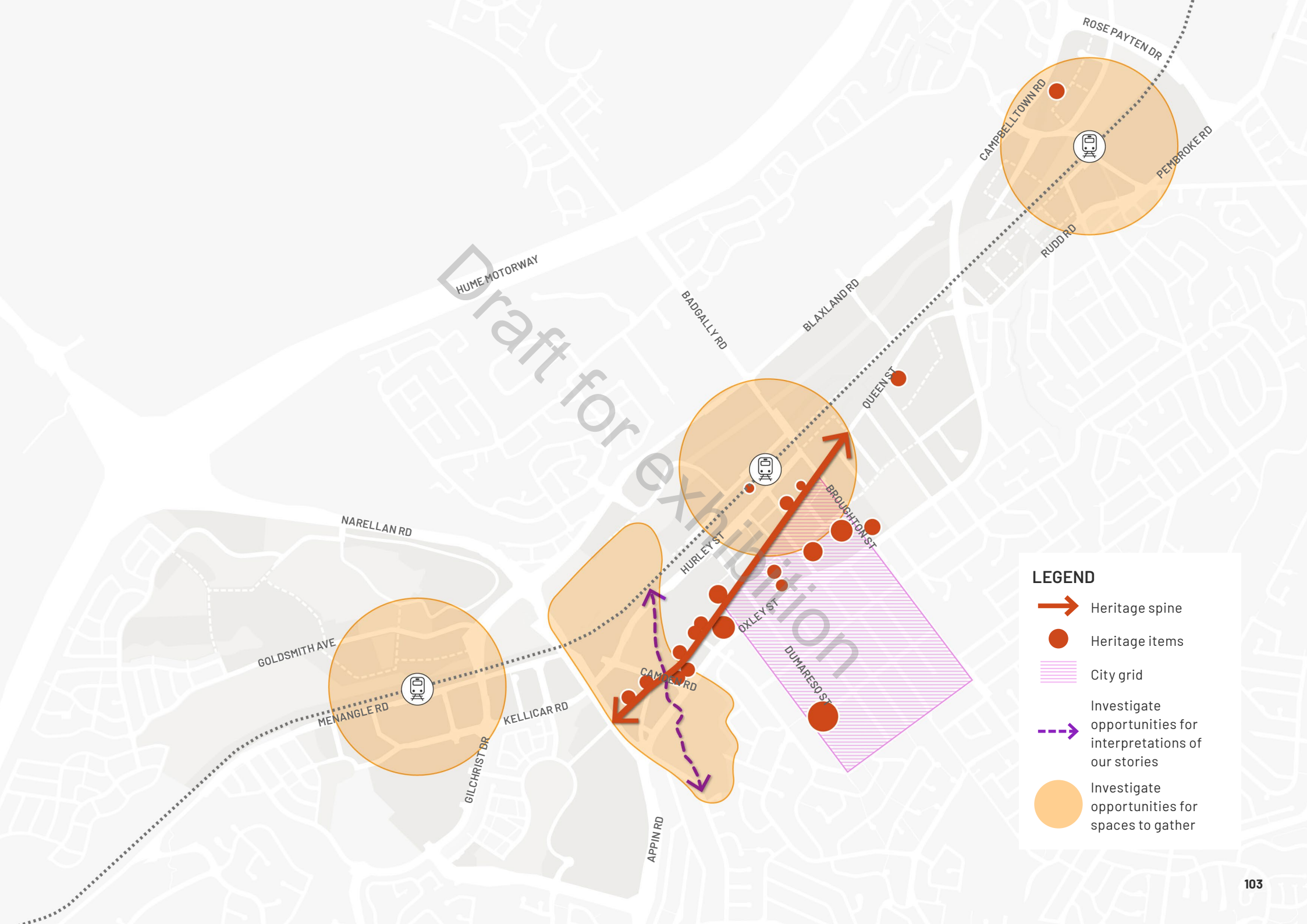
COMMITMENT 6.4

TELLING OUR STORIES OLD AND NEW

Campbelltown has a rich history, with the region being occupied by the Dharawal people for over 70,000 years. European settlement changed this way of life when the city was founded in 1820. Since then, Campbelltown has attracted people from all over the world. Told through oral, written and visualised ways, Campbelltown's communities' aspirations and struggles are unique to this place. They form an important part of the way to understand the region and define Campbelltown having The Good Life.

KEY OUTCOMES

Aboriginal cultural connections	Campbelltown always was and always will be Dharawal land. The Aboriginal community's cultural values will be celebrated and brought to life in innovative ways.
Heritage at the heart of the city	The preservation and interpretation of built and natural heritage in Campbelltown's City Centre helps tell the story of the city. Development supports the significance of the place by relating to the predominant scale of the setting, as well as positively contributing to the landscape.
Our stories told in new ways	Told in oral, written and visual ways, the aspirations, struggles and achievements of Campbelltown's communities will be woven throughout the city.
Spaces to gather	Accessible and welcoming places and spaces to gather are provided throughout the City Centre where communities can come together and pass on knowledge to the next generation.



LEGEND

- Heritage spine
- Heritage items
- ▨ City grid
- Investigate opportunities for interpretations of our stories
- Investigate opportunities for spaces to gather

WHAT WE HEARD

Reimagining Campbelltown, together with the Campbelltown-Macarthur Place Strategy, harnessed the passion, knowledge and aspirations of the Campbelltown community, industry, stakeholders and Government agencies to shape the future of our city centre.





600+

people involved in
face-to-face
engagement

13

interviews with people
across business
and non-government
organisations

www



5,676

engagements
with Council's
website

17

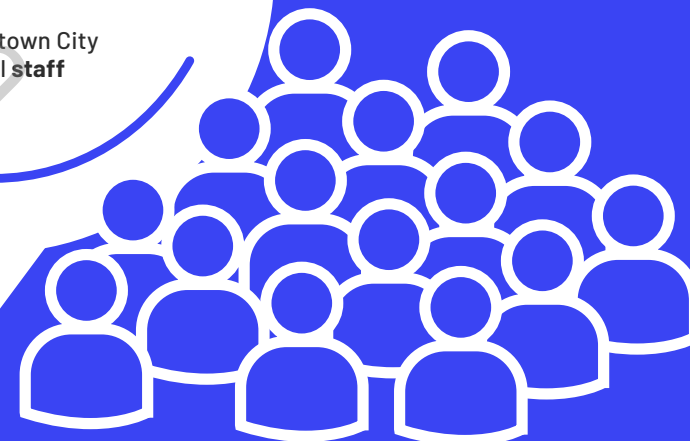
community
events

342

online survey
responses

700+

Campbelltown City
Council staff



The following seven key themes emerged as the key aspirations for the City Centre across community, industry, stakeholder and agency engagement. These seven ideas have informed the identification of 10 city making moves to transform the city centre in the first 20 years of growth.

YOUR BIG IDEAS

REVITALISING QUEEN STREET

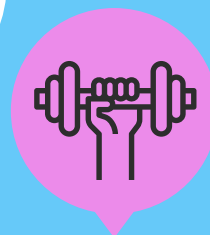
Campbelltown's Queen Street is the heart of our city centre. Open to live, work and play throughout the day and night ensures Queen Street is safe, welcoming and accessible. Our vibrant main street tells our stories old and new, through our heritage buildings, public art, walking tours and events.

You said:

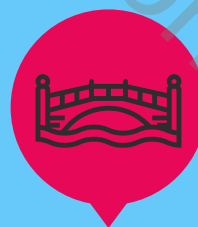
- Attract residents and workers to Queen Street through amenity upgrades which protect its human scale, create great public domain and include street trees
- Showcase our cultural diversity by creating a Spice Lane, cafe, bar and restaurant precinct offering food from around the world
- Activate Queen Street throughout the day and night to create an 18-hour economy and improve safety.



A car-free city



Outdoor gym equipment



Build a bridge over the railway



A Silicon Valley hub



A Fortitude Valley zone



A community farm

CONNECTING OUR CITY CENTRE

Connect our three centre destinations, Leumeah, Campbelltown and Macarthur to one another through well-shaded walkways and bike paths and by public transport, which will reduce the number of cars in our city centre.

You said:

- Make the city centre safe and prioritised for pedestrians and bicycles
- Improve bus links including a community bus shuttle and dedicated bus lanes
- Ensure the city centre is connected to Western Sydney Airport
- Implement short and long-term parking solutions for the city centre.

ENHANCING OPPORTUNITIES

Campbelltown City Centre has access to flexible educational opportunities, helping to upskill our people for jobs in new industries. Our workforce is diverse and quality jobs are available, enabling people who live in the region to find employment close to home.

You said:

- Better connect our knowledge-intensive industries across health, education and manufacturing to drive new kinds of jobs
- Encourage more diverse business industries and government agencies into Campbelltown City Centre
- Ensure people who live in the region can find employment and educational opportunities close to home.

CELEBRATING OUR STRENGTHS & DIVERSITY

We are a diverse city and we proudly celebrate who we are. We draw inspiration from our many and varied communities and our country charm. Having spaces to celebrate what makes us unique reinforces our identity and connects communities.

You said:

- Protect and enhance our important heritage buildings
- Create a community and cultural hub in Campbelltown City Centre
- Build a world-class Aboriginal Cultural Centre to educate and inspire people about our significant cultural heritage
- Celebrate diversity through regular events and festivals focused around cultural celebrations.

DESTINATION CAMPBELLTOWN

We offer a variety of options to entertain and delight locals and visitors to the area, with a renewed focus on night economy offerings. We have a world class sports and entertainment precinct, which is integrated with our vibrant and healthy neighbourhood.

You said:

- Create destination packages that bring together the best of our nature, food and cultural experiences
- Promote natural assets such as national parks, walking tracks and swimming locations as adventure tourism
- Build a constructed lagoon alongside Campbelltown Stadium.

ENHANCING ACCESS TO NATURE

Our proximity to nature is our strength and we want to ensure we retain access and enhance the bushland setting which is distinct to Campbelltown City Centre. Our parks and waterways have been revitalised and linked together through walk and cycle ways, providing our community with more opportunities to connect with nature and with each other. We have easy access to quality spaces to meet all year round and cool down in summer.

You said:

- Plant more trees and re-naturalise our waterways
- Connect our green spaces and waterways, such as Smiths Creek and Bow Bowling Creek, with the city centre
- Be a plastic-free city.

A HAPPY AND HEALTHY CITY CENTRE

We enjoy an active lifestyle, holistic wellness services, and diversity of housing. We ensure the city centre is an inspiring place to live for all kinds of people, students, young professionals, families and older people.

You said:

- Use materials that do not attract heat when building new communities
- Provide diverse types of housing that cater to our communities in different stages of their lives
- Adaptively reuse areas for mixed use development, so that people are attracted to live, work and socialise in the centre.



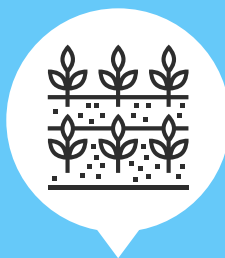
Plant more trees



A plastic-free city



Beautiful walking trails



Pocket city farms



Smart sensor lighting



Rooftop gardens



An Aboriginal Cultural Centre



Dual naming of streets



Dynamic public art

DELIVERY FRAMEWORK

Draft for exhibition

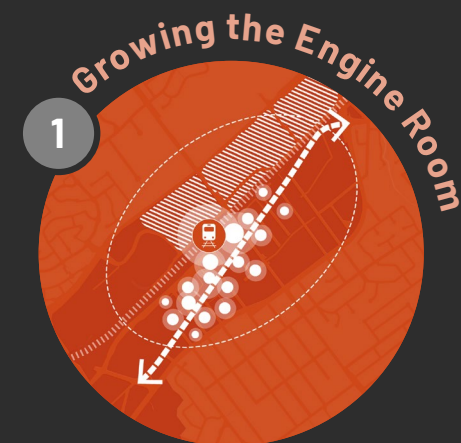
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PART 2

The Delivery Framework comprises the 10 City-Making Moves and 35 actions that will unlock the potential of and transform our City Centre in the first 20 years of the Master Plan. The delivery framework is our plan to turn the vision into reality.

10 CITY MAKING MOVES

These 10 City Making Moves draw together the key elements of our commitments into clear, concise, and coordinated areas of action. They articulate the priorities for investment in our City Centre and require collaborative efforts from varying disciplines, stakeholders and partnerships to deliver. It is envisaged that the City Making Moves will be reviewed and refreshed every 10 years.



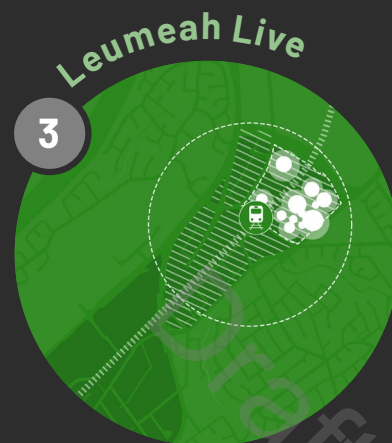
Grow Campbelltown CBD as the civic and economic heart of the Macarthur region.



Stitch the City Centre into one seamless place with new bridges and underpasses.



Foster growth and collaboration in the Macarthur Health, Knowledge and Innovation District.



Amplify Leumeah as the integrated sports and entertainment heart of Macarthur.



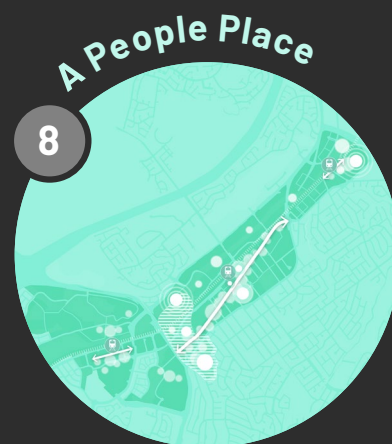
Connect our network of multi-use green-blue spaces to each other and our City Centre destinations.



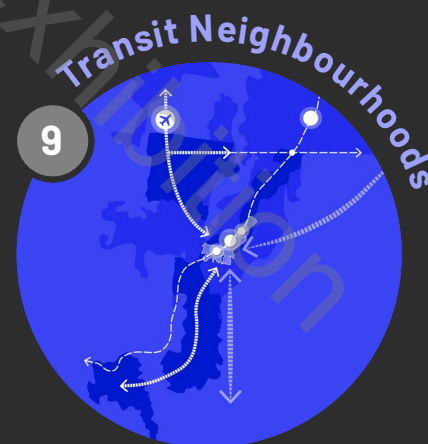
Embrace environmental sustainability and climate resilience for liveability.



Attract talent and visitors from across the world to our creative cultural heart which showcases our community.



Place people at the forefront of all decisions for an inclusive, diverse and safe City Centre.



Connect our City Centre to our community, region and beyond.



Lead the way to a better future through decisive and bold action and collaborative partnerships.

THIRTY FIVE ACTIONS

The 10 city making moves will be realised through 35 key actions. Comprising a combination of transformative projects, catalyst programs and further investigations, these three types of actions set out the broad directions and priorities that will be further developed and refined through detailed planning and delivery.

Implementing the Delivery Framework requires a collaborative approach to governance and prioritisation of actions. For each action we have identified key stakeholders Council will work with to deliver the vision, and an indicative outline of the timing of three key stages towards project delivery.

THREE TYPES OF ACTIONS

The three types of actions are:

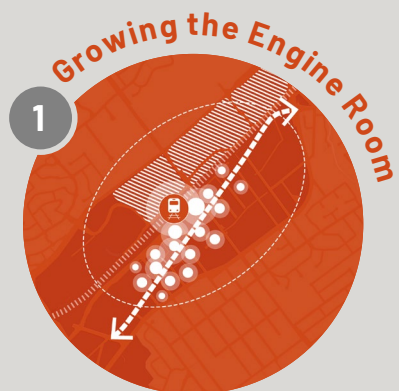
- **Transformative Projects:** Physical interventions that will shape a different future for our city centre.
- **Catalytic Programs:** Ongoing initiatives that will foster collaboration, unlock innovation and remove red tape to enable positive change.
- **Further Investigations:** Essential technical studies required to unlock decision making and guidance.

INDICATIVE IMPLEMENTATION TIMING

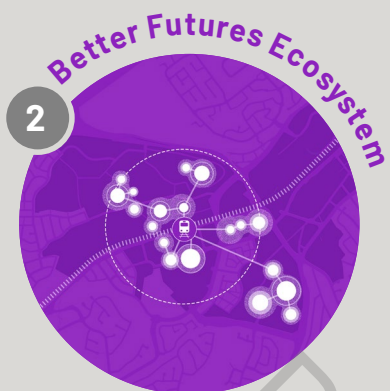
- **Immediate:** 0-5 years
- **Short-term:** 5-10 years
- **Medium-term:** 10-20 years

THREE STAGES OF IMPLEMENTATION

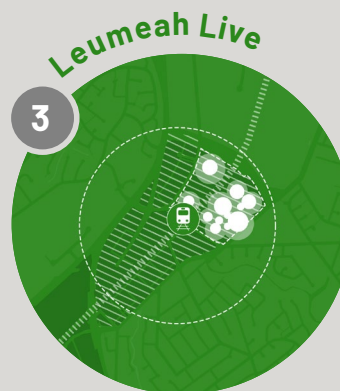
- **Investigation:** Preliminary study, benchmarking, consultation, research, feasibility, or business case.
- **Planning:** Concept design, master planning, program development, or pilot project.
- **Delivery:** Construction phase, strategy implementation or phased delivery of a program.



- 1.1 Revitalise Queen Street
- 1.2 Create a new City Library
- 1.3 Create CBD Vertical Education Campuses
- 1.4 Create the South West Sydney Community & Justice Precinct
- 1.5 Tech and City Servicing Innovation Precinct



- 2.1 Deliver the Macarthur Health, Knowledge and Innovation District
- 2.2 Deliver Business and Knowledge Incubators
- 2.3 Increase the Private Health Offer



- 3.1 Amplify the Sport and Entertainment Precinct
- 3.2 Develop the Leumeah Centre Precinct



- 4.1 Transform Bow Bowing Creek
- 4.2 Be Guided by Green



- 5.1 Plan for Tomorrow
- 5.2 Make the City Cooler
- 5.3 Re-purpose Waste



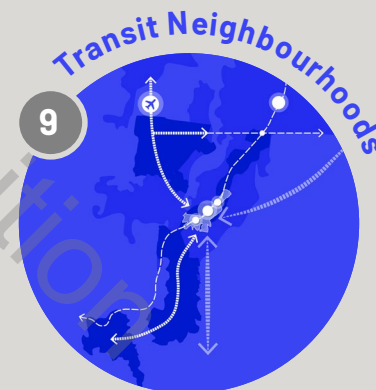
- 6.1 Enhance the City Centre Station Interchange
- 6.2 Improve City Centre Connections
- 6.3 Improve Active Transport Connections



- 7.1 Deliver the Campbelltown Billabong Parklands
- 7.2 Reflect our Cultural Heritage through Places and Programs
- 7.3 Develop the National Aboriginal Cultural Centre
- 7.4 Expand Campbelltown Arts Centre
- 7.5 Create a Screen Culture



- 8.1 City Centre Housing Strategy
- 8.2 A home of iconic events and celebrations
- 8.3 Design for Excellence
- 8.4 Cultural Interpretation Strategy



- 9.1 Connect the Three Centres
- 9.2 Connect the Macarthur region with the City Centre
- 9.3 Connect WSA with the City Centre
- 9.4 Plan for Faster Rail



- 10.1 Grow the City's Economy
- 10.2 Leverage Opportunity Sites
- 10.3 Lead the Way with Water and Energy
- 10.4 Improvements through Innovation

CITY MAKING MOVE 1

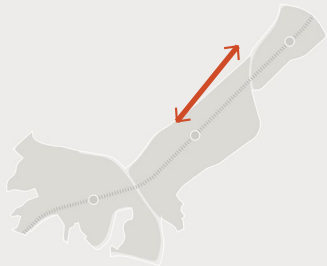
GROWING THE ENGINE ROOM

Campbelltown's CBD is the civic and economic heart of the Macarthur region. Designed as a destination to live, work and play, it offers quality spaces for business activities, civic functions, education, entertainment, dining, retail and residential living. The CBD is a super mixed-use precinct with blurred boundaries between land uses to promote agglomeration and dynamic living centres through an 18-hour economy. The CBD is anchored by a revived high street that connects place and history to create a compelling setting that welcomes all.

CITY MAKING ACTIONS:

- 1.1 Revitalise Queen Street
- 1.2 Create a new City Library
- 1.3 Create CBD Vertical Education Campuses
- 1.4 Create the South West Sydney Community & Justice Precinct
- 1.5 Tech and City Servicing Innovation Precinct





PROJECT 1.1 REVITALISE QUEEN STREET

Campbelltown’s Queen Street is a people place at the heart of the CBD. A street of quality public domain that is a bustling and vibrant destination within walking distance from all city centre precincts. Queen Street is lined with fine grain shopfronts, including an eclectic mix of cafes, bars and restaurants showcasing food from around the world to symbolise the community’s Aboriginal presence and multiculturalism. It also features a collection of heritage buildings that come to life with some of the city’s best hidden gems. The character of the street changes along its length, attracting a diverse mix of people, with a network of spaces designed for events and to dwell.

OUTCOMES

- **A Street for People:** As the main pedestrian thoroughfare through the city centre, Queen Street will be safe and comfortable for everyone. Queen Street will be known for its attractive, green, active and unified public space. The street will contain generous and high-quality footpaths that are well-lit, with shade and comfortable and frequent places to rest.
- **Pedestrian-Scale:** Buildings that interface with Queen Street will be designed to a human scale environment and add quality to the pedestrian landscape with active frontages and fine grain, visually interesting facades.
- **Canvas for Public Art:** Queen Street will contain a high quality public art culture, with art works, lighting projects, and musical/performance art works created distinctly and especially for spaces along and off Queen Street.
- **A Street of Flavour:** A section of Queen Street will be locally known and nationally marketed as Flavour Lane renowned for its diverse hospitality mix offering street market style dining, modern cafes, a la carte restaurants and trendy bars featuring quality multicultural dishes from around the world made with fresh local produce.
- **An Activated Street:** Queen Street’s public spaces (both private and community owned) will encourage visitation

day and night. A street where people are engaged and entertained through busking, street theatre and pavement artists are constant laneway features or simply quality public spaces to share with family and friends. Short term shop vacancies allow for start-up businesses and artists to establish a temporary presence in the economic engine room of the city while bars and cafes offer performance opportunities for the growing local music scene.

- **A Street of Character:** Queen street will change it’s character as you walk from one end to the other. You will be able to enjoy heritage buildings, restaurants, shopping, businesses and residential. This well composed changed of character will offer a walking tour experience that will be comfortable and inviting. People inspired open spaces that seamlessly connect the built form to the street where everyone will find a place they feel at home in. Queen Street will showcase the best examples of Campbelltown’s heritage sites and architecture offering a walking tour experience on and near Queen Street which incorporates some of the city’s best loved historic sites.
- **Lithgow Street Mall Activation:** The development of a small urban park will be explored to further activate Lithgow Street Mall implementing a live pilot for the outcomes described.

Stakeholders

Transport for NSW, community, landowners, local business, Chamber of Commerce

Implementation

Immediate	Short-term	Long-term
PLANNING	DELIVERY	DELIVERY

A STREET FOR PEOPLE

A STREET OF FLAVOUR

A STREET OF CHARACTER





PROJECT 1.2

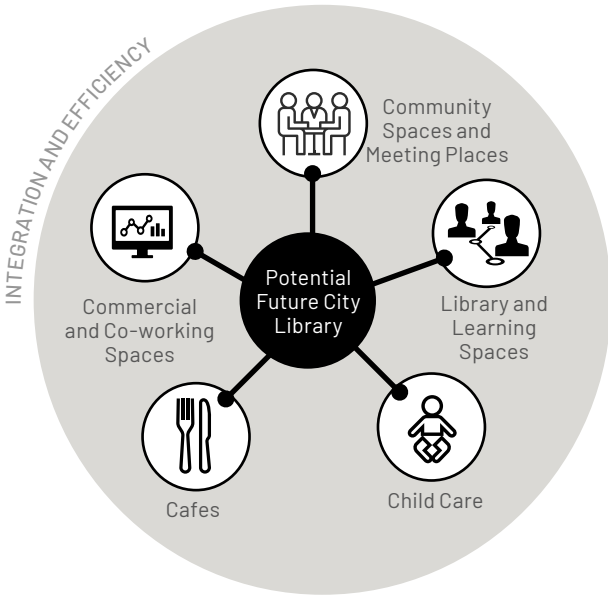
CREATE A NEW CITY LIBRARY

The city library will be a place where people come to meet, connect, create, learn, engage, work and relax. It will be a new type of community space, which integrates multiple uses in one well connected CBD location. The landmark facility will focus on education and learning, and will become the heart of the community.

OUTCOMES

- Integration and efficiency:** The facility will make efficient use of city space, enable better integration between services and become a focal point for community activity. The facility will enable generation of jobs and economic development for the city. It will be a place, activated by people and opportunities.
- Accessible services, programs and events:** The facility will provide a centrally located home for a wide range of services, programs and events which strengthen community connections and support individual and collective wellbeing. It will be located close to the train station and to the city's bus, walking and cycling networks.
- A free and welcoming place:** The facility will be a safe and comfortable place which all community members are encouraged to enjoy. Activities will be offered to and experienced by the whole city community.
- Design to be proud of:** The design of the facility will reflect community aspirations, with the community deeply engaged in its creation. The design will encapsulate community values and respond to the distinct Campbelltown setting.

- Cultural values embedded in design:** The design of the hub will encapsulate community values and respond to the distinct Campbelltown setting.
- Future proofed facilities:** Spaces within the facility will be flexible and scalable, allowing them to be transformed as required to meet the evolving needs of residents, workers, students and visitors.



Stakeholders

Community members, local industry

Implementation

Immediate	Short-term	Long-term
PLANNING	DELIVERY	



PROJECT 1.3
CREATE CBD VERTICAL
EDUCATION CAMPUSES

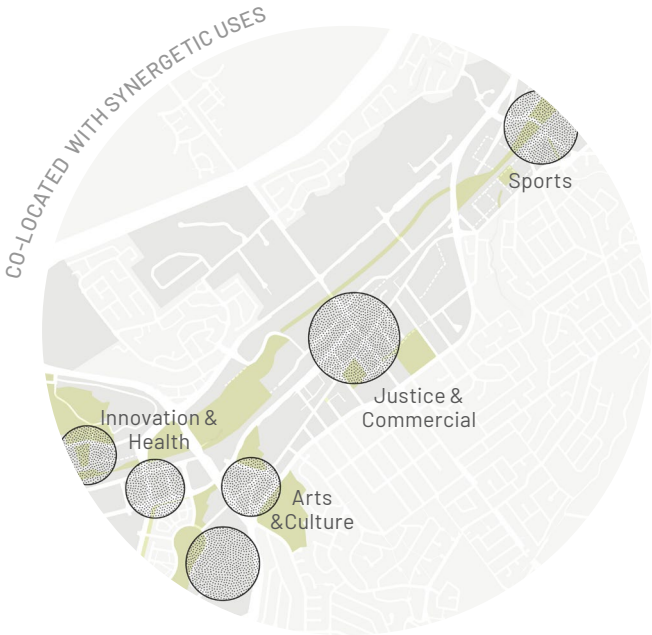
Campbelltown will have education facilities established in a denser form throughout the City Centre. These new facilities and campuses will be located in areas where they can directly connect with and leverage surrounding uses and industry clusters. The new university campuses may include a second WSU campus (focussed on law and business). These campuses and facilities will act as important catalysts for revitalising the City Centre, developing a commercial office cluster and supporting retail growth.

OUTCOMES

- **Education facilities:** New university, TAFE, schools and other education facilities will be established throughout the city centre. CBD campuses provide an opportunity for co-location with schools to integrate pathways to higher education.
- **Education focused on key growth sectors:** The new campuses will focus on Campbelltown’s key growth sectors and align with other economic development strategies (e.g. law and justice, plant and animal sciences, arts, nursing and health, higher value manufacturing).
- **Strategically located across the three centres:** The education facilities will be spread across the city centre in locations where they can directly connect and leverage surrounding uses and industry (e.g. law school within the Justice Precinct, art school within the Cultural Precinct, TAFE nursing school in the Macarthur Health, Knowledge and Innovation Precinct, Sports Science focus at Leumeah Live).
- **Co-located with synergistic uses:** The campuses and facilities will be leveraged as catalysts for further investment and development of synergistic uses (e.g. new university space in the Core CBD in a shared facility with commercial offices and/or a library, clinical schools

within new sections of Campbelltown Hospital, art school within an expanded Campbelltown Arts Centre).

- **Student accommodation:** education opportunities in Campbelltown City Centre will be complemented by development of suitable accommodation to house students close to their TAFE or university. The increase of students within the CBD will inject life into the City Centre



Stakeholders

Council, Universities, NSW Department of Education, TAFE NSW, industry

Implementation

Immediate	Short-term	Long-term
PLANNING	DELIVERY	DELIVERY



PROJECT 1.4

CREATE THE SOUTH WEST SYDNEY COMMUNITY & JUSTICE PRECINCT

The Community & Justice Precinct in Campbelltown will leverage the expansion of Campbelltown’s existing Local, District and Childrens’ Court facilities to deliver a multi-jurisdictional social justice precinct that holistically serves families and individuals seeking dispute resolution, and civic and justice services, in Campbelltown CBD. The expansion provides an opportunity for a university to locate adjacent to the precinct, offering leading legal education and enabling students to engage directly with court facilities.

OUTCOMES

- **Efficiencies Gained through Co-Location:** The efficiency of Government Agency justice services (potentially including NSW Police, and other emergency services) will be maximised through co-location within the precinct. Legal firms and Barristers chambers will be drawn to the precinct which will enable efficiency of service provision.
- **Making Justice Easier to Navigate:** The precinct presents an opportunity to accommodate various courts and tribunals with jurisdiction to hear local, district, and federal court and tribunal matters (e.g. Local Court, District Court, Childrens’ Court, Family Court, Federal Circuit Court and NSW Civil and Administrative Appeals Tribunal). With a number of courts in once place, people accessing the justice system will be able to find the appropriate path of resolution easier, and without having to travel to different precincts.
- **Holistic Service Provision:** The precinct presents an opportunity to house government agencies from NSW and the Commonwealth, with a core focus of supporting vulnerable people (e.g. Legal Aid, the Department of

Public Prosecutions, Community Legal Centre, Family and Community Services and Centrelink). The co-location of these agencies and nearby Not for Profit and commercial organisations allows greater collaboration and a focus on prevention and early intervention into the social welfare system across the traditionally separate family, communities and justice sectors of government.

- **Tertiary Education Presence:** The Justice Precinct presents the opportunity for a university presence adjacent to the precinct, offering law and business studies. The university facilities could be open to secondary school students as well as legal professionals (e.g. law library, moot courts). A CBD University campus of this nature could also offer A Grade Office accommodation for legal firms and barrister’s chambers.
- **Public Realm:** The Precinct will include sufficient public domain space for the community, as well as design excellence that communicates principles including transparency, supporting vulnerable people, fairness and equity. The precinct will offer spaces places to wait, contemplate or congregate in a private setting.

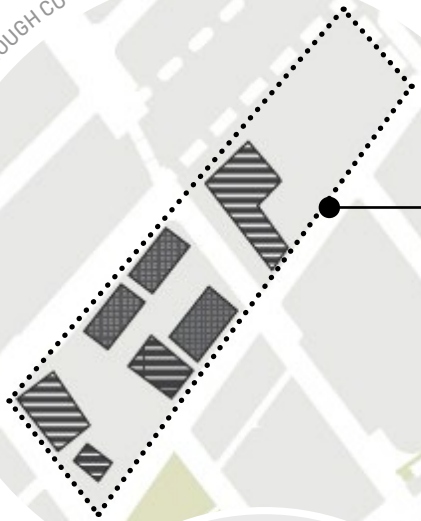
Stakeholders

NSW Department of Justice, Attorney-General’s Department, Universities, Police.

Implementation

Immediate	Short-term	Long-term
PLANNING	DELIVERY	DELIVERY

EFFICIENCIES GAINED THROUGH CO-LOCATION



Federal



State



Local



Government Agencies



Legal Firms

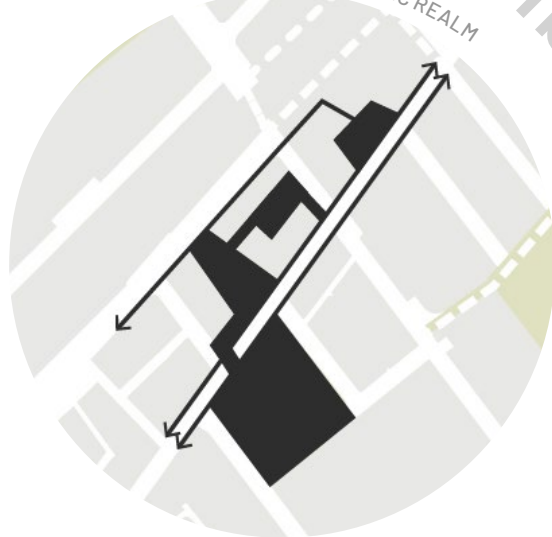


Barristers Chambers



Education

A UNIFIED PUBLIC REALM





PROJECT 1.5

NEXT-GEN INDUSTRIAL PRECINCT PLAN

Strategically located west of Campbelltown train station, the land along Bow Bowing Creek and Blaxland Road accommodates a range of next-gen industrial uses. This mix of higher value industrial uses benefits from its high amenity public space, proximity to the Core CBD (east of the rail), and high public transport accessibility. The precinct has strong ties to Campbelltown’s existing industrial and manufacturing operations in Ingleburn and Minto, as well as the health, plant and animal sciences, and innovation activities in Macarthur.

OUTCOMES

- **Long-Term Vision:** The evolution of this Precinct is a long-term project. As such, it will be underpinned by a long-term vision that informs the plan for the Precinct and guides its incremental transition from low-value industrial uses to next-gen industrial uses.
- **Industrial Evolution:** As a Next-Gen Industrial Precinct, the area will retain its historical industrial focus but evolve these industrial uses to realise higher value opportunities in R&D and research commercialisation. Specifically, the Precinct will have a focus on the design and manufacture of higher value health and medical technology, polymer and additive products, and aviation, aeronautical and defence products.
- **High Amenity:** The Precinct will be a vibrant location that attracts highly-skilled workers and high-value businesses. It offers a sense of place for workers with well-designed local infrastructure, high quality services, attractive outlook, and easy access.
- **Digital Infrastructure:** World-class digital infrastructure will support research and development activity and business connectivity.

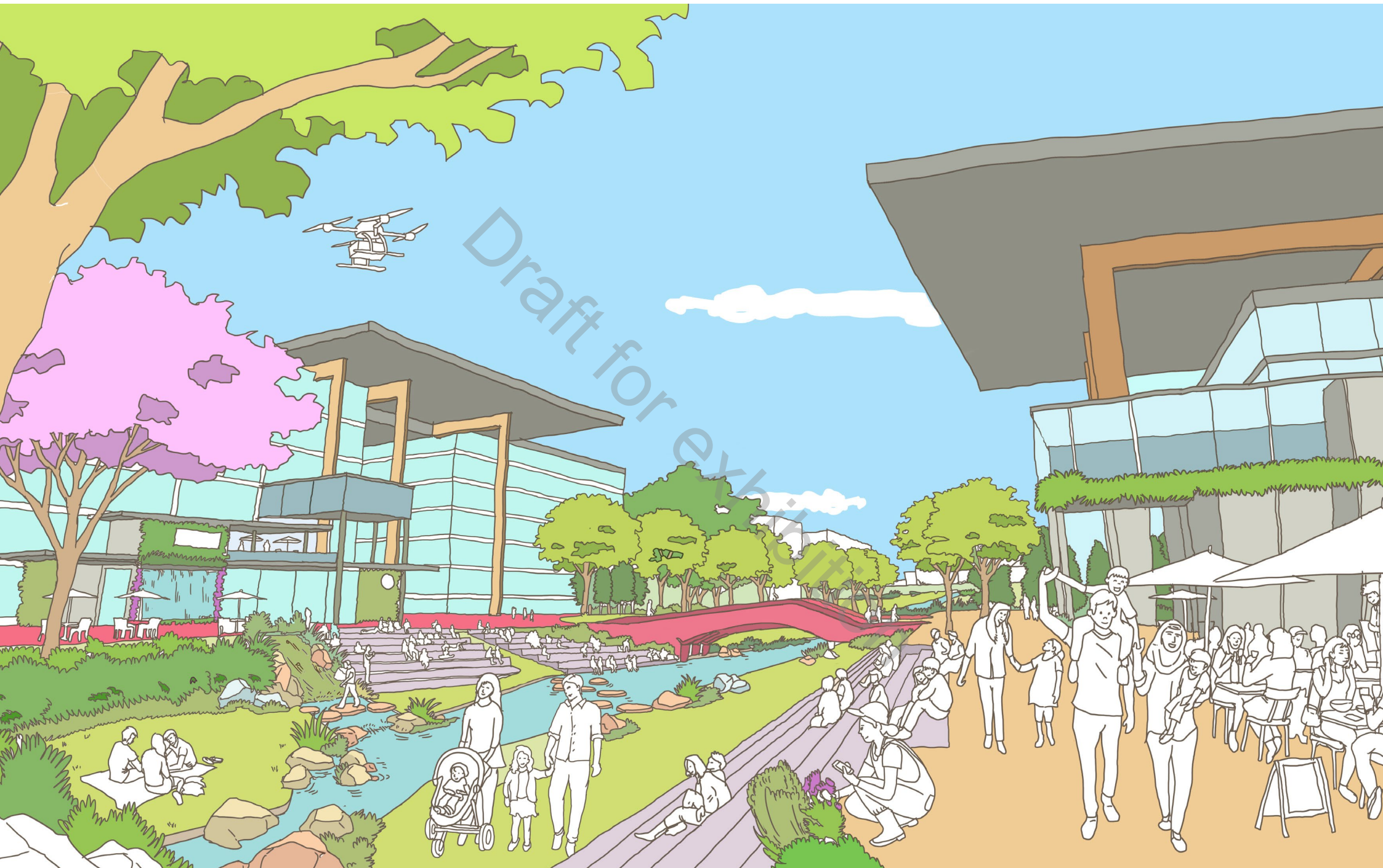


Stakeholders

Greater Sydney Commission, Universities, TAFE NSW, NSW
Department of Primary Industries, NSW Department of Industry

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY



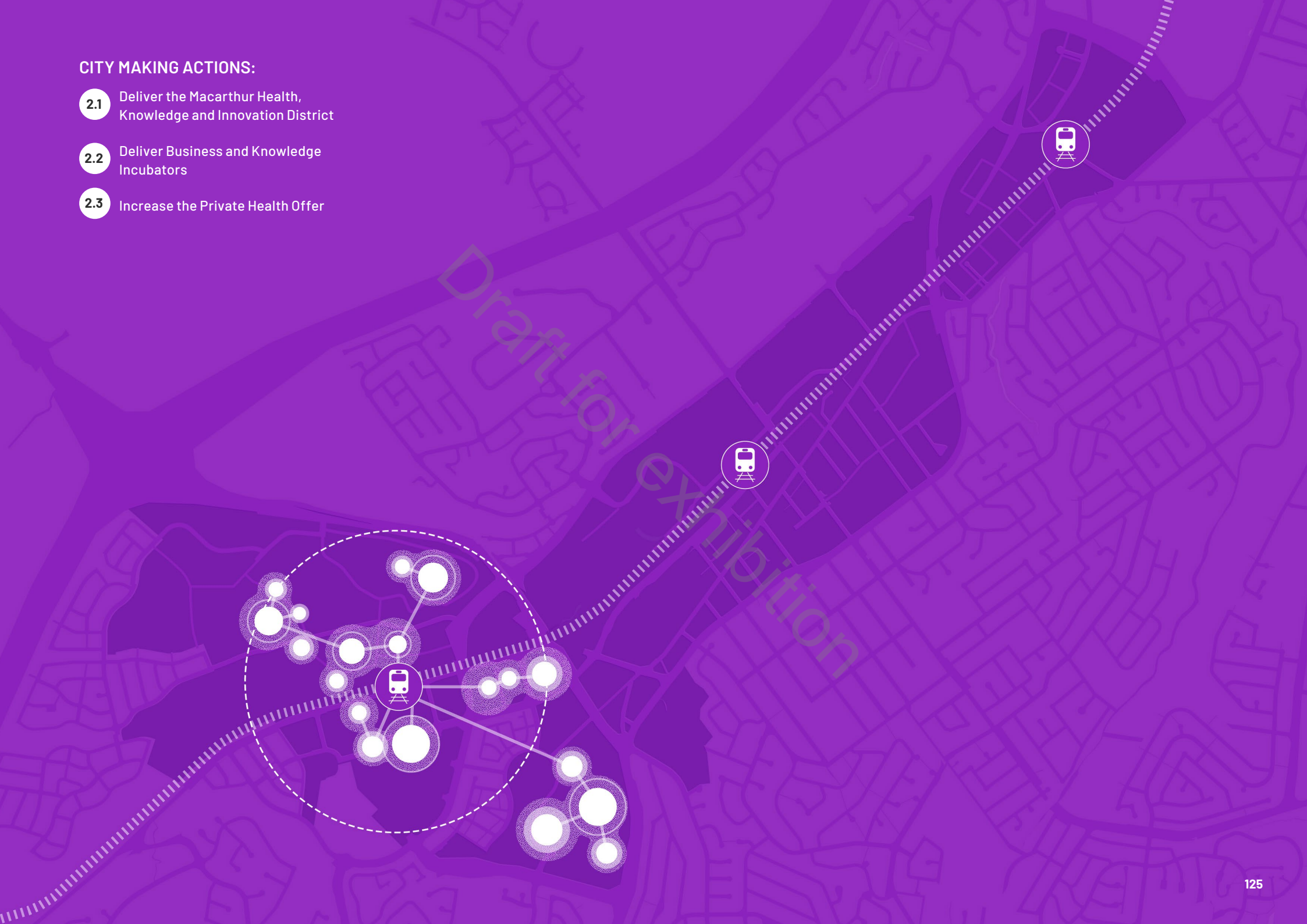
CITY MAKING MOVE 2

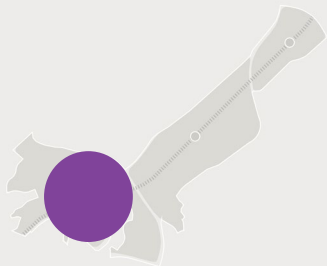
BETTER FUTURES ECOSYSTEM

Anchored by existing health and education campuses, Macarthur is an innovation ecosystem, a meeting place for research, and a hub for the knowledge economy. Investment in world class facilities, digital infrastructure and green amenity empowers a new generation of talent to shape a better future. As a knowledge destination attracting the brightest minds, the precinct promotes sustainable economic growth and job creation for the region.

CITY MAKING ACTIONS:

- 2.1 Deliver the Macarthur Health, Knowledge and Innovation District
- 2.2 Deliver Business and Knowledge Incubators
- 2.3 Increase the Private Health Offer





PROJECT 2.1

DELIVER THE MACARTHUR HEALTH, KNOWLEDGE AND INNOVATION DISTRICT

Macarthur currently contains Campbelltown’s highest concentration of knowledge-intensive institutions, including Western Sydney University, TAFE, the Sports and Health Centre of Excellence and a public and private hospital. We will build on this emerging cluster of health and education uses by encouraging cross-connections of knowledge, services and infrastructure. The Precinct will attract talent and facilitate world-class research.

OUTCOMES

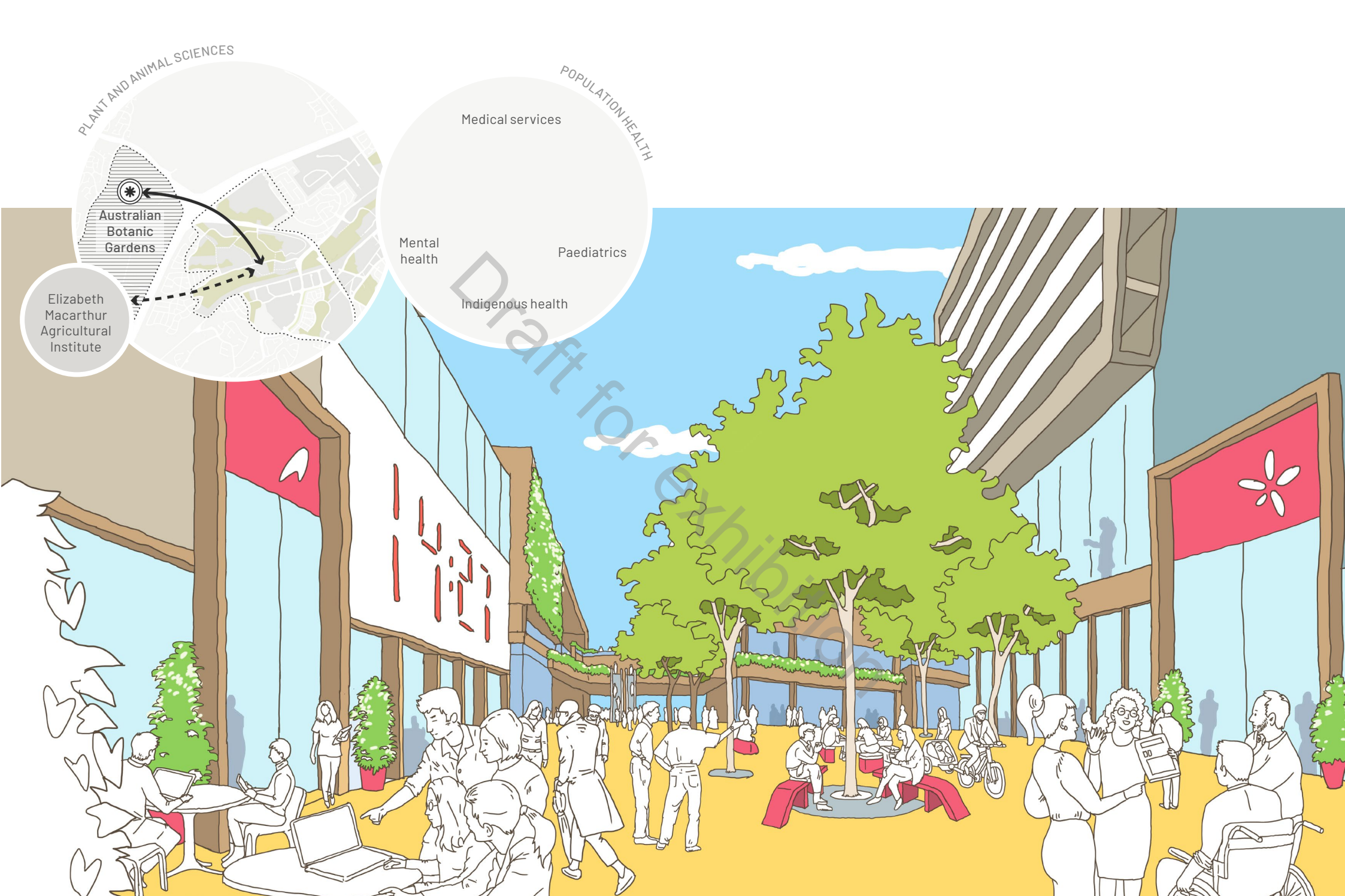
- **Plant and Animal Sciences:** Campbelltown will benefit from two new global plant and animal science hubs located at its doorstep; being the new Australian Institute of Botanical Sciences at the Australian Botanic Garden (joining the Australian PlantBank), as well as the new alliance between the NSW Department of Primary Industries and the University of Sydney at the Elizabeth Macarthur Agricultural Institute. Both institutes will have a presence within the Macarthur Health, Knowledge and Innovation District and will be supported by a broader plant and animal sciences focus in the Precinct.
- **Health:** The Macarthur Health, Knowledge and Innovation District will have a focus on whole of population health and wellbeing and includes the fields of paediatrics, diabetes, indigenous health and mental health. The Macarthur Medical Research Centre will be a multi-focal research institute which will significantly grow the health and medical research base in the Macarthur.
- **Specialty Schools:** New public selective schools, schools with a selective component and/or independent private schools could be established in the Precinct. This increased provision of schools would ensure local children have access to high quality education options close to where they live. The schools could be located within a higher education campus to increase the number of students who progress to tertiary education or may have a focus on certain specialty area.
- **Collaboration:** The Macarthur Health, Knowledge and Innovation Precinct encourages cross-pollination of business, research and ideas through multi-purpose higher density facilities and the co-location of research institutes and education facilities, with commercial, health and retail uses.
- **High Amenity:** The Precinct will be vibrant and liveable, attracting people to work, study, play and live there. It offers workers within the innovation ecosystem, with well-designed local infrastructure, a variety of retail and food offerings, and high-quality accommodation options.
- **Entrepreneurial Culture:** The Macarthur Health, Knowledge and Innovation Precinct will be an engaging and inclusive entrepreneurial ecosystem that promotes and supports local entrepreneurship. It will offer business incubators, co-working spaces, temporary pop-up spaces, and bespoke facilities to meet the needs of emerging enterprises.
- **Digital Infrastructure:** World-class digital infrastructure will support research, innovation activity and business connectivity in the precinct.

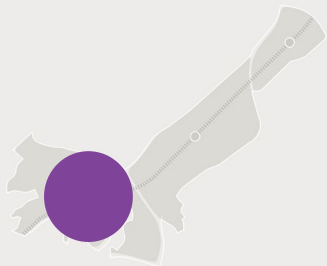
Stakeholders

NSW Health, WSU, USyd, TAFE, Ingham Institute of Applied Medical Research, NSW Department of Primary Industries, NSW Department of Education, private industry

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY



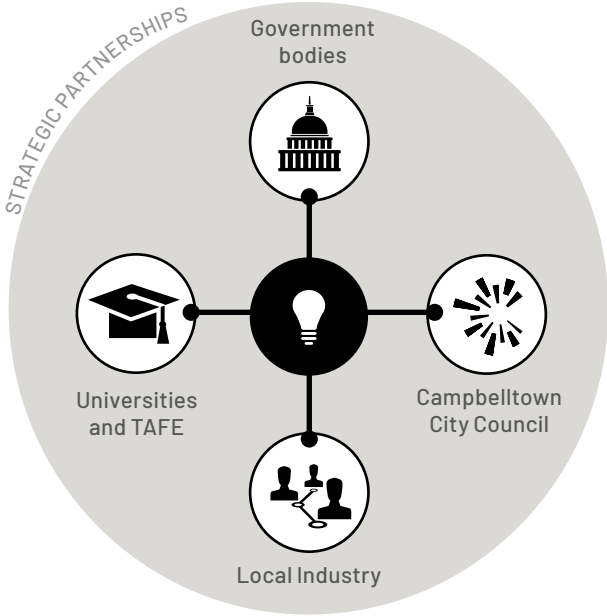


PROJECT 2.2 DELIVER BUSINESS AND KNOWLEDGE INCUBATORS

Business incubators will be established in the city centre to promote and facilitate local entrepreneurship. These business incubators will be delivered and operated through partnerships with Council, other levels of government, universities, TAFE, and local industry. They will provide training, mentoring, and potentially funding to help small start-ups grow and establish themselves in the Campbelltown and broader economy, thereby encouraging increased local entrepreneurship and business development.

OUTCOMES

- **Strategically Located in the Campbelltown and Macarthur Centres:** The business incubators will be a critical component of Campbelltown's broader entrepreneurial ecosystem and strategically located in the core CBD and Macarthur Innovation Precinct where they can directly connect and leverage surrounding uses and industry (e.g. universities, TAFE, research institutes, professional services).
- **Co-located with Synergistic Uses:** The incubators will be co-located with, and leverage off, synergistic uses (e.g. co-located with new university space in the core CBD, or within a building shared by a clinical school or medical research institute) to promote organic opportunities for collaboration and industry partnership and sponsorship.
- **Strategic Partnerships:** The incubators will be developed, delivered and operated through partnerships with Council, other levels of government, universities, TAFE, and local industry.
- **Capacity-Building:** The incubators will have a core focus on training, mentoring and upskilling local residents so that they have the skills, experience and confidence to establish and run successful local businesses.

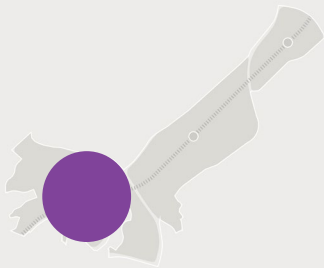


Stakeholders

Universities, NSW Department of Education, TAFE NSW, Commonwealth Government, industry

Implementation

	Immediate	Short-term	Long-term
	INVESTIGATION	PLANNING	DELIVERY

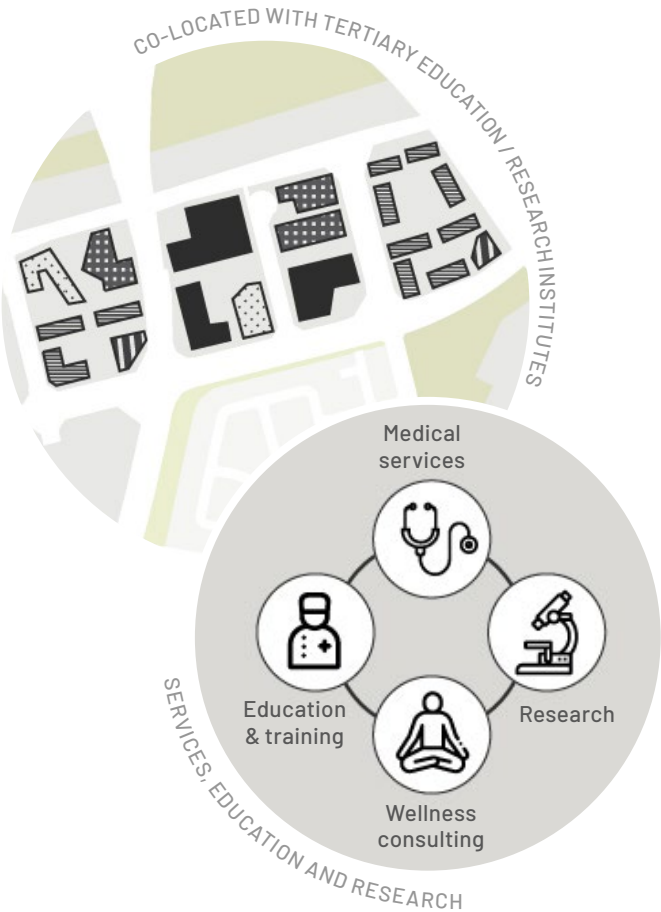


PROJECT 2.3 INCREASE THE PRIVATE HEALTH OFFER

As part of the implementation of the Macarthur Innovation Precinct Master Plan, opportunities for additional private health facilities and services will be explored. The new facilities and services will provide greater choice in health services while also attracting new health and medical professionals to live and work in Campbelltown.

OUTCOMES

- **Part of the Macarthur Innovation Precinct:** New private health offers will directly contribute to the development of the Macarthur Innovation Precinct by locating among the city centre’s existing cluster of health and education facilities in Macarthur.
- **Co-located with Tertiary Education and/or Research Institutes:** New private health offers will maximise opportunity to contribute to the Macarthur Innovation Precinct by co-locating with tertiary education, research institutes or existing hospital offers.
- **Services, Education and Research:** The new health offer provides further opportunity to provide education and training (possibly through clinical placements for medical, nursing and allied health students).



Stakeholders

Private hospital operators, NSW Department of Health, Universities, TAFE NSW, private health professional industry

Implementation

Immediate	Short-term	Long-term
PLANNING	DELIVERY	DELIVERY

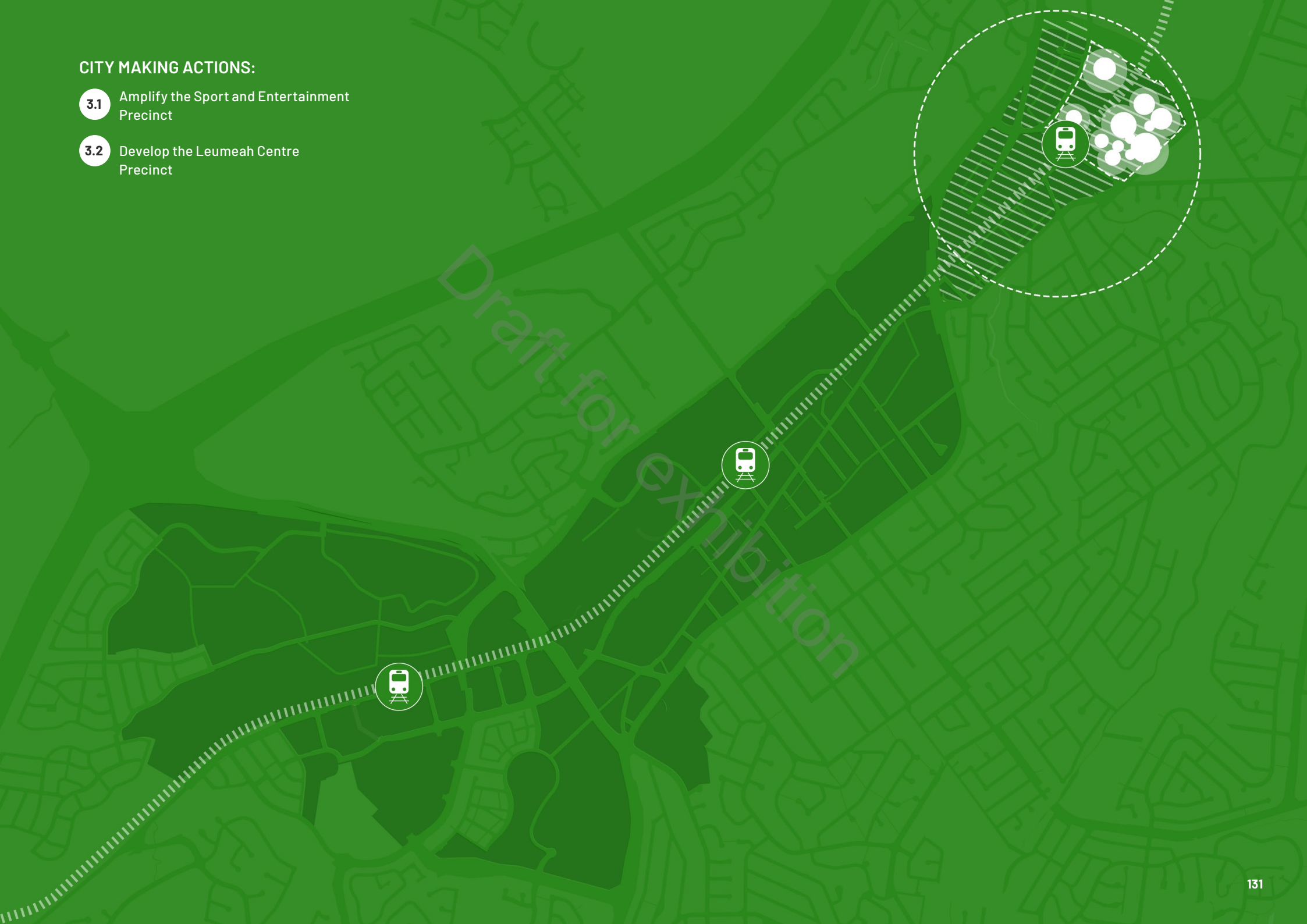
CITY MAKING MOVE 3

LEUMEAH LIVE

Leumeah Live is an integrated sports and entertainment precinct that transforms Leumeah into a vibrant neighbourhood for major events, sporting activities, and healthy living. Leumeah features a collection of national and regional scale sports facilities catering for a full spectrum of sports participation, from elite to performance, participation and foundation.

CITY MAKING ACTIONS:

- 3.1** Amplify the Sport and Entertainment Precinct
- 3.2** Develop the Leumeah Centre Precinct





PROJECT 3.1

AMPLIFY THE SPORT AND ENTERTAINMENT PRECINCT

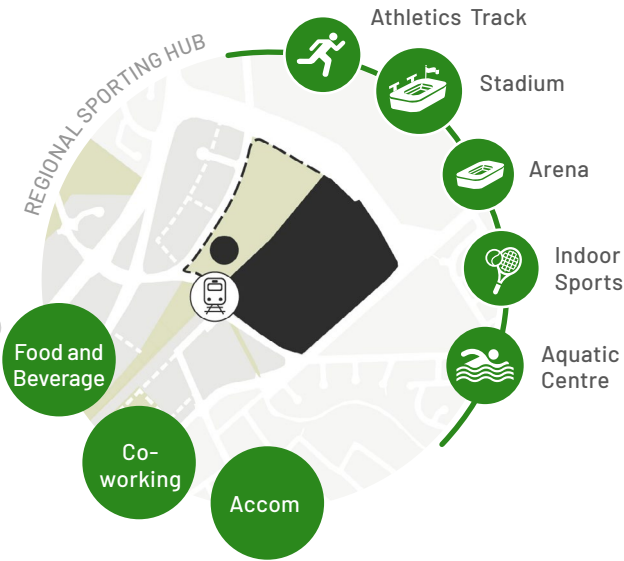
Leumeah Live is an integrated sports and entertainment precinct that will transform Leumeah into a high volume, high energy destination. Compared to other centres, Campbelltown has a particularly large catchment for national and regional sports, making it an ideal location to co-locate regional scale facilities within a consolidated hub. Leumeah will cater for all levels and abilities. On major event days Leumeah Live will come alive with a buzz of activity as crowds of people from Greater Sydney and beyond fill the precinct.

OUTCOMES

- Regional Sporting Hub:** With an outstanding collection of regional-scale sports facilities in one location Leumeah Live will be one of Sydney’s most exciting sports destinations. New regional-scale facilities could potentially include an aquatic centre, multifunctional indoor facility, upgraded athletics track, a new arena and Campbelltown Stadium.
- Flexibility and Scale-ability:** Campbelltown Stadium will be upgraded and transformed, allowed to adapt in order to cater for a variety of crowds and events. The stadium will seek to maximise utilisation and allow for operational and spatial efficiencies through flexibility and shared servicing, access and amenity.
- Living, Breathing, Green:** New facilities will adopt aspirational design to create an iconic destination. They will invite the outdoors in and be open, engaging and green. The precinct will incorporate outdoor facilities, open spaces, arrival plazas and high-quality public realm to promote a welcoming experience. In event mode the precinct will come to life with day and night venues, pop-up activation and large event spaces.
- Sports Participation Program:** Campbelltown’s Sports and Entertainment Precinct will cater for all levels

and abilities from the elite, through to performance, participation and foundational sports.

- Carparking:** Council will adopt a precinct transport strategy for Leumeah Live, to encourage activation, safety and convenience during events mode. The precinct will include consideration of event-activated transport solutions (e.g. train incentives, park and ride), multilevel carparking as part of a city-wide carparking strategy, and ensure carparks are future proofed and can be adapted as car dependency reduces.



Stakeholders

NSW Office of Sport, sporting groups, adjoining landowners, industry

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY

Excellence

Olympic, Paralympic and Commonwealth Games; World, European, Asian and Commonwealth Championships; National and International Competition

Performance

State, Regional and Local Coaching and Training; Regional and Local Competition; Sports Specific Clubs; Interclub Leagues

Participation

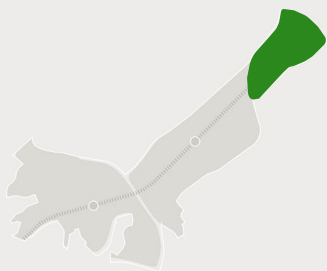
School Sports; Leisure Centre Activities; Fitness Club; Wellness

Foundation

Active Recreation; Dragon Sport; Physical Education

SPORTS PARTICIPATION PROGRAM





PROJECT 3.2 DEVELOP THE LEUMEAH CENTRE PRECINCT

Building upon its strong landscape character, Leumeah will transform into an exemplar residential neighbourhood in a parkland setting. The natural landscape will play an important role in defining the character and identity of the precinct. In particular, open space will be an essential element that contributes to the liveability, health and social network of the community. At the heart of Leumeah is Leumeah Live, one of Sydney’s most exciting sports and entertainment destinations.

OUTCOMES

- **Urban Village:** Located next to Leumeah Live and train station, the urban village will be the heart of activity and services for the local community. As a mixed-use cluster, the village will include retail convenience, day and night dining options, as well as health and wellbeing services.
- **Mixed Housing for All:** As an exemplar residential neighbourhood, Leumeah will provide housing choice and affordability catering to the needs of varied households and individuals.
- **Green Connectivity:** Leumeah features two major green connections with an east-west connection along Bow Bowling Creek and a north-south connection from Smith and Leumeah Creek to Kangyugal Reserve. These green links that hold cultural significance to the Dharawal people, provide the community with immediate access to major natural assets and parklands for respite, recreation, leisure, fitness and social interaction.
- **Green Heart:** Along the Bow Bowling Creek corridor is a green heart, which offers the community with open space for passive and active recreation activity. It includes a new aquatic centre, outdoor courts, and a passive play lawn.
- **Leumeah Live:** Leumeah Live is a vibrant sports and entertainment precinct anchored by Campbelltown Stadium, and co-located with other regional sporting facilities and venues. As a major event precinct, Leumeah Live will include complementary uses such as short-term accommodation, hotels, food and beverage options, and potentially some associated commercial spaces.
- **People Place:** People and human experience will be put at the forefront of design in Leumeah. This means there will be a focus to reducing car dependency, which will include transitioning away from commuter carparking, future proofing car parking and offering event mode transport solutions.

Stakeholders

Landowners, developers, industry

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY



CITY MAKING MOVE 4

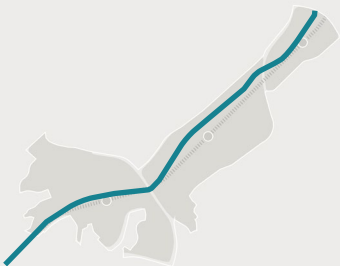
A GREEN- BLUE WEB

Campbelltown's natural landscape is an integral feature of the city's identity and lifestyle offer. Open space continues to be valued, nurtured and protected. A network of connected and multi-functional green-blue spaces supports wildlife corridors, improves environmental resilience and creates recreational journeys. Bow Bowing Creek is transformed into one of the city's most celebrated open spaces and is a hallmark Campbelltown's liveability.

CITY MAKING ACTIONS:

- 4.1 Transform Bow Bowing Creek
- 4.2 Be Guided by Green





PROJECT 4.1 TRANSFORM BOW BOWING CREEK

Running through the city centre, Bow Bowling Creek is a unique and defining element. By enhancing the waterway and surrounding open space, Bow Bowling Creek will become a vibrant multi-use landscape offering active connections, enhanced liveability and environmental benefits.

OUTCOMES

- **Improved Water Quality:** Sections of Bow Bowling Creek will be restored through re-naturalisation initiatives and the incorporation of water sensitive urban design features.
- **Mitigation of Flood Risk:** Flooding will be managed through the preservation of features that enable flood waters to dissipate efficiently throughout the catchment. Water capture and storage opportunities will also be investigated to minimise flooding potential.
- **Improved Biodiversity:** Removal of exotic species and pests, protection of key habitats, and an increase in connectivity will provide enhanced biodiversity value to the creek.
- **Improved Cooling:** The increase of green and blue infrastructure along the creek, including water sensitive urban design, waterways and tree canopy cover will provide increased cooling benefits to the surrounding environment.
- **Providing Multifunctional Open Space Offerings:** Bow Bowling Creek’s surrounding open space will provide for diverse, multi-use and adaptable recreational, agricultural and cultural offerings.
- **Improved Connectivity for Pedestrian Movements:** A network of walking trails and cycle paths will promote pedestrian movement and increased connectivity throughout the City.

Stakeholders

Sydney Water, CRC for Water Sensitive Cities, Department of Planning, Industry and Environment

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY





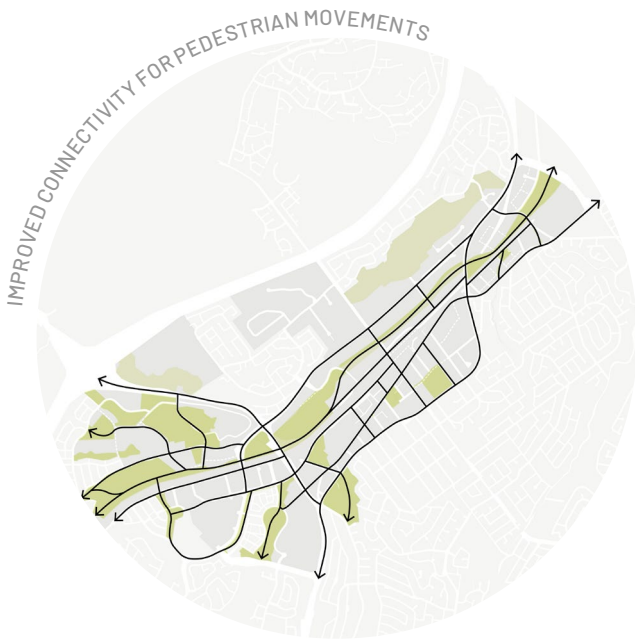


PROJECT 4.2 BE GUIDED BY GREEN

Campbelltown will be a network of green connections providing a variety of multi-use open space offerings. This project will design the green grid for the Campbelltown City Centre. The plan will provide guidance for the delivery of performance targets, development controls, implementation framework, community education, stakeholder engagement and incentives programs.

OUTCOMES

- **Improved Connectivity for Pedestrian Movements:**
A network of walking trails and cycle paths set in green will promote pedestrian movement and increase connectivity to a variety of multi-use open space offerings.
- **Improved Biodiversity:** Removal of exotic species and pests, protection of key habitats, and an increase in connectivity will provide enhanced biodiversity value to the creek.
- **Improved cooling:** increasing the presence of green will provide increased cooling benefits to the surrounding environment.
- **Providing Multifunctional Open Space Offerings:**
The provisions of multi-use and adaptable recreational and cultural offerings support community connectedness and healthy active lifestyles.



Stakeholders

NSW Department of Planning, Industry and Environment, Universities, Australian Botanical Gardens Mount Annan, Transport for NSW, CRC for Water Sensitive Cities, Government Architect

Implementation

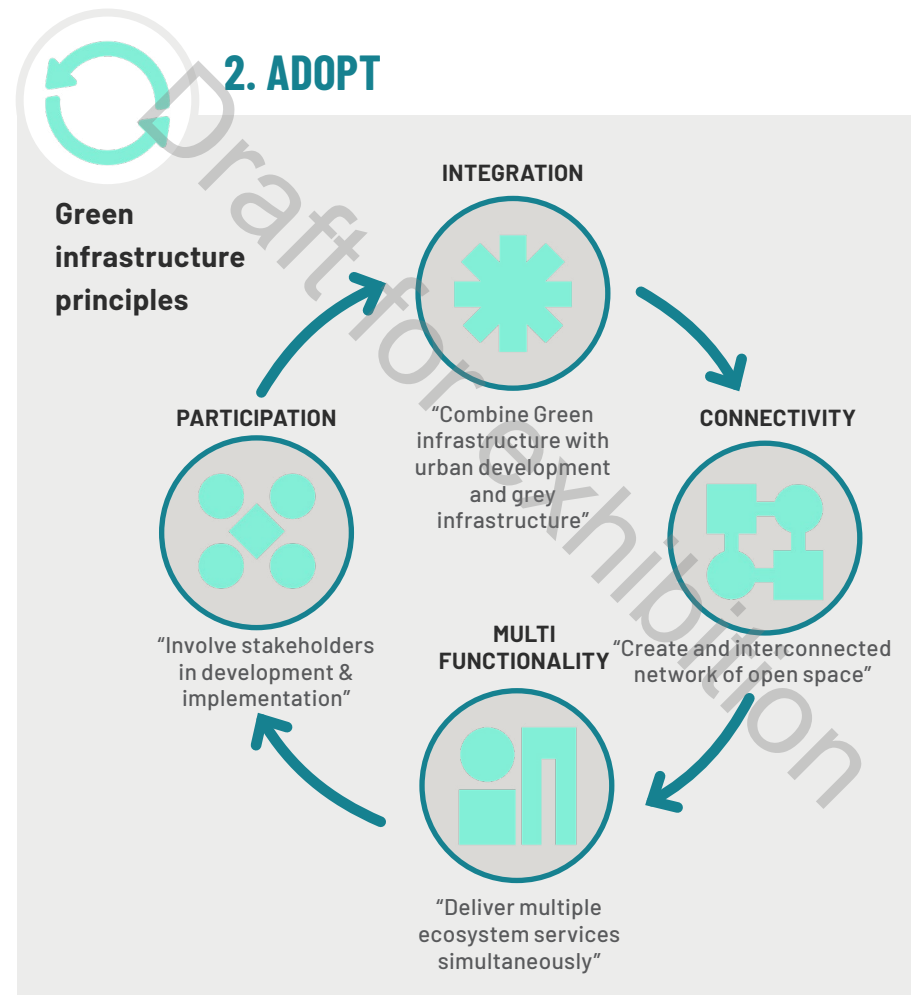
Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY

Greener Places

1. IDENTIFY

Green infrastructure frameworks

- **HYDROLOGICAL GRID** : Natural and human - made or manipulated river, creek and water systems
- **ECOLOGICAL GRID**: Geomorphology, biodiversity and ecological communities
- **RECREATIONAL GRID**: Open spaces for active and passive recreation, walking and cycling networks, urban open spaces, public domain and streetscapes.
- **AGRICULTURAL GRID**: Rural, semi-rural and peri-urban landscapes, food and productive landscapes as well as those with scenic rural landscapes.



3. IMPLEMENT

Elements of green infrastructure

- Green roofs and walls
- Private & semi-private gardens
- Parks & gardens
- Public and private plazas
- Green streets
- Greenways
- Sport & recreational facilities
- Natural green spaces
- Productivity land

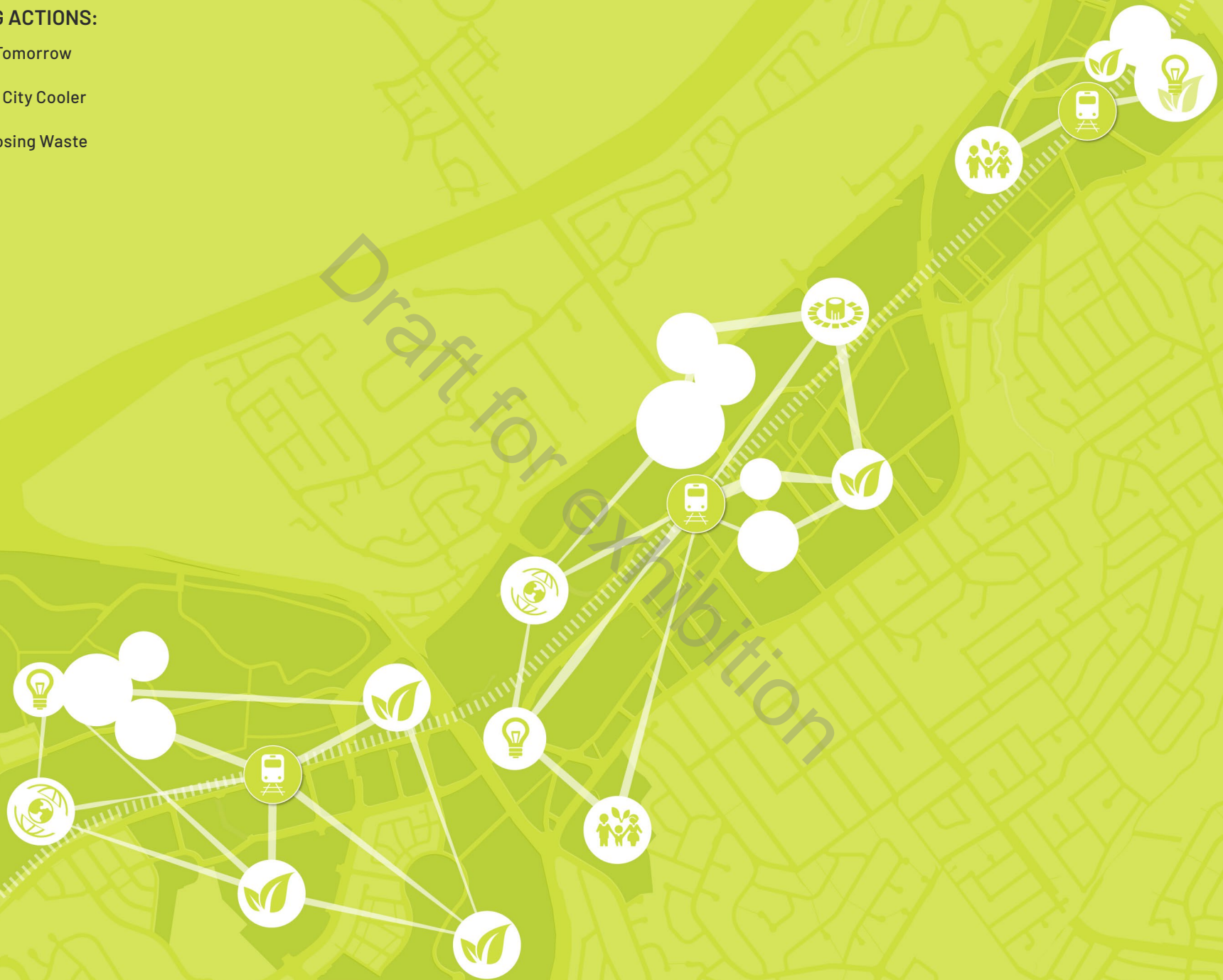
CITY MAKING MOVE 5

COOL, CLEAN, CLEVER

Elevating Campbelltown as a clean, cool and smart city will ensure it remains liveable for future generations. Environmental sustainability and climate resilience is key to planning for tomorrow. With generous green spaces, rich biodiversity and clean air, we have a lot to be proud of. As our climate changes, and our population grows we actively combat the urban heat island effect through greening and cooling the urban fabric. We also use land, energy and water resources more wisely to maintain the liveability of our City Centre.

CITY MAKING ACTIONS:

- 5.1 Plan for Tomorrow
- 5.2 Make the City Cooler
- 5.3 Re-purposing Waste





PROJECT 5.1 PLAN FOR TOMORROW

A reimagined Campbelltown is a sustainable and resilient city – it is innovative and adaptive to change. A ‘Plan for Tomorrow’ will build on Council’s current Sustainability Strategy, which is guided by the vision – working together to achieve smart practices for a positive legacy, and will incorporate the directions outlined in the Resilient Sydney Strategy. Using a sustainability and resilience lens, a ‘Plan for Tomorrow’ will achieve a blueprint for innovation and action, outlining targets and opportunities to achieve ambitious goals.

OUTCOMES

- **Council is a Leader:** The decisions that Council makes every day have the power to drive sustainability and resilience advancements. The individual impact and influence of Council as a governing body cannot be over-stated.
- **Campbelltown is Low-Resource, Low-Carbon and Low-Waste:** Defining targets, actions, stakeholder accountabilities and financial requirements will achieve a low-resource, low-carbon and low-waste future.
- **Infrastructure Resilience:** An infrastructure resilience assessment will assess the current and future resilience of services and utilities to chronic stresses and acute shocks outlined in the Resilient Sydney Strategy.
- **Sustainability and Resilience Education Program:** A program to educate the community about sustainability and resilience will create sustainability champions and leaders in our community, businesses and schools.
- **Planning and Development Considers Sustainability and Resilience:** Requirements and regulations will ensure that sustainability and resilience will be integral considerations in planning and developing our City.



Stakeholders

Local businesses, Emergency services, Schools, Community members, TAFE NSW, Universities

Implementation

Immediate	Short-term	Long-term
DELIVERY		



PROJECT 5.2
MAKE THE CITY COOLER

Campbelltown is at risk from heat, particularly extreme heat, impacting on our ability to thrive. Heat and heatwaves place significant pressure on city assets causing energy, water, health and transport infrastructure demands to soar. Heat related mortality can be up to three times higher in Western Sydney than in Sydney during heatwave periods. The Urban Heat and Heatwave Management Plan will provide data-driven solutions to mitigate the impacts of heat and increase our community’s resilience.

OUTCOMES

- **Cooling Interventions are Data-Driven:** The collection and analysis of comprehensive and multi-disciplinary data will provide a holistic evidence database detailing heat-related impacts, needs and opportunities. Cooling interventions will be guided and prioritised using this data.
- **Planning and Development Considers Heat:** Requirements and regulations will ensure that heat will be an integral consideration in planning and developing our City.
- **Coordinated Response for Heatwave Emergencies:** Coordinated systems will be in place for emergency responses and stakeholder communication to support the community during times of heat-stress, particularly vulnerable community members.
- **A Network of Cool Zones are Established and Promoted:** The community has an easily accessible list of community facilities and places to help them find relief from the heat.

- **There are Water Sources throughout the City:** Water sources including bubblers and water-bottle refill stations will be provided throughout the City to make sure our community, our pets, and our wildlife, have access to cool water.



Stakeholders

Universities, Transport NSW, CRC for Low Carbon Living, Office of Emergency Management, NSW Rural Fire Service, Fire and Rescue NSW, Police NSW, Local retail industry, Bureau of Meteorology, Sydney Water

Implementation

Immediate	Short-term	Long-term
DELIVERY		

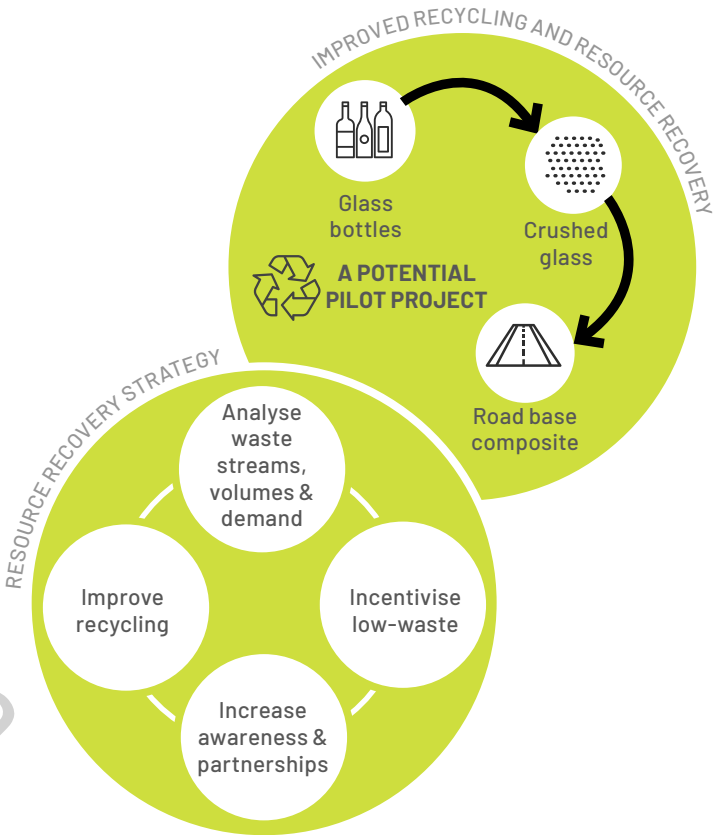


PROJECT 5.3 RE-PURPOSE WASTE

A circular economy maximises the use of resources, reduces or eliminates waste, encourages innovation, stimulates economic growth and leads to job creation. The Resource Recovery Strategy will move our City towards a circular economy and provide our residents and businesses with long term economic, social and environmental sustainability benefits.

OUTCOMES

- **Resource Recovery Strategy:** The Strategy will align with the principles set out in the NSW Government’s 20 Year Waste Strategy and the Action Plan of the Federal Government’s National Waste Policy. Resource Recovery targets will be delivered by a regional waste processing contract, which will also ensure the ongoing reliability of waste processing for Campbelltown residents into the future.
- **Improved Recycling and Resource Recovery for Campbelltown:** By collecting used materials and transforming them into something new, Campbelltown will reduce the total amount of waste going to landfill and provide opportunities for reuse and recycled waste industries.
- **Increased Community Awareness and Partnerships:** With the aim of reducing total waste volumes and increasing reuse and recycling rates per person, community education programs will further the community’s understanding of the benefits and opportunities of recycling and the circular economy. Universities could be engaged to run innovative research programs to use recycled materials.



Stakeholders

Private Sector - waste and recycling industry, NSW Environmental Protection Authority, NSW Department of Planning, Industry and Environment, Department of Environment and Energy, Community members, Macarthur Strategic Waste Alliance, Universities

Implementation

	Immediate	Short-term	Long-term
	DELIVERY		



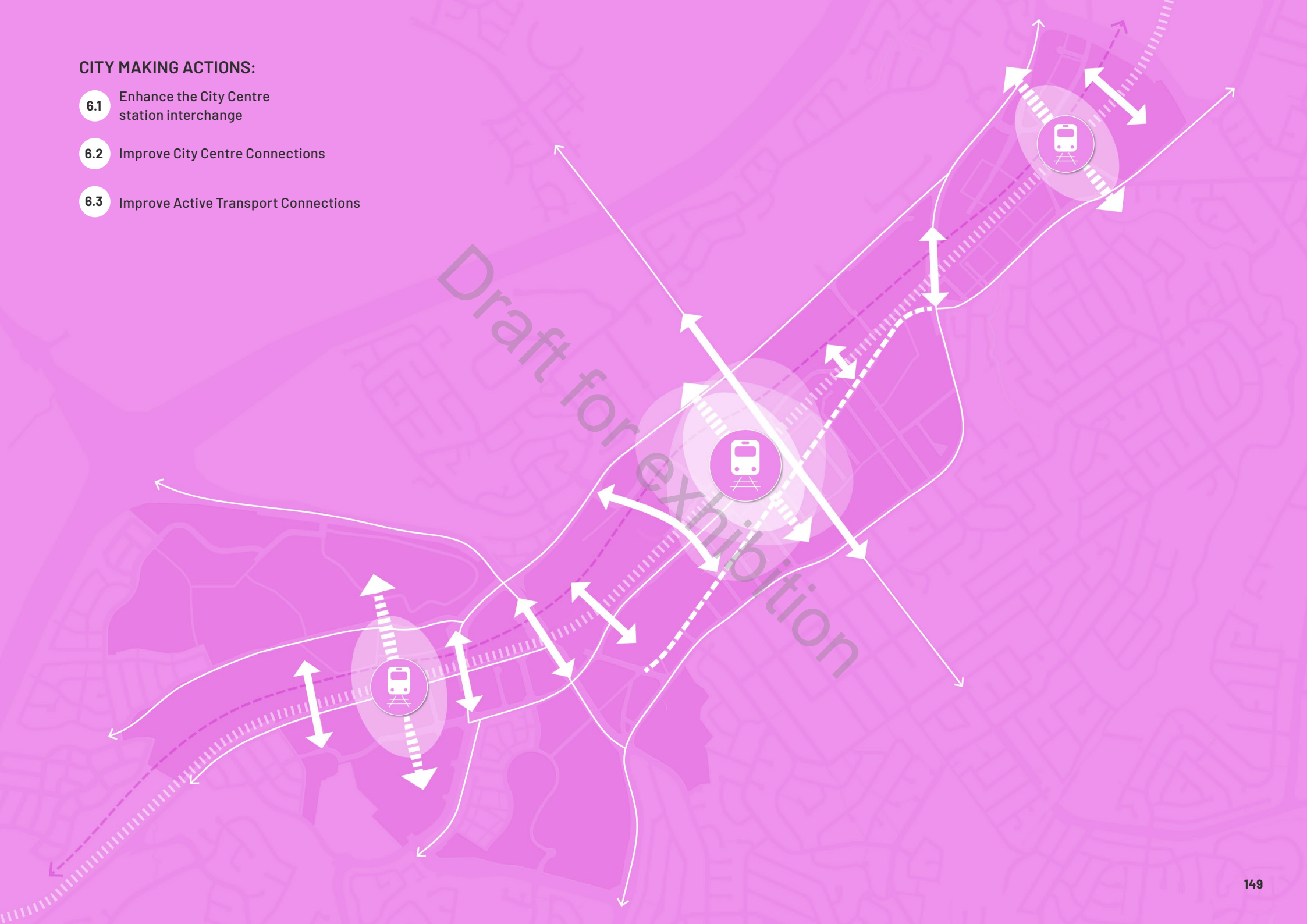
CITY MAKING MOVE 6

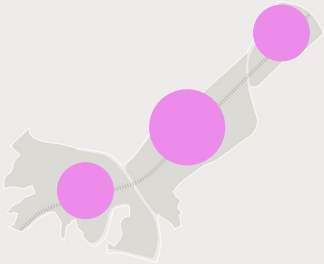
CITY CENTRE STITCH

While the railway currently divides the city into two halves, a series of new bridges and underpasses stitch the City Centre into one seamless network. A green bridge along Badgally Road together with pedestrian and cycle over and under passes improves commuter access and movement. The three train stations are welcoming city gateways providing convenient transit interchanges, places to meet and linger, and direct links to surrounding destinations.

CITY MAKING ACTIONS:

- 6.1 Enhance the City Centre station interchange
- 6.2 Improve City Centre Connections
- 6.3 Improve Active Transport Connections





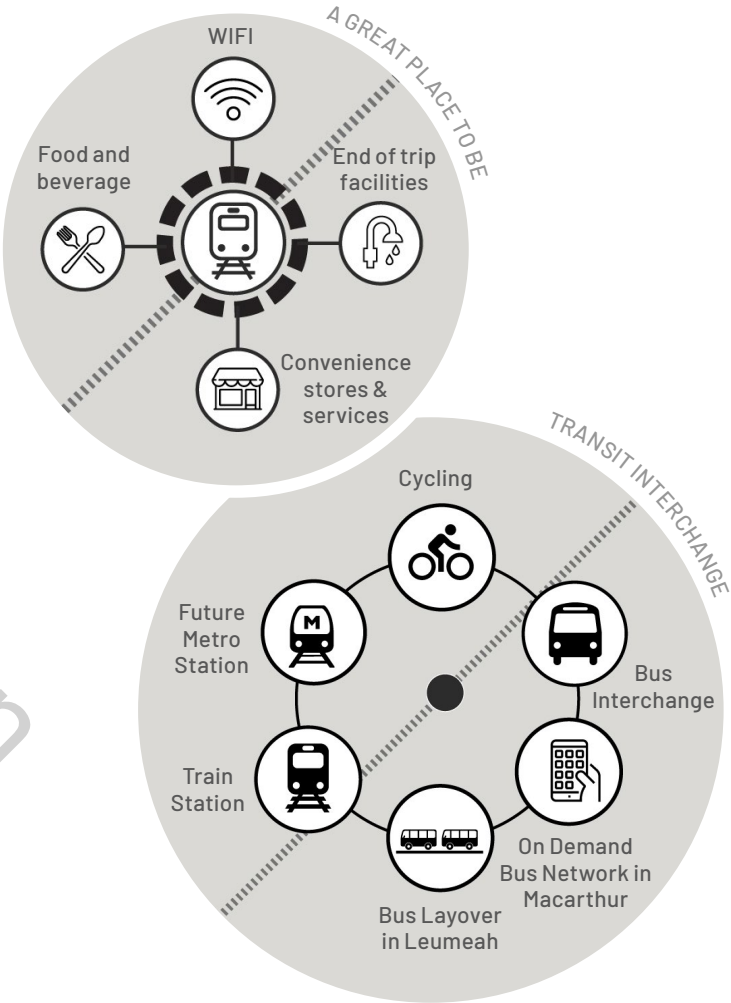
PROJECT 6.1

ENHANCE THE CITY CENTRE STATION INTERCHANGE

Campbelltown Station is the city centre’s gateway, delivering commuters and visitors from all around Greater Sydney. Macarthur and Leumeah stations play a crucial role, providing access for our community to sports and entertainment, retail, medical, educational and recreational precincts. The City Centre Station Interchange Strategy enables the creation of high-quality interchanges at the stations to support their unique functions and allow seamless transition between surrounding land uses, enhancing the arrival and commuting experience.

OUTCOMES

- **A Welcoming Gateway:** Redevelop the stations to enhance the arrival experience in the city centre, creating a welcoming environment that encourages people to stay and return repeatedly.
- **A Great Place to Be:** Make Campbelltown Station a place people choose to meet, linger and enjoy the convenience of the services offered in the station precinct.
- **Transit Interchange:** Upgrade the stations to modern transit interchanges on both sides of the railway line to increase capacity and provide seamless transition for commuters and visitors, with all the information required to make travelling convenient and simple.
- **Seamless Connection From Campbelltown Station to Mawson Park:** Provide a seamless connection from Campbelltown Station concourse through to Queen Street via Railway Street including pedestrian prioritisation, shade and protection from the elements.
- **Seamless Connection Between Station Precincts and Key Destinations:** Strengthen the connection between Macarthur and Leumeah stations to key destinations within and surrounding the centres, providing direct, walkable, legible and safe links that can be used at any time of day or night.

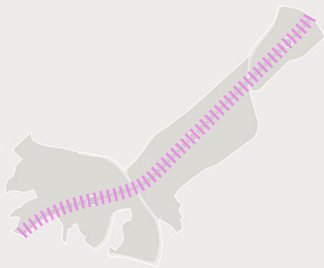


Stakeholders

Transport for NSW, Department of Planning, Industry and Environment, bus operators, developers

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY



PROJECT 6.2 IMPROVE CITY CENTRE CONNECTIONS



New pedestrian and cyclist connections (land bridges) will seamlessly bridge major transport corridors that currently disconnect them, to create a more integrated and accessible city centre.

OUTCOMES

- **Seamless Connections Across the City Centre:** Provide a seamless land bridges across major transport corridors that enable walking and cycling into the city centre.
- **An Integrated City Centre:** Substantially reduce the city centre disconnect caused by the location of major transport infrastructure.
- **Prioritising People and Active Transport:** Provide seamless wide connections to the city centre for pedestrians, cyclists and other personal mobility, with facilities that are suitable for all types of users.
- **Improved Access and Arrival Experience:** Pedestrian and cyclist land bridges will be pleasant to use, with views and vistas, shade, points of interest, planting, public domain enhancements and protection from the elements.
- **A Vibrant, Attractive, Centre of Opportunity:** Enable more people to easily access the city centre, therefore increasing access to businesses and services, and potential to enhance the local economy.
- **Initial Connections:** The initial proposed connections under investigation include Badgally Road to Broughton Street, Narellan Road Pedestrian Flyover and a Boulevard from Railway Street to Western Side of the Railway.



Stakeholders

Transport for NSW, Department of Planning, Industry and Environment, bus operators, developers

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY

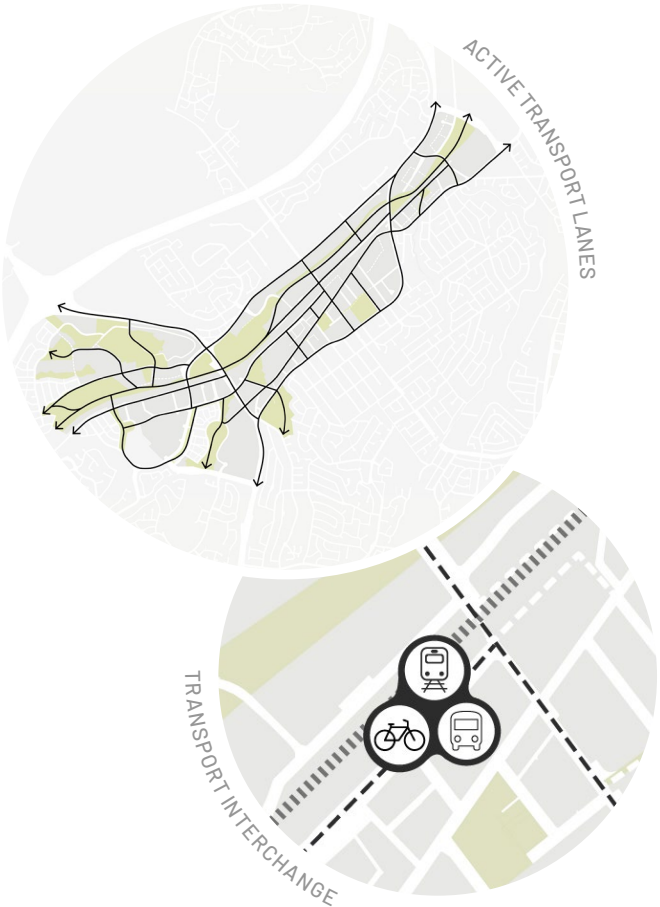


PROJECT 6.3 IMPROVE ACTIVE TRANSPORT CONNECTIONS

A comprehensive principal cycle network will be identified and delivered. Outside the City Centre, pedestrians and cyclists will share space. Within the City Centre, separate cyclist and pedestrian routes will minimise potential conflict, with higher pedestrian numbers in these areas. Active transport links to key locations in Macarthur will be delivered, including to education precincts, Australian Botanic Gardens Mount Annan, The Billabong, and key regional road links, forming part of the green grid.

OUTCOMES

- **Active Transport Lane:** This plan will identify the key routes and priorities for active transport links around and within the City Centre, identifying the principal bicycle network with consideration of all personal mobility options.
- **Transport Interchange Locations:** Strategically located transport interchanges will be identified to provide walking connections into the city centre.
- **Bike Ride Share:** Ride share facilities will be established to allow people to move between key destinations within and around the City Centre to TAFE, Universities and services, or just beyond to the Australian Botanical Gardens Mount Annan. Community members won't have to own a bicycle to enjoy the health benefits of using a bicycle.



Stakeholders

Transport for NSW, Department of Planning, Industry and Environment, ride share operators

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY



CITY MAKING MOVE 7

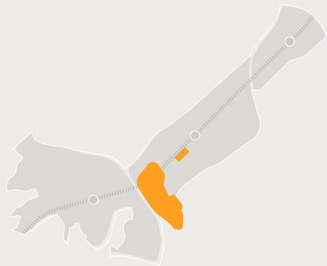
A CULTURAL HEART

Creativity, exploration, learning and play is at the heart of Campbelltown's City Centre. The city features a cultural heart that attracts talent and visitors from across the country and the world. The precinct houses spaces for creative arts, cultural, traditional and historic learnings, events and outdoor leisure. The precinct comes to life across an 18-hour day bringing people together to relax, play and discover. Campbelltown is a desirable destination to experience traditional and contemporary Aboriginal culture and wherever you go the Dharawal people and broader Aboriginal community's presence is visible through a range of mediums.

CITY MAKING ACTIONS:

- 7.1 Deliver the Campbelltown Billabong Parklands
- 7.2 Reflect our Cultural Heritage through Places and Programs
- 7.3 Develop the National Aboriginal Cultural Centre
- 7.4 Expand Campbelltown Arts Centre
- 7.5 Create a Screen Culture





PROJECT 7.1
DELIVER THE CAMPBELLTOWN
BILLABONG PARKLANDS

The Campbelltown Billabong Parklands will be an unprecedented and distinctive recreational facility that showcases and celebrates a unique local identity, becoming a focal point for the community, region and beyond. It looks to draw inspiration from our rich local Aboriginal history and natural environment, particularly the Georges River, its tributaries and O'Hares Creek in the Dharawal National Park. Various aquatic opportunities, experiences and interactions that emulate this natural environment will be created within the parkland setting.

OUTCOMES

- **Reflect the Natural Environment:** The variety of interconnected water experiences of the Campbelltown Billabong Parklands reflects the natural environment of the Georges River system. The river’s natural characteristics such as rock pools, waterfalls, small rapids, rock formations and organic edges create various aquatic opportunities, experiences and interactions.
- **Embrace Local Historic and Cultural Stories:** The Campbelltown Billabong Parklands will reflect and celebrate the natural identity of the local region and reveal stories of local Aboriginal and European history. This interpretive journey of discovery and learning will be woven into the design through public artwork and wayfinding elements.
- **Recreation for All:** The Campbelltown Billabong Parklands will create a connected, distinctive, attractive, safe, secure, comfortable and accessible public place that will provide both passive and active recreational opportunities for a range of user groups. The variety of recreational water play facilities will cater for adults and children of all ages and abilities. It will include a central swimming lagoon-type pool, a smaller children’s pool and a zero-depth water play area with a range of interactive elements.
- **A Cultural and Social Hub:** The Campbelltown Billabong Parklands will complement the existing cultural precinct, and will create a destination in the City, where people can gather, relax, play and make memories all year round. It will create a hub of urban social activity through a series of interlinked and flexible spaces enabling active and passive recreation, entertainment and community use. Food and beverage offer will be made in the precinct for the community to enjoy. The community will have the opportunity to engage in activities that will educate on the local Dharawal culture and history as well as our existing diverse Aboriginal communities and their cultures.

Stakeholders

Western Sydney City Deal Partners, cultural groups, community, industry

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY

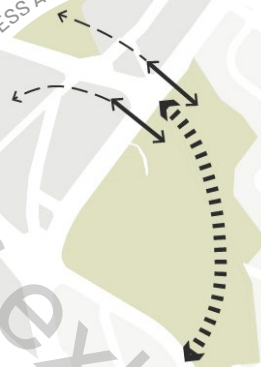
REFLECTS THE NATURAL ENVIRONMENT

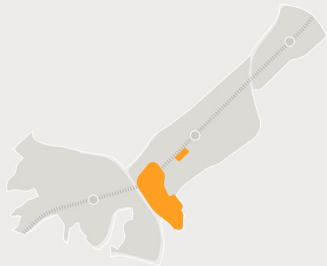


RECREATION FOR ALL - A COLLECTION OF PRECINCTS



SEAMLESS ACCESS AND MOVEMENT





PROJECT 7.2

REFLECT OUR CULTURAL HERITAGE THROUGH PLACES AND PROGRAMS

Creativity, learning, play and exploration will be at the heart of Campbelltown’s Cultural Precinct located at the centre of the city. The Cultural Precinct will help shape Campbelltown as a ‘must-visit’ destination through a diverse mix of events, entertainment and celebrations at multiple venues. It will inspire locals and visitors to explore and experience the city on foot, discovering a network of public art, hidden gems and enticing urban and natural spaces.

OUTCOMES

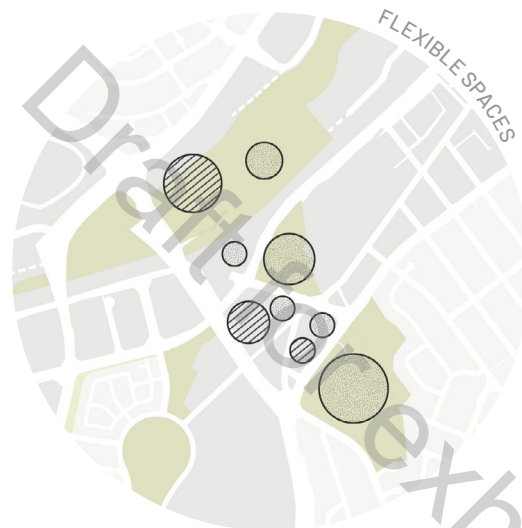
- **Diversify the Cultural Offer:** Diversify Campbelltown’s cultural offer through expanding Campbelltown Arts Centre, potentially including a performing arts theatre, conference centre, creative industries education offer, artist studios and new parklands. Anchor Campbelltown’s Cultural Precinct with a major new cultural facility and open space on the Blaxland Road hill to the west.
- **A Pedestrian Focused Experience:** Prioritise pedestrian movement between all facilities within the Cultural Precinct, including a pedestrian bridge over the railway to connect with the Blaxland Road hillside parklands and new cultural offer. Adopt navigation devices to enable intuitive wayfinding and encourage exploration and discovery through a well-designed and unified public realm.
- **Flexible Spaces:** Maximise visitation and utilisation of the Cultural Precinct by providing flexible indoor and outdoor spaces that can be adapted to host a range of events and allow for unexpected and exciting cultural experiences.
- **Build Upon Place Assets:** The Cultural Precinct will build upon the success of existing assets and will potentially feature a new National Aboriginal Cultural Centre and civic park, welcoming all in the community. Koshigaya Park will be transformed into a new open space dedicated to major civic events catering to the interests of locals and visitors from afar. The Billabong will also evolve into a city-shaping destination that encourages play and recreation within a unique landscape setting.

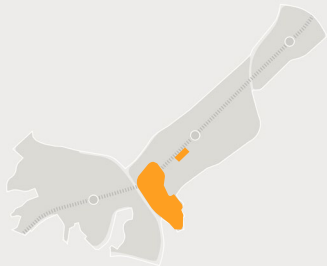
Stakeholders

Cultural groups, community, industry, Arts NSW, Department of Planning, Industry and Environment, TAFE Aboriginal Learning Annex/Circle

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY





PROJECT 7.3

DEVELOP THE NATIONAL ABORIGINAL CULTURAL CENTRE

We will explore the potential development of a National Aboriginal Cultural Centre. The centre could be a museum, gallery, learning centre, and most importantly a place of gathering and healing. The design will pay homage to the stories, history and rich culture of the Dharawal people, with the program embracing the many Aboriginal nations represented in the region.

OUTCOMES

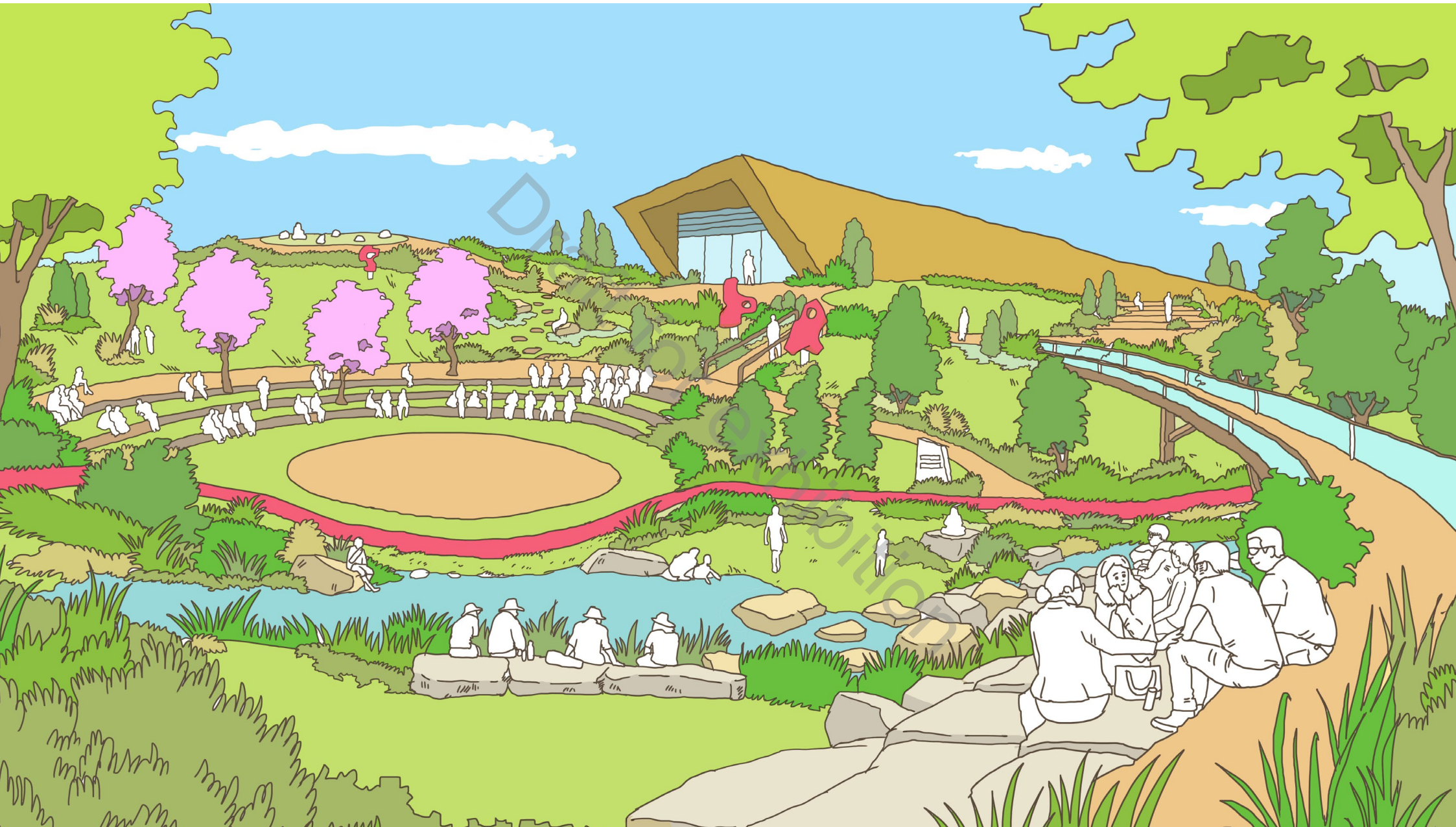
- **A Museum and Gallery:** Working in partnership with state cultural institutions, the Centre will create access and exhibit the nation’s important collection of Aboriginal works. It provides an opportunity to curate an exhibition program, that includes artists who will share traditional and contemporary stories of Aboriginal culture and create a sought-after destination for local, national and international audiences.
- **A Learning Centre:** The revitalisation of language and culture will be the foundation of the Centre. The centre could explore implementation of onsite early learning centres to youth/adult lessons in language to provide an opportunity for everyone to play a part in the revitalisation journey.
- **A Place of Gathering:** The permeable and culturally informed design of the Centre will create spaces for gatherings for all occasions, from large scale community corroborees and events to intimate talks in established and makeshift yarning places creating culturally welcoming opportunities for all people to come together.
- **A Place of Healing:** The impact that colonialisation has had on the Dharawal people and all Aboriginal communities and its lasting legacy is a reminder of the resilience of Aboriginal people. In collaboration with out relevant stakeholders the Centre will offer a suite of holistic wellbeing services for the Aboriginal community ensuring that the revitalisation of culture starts with the wellbeing of its people.
- **An Iconic Site:** An appropriate site will be proposed after consultation and consideration with our local Aboriginal community and other stakeholders.
- **Best-Practice Outcomes:** The National Aboriginal Cultural Centre could be a ground-breaking example of how western practices of gallery and museum management and the traditional framework for the retention of ancestral knowledge and customs lead to the revitalisation of language, culture and identity for Aboriginal people.

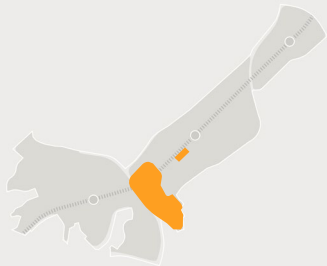
Stakeholders

Aboriginal Community, local cultural groups and organisations, TAFE, Universities, Dharawal Aboriginal Land Council, cultural institutions, NSW Government

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY





PROJECT 7.4 EXPAND CAMPBELLTOWN ARTS CENTRE

Campbelltown Arts Centre is the premier cultural facility in Sydney’s South West, recognised for placing artists at the centre of a high-quality programs, and developing contemporary artistic practice. Major population growth presents opportunity for Campbelltown Arts Centre to expand its program through a major expansion of the venue. It will be the jewel in the crown of the new Cultural Precinct. The expansion will allow for a new flexible theatre space, increased gallery space, spaces for community and educational workshops, artist accommodation and studios, and potentially a larger retail shop and conference facility.

OUTCOMES

- **Strengthen Campbelltown’s Reputation as a Preeminent Arts and Cultural Location:** The expansion will increase the level of support for artists through provision of new accommodation places, artist studios and gallery space. It will Increase the capacity of the performing arts in the region through provision of an expanded theatre space and ensure the region has access to high quality artistic productions.
- **Improve Financial Sustainability of Campbelltown Arts Centre:** Improve the commercial opportunities and self-generated revenue capacity of the Arts Centre through the expansion of the Café; improved hospitality/function spaces, additional meeting rooms, workshop spaces, conference rooms and the addition of a retail outlet, to subsidise community arts and cultural activities.
- **On-going Support and Engagement:** Continue to strengthen Campbelltown Art’s Centre’s community and industry support by increasing the scale of community and business engagement through provision of improved flexible community facilities such as rehearsal and workshop spaces and local meeting rooms.

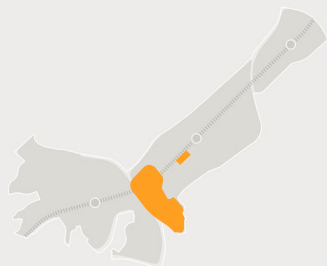


Stakeholders

NSW Government, cultural groups and organisations, Catholic Club, artists and audience

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY

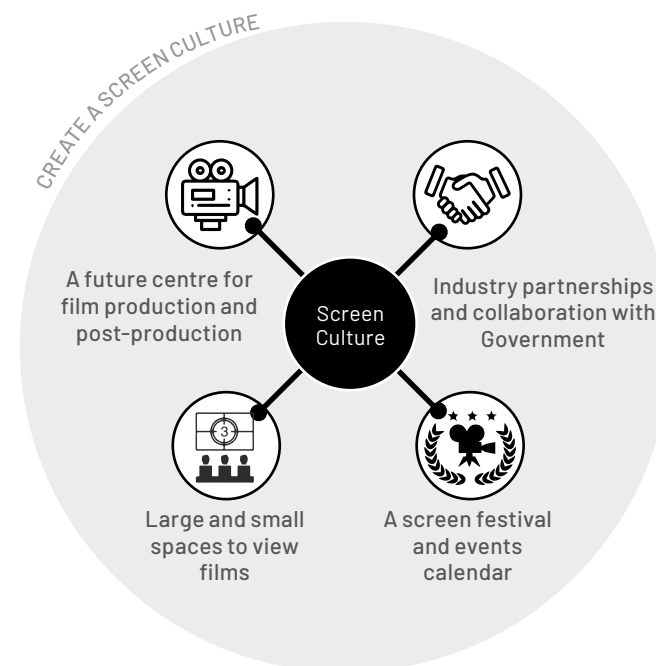


PROJECT 7.5 CREATE A SCREEN CULTURE

Campbelltown has a natural and built landscape that is unique, creating a major opportunity to tell the story of our region on screen. Campbelltown is well placed to create opportunities for the screen industry to establish itself in the city. Through the growth of this sector, Campbelltown will be able to see itself larger than life on screen and then sell an image of itself, nationally and internationally. We all know a great city around the world by seeing them on screen, New York, Rome and now Campbelltown.

OUTCOMES

- **Build a Screen Culture:** Work with NSW State Government to build the screen economy in Campbelltown and that it becomes the preferred place to work for the screen industry.
- **Visualising Campbelltown:** Create opportunities to tell the stories of Campbelltown through the representation of landscape and its people on screen.
- **Seamless Frameworks and Ease of Process:** Council will create a simple step-by-step process to guide the film industry to easily work and flourish in Campbelltown.
- **A Future Centre:** Campbelltown will develop a centre that will assist in production of film, sourcing suitable filming sites and be a place for post-production.



Stakeholders

Screen NSW, Screen Australia and screen producer industry

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY

CITY MAKING MOVE 8

A PEOPLE PLACE

Campbelltown City Centre has people at the forefront of all decisions. It respects, celebrates and embraces human diversity and community needs. Council studies and programs strategically address housing, social infrastructure, cultural interpretation, urban activation and city image. These initiatives ultimately create a distinctive built environment that promotes inclusion, participation and engagement. The City Centre is accessible, affordable and safe.

CITY MAKING ACTIONS:

- 8.1 City Centre Housing Strategy
- 8.2 A Home of Iconic Events and Celebrations
- 8.3 Design for Excellence
- 8.4 Cultural Interpretation Strategy



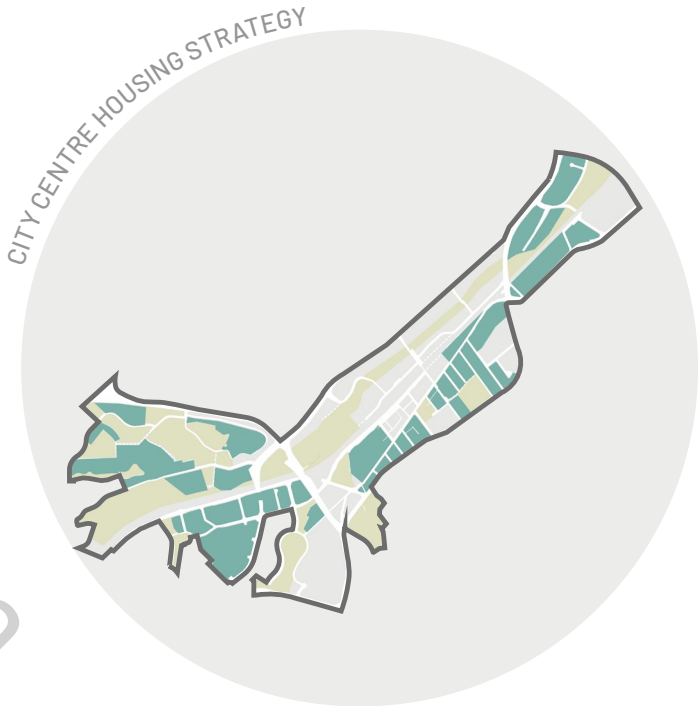


PROJECT 8.1
CITY CENTRE HOUSING
STRATEGY

In consultation with the community, Campbelltown City Council will prepare a Local Housing Strategy to detail how and where housing will be provided across the LGA. The Local Housing Strategy will establish Council’s vision for housing in the city centre, linked to the objectives in the Western City District Plan and considered within the context of the Campbelltown LGA as a whole. The strategy will provide more detailed direction on the way in which the Campbelltown CBD will become a city for everyone, with an array of diverse, sustainable and affordable housing options.

OUTCOMES

- **Strong Evidence Base:** The strategy will assess the supply and demand of housing in the Campbelltown LGA, including demographic factors, housing trends, local land use opportunities and constraints, and infrastructure limitations. This detailed evidence base will provide the foundations for the strategy, as well as helping to inform future decision making about housing in the city centre.
- **Affordable Housing:** The strategy will look at opportunities to deliver affordable housing to meet community needs, including considering an Affordable Rental Housing Target Scheme. This type of scheme would require a certain proportion of new housing in designated areas to be affordable for people on low to medium incomes.
- **Diverse Housing:** Opportunities to meet the housing needs of specific community groups, such as students, older people and people with disability.
- **Efficient Use of Land and Infrastructure:** The strategy will align housing growth with supporting transport and social infrastructure, such as public transport, schools, health facilities and open space.



Stakeholders

Greater Sydney Commission, Department of Planning, Industry and Environment

Implementation

Immediate	Short-term	Long-term
PLANNING	DELIVERY	



PROJECT 8.2 CREATE ICONIC EVENTS AND CELEBRATIONS

The City Centre Activation Program will promote, position and activate the city centre raising its profile locally, regionally, nationally and internationally. It will deliver a coordinated plan and an agile approval process that increases activations through Council led programs, community inspired initiatives and local business partnerships delivering high quality cultural experiences including those that reflect our Aboriginal community and events for locals and national visitors. The City Centre Activation Program will use activations to demonstrate the economic, social and cultural potential of the city centre.

OUTCOMES

- **Activations Through Creativity:** The diversity of activations will provide a creative insight into the city centre by regularly featuring the burgeoning community of artisans who call Campbelltown home. Makers markets, street theatre, busking, festivals, public rehearsals, visual artists and musicians will find a regular home within the city centre to create and reflect the changing face of the city.
- **Activations Through Partnerships:** The program will promote activations through partnerships with Council working with the Aboriginal community, community groups and city centre businesses in developing and delivering events and programs in key city centre areas. Councils quick access funding environment will make financial support for city centre activations a priority while a light touch approval process will enable planned and unplanned activations to occur day or night.
- **Activations as Exemplars:** The program will demonstrate the potential of key city centre areas by delivering events that test design concepts and proposed urban planning changes. Temporary changes in use of commercial and public spaces will enable the deployment of diverse activations providing real time intelligence on proposed future precinct directions.

- **Activations as Attractors:** The program will deliver key periodical events and activations designed to attract local, state and national visitors to the city centre as part of key regional tourism campaigns. Events will accentuate the defining characteristics of each precinct regularly demonstrated by the casual level of activations. This dichotomy of programming will showcase the adaptability of the city centre and its “ready to go” design.
- **Activations that Transform:** The program will deliver activations that use creative interventions for site rejuvenation. Street art murals, greening initiatives, temporary artist business pop ups and recycled/ repurposed furniture will deliver a cacophony of artist led site transformations that continue to provide a creative inspired public canvas for ongoing ephemeral experiences.



Stakeholders

City centre businesses, artists, community groups

Implementation

	Immediate	Short-term	Long-term
	PLANNING	DELIVERY	

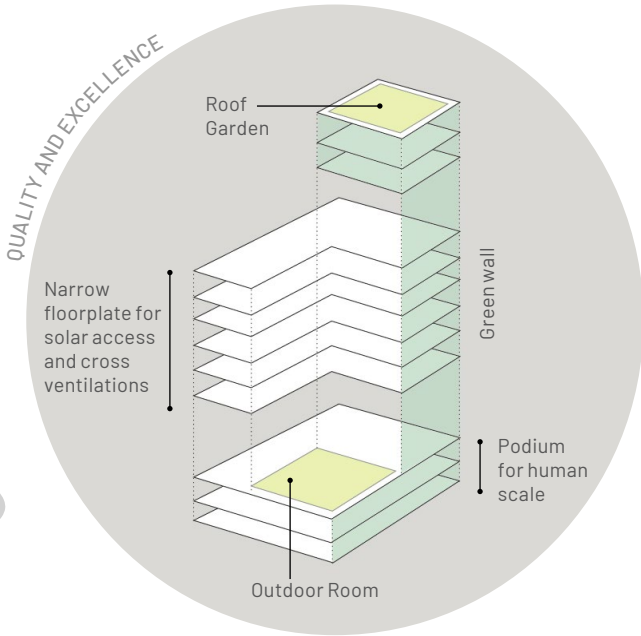
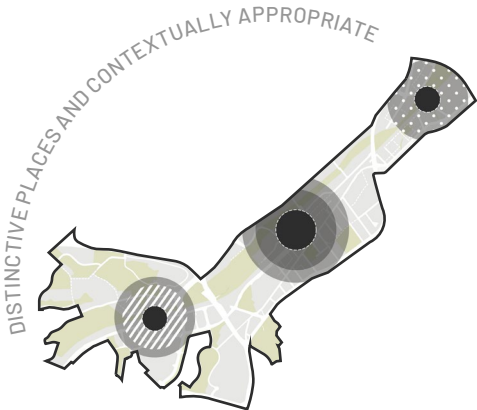


PROJECT 8.3
DESIGN FOR EXCELLENCE

Built Form Guidance for Campbelltown’s City Centre will encourage design excellence and quality outcomes aligned with strategic city-wide vision to shape an attractive and authentic city. Guidance will provide a simple and consistent process for all who invest, design and build in the city centre. New developments will be distinctive and engaging as they respond to local place values and integrate with outdoor spaces and streets. They will energise the economy and contribute to Campbelltown’s identity, prosperity and lifestyle.

OUTCOMES

- **Contextually Appropriate:** New development will deliver place-based outcomes that respond to context and are stitched into their surroundings. They will consider broader strategic intentions and the city’s natural setting to create a legible urban structure as a city in a valley.
- **Distinctive Places:** Each development will enhance the role and function of the city’s three centres of Campbelltown, Leumeah and Macarthur. Local community, cultural and historic values interwoven with an Aboriginal perspective will be embedded into major developments to create distinctive and authentic places.
- **Quality and Excellence:** Campbelltown will champion design excellence and quality through place and development outcomes. The city’s built environment will continuously improve through incremental change and the delivery of city-shaping projects on strategic sites.
- **Process:** The development process will be consistent and design focused. Council will provide clear guidance on design as early as possible in the development process.
- **Accommodate a Growing Economy:** Design in the city will cater for growth and make efficient use of land encouraging local employment, while protecting the city’s natural assets, open spaces, view corridors and heritage buildings.

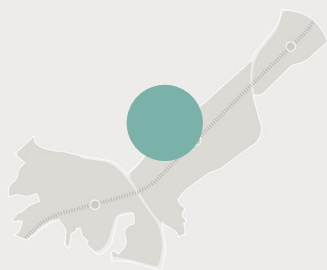


Stakeholders

Government bodies (including Greater Sydney Commission, Department of Planning, Industries and Environment, Government Architect’s Office), planning and design professionals

Implementation

Immediate	Short-term	Long-term
PLANNING	DELIVERY	



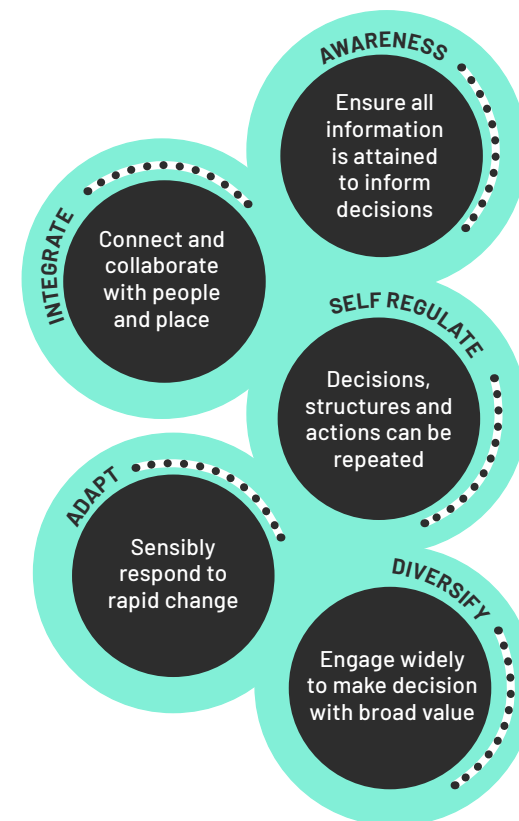
PROJECT 8.4 CULTURAL INTERPRETATION STRATEGY

The aim of the Cultural Interpretation Strategy will be to identify and share cultural themes, histories and stories important to Campbelltown. The Cultural Interpretation Strategy will identify interpretive principles pertinent to Campbelltown and its colonial, post-colonial and multicultural histories. It will be adaptable to multiple contexts across the LGA, respecting and appreciating the evolving culture and values of current communities. The strategy will complement the key outcomes shared in the City's Aboriginal Interpretation Strategy.

OUTCOMES

- **Enhanced Community Cohesion:** The process of preparing the strategy and its ongoing implementation will help build connections across and within community groups, encouraging them to come together to celebrate the cultural fabric of Campbelltown.
- **Visibility of Forgotten Stories and Places:** Many of the stories and places which make Campbelltown special are not widely known. The strategy will start a process of sharing these hidden narratives and making them live for wider audiences, as well as encouraging new generations to become stewards of the city's stories.
- **Lively and Engaging Places:** The implementation of the strategy will complement other initiatives to create engaging buildings, streetscapes and public spaces in all three neighbourhoods.
- **Deep Understanding of Culture:** Place-based interventions and stories will support individuals to understand and appreciate the cultural and historic significance of Campbelltown.
- **Our Voice, Our Place:** The implementation of the Aboriginal Interpretation Strategy will ensure that the traditional stories of the Dharawal people and the evolving narrative of the Aboriginal community that now call Campbelltown home is reflected in the city's built form and intangible character.

Steps towards lively & engaging places



Stakeholders

Greater Sydney Commission, Department of Planning, Industry and Environment, Government Architect, industry

Implementation

Immediate	Short-term	Long-term
DELIVERY		

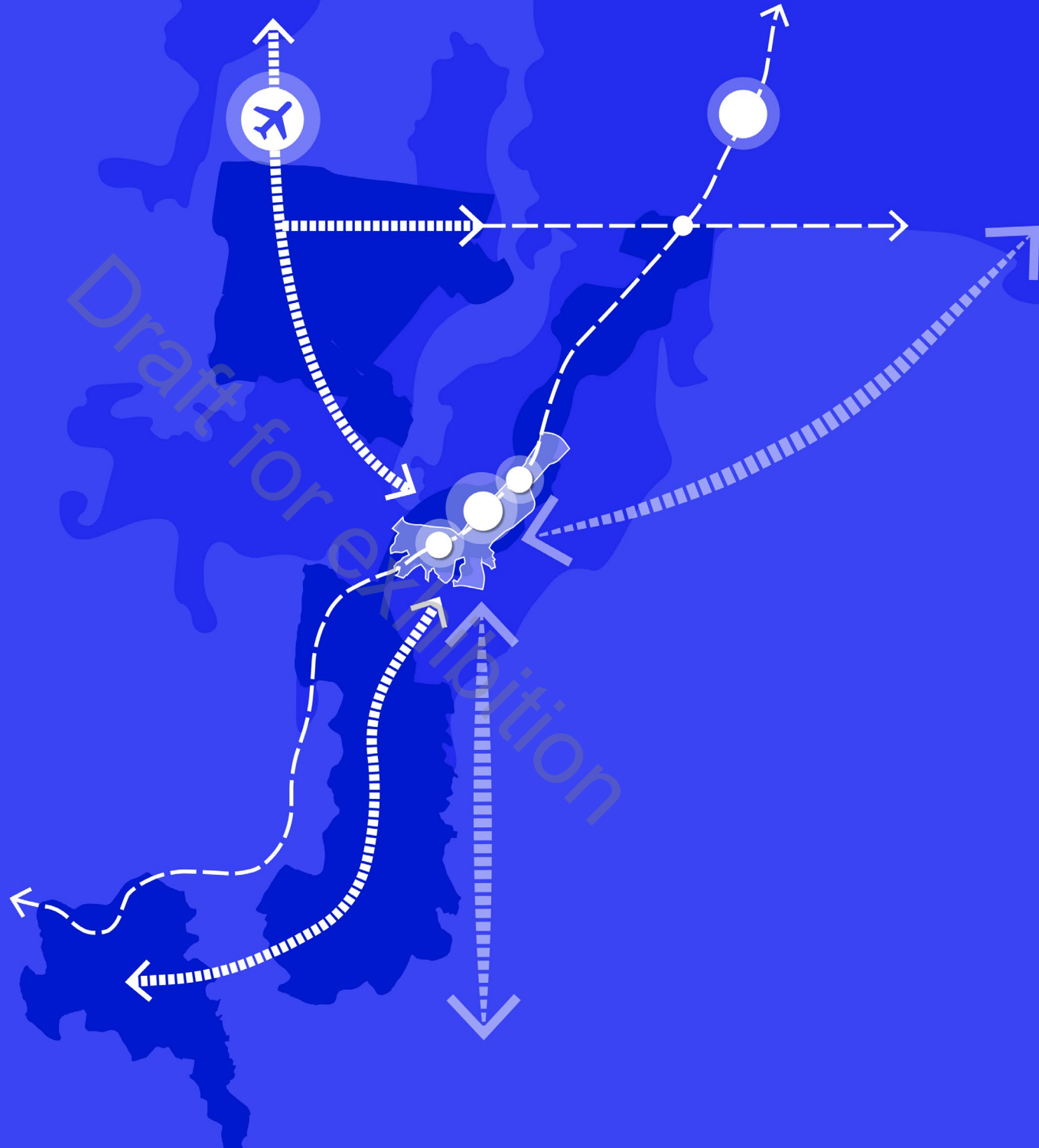
CITY MAKING MOVE 9

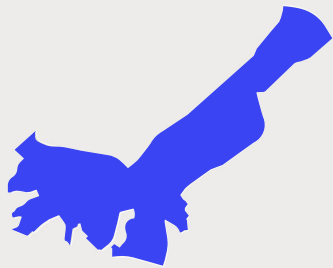
TRANSIT NEIGHBOURHOODS

Campbelltown builds upon its unique location at the junction of strategic corridors to connect the City Centre with the broader region and its communities. Investment into an integrated system delivers a modern, high-frequent and high capacity public transport network. Connections are timely, reliable and seamless. The city's movement strategy also elevate the urban experience through high quality public realm outcomes that enhance local place aesthetics.

CITY MAKING ACTIONS:

- 9.1 Three Centres Connectivity
- 9.2 Macarthur Region Transport Strategy
- 9.3 Rapid Transport Link to Western Sydney Airport
- 9.4 Faster Rail Advocacy



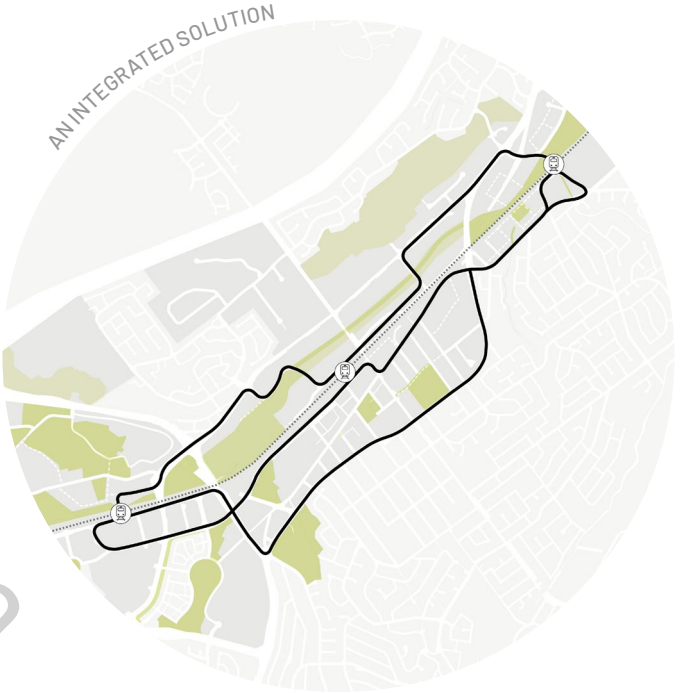


PROJECT 9.1 THREE CENTRES CONNECTIVITY

The preferred service loop mode and implementation approach will be identified to connect the three centres and destinations immediately surrounding the city centre by a high-frequency, no-designated-stops, public transport service. Provide a free, council-owned, or subsidised city centre public transport service, which provides an easy connection between places throughout the city centre, including major retail and community land uses, satellite parking stations on its periphery and transport hubs.

OUTCOMES

- **An Integrated Solution:** The City Centre Service Loop provides interchange access at suitable locations to supplement the broader bus network providing a seamless experience for travellers.
- **Node ‘To and From’ Door Service:** Within certain areas, the City Centre Service Loop will provide bus stop to/from door service reducing the need to drive into the city centre.
- **Coordinated Delivery:** The City Centre Service Loop will provide direct access from satellite parking stations to the city centre, which will be implemented concurrently with the City Centre Service Loop.

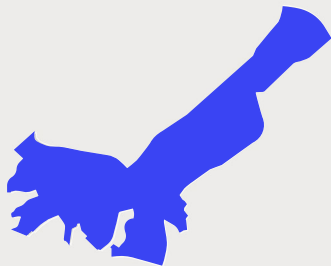


Stakeholders

Council, industry, Transport for NSW

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY

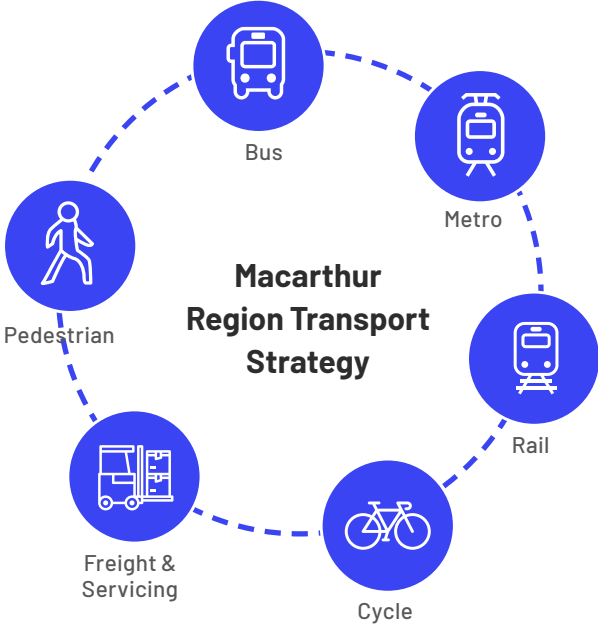


PROJECT 9.2
MACARTHUR REGION
TRANSPORT STRATEGY

The future mobility of the Macarthur Region and the ability for its residents to travel to its city centre, relies on an integrated, efficient and convenient transport system to provide travel choices. The Strategy will establish the vision for mobility in the region, aligned with the future growth plans, and set future public transport mode share targets. The strategy will facilitate the implementation of future technologies and infrastructure schemes to achieve these targets.

OUTCOMES

- **Coordinated Mobility Vision:** A long-term plan for the future of transport initiatives for the Macarthur Region in line with State-wide urban growth strategies.
- **Integrated Transport Strategy:** A strategy that enables the development and implementation of a transport system that is robust, adaptable and forward-looking with cognisance of the future land use planning for the region, giving our community travel choices.
- **Key Infrastructure Investments:** Support and implement infrastructure schemes to align with and complement transport strategies and deliverables.

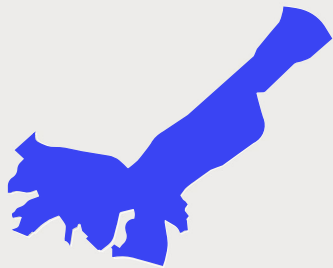


Stakeholders

Industry, Transport for NSW, surrounding councils, Department of Planning, Industry and Environment

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY



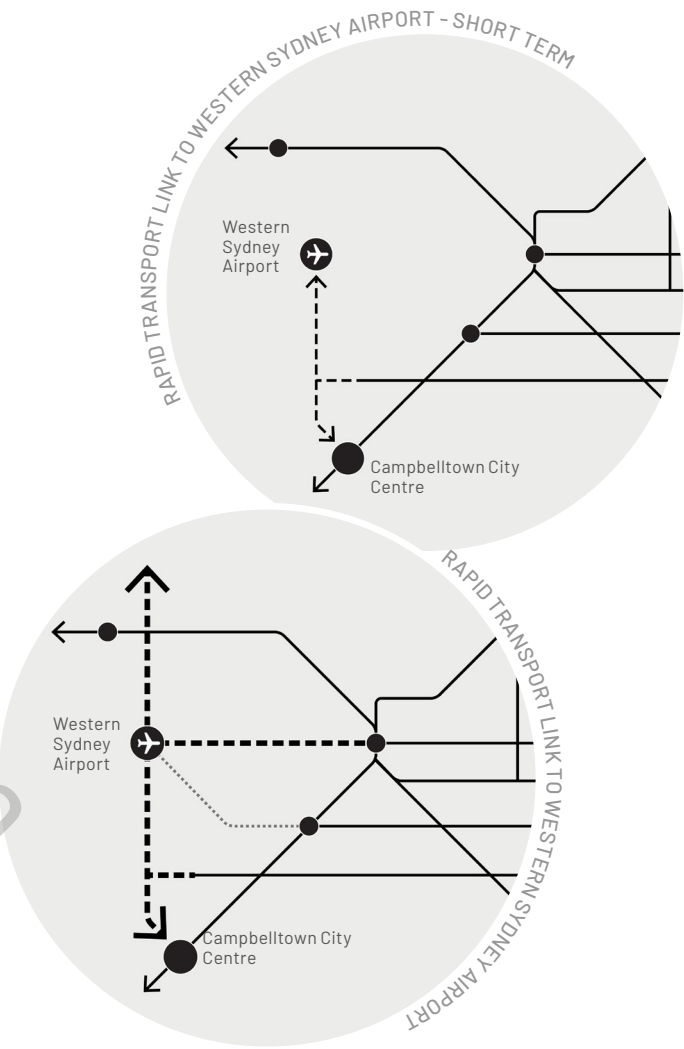
PROJECT 9.3

RAPID TRANSPORT LINK TO WESTERN SYDNEY AIRPORT

The Western Sydney City Deal commits to the provision of rapid bus transport from Campbelltown-Macarthur to the Western Sydney Airport by 2026. This link will benefit our residents, providing access to the airport and the employment and education opportunities at the aerotropolis. Rapid bus transport will also enable people from the new airport to access Campbelltown-Macarthur quickly and conveniently, further enhancing business travel and increasing the number of visitors to our city.

OUTCOMES

- **Rapid Access:** Providing rapid public transit to the new airport and aerotropolis for our residents and increasing the opportunity for visitors to our city centre.
- **Diversifying Opportunities for our residents:** Providing access to the employment, business and educational opportunities at the new airport and aerotropolis.
- **Linking the Macarthur Region:** Providing opportunities to attract increased business opportunities and the number of visitors to Campbelltown-Macarthur, by connecting people entering Sydney via the new airport to our city centre.

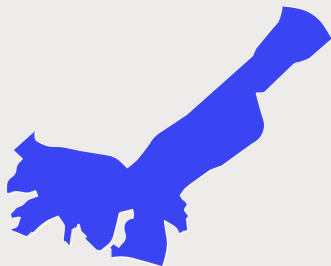


Stakeholders

Transport for NSW, Western Sydney City Deal Partners
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Implementation

Immediate	Short-term	Long-term
	DELIVERY	DELIVERY



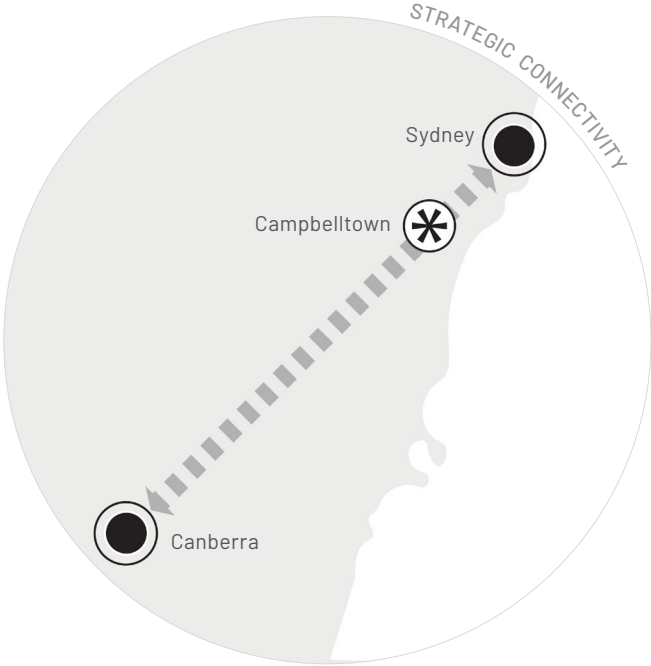
PROJECT 9.4

FASTER RAIL ADVOCACY

We will work with the Department of Premier and Cabinet and the Transport Cluster to advocate the prioritisation of the Southern Inland Corridor, connecting Canberra to Sydney, and its connection to the existing rail network at Campbelltown. This will create an opportunity for our city centre to cement itself as the gateway to Sydney, making it a place where people will arrive early for their journey or interchange.

OUTCOMES

- **Strategic Connectivity:** Connect the city centre to major destinations to the north and south via a faster rail network, and making it a significant destination (along the route) in its own right.
- **A Major Transit Gateway and Interchange:** Advocate to make Campbelltown Station a major stop and interchange point for all services on a faster train network.
- **Access to Opportunities:** Bring travellers from the north and south of Greater Sydney and the broader region into the city centre, also enabling our residents and businesses to access destinations to the north and south.
- **Building the Western City and the Region:** Leverage the social, economic, educational, recreational and visitation opportunities of the city centre and other centres and destinations along the route.



Stakeholders

Department of Premier and Cabinet, National Faster Rail Agency, community

Implementation

Immediate	Short-term	Long-term
INVESTIGATION	PLANNING	DELIVERY

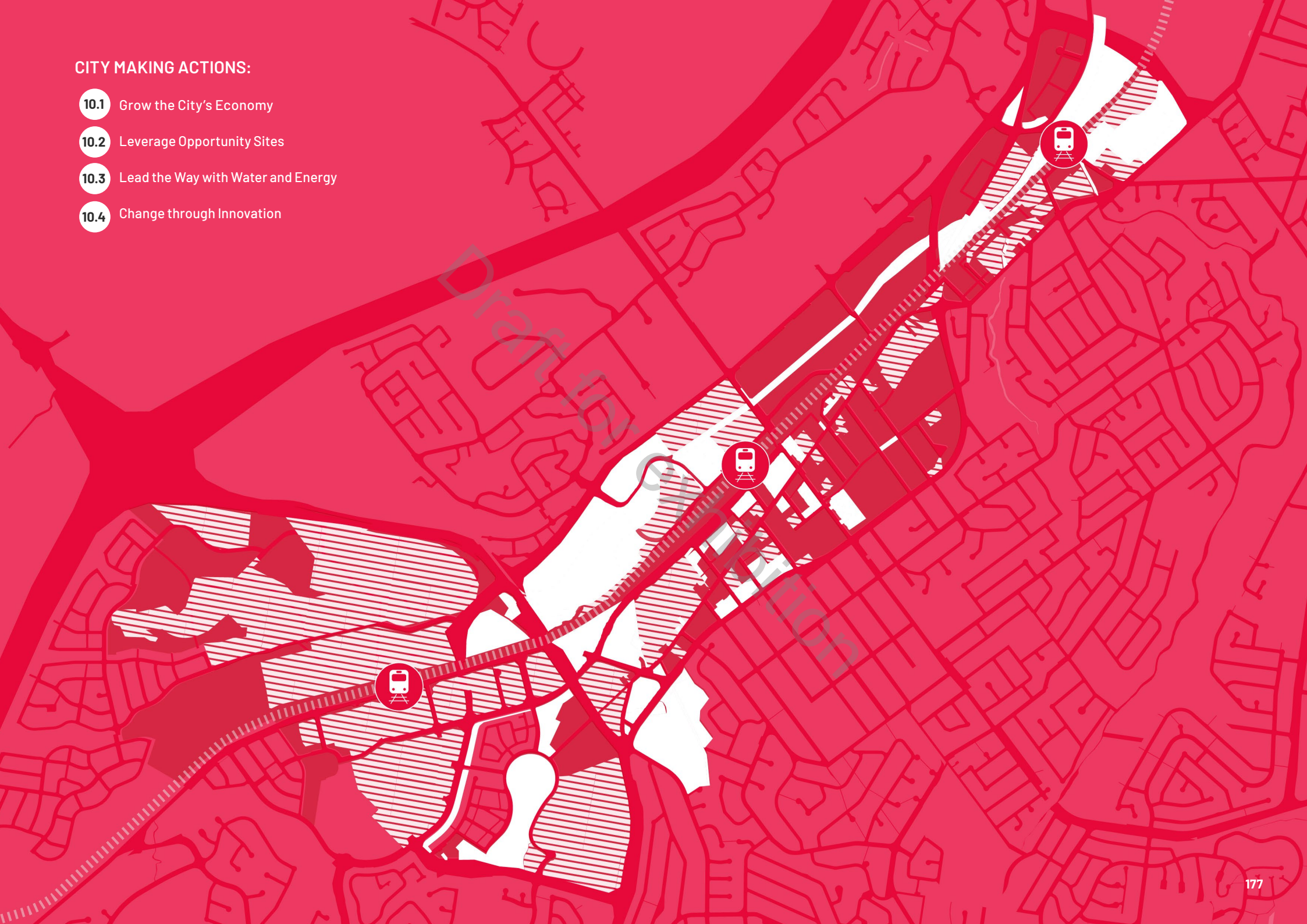
CITY MAKING MOVE 10

LEADING THE WAY

Campbelltown is leading the way to a better future through adopting new initiatives in sustainability, innovation, urban development and economic growth. By taking decisive and bold action on shaping our City Centre, Campbelltown is not only leading, but amplifying, the success of the Western Parkland City. Campbelltown is proud and dedicated to working collaboratively with others to continue the reimagination journey and bring the city's vision to life. We are building a Campbelltown that attracts everyone to live, work, play and stay.

CITY MAKING ACTIONS:

- 10.1 Grow the City's Economy
- 10.2 Leverage Opportunity Sites
- 10.3 Lead the Way with Water and Energy
- 10.4 Change through Innovation





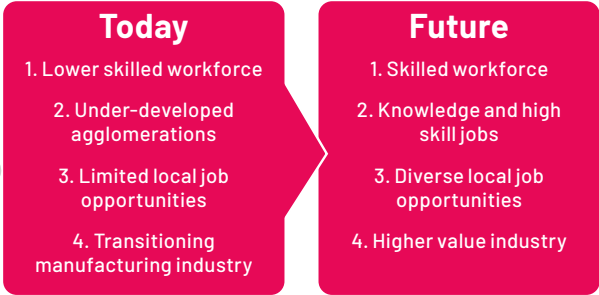
PROJECT 10.1

GROW THE CITY'S ECONOMY

Campbelltown City Council will work with the private sector, surrounding Councils and other levels of government to implement its LGA-wide Economic Development Strategy in the Campbelltown City Centre. The Economic Development Strategy comprises 15 priority sub-strategies, which are grouped under four themes: Economic Governance, Education and Upskilling, Growing Local Businesses, and Target Markets. Implementing each of these sub-strategies across the LGA also necessitates implementation within the City Centre.

OUTCOMES

- **Economic Governance:** Delivering greater economic growth and development in Campbelltown will require a more sophisticated economic governance framework. This framework will provide structure and guide interactions and engagement within CCC, as well as with the private sector, and other government agencies. Establishing this infrastructure will therefore be key to delivering the other more substantive development strategies.
- **Education and Upskilling:** In order to attract and create more knowledge and high-skilled jobs in Campbelltown, it will be critical to increase the levels of education attainment and improve the skillset of the local workforce. A highly educated and suitably skilled workforce will be very attractive to prospective tenants, operators, and industries considering locating in Campbelltown.
- **Growing Local Businesses:** Supporting the development and growth of Campbelltown's local businesses and industry, and attracting new investment, will be some of the most effective means of driving increased economic growth in Campbelltown. By undertaking ongoing engagement with local businesses and broader industry, CCC can ensure Campbelltown is an attractive location for business, industry and investment.
- **Target Markets:** Rather than copying what others are doing or fostering the growth of all industries equally, Campbelltown City will focus its efforts on opportunity sectors and markets where it has existing strengths and/or competitive advantages (e.g. health and education, manufacturing, plant and animal sciences). This will ensure investment and resources are focused on growing and developing sectors with a higher likelihood of delivering strong growth outcomes.
- **Strategic Landholdings:** One of the key ways Campbelltown City will drive the growth in the target sectors is by leveraging its landholdings, in addition to its legislative powers, to provide a range of incentives (e.g. 99 year leases, rent-free periods).



Stakeholders

Industry, universities, TAFE NSW, NSW Department of Education, Department of Planning, Industry and Environment, Cth Department of Industry, Western City and Aerotropolis Authority, Western Sydney City Deal Partners

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	



PROJECT 10.2 LEVERAGE OPPORTUNITY SITES

We will work collaboratively with landowners, developers, government agencies and organisations to unlock the development potential of strategic holdings across the three centres. We will leverage these key opportunity sites to drive the city’s economy through efficient use of the land and deliver public benefit within Campbelltown City Centre. These developments will showcase our distinctive ‘campus-style’ architecture, setting the scene for the rest of the city to follow.

OUTCOMES

- **Cross-delivery of Pillars and Commitments:** Strategic Sites will be developed to cross deliver on a range of pillars and commitments, ensuring the principles of Reimagining Campbelltown are embedded into every site.
- **Collaborative Working Arrangements:** Landowners, land councils and developers will be encouraged to work collaboratively with Council and appropriate Government Agencies to ensure that there are no barriers to achieving the best outcomes for the site.
- **Consistent Experience:** Clear processes and guidelines will ensure that developing Strategic Sites is easy, and a consistent experience with Council is achieved.
- **Design Excellence:** Strategic Sites will deliver aspirational architecture that sensitively responds to its context and are instinctively stitched into their surroundings.
- **Infused in Green:** Our Strategic Sites buildings, public spaces and infrastructure will be infused with urban greenery to deliver first-class environmental results.
- **Public Benefit:** Council assets will be developed to provide high-quality amenities and facilities for community benefit, including social and affordable housing, educational facilities, information centres, multipurpose spaces, etc.



Stakeholders

Landowners, developers

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY



PROJECT 10.3 LEAD THE WAY WITH WATER AND ENERGY

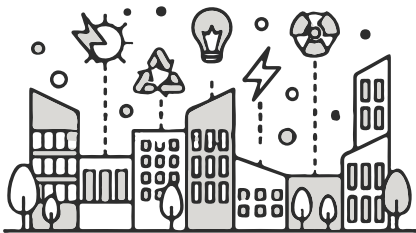
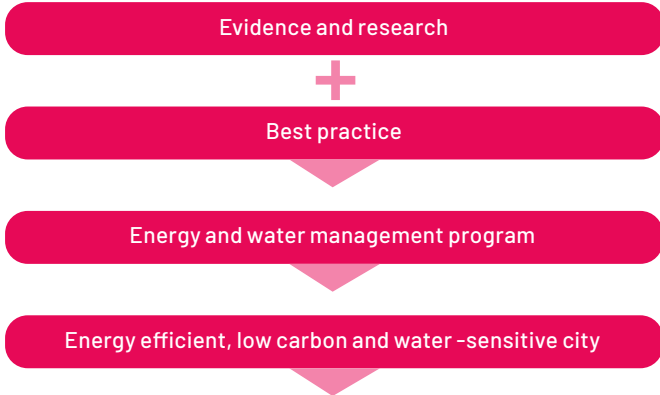
An energy and water management program, supported by an extensive evidence base, will outline the most effective paths to achieve an energy-efficient, low carbon and water-sensitive city. Through investment in innovative and renewable technologies, our City will be sustainable and resilient.

OUTCOMES

- **Council Leads the Way:** Council will lead-the-way and provide its community with access to energy and water efficiency opportunities and technologies that are sustainable and resilient.
- **Installation of submetering and smart monitoring system:** Access to, and analysis of, real-time energy and water consumption will enable targeted efficiency campaigns and measures to reduce energy and water demand and increase our resilience.
- **Improved Energy and Water Efficiency:** Our community will continue to proactively minimise their water and energy use and improve efficiencies through the identification and adoption of a range of best-practice initiatives.
- **Utilise Innovative and Sustainable Sources and Technologies:** Alternative sources and technologies will ensure that energy and water needs are met in a sustainable and resilient manner. Technologies will include, at a minimum, renewable and off-grid energy and recycled water.
- **Increased Community Awareness of Water and Energy Efficiency:** Our community will be powered by data-driven decisions informing educational and awareness campaigns to reduce their water and energy consumption.

- **Planning and Development Considers Energy and Water:** Best-practice and innovative energy and water measures will be enshrined in requirements and regulations in planning and developing our City.

“Be informed and lead the way”



Stakeholders

Department of Planning, Industry and Environment, universities, landowners

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	DELIVERY



PROJECT 10.4 IMPROVEMENTS THROUGH INNOVATION

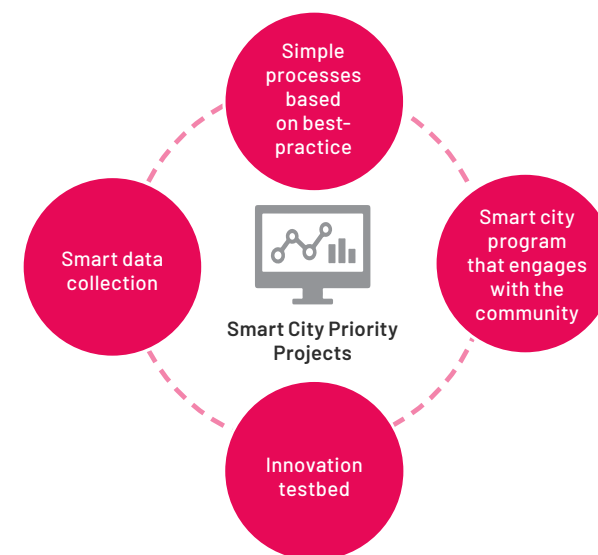
Council will develop an approach focused on our regional city being modern and innovative through the adoption of technology, embracing a data-driven culture and intelligent design.

OUTCOMES

- **Smart City Strategy:** the development of a citizen-centric Smart City Strategy and roadmap that leverages international best practice and reflects local and regional priorities and needs.
- **Digitally Engaging Our Community:** Council will continue to deliver inclusive and accessible digital channels for citizens to actively engage with us and adopt a "Leave Nobody Behind" approach to digital literacy.
- **Data as an Asset:** Council will implement a data governance framework and tools that allow data to be successfully shared in a controlled, secure and timely way that preserves privacy and security.
- **Digital Western City:** Contribute and participate in the delivery of initiatives defined in the Western Sydney City Deal digital commitments, including Western City Digital Action Plan, Smart Western City Program, 5G Strategy and Openly Available Data Sets.
- **Digital Twin:** Council will leverage the NSW Digital Twin proof of concept to facilitate better city planning design and modelling.
- **Sensor Network:** The installation of a sensor network connecting to the Internet of Things (IoT), collecting useful information to enhance place-based planning

and communication with citizens. Campbelltown will focus on variability in thermal comfort in pedestrian spaces in our LGA, particularly during extreme heat events, how people move in these spaces and if the choices of materials or greenery affect pedestrian movement, so that we can make the best decisions to improve these spaces for the public.

- **Driving Innovation:** The development of a program of innovation challenges inviting the community, local businesses, schools and the university sector to develop new products and services that solve city issues.



Stakeholders

Council, Community, Department of Planning, Industry and Environment, Western Sydney City Deal Partners

Implementation

Immediate	Short-term	Long-term
DELIVERY	DELIVERY	

IMPLEMENTATION

Draft for exhibition



3

PART 3

The Implementation Plan identifies priorities for the first five years with a focus on doing a few projects well, commencing programs to deliver outcomes and undertaking foundational investigations to unlock potential.

THREE MECHANISMS

Reimagining Campbelltown City Centre Master Plan is a flexible, living document. While the precise timing, responsibility and funding for each individual investment needed to realise the vision can be difficult to predict, this implementation plan sets out the broad direction and priorities to guide future development and investment through three key mechanisms.

1. Governance Framework

2. Five Year Priority Plan

3. Monitoring and Refresh

MECHANISM 1:

GOVERNANCE FRAMEWORK

The successful implementation of large-scale precincts, such as the Campbelltown City Centre, requires more than just Council to realise the vision. It requires the public and private sectors to work together. To manage these relationships, clear governance arrangements are essential to provide strong leadership, enable collaboration with stakeholders and establish a robust approach to decision-making.

The governance structure described in the diagram opposite identifies how Council will work collaboratively with the community, local businesses, industry, stakeholders and all levels of government to fulfill our city centre's potential. We will utilise existing frameworks and initiatives to do this including the Master Plan, Place Strategy and Western Sydney City Deal. This governance structure can adapt and evolve over time in response to new challenges and directions.

Campbelltown City Council's team is based on principles that foster both leadership and collaboration, ensuring planning guidance, development facilitation, infrastructure planning, project delivery and place outcomes are coordinated.



A CALL TO ACTION

MECHANISM 2:

FIVE YEAR PRIORITY PLAN

Establishing clear short-term priorities for implementation of the master plan is fundamental to its success. It provides transparency and clarity to the private sector on Council priorities and assists in catalysing and coordinating investment in areas of focus.

IMPLEMENTATION

This five year priority plan identifies four key areas of focus being:

- 1 Five Council led priority projects.
- 2 Three transformative project partnerships between Council and key stakeholders as part of the Place Strategy.
- 3 Foundational studies to build alignment with Government agencies.
- 4 Ongoing Council programs to enable outcomes.



IDENTIFICATION OF PRIORITY PROJECTS

Each action in the Delivery Framework has been aligned to the commitments in the Place Framework to maximise the social, cultural, economic and environmental benefits of each and every investment. This alignment is summarised in this diagram.

Priority actions for the first five years were identified through a multi-criteria approach including:

- contribution across the commitments in the place strategy;
- scale of the project and its potential to catalyse transformation;
- deliverability;
- dependencies with other project, studies or actions;
- alignment with existing momentum; and
- community, industry and agency priorities as identified through engagement.

FIVE COUNCIL
LED PRIORITY
PROJECTS

The following three transformative projects will significantly alter the operation, activation and image of the City Centre. Their success relies upon robust and collaborative partnerships with others, including all levels of government, universities and private industry.



ACTION 1.1
REVITALISE QUEEN STREET

Campbelltown’s Queen Street is a vibrant people place at the heart of the City Centre. New sustainable buildings sit alongside our heritage buildings which come to life with some of the city’s best hidden gems. Lined with fine grain shopfronts, the eclectic mix of cafes, bars and restaurants showcase food from around the world and attract a variety of people who occupy our streets and spaces enjoying events any day of the week.

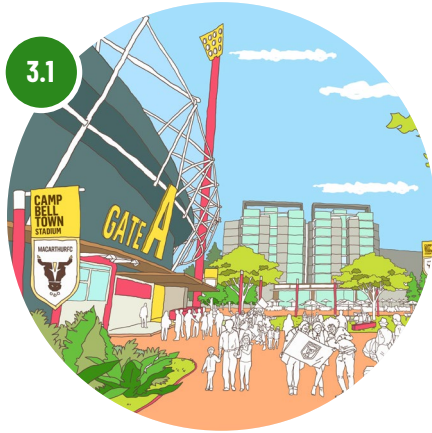
STAKEHOLDERS
Transport for NSW, community, landowners, local business, Chamber of Commerce
STEPS TO DELIVERY
1. Prepare a Queen Street Precinct Plan
2. Create Activation Programs
3. Stage 1 City Centre Upgrades
4. Stages 2+ City Centre Upgrade



ACTION 1.2
CREATE A NEW CITY LIBRARY

The city library is a place where people come to meet, connect, create, learn, engage, work and relax. A new type of community space, it integrates multiple uses in one well connected CBD location. The landmark facility focuses on education and learning and is the celebrated heart of the community.

STAKEHOLDERS
Community members, local industry
STEPS TO DELIVERY
1. Conduct a feasibility study and determine a suitable site for the new building
2. Develop a design for the delivery
3. Develop a funding strategy
4. Council approval for the new building
5. Construct and deliver the new City Library



ACTION 3.1
AMPLIFY THE SPORT & ENTERTAINMENT PRECINCT

Leumeah Live is a high volume, high energy, integrated sports and entertainment destination catering for all levels and abilities. On major event days Leumeah Live comes to life with a buzz of activity as crowds of people from Greater Sydney and beyond fill the precinct.

STAKEHOLDERS
NSW Office of Sport, sporting groups, adjoining landowners, industry
STEPS TO DELIVERY
1. Upgrade Campbelltown Stadium
2. Prepare Regional Sports Strategy
3. Prepare Leumeah Live Facilities Brief (for Leumeah Precinct Plan)
4. Develop and deliver Leumeah Live Master Plan



ACTION 4.1 TRANSFORM BOW BOWING CREEK

Bow Bowing Creek is unlocked as the central green spine at the heart of the city centre. a unique and defining element. Enhancements to the waterway and surrounding open space creates a vibrant multi-use landscape offering active connections, enhanced liveability and environmental benefits for new development. The length of the creek transitions from densely vegetated naturalised settings to more engineered landscape interventions creating a continuous green corridor.

STAKEHOLDERS

Sydney Water, CRC for Water Sensitive Cities, Department of Planning, adjoining landowners

STEPS TO DELIVERY

1. Prepare plan with community and stakeholder engagement
2. Update City Centre Planning Controls & Guidance
3. Implementation Plan & Delivery



ACTION 7.1 DELIVER THE CAMPBELLTOWN BILLABONG PARKLANDS

Campbelltown Billabong Parklands brings the essence of the Dharawal National Park into the heart of the city. A variety of aquatic experiences emulate this natural environment, draws inspiration from our rich local Aboriginal history and provide a focal point for the community, region and beyond.

STAKEHOLDERS

Western Sydney City Deal Partners, cultural groups, community, industry

STEPS TO DELIVERY

1. Prepare Campbelltown Billabong Parklands Preliminary Concept
2. Detailed design & constructions documentation
3. Construct and deliver the Billabong

ONGOING COUNCIL PROGRAMS TO ENABLE OUTCOMES

The following Council-led programs are key initiatives that diverge from "business as usual" to shape new opportunities and outcomes for the City Centre. These programs can be immediately delivered or planned for short term delivery.

DELIVERY

Immediate to Short Term Delivery

5.1	Plan for Tomorrow
5.2	Make the City Cooler
8.3	Design for Excellence
10.1	Grow the City's Economy

PLANNING FOR DELIVERY

Immediate Planning, followed by Short Term Delivery

8.2	A Home to Iconic Events and Celebrations
10.2	Leverage Opportunity Sites

THREE TRANSFORMATIVE PROJECT PARTNERSHIPS

The following three transformative projects will significantly alter the operation, activation and image of the City Centre. Their success relies upon robust and collaborative partnerships with others, including all levels of government, universities and private industry.



ACTION 1.4 CREATE THE SOUTH WEST SYDNEY COMMUNITY & JUSTICE PRECINCT

The Community and Justice Precinct in Campbelltown builds upon existing Local, District and Childrens' Court facilities to deliver a multi-jurisdictional social justice precinct. It holistically serves families and individuals seeking dispute resolution, and civic and justice services, in Campbelltown CBD. The expansion provides an opportunity for a university to locate adjacent to the precinct, offering leading legal education and enabling students to engage directly with court facilities.

STAKEHOLDERS
NSW Department of Justice, Attorney-General's Department, Universities, Police
STEPS TO DELIVERY
1. Secure NSW Court expansion
2. Identify and confirm precinct partners
3. Develop Precinct Plan
4. Deliver Stage 1 of the precinct



ACTION 1.3 CREATE CBD VERTICAL EDUCATION CAMPUSES

Campbelltown offers education facilities in a denser form throughout the City Centre. These new facilities and campuses are located in areas where they can directly connect with and leverage surrounding uses and industry clusters. The new education campuses may include a second WSU campus (focused on law and business) in the heart of the CBD. New education campuses act as important catalysts for revitalising the City Centre and support the development of commercial and retail activity.

STAKEHOLDERS
Council, Universities, NSW Department of Education, TAFE NSW, industry
STEPS TO DELIVERY
1. Identify and confirm potential education providers
2. Identify suitable sites
3. Co-develop plans for the campuses and facilities
4. Construct and Deliver the campuses and facilities



ACTION 2.1 DELIVER THE MACARTHUR HEALTH, KNOWLEDGE AND INNOVATION DISTRICT

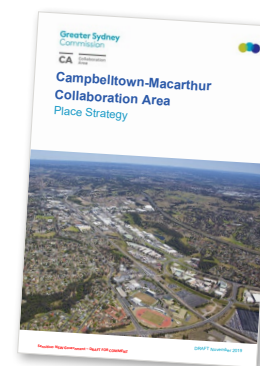
Macarthur currently contains Campbelltown's highest concentration of knowledge-intensive institutions, including Western Sydney University, TAFE, the Sports and Health Centre of Excellence and a public and private hospital. The Precinct leverages this emerging cluster of health and education uses by encouraging cross-connections of knowledge, services and infrastructure. It attracts talent and facilitates world-class research.

STAKEHOLDERS
NSW Health, WSU, USyd, TAFE, Ingham Institute of Applied Medical Research, NSW Department of Primary Industries, NSW Department of Education, private industry
STEPS TO DELIVERY
1. Prepare a District master plan
2. Amend City Centre Planning Controls & Guidance
3. Deliver pilot projects in partnership with others

FOUNDATIONAL STUDIES TO BUILD ALIGNMENT WITH GOVERNMENT AGENCIES

The following foundational studies are dependent on mutual alignment with other government agencies such as the Greater Sydney Commission, and will thus be developed and delivered in close collaboration with others.

Note: For further detail on the actions below refer to the Campbelltown-Macarthur Place Strategy



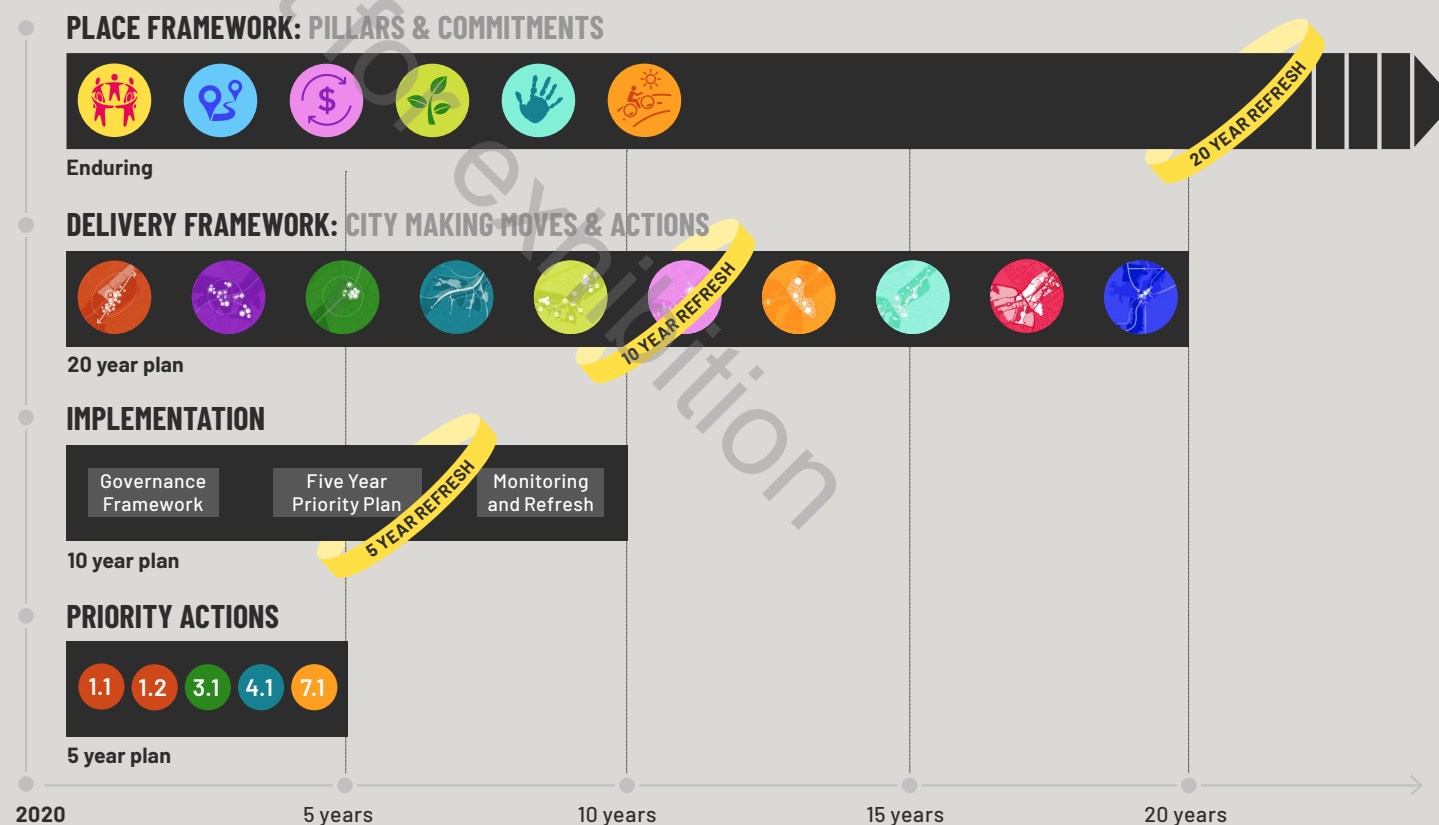
Reimagining Campbelltown City Centre	#	#	Campbelltown-Macarthur Place Strategy
Be Guided by Green	4.2	27	Develop a City Centre Blue-Green Grid Strategy and staged implementation plan
		28	Deliver priority Blue-Green Grid connections
		30	Develop a priority program of interventions that reduce urban heat
Improve Active Transport Connections	6.3	9	Develop a City Centre Healthy Streets Strategy and staged implementation plan
		3	Develop a pilot program to measure and improve walking, cycling and public transport in the City Centre
Connect the Three Centres	9.1	1	Develop a Place-Based Integrated Transport Strategy, that applies the Movement and Place Framework in the City Centre
		5	Develop a City Centre Parking Strategy that reduces reliance on commuter car parking
		8	Develop a City Centre Last-mile Strategy for deliveries and freight
Connect the Macarthur Region with the City Centre	9.2	6	Investigate opportunities to improve public transport services
Connect WSA with the City Centre	9.3	4	Undertake detailed planning to support rapid bus connections
Lead the Way with Water and Energy	10.3	31	Develop an Integrated Water Solutions Plan for the City Centre
		32	Develop a Carbon Neutral City Centre Strategy

MONITORING & REFRESH

MONITORING

Reimagining Campbelltown is a smart cities master plan, informed by an evidence-based approach and a data driven dashboard. As a living document, the master plan requires a transparent approach that monitors progress, reports on outcomes and refreshes itself to identify future priorities and respond to emerging trends.

Going forward, the success of the master plan will be monitored utilising real-time data inputs to the dashboard. This will allow us to monitor growth and change in the city and understand how initiatives in the master plan are progressing. It is envisaged that monitoring will be up-and-running to provide reporting on the five-year priority plan to inform city's performance and progress against the growth pillars and commitments.



REFRESH



The different parts of the master plan are aligned to different time frames for updates as indicated below.

Delivery Framework

The Delivery Framework provides a long term view of the key actions to deliver the master plan in the first 20 years. An overview of the three categories of actions, indicative time frames for implementation and their alignment and dependencies with the Place Strategy and other Master Plan actions are outlined on the following pages as follows:

- **Transformative Projects** Physical interventions that will shape a different future for our city centre city.
- **Catalytic Programs** On-going initiatives which will foster collaboration, unlock innovation and remove red tape.
- **Further Investigations** Essential technical studies required to support more effective decision making and unlock future potential in the City Centre.

The actions within the Delivery Framework are assigned indicative implementation timing, as per follows:

- **Immediate:** 0-5 years
- **Short-term:** 5-10 years
- **Medium-term:** 10-20 years

IMPLEMENTATION

Immediate	Short-term	Medium-term
INVESTIGATION	PLANNING	DELIVERY

The three stages of implementation are defined as:

- **Investigation:** Preliminary study, benchmarking, consultation, research, feasibility, or business case.
- **Planning:** Concept design, master planning, program development, or pilot project.
- **Delivery:** Construction phase, strategy implementation or phased delivery of a program.

ACTION CATEGORY 1: TRANSFORMATIVE PROJECTS

Transformative projects are physical interventions that will deliver step change in the city centre are ongoing initiatives for Council. These projects have been identified as being in two stages of development being:

- **Investigation:** Detailed investigations are required to confirm the scope and outcomes of the project and inform a plan of delivery.
- **Planning for Delivery:** Investigations are progressed and detailed planning is underway. These projects have been identified as priorities in the first five years through Council leadership or partnerships with key stakeholders.

City making move	#	Transformative projects	Immediate	Short-term	Medium-term	Place Strategy alignment
PLANNING FOR DELIVERY						
Growing Our Engine Room	1.1	Revitalise Queen Street	PLANNING	DELIVERY		
	1.2	Create a new City Library	PLANNING	DELIVERY		
	1.3	Create CBD Vertical Education Campuses	PLANNING	DELIVERY	DELIVERY	
	1.4	Create the South West Sydney Community and Justice Precinct	PLANNING	DELIVERY		24
Better Futures Ecosystem	2.2	Deliver Business and Knowledge Incubators	PLANNING	DELIVERY	DELIVERY	25
	2.3	Increase the Private Health Offer	PLANNING	PLANNING & DELIVERY	DELIVERY	19
Leumeah Live	3.1	Amplify the Sport and Entertainment Precinct	PLANNING	DELIVERY	DELIVERY	
A Cultural Heart	7.1	Deliver the Campbelltown Billabong Parklands	PLANNING	DELIVERY		
	7.4	Expand Campbelltown Arts Centre	PLANNING	PLANNING & DELIVERY	DELIVERY	
Transit Neighbourhoods	9.3	Connect WSA with the City Centre	PLANNING	DELIVERY	DELIVERY	4
INVESTIGATION						
A Green-Blue Web	4.1	Transform Bow Bowling Creek	INVESTIGATE	PLANNING & DELIVERY	DELIVERY	28
City Centre Stitch	6.1	Enhance City Centre Station Interchanges	INVESTIGATE	PLANNING	DELIVERY	
A Cultural Heart	7.3	Develop a unique and iconic Aboriginal Cultural Centre	INVESTIGATE	PLANNING	DELIVERY	13
Transit Neighbourhoods	9.4	Plan for Faster Rail	INVESTIGATE	PLANNING	DELIVERY	

ACTION CATEGORY 2: CATALYST PROGRAMS

Catalyst programs are ongoing initiatives for Council. These programs have been identified as being in two stages of development being:

- **Delivery:** Planning has already been undertaken and the program for implementation is confirmed – Council is ready to go. Monitoring and review in the medium-term will measure success and refine the initiative and program with improvements.
- **Planning for Delivery:** Initial planning is required to articulate the program prior to implementation.

City making move	#	Catalyst program	Immediate	Short-term	Medium-term	Place Strategy alignment
DELIVERY						
Cool, Clean, Clever	5.1	Plan for Tomorrow	DELIVERY	DELIVERY	MONITOR / REFRESH	
	5.2	Make the City Cooler	DELIVERY	DELIVERY	MONITOR / REFRESH	29
	5.3	Re-purpose Waste	DELIVERY	DELIVERY	MONITOR / REFRESH	33
A People Place	8.3	Design for Excellence	DELIVERY	DELIVERY	MONITOR / REFRESH	
Leading the Way	10.1	Grow the City's Economy	DELIVERY	DELIVERY	MONITOR / REFRESH	22, 23, 26
	10.4	Improvements through Innovation	DELIVERY	DELIVERY	MONITOR / REFRESH	7
PLANNING FOR DELIVERY						
A Cultural Heart	7.5	Create a Screen Culture	PLANNING	DELIVERY	MONITOR / REFRESH	
A People Place	8.2	A Home to Iconic Events and Celebrations	PLANNING	DELIVERY	MONITOR / REFRESH	10, 12, 15
Transit Neighbourhoods	9.1	Connect the Three Centres	PLANNING	DELIVERY	MONITOR / REFRESH	1, 3, 5, 8
	9.2	Connect the Macarthur region with the City Centre	PLANNING	DELIVERY	MONITOR / REFRESH	6
Leading the Way	10.2	Leverage Opportunity Sites	PLANNING	DELIVERY	MONITOR / REFRESH	

ACTION CATEGORY 3:

FURTHER INVESTIGATIONS

A key outcome of this master plan is the identification of further detailed studies and investigations which are required to provide inform more detailed outcomes. There are three types of further investigations identified:

- **Precinct Plans:** Detailed master planning to identify specific outcomes for a precinct in terms of built form, public realm, transport etc.
- **Investigations to identify priority projects:** Detailed investigations to identify more detailed requirements and identify future transformative project priorities. Undertaking these studies in the short-term will ensure Council has a clear priority plan for the future including funding and investment.
- **Strategies to confirm Council Guidance:** Detailed investigations to inform new Council requirements for specific outcomes.
















City making move	#	Further investigations	Immediate	Short-term	Medium-term	Place Strategy Alignment
PRECINCT PLANS						
Growing Our Engine Room	1.5	Tech and City Servicing Innovation Precinct		INVESTIGATE / PLANNING	PLANNING / DELIVERY	
Better Futures Ecosystem	2.1	Deliver the Macarthur Health, Knowledge & Innovation District	PLANNING	DELIVERY	DELIVERY	20, 21
Leumeah Live	3.2	Develop the Leumeah Centre Precinct		INVESTIGATE / PLANNING	DELIVERY	11
A Cultural Heart	7.2	Reflect our Cultural Heritage through Places and Programs		INVESTIGATE / PLANNING	PLANNING / DELIVERY	14, 16
STRATEGIES TO IDENTIFY FUTURE TRANSFORMATIVE PROJECT PRIORITIES						
A Green-Blue Web	4.2	Be Guided by Green	PLANNING	DELIVERY	DELIVERY	27, 30
City Centre Stitch	6.2	Improve City Centre Connections	INVESTIGATE	PLANNING & DELIVERY	DELIVERY	2
	6.3	Improve Active Transport Connections	INVESTIGATE	PLANNING & DELIVERY	DELIVERY	9
STRATEGIES TO CONFIRM COUNCIL REQUIREMENTS / GUIDANCE						
A People Place	8.1	City Centre Housing Strategy	DELIVERY			17, 18
	8.4	Cultural Interpretation Strategy	DELIVERY			
Leading the Way	10.3	Lead the Way with Water and Energy	INVESTIGATE	DELIVERY		31, 32
























APPENDIX

ACTIONS ALIGNMENT:

The actions contained within the Reimagining Campbelltown City Centre Master Plan and the Campbelltown-Macarthur Place Strategy have been prepared in alignment with one another. The table opposite highlights the alignment of the corresponding actions as shaded in grey.

KEY	
Reimagining Campbelltown City Centre Master Plan City Making Moves	
	The Engine Room
	Better Futures Ecosystem
	Leumeah Live
	A Green-Blue Web
	Cool, Clean, Clever
	City Centre Stitch
	A Cultural Heart
	A People Place
	Transit Neighbourhoods
	Leading the Way
Campbelltown-Macarthur Place Strategy Themes	
	1 Connectivity
	12 Liveability
	26 Productivity
	30 Sustainability
	26 Governance

REIMAGINING CAMPBELLTOWN CITY CENTRE MASTER PLAN	#	#	CAMPBELLTOWN-MACARTHUR PLACE STRATEGY
Revitalise Queen Street	 1.1		
Create a new City Library	 1.2		
Create CBD Vertical Education Campuses	 1.3		
Create the South West Sydney Community & Justice Precinct	 1.4	24	Explore opportunities for an expanded Community & Justice Precinct.
Tech and City Servicing Innovation Precinct	 1.5		
Deliver the Macarthur Health, Knowledge & Innovation District	 2.1	20	Develop a master plan for the Health, Knowledge and Innovation Precinct with all key partners.
		21	Develop a Macarthur Medical Research Centre.
Deliver Business & Knowledge Incubators	 2.2	25	Identify synergies and develop future courses, work experience, placement and traineeship opportunities, and reskilling programs across target sectors and anchor institutions.
Increase the Private Health Offer	 2.3	19	Undertake and implement a Private Health Study and Development Plan to expand the private health services offering in the City Centre.
Amplify the Sport & Entertainment Precinct	 3.1		
Develop the Leumeah Centre Precinct	 3.2	11	Develop a staged plan to realise Leumeah Live as a vibrant precinct for entertainment, sport and active recreation participation, spectators, visitors and locals
Transform Bow Bowling Creek	 4.1	28	Deliver Priority Blue-Green Grid Connections.
Be Guided by Green	 4.2	27	Develop a City Centre Blue-Green Grid Strategy and Staged Implementation Plan.
		30	Develop a priority program to increase interventions that reduce heat.
Plan for Tomorrow	 5.1		
Make the City Cooler	 5.2	29	Develop an integrated Urban Heat, Air Quality and Population Health Strategy and Management Plan.
Re-purpose Waste	 5.3	33	Explore opportunities for precinct and site-based circular economy projects.
Enhance the City Centre Station Interchange	 6.1		
Improve City Centre Connections	 6.2	2	Explore opportunities to improve connections across the rail line and major roads.
Improve Active Transport Connections	 6.3	9	Develop a City Centre Healthy Streets Strategy and staged implementation plan.
Deliver the Campbelltown Billabong Parklands	 7.1		
Reflect our Cultural Heritage through Places and Programs	 7.2	14	Stage the expansion and enhancement of Campbelltown Cultural Precinct, including Campbelltown Arts Centre.
		16	Promote creative industries by investing in creative practice, business upskilling and infrastructure.
Develop a unique and iconic Aboriginal Cultural Centre	 7.3	13	Explore opportunities to build a unique and iconic Aboriginal Cultural Centre, as determined by the local community.


REIMAGINING CAMPBELLTOWN CITY CENTRE MASTER PLAN	#	#	CAMPBELLTOWN-MACARTHUR PLACE STRATEGY
Expand Campbelltown Arts Centre	7.4		
Create a Screen Culture	7.5		
City Centre Housing Strategy	8.1	17 18	Review planning controls and liaise with key housing providers to enable a diverse range of accommodation options for identified target groups. Develop a strategy to enable a range of aged care options across the City Centre.
A Home to Iconic Events & Celebrations	8.2	10 12 15	Progress urban amenity, public spaces and activation priorities identified in Reimagining Campbelltown. Work with local Aboriginal and Torres Strait Islander communities to celebrate local Aboriginal culture and promote social inclusion. Explore opportunities for students to contribute to local cultural events and programs and creative industries.
Design for Excellence	8.3		
Cultural Interpretation Strategy	8.4		
Connect the Three Centres	9.1	1 3 5 8	Develop a place-based Integrated Transport Strategy, that applies the Movement and Place Framework in the City Centre. Develop a pilot program to measure and improve walking, cycling and public transport in the City Centre. Develop a City Centre Parking Strategy that reduces reliance on commuter car parking. Develop a City Centre Last-mile Strategy for deliveries and freight.
Connect the Macarthur Region with the City Centre	9.2	6	Investigate opportunities to improve public transport services.
Connect WSA with the City Centre	9.3	4	Undertake detailed planning to support rapid bus connections.
Plan for Faster Rail	9.4		
Grow the City's Economy	10.1	22 23 26	Deliver priorities from Council's Economic Development Strategy, with a focus on growing target markets and local businesses. Develop agribusiness research and innovation uses to leverage targeted opportunities from the Western Sydney Airport. Support and grow Aboriginal education, employment and businesses.
Leverage Opportunity Sites	10.2		
Lead the Way with Water and Energy	10.3	31 32	Develop an Integrated Water Solutions Plan for the City Centre. Develop a Carbon Neutral City Centre Strategy.
Improvements through Innovation	10.4	7	Develop a future technologies and data policy.
		34	Establish an enduring precinct governance structure and group to achieve the actions in the Place Strategy and report to the Greater Sydney Commission annually on progress.

THEMES	PLACE STRATEGY PRIORITIES	ACTIONS
CONNECTIVITY	Priority 1: Improve connectivity and increase the share of walking, cycling and public transport trips within the City Centre	1 2 3
	Priority 2: Increase the share of trips into the City Centre made by public transport	4 5 6
	Priority 3: Future-proof Campbelltown-Macarthur's transition to become a smart, connected city	7 8
LIVEABILITY	Priority 4: Create a lively City Centre that encourages health and wellbeing, and activity day and night	9 10 11
	Priority 5: Celebrate, promote and nurture local culture, arts and creative industries	12 13 14 15 16
	Priority 6: Facilitate inclusive accommodation options within the City Centre	17 18
PRODUCTIVITY	Priority 7: Grow the health and education cluster into a Health, Knowledge, and Innovation Precinct	19 20 21
	Priority 8: Expand and diversify target sectors to create a thriving Centre of Opportunity	22 23 24 25 26
SUSTAINABILITY	Priority 9: Cool the City Centre with blue-green infrastructure and other interventions	27 28 29 30
	Priority 10: Support the transition to a carbon neutral City Centre with a circular economy	31 32 33
GOVERNANCE	Priority 11: Establish precinct-wide governance to deliver the vision and ensure the Collaboration Area's success into the future	34

Draft for exhibition

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