



Campbelltown

Strategic review of employment land - Background Report

DRAFT – NOT COUNCIL POLICY

Prepared for
Campbelltown City Council
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Campbelltown PRIVATE HOSPITAL INTRODUCTION

1.0 INTRODUCTION

HillPDA was commissioned by Campbelltown City Council (Council) to undertake a review of employment land within the Campbelltown Local Government Area (LGA). For the purpose of this report, 'employment land' relates to all industrial and business zoned land within the LGA.

1.1 Purpose

The purpose of the Employment Land Study (the study) is to inform the review of the Campbelltown LEP 2015:

- By identifying the key economic and employment issues and trends affecting the LGA in the context of the Western City District
- By providing a strategy for supporting sustainable growth in the LGA that will meet the employment targets for the Western City District
- By confirming the direction of the Glenfield to Macarthur Urban Renewal Corridor Strategy (Corridor Strategy).

The resultant strategy will inform future reviews of the Campbelltown Local Strategic Planning Statement (LSPS) and the Campbelltown Local Environmental Plan 2015 (CLEP 2015). It will also assist in the future planning for the Glenfield to Macarthur Urban Renewal Corridor Strategy, and in particular the Ingleburn, Minto, Leumeah and Campbelltown precinct plans.

1.2 Scope of report

The Employment Land Study is a planning review undertaken at an LGA level for the purpose of aligning local planning with State Government objectives to understand future land requirements and suitable locations for growth. The report presents findings from research and does not represent the views of the Council. Nor does it consider individual sites or socio-economic implications of specific development proposals.

It is important to note that any suggestions/recommendations regarding additional land for future employment purposes identified in this study would need to be considered by the Council. Where Council endorses the provision of additional employment land, a separate process would need to be undertaken to amend the CLEP 2015 to rezone the

identified land to business or industrial zoning. Any recommendations in the study are for consideration by Council and should not be taken to be Council policy or legislation.

To recognise changes in the market, a review of employment lands should occur every five years.

1.3 Project objectives

The study will improve knowledge of the local economic base, identifying the issues, opportunities and challenges, and provide strategic planning directions for Campbelltown LGA. The objectives of the study are to:

- Audit the employment lands by type and location and conclude the existence of a surplus or deficit
- Describe the current composition of employment land in terms of type, distribution and floorspace
- Align employment land outcomes with the directions and actions as outlined in the Greater Sydney Commission's – Western City District Plan and the LSPS
- Review and provide advice on achieving the employment targets set by the NSW State Government as part of the Western City District Plan
- Establish clear strategic directions that consider employment targets, current and future demand, emerging trends and existing strategy intents
- Ensure sufficient land is zoned to accommodate current and future demand across a range of employment types
- Inform the review of the CLEP 2015 in relation to the rezoning of land for employment purposes
- Provide Council with evidence-based strategic directions and justification in relation to the implementation of the Corridor Strategy and location and need for future employment land.

To explore opportunities to increase the number of jobs across the LGA, specific recommendations and guidance is provided on:

- Available mechanisms to promote and boost the Health and Education Precinct
- Available mechanisms to promote and boost the emerging National Plant, Food and Agribusiness Science Cluster
- Emerging industry opportunities arising from the Western Sydney Airport and Aerotropolis.

1.4 Employment land defined

The Local Environmental Plan establishes the planning framework and land use zones for development in the Campbelltown LGA. For the purpose of the employment land study land use zones have been divided into the category of 'business centres' and 'employment precincts', which both contribute to 'employment land'. The land use zones that fall within these categories are outlined below.

EMPLOYMENT LAND

Business centres	Employment precincts
B1 Neighbourhood Centre	B5 Business Development
B2 Local Centre	B6 Business Enterprise (currently not adopted)
B3 Commercial Core	B7 Business Park
B4 Mixed Use	IN1 General Industrial
3(c) Neighbourhood Business	IN2 Light Industrial
(Campbelltown (Urban Area) LEP 2002	IN3 Heavy Industrial (currently not adopted)
	4(b) – Industrial (Campbelltown (Urban Area) LEP 2002

In addition to the above business and industrial zones, it is acknowledged that employment generating uses are allowed in other, more specialised zones including residential zones (home-based businesses), rural zones and special purpose zones. These zones also significantly contribute to employment across the LGA.

1.5 Background to the need for an employment land study

Recent amendments to the *Environmental Planning and Assessment Act 1979* (the Act) required councils to prepare a Local Strategic Planning Statement (LSPS) and update their Local Environment Plan (LEP) accordingly.

The LSPS is to provide a 20-year vision, guiding land use planning and development within the respective LGA, identifying the unique character, identity and values of the place, and strategies for managing growth and change into the future. The Campbelltown LSPS is also required to be consistent with the directions of the Western City District Plan and reflective of the Campbelltown Community Strategic Plan. The LSPS provides the strategic framework to implement relevant state and regional objectives at the local level and direction to facilitate the desired land use, social, economic and environmental outcomes for the local community.

The strategy is intended to support future reviews of the Campbelltown LEP 2015 and the Campbelltown LSPS.

1.6 Structure

BACKGROUND REPORT (this document)

- **Chapter 2 | Strategic context** - Reviews the strategic context of Campbelltown, highlighting key drivers that influence economic activity and development within and around the Campbelltown LGA
- **Chapter 3 | Campbelltown economic environment** - undertakes a review of the current and historic economic and employment trends within the LGA
- **Chapter 4 | Policy and literature context** - Overviews the relevant state and local government policy and legislation that can influence employment land uses within the Campbelltown LGA
- **Chapter 5 | Market trends** - Documents historical and emerging trends in the commercial/retail/industrial markets and resultant implications in planning and demand for such land uses into the future.
- **Chapter 6 | Supply and demand analysis** - projects the demand for retail and employment space that is required to support the surrounding resident, worker and visitor community to 2036

- **Chapter 7 | Stakeholder engagement** – summarises output from engagement undertaken with the local business community and Council representatives
- **Chapter 8 | Planning review** – analyses the current planning controls and provides commentary on any issues or recommended changes

THE STRATEGY (a separate document)

- Summarises the findings of the background report
- Provides a vision, actions and recommendations to align with the Western City District and promote continued economic growth.



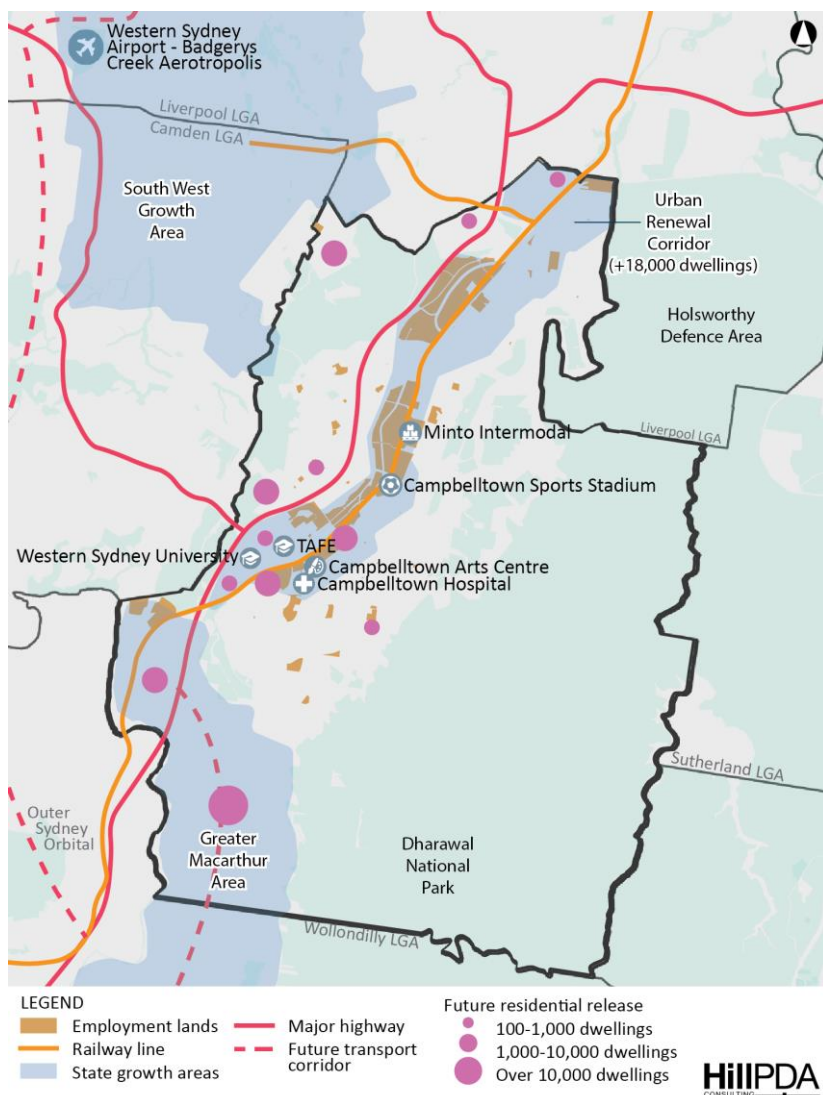
STRATEGIC CONTEXT

THE GREG PERCIVAL
LIBRARY & COMMUNITY
CENTRE

Inglebury

2.0 STRATEGIC CONTEXT

Figure 1: Campbelltown LGA in the broader context



Source: HillPDA 2019

2.1 Location context

Campbelltown City is located 53 kilometres southwest of the Sydney CBD. The LGA is characterised by its historically low-density lifestyle, regionally significant rail and road infrastructure and tracts of protected environmental land. Covering an area of 312 square kilometres the LGA extends from Glenfield in the north, Menangle Park and Gilead in the south, the Scenic Hills in the west and the Holsworthy Military Reserve to the east.

The urban development in Campbelltown generally follows the alignment of the F5 Motorway/Hume Highway and the main southern railway line. It is serviced by eight railway stations along the main Sydney to Melbourne rail line and has direct road connections to major freeways and motorways. The low-density residential landscape has seen a significant increase in medium and high-density dwellings in the last decade with increasing popularity of centres along the rail corridor such as Macarthur, Minto and Ingleburn.

The Western City District Plan identified Campbelltown-Macarthur as a Metropolitan Cluster and major health and education precinct providing essential services, employment and education to the wider Macarthur region as well as an industrial, freight and manufacturing hub for the Greater Sydney.

Rosemeadow, Ambarvale, Bradbury, Blair Athol, Eagle Vale, Raby, Minto, Ingleburn, Willowdale and Macquarie Fields are highlighted as Local Centres within the District Plan as they contain supermarkets with floorspace greater than 1,000 square meters. The employment precincts of Minto and Ingleburn are the two largest industrial and urban services precincts identified in the Western City District Plan. The development of the Western Sydney Aerotropolis is flagged to spark additional infrastructure growth in the region, including a potential future rail connection with the existing southern railway line at Campbelltown and the Outer Sydney Orbital Road.

Campbelltown has a number of key assets and anchor institutions that can be leveraged in planning for the future of the region. There are also a number of major residential release areas planned for the area, including along the rail corridor at Macquarie Fields, Ingleburn, Minto, Leumeah, Campbelltown and Macarthur, as well as in the Glenfield Planned Precinct and the Menangle Park, Gilead and Appin land release areas.

2.2 Key local anchors and industry distribution

This section details some of the key local anchors in the Campbelltown LGA. The Campbelltown LGA has a variety of assets that attract employment from across the LGA and beyond; namely the regionally significant retail offering, large lot manufacturing along the heavy rail network, Campbelltown Hospitals, the Western Sydney University Campbelltown Campus and TAFE NSW – Campbelltown, Macarthur and Glenfield. Broader market trends are discussed in section 5.0.

2.2.1 Campbelltown and Camden hospital

The Campbelltown and Camden hospital share a network of staff and services whilst working closely with other healthcare providers to care for the Macarthur region community. The Campbelltown Hospital redevelopment project is expected to be complete by 2023. Stage 1 of the redevelopment was focused on acute care whilst Stage 2, currently being constructed, has a focus on improving the paediatrics and mental health services. The hospitals are teaching hospitals with the Western Sydney University providing invaluable experience for training doctors, nurses and other care staff throughout their education.

Campbelltown centre is also a hub of social support services with a large Department of Human Services centre off Queen Street as well as a variety of medical centres, drug and alcohol treatment services, mental health care providers, allied health services and community support services in the area.

Campbelltown employs a larger percentage of people in health care and social assistance (14.3%) than Greater Sydney (12.5%), likely due to the Campbelltown-Macarthur's role as a health and education hub attracting workers from across the region.

Across Australia, 1,685,100 people are employed in health care and social assistance (Nov 2018), an increase of 21.4 per cent since 2013. The sector is projected to increase another 14.9 per cent by 2023 in Australia. Almost half (48 per cent) of the employees in this sector have a bachelor's degree or higher with another 30 per cent holding Certificate III or higher in vocational education and training qualification. Although the workforce in this sector is relatively old compared to other sectors, there is a strong trend toward studying health related courses with almost twice as many people enrolled

in health courses at universities (216,000) and vocational educational and training institutions (221,000) across Australia in 2017 compared to the previous decade¹.

The health care and social assistance industry provides a variety of opportunities for employment. The focus of Campbelltown as a health and education hub for the Macarthur region is a key attractor. A key element of building this is to provide appropriate services and attractions to encourage workers in the hub to also reside in the LGA.

2.2.2 Western Sydney University

The Western Sydney University Campbelltown Campus offers a range of degree opportunities including undergraduate, postgraduate, college and research degrees. Employing around 772 people across the precinct, the university is a major anchor in Campbelltown, attracting people from across Greater Sydney. The university offers a variety of social and cultural spaces, cafes and restaurants and educational facilities including a library. Unique to the campus is the Observatory which is both an engineering field lab and home to the Australian Optical SETI Project, and the UniClinic that offers real-world experience for those studying podiatry or traditional Chinese medicine. Onsite accommodation is also available within the Campbelltown Campus.

The distribution of health and education industry registered businesses can be seen in Figure 2.

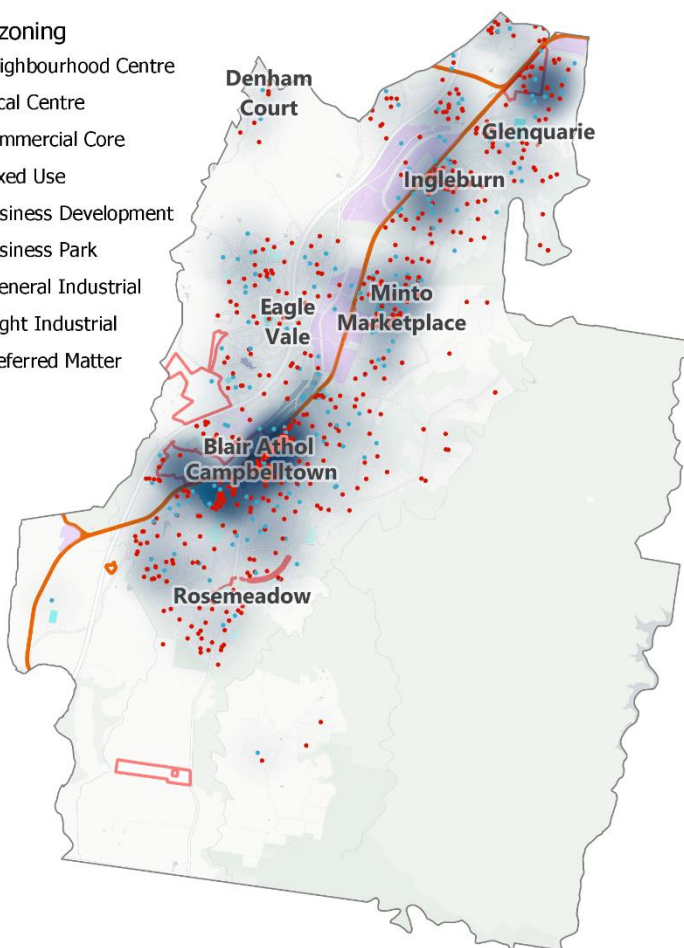
¹ Department of Employment, Skills, Small and Family Business, 2019
(<https://australianjobs.employment.gov.au/jobs-industry/retail-trade>)

Figure 2: Health and education registered business distribution**Registered businesses**

- Education and Training
- Health Care and Social Assistance

Land use zoning

- B1 Neighbourhood Centre
- B2 Local Centre
- B3 Commercial Core
- B4 Mixed Use
- B5 Business Development
- B7 Business Park
- IN1 General Industrial
- IN2 Light Industrial
- DM Deferred Matter



Selected industry concentration

Source: HillPDA, using data from ABR

Across Australia, over 1 million people are employed in education and training (Nov 2018) an increase of 15.8% since November 2013². This sector is projected to increase, influenced by growth in the school aged population and strength in international tertiary education demand. While Western Sydney University is a major education anchor institute in the LGA, Campbelltown also has numerous public and private high schools.

2.2.3 Manufacturing and transport logistics cluster

Campbelltown is located on the western fringe of Sydney and hosts major freight transport corridors through the length of the LGA, parallel to the Hume Motorway and the Southern Sydney Freight Line. This connectivity, and the large lots available, makes manufacturing a popular industry in Campbelltown compared to more central LGA's in Greater Sydney. As seen in Figure 3, concentrations of manufacturing and transport and logistics are located in Ingleburn and Minto. Ingleburn has several food manufacturing and auto industry manufacturing and service facilities. Comparatively, Minto is home to several large scale vehicle logistics centres and freight distribution locations. Manufacturing is also the LGA's second largest employer³.



Despite some overall decline in manufacturing over the last decade across Australia and Campbelltown, the industry in Campbelltown remains a key employment sector. There has also been a shift in demand as the sectors move from less affordable eastern city locations to Western Sydney. The industry has regained some growth across Australia in the past few years with a 4.1 per cent increase in employment between November 2013 and November 2018 and is projected to grow another 0.9 per cent across Australia by 2023. Skills to support the manufacturing and transport logistics industry include

² Australian Jobs, 2019, 'Education and Training', Department of Employment, Skills, Small and Family Business, viewed at: <https://australianjobs.employment.gov.au/jobs-industry/education-and-training>

³ Economy Id. 2020

Certificate III or higher vocational qualification as well as apprenticeships and traineeships⁴. The emergence of advanced manufacturing will require a new set of skills.

The Campbelltown manufacturing industry has seen growth in food product manufacturing, printing and chemical manufacturing in the past decade shifting away from metal, polymer and machinery production. Increasing the diversity of employment opportunities across Campbelltown is a positive step for the sustainability of the Campbelltown economy and makes the area more appealing to live and work for a wider variety of people.

While the transport, postal and warehousing industry is smaller in Campbelltown, it is also one of the fastest growing industries. Across Australia, in November 2018, around 650,000 people were employed in the industry, an increase of around 11 per cent over the previous five years⁵.

As can be seen in Figure 3, the employment precincts of Minto and Ingleburn contain the highest concentration of these dominant employment sectors.

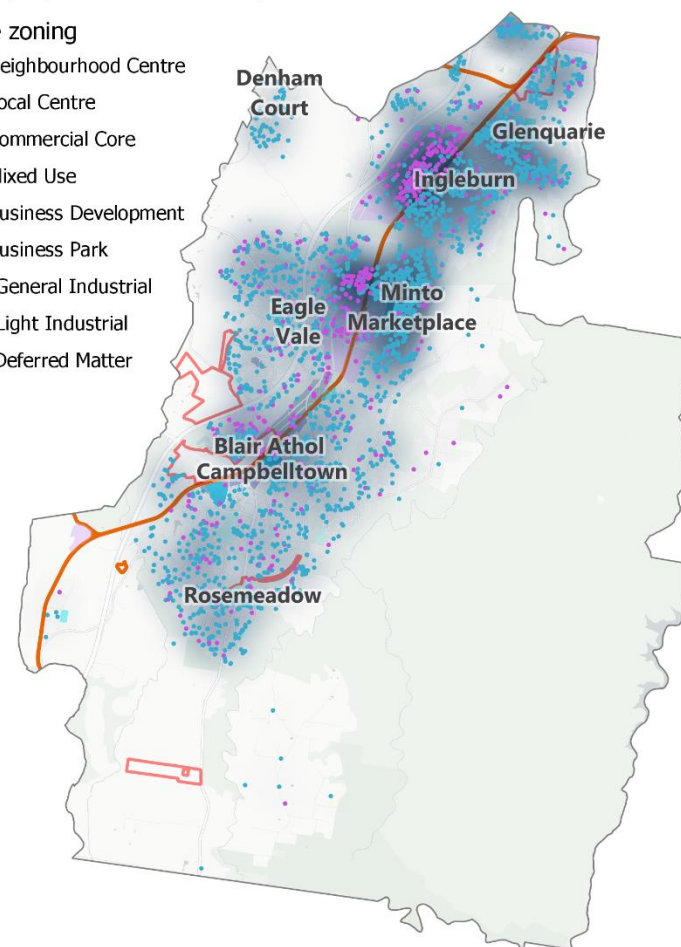
Figure 3: Manufacturing and transport registered business distribution

Registered businesses

- Manufacturing
- Transport, Postal and Warehousing

Land use zoning

- B1 Neighbourhood Centre
- B2 Local Centre
- B3 Commercial Core
- B4 Mixed Use
- B5 Business Development
- B7 Business Park
- IN1 General Industrial
- IN2 Light Industrial
- DM Deferred Matter



Selected industry concentration

Source: HillPDA, using data from ABR

⁴ Australian Jobs, 2019, 'Education and Training', Department of Employment, Skills, Small and Family Business, viewed at: <https://australianjobs.employment.gov.au/jobs-industry/health-care-and-social-assistance>

⁵ Australian Jobs, 2019, 'Education and Training', Department of Employment, Skills, Small and Family Business, viewed at: <https://australianjobs.employment.gov.au/jobs-industry/transport-postal-and-warehousing>

2.2.4 Macarthur square

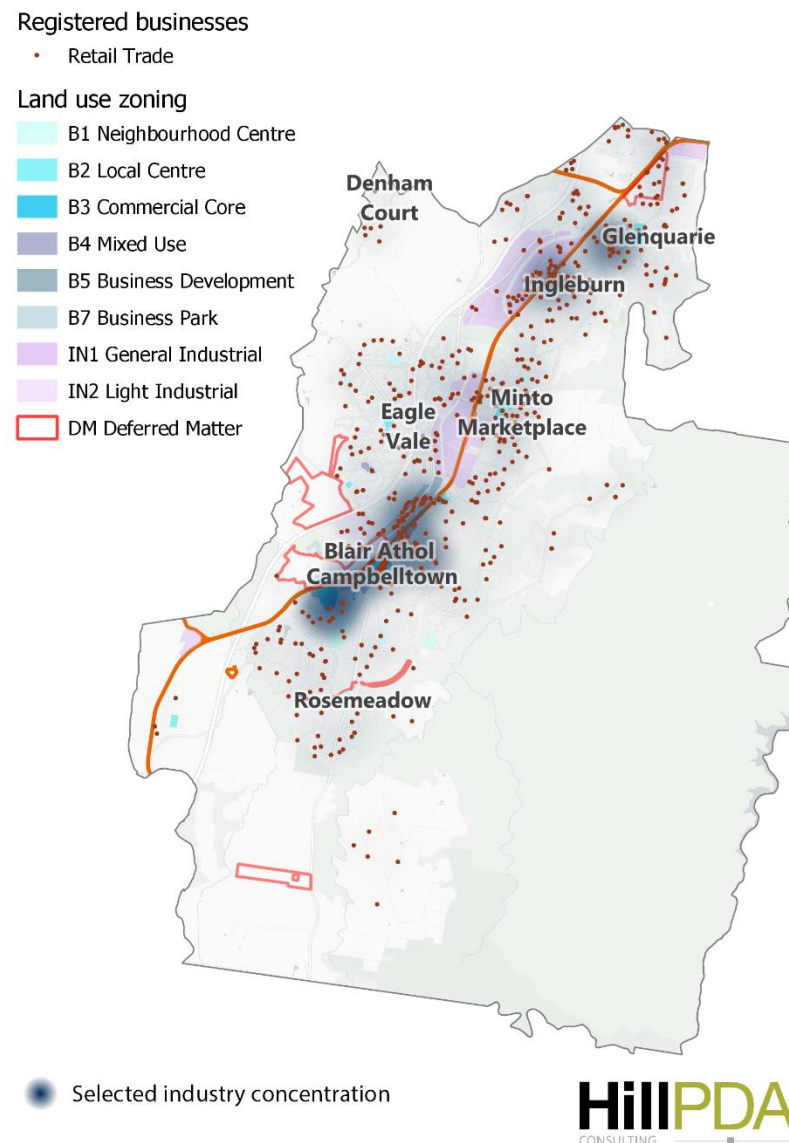
A key feature of the retail industry in Campbelltown is Macarthur Square. The centre is a key attractor to the Campbelltown area and one of the largest shopping complexes in Sydney. With over 260 specialty stores and an annual customer rate of 12.19 million,⁶ the centre is one of the largest employers in the LGA.

Retail trade is Campbelltown's third largest employment industry contributing to 13.9 per cent of jobs across the LGA. Retail is the second largest employing industry in Australia with 1,272,300 people employed (Nov 2018). Retail trade in Australia grew 3 per cent between November 2013 and November 2018 and is projected to grow by another 3.7 per cent by 2023 compared with 7.1 per cent growth projected across all industries. Non-store based retailing such as online retailing and hardware, building and garden supplies retailing are both projected to have particularly strong growth across Australia into the future. This trend is further detailed in section 5.1.

The retail industry offers flexible working hours, with part-time work common. Those aged between 15 and 24 make up 32 per cent of employees in the industry in Australia. Retail work is popular in the labour market as post-school qualifications are often not required, and it can offer young people a flexible opportunity to enter the workforce and, in some instances, balance further education requirements.⁷

The distribution of registered businesses associated with the retail industry can be seen in Figure 4.

Figure 4: Retail trade registered business distribution



Source: HillPDA, using data from ABR

⁶ Lendlease, 2019 (<https://www.lendlease.com/retail/retail-shopping-centres/macarthur-square/>)

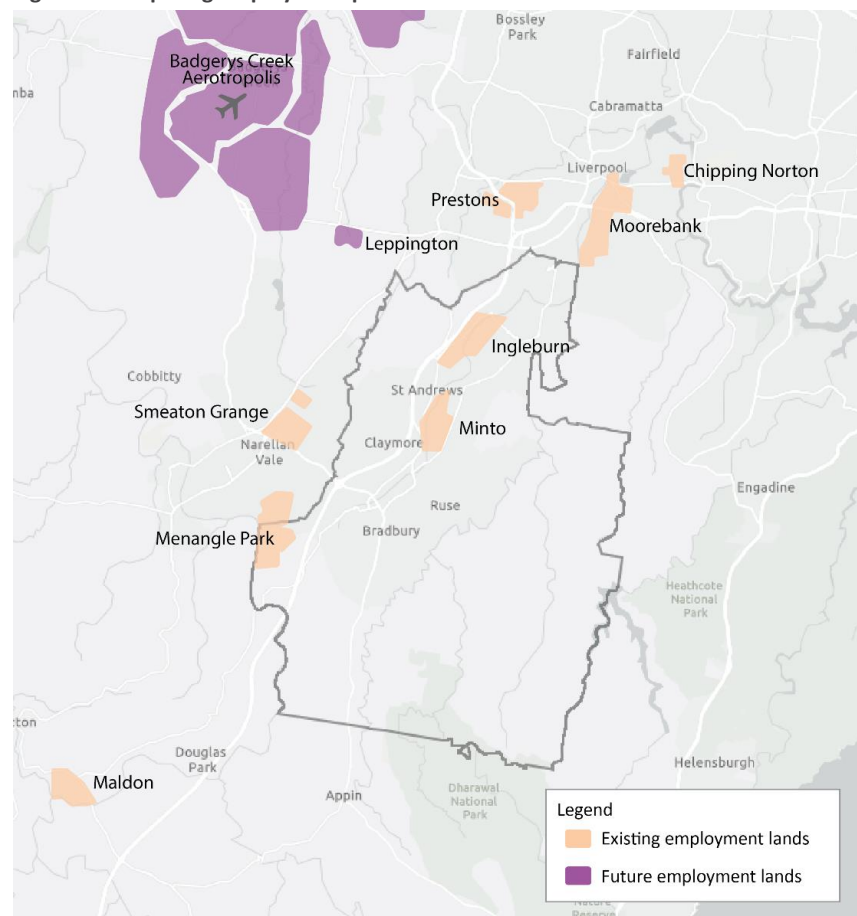
⁷ Department of Employment, Skills, Small and Family Business, 2019
(<https://australianjobs.employment.gov.au/jobs-industry/retail-trade>)

2.3 Competing employment areas

This section maps and analyses the surrounding centres outside the LGA and how they are performing in comparison to Campbelltown LGA.

2.3.1 Competing employment precincts

Figure 5: Competing employment precincts



Source: HillPDA and ELDM 2019

Campbelltown LGA

Within the Campbelltown LGA, the two largest industrial precincts are Ingleburn and Minto as overviewed in the table below. These can be used to compare with the centres detailed thereafter.

Top three industries of employment	Number of jobs	Percentage of jobs*
Minto industrial - total	5,503	
Manufacturing	2,387	47.8%
Transport, Postal and Warehousing	710	14.2%
Wholesale trade	553	9.1%
Ingleburn industrial - total	9,079	
Manufacturing	3,182	39.1%
Construction	1,155	14.2%
Transport, Postal and Warehousing	984	12.1%

Source: ABS Place of Work 2016 (*excl. inadequately described/not stated/not applicable)

Smeaton Grange

Top three industries of employment	Number of jobs	Percentage of jobs*
Smeaton Grange - total	6,152	
Construction	1,157	20.5%
Manufacturing	982	17.4%
Retail trade	824	14.6%

Source: ABS Place of Work 2016 (*excl. inadequately described/not stated/not applicable)

Smeaton Grange specialises in construction services such as building installation, construction and completion services. The Coles distribution centre in Smeaton Grange is one of the precinct's largest employers (around 350 employees in the grocery industry). Road freight and road passenger transport are notable industries too. Motor vehicle retailers are along the Northern Road and Camden Valley Way. The precinct has a B5 zoned area to the north currently under development with some businesses operational.

A 40ha IN1 zoned site has been partway developed from rural residential into industrial. Overall Smeaton Grange does have capacity to grow and is a competitor to Campbelltown employment lands, particularly for the construction industry which supplies the south-west growth area's housing.

Prestons

Top three industries of employment	Number of jobs	Percentage of jobs*
Prestons - total	8,142	
Manufacturing	1,657	22.4%
Construction	1,125	15.2%
Transport, Postal and Warehousing	1,076	14.6%

Source: ABS Place of Work 2016 (*excl. inadequately described/not stated/not applicable)

Prestons is a large industrial area in the Liverpool LGA with a broad range of manufacturing and construction businesses. There are many smaller specialist manufacturers. Smaller lot sizes (2,000 to 9,000sqm) are located in the north-eastern part of the precinct while there are larger lots (45,000 to 120,000sqm) in the south-western area. The Aldi distribution centre is a major employment generator located in Prestons. A school and the Liverpool Catholic Club are both located in this precinct, which also generates jobs (around 160 for each organisation). Machine wholesaling and electrical equipment manufacturing are other specialised industries in this precinct (243 and 188 jobs respectively).

Prestons has some large (over 20,000sqm) vacant land parcels remaining zoned IN3 and IN1 which have direct access to the M7 highway. This makes Prestons appealing to logistics businesses that benefit from easy distribution to surrounding urban areas (Aldi warehouse and Bam Wines are examples of this). Prestons could compete with Campbelltown for transport and logistics businesses; however given long term population growth around Campbelltown, this is still a viable market to support.

Moorebank

Top three industries of employment	Number of jobs	Percentage of jobs*
Moorebank - total	8,102	
Manufacturing	2,711	36.9%
Wholesale trade	1,067	14.5%
Transport, Postal and Warehousing	868	11.8%

Source: ABS Place of Work 2016 (*excl. inadequately described/not stated/not applicable)

Moorebank is one of the largest industrial areas near Campbelltown. This well-established precinct benefits from close proximity to Liverpool and the south western motorway. The area specialises in machine manufacturing and wholesaling, road freight transport, printing services, bakery products, automotive repair and sales, plastic products manufacturing and other specialised manufacturing.

The southern part of the Moorebank precinct is being developed into the Moorebank Logistics Park and Intermodal. The redevelopment will include a rail connection for national freight and 850,000sqm of high-specification warehouses.

In the north of the area is a proposed Georges River Precinct that would redevelop the existing factory uses into a mixed-use waterfront precinct. The northern part of Moorebank is subject to a demand for residential rezoning given the close proximity to Liverpool CBD.

Chipping Norton

Top three industries of employment	Number of jobs	Percentage of jobs*
Chipping Norton - total	3,734	
Manufacturing	1,170	35.3%
Construction	500	15.1%
Transport, Postal and Warehousing	405	12.2%

Source: ABS Place of Work 2016 (*excl. inadequately described/not stated/not applicable)

Chipping Norton is a smaller industrial area specialising in manufacturing, such as domestic appliance manufacturing, plastic manufacturing, and electrical equipment manufacturing. The Liverpool Place Strategy says to 'retain and protect' urban services

land in Chipping Norton. The precinct is constrained by flood-prone land to the east and residential areas to the west. It has limited future expansion opportunity.

Maldon industrial lands

First opened in 1949, the Boral's Maldon precinct includes the landmark Cement Works, a local concrete batching plant, and an aggregates rail transfer terminal which commenced operations in 2014. With direct access to major road and rail corridors, Boral's Maldon Operations service building and construction needs in the local, Macarthur, Greater Sydney, Illawarra and Southern Highlands areas.

Other businesses in the precinct include:

- Picton Karting Track
- Fitzsimmons Diesel
- Allied Pinnacle Picton Flour Mill.

There are several parcels of industrial zoned land which are underutilised and may host future industrial uses, likely manufacturing. Given the isolation of this precinct, it is likely that heavier industrial uses would take up the land, without posing competition with IN1 and IN2 businesses in Campbelltown.

Badgery's Creek Aerotropolis

The proposed airport will be operational by 2026 and will host a variety of employment precincts for defence and aerospace, advanced manufacturing, technology and agribusiness. Large portions of the land surrounding the airport are designated as 'flexible employment land', developed as part of the federal city deal for the Aerotropolis. A breakdown of the proposed uses and job numbers are as follows.

Northern Gateway precinct

- Total area: 1,616 hectares
- Potential jobs: 19,000 to 21,000
- Potential residents: 8,000 to 10,000.

Desirable land uses: High technology commercial enterprise/ industry, warehousing and logistics, education, offices, retail, residential, health services, entertainment, tourism facilities, cultural and creative industries, green public and private open spaces, recreation and visitor accommodation.

Badgerys Creek precinct

- Total area 612 hectares
- Potential jobs 9,000 to 11,000
- Potential residents: No additional dwellings.

Desirable land uses: Defence and aerospace, advanced manufacturing activity, high technology industry, airport supporting development, local retail, Aerotropolis enabling industries, modernised resource recovery industries, light industrial, social infrastructure.

Mamre road precinct

- Total area: 1,002 hectares
- Potential jobs: 17,000
- Potential residents: No additional dwellings.

Desirable land uses: Warehousing and logistics, high technology industry, manufacturing, intermodal facilities, circular economy uses.

Agribusiness precinct

- Total area: 1,572 hectares
- Potential jobs: 8,000 to 10,000
- Potential residents: Minimal, subject to detailed precinct planning.

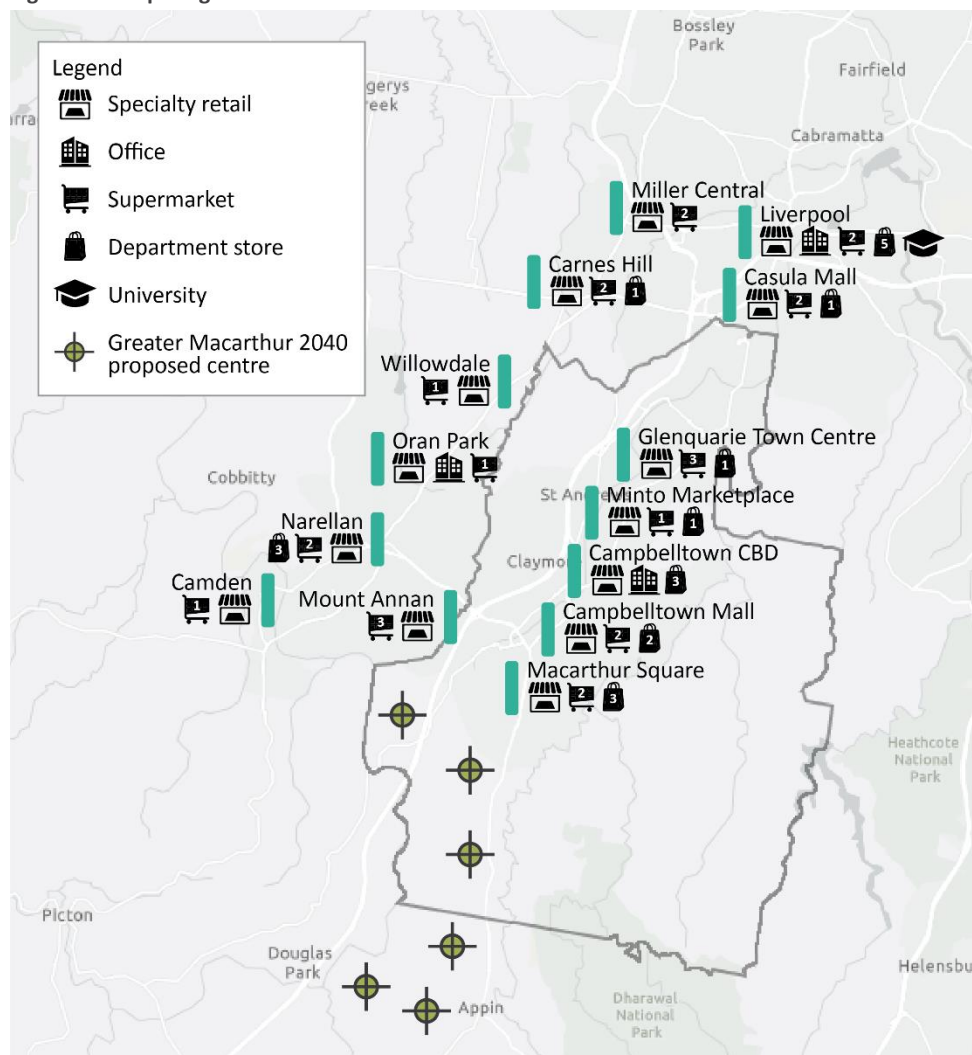
Desirable land uses: Agribusiness, agriculture, intensive fresh and value-added food production, food innovation technology and research, food production and processing, fresh food produce markets, warehousing and logistics, high technology industry, ancillary rural residential, complementary offices and retail, education, circular economy enabling infrastructure, biosecurity enabling infrastructure and integrated logistics hub.

Badgerys Creek Aerotropolis poses competition to Campbelltown, however this is a longer-term matter. Dedicated federal funding and proximity to the airport give the Aerotropolis a strategic advantage. This will generate jobs in the growing fields of agribusiness, technology and advanced manufacturing as well as population servicing businesses. The airport will be operational by 2026, and the business park will be developed by 2041. The metropolitan scale of the future Aerotropolis and long-term time frame means that Campbelltown can position itself to absorb complementary commercial and industrial uses.

2.3.2 Competing business centres

Locations considered as competing centres are identified in Figure 6 below.

Figure 6: Competing business centres



Source: HillPDA; Greater Macarthur 2040 Interim Plan

Competing centres are zoned B1, B2, B3 or B4 and host at least one large-format supermarket (Woolworths, Coles, Aldi, Supa-IGA). When a centre is clustered with other food and non-food retailing, it is assessed on a precinct level. Where possible, expenditure data is sourced from Shopping Centre News Directory 2019 and Property Council of Australia's Shopping Centre Directory 2018.

Camden

Camden is a town centre with population servicing retail. There is a Woolworths and a Coles which likely service the rural residential areas to the west and older suburbs south along Broughton Street. There are historic buildings and shops along Argyle Street which offer a boutique retail environment. Camden Council offices have recently relocated to Oran Park has shifted some activity away from the centre.

Narellan Town Centre

First built in 1978, Narellan Town Centre is the main shopping centre in the suburb. It was expanded by 30,000sqm in 2017. Vacant B2 zoned land surrounding the existing buildings indicate capacity for further expansion.

- 71,813sqm
- \$530,580,000 annual turnover
- \$8,505/sqm.

Mount Annan

This business centre includes Mount Annan Central Shopping Centre and Mount Annan marketplace, with several retail outlets in the same precinct. The area contains Coles, Aldi, Woolworths plus fast food outlets, liquor and other non-food retailing. Vacant B2 zoned land surrounding the existing buildings indicates capacity for further expansion.

Oran Park

Oran Park's Town Centre is partway into development, currently home to Camden Council offices and Oran Park Podium shopping centre. Oran Park Podium currently provides 31 specialty stores, NSW's biggest Woolworths, gift stores, beauty, restaurants, cafes, gym. The retail and office uses are planned to service the large residential land release that surrounds the town centre.

Stage 1 is built and operational and includes the Integrated Health Care Centre and Smart Work Hub. Smart work hub is marketed at small businesses and commuters working remotely. Stage 2 is being designed and will include 4,000sqm of office.

The office uses in Oran Park could compete with Campbelltown for small or home businesses, however Oran Park's commercial offering is tailored to a distinct market to match the rapid population growth in the surrounding area.

Liverpool

The Liverpool CBD hosts the Western Sydney University Campus, a health precinct centred around Liverpool Hospital, Westfield Liverpool, Liverpool Plaza, plus a variety of open spaces and shopfront retail. Liverpool CBD is a critical employment hub and is planned for growing knowledge-intensive industries. It is a direct competitor to Campbelltown-Macarthur, attracting some escape expenditure from residents in the north of Campbelltown LGA.

The size and turnover of the two main shopping centres in Liverpool are seen below.

- | | |
|--|--|
| <ul style="list-style-type: none"> • Westfield Liverpool - 83,538sqm
\$498,700,000 annual turnover
\$7,154/sqm | <ul style="list-style-type: none"> • Liverpool Plaza - 5,663sqm
\$22,850,000 annual turnover
\$4,035/sqm |
|--|--|

The vision for Liverpool CBD is to increase the university and TAFE presence and align with relevant industry specialisations and new smart jobs in sectors such as engineering, med-tech, robotics, agribusiness, health and aerospace. 16,200 new jobs are envisioned by 2036 and 15,000 tertiary students. Liverpool Council recently led the rezoning of the CBD to allow higher density commercial and residential uses.

Carnes Hill Marketplace

This is a suburban shopping centre with food retail and a Big W. There are some parcels of B2 zoned vacant land which indicates capacity for more development, likely retail.

- 17,321sqm
- \$162,390,000 annual turnover
- \$9,375/sqm.

Carnes Hill Marketplace has relatively high turnover for its floorspace. It serves a large catchment including Austral and Rossmore however given its distance from the M7, it would not impose on Campbelltown's retail trade catchment.

Casula Mall

Casula Mall is a population-serving retail centre in a suburban area. It has good access to the M5 and Hume Highway with a trade catchment likely spanning Casula and Lurnea. Recently planning controls have been relaxed in the immediate surrounds where there is now an R4 High density residential area of 31 hectares to the north and R3 Medium Density Residential to the south. Height limits have been increased from 15 to 21 metres in what is a predominantly single storey detached residential area.

- 20,039sqm
- \$201,000,000 annual turnover
- \$8,875/sqm.

It is possible that Casula Mall will grow however, this is in response to local population growth and is unlikely to draw everyday shoppers away from Campbelltown's northern centres.

Greater Macarthur 2040 proposed centres

Greater Macarthur is proposed to accommodate significant growth in the future with two sub-regional centres proposed at West Appin and Wilton, which will accommodate additional employment opportunities for the region.

Six local centres are also proposed in Menangle Park, Gilead and Appin land release areas. These local centres are designed to serve the everyday needs of the new residents of that area.

The aim of local centres is to provide an opportunity for small business ownership, while more employment generating uses are directed to higher order centres like Wilton, West Appin, Campbelltown and Macarthur. Wilton Growth Area to the south, will have a major centre with discount department stores and civic uses where future residents of southern parts of Greater Macarthur may choose to shop and do business.

There is potential for one of the local centres identified in the plan to evolve into a strategic centre, likely to be Appin, Appin North or South Gilead. This will be a function of the timing at which the centre is established, investment in transport connections and the centre's catchment.

These centres are longer term proposals. Due to their staged development as local-level centres to support residential land release, they do not pose a significant threat to commercial activity in Campbelltown.

2.4 Development context

The following section overviews the recent development activity that is occurring or proposed in the Campbelltown LGA.

2.4.1 Development applications

New Infill development in Campbelltown, in the past five years, follows a similar pattern to existing development with a focus on the urban areas along the M5 Motorway/Hume Highway and the railway line. The most popular areas for infill development have been the Campbelltown Macarthur CBD, Ingleburn and Minto.

The vast majority of low to medium density residential development has occurred in the urban renewal and urban release areas including Airds, Claymore, Minto, Edmondson Park and East Leppington.

A breakdown of the development applications by category is shown in Table 1. Industrial development applications for industrial uses have a total estimated value of \$18.4m while residential has a total estimated value of \$170m (see Figure 7).

Table 1: Determined application by type of development 2019/2020

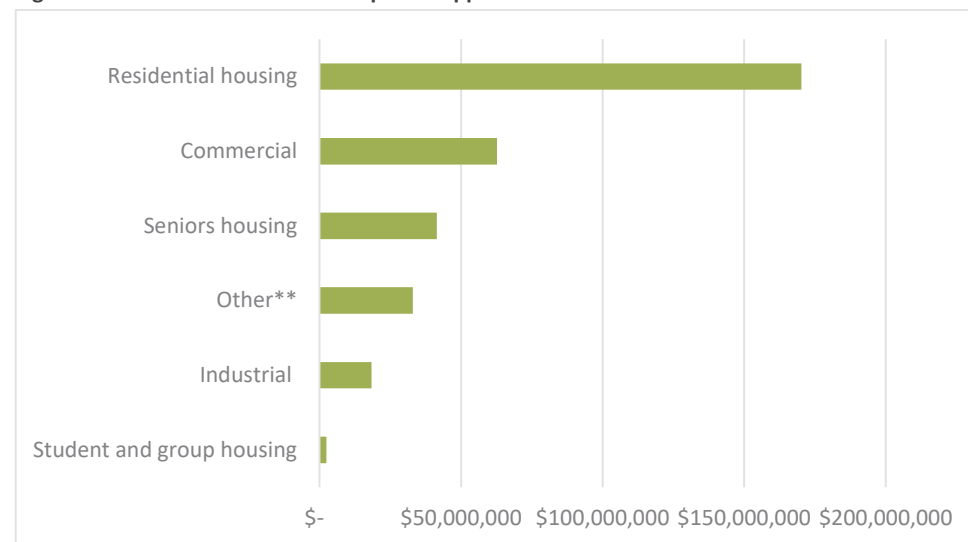
Application type	Number of applications approved	Value (\$)
Student and group housing	1	2,399,840
Seniors housing	2	41,451,242
Residential housing	451	170,237,758
Industrial	10	18,413,651
Commercial	17	62,667,071*
Other**	34	32,982,518

Source: Campbelltown Council 2020

*This figure is inflated due to the Varroville Cemetery application, at a cost of approx.\$34M.

**Other includes advertising signs, use of premises and civil work which are not able to be allocated to a particular development type (ie. residential, commercial or industrial).

Figure 7: Estimated value of development applications



Source: Campbelltown Council 2020

**Other includes advertising signs, use of premises and civil work which are not able to be allocated to a particular development type (ie. residential, commercial or industrial).

The most common commercial developments in Campbelltown between 2014 and 2019 were warehouses, followed by shops and then residential spaces that are part of a mixed-use development. Future commercial and industrial developments that are currently in the planning phase in the LGA include several mixed-use developments as well as warehouses, recycling facilities, depots, industrial units and medical facilities.

2.4.2 Current and recently approved major planning proposals


Notable planning proposals are detailed below, with most planning proposals for residential development. A small number of proposals referred to commercial activity and these formed part of mixed-use developments (see DFO Site and Ingleburn Town Centre).

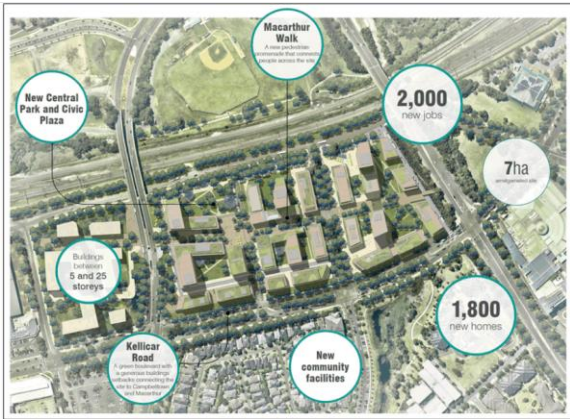
Minor proposals (e.g. service station as a permitted use, heritage, proposal with dwelling yields less than 100 dwellings) have been omitted. The information included in this table is current as of August 2020. For most up to date information in relation to the current planning proposals, please visit the Department of Planning, Industry and Environment's LEPs Online System website at:

<http://leptracking.planning.nsw.gov.au/currentproposal.php>

Table 2: Relevant planning proposals in Campbelltown LGA as of August 2020

Location	Status	Details
DFO Site - 22-32 Queen Street Campbelltown	Assessing planning proposal	<p>Applicant: Pacific Planning for Aland Developments</p> <p>750 dwellings and 817 jobs</p> <p>The planning proposal seeks to increase the height limit to support a mixed-use development in Campbelltown centre.</p>
Ingleburn Town Centre (The Core Precinct)	Assessing planning proposal	<p>Applicant: Campbelltown City Council</p> <p>3,200 dwellings, 3,700 jobs</p> <p>The planning proposal seeks to:</p> <ul style="list-style-type: none"> rezone certain land in the precinct to R4 High Density Residential and RE1 Public Recreation; increase the maximum building height for the precinct to 26m (i.e. eight storeys); apply a minimum qualifying site area apply a floor space ratio <p>This would support redevelopment of the commercial core and the surrounding high-density residential land in the Glenfield to Macarthur Urban Renewal Corridor.</p>

Location	Status	Details
Campbelltown RSL - 158-168 Queen Street, Campbelltown	Pre-exhibition 29-01-2019	<p>Applicant: Think Planners for Campbelltown RSL</p> <p>438 dwellings, 153 hotel rooms, jobs TBC</p>   <p>Proposal to increase permissible building height to support:</p> <ul style="list-style-type: none"> Redevelopment of RSL to include 2 storeys of club space and 9 storeys for a hotel Three 9 to 24 storey mixed use buildings with ground floor retail 2,635sqm of commercial and retail NLA
Market Fair	Unknown, under Council	<p>Applicant: Architectus and CHROFI for the Kellicar Landowners Group</p> <p>1,600 to 1,800 dwellings, 2,000+ jobs</p>

Location	Status	Details
	review (June 2019)	 <p>The planning proposal seeks to facilitate redevelopment of the Kellicar Road Precinct through proposed increases to the maximum height of buildings from 32m to 80m and introduce floor space ratio controls of 3.5:1. A local clause to control development on the site is also proposed. This would contribute to over half of Macarthur's long term residential dwelling targets.</p>
Caledonia Precinct - Bensley, Mercedes and Oxford Roads, Ingleburn	Approved by minister 08-12-2016	<p>Applicant: Bensley Developments</p> <p>170 dwellings</p> <p>Rezoning land from E4 Environmental Living to R2 Low Density Residential</p>
Glenfield Waste Site, Cambridge Avenue, Glenfield	Approved by minister 15-06-2018	<p>Applicant: Glenfield Waste Services</p> <p>20 jobs</p> <p>To rezone 48ha of Rural 1(a) land at Glenfield Waste Site, Cambridge Avenue, Glenfield to IN1 General Industrial, SP2 Car Parking and SP2 Public Purposes Corridor. Of the 48ha, only 28ha of land is developable due to landfill, transport corridor, riparian corridor and electricity transmission line constraints. Proposed future uses of the site include expansion and relocation of the existing recycling facility followed by development for warehousing and logistics purposes. As of December 2019, the</p>

Location	Status	Details
		site is rezoned, but works have not commenced.
Glenlee Planning Proposal	Approved by minister 15-05-2020	<p>Applicant: Michael Brown Planning Strategies</p> <p>To facilitate the creation of approximately 60ha of employment land by rezoning land from a non urban zone to: general industry, special uses arterial roads, and environmental conservation zones. The subject site straddles the boundary between Camden and Campbelltown LGAs, with a total area of 110 hectares. Of this total area, 101 hectares of the site is located within Campbelltown Council LGA and 8.8 hectares in the Camden LGA. Both councils have chosen to lodge separate planning proposals for that part of the site within their respective LGAs. Campbelltown Council seeks to amend its Planning Scheme Ordinance (i.e IDO 15), while Camden Council proposes to amend its standard instrument Local Environmental Plan. Camden Council intends to introduce complimentary zones of: IN1 General Industrial, SP2 - Infrastructure and E3 Environmental Management.</p>
Menangle Park	Approved by minister 20-02-2012	<p>Applicant: Landcom</p> <p>3,400 dwellings</p> <p>Proposal to rezone land within the Menangle Park Urban Release Area to enable it to be developed for urban purposes in a sustainable manner by providing for approximately 3,400 residential allotments of various sizes, a small commercial centre, employment land, community and recreation facilities, passive and active open space including the protection of significant areas of riparian land. As of December 2019, the area has been rezoned however no development has occurred. Land is now selling with settlement set for late 2020.</p>

Source: Campbelltown City Council and DPIE 2020

The planning proposals indicate residential growth in the short and medium term within the Campbelltown LGA. Greenfield development is the most common proposal as indicated by applications for environmental zones (E1 to E4) rezoned to support low density residential and in some cases industrial land use.

The residential pipeline indicates a growing population to support more intense employment uses, including higher order business centres. High-density mixed-use proposals indicate a growing appetite for that development type in the Ingleburn and Campbelltown CBDs, which sets a precedent for future infill in business centres in short to medium term.

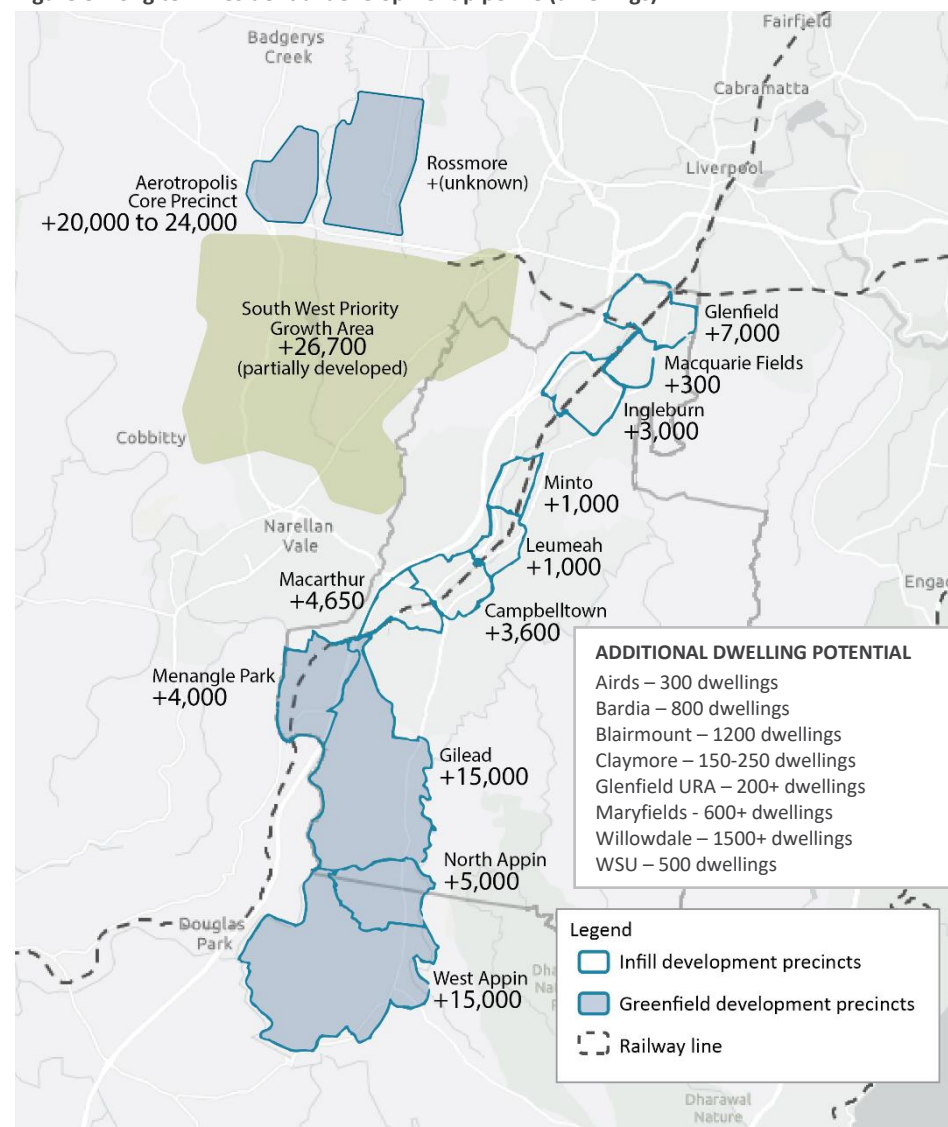
2.4.3 Long term housing pipeline

Development potential of precincts identified in the Greater Macarthur 2040 Interim Plan and the Draft Western Sydney Aerotropolis Plan are seen in Figure 8. Infill development along the T8 train line is greatest in Macarthur and Campbelltown and planned for a short to medium term pipeline. The South West Priority Growth Area includes Oran Park, Willowdale, Gregory Hills and Edmondson Park which are already partially developed. The Badgerys Creek Aerotropolis is a longer-term land release area with over 20,000 dwellings planned for the core precinct.

The areas surrounding Campbelltown are subject to long term residential development as both infill and greenfield development. This level of population growth will be able to support higher order business centres which include large floor plate office uses, institutions, and a diversity of retail and residential uses. Infill development in Campbelltown and Ingleburn will help support retail and commercial activity in those centres, including night-time activity.

Greenfield developments are located along key transit corridors with maximum 30-minute access to Campbelltown CBD. This offers Campbelltown CBD the opportunity to capitalise on a new labour force with little competition from local centres that function to service the immediate local community. Residential development supports the construction industry that asserts a strong presence in Campbelltown employment precincts. In the long term, residential areas will support population servicing industrial businesses such as mechanics, household goods and light manufacturing.

Figure 8: Long term residential development pipeline (dwellings)



Source: Greater Macarthur 2040 (Nov 18) and Campbelltown LSPS 2020

2.5 Strengths and opportunities

This section details some of the key strengths and opportunities in Campbelltown for industrial and employment land.

2.5.1 Strengths

Strategic context



- Located along and within close proximity to major arterial roads including the Hume Motorway, M5, M7, Appin Road, Narellan Road and The Northern Road which provide convenient access to major employment centres including Sydney CBD, Parramatta CBD and the future Western Sydney Aerotropolis as well as south to Wollongong, Southern Highlands and ACT.
- Well connected by heavy rail and roads supporting industrial uses as a hub in the network of industrial lands, including the intermodal terminal at Minto. Located on the main southern railway line with connections to the South West Rail Link.
- Retail destination for the wider region attracting shoppers from surrounding LGAs including Camden, Wollondilly and the southern highlands area.
- Established regional facilities including hospital, retail services, university, specialised retail premises, industrial precincts and administration services.
- Reimagining Campbelltown is creating a new vision for Campbelltown City Centre as a cultural, employment, commercial and health and education hub for Macarthur region.
- The Australian Botanic Garden, Holsworthy Military base and the 2,000 ha of National Parks across the LGA provide open space benefits to the community and contribute to the landscape character of the area
- Ingleburn and Minto are major industrial areas serving the broader regional catchment.

Site character

- Large industrial lots in Campbelltown LGA attract large manufacturers and other large-scale businesses over areas such as Wetherill Park and Milperra.

Planning



- Government investment across the Western City District is significant with infrastructure upgrades including the new airport, proposed road and rail corridors, hospitals and public housing renewal creating growth opportunity
- The Local Strategic Planning Statement vision for 2040 includes retaining the natural and historic cultural landscape whilst building local economic activity and employment. This is achieved by maximising urban growth opportunities and limiting urban sprawl.

2.5.2 Opportunities

Strategic context



- Differentiate from centres like Liverpool and Camden.
- Support and strengthen the established manufacturing and transport, warehouse and logistics industry.
- Revitalise the area, particularly Queen Street, to attract professional service industries, research institutes and office based industries that can support retail trade and attract allied investment.
- Support the growth of emerging industries such as agribusiness and food product manufacturing.
- Grow communities with employment, education and community services leveraging from the Campbelltown Hospitals and Western Sydney University campus.

Built form



- Provide the appropriate and adequate scale infrastructure and amenities to support workers and businesses in professional services.
- Compete with centres in surrounding LGAs (i.e. Camden, Liverpool and Narellan).
- Improve connectivity between Queen Street and the railway station.

Planning



- Support an anchor/flagship attractor to bring in businesses and professional services, eg university, stadium upgrade, business park or expanded justice precinct.
- Upgrade of the Campbelltown Stadium is an opportunity to attract additional business and industry to the area while building community spirit with the introduction of the Macarthur FC A-League football team.
- Glenfield rail junction could have a business hub to support the updated high school and new residential development.
- The Western Sydney Aerotropolis and growth across the Western Sydney District will provide new homes and population adjacent to the LGA leveraging off the centres at Leppington, Campbelltown-Macarthur and Liverpool.
- Early planning, at a State Government level, for the Outer Sydney Orbital motorway and the freight rail line is currently underway. Planning for the impact of this on the economic character of the LGA and its future role will be necessary.



CAMBELLTOWN ECONOMIC ENVIRONMENT

3.0 CAMPBELLTOWN'S ECONOMIC ENVIRONMENT

The following Chapter review's the current and historic economic and employment trends within Campbelltown LGA (Campbelltown) and wider locality. It draws on data sources from Census 2016 data collated through the ABS or id. Consultants. While there is some more recent (2018/19) data available on economy Id., it is not consistently available across all topics and would create inconsistencies in number sourcing if used for the purpose of this report. Where relevant, economic performance indicators of Campbelltown have been benchmarked against Greater Sydney to further identify any industry specialisation or opportunities for Campbelltown LGA.

This section covers the following key areas:

- People living in the LGA (Section 3.1)
- Workers and Jobs in the LGA (Section 3.2)
- Businesses in the LGA (Section 3.3)
- Future population living and working in the LGA (Section 3.4).

3.1 Resident population characteristics

The resident population refers to persons living within the Campbelltown LGA. This section details the key characteristics of the resident population and the implications for such in the context of this employment lands study.

3.1.1 Who is living in the LGA?

Campbelltown is a diverse community with an over-representation of young people and those over 50 years old. The following section details some key elements of the Campbelltown community profile:

- Population in 2016 was 156,713 having experienced a 9% growth in the previous decade
- The population comprised 49% males, 51% females
- Median age 34, compared to 36 in Greater Sydney
- Between 2006 and 2016 the largest changes in age structure in Campbelltown were growth in empty nesters and retirees (60 to 69 years) with an increase of 6,894 people and a decline in secondary schoolers (12 to 17 years) with a decrease of 2,458

people. The area also saw notable growth in the young workforce (25 to 34 years) and seniors (70 to 84) age groups

- The largest portion (19.5%) of Campbelltown's population were within the parents and homebuilders age group (35 to 49 years). This generally aligns with Greater Sydney⁸.

The ageing population increases demand for aged care and health related services in and around Campbelltown's commercial centres as well as additional pressure on Campbelltown, Liverpool and Camden hospitals.

The growing young work force could suggest the area is attracting positive employment and lifestyle options for this age group. Further opportunities for employment should be fostered to continue to support this age group.

The parents and homebuilders and young workforce age groups may increase demand on construction and building service industries as well as supermarket expenditure and large format retail.

3.1.2 What is their employment status?

Campbelltown's location as the edge of Metropolitan Sydney and on the intersection of several transport corridors lends the area to a variety of employment options. The following section details some key elements of the Campbelltown employment landscape:

- In 2016, around 74,700 or 44% of Campbelltown's residents were in the workforce. Of these, around 68,830 or 92% were employed while 5,875 or 7.9% were unemployed. This unemployment rate was around 1.9% higher than that recorded for Greater Sydney (6.0%)⁹.
- Of its employed residents in 2016 (68,830 residents) around 61.3% worked full-time and 28.8% worked part time. This was relatively consistent with the employment rate for Greater Sydney.¹⁰

⁸ .id, Campbelltown City Community Profile (2019)

⁹ .id, Campbelltown City Economic Profile (2019)

¹⁰ .id, Campbelltown City Economic Profile (2019)

The higher unemployment rate in Campbelltown indicates the opportunity and demand for increased employment opportunities. These could be provided by local businesses and within its commercial/employment centres/precincts. This would have the effect of increasing the demand for additional floor space within its centres and employment precincts.

In the decade to 2016, Campbelltown saw an increase in part-time employment and a small decrease in full-time employment. The increase in part-time employment could be indicative of the trend toward flexible workplaces and hours, co-working spaces, work from home and home based businesses.

3.1.3 Where are residents going to work?

With major road and rail connections to the wider Sydney area, Campbelltown's residents have ease of access to several employment hubs within the metropolitan network including Sydney, Liverpool and Parramatta. This section details where the residents of Campbelltown travel to for employment.

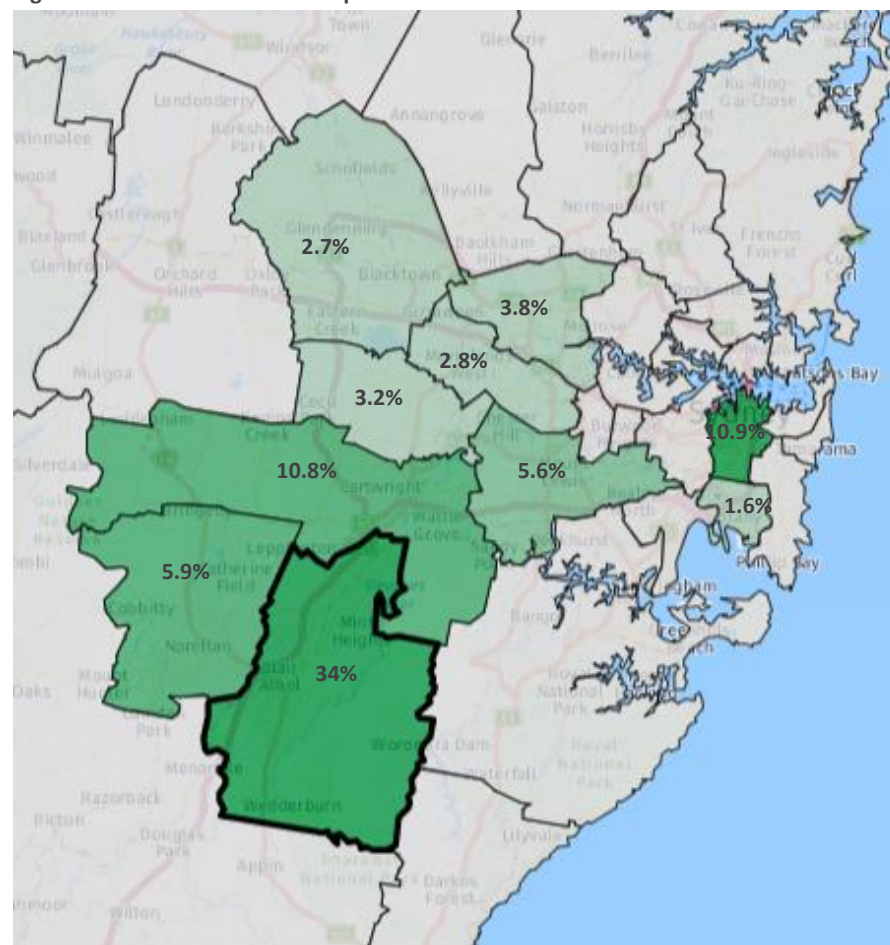
- In 2016, 23,390 or 34% of the Campbelltown's employed residents lived and worked in the LGA, whereas 42,489 or 61.8% travelled outside the LGA to their place of work. This 34% is referred to as Campbelltown resident containment rate.
- The second most common destination for residents travelling for employment was Sydney LGA (7,465 or 10.9%) followed by Liverpool LGA (7,406 or 10.8%) and Camden LGA (4,063 or 5.9%), as shown in Figure 9.
- Anecdotally, more residents are working in Parramatta than previously due to the relocation or "decentralisation" of government departments. Around 2,595 or 3.8% of Campbelltown's working residents travel to Parramatta for employment¹¹.

Significant population growth is projected for Campbelltown over the next 16 years (2020-36), with around an additional 100,250 residents forecast for the LGA. Of these new residents, around 76,535 or 76% are forecast to be over 15 years of age. If we assume 44% of these new residents, over the age of 15 years, are active in the workforce, there would be potentially 33,675 new residents in the workforce. Furthermore, applying Campbelltown's current resident containment rate of 34%, the increase in residents

alone could create the demand for additional 11,450 jobs to be provided locally, that is in the LGA. Any increase in the resident containment rate would increase the demand for jobs to be provided in the LGA for its future residents.

The need to provide additional jobs locally would increase the demand for additional space to be provided in Campbelltown's local centres/precincts while also contributing to Greater Sydney to achieve its 30-minute city aspiration.

Figure 9: Where residents in Campbelltown work



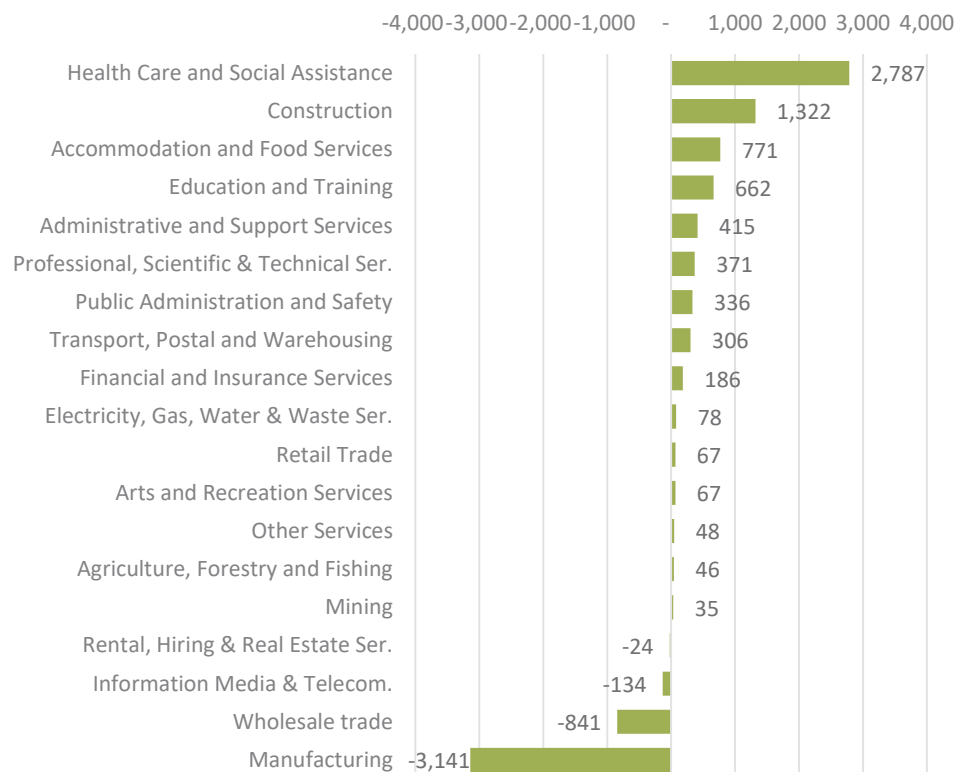
Source: id, Campbelltown City Economic Profile (2019)

¹¹ id, Campbelltown City Economic Profile (2019)

3.1.4 What industries do residents work in?

Campbelltown's employment composition between 2006 and 2016 shows a trend away from those more traditional industrial jobs towards education and healthcare. The resulting composition is generally comparable with that of Greater Sydney.

Figure 10: Change in total employed person aged +15 years



Source: Campbelltown Community Economic Profile 2019

As shown in Figure 10, the change shows more residents were working in the Healthcare and Social Assistance, construction, accommodation and food services, education and training and administrative support services. It is also demonstrated that fewer residents

were working in manufacturing, wholesale trade, information, media and telecommunications and rental, hiring and real estate services¹².

The significant decrease in employment in industrial related sectors (manufacturing and wholesale trade) may impact the movement of residents, increasing demand on the transport network with workers in these industries travelling from elsewhere.

Location quotient (LQ) is a simple way of assessing which are the main resident employment industries in an area relative to a comparable area. LQ uses the percentage of total employed persons in each location and divides the smaller location (in this case Campbelltown) by the comparable percentage for the larger location (in this case Greater Sydney).

- Where LQ=1, the identified industry is as prevalent as in the comparable area
- An LQ greater than 1.2 indicates a significant specialisation of the industry in Campbelltown – indicating possibly a key economic strength. Higher numbers indicate a greater specialisation with anything exceeding 2 being a major specialisation
- An LQ between 0.8 and 1.2 means the industry is broadly similar in importance in Campbelltown compared to the comparison region and could be seen as representative
- An LQ under 0.8 indicates an industry which is more important in the comparable area than Campbelltown and may represent an economic weakness or opportunity for growth¹³.

From Table 3 we can see that Campbelltown's resident workers:

- Had a significant specialisation in manufacturing and transport, postal and warehousing when compared to Greater Sydney
- A weakness/opportunity for growth in financial and insurance services, Professional, Scientific and Technical Services, Information media and telecommunications, Agriculture forestry and fishing, Arts and Recreation and Rental, Hiring and Real Estate Services.

¹² .id, Campbelltown City Community Profile (2019)

¹³ id, Campbelltown City Economic Profile (2019)

Table 3: Resident employment by industry and location quotient 2006-16

Industry	2006	Campbelltown		Change %	LQ Greater Sydney
		2016	Change #		
Agriculture, Forestry and Fishing	173	219	46	0.1%	0.61
Mining	99	134	35	0.1%	0.93
Manufacturing	9,634	6,493	-3,141	-5.0%	1.57
Electricity, Gas, Water & Waste Services	612	690	78	0.1%	1.15
Construction	4,489	5,811	1,322	2.1%	1.00
Wholesale Trade	3,305	2,464	-841	-1.3%	0.94
Retail Trade	7,365	7,432	67	0.1%	1.11
Accommodation and Food Services	3,556	4,327	771	1.2%	0.93
Transport, Postal and Warehousing	5,299	5,605	306	0.5%	1.56
Information Media and Telecoms	1,122	988	-134	-0.2%	0.59
Financial and Insurance Services	2,876	3,062	186	0.3%	0.71
Rental, Hiring and Real Estate Services	1,003	979	-24	0.0%	0.86
Professional, Scientific & Technical Ser.	2,908	3,279	371	0.6%	0.52
Administrative and Support Services	2,091	2,506	415	0.7%	0.97
Public Administration and Safety	3,926	4,262	336	0.5%	1.12
Education and Training	4,161	4,823	662	1.0%	0.92
Health Care and Social Assistance	5,756	8,543	2,787	4.4%	0.91
Arts and Recreation Services	704	771	67	0.1%	0.77
Other Services	2,366	2,414	48	0.1%	1.00
Total Industries	63,250	68,842	132,092	0.1%	

LQ Table key:

Economic weakness/opportunity for growth (<0.8)	Similar in importance between areas (0.8-1.2)	Significant specialisation (1.2-2.0)	Major specialisation (>2)
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Source: (Australian Bureau of Statistics, 2016)

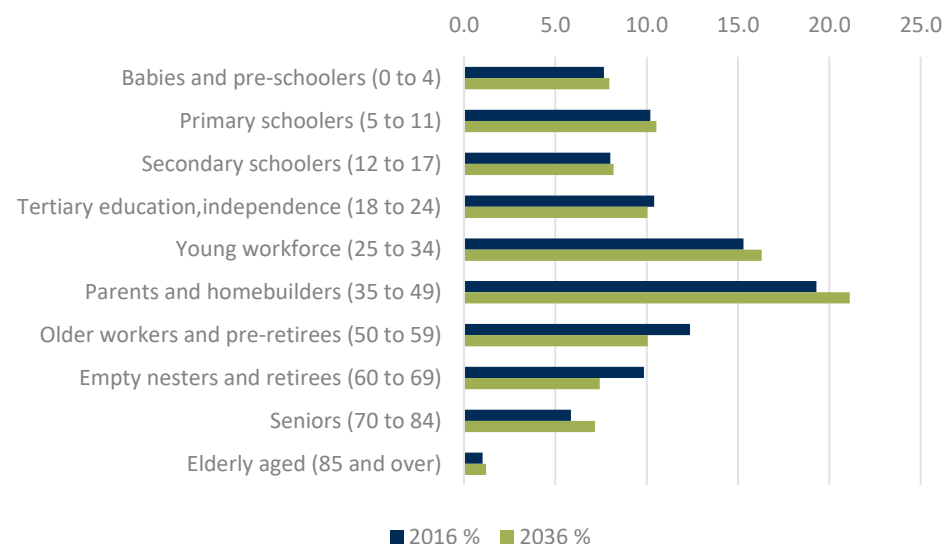
3.1.5 Population projections

Campbelltown is expected to see significant population growth in the coming years, this section details the key age groups impacted.

- Between 2016 and 2036 the population is projected to increase by around 114,370 people or 71%, reaching 275,778 residents by 2036. This proportional growth is higher than that experienced in the last ten years in the area
- Of this growth, 24% is expected to be parents and homebuilders in the 35 to 49-year-old age group, and 18% young workforce 25 to 24 age group whilst 21% of the growth is predicted to be those over 50 years old¹⁴.

Notably, compared to the growth over the last ten years – over 60s are not anticipated to be the largest growth sector. Therefore, with younger families and couples living in the area – more jobs will need to be created. The 25 to 49 age group increase demand for employment generally as well as adding pressure on housing and infrastructure.

The ageing population would be expected to increase the demand for health and aged care related services. In turn, this may increase the demand for pharmaceutical and medicinal product manufacturing within the Campbelltown LGA.

Figure 11: Campbelltown population projections (per cent of population)

Source: .id, Campbelltown City Community Profile (2019)

¹⁴ .id, Campbelltown City Community Profile (2019)

3.2 Employment characteristics

Employment refers to persons aged 15 years and over, working in Campbelltown LGA regardless of their place of usual residence (local workers).

Terminology

In line with the Greater Sydney Commission's employment categories, this Chapter and some preceding chapters, employment industries have been aggregated into four broad employment sectors. These are based on the Australian and New Zealand Standard Industrial Classification (ANZSIC). These four broad job sectors are as follows:

- **Knowledge intensive:** Information, Media and Telecommunications; Financial and Insurance Services; Rental, Hiring and Real Estate Services; Professional, Scientific and Technical Services; and Public Administration and Safety
- **Health and education:** Education; Health Care; and Social Assistance
- **Population serving:** Retail Trade; Accommodation and Food Services; Arts and Recreation Services; Construction; Administrative and Support Services and Other Services
- **Industrial:** Agriculture; Forestry and Fishing; Mining; Manufacturing; Electricity, Gas, Water and Waste Services; Wholesale Trade; and Transport, Postal and Warehousing¹⁵.

3.2.1 What industries are based in Campbelltown?

Campbelltown has a diverse industry base; this section details the industries that are more dominant and compares with those of Greater Sydney.

- In 2016 Campbelltown generated around 48,110 jobs, representing an increase of around 10,045 or 26% from that recorded in 2006.
- In 2016 the largest employment industries in Campbelltown were health care and social assistance (14% of jobs); manufacturing (13% of jobs); retail trade (12% of jobs) and education and training (11% of jobs). To note, the more recent 2018/19 data indicates that manufacturing is the largest employer, generating 9,287 local

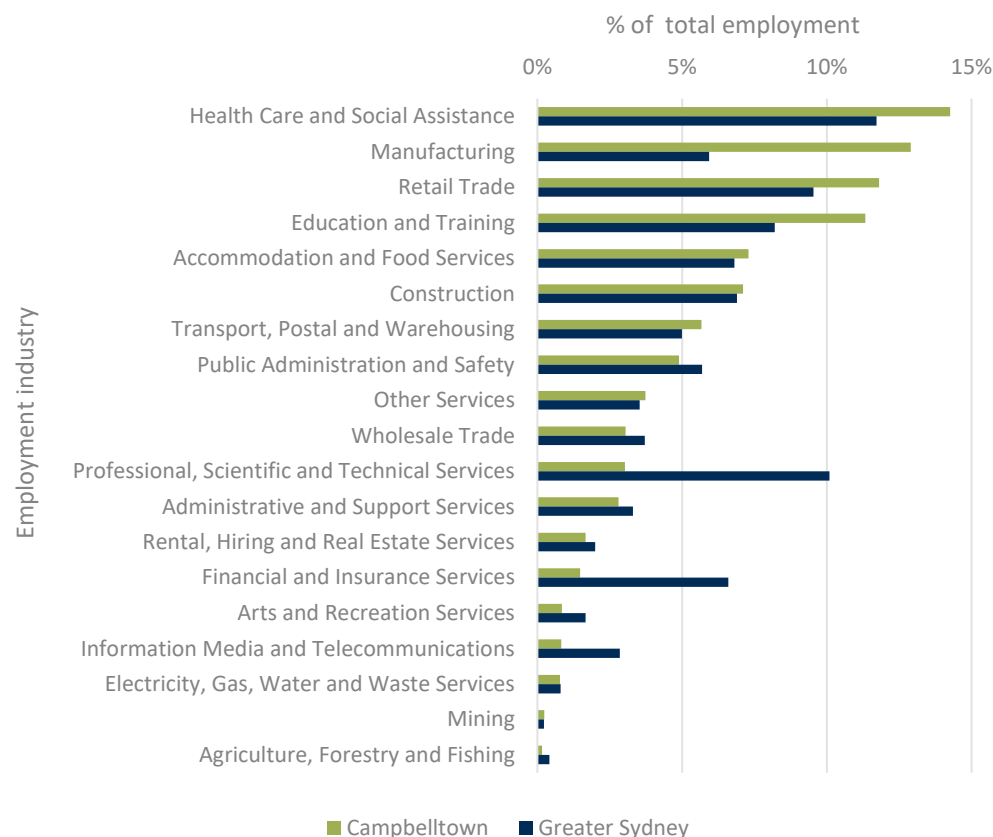
jobs These four industries comprised around 50% of the total jobs generated in Campbelltown. The same industries combined comprised around 35% of jobs across Greater Sydney.

- A smaller percentage of local workers in Campbelltown are employed in professional, scientific and technical services (3% of jobs) and financial and insurance services (1% of jobs) compared to Greater Sydney (10% and 7% respectively)¹⁶.

These differences demonstrate a tendency for Campbelltown employment toward more essential and practical services compared to Greater Sydney's general consultant services.

¹⁵ Australian Bureau of Statistics (2016)

¹⁶ id, Campbelltown City Economic Profile (2019)

Figure 12: Campbelltown industry configuration (portion of jobs, 2016)

Source: id, Campbelltown City Economic Profile (2019)

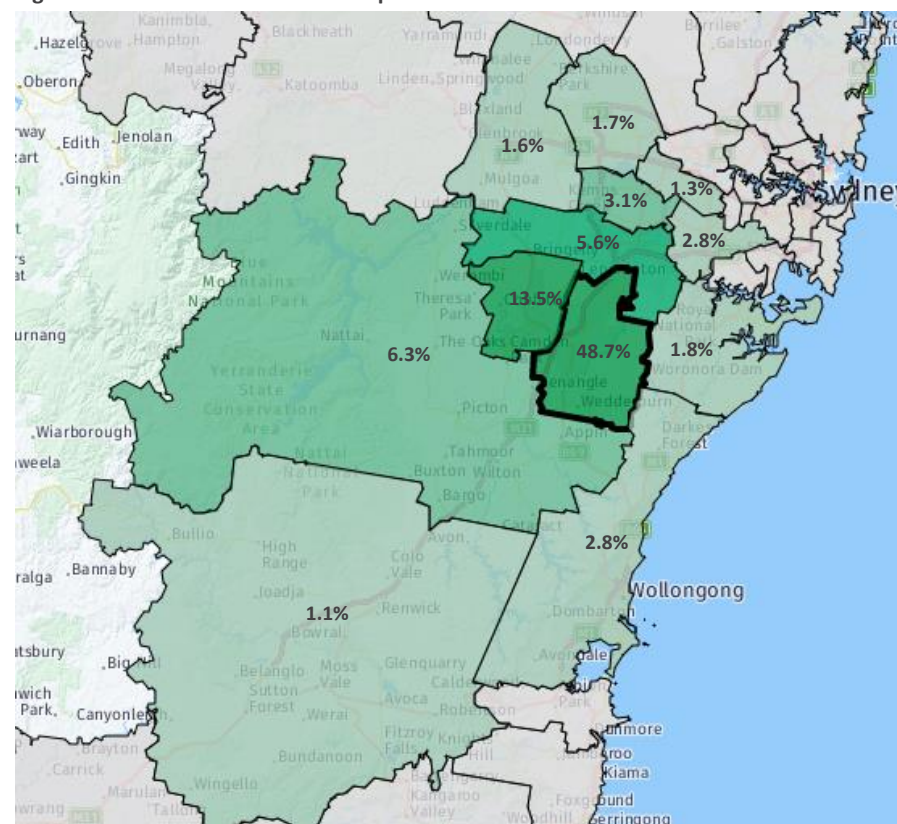
3.2.2 Where do workers in Campbelltown Live?

The diverse industries offering employment across Campbelltown attract workers from across the region:

- As noted in section 3.1, in 2016, 48.7% of the 48,077 local workers in Campbelltown City also lived in the area
- Other LGAs where a significant proportion of workers come from are:
 - Camden – 13.5%

- Liverpool – 7.6 %
- Wollondilly – 6.3%¹⁷.

As shown in Figure 13 and detailed above, workers in Campbelltown are most often from Campbelltown and the directly adjacent LGAs. The Campbelltown LGA is aligned with a similar containment rate as other locations within the Greater Sydney Region, however as the population grows and ages the pressure to increase the rate will in turn increase.

Figure 13: Where do workers in Campbelltown live

Source: id, Campbelltown City Economic Profile (2019)

¹⁷ id, Campbelltown City Economic Profile (2019)

3.2.3 What industries does Campbelltown specialise in? - Location quotient

Location Quotient (LQ) is a way of assessing which are the main industries in an area relative to a comparable area (see section 3.1 for LQ definitions). Table 4 demonstrates that manufacturing is the greatest specialisation in Campbelltown with significant specialisations in Education and Training, Retail Trade and Health Care and Social Assistance.

Table 4: Employment generated in Campbelltown by industry and LQ

Industry	Campbelltown				2016 LQ
	2006	2016	Change #	Change %	Greater Sydney
Accommodation & Food Services	2,527	3,507	980	3%	1.07
Administrative and Support Services	920	1,350	430	1%	0.85
Agriculture, Forestry and Fishing	74	78	4	0%	0.39
Arts and Recreation Services	325	406	81	0%	0.51
Construction	1,906	3,420	1,514	4%	1.03
Education and Training	4,581	5,452	871	2%	1.38
Electricity, Gas, Water & Waste	131	377	246	1%	0.98
Financial and Insurance Services	648	710	62	0%	0.22
Health Care and Social Assistance	4,159	6,859	2,700	7%	1.22
Information Media and Telecoms	334	398	64	0%	0.29
Manufacturing	6,767	6,205	-562	-1%	2.17
Mining	167	112	-55	0%	1.03
Other Services	1,543	1,795	252	1%	1.06
Professional, Scientific & Technical Ser.	1,189	1,454	265	1%	0.30
Public Administration and Safety	2,168	2,356	188	0%	0.86
Rental, Hiring & Real Estate Services	709	803	94	0%	0.84
Retail Trade	5,714	5,678	-36	0%	1.24
Transport, Postal and Warehousing	2,040	2,729	689	2%	1.14
Wholesale Trade	1,798	1,468	-330	-1%	0.82
Total	38,066	48,112	10046	26%	

LQ Table key:

Economic weakness/opportunity for growth (<0.8)	Similar in importance between areas (0.8- 1.2)	Significant specialisation (1.2-2.0)	Major specialisation (>2)
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Source: (Australian Bureau of Statistics, 2016)

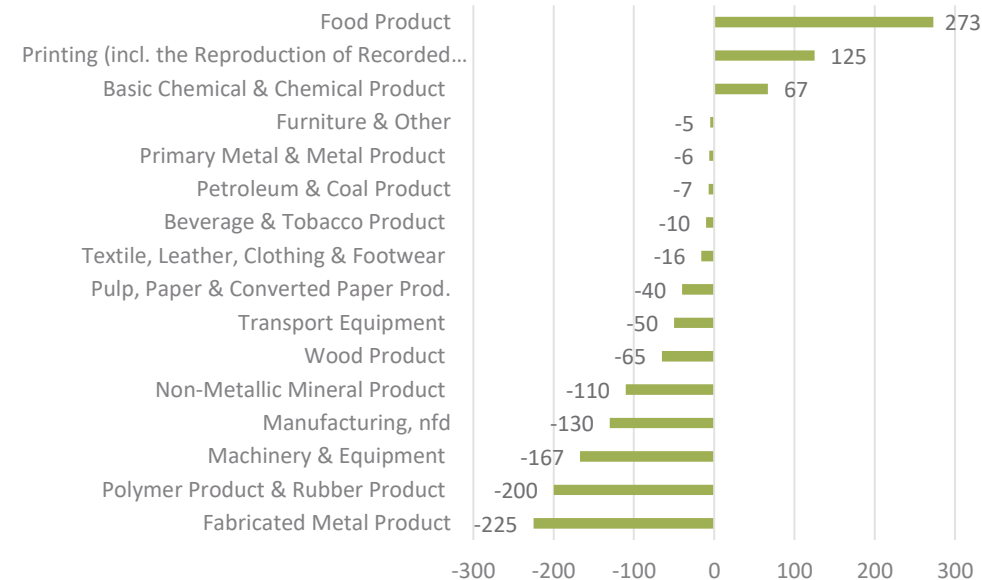
Manufacturing employment

The manufacturing sector experienced the greatest overall decline in jobs, with a loss of 562 jobs. Despite this decline, three sub- manufacturing sectors experienced an increase in employment of around 465 jobs over the same period. The trends are demonstrated in Figure 14, that:

- The growth in employment was in food product manufacturing, printing and basic chemical and chemical product manufacturing
- The sectors with the greatest loss in employment in this time were fabricated metal product manufacturing, polymer product and rubber product manufacturing and machinery and equipment.

The data explored in this chapter demonstrates that despite the decline, manufacturing remains a key industry of employment for both locals and those travelling to Campbelltown for employment. The shift in types of manufacturing employment within the industry indicate changes in demand for the style and location of commercial and industrial spaces, particularly those near to major transport routes.

Figure 14: Manufacturing industry change 2006 -2016



Source: (Australian Bureau of Statistics, 2016)

Education and training

The greatest change within the education and training sector was an increase of 601 jobs in preschool and School education and 219¹⁸ jobs in tertiary education. As with all growing communities, preschools and schools will have an employment boost. The growth in the tertiary education sector also aligns with the work being undertaken to transition Campbelltown into a metropolitan health and education hub. Tertiary education institutions are commonly setting up learning hubs for students to work remotely from primary campuses such as Wollongong and Western Sydney and carry out practical learning such as medicine or agricultural-based studies.

Health and Education hubs could create employment opportunities for educators and support services. More people in this sector live outside of the Campbelltown LGA than those that live within it¹⁹, indicating an opportunity to promote this popular industry to the local resident population or encourage workers to live in the area.

Health care and social assistance

Within the Health care and social assistance sector, there was an increase of 890 jobs in hospitals and 868²⁰ jobs in social assistance Services. The growth in social assistance services is expected to continue to drive demand on commercial space in local centres with the ageing population increasing the demand for such services. This industry is expected to continue to be a major employment industry as the community ages and grows into the future.

This industry has a significant specialisation in Campbelltown however currently employs a similar percentage of local residents as occurs across Greater Sydney²¹ showing that workers are travelling from elsewhere for this type of employment. This highlights an opportunity to encourage the local workforce to remain in the area as residents.

¹⁸ Australian Bureau of Statistics (2016)

¹⁹ id, Campbelltown City Economic Profile (2019)

²⁰ Australian Bureau of Statistics (2016)

²¹ id, Campbelltown City Economic Profile (2019)

Retail trade

Motor vehicle and motor vehicle parts retailing is the primary contributor to the growth in retail trade in Campbelltown with an additional 236 jobs between 2006 and 2016. Food retailing, general retail trade and other store-based retailing all saw a decline in jobs in the same time frame, potentially a reflection of the emergence of competing centres such as Narellan²². The Campbelltown City Centre however, continues to act as a key commercial and retail centre for the wider Campbelltown, Camden, Wollondilly and Wingecarribee LGAs.

Those working less than a 40-hour workweek and 16 to 24-year-olds are over-represented in the retail industry in Campbelltown²³ indicating the strength in this sector could be young people working. The growing population will increase demand for retail in the LGA and in turn, employment in this sector.

3.3 What value is added to Campbelltown by industry?

It is estimated that in 2016, industries within Campbelltown contributed around \$4.7 billion to its GDP. The top five industries by value added in Campbelltown were:

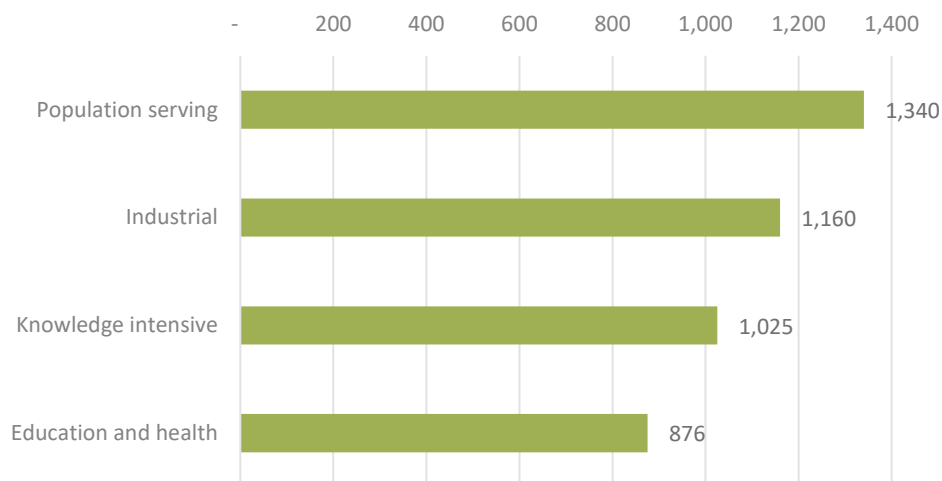
- Manufacturing - \$664 million
- Health care and social assistance - \$461 million
- Construction - \$445 million
- Education and training - \$415 million
- Transport, postal and warehousing - \$411 million²⁴.

Figure 15 shows the value added to local GDP in Campbelltown by broad industry sector whilst Figure 16 shows the productivity per worker by industry sector. It reveals that population serving industries were the largest contributor to Campbelltown GDP (\$1.3 billion), followed by industrial industries (\$1.2 billion).

²² Australian Bureau of Statistics (2016)

²³ id, Campbelltown City Economic Profile (2020)

²⁴ Economy id worker productivity rates 20016/17, ABS 2016 census, HillPDA

Figure 15: Value added to local GDP by industry sector 2016 (\$m)

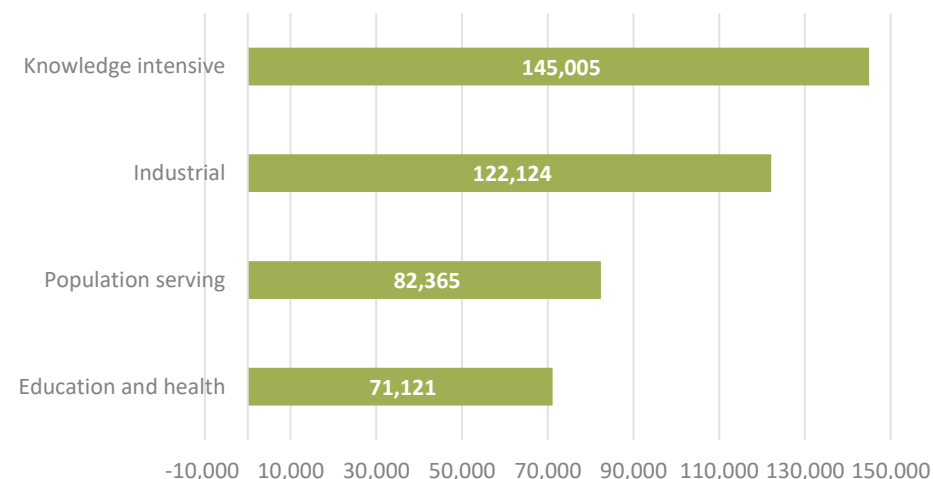
Source: Economy id worker productivity rates 20016/17, ABS 2016 census, HillPDA)

Figure 16 shows worker productivity rates for the four broad industry sectors in 2016. Worker productivity by industry is calculated by dividing the industry value add by the number of persons employed in that industry. It shows which industries generate the most value add per employee²⁵.

This analysis shows that although the knowledge intensive sector was the third largest contributor to Campbelltown's GDP, it had the highest worker productivity rate (approximately \$145,000 per worker).

This was followed by industrial industries with a worker productivity rate of around \$122,125/worker. Industrial industries typically generate the most value add per employee so they may not necessarily be large employment generators however, they do significantly contribute to the economy.

²⁵ Economy id

Figure 16: Worker productivity by industry sector 2016 (\$/per worker)

Source: Economy id worker productivity rates 20016/17, ABS 2016 census, HillPDA)

3.4 Employment projections

The NSW Transport, Analytics and Performance (TPA) released updated employment projections in June of 2019, in which they forecast that the number of jobs within the Campbelltown LGA will increase by around 18,830 jobs or 32% between 2019 and 2041.

Most of this growth is forecast to be in the health and education sector, comprising 7,415 jobs or 39% of the total projected growth. Almost half of which was in the Campbelltown-Woodbine area where Campbelltown hospital and Western Sydney University Campbelltown Campus are located.

Population serving industries are forecast to comprise the second largest growth with additional 6,760 jobs or 36% of net growth. Knowledge intensive is the third largest forecast industry sector, with 3,260 additional jobs and lastly industrial with 1,400 jobs²⁶.

²⁶ TPA (2019)

Despite manufacturing experiencing a decline in employment over the ten years to 2016, this industry is forecast to increase in employment over the coming decade. Specifically, an additional 1,315 jobs between 2019-41, representing an increase of around 14% from that estimated in 2019.

Table 5: Forecast employment growth by broad industry sector

Industry sector	2016	2041	Change	% of total growth
Agriculture, Forestry and Fishing	100	81	-19	0%
Mining	130	141	11	0%
Manufacturing	9,411	10,727	1,316	7%
Electricity, Gas, Water and Waste Services	497	617	120	1%
Construction	5,197	7,706	2,509	13%
Wholesale Trade	2,109	2,374	265	1%
Retail Trade	6,991	8,610	1,620	9%
Accommodation and Food Services	4,047	5,506	1,460	8%
Transport, Postal and Warehousing	3,857	3,827	-30	0%
Information Media & Telecommunications	445	448	3	0%
Financial and Insurance Services	835	1,130	295	2%
Rental, Hiring and Real Estate Services	1,027	1,404	378	2%
Professional, Scientific and Technical Services	2,210	3,375	1,165	6%
Administrative and Support Services	1,897	2,188	292	2%
Public Administration and Safety	2,784	3,908	1,124	6%
Education and Training	6,442	9,462	3,020	16%
Health Care and Social Assistance	8,433	12,829	4,396	23%
Arts and Recreation Services	536	749	213	1%
Other Services	2,494	3,189	695	4%
Total	59,442	78,272	18,832	100%


Source: TPA 2016 employment projections (updated 2019)






POLICY AND LITERATURE CONTEXT



4.0 POLICY AND LITERATURE CONTEXT

This section provides an overview of the relevant policy and literature directions that will influence the transition of employment land in Campbelltown over the next 20 years. Key insights and themes coming out of the literature review have been summarised below.

Theme	Insights
Land use 	<ul style="list-style-type: none"> Industrial and urban service land in Campbelltown is identified under the 'retain and manage' category in the Greater Sydney Region Plan, which suggests that all existing industrial and urban services land should be safeguarded from competing pressures such as mixed-use zones or residential development (Region Plan, p134, Figure 42). Increasing the level of residential development within walking distance of a supermarket is a desirable liveability outcome (Region Plan, 2018, p120 and Reimagining Campbelltown 2020). Campbelltown-Macarthur, as a Metropolitan Cluster, should provide higher order jobs and a wide range of goods and services (Region Plan, 2018, p119). Buffer areas should be provided to nearby activities, such as residential uses, that are sensitive to emissions from 24-hour port and freight functions (District Plan, 2018). Retain industrial lands for a port, intermodal and logistics uses from the encroachment of commercial, residential and other non-compatible uses which would adversely affect industry viability to facilitate ongoing operation and long-term growth (District Plan, 2018, Action 28). Land is proposed to be rezoned for industrial and urban services in the South West Growth Area and Greater Macarthur Growth Area (District Plan, p89). The Glenfield-Macarthur Urban Renewal Corridor Strategy proposes more jobs and homes closer to the station precincts. Recognise the significance of existing employment lands along the major rail and road corridors and ensure that larger sites remain available to meet the long term demands of the logistics industry (Employment Lands Review, 2011). Planning and investing in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres (Campbelltown 2027). Prepare masterplans for the town centres identified within the Glenfield to Macarthur Urban Renewal Corridor that incorporate opportunities for in-centre living (Campbelltown LSPS, 2020).

Theme	Insights
Leveraging anchors 	<ul style="list-style-type: none"> Campbelltown City has been identified as a ring university town with an opportunity to build on the existing tertiary facilities. The Greater Sydney Region Plan envisions a minimum of 10,000 students in each city, co-located with TAFE facilities (Region Plan). Intent to anchor university presence at Campbelltown-Macarthur around the NSW Government's investment in the hospital and facilitate the emergence of the health and education precincts (Region Plan, 2018, p109). Reimagining Campbelltown proposes a vertical university in the CBD. \$632 million has been committed for the Campbelltown Hospital Redevelopment Stage 2, mental health services and paediatric services (District Plan, 2018, p84). The new NSW Government– University funded Macarthur Clinical School at Campbelltown Hospital (District Plan, 2018, p84). The construction of the Campbelltown Sports and Health Centre of Excellence at Western Sydney University (District Plan, 2018, p84) Advocate to the NSW Government for the decentralisation of administrative functions to Campbelltown CBD potentially including a Legal Justice Precinct and/or significant augmentation to the existing District Court facilities and services (Campbelltown LSPS) Western Sydney University's commitment to develop a CBD campus (Reimagining Campbelltown 2020). Development of a new Macarthur Medical Research Centre integrated with the hospital campus (Reimagining Campbelltown 2020).
Target industries 	<ul style="list-style-type: none"> Promote and enable appropriate development of the Campbelltown Health and Education precinct to respond to local and broader health needs and promote employment and education opportunities (Campbelltown LSPS, 2019). The Jobs for the Future report, by Jobs for NSW, identifies 11 segments that NSW should target. Segments relevant to Campbelltown City include international education; regional headquarters of multinationals; start-ups and digital innovation; advanced manufacturing; life sciences and environmental technologies (Region Plan) Investigate the growth of allied health and medical related businesses, research, science and advanced manufacturing (Economic Development Strategy, 2020). Opportunity target sectors are health and education, industrial and agribusiness (Campbelltown Economic Development Strategy, 2020).

Theme	Insights
	<ul style="list-style-type: none"> Increasing online ordering and home delivery is driving demand for 'dark retail' stores. These stores are most suited to industrial areas located with strong access to the road freight network (Region Plan 2018). Specialise in mental health, indigenous health and endocrinology (Campbelltown Macarthur Place Strategy, 2020). Investigate opportunities for the growth of allied health and medical related businesses, research, science and advanced manufacturing (District Plan, 2018, p84). Increase opportunities for creative, digital and technology businesses and employees (District Plan, 2018, p84). Developing tourism opportunities and promoting Campbelltown as a destination (Campbelltown 2027). Support the development of the local economy through business innovation and growth, attracting professional organisations that provide a range of employment opportunities (Campbelltown 2027). Labour-intensive sectors of health, aged care and social assistance, education and training, and personal services are important for the economy. Growth in the home-based businesses and start-up sectors is highlighted as important to consider as supporting these industries would need to include consideration of the need for commercial space as businesses grow. Create a diversity of arts related businesses including the development of a Creative Industry Hub that can grow in line with the city and add vibrancy across the region (Campbelltown LSPS, 2019).
Built form 	<ul style="list-style-type: none"> The adaptation of buildings to accommodate high-bay automation requires building heights greater than existing buildings and current planning limits. Increased building heights are needed for the evolution of industrial buildings (Region Plan, 2018, p131). Industrial land adjacent to train stations is, in the main, part of large intact industrial precincts or directly linked to the freight rail network and therefore highly valuable industrial land – it is not suitable for conversion to residential (Region Plan, 2018, p130). Some older industrial sites contain low buildings or constraints such as smaller lots that are unable to meet emerging freight and logistics needs. Review older sites to identify opportunities for new industrial uses with higher job densities (District Plan, 2018, p93). Create a framework for future development that encourages increased amenity, aesthetics, public domain and open space (Campbelltown LSPS, 2019).

Theme	Insights
Housing 	<ul style="list-style-type: none"> Housing target of 6,800 to 2021 identified in the South West Growth Area and Greater Macarthur Growth Area comprising: — Glenfield to Macarthur Corridor — including Precincts at Macquarie Fields, Ingleburn, Minto, Leumeah, Campbelltown and Macarthur, as well as the: — Glenfield Planned Precinct — Menangle Park, Gilead and Appin (District Plan 2018, p41). By 2036, Campbelltown will be home to a population of 275,778 residents, a growth of 57% from 2016. This will generate a demand for between 26,000 and 40,000 new dwellings (Campbelltown LSPS, 2019).
Transport 	<ul style="list-style-type: none"> Port Kembla has approval to expand container handling capacity. There will be a need to enhance and develop new road and rail connections from Port Kembla to freight networks, specifically intermodal facilities in the Western Parkland City. This creates long term land use opportunities for Mount Gilead and Campbelltown-Macarthur. Greater Sydney's freight task is forecast to more than double in the next 40 years. Campbelltown City is located on the Southern City Freight Link, Main South Link and Hume Motorway – the northern sector of the LGA is identified as a Freight activity precinct that runs down from Liverpool (NSW Freight and Ports Plan, 2018). Planning for the alignment of the Outer Sydney Orbital, including integrating land use activities with these intra and inter-regional transport connectors. Potential north-south passenger train corridor to the health and education assets at Campbelltown-Macarthur. Investigate extension of rail connection from Glenfield to Western Sydney Airport (Western Sydney City Deal, 2018). The Western Sydney Infrastructure Plan includes the new M12 Motorway and The Northern Road and Bringelly Road upgrades. The Western Sydney Growth Roads Program includes upgrades to Narellan Road, Campbelltown Road, Jane Street and Mulgoa Road and Appin Road with intersection upgrades at Menangle Park (District Plan, 2018, p66). The city-serving network will provide high frequency, rapid bus connections between Western Sydney Airport – Badgerys Creek Aerotropolis and Campbelltown-Macarthur (District Plan, 2018, p66). Investigation of integrated transport and delivery options for a full North South Rail Link from Schofields to Macarthur. This would connect Campbelltown to Western Sydney Airport and the Badgerys Creek Aerotropolis (Western Sydney City Deal, 2018) Prioritise sustainable transport connections, particularly walking and cycling infrastructure within the city.

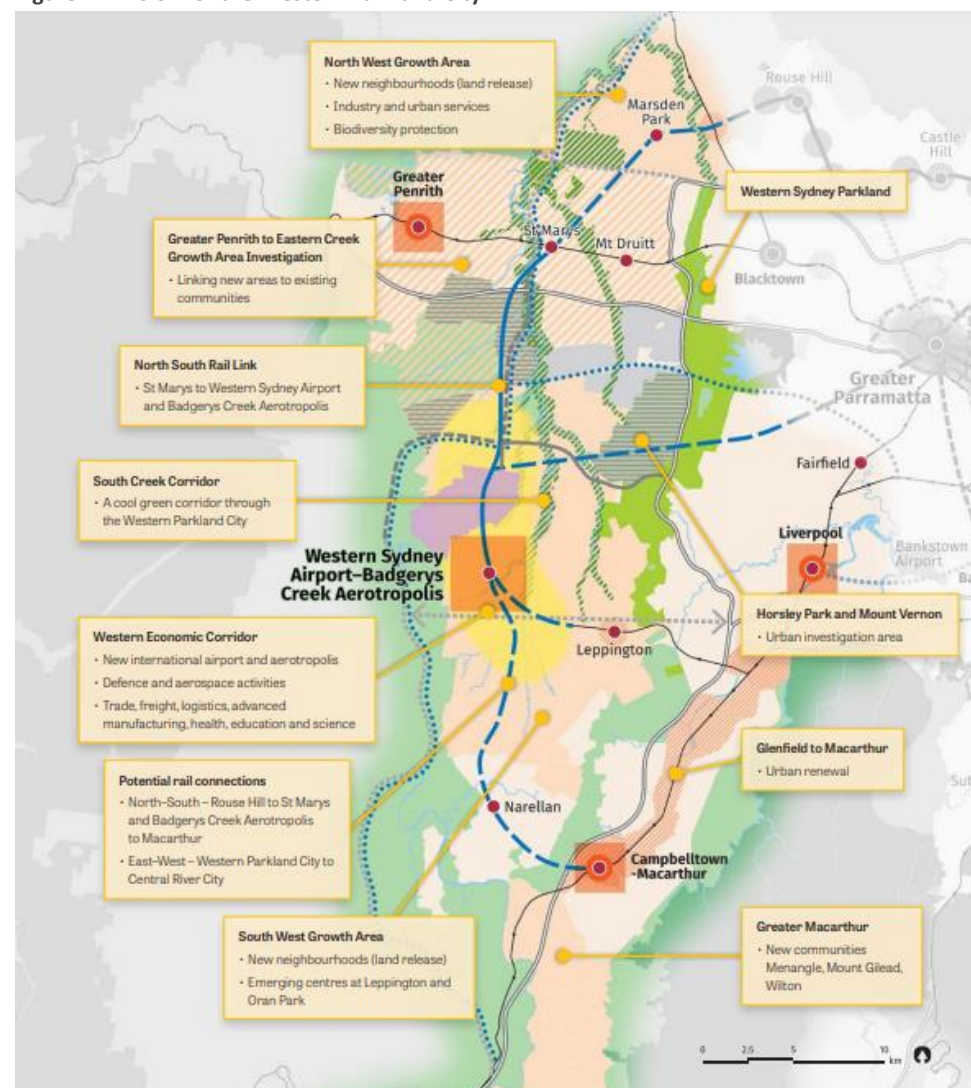
4.1 Greater Sydney Region Plan (2018) Greater Sydney Commission

The Greater Sydney Region Plan (Region Plan) sets the vision for the metropolis of three cities being: Western Parkland City, Central River City and Eastern Harbour City. Campbelltown is located in the Western Parkland City. The population of the Western Parkland City is projected to grow from 740,000 in 2016 to 1.1 million by 2036²⁷. The Employment Land Strategy is required to align with the strategic intent of the Region Plan and assist in implementing the objectives. Figure 17 illustrates the vision for the Western Parkland City. The objectives requiring particular alignment with the employment land strategy include:

- Objective 5: Benefits of growth realised by collaboration of governments community and business (Campbelltown-Macarthur Collaboration Area)
- Objective 7: Communities are healthy, resilient and socially connected
- Objective 9: Greater Sydney celebrates the arts and supports creative industries and innovation
- Objective 12: Great places that bring people together
- Objective 14: A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities
- Objective 21: Internationally competitive health, education, research and innovation precincts
- Objective 22: Investment and business activity in centres
- Objective 23: Industrial and urban services land is planned, retained and managed
- Objective 24: Economic sectors are targeted for success.

The Western Sydney Airport will be the economic catalyst to transform the Western Parkland City over the next 40 years. It will attract globally significant defence and aerospace activities, and have significant freight and logistics strengths.... The established centres of Liverpool, Greater Penrith and Campbelltown-Macarthur will be critical locations for commercial and retail businesses and health, education and other services as the city grows. The Western City Deal will drive the delivery of these outcomes²⁸.

Figure 17: Vision for the Western Parkland City



Source: Greater Sydney Commission 2018

²⁷ Greater Sydney Commission, 2018 'A Metropolis of Three Cities – Greater Sydney Region Plan', p16

²⁸ Greater Sydney Commission, 2018 'A Metropolis of Three Cities – Greater Sydney Region Plan', p82

4.2 Future Transport Strategy 2056 (2018) Greater Sydney Commission

Future Transport Strategy 2056 provides an update of the NSW's Long-Term Transport Master Plan. It outlines the vision, strategic directions and customer outcomes desired over the next 40 years. The Future Transport Strategy identifies six state-wide outcomes, two of which are of importance to employment lands:

- Successful places – The liveability, amenity and economic success of communities and places are enhanced by transport
- A strong economy – The transport system powers NSW's future \$1.3 trillion economy and enables economic activity across the state.

Connecting people to goods, jobs, and services are core to the Strategy in being able to achieve the 30-minute City. Key policy directions include applying movement and place principles to create successful places – such as having an integrated view of the strategic significance of roads and streets in their role of moving people and goods, and land use adjacent to roads and streets.

The strategic directions and principles outlined are to be considered when determining the hierarchy and vision for centres, including Campbelltown-Macarthur, which is at the interchange of city-shaping and regional corridors.

4.3 Western District Plan (2018) Greater Sydney Commission

The Western District Plan (District Plan) is a 20-year plan to manage growth in economic, social and environmental matters. The District Plan is a guide for implementing the Greater Sydney Regional Plan, acting as a bridge between regional and local planning. Campbelltown is one of the three established metropolitan centres of the polycentric Western City.



2036 job target: 27,000 to 31,000

up from 20,400 in 2016.

Campbelltown-Macarthur Collaboration Area includes the public and private hospitals, Western Sydney University Campbelltown Campus, and TAFE NSW Western Sydney. It also includes Macarthur Square, Campbelltown Mall and surrounding government services. The following planning priorities and actions are of relevance

Planning Priority W4: Fostering healthy, creative, culturally rich and socially connected communities

Action 11 - Deliver healthy, safe and inclusive places for people of all ages and abilities that support active, resilient and socially connected communities by:

- providing walkable places at a human scale with active street life
- prioritising opportunities for people to walk, cycle and use public transport
- co-locating schools, health, aged care, sporting and cultural facilities
- promoting local access to healthy fresh food and supporting local fresh food production.

Planning Priority W6: Creating and renewing great places and local centres, and respecting the District's heritage

Action 19 - Using a place-based and collaborative approach throughout planning, design, development and management, deliver great places by:

- prioritising a people-friendly public realm and open spaces as a central organising design principle
- recognising and balancing the dual function of streets as places for people and movement
- providing fine grain urban form, diverse land use mix, high amenity and walkability, in and within a 10-minute walk of centres
- integrating social infrastructure to support social connections and provide a community hub
- recognising and celebrating the character of a place and its people.

Action 22 - Use place-based planning to support the role of centres as a focus for connected neighbourhoods.

Action 23 - Use flexible and innovative approaches to revitalise high streets in decline.

Planning Priority W7: Establishing the land use and transport structure to deliver a liveable, productive and sustainable Western Parkland City

Action 28 - Manage the interfaces of industrial areas, trade gateways and intermodal facilities by:

- a. providing buffer areas to nearby activities, such as residential uses, that are sensitive to emissions from 24-hour port and freight functions
- b. retaining industrial lands for port, intermodal and logistics uses from the encroachment of commercial, residential and other non-compatible uses which would adversely affect industry viability to facilitate ongoing operation and long-term growth.

Planning Priority W9: Growing and strengthening the metropolitan cluster

Action 44: In addition to the Collaboration Area process outlined above, carry out the following:

- a. protect, develop and expand the commercial core
- b. protect and grow the health, medical and education core precincts
- c. investigate opportunities for the growth of allied health and medical related businesses, research, science and advanced manufacturing
- d. enhance the centre's civic, cultural and heritage role
- e. increase opportunities for creative, digital and technology businesses and employees
- f. encourage new lifestyle and entertainment uses to activate streets and grow the night-time economy
- g. improve east-west pedestrian connectivity across the southern rail line
- h. improve accessibility to walking, cycling, public transport and car sharing
- i. support mixed-use development and surrounding high quality apartment and medium density residential development
- j. capitalise on the Western Sydney Airport and Western Sydney City Deal initiatives.

Action 45 - Facilitate health and education precincts that:

- a. create the conditions for the continued co-location of health and education facilities, and services to support the precinct and growth of the precincts

- b. have high levels of accessibility
- c. attract associated businesses, industries and commercialisation of research
- d. facilitate housing opportunities for students and workers within 30 minutes of the precinct.

Action 47 - Support and facilitate the development of the metropolitan cluster by:

- a. supporting commercial development, aerospace and defence industries and the innovation economy
- b. supporting internationally competitive freight and logistics sectors
- c. planning vibrant strategic centres and attracting health and education facilities, cultural, entertainment, arts and leisure activities
- d. creating high quality places with a focus on walking and cycling
- e. improving transport connections to the centres from across the District.

Action 50 - Review the current planning controls and create capacity to achieve the job targets for the District's metropolitan cluster.

Planning Priority W10: Maximising freight and logistics opportunities and planning and managing industrial and urban services land

Actions 51 and 53- Retain and manage industrial and urban service land, in line with the principles for managing industrial and urban services land by:

- e. Safeguarding all industrial zoned land from conversion to residential development, including conversion to mixed-use zones
- f. Creating additional industrial and urban services land where required in land release areas to service the growing population
- g. Conducting a strategic review of industrial land when updating local environmental plans or planning for release areas.

Action 54 - Consider office development in industrial zones where it does not compromise industrial or urban services activities.

Action 55 - Facilitate the contemporary adaptation of industrial and warehouse buildings through increased floor to ceiling heights.

4.4 Western Sydney City Deal (2018) NSW Government

The Western Sydney City Deal is an agreement founded to further the aim of creating the Western Parkland City, as outlined in the Greater Sydney Region Plan and Western District Plan. The Deal was signed by the Prime Minister, Premier of NSW and Mayors of Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly Councils. It is intended to lay the investment foundation necessary to contribute the resources required to deliver the Western Parkland City.

Within the Deal Campbelltown LGA is viewed as “Western Sydney’s southern gateway” and described as “a well-connected and true lifestyle city, transforming opportunity into reality.” Campbelltown Council commits to delivering “a strong economy, creating better community outcomes through increased job diversity, improving health and wellbeing, enhancing learning choices, and providing widely accessible sport, recreation, cultural and natural experiences.”

The Deal is outlined in a number of commitments; those relevant to this employment land study are:

Connectivity

- Providing an investigation of integrated transport and delivery options for a full North South Rail Link from Schofields to Macarthur. This would connect Campbelltown to Western Sydney Airport and the Badgerys Creek Aerotropolis
- Establishing a rapid bus service from the metropolitan centres of Penrith, Liverpool and Campbelltown to the Western Sydney Airport before it opens in 2026, and to the Badgerys Creek Aerotropolis
- Exploring 5G network and smart digital technology to generate opportunities for creative, digital and technology businesses and better-connected communities.

Jobs for the Future

- Creating the Badgerys Creek Aerotropolis – which will be a world-class employment sector for jobs in aviation, aerospace, defence industries and advanced manufacturing. Campbelltown will be well connected to the Aerotropolis by rail and rapid bus services

- A feasibility study into an agribusiness precinct for the Western Parkland City, commissioned by the NSW Government
- Establishing an Indigenous Business Hub in the Western City, to capitalise on the opportunity for Indigenous businesses and entrepreneurs. The hub will deliver coordinated business support services to support the Indigenous business sector
- Delivering an Indigenous small business and skills package across the Western Parkland City, including an expansion of the Opportunity Hub in Campbelltown to help connect Indigenous school leavers with jobs.

Skills and Education

- Seeks to establish a partnership agreement on education to identify and deliver more education facilities for the Western City to support urban growth over time, in a manner consistent with the School Assets Strategic Plan.

Liveability and Environment

- Providing \$150 million to establish a hallmark Western Parkland City Liveability Program. Projects funded will deliver improved community facilities and urban amenity, and enhance liveability to enable and complement new housing supply
- Progressing a Strategic Assessment under the Environment Protection and Biodiversity Conservation Act 1999 to protect the environment and streamline environmental approvals for development
- Establishing the Western Sydney Health Alliance to improve coordination and effectiveness of health services in the region, supporting healthier neighbourhoods.

A partnership of the Australian Government, NSW Government and the local governments, including Campbelltown, will be instrumental in delivering on the aspirations of the Western Sydney City Deal. The commitments identified above have guided the review of employment land and development of the Strategy.

4.5 Thought Leadership Paper: A Metropolis that Works (2018)

Thought Leadership Paper: A Metropolis that Works (Thought Leadership Paper) was prepared by the Greater Sydney Commission's City Strategy team to provide further context to the *Greater Sydney Region Plan – A Metropolis of Three Cities*.

The Thought Leadership Paper makes the case that there is a need for a long-term, spatial approach to providing employment areas in newly developing parts of the metropolis. It argues that the industrial and urban services sector is growing; becoming more efficient and adaptable, providing more jobs and making a key contribution to our city's economy as a critical component in a metropolis that works – and that it shouldn't be overlooked in a political climate heavily focused on the issue of housing. Relevant objectives are outlined below. The paper:

- Acknowledges that development-ready land in the Western Parkland City is highly constrained
- Acknowledges that demand for industrial precincts will become more acute in the Western City when the Western Sydney Airport commences operations
- Highlights the role of urban services to the operation role and function of a city and highlights the changing nature of these businesses. It states the emergence of disruptive technologies and business models will change the nature of urban services land. This is particularly pertinent to the Western Parkland City as the level of growth and change in industrial uses is forecast to be high, particularly with the introduction of the Western City Airport and associated uses
- Acknowledges that population growth in the Western Parkland City is forecast to be high, putting further strain on the amount of employment land as demand for residential land increases
- Calls for a commitment to the strategic value in ensuring key industrial spaces are protected and enhanced across the metropolitan area. This is highlighted as a key component of the 30-minute city and equally important as housing
- Calls for heavy industry to be separated from residential uses to enable potential hazards, noise, traffic and emergency management procedures that impact on residents to be managed.

4.6 Building Momentum – State Infrastructure Strategy 2018-2038 (2018) Infrastructure NSW

Building Momentum – State Infrastructure Strategy establishes the NSW Government's priorities for the next 20 years in terms of infrastructure delivery and investment. It identifies priorities associated with transport, energy, water, health, education, justice and culture, sport and tourism sectors.

Regarding Campbelltown and the Western Parkland City, the strategy sets out a plan to develop a new city built on new knowledge industries with the following objectives:

- Prioritise intercity road connections to support access from all directions
- Provide a north-south mass transit connection
- Prioritise sustainable transport connections, particularly walking and cycling infrastructure within the city
- Facilitate high quality digital connectivity infrastructure as part of all development
- Provide social infrastructure, such as schools, social housing and hospitals, to support population growth
- Provide additional cultural and recreational infrastructure
- Deliver a freight network to support a growing city.

4.7 Employment Land Development Monitor (2018) NSW Government

The Employment Lands Development Monitor (ELDM) overviews the supply of industrial and business zoned land across the Sydney, Central Coast, Illawarra-Shoalhaven and Hunter Regions. It includes information relating to land stocks and availability, whether employment lands are serviced, where new or pipeline development is occurring, and the location of potential future employment lands identified in local and state government planning policies.

As of January 2018, there were 13,755 hectares of total zoned employment land within Employment Land Precincts across Greater Sydney, a decrease of 71 hectares from the previous year. As of January 2018, 1,518 hectares of the Western City District's industrial zoned land was undeveloped.

4.8 Sydney's Urban Services Land – Establishing a baseline provision (2017) SGS Economics and Planning

This report sets out to establish a baseline provision for urban services land in Sydney. In the document, urban services are defined as land serving a collection of industries that enable the city to develop and its businesses and residents to operate. The report found that:

- Sydney's South West currently enjoys urban services land provision above benchmark levels
- Urban services land provision is growing – the South West (now Western City District) was the only District to have more urban services land per capita in both 2016 and 2036
- The population of the Western City is expected to grow more strongly post-2036, at a rate faster than any other district in the twenty years to 2056. Adequate urban services land provision will need to be maintained during this growth period
- Campbelltown has a lower provision of major port and heavy manufacturing industrial land and so is more geared towards urban services provision.

4.9 Glenfield to Macarthur Urban Renewal Corridor Strategy (2015) NSW Government

The Glenfield to Macarthur urban renewal corridor is in Sydney's South-West, an area that State Government recognises as the fastest growing region in Sydney. The Strategy provides a plan to guide future growth of homes and jobs in accordance with the '30-minute city' concept, delivering outcomes in seven 'Station Precincts' – Glenfield, Macquarie Fields, Ingleburn, Minto, Leumeah, Campbelltown and Macarthur.

The corridor is focussed along 15km of the existing Cumberland and South Rail Line in the Campbelltown Local Government Area. The boundaries for each precinct are generally within an 800-metres to 1.5-kilometre radius from the rail stations. The strategy states this is an appropriate distance to provide for more homes and jobs within the '30-minute city'.

The Land Use and Infrastructure Implementation Plan component of the strategy establishes a strategic planning framework to guide future development and infrastructure delivery throughout the corridor over the next 20 years.

The Plan aims to:

- Identify the environmental and built form constraints and opportunities for renewal
- Develop a vision and land use plan for each precinct
- Project appropriate housing and employment growth to 2036
- Be informed by market demand and economic feasibility analysis
- Incorporate a high-level infrastructure capacity analysis
- Identify the infrastructure required to support projected growth
- Develop a framework to guide future land use change
- Provide an evidence base for more detailed precinct planning
- Establish an implementation and monitoring framework.

For consideration as part of the Employment Land Strategy is the appropriateness of locating residential uses close to industrial areas or a potential rezoning to other employment uses. The demand and supply analysis and subsequent strategy, undertaken as part of this study, will help inform the strategic merit for future land uses.

4.10 Campbelltown-Macarthur Place Strategy

The Campbelltown-Macarthur Collaboration Area Place Strategy was prepared and released by the Greater Sydney Commission in March 2020. It applies to the area shown on the map below:

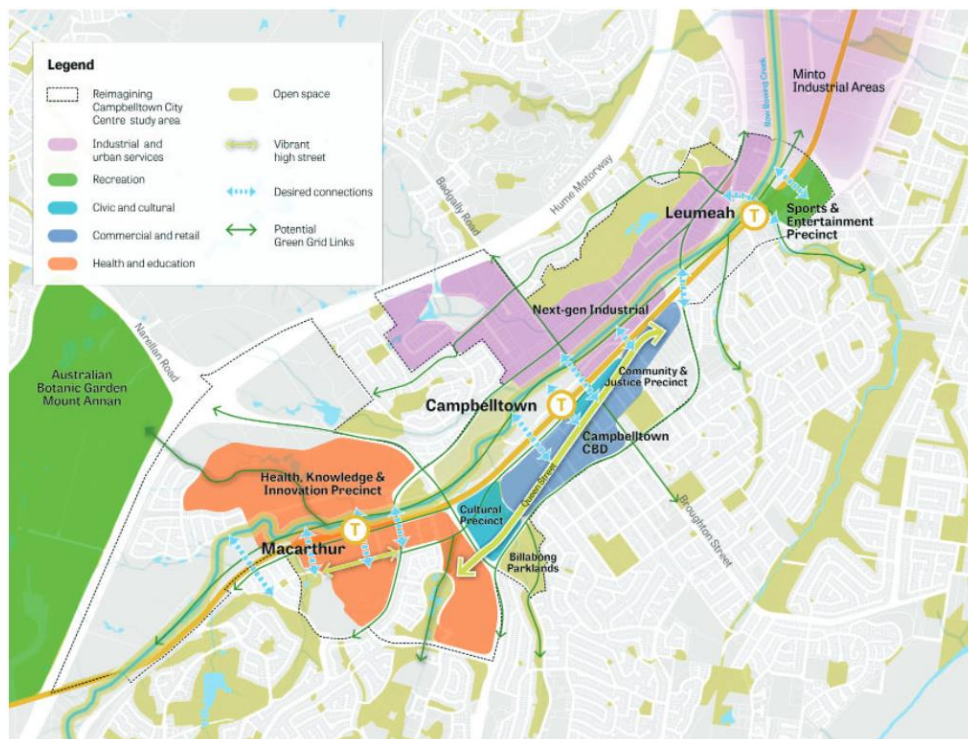


Figure 18: Campbelltown-Macarthur Place Strategy Plan

Source: Greater Sydney Commission 2020

The Place Strategy identifies a vision for the Campbelltown City Centre and shared objectives for the place. It sets out priorities and actions to realise this vision. The most relevant priorities and actions to this study are Priority 7 and 8. Those have been extracted from the study and are shown below:

Priority 7: Grow the health and education cluster into a Health, Knowledge, and Innovation Precinct

Outcome:

A cohesive, integrated and innovative precinct based on strong partnerships between anchor institutions. An enhanced health, medical research and private sector presence provides high quality services, education and knowledge intensive jobs for the local community and broader Macarthur region.

- Action 19: Undertake and implement a Private Health Study and Development Plan to expand the private health services offering in the City Centre
- Action 20: Develop a master plan for the Health, Knowledge and Innovation Precinct with all key partners
- Action 21: Develop a Macarthur Medical Research Centre

Priority 8: Expand and diversify target sectors to create a thriving centre of opportunity

Outcome

The City Centre has evolved to provide extensive opportunities for high skilled knowledge-intensive jobs in its historically strong sectors of health, education and manufacturing. Large, reputable organisations have a significant presence and provide employment for Campbelltown and the broader region's highly qualified residents.

There are clear and exciting pathways for residents to progress through the education system and upskill locally. There are strong links between the City Centre's early learning, primary, secondary and tertiary education operators and facilities and local industry.

- Action 22: Deliver priorities from Council's Economic Development Strategy, with a focus on growing target markets and local businesses
- Action 23: Develop agribusiness research and innovation uses to leverage targeted opportunities from the Western Sydney Airport
- Action 24: Explore opportunities for an expanded Community and Justice Precinct
- Action 25: Identify synergies and develop future courses, work experience, placement and traineeship opportunities, and reskilling programs across target sectors and anchor institutions
- Action 26: Support and grow Aboriginal education, employment and businesses

4.11 Campbelltown Precinct Plan (2017) NSW Government

The Campbelltown Precinct Plan forms part of the Glenfield to Macarthur Land Use and Infrastructure Implementation Plan described in section 4.12. The Plan was informed by a review of the character, demographics and economy of Campbelltown as well as a comprehensive audit of the precinct's environmental and built form characteristics. These investigations identified areas to be protected and unconstrained land suitable for development.

In accordance with the aims of the Macarthur Land Use and Infrastructure Implementation Plan, the boundary of the precinct is based on a radius of 800m–1.5km from Campbelltown Station. The plan highlights the important role Campbelltown Station plays in connecting the precinct to Sydney and to other major centres to the north, most notably Liverpool.

Of relevance to this study are the economic aims of the plan. These are outlined below:

- The Precinct Plan states there will be demand for an additional 315,000m² of employment lands within the precinct to 2036, comprising around 6,600 additional jobs, predominately in education and healthcare and retail. The Precinct Plan aims to provide appropriate employment floor space to ensure there is capacity to accommodate this employment growth
- The Precinct Plan identifies significant areas of land on both the eastern and western side of the railway line allocated to education, health, business and industrial uses to ensure there is adequate capacity for future jobs employment growth
- The Precinct Plan states there is considerable capacity within existing commercial and retail areas, particularly along Queen Street to provide additional retail floor space to meet demand.

These economic aims have guided the development of the Strategy.

4.12 Campbelltown 2027 Community Strategic Plan (2017) Campbelltown City Council

Campbelltown 2027 is Campbelltown City Council's highest level, strategic planning document. It outlines council's aspirations and how it will achieve those goals. The plan is structured around achieving four key outcomes that Council intend to achieve through 27 strategies. The outcomes and strategies relevant to this employment land study are:

Outcome 3: A thriving, attractive city

For Campbelltown to become a city that encourages and supports the development of the local economy through business innovation and growth, attracting professional organisations that provide a range of employment opportunities for our people. In order to achieve this council will embrace change and look to support the creation of new economies to build the resilience of the city. Strategies to achieve this include:

- 3.1 - Supporting the resilience, growth and diversity of the local economy
- 3.3 - Becoming an innovative city where advances in technology, creativity and community participation are nurtured and embraced
- 3.4 - Retaining and expanding existing businesses and attract new enterprises to Campbelltown, offering opportunities for a diverse workforce including professional, technology and knowledge-based skills and creative capacity
- 3.5 - Supporting new education opportunities that match workforce skill sets with emerging economic needs underwritten by creative entrepreneurship and innovation capacity within the local community
- 3.6 - Developing tourism opportunities and promote Campbelltown as a destination.

Outcome 4: A successful city

Campbelltown is to become a modern, forward thinking, connected city which is connected through strategic road networks, transport systems and pedestrian facilities. In this city, council strategies will be developed in line with the draft South West District Plan and complement State Government plans for the city. This will be achieved through the following strategies:

- 4.1- Advocating and planning for enhanced connectivity, accessibility and movement within, to and from Campbelltown through improved public transport, road and traffic management infrastructure, cycling and pedestrian movement
- 4.2 - Supporting and advocating for infrastructure solutions that meet the needs of Campbelltown and which pay an economic and liveability dividend
- 4.3 - Responsibly managing growth and development, with respect for the environment, heritage and character of Campbelltown
- 4.5 - Working in partnership with the State Government to achieve positive planning outcomes
- 4.6 - Planning and investing in the revitalisation of Campbelltown-Macarthur City Centre, Ingleburn and other town centres.

4.13 Campbelltown Local Strategic Planning Statement

The *Campbelltown 2040: Local Strategic Planning Statement* has been prepared in response to legislative requirements of the EP&A Act to outline strategic planning priorities and actions, setting out a twenty-year vision for meeting the community's land use planning needs. It provides an analysis of the characteristics and values of Campbelltown, direction for growth, potential actions for revising planning controls, implementation pathways for the Region and District plans and identification of where further strategic planning is required. The preparation of the LSPS was informed, in part, by consultation related to the CSP, Reimagining Campbelltown City Centre Master Plan and community and customer satisfaction surveys. Further consultation on the draft LSPS document was undertaken in June and July, 2019. The document came into effect on 31 March 2020.

The vision in the LSPS includes:

Campbelltown City is Sydney's lifestyle capital – a distinctive destination of high amenity nestled within a natural and historic cultural landscape. It is a place where city meets country and where people choose to live, work, plan, invest and visit because quality of life is second to none.

The vision continues, outlining that the greater Campbelltown CBD, supported by major centres, provide diverse areas of retail, business and industrial opportunities that cater to a variety of needs. These attributes are expected to position Campbelltown as the heart

of the Macarthur region, meeting higher order employment, service and facility needs of the region, and strengthen Campbelltown as Sydney's Southern Gateway.

The LSPS identifies key actions across four themes (liveability, sustainability, productivity, and infrastructure and collaboration) and 16 planning priorities. While all actions outlined in the LSPS relate to the healthy development of the Campbelltown population and economy, actions that are specifically relevant to this strategy are listed below. The LSPS also aligns the actions with Council's CSP, the District Plan, and the Western Sydney City Deal.

Planning priorities and actions explicitly relevant to the employment land study are outlined below:

Planning priority 1 – Creating a great place to live, work, play and visit

- 1.6 Continue planning and promotion of a night-time economy
- 1.11 Support the creation of walkable neighbourhoods to enhance community health and wellbeing and create liveable, sustainable urban areas
- 1.20 Deliver the Re-imagining Campbelltown City Centre Master Plan and associated economic development and infrastructure planning to deliver transformational city shaping opportunities
- 1.21 Actively promote and enable appropriate development of the Campbelltown Health and Education Precinct to respond to local and broader health needs and to provide educational and employment opportunities
- 1.23 Deliver on activities outlined in Council's adopted infrastructure strategies to improve community access to key service centres, recreation and employment nodes
- 1.24 Work in partnership with Government to enable urban growth supported by infrastructure with a focus on connectivity through sustainable land use integrated with transport planning, and transit-orientated development

Planning priority 9 – Building an internationally recognised local economy

- 9.1 Develop a distinctive City identity and branding strategy to promote Campbelltown as a dynamic, vibrant city and a destination of choice
- 9.4 Deliver the Re-imagining Campbelltown Phase 2 - Masterplan which will establish a range of planning and implementation tools including economic development and infrastructure planning to deliver city shaping transformational opportunities

- 9.5 Develop and implement a Campbelltown Night Time Economy Strategy and Action Plan that will encourage a diversity of businesses, experiences and activities across different times of the night in the Campbelltown City Centre
- 9.6 Implement the Campbelltown Destination Management Plan which focusses on opportunities the City Centre can offer to cement Campbelltown as a destination city, including encouraging the provision of additional visitor accommodation
- 9.7 Deliver an annual business support and development program aimed at growing, diversifying and upskilling existing local businesses
- 9.8 Promote the development and intensification of Campbelltown's existing agglomerations to boost productivity and competitive edge
- 9.9 Increase the emerging cluster of health and education uses around the existing hospital precinct and university precinct
- 9.10 Partner with universities and other education providers, including TAFE and schools, to grow Campbelltown's knowledge economy and skills base and build an economic presence
- 9.14 Investigate how to create a diversity of arts related businesses including the development of a Creative Industry Hub that can grow in line with the city and add vibrancy across the region.

Planning priority 10 – Creating strong and vibrant centres

- 10.2 Prepare and adopt Reimagining Campbelltown Phase 2, which includes a detailed master plan for the Campbelltown City Centre (Campbelltown, Leumeah and Macarthur), and aligns with the Campbelltown Collaboration Area
- 10.4 Develop and deliver masterplans for the renewal precincts identified along the Glenfield to Macarthur Rail Corridor – Macquarie Fields, Ingleburn and Minto (noting Leumeah is part of the Campbelltown City Centre)
- 10.5 Continue to recognise the dynamic and evolving nature of centres, their ability to become activated and integrated mixed use hubs which are highly productive and liveable places, and the potential of large and existing retail providers to offer local employment /
- 10.6 Work with the State Government in the strategic and master planning processes for the Glenfield Urban Renewal Precinct

- 10.7 Review DCP requirements to create a framework for future development that encourages increased amenity, aesthetics, public domain and open space, and appropriately located ancillary facilities (such as loading facilities) that support these outcomes and are accessible at times to suit surrounding land use requirements
- 10.8 Develop a framework to deliver the endorsed vision for the Campbelltown Health and Education Precinct
- 10.10 Investigate opportunities to enhance commercial amenity and ongoing economic viability through improvements to walking, cycling and public transport accessibility to create stronger centres
- 10.11 Strengthen the market position of Campbelltown through the development and implementation of an effective brand and identity for the city
- 10.12 Develop and implement an effective and comprehensive city marketing program for business and investment attraction to the city
- 10.13 Ensure that new centres are located in accessible and economically viable locations that are orientated to address the public domain and provide optimum access for local residents
- 10.14 Ensure that new development in urban centres provide on-site loading facilities to service the freight and service vehicle movements generated by the development
- 10.15 Continue to recognise and plan for a range of retail uses within centres, and enable appropriate retail growth in centres that have the capacity and demand to accommodate additional retail growth
- 10.16 Actively encourage the location and expansion of education and related facilities within the Campbelltown City Centre
- 10.17 Ensure town and local centres cater to the community and businesses by providing appropriate community facilities and services, and public areas, in partnership with the State government
- 10.18 Implement infrastructure for centres in a timely manner that will facilitate development and usage of the centres
- 10.22 Implement the Reimagining Campbelltown Phase 2 Master Plan and associated initiatives
- 10.23 Continue to undertake light touch place making and place activation projects.

Planning priority 11 – Striving for increased local employment

- 11.1 Undertake an employment lands study to determine future use of industrial lands within the Campbelltown area to generate employment and maximise freight opportunities
- 11.4 Collaborate with Government to explore the possibility of re-establishing an Employment Lands Development Program to assist in aligning growth and infrastructure
- 11.6 Work with stakeholders within the health and education sectors to drive the development of knowledge intensive jobs in Campbelltown, and attract value-add employers which will provide more local jobs for local people
- 11.7 Continue to acknowledge the importance of traditional retail, large format retail and specialised retail premises (bulky goods premises), their contribution to the economy and providing local jobs, and continue to allow these uses in appropriate locations
- 11.11 Facilitate the establishment of a Creative Industry Business Hub for arts, culture and creativity, to facilitate the development of micro-business and start-ups

Planning priority 14 – Ensuring infrastructure aligns with growth

- 14.12 Work with the NSW Government to secure provision of a truck only link between Minto and Ingleburn industrial areas to reduce heavy vehicle impacts on Campbelltown Road, provide capacity for passenger vehicle growth, and create longer term opportunity for bus only access to employment areas
- 14.13 Collaborate with the NSW Government for the provision of south facing ramps from the Spring Farm Parkway to the M31 (Short Term) and connections to Liz Kernohan Drive (Medium Term) to facilitate the development of employment lands around Glenlee and provide relief to Narellan Road
- 14.18 In collaboration with Government, continue to identify and protect strategic transport and freight corridors and routes, including access routes to employment lands and intermodals
- 14.23 Work with the NSW Government to investigate the decentralisation of administrative functions to the Campbelltown City Centre and CBD, to capitalise on balancing the use of existing and planned transport infrastructure for travel in both directions

- 14.24 Collaborate with NSW and Federal Governments for the development of an expanded Multi-Jurisdictional Justice Precinct within the Campbelltown CBD, incorporating the co-location of government community service agencies

4.14 Reimagining Campbelltown City Centre Master Plan (2020)

Reimagining Campbelltown City Centre Master Plan sets out Council's vision as part of its commitment to Campbelltown's position in the Western Parkland City, as planned in the Greater Sydney Region Plan and Western District Plan. The strategy commits to a number of directions across housing, infrastructure, amenity and employment. Those relevant to this employment land study are outlined below.

Campbelltown Council intends to:

- Develop the infrastructure and connectivity for Campbelltown to be an accessible southern gateway to the Western City and Sydney as a whole
- Increase accessibility to local amenities and services while reducing car-dependence
- Create and connect clusters of agglomeration and activity that increase and diversify Campbelltown's productivity
- Leverage industry opportunities from, and expedite connectivity with, Western Sydney Airport and Badgerys Creek Aerotropolis
- Plan and manage industrial and urban services land's retention and evolution
- Ensure adaptability and diversity of built form for innovators, disrupters and entrepreneurs.

4.15 Campbelltown Economic Development Strategy (2020)

Campbelltown Economic Development Strategy seeks to drive economic growth across the LGA. It establishes four key directions for driving the growth:

1. Better cluster and connect businesses to achieve economic benefits
2. Intensify land use to promote a more efficient and productive economy that optimises infrastructure investment
3. Increase local job opportunities by attracting and creating more knowledge and high-skilled jobs
4. Build on our educational, health and industry strengths to upskill the local resident workforce.

4.16 Campbelltown Employment Lands Review (2011)

Council commissioned an employment lands review with the expectation that Campbelltown is likely to experience a significant increase in housing and population in the period up to 2036. Council stated that as a result of this, increasing employment self-containment within Campbelltown LGA will become more important.

The review found that the South West Sydney Subregion (containing Campbelltown LGA) had a shortage of employment lands, suffered from a severe jobs deficit and was projected to experience more population and labour force growth than any other metropolitan region by 2036. The review made sixteen recommendations regarding the future of employment in Campbelltown LGA, those relevant include:

- Seek the support of other South West Sydney councils and the NSW and Federal Governments to make sustainable economic development and employment growth the highest priority for a comprehensive growth strategy for the South West
- Establish a target to increase employment in the LGA from 46,000 jobs in 2006 to 106,000 jobs in 2036
- Establish spatial employment targets to guide economic and land use planning
- Recognise the significance of existing employment lands along the major rail and road corridors and ensure that larger sites remain available to meet the long term demands of the logistics industry
- Encourage and make priority the operation of two proposed industrial areas – Glenfield Waste Disposal site and Glenlee Coal Plant
- Investigate developing the old Austool site at Ingleburn
- Give high priority to the establishment of one or two business parks
- Pursue the designation of Campbelltown-Macarthur as a Regional City with an employment target of 35,000 jobs by 2036
- Continue to develop and implement strategies to build Campbelltown-Macarthur as the major knowledge-based centre of South west Sydney
- Request that State Government adopt and fund a priority infrastructure project to strengthen access to and from the city's employment lands.

The employment land strategy seeks to review these recommendations and provide additional direction for the future of employment land in the LGA.

4.17 Campbelltown Local Environmental Plan (2015)

The Campbelltown LEP aims to make local environmental planning provisions for land in Campbelltown LGA in accordance with the relevant standard environmental planning instrument under section 33A of the Act. The aims of this Plan, as relevant to employment lands, are as follows:

- To provide a comprehensive planning framework for the sustainable development of all land in Campbelltown
- To facilitate Campbelltown's development as the compact, vibrant primary business centre for the Macarthur Region, with distinct limits to urban growth and a clearly defined separation between urban and non-urban areas
- To protect rural land, its agricultural potential and prevent its fragmentation
- To ensure that diverse housing opportunities are provided, including those that accord with urban consolidation principles for all existing and future residents of Campbelltown in all stages of their lives,
- To reinforce a hierarchy of centres and strengthen the role of the Campbelltown-Macarthur Regional City Centre as the primary business centre for the Macarthur Region
- To optimise the integration of land use and transport and encourage safe, diverse and efficient means of transport throughout Campbelltown
- To ensure the adequate provision of infrastructure and services to support both existing and future development
- To facilitate diverse economic growth and employment opportunities
- To minimise land use conflict and the impact of development on adjoining land and on land subject to environmental hazards, particularly bush fire, flooding and salinity,
- To achieve development outcomes that are commensurate with the capability and suitability of the land.

These aims have guided the review of employment land and development of the Strategy. Some land in the LGA is subject to the Campbelltown (Urban Area) LEP 2002 and other environmental planning instruments.

4.18 Campbelltown (Sustainable City) Developmental Control Plan (2015)

The Campbelltown (Sustainable City) Development Control Plan (SCDCP 2015) provides a framework for the development of land in the Campbelltown LGA and is the principal DCP applying to the Campbelltown LGA. It complements the Campbelltown LEP by providing more specific and detailed guidelines for certain types of development and for certain parts of the Campbelltown LGA.

The detailed guidelines contained within the DCP apply in addition to the provisions of the Campbelltown LEP. DCPs are important in the planning system because they provide a more flexible means of identifying additional development controls for a specific development. DCPs have less statutory weight in the development process.

Part 5 includes controls for mixed use development, Part 6 includes those for commercial development and Part 7 for industrial development. These controls have been considered in the development of this strategy.

Volume 2 of SDCP 2015 contains site specific DCPs for precincts across the Campbelltown LGA. The Glenlee Precinct DCP primarily relates to employment lands and is discussed below. While other site specific DCPs contain elements of employment lands (eg the Maryfields DCP), they primarily relate to residential or supporting uses.

Council intends the Glenlee Precinct to be a significant destination and employment precinct to complement the new residential areas currently being developed. The DCP is intended to ensure that any new development can take place in a way that is sustainable and is compatible with the surrounding cultural landscape.

The objectives for the Glenlee Precinct relevant to this study are to:

- Facilitate new development such as industrial, warehousing and logistic activities
- Ensure a high standard of development encouraging local employment and creating an area which is pleasant, safe and efficient to work in, including providing access to a bus route to service the precinct
- Ensure that development takes account of the physical nature of the local environment, particularly the Nepean River, ridgelines and the natural landscape

- Ensure that development does not result in pollution of waterways particularly the Nepean River and protects, restores and enhances riparian corridors
- Ensure that development does not adversely affect the amenity of surrounding areas, such as Menangle Park, Glenlee House, the Australian Botanic Garden and Camden Park
- Ensure provision of infrastructure to facilitate the development of the precinct
- Establish environmental criteria and controls for development within the area to ensure that the environmental quality of adjoining areas is not compromised.

MARKET TRENDS



A

5.0 MARKET TRENDS

This section overviews the broader market trends that are influencing land use demand and floor space requirements across cities. While some of these trends may not be evident in Campbelltown LGA at present, there is capacity that they will emerge over the next twenty years as the population characteristics shift and new technologies emerge. The trends in this section are not necessarily specific to Campbelltown LGA, however, should be considered when developing land use strategies for the longer term.

5.1 Recent retail industry trends

The future of retail is shifting strongly towards experience and convenience, with technology driving the change. Consumers are also changing in their demands with more environmentally conscious, time poor and price savvy customers. Retailers are being forced to adapt to changing consumer expectations, such as:

- **Trend 1** – Hyper-personalisation – retailers are forensically analysing data to deliver hyper-personalised experiences and products
- **Trend 2** – Price savvy consumers – price no longer encompasses the product alone but the whole user experience
- **Trend 3** – Automation – customers are more accepting of automatic checkouts and technological advancements
- **Trend 4** – Experiential retailing – the promotion of experience and placemaking through various platforms to drive customers to sales
- **Trend 5** – Environmentally conscious – growing sentiment towards environmentally friendly products
- **Trend 6** – Social currency – social media is a component of the purchasing journey for many customers²⁹
- **Trend 7** – Buy local – growing support for local design and manufactured products to support Australian businesses.

The retail industry's innovative nature is driven largely by the need to anticipate and respond to its customers' needs and desires and changing socio-demographics and

lifestyles. Now more than ever, individual retailers are required to constantly monitor shifts in demand and reposition their offer, and in some instances, their mode of operation and distribution.

Emerging retail trends:

- Full line supermarkets (over 3,000sqm) are increasingly anchoring smaller centres
- Reduced traction for discount department stores, such as Big W, due to online competition, mini major competition and reduced demand for physical stores
- Transitioning bulky-good or traditional out-of-centre retailers seeking opportunities in local or shopping centres (i.e. Ikea trialling a small scale, shop front store in Warringah Mall)³⁰
- Integration of residential and other commercial and community uses above shopping centres³¹
- Strengthening 'retail placemaking' with a stronger focus on community, dining, events and entertainment³²
- Greater integration of indoor and outdoor environments³³
- Continued expansion of new international retailers entering the market
- Pop-up, creative and market style uses that generate higher-turnover and 'destination' factor in their own right³⁴
- The emergence of 'dark' and 'last mile' stores for online sales. Dark and last mile stores are warehouses or distribution centres that cater to online shopping. They do not require sales areas and are designed for easy product picking
- Growing online grocery market and specialised food stores
- Reinvesting in shopping centre to reinvent offering and overhaul purpose and way they interact with customers and wider community.

³⁰ Miles, G 2019, 'Physical stores leverage the last mile advantage', Shopping Centre News, Vol. 37, Number 3

³¹ Taylor, K 2019, 'Community and togetherness', Shopping Centre News, Vol. 37. Number 2

³² CBRE 2016, 'Global Retail Placemaking Report'

³³ Taylor, K 2019, 'Community and togetherness', Shopping Centre News, Vol. 37. Number 2

³⁴ Prpic, M 2019, 'Reinventing Space', Shopping Centre News, Vol. 37. Number 2

²⁹ KPMG 2019, 'Retail Trends 2019 – Global Consumer & Retail' February 2019

Since the 1980's, all retail industry groups have recorded positive growth in turnover, however, food retailing has outperformed all other industries.

From 1982 to 2019, food retailing has recorded a growth of \$3025 million or 727% in turnover. Of this growth, around \$2580 million was attributed to supermarket and grocery stores with this subcategory comprising 84% of the turnover recorded for food retailing in 2019³⁵.

Strong growth has also been recorded in the industry of household goods retailing, especially circa 2000. This industry is closely linked to the property market where the purchase of new white goods and other furnishings go hand and hand with the purchase of a new dwelling or redevelopment/refurbishment of an existing dwelling. This linkage can be seen in the slight decline in turnover experienced by the industry between 2009 and 2012. This is likely a result of the global financial crisis where uncertainty subdued development and retail expenditure.

The growth in leisure shopping and the rise of the café culture in NSW have witnessed strong growth in the provision and turnover of the cafes, restaurants and takeaway food services industry in recent years. This is evident in the industry experiencing a \$531 million or 64% increase in turnover over the last eight years³⁶.

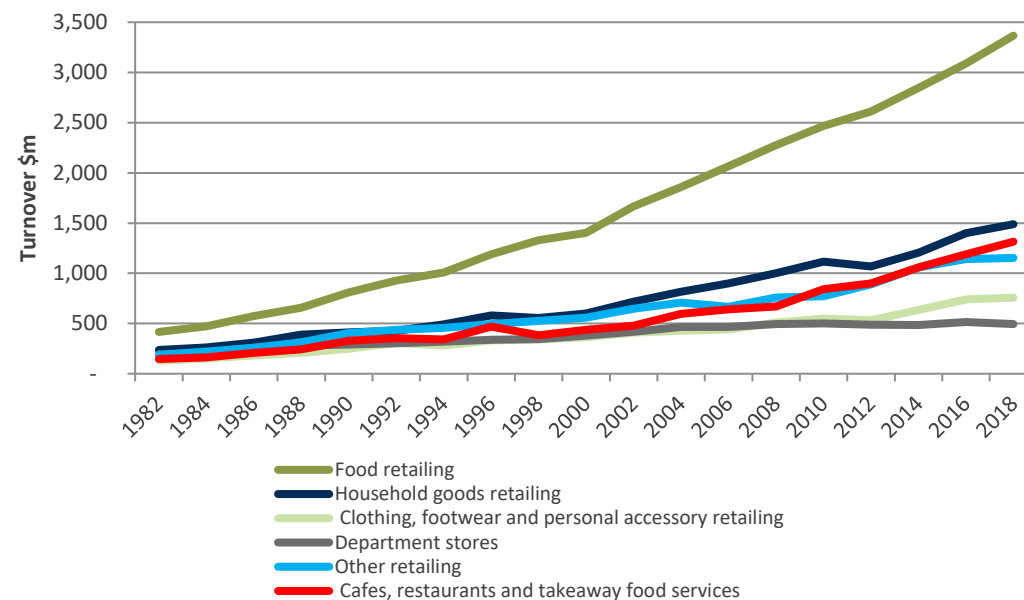
Turnover of department stores has been variable and subdued over recent years, recording only a \$38.4 million (8%) increase in turnover over the last eight years³⁷. Recently department stores have experimented with new innovative sales and in-store experiences to attract shopper and reverse this trend, while also shrinking in size. Innovation in new technologies, niche markets and unique experience will need to be constantly provided and examined for this industry type to remain relevant and profitable.

³⁵ ABS Cat. 8501.0 Retail Trade, Australia Table 13 – August 2019

³⁶ ABS Cat. 8501.0 Retail Trade, Australia Table 13 – August 2019

³⁷ ABS Cat. 8501.0 Retail Trade, Australia Table 13 – August 2019

Figure 19: Growth in retail turnover, NSW 1982-2019 by industry group (month of August)



Source: ABS Cat. 8501.0 Retail Trade, Australia Table 13

So what?

- Demand for supermarket and grocery stores will continue to experience strong growth in the coming years, with the possible provision of neighbourhood supermarkets in smaller centres around Campbelltown LGA. This is consistent with the Regional Plan intent to improve access to supermarkets and services to enhance liveability for residents
- The growth in the café culture will continue to increase demand for new cafés and restaurants. As residential communities continue to grow, residents will demand more lifestyle and social opportunities. This will influence demand and need for improved amenity in some commercial centres
- Department stores have been retracting as they compete with online retailing. There may be an emergence of smaller department stores that provide specific products tailored to the surrounding demographic. Existing department stores will continue to consolidate, evolving and innovating to reflect the changing trends in shopper preferences and habits

- Effective integration of residential and commercial office uses above shopping centres can improve the appeal and viability of centres and encourage renewal; these opportunities should be considered in a number of the precincts.

5.1.1 New format supermarkets in smaller village and neighbourhood centres

A recent trend, which is likely to continue to influence the retail market, is the shrink to grow concept where the large supermarket players are opening 'micro stores' to be able to enter existing neighbourhood markets³⁸. This trend would see an increase in proposals seeking to develop supermarkets of around 1,000sqm to 1,500sqm in smaller retail centres where previously smaller supermarkets or convenience stores may have prevailed. It is anticipated that this trend will continue, owing to:

- Full-line supermarkets implementing their market share growth strategy via targeting smaller centres
- Consumer habits increasingly favouring multiple smaller convenience shopping trips during the week rather than one large trolley load
- Increasing desire from consumers for walkable, convenient access to food and grocery shopping reflecting declining vehicle ownership/usage and expectations for access to retail facilities outside of traditional trading hours
- Strong activity from smaller supermarket operators including ALDI and Harris Farm with Coles and Woolworths increasingly competing at this end of the market.

This trend has been reflected recent amendments to the definition of a neighbourhood supermarket in the standard local environmental plan template. This change in land use definition permits the development of small-scale supermarkets up to 1,000sqm in size in the B1 - Neighbourhood Centre zones.

The restricted size of a maximum gross floor area (GFA) of 1,000sqm is intended to ensure compatibility with the scale and nature of the surrounding, predominately residential, area while also allowing for the development of essential services to serve the needs of people who live and work in the surrounding neighbourhood.

The attraction of larger supermarkets (up to and over 1,000sqm) into smaller centres can have both a negative and positive impact. On the one hand, a larger supermarket can directly compete with smaller speciality shops, such as bakeries, butchers and fruit and vegetable shops. On the other hand, the presence of a supermarket can increase the attractiveness of a centre to its surrounding community, thereby increasing the number of times they choose to shop there. This increased foot traffic or number of persons visiting the centre has positive effects for other shops in the centre. This is mainly through increased opportunity for capturing passing trade.

Campbelltown centres accommodates approximately 30 supermarkets, varying in size and speciality. While some supermarkets are in shopping centres, they lack the integration and walkability that enhances convenience. Some of the current shopping centres around the LGA are disconnected from the broader environment and do not contribute to the sense of place or community. There is also evidence of supermarkets having been approved outside of existing centres in the past.

So what?

- Supermarkets should be restricted to existing or emerging centres to reduce out of centre retailing impacts and support the longer-term viability of centres
- Consideration should be given to effects on the retail hierarchy before approving any new supermarket developments, with an understanding of trade catchments and possible effects on viability
- Where possible, the supermarket should be integrated into the design of the existing local centre rather than being a standalone building
- Renewal of established shopping centres should be done with consideration of integration with the broader centre and strengthening of placemaking elements.

³⁸ Grimmer, L and Mortimer, G 2018, 'Retail giants like Coles and Woolworths are shrinking supermarkets to maximise profits', ABS News viewed at: <https://www.abc.net.au/news/2018-06-18/coles-woolworths-woolies-australian-supermarkets-getting-smaller/9879300>

5.1.2 The continued evolution of online retail

A major topic of debate regarding the future of retail in Australia is the continued growth of online retailing and the likely impacts this may have to 'bricks and mortar' retail stores.

The latest data from the National Australia Bank (NAB) estimates that the Australian online spend was at around \$29.33 billion over the 12 months to July 2019³⁹. This is equivalent to a level that is just over 9.0% of the traditional bricks and mortar retail sector⁴⁰, and around 11.5% higher than the same time in the previous year. By 2021, the market indicates around \$35.2 billion⁴¹ will be generated through online retail sales, with approximately 8 out of 10 Australians shopping online, whether it be browsing or purchasing⁴². In Australia, department and variety stores are the fastest growing ecommerce segment with Kmart, Myer and Target all in the top ten for online retailers. Woolworths and Coles topped the list with more people choosing to do their weekly grocery shopping online⁴³.

Groceries and fashion continue to be the most popular online shopping sectors; however, variety stores and marketplaces are gaining greater traction. Health and beauty recorded the strongest year on year growth at 29.4%⁴⁴.

The growth of online retail is changing the way shoppers interact with physical retail stores, both expanding the opportunity for smaller boutique retailers in smaller local centres to access larger customer markets and creating competition for established bricks and mortar premises. To compete, bricks and mortar retail are joining the online market and enhancing the physical premise to give customers the full experience.

While online shopping is unlikely to replace traditional bricks and mortar retail, there is a growing trend that shoppers seek out online sources to compare prices, review variety and for convenience.

The emergence of online retailing has affected land use and building requirements. Sydney sees a growing demand for warehousing and distribution facilities, particularly in western and southern Sydney and now in inner city and fringe locations. These locations ensure that consumers get same-day delivery, with some stores opting for "within an hour", which is termed "last mile delivery". CBRE has estimated that across Australia *the growth in e-commerce sales will generate demand for an additional 350,000sqm of distribution space annually*⁴⁵. The growth in online retailing will affect the traditional bricks and mortar stores. However, traditional retailing will not become obsolete. Instead, retailers in Campbelltown and other key retail centres will need to adapt and evolve. Retailers will be expected to act as either display spaces, showrooms or provide increased experience as destinations that represent a brand's story or objective⁴⁶.

Overall, it is likely that continued growth in online retail will impact on shopper's interactions with physical stores. However, current industry perspective suggests that this may not lead to a significant decline in demand for high street floor space (with particular regard to supermarket floor space), due largely to forecast population growth in areas such as western and southwestern Sydney⁴⁷. Even with an increased market share of online retail, anticipated population growth and associated retail expenditure, is forecast to increase the demand for additional retail shopfront space to be provided in local centres into the future.

So what?

- While online shopping will continue to strengthen, it will not replace traditional bricks-and-mortar retail. Bricks-and-mortar retail will instead need to adapt to provide more experiences and retail placemaking elements to maintain customer patronage
- Online shopping may influence passing trade-in business centres if more people opt to utilise online deliveries for weekly goods, rather than travel to a centre.

³⁹ McDonald, B 2019 'NAB Online Retail Sales Index – Monthly Update – July 2019', NAB Sept 2019 viewed at: <https://business.nab.com.au/nab-online-retail-sales-index-monthly-update-july-2019-36366/>

⁴⁰ Australian Bureau of Statistics, June 2019

⁴¹ Statista 2019, Digital Market Outlook - eCommerce

⁴² Australia Post Inside Australian Online Shopping 2019

⁴³ Australian Ecommerce in 2019, WebAlive viewed at: <https://www.webalive.com.au/ecommerce-statistics-australia/#references>

⁴⁴ Australia Post Inside Australian Online Shopping 2019

⁴⁵ Sydney Morning Herald, Omni-channel retail the new fix for quick service, By Carolyn Cummins 2018

⁴⁶ Sydney Morning Herald, Omni-channel retail the new fix for quick service, By Carolyn Cummins 2018

⁴⁷ Gill, B 2019, 'Why brick-and-mortar will drive e-commerce by turning stores into distributions centres', Smart Company, viewed at: <https://www.smartcompany.com.au/industries/retail/bricks-mortar-stores-distribution-centres/>

Centres will need to adapt and integrate more placemaking outcomes that encourage people to travel to and shop within the centre

- The increasing number of home-based deliveries and package distribution may have a flow on consequence on the efficiency of the road network and demand for loading zones. This should be explored in a transport study.

5.1.3 Changes in food services

The food offering is increasing, largely as a result of changes in consumer behaviour – less cooking at home, increasing the consumption of meals out and a desire for entertainment and socialisation whilst eating. Food is also diversifying, resulting in a broadening of consumer choices and palates and an increased diversity in ethnicity of the population. More and more consumers are expecting high-quality food and a wide choice anywhere, at any time.

Speciality food stores, take-away and restaurants are changing, and new formats are emerging. Supermarkets are also changing their formats. Certain discount format supermarkets such as BI-LO and Flemings have disappeared, while Coles and Woolworths have introduced formats that offer pre-prepared meals⁴⁸.

There are a number of overseas examples of emerging trends and new retail formats which are making their way on to the Australian market or will make their way into the Australian market over the next decade or so. These include the following:

- Amazon markets with no checkouts where the shopper can eat-in or take-out and have the items automatically billed to their credit account
- 3-D printed food designed by the customer themselves
- Pop-up kitchen and restaurants
- Pre-prepared food options in supermarkets or fresh food home delivered such as Marley Spoon and Hello Fresh
- Restaurants combined with cooking classes
- Uber eats, Deliveroo etc. where traditional restaurant options are delivered.

⁴⁸ Loughran, F 2019, 'Prepared food is driving traffic in malls, mixed use and supermarkets', Shopping Centre News, Volume 37, Number 3

Internet shopping and social media are being used increasingly in food services. However, when it comes to food services, the impact on bricks and mortar retail is not as significant as it potentially is for non-food retail. This is because when food is ordered online, it is prepared, in most cases, by the same store or restaurant that people sit down in; so, the revenue stream shifts but the bottom line remains consistent.

So what?

- The food offering in Campbelltown centres is relatively limited and would benefit from strengthening to encourage a stronger night-time economy. Local centres and Campbelltown CBD are appropriate locations to accommodate an enhanced food offering
- Improving 'placemaking' outcomes can help support and grow the food offering
- The increasing expansion of home-delivered meals, groceries and dining options may reduce the foot-traffic in centres and potential passing trade.

5.1.4 Better designed eating experiences

With the rise of the café culture and increased food awareness, the eating experience has become increasingly important. With customers seeking an experience where it is not just about the food but also the environment they eat in, creating the need to design venues that also enhance and excite a customer's sense of touch, smell, sight and taste. Venues that create this "point of difference" or unique experiences can evoke an emotional response and attachment from customers that will have them talking and referring friends and family.

This "experience" has seen increased demand for comfy outdoor dining options with centres needing to respond through providing improved centre amenity. Venues can also extend their trading hours, provide natural themes or take advantage of existing natural assets or open space, where venues open onto scenic views or green spaces can also create a connection to the land, increasing dining experience.

So what?

- Effective integration and encouragement of outdoor dining and indoor-outdoor dining opportunities can improve the sense of place and experience

- Consider reviewing outdoor dining charges and policy or offering incentives to encourage greater activation of main streets and local centres.

5.1.5 Virtual reality

Virtual reality using VR headsets or 3D “holorooms” and holograms give the customer a virtual experience as well as the ability to design, decorate and view live. Lowe’s Innovation Lab in the USA is an example of this technology in DIY renovation stores. In the future, this technology will also become increasingly useful for other retailers and services such as real estate and travel agents, car dealerships and clothing stores.

The virtual change rooms are also a recent technology that aims to enhance the shopper experience, enabling the shopper to see themselves with numerous full-scale virtual outfits in a short space of time without leaving the change room.

Myer and eBay have recently created the world’s first virtual reality department store enabling consumers with a VR headset, iOS or Android device to browse and choose the departments of interest and navigate through the product range with their gaze. By simply hovering over a certain product, customers can view a 3D model and are given the option to hover over information icons, which give more details in regard to full product specifications, price, availability and shipping details.

These technologies increase the shopper experience, save time and attract shoppers into the store. This technology, coupled with the potential impacts of driverless cars and last mile delivery services allow retailers to downsize while still offering the same range of services and products.

So what?

- The integration of virtual reality as part of the in-store experience can increase customer attraction. It would unlikely influence land use outcomes. Encouraging, providing information and working with businesses to become ‘smart technology’ operators may assist in the uptake of new technologies. Council can lead by example by implementing a smart city policy.

5.1.6 Out-of-centre retailing

The continuing high level of demand for floor space from bulky goods operators and other retailers such as supermarkets will lead to continued pressure to develop on out-of-centre industrial and employment sites, given the constraints in in-centre development. Factors and constraints that contribute to the attractiveness of out-of-centre developments have been the lack of appropriate and sizable sites in established centres and the relatively low land values when compared to the high street.

The development of out-of-centre retailing, especially those with supermarkets, has the potential to affect the continued economic viability of the established centres across Campbelltown LGA. For example, an international study found that the presence of out-of-centre retailing can negatively affect retail activity in nearby centres by around 12%⁴⁹.

Although new centres should be allowed to form and develop, especially in areas of high growth and where demand is shown, existing centres should be the primary location for new commercial and retail floor space. This could be achieved by tightening the sequential approach assessment, reducing barriers to in centre development such as development contribution levels, adherence to certain design requirements and retail demand and impact assessments, as well as providing disincentives for out-of-centre investment.

So what?

Where insufficient land is available to meet demand in centres, consider:

- Identifying additional land within centres (e.g. council car parks or additional levels above existing shopping centres) to facilitate new retail development
- Where there is a genuine demand that cannot be met in centres or on the edge of centres, provide a clear process for facilitating the development of new centres in appropriate locations, which are well connected to public transport and consumer markets

⁴⁹ Land Use Policy, The impact of out-of-town shopping centres on town-centre retailers and employment: The case of the Region of Murcia. Armando Ortuño Padillaa; Antonia Alarcón Hermosillab; and Olga Tomás Ozoresc 2017

- Specialised large format retailing is appropriate in out of centre locations, where it does not encroach on industrial land or affect the established retail hierarchy.

5.2 Recent commercial industry trends

Between 2008 and 2014, over 1 million new jobs in NSW came from just 6% of businesses: new or growing Small, Medium and Enterprises (SME). Of that, around 60% of these jobs came from existing firms that grew from less than 20 people to up to 199 people.

Figure 20 shows that 12,778 higher-profile medium and large businesses shed around 600,000 jobs over the same period, largely due to productivity improvements in their very large workforces. In the remaining small businesses, which make up 93% of all companies in NSW, jobs in new businesses simply replaced those in shrinking ones⁵⁰.

NSW's experience is similar to that observed in Europe and the US. A 20-year analysis of net job growth in the US revealed that firms less than five years old were the only cohort of firms that were net job creators. Every other cohort shed more jobs than they created.

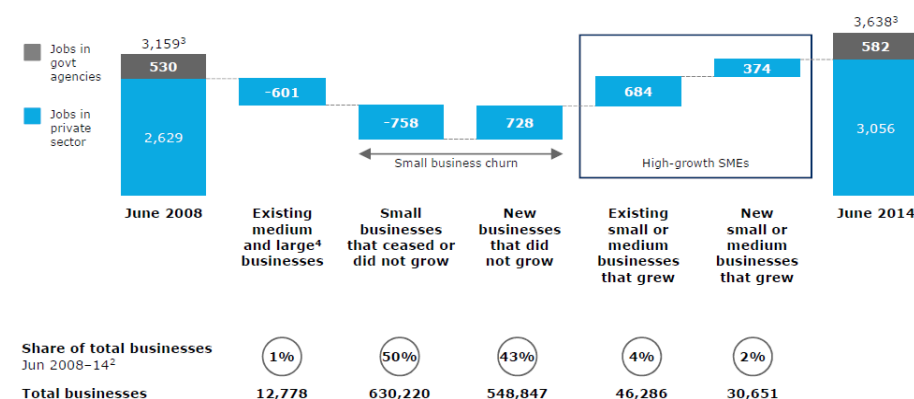
There are four challenges to future job creation in NSW, these include:

- Increasing global trade in the knowledge economy
- New challenges in faster-changing industries
- Increased automation of the manufacturing line
- An ageing population⁵¹.

NSW's ability to respond and adapt to these challenges or 'disruptions' will play a key role in determining the state's success in being able to compete on a global platform for the jobs of the future.

Figure 20: Business characteristics of job growth in NSW

Contribution to jobs growth (June 2008–2014), NSW¹
Jobs, Thousands



SOURCE: Calculations based on bespoke data provided by Australian Bureau of Statistics, based on Counts of Australian Businesses database, public sector employment from ABS Cat 6428

Source: Jobs for the Future NSW 2016

Start-ups have great disruptive potential because of the ease with which they can reach global audiences through the use of technology. The local and federal government have recognised this potential and are playing a big role in facilitating growth in emerging industries and start-ups. Co-working spaces and technology incubators are also emerging across all regions. Australian start-ups have received a total of \$1.8 billion in the 2018-19 financial year, establishing a record high⁵². With high labour productivity and lower capital requirements than industry incumbents, these businesses can exploit a competitive advantage in price⁵³.

The spaces (i.e. floor plates) in which people work are also changing, with the traditional purpose-built office space increasingly giving way to more flexible options like co-working spaces. These spaces act as a shared workspace for a highly diversified workforce of small

⁵⁰ Jobs for the Future NSW, 2016

⁵¹ Ibid.

⁵² Coleman, J 2019, '3 big trends in Australian tech' startupdaily viewed at: <https://www.startupdaily.net/2019/07/3-big-trends-in-australian-tech/>

⁵³ PwC (Commissioned by Google, 2013): The Startup Economy; How to support tech startups and acceleration innovation

businesses, start-ups, freelancers, and entrepreneurs. Co-working providers are estimated to account for 25 to 30 per cent of sub 300 square metre market space⁵⁴.

The rise in demand for co-working space has grown by 6% per annum in the five years up to 2017, with approximately 50,000sqm of space existing in Sydney in that year⁵⁵. That said, there is still demand for larger floor plates >2,000sqm to accommodate international or domestic corporations. Although these tenants would likely be more attracted to Parramatta and Sydney CBD locations, improved connectivity, health and education cluster capacity, location affordability and lifestyle attractors within Campbelltown may attract some tenants if space becomes available.

The initial demand for these spaces has been focussed around urban cores, with 53% of Australian co-working spaces located in CBD or metro areas in 2017. However, there has been growth in other areas, with 32% of spaces in suburban locations away from metropolitan centres⁵⁶. This growing demand for flexible workspaces away from the metropolitan core echoes trends in the US market⁵⁷. In Australia, SMEs are more commonly adopting a form of flexible working options to reduce overheads and encourage work life balance⁵⁸.

Co-working is well suited for comparatively small office spaces (<300sqm) with evidence suggesting faster take-up by co-working tenants compared to traditional tenancy arrangements. While the demand from co-working space operators is primarily domestic at present, it is predicted that the imminent entry of international operators will increase demand for spaces suited for co-working⁵⁹.

JLL has predicted that 30% of all office space will be classed as flexible by 2030⁶. The demand for these types of spaces is continuing to grow, most notably in suburban locations. Commercial spaces, like those in Campbelltown LGA, would be viable candidates for this type of use. In the case of Campbelltown LGA, there is also capacity to

leverage off larger corporations operating out of industrial areas with a need for office space in close proximity.

Over the last twenty years the proportion of employed professionals has expanded rapidly, now comprising the largest occupational grouping, at almost 24%. Consequently, telecommuting is set to continue expanding⁹. This is playing out in the changing nature of contemporary workplaces, and therefore the type of spaces that are in demand. This translates into people working from home or other suitable spaces. Naturally, this will have a flow-on effect on the way commercial space is used in Campbelltown LGA, influencing the times when offices are active and the total floor space required by different industries.

So what?

- While demand for traditional office style accommodation in Campbelltown will be limited at present, there is significant population growth anticipated to occur and this demand may shift in the future
- The large industrial precincts may create demand for close by office space to support corporate functions of the industrial sector
- Remote working will drive up demand for shared facilities and co-working spaces as people choose to remain local rather than travelling to Sydney CBD or other major employment centre.

⁵⁴ Cushman and Wakefield 2019

⁵⁵ Knight Frank, 2017

⁵⁶ Sydney Business Insights 2017

⁵⁷ JLL (2017), *Bracing for the Flexible Space Revolution*

⁵⁸ Allwork.Space-Press 2019, 'Demand for coworking spaces continues to rise in Sydney'

⁵⁹ Cheung, A. (2018), *Overseas Companies Set to Rock Australia's 'Sleeping' Coworking Market, Expert Says*, Commercial Real Estate

5.3 Increasing demand for residential uses in centres

Demand for housing within centres is increasing as a result of:

- Increasing population and demand for the residential stock
- Demand for smaller dwellings in an accessible location with public transport to support affordable living
- Lifestyle changes with residents increasing favouring the accessibility, retail and service provision of centres
- Improvement to the viability of redevelopment as residential values outperforms other land use types in many situations.

In some cases, providing residential development in centres can improve business conditions by increasing the population in the retail catchment. There is an increasing preference by younger households to live in highly accessible and well-serviced locations. At the same time, retirees are seeking to remain in their local neighbourhoods and downsize their dwelling. This is a key dynamic influencing centre development and planning can benefit from taking this into account.

So what?

- Consider increasing residential development within walkable catchments of local centres where it can be done so without reducing the net amount of commercial floor space or industrial land.

5.4 Industrial trends

The demand for industrial floor space is influenced by trends such as globalisation and the use of information technology. The new economy comprises sophisticated linkages between businesses, which are adept in the efficient sharing of information and the delivery of goods through a global supply chain. This supply chain once thought of as the flow of goods through production to the end user, is now seen as an alignment of firms that design, develop, market and produce goods and services, and deliver them to the customer when needed.

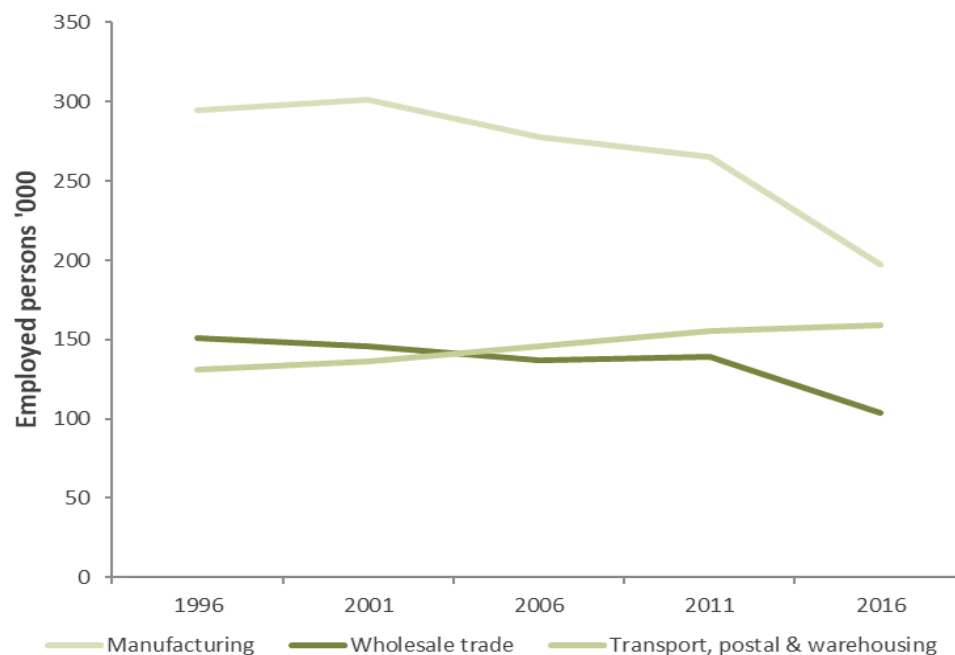
The globalisation and the free movement of people, goods and services have increased the amount of competition and have resulted in a decline in the proportion of jobs within manufacturing industries.

Industrial floor space used primarily for business related storage is in secular decline, whereas space built for the transferral of goods is increasing. This 'high throughput distribution' space is essentially designed to facilitate the rapid movement of goods through the supply chain. Businesses with low inventory turnover are gravitating to inexpensive land and low-cost buildings.

In contrast, businesses that have high inventory turnover and high value products, and typically provide value added functions (including product customisation, packaging and customs) are more prepared to pay a premium for excellent access to a large customer base and proximity in time and space to roads, ports and airports.

As a result of the industrial trends described above, over the past three decades, the development of industrial land and floor space in NSW has generally occurred at a rate slower than employment growth. This, however, has varied considerably between specific sectors of activity. Manufacturing and wholesale trade, employment growth has steadily decreased over the last 20 years (overall employment down 33% and 31% respectively). Contrasting this pattern has been the performance of transport and storage, which has shown strong growth with a 21% increase in employment. This is partly a result of increased demand for "last mile" delivery and storage spaces close to where customers reside.

This economic trend may be summarised by the fact that traditional manufacturing is changing and becoming more efficient in its processes as a result of the use of new technologies and equipment. These greater efficiencies in many cases have not resulted in a decline in output or the need for floor space or but rather a reduction in the number of employees required.

Figure 21: Employed persons by selective industry, NSW

Source: ABS

So what?

- Transport, postal and warehousing require large floor plates however don't necessarily generate high employment numbers. Any modelling based on employment densities should account for these transitions.

5.4.1 Non-traditional uses within industrial precincts

In addition to the more traditional industrial and urban service uses, industrial precincts are increasingly being occupied by other non-traditional uses such as knowledge intensive businesses, large format retailers and factory outlets and education/health services. Typically, these uses are attracted to industrial precincts given their relatively lower land values and market rents when compared to commercial centres and the need for large lots with good access to the local road network.

The presence of these uses, however, can increase market rents and land values in industrial precincts as space becomes limited and these types of uses are typically more willing and capable of paying higher rent.

So what?

- Permitted uses in industrial areas should be limited to those that require separation from sensitive receivers.
- Uses that provide amenity to employment precincts should be considered where there is merit.
- In most instances specialised retailing, office and residential uses should be limited so not to effect land values, long term industrial development potential and the viability of industrial uses.

5.4.2 Motorway accessibility

The proximity of employment precincts to key transport routes has emerged as a key priority for industrial occupiers. The preference for industrial tenants to be located close to a motorway was evident in recent CBRE research which found that for every additional minute drive closer to a motorway, equated to a 2.1% spike in rent. Occupiers were paying on average \$3 per square metre more than those further away from a motorway⁶⁰.

The reasons for this locational preference stems from transport costs typically comprising a large share of an industrial businesses' operational cost base, compared to its rental cost. As such, an industrial business makes cost savings by locating themselves nearer to key infrastructure.

Campbelltown's employment precincts are uniquely positioned to leverage off this trend with a number of them being located in close proximity to existing and planned transport corridors.

So what?

- Any new industrial land should be planned in locations that have strong access to motorway connections.

⁶⁰ CBRE - Motorway access drives rental shift in Sydney's industrial powerhouse market, Natasha Pierson 2018

5.5 An increasingly automated workplace

The impact that automation will have upon the labour force has been a topic of discussion since the start of the industrial revolution. Depending on whom you are speaking to it will either cause mass unemployment or continue a natural evolution of human based employment, with replaced employees being “up skilled” into more complex jobs that automation and technology cannot (presently) undertake or the creation and employment in new industries which we cannot imagine/conceive today.

This “up skilling” or transference of employment into more complex or knowledge-based industries can be seen in the agricultural industry. At the start of the twentieth century, agriculture comprised a significant proportion of employment however, with increased mechanisation of farm equipment scores of people were able to move from the land into cities for employment. Other industries such as retail, professional and financial grew as a result.

This trend has continued with the creation of new industries which 30 years ago, most people could not conceive such as employment within IT services, coding, web design or android application development.

A recent report by the Committee for Economic Development of Australia (CEDA) found that almost 40% of Australian jobs could be replaced by technology by 2025. If this prediction comes to fruition, there would be a need for significant employment re-shifting and the need for “upskilling” of the workforce. A way to mitigate this impact is for employees, companies and institutions to remain agile embracing life-long learning and re-education to stay competitive and skilled.

Currently, industries associated with manufacturing and transport, warehousing and distribution are at the forefront of this change. The impact that automation is likely to have upon these industries is a reduction in overall employment generated. However, it is important to note that this does not directly translate into a reduction in the amount of floor space or land required. As such, although these industries require fewer people for their operation needs, they still would require appropriate floor space and land for their increasingly automated factories/warehouses.

So what?

- Facilitating partnerships and relationships between learning institutes to tailor ‘upskill programs’ to local employment opportunities
- While automation may influence employment densities, it is unlikely going to reduce the floor space requirements of an industry as the machinery still takes up the same or more space. It is therefore prudent to appropriately plan for the future land based needs of these industries even as their projected employment levels decline. Any modelling based on employment densities should account for transitions.

5.6 Freight and logistics “last mile” services and e-commerce

The rise of e-commerce has seen significant growth in the demand for freight and logistics industrial space in close proximity to customers, often referred to as “last mile” customer logistics. This decreases the delivery time of products, with some companies offering same day delivery services. With e-commerce’s market share growing at a faster rate than traditional retail, there is likely to be a growing demand for industrial space in a good location for last mile services.

Goodman estimates that e-commerce tenancies account for about 60% of their global customer base with Amazon recently occupying 70,000sqm of warehouse space across two facilities, in Sydney’s Moorebank and Dandenong South in Melbourne⁶¹. Knight Frank states by the end of 2019 around 680,000sqm of new industrial supply is expected to enter the market. Of this, it is estimated that over half of this new supply “has come of the back of the e-commerce trade”⁶². While a CBRE report has estimated an additional 350,000sqm of distribution space required annually to service e-commerce growth across Australia⁶³

With Campbelltown’s resident population forecast to reach 275,778 residents by 2036, there will be a growing demand from last mile logistics occupiers. The growth of these type of service in Campbelltown LGA is evident in the creation of an additional 617 jobs over the last ten years in the transport, warehousing and logistics sector⁶⁴.

⁶¹ Ecommerce and last-mile logistics reshape property fortunes, AFR, Tim Boreham August 25, 2018

⁶² Sydney Industrial Market Overview July 2019, Knight Frank

⁶³ The Rise of Multistorey Warehousing in Australia, CBRE Research 2019

⁶⁴ Forecast id, 2019

The Campbelltown's employment precincts provide ideal locations for these services as they are close to population centres and have good access to major highways and motorways.

5.7 Changing nature of industrial development

Historically, industrial developments typically have been single level, on large lots, with at grade parking and on relatively level ground. However, this development model has been challenged in recent years resulting from limited land stocks, high land values and rents.

These market trends have resulted in “vertical” industrial development being explored within Sydney. This model has been successfully delivered in Asia by Goodman with a company spokesperson suggesting *“Scarcity of sites in infill areas close to urban centres and consumers, combined with competing demand for quality locations is creating land use intensification. We are increasingly seeing a shift towards multi-storey industrial facilities or changes of use to commercial and residential”*⁶⁵.

If this trend were implemented in Sydney, it would imply that its employment precincts would have the additional capacity through “upward redevelopment” over provided in its current undeveloped land supplies. As land stocks become more constrained, scarce and as land values increase, this “upward” development trend will likely become more attractive and commonplace.

Due to land prices significantly rising in recent years, a CRBE report has suggested that multi-story warehouses will become feasible in land-constrained Australian markets like South Sydney by 2020.

So what?

- Current planning controls limit industrial building height to 12m. A recent amendment seeks to increase this to 19m. There could be an opportunity to remove height controls in industrial precincts completely to enable greater development opportunity.

Figure 22: A Goodman multi-storey warehouse in China



Source: Multi-story warehouses coming to Sydney by 2020: CBRE, Australia Fin review 2019

⁶⁵ Goodman looks to go vertical, Carolyn Cummins – the Sydney morning herald



SUPPLY AND DEMAND ANALYSIS

6.0 SUPPLY AND DEMAND ANALYSIS

The following chapter provides an analysis of the supply and demand for Campbelltown's centres.

6.1 Centres supply analysis

6.1.1 Land area overview

In 2019, there were 39 commercial centres located within the Campbelltown LGA as can be seen in Figure 23: Commercial precincts and zones within Campbelltown LGA. Combined, these precincts contained approximately 259.4 hectares of appropriately zoned land. An overview of land area by centre is provided in Table 6. These land zonings and the amount of land zoned included:

- B1 - Neighbourhood Centre with 97 hectares or 37% of total centres land stocks
- B2 - Local Centre with 51.4 hectares or 20% of total centres land stocks
- B3 - Commercial Core with 47.7 hectares or 18% of total centres land stocks
- B4 - Mixed Use with 59.1 hectares or 23% of total centres land stocks
- DM – Deferred Matter with 4.2 hectares or 2% of total centres land stocks.

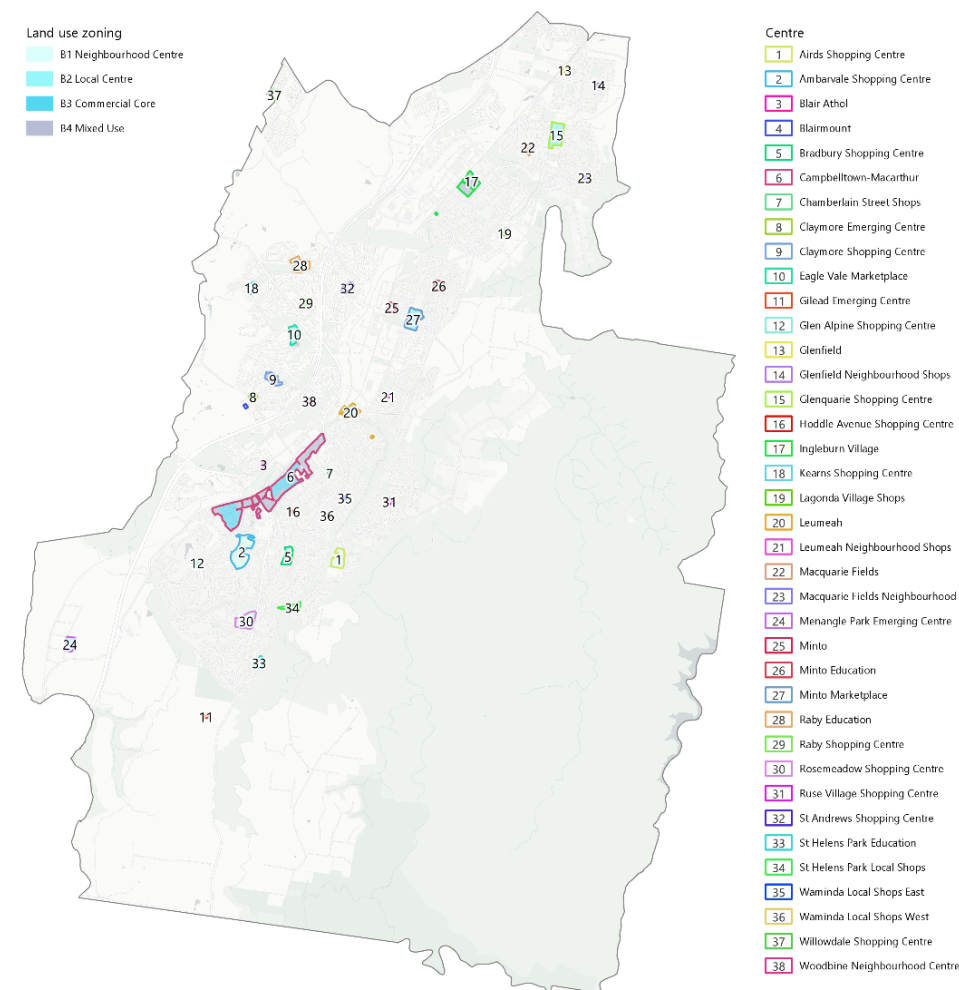
The largest centre by zoned land is Campbelltown Central Business District with around 88.4 hectares or 34% of land stocks. The centre is currently identified as a Metropolitan Cluster under the Greater Sydney Region Plan and is a key centre for employment, retail, leisure and other essential services for the LGA and the greater South West and Macarthur regions.

The second largest centre by land area is Ambarvale Neighbourhood Centre with around 26 hectares or 10% of total centres land stocks. The majority of this land comprises the Ambarvale Sports Complex and Ambarvale Public school supported by a small cluster of food retailing and personal service businesses.

Other centres of notable size include:

- Glenquarie with 16.1 hectares or 6% of total centres land stocks
- Rosemeadow with 13.5 hectares or 5% of total centres land stocks
- Ingleburn with 12.4 hectares or 5% of total centres land stocks
- Minto Marketplace with 12.3 hectares or 5% of total centres land stocks.

Figure 23: Commercial precincts and zones within Campbelltown LGA



Source: HillPDA 2020 *Note: Bradfield Street Leumeah and Leumeah have been identified as 20.

Table 6: Centre zoned land area

Centre	Address	Zoning	Land area (ha)	Vacant land area (ha)
Airds Shopping Centre	Riverside Drive, Airds	B1	10.0	0.63
Ambarvale Shopping Centre	45 Woodhouse Drive, Ambarvale	B1	26.0	1.26
Blair Athol	The Kraal Drive, Blair Athol	B2	0.8	0.00
Blairmount	Clydesdale Drive, Blairmount	B1	0.3	0.34
Bradbury Shopping Centre	The Parkway, Bradbury	B1	7.5	0.00
Bradfield Street, Leumeah	Bradfield Street, Leumeah	B1	0.1	0.00
Campbelltown-Macarthur		B1, B3, B4	88.4	0.99
Chamberlain Street Shops	Cnr Chamberlain Street & Lindesay Street Campbelltown	B1	0.2	0.00
Claymore Shopping Centre	Claymore Shopping Centre, 19 Dobbell Road, Claymore	B4	6.1	0.14
Claymore Emerging Centre	Badgally Road	B2	2.1	1.80
Eagle Vale Marketplace	Eagle Vale Neighbourhood Centre, Gould Road	B2	7.1	0.14
Gilead Emerging Centre		B1	0.3	0.32
Glen Alpine Shopping Centre	Heritage Way, Glen Alpine	B1	0.2	0.00
Glenfield	Railway Parade, Glenfield	DM	1.0	0.08
Glenfield Neighbourhood Shops	Harrow Road, Glenfield	B1	0.2	0.00
Glenquarie Shopping Centre	Glenquarie Shopping Centre, 60 Harold Street, Macquarie Fields	B2	16.1	0.33
Hoddle Avenue Shopping Centre	Hoddle Avenue Shopping Centre 3 Hoddle Avenue, Bradbury	B1	0.1	0.00
Ingleburn Village	Cambridge Street, Ingleburn	B1, B4	12.4	0.00
Kearns Shopping Centre	Kearns Avenue, Kearns	B1	3.7	0.00
Lagonda Village Shops	Lagonda Drive, Ingleburn	B1	0.4	0.00

Centre	Address	Zoning	Land area (ha)	Vacant land area (ha)
Leumeah	O'Sullivan Road, Leumeah	B2	7.5	0.74
Leumeah Neighbourhood Shops	54 Parkhill Avenue, Leumeah	B1	0.1	0.00
Macquarie Fields	Saywell Road, Macquarie Fields	B1	1.2	0.01
Macquarie Fields Neighbourhood	Evelyn Street, Macquarie Fields	B1	0.2	0.06
Menangle Park Emerging Centre		B2	6.3	6.31
Minto	Minto Road, Minto	B1	2.5	0.00
Minto Education	Benham Road, Minto	B1	4.4	0.00
Minto Marketplace	Minto Marketplace, Brookfield Road, Minto	B2	12.3	0.00
Raby Education	Thunderbolt Drive, Raby	B1	10.2	0.35
Raby Shopping Centre	Raby Shopping Centre, 2 Hurricane Drive, Raby	B1	0.8	0.00
Rosemeadow Shopping Centre	Thomas Rose Drive, Rosemeadow	B1	13.5	0.00
Ruse Village Shopping Centre	Junction Road, Ruse	B1	0.9	0.00
St Andrews Shopping Centre	Ballantrae Drive, St Andrews	B1	3.6	0.00
St Helens Park Local Shops	Woodland Road, St Helens Park	B1	4.6	0.00
St Helens Park Education	Kellerman Drive, St Helens Park	B1	4.1	0.78
Waminda Local Shops East	Waminda Avenue, Campbelltown	B1	0.2	0.00
Waminda Local Shops West	Waminda Avenue, Campbelltown	B1	0.2	0.07
Willowdale Shopping Centre	Willowdale Shopping Centre	B2	3.2	2.27
Woodbine Neighbourhood Centre	North Steyne Road, Woodbine	B1	0.7	0.00
			259.4	16.61

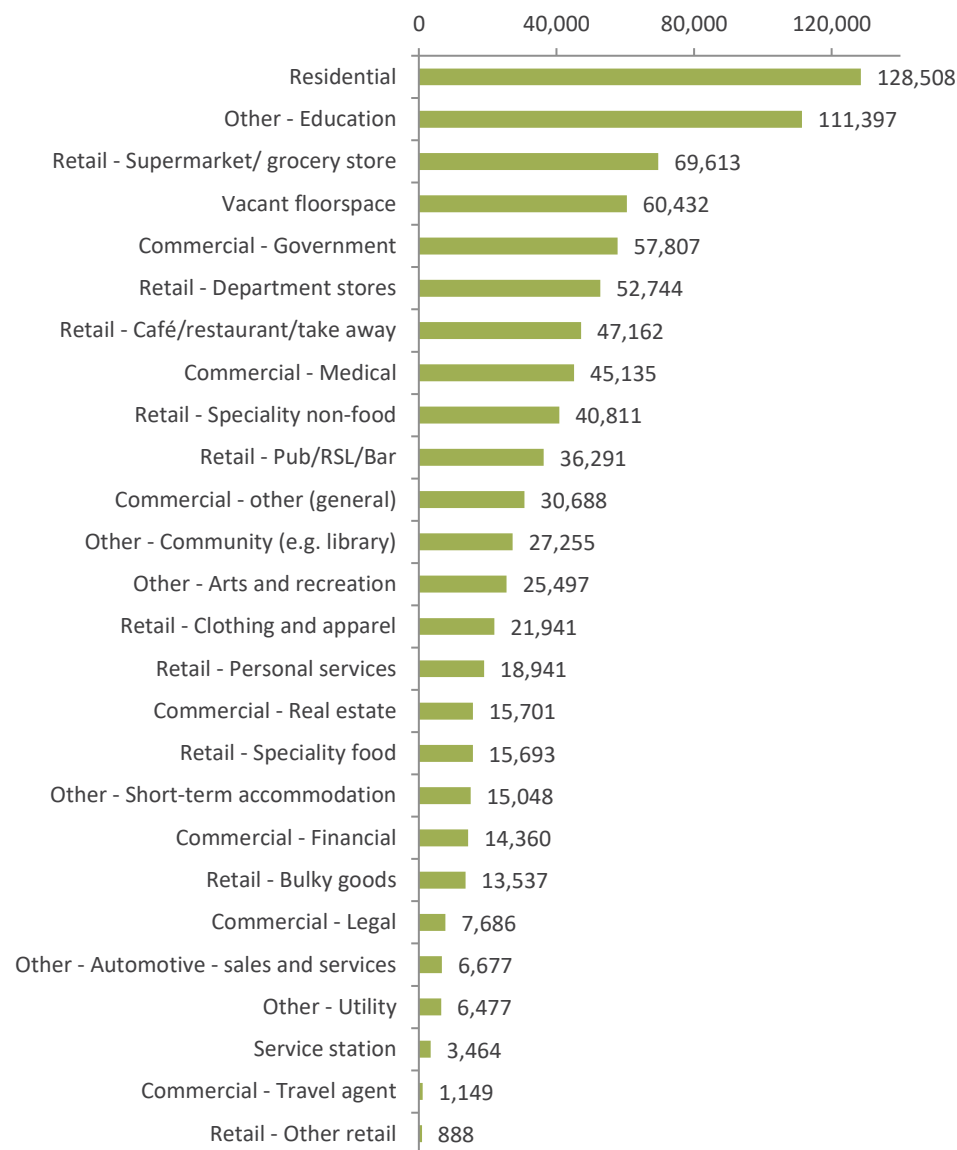
Source: HillPDA, City of Campbelltown

6.1.2 Total floor space by sector

Summarising the results of the floor space audit (refer to Appendix A audit methodology) it was found that the 39 commercial centres provide a total of around 874,900 square metres of floor space. Of this, around 685,960 square metres or 56 per cent was occupied commercial space, around 128,500 square metres or 15 per cent was residential related and 60,430 square metres or seven per cent was vacant/storage.

Of the total occupied floor space within centres, the largest portion was related to retail uses comprising around 321,090 square metres or 78 per cent of total employment floor space. Within retail uses, supermarkets and grocery stores made up the greatest proportion of floor space, occupying eight per cent of overall floor space within centres. This was followed by department stores with around 52,750 square metres or six per cent, then café/restaurant/takeaway with around 47,160 or five per cent. The most significant commercial occupants were Government services with around 57,810 square metres or almost 7 per cent of floor space overall, followed by medical with 45,135 square metres or 5 per cent. Other uses occupied around 192,350 square metres or 22 per cent of overall space within appropriately zoned areas, of which education was the most significant occupant, with 111,400 or 13 per cent.

Figure 24: Commercial Centre total floor space by sector



Source: HillPDA land use audit (2019)

6.1.3 Total floorspace by centre and broad land use

Combined, the 39 commercial centres contained around 321,090 square meters of occupied retail floorspace. The largest amount was in Campbelltown CBD, with approximately 185,130 square metres or 58 per cent of all surveyed occupied retail space. The next top five centres were:

- Minto Marketplace with 27,725 square metres or almost 9% of all retail space
- Ingleburn town centre with 24,318 or almost 8% of all retail space
- Glenquarie with 18,453 or almost 6% of all retail space
- Leumeah with 11,075 or just over 3% of all retail space
- Eagle Vale with 7,032 or just over 2% of all retail space.

One component of the GSC's classification of a local centre is the inclusion of a supermarket in the size of 1,000sqm or over. The following centres contained supermarket space in this category:

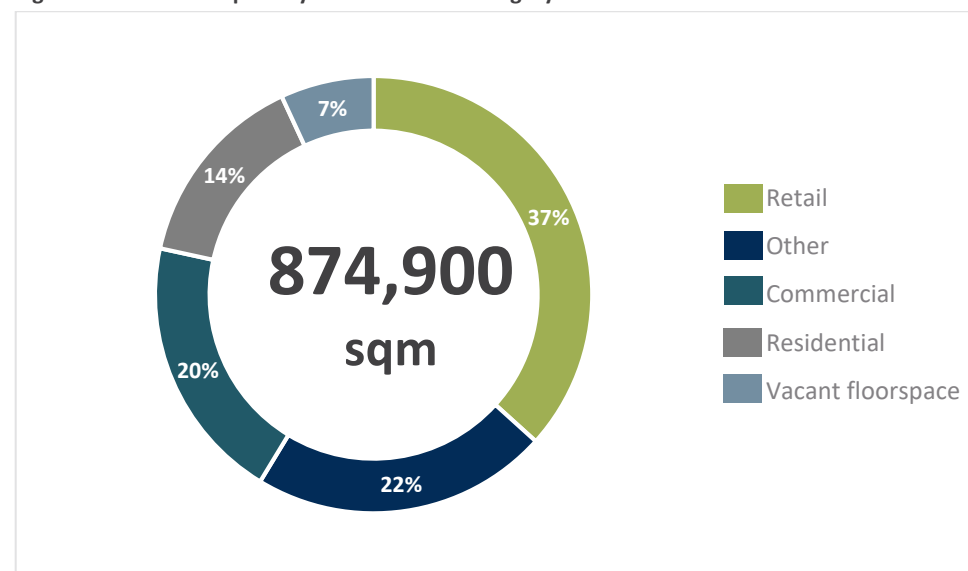
- Campbelltown-Macarthur: 23,600 square metres of supermarket space
- Glenquarie: 8,740 square metres of supermarket space
- Ingleburn: 8,390 square metres of supermarket space
- Minto Marketplace: 5,540 square metres of supermarket space
- Eagle Vale: 4,310 square metres of supermarket space
- Willowdale Shopping Centre: 4,200 square metres of supermarket space
- Rosemeadow: 3,669 square metres of supermarket space
- Ambarvale: 1,729 square metres of supermarket space
- Blair Athol: 1,645 square metres of supermarket space
- Raby Tavern: 1,000 square metres of supermarket space.

Combined, the 39 commercial centres contained around 172,526 square metres of occupied commercial floorspace. Most of this area was concentrated within Campbelltown CBD, with approximately 123,374 square metres, or 71.5 per cent of space. The next top five centres were:

- Ingleburn: 23,321 square metres, or 14% of overall commercial floorspace
- Minto: 4,461 square metres, or 3% of overall commercial floorspace
- Glenquarie: 4,457 square metres, or 3% of overall commercial floorspace
- Macquarie Fields: 3,341 square metres, or 2% of overall commercial floorspace
- Minto Marketplace: 2,981 square metres, or 2% of overall commercial floorspace.

There was a total vacancy rate across the centres at around 7%. Commercial vacancy was higher in Campbelltown CBD at around 8%.

Figure 25: Total floorspace by broad land use category



Source: HillPDA land use audit

Table 7: Occupied floorspace by centre and broad land use - 2019

Commercial centre	Supermarket space	Other retail	Commercial*	Other type**	Residential	Total
Airds Shopping Centre	893	1,014	-	12,797	-	14,703
Ambarvale Shopping Centre	1,729	224	-	18,230	3,080	23,263
Blair Athol	1,645	-	-	-	-	1,645
Blairmount	-	-	-	-	-	-
Bradbury Shopping Centre	947	2,359	1,695	11,614	-	16,615
Bradfield Street Leumeah	-	543	-	-	-	543
Campbelltown-Macarthur	23,605	141,516	123,374	80,618	68,893	438,006
Chamberlain Street Shops	-	800	42	-	403	1,245
Claymore Shopping Centre	781	813	406	4,873	-	6,874
Claymore Emerging Centre	-	-	213	-	-	213
Eagle Vale Marketplace	4,306	2,221	875	5,679	4,110	17,191
Gilead Emerging Centre	-	-	-	-	-	-
Glen Alpine Shopping Centre	217	555	-	-	347	1,119
Glenfield	628	1,649	1,316	123	1,161	4,877
Glenfield Neighbourhood Shops	-	244	162	-	-	406
Glenquarie Shopping Centre	8,743	6,863	4,457	21,678	-	41,740
Hoddle Avenue Shopping Centre	-	345	69	-	-	414
Ingleburn Village	8,393	14,121	23,321	12,905	9,631	68,372
Kearns Shopping Centre	607	819	91	3,360	910	5,787
Lagonda Village Shops	-	289	243	431	-	962
Leumeah Neighbourhood Shops	202	-	81	-	364	647
Leumeah	784	874	1,769	9,416	28,827	41,671
Macquarie Fields Neighbourhood	161	-	-	-	161	322
Macquarie Fields	100	2,427	3,341	-	422	6,290
Menangle Park Emerging Centre	-	-	-	-	-	-
Minto	-	3,179	4,461	2,671	4,889	15,199
Minto Education	-	-	-	10,377	3,126	13,503
Minto Marketplace	5,539	21,722	2,981	1,125	-	31,366
Raby Education	-	177	412	10,126	-	10,715
Raby Shopping Centre	1,000	1,659	84	320	-	3,063
Rosemeadow Shopping Centre	3,669	2,524	2,209	9,205	1,672	19,278
Ruse Village Shopping Centre	584	1,184	-	476	-	2,245
St Andrews Shopping Centre	381	1,309	524	7,176	-	9,389
St Helens Park Local Shops	-	402	-	4,795	-	5,197
St Helens Park Education	-	-	-	3,774	-	3,774
Waminda Local Shops East	331	615	-	-	378	1,324
Waminda Local Shops West	-	430	-	-	-	430
Willowdale Shopping Centre	4,200	845	400	-	-	5,445
Woodbine Neighbourhood Centre	169	-	-	338	135	642
Total	69,613	211,718	172,526	232,107	128,509	814,473

* Includes financial, health, government, legal, real estate, travel services, etc

** Includes pubs, taverns, sports clubs, education, arts and recreation, community uses, utilities, storage and automotive sales and services, service stations

Source: HillPDA land use audit 2019, occupied space, Total row may differ as a result of rounding

6.2 Centres' demand analysis

This section presents forecasts of the amount of additional retail and commercial office space that will be needed in the centres to support the current and future resident and worker population.

6.2.1 Demand for retail space

6.2.1.1 Methodology

The forecasts of demand for retail space by centre have been derived using resident and worker expenditure modelling. At a high level, the steps in the methodology include:

- Defining small geographical areas. In this case, Population id small area boundaries were used as this is the smallest area that the latest population forecasts for Campbelltown LGA that could be attained. Each small area approximately corresponds to a suburb or similar size
- Deriving expenditure data from MDS Marketinfo 2017 and forecasting expenditure generated by residents by small geographical area to 2031 and 2041
- Applying varying capture rates for each small geographical area to the strategic and local centres in relation to food expenditure (including food and groceries, liquor, fast-food and meals on premises), non-food expenditure, bulky goods and department stores.
- Making an allowance for expenditure derived from workers in the centres
- Dividing total estimated retail sales by industry benchmark turnover rates (which varies by centre size and by retail store type) to derive overall floorspace required.

Two forecasts are provided – a low forecast which is based on State Government (Transport for NSW) population forecast and a high forecast which is based on Forecast.ID.

6.2.1.2 Forecast Id growth forecast

Forecast.ID forecasts significant growth in the LGA from 160,400 in 2016 to more than 307,000 in 2041 – 92% increase.

The first step in the forecast is to define the smaller areas and forecast population growth in these areas. Forecast.ID small areas were adopted. The population forecasts are shown in the table below.

Table 8: Population forecasts (by Forecast.ID small areas)

Travel zone	2016	2021	2026	2031	2036
Airds	3,082	3,656	4,259	4,866	5,108
Ambarvale - Englorie Park	7,730	7,573	7,525	7,606	7,748
Bardia	1,676	3,873	4,039	3,986	3,917
Blair Athol	2,955	2,853	2,830	2,812	2,851
Bradbury	9,036	9,413	9,675	9,883	10,130
Campbelltown	12,845	17,477	22,723	27,674	31,427
Claymore	2,724	2,589	2,529	3,776	4,310
Eagle Vale	5,968	5,878	6,427	6,479	6,581
East Leppington	440	3,863	6,797	8,783	9,069
Eschol Park	2,660	2,642	2,637	2,637	2,665
Glen Alpine	4,960	4,949	5,013	5,138	5,276
Glenfield	9,931	12,304	16,927	21,724	24,880
Ingleburn	15,561	16,193	16,530	16,749	16,993
Kearns	2,818	2,751	2,720	2,704	2,724
Leumeah	10,136	10,355	10,684	10,976	11,309
Macquarie Fields – Mac' Links	15,517	16,003	16,064	16,140	16,267
Menangle Park	259	2,047	8,800	11,120	10,818
Minto	12,856	14,300	14,438	14,625	14,845
Gilead	285	1,361	3,557	5,771	7,197
Raby	6,109	6,068	6,023	5,976	5,962
Rosemeadow	8,113	7,986	8,645	8,698	8,692
Rural Residential	2,550	2,819	6,968	18,012	38,377
Ruse	5,707	5,610	5,602	5,750	5,958
St Andrews - Bow Bowing	7,532	7,295	7,206	7,190	7,264
St Helens Park	6,717	7,057	7,518	7,651	7,874
Woodbine - Blairmount	3,240	4,040	5,869	7,365	7,534
TOTAL	161,407	180,955	212,005	244,091	275,776

Source: Population.id

The above small areas were grouped into 15 trade areas as defined by HillPDA. Each trade represents the area generally served by a commercial centre with a range of shops and generally including a full line supermarket. Alternatively, it may represent an area that is likely to experience considerable growth and at some time in the future would develop its own centre (eg Menangle Park). The trade areas and forecast population growth are shown in the table below.

Table 9: Forecast population forecast by trade area 2016-2041

Trade area	2016	2021	2031	2041	2016-41	% Growth
Bardia	1,676	3,873	3,986	3,917	2,241	134%
Campbelltown*	49,255	54,471	66,669	76,207	26,952	55%
Blairmount, Claymore, Eagle Vale	8,992	9,567	14,680	16,290	7,298	81%
East Leppington	440	3,863	8,783	9,070	8,630	1961%
Eschol Park, Kearns & Raby	11,587	11,461	11,317	11,385	-202	-2%
Glenfield	9,931	12,304	21,724	28,036	18,105	182%
Ingleburn	15,561	16,193	16,749	17,237	1,676	11%
Leumeah	10,136	10,355	10,976	11,642	1,506	15%
Macquarie Fields – Mac’ Links	15,517	16,003	16,140	16,394	877	6%
Menangle Park	259	2,047	11,120	10,818	10,559	4077%
Minto	12,856	14,300	14,625	15,065	2,209	17%
Gilead	2,835	4,180	23,783	57,818	54,983	1939%
Rosemeadow & St Helens Park	14,830	15,043	16,349	16,783	1,953	13%
St Andrews - Bow Bowing	7,532	7,295	7,190	7,338	-194	-3%
TOTAL LGA	161,407	180,955	244,091	298,000	136,593	85%
Camden	80,477	122,926	197,705	249,623	169,146	210%
Wollondilly	49,811	54,831	75,454	93,037	43,226	87%
TOTAL Macarthur Region	291,695	358,712	517,250	640,661	348,966	120%

* Campbelltown includes Bradbury and Ambarvale

Source: Population.id and HillPDA

6.2.1.3 Retail expenditure

Demand for retail space is derived mainly from three sources being residents (household expenditure), workers and visitors or tourists. The vast majority of retail sales in the Campbelltown LGA are derived from residents within the LGA although Campbelltown CBD (including Macarthur Square) attracts some household expenditure from Camden and Wollondilly LGAs – particularly in the discretionary spending categories, although this level of capture is likely to reduce over time as existing centres in Camden are expanded and new centres develop including the proposed major centres in Leppington and Wilton. Also, some resident expenditure escapes the LGA – to Liverpool CBD and The Crossroads, to places of work outside the LGA and when Campbelltown residents are away from home (tourism-out spend). For the purpose of the modelling, interstate and international tourists into Campbelltown have been excluded as the numbers are not significant.

Expenditure data was sourced from MDS Marketinfo 2017 which utilises national accounts, ABS Census and ABS Household Expenditure Survey data to derive estimated household expenditure down to SA1 level for 625 different categories of expenditure. Average expenditure per capita in retail goods and services is shown in Table 10.

Table 10: Average expenditure per capita

Trade area	Food, Groceries & Liquor*	Drinks & Meals out**	Apparel	Bulky Goods ***	Other Goods	Personal Services#	Total
Bardia	4,901	2,116	1,159	2,050	3,271	410	13,907
Campbelltown	4,626	1,905	996	1,670	3,101	338	12,637
Blairmount, Claymore & Eagle V.	4,083	1,515	841	1,291	2,719	252	10,701
East Leppington	4,901	2,116	1,159	2,050	3,271	410	13,907
Eschol Pk, Kearns Raby	4,754	2,053	1,046	1,772	3,174	352	13,150
Glenfield	4,471	1,821	962	1,568	2,973	316	12,111
Ingleburn	4,401	1,845	971	1,544	2,910	327	11,997
Leumeah	4,626	1,905	996	1,670	3,101	338	12,637
Macquarie Fields – Mac. Links	4,258	1,686	935	1,448	2,788	281	11,395
Menangle Park	4,471	1,821	962	1,568	2,973	316	12,111
Minto	4,077	1,554	833	1,293	2,655	259	10,670
Gilead	4,471	1,821	962	1,568	2,973	316	12,111
Rosemeadow & St Helens Park	4,478	1,805	949	1,547	2,956	311	12,047
Rural Residential	4,471	1,821	962	1,568	2,973	316	12,111
St Andrews - Bow Bowing	4,606	1,943	1,014	1,635	3,115	321	12,634
CAMDEN	4,901	2,116	1,159	2,050	3,271	410	13,907
WOLLONDILLY	4,822	1,949	1,041	1,932	3,188	372	13,303
TOTAL	4,471	1,821	962	1,568	2,973	316	12,111

* Includes take-away liquor

** Includes fast foods and meals and drinks in restaurants, clubs and hotels

*** Includes furniture, electrical goods, hardware, domestic appliances and the like

includes hair and beauty, clothing alterations, video hire and optical dispensing but does not include travel, real estate, financial and medical services

Sources: MDS Marketinfo 2017, ABS Household Expenditure Survey 2015-16 and HillPDA

6.2.1.4 Estimated retail sales

Converting household expenditure by trade area into retail sales at each centre is done by assuming varying capture rates. The next three tables below show the assumed capture rates for food, grocery and liquor (FGL) shopping, department store expenditure and other non-FGL shopping. Totals will generally be 90 per cent or less because residents' shop outside the LGA, close to work and when they are away (travelling). Approximately 15% of bulky goods expenditure is captured in-centre which has been allowed for in the modelling. The bulk of it is captured in out-of-centre outlets, industrial areas and dedicated homemaker / bulky goods precincts.

Table 11: Assumed capture rates for FGL household expenditure

Small areas (forecast id.)	Campbell-town	Ingleburn	M'quarie Fields	Glenfield	Minto Mall	Eagle Vale	Rose-meadow	Denham Court	Menangle Park	Gilead	Leumeah	Other Centres	TOTAL
Bardia	5%							5%				5%	15%
Campbelltown	80%											10%	90%
Blairmount, Claymore & Eagle Vale	10%					65%						10%	85%
East Leppington	5%							75%				10%	90%
Eschol Park, Kearns & Raby	10%					50%						25%	85%
Glenfield	5%		20%	55%								10%	90%
Ingleburn	5%	80%										5%	90%
Leumeah	35%				25%						25%	5%	90%
Macquarie Fields - Macquarie Links	5%	15%	70%									5%	95%
Menangle Park	5%								75%			10%	90%
Minto	5%				75%							10%	90%
Gilead	10%									70%		10%	90%
Rosemeadow & St Helens Park	5%						75%					10%	90%
St Andrews - Bow Bowling	30%				30%							25%	85%
CAMDEN	5%												5%
WOLLONDILLY	5%												5%

Source: HillPDA Estimate

Table 12: Assumed capture rates for department store expenditure

Small areas (forecast id.)	Campbell-town	Ingleburn	M'quarie Fields	Glenfield	Minto Mall	Eagle Vale	Rose-meadow	Denham Court	Menangle Park	Gilead	Leumeah	Other Centres	TOTAL
Bardia	0%		0%		0%								0%
Campbelltown	90%		0%		0%								90%
Blairmount, Claymore & Eagle Vale	90%		0%		0%								90%
East Leppington	0%		0%		0%								0%
Eschol Park, Kearns & Raby	50%		0%		0%								50%
Glenfield	0%		50%		0%								50%
Ingleburn	30%		20%		40%								90%
Leumeah	60%		0%		30%								90%
Macquarie Fields - Macquarie Links	30%		20%		40%								90%
Menangle Park	90%		0%		0%								90%
Minto	30%		0%		60%								90%
Gilead	90%		0%		0%								90%
Rosemeadow & St Helens Park	90%		0%		0%								90%
St Andrews - Bow Bowling	55%		0%		30%								85%
CAMDEN	40%		0%		0%								40%
WOLLONDILLY	50%		0%		0%								50%

Source: HillPDA Estimate

Table 13: Assumed capture rates for Other Non-FGL household expenditure*

Small areas (forecast id.)	Campbelltown	Ingleburn	M'quarie Fields	Glenfield	Minto Mall	Eagle Vale	Rose-meadow	Denham Court	Menangle Park	Gilead	Leumeah	Other Centres	TOTAL
Bardia	3%							2%				3%	7%
Campbelltown	83%											5%	88%
Blairmount, Claymore & Eagle Vale	60%					25%						5%	90%
East Leppington	10%							25%				5%	40%
Eschol Park, Kearns & Raby	40%				12%	10%						13%	75%
Glenfield	20%	2%	8%	20%								3%	53%
Ingleburn	30%	36%										3%	69%
Leumeah	50%				25%						15%	3%	93%
Macquarie Fields - Macquarie Links	35%	6%	32%									3%	75%
Menangle Park	50%								34%			5%	89%
Minto	45%				34%							5%	84%
Gilead	50%									32%		5%	87%
Rosemeadow & St Helens Park	50%						34%					5%	89%
St Andrews - Bow Bowling	55%				14%							13%	81%
CAMDEN	24%												24%
WOLLONDILLY	27%												27%

* Excludes expenditure directed to homemaker/bulky goods and other out-of-centre locations

Source: HillPDA Estimate

Please note that some of the above capture rates should be interpreted more as aspirational (appropriate rates to adopt) rather than the actual capture levels being achieved. For example, it is appropriate for Glenfield to capture the majority of FGL expenditure from Glenfield residents. However, currently the level of capture is likely to be considerably lower due to the inadequate level of retail offer. Nevertheless, adopting a higher rate as a target is the appropriate method to quantify the level of latent demand (or target level of retail sales) in order to quantify an appropriate level of future supply. Likewise, FGL capture rates of 75% and 70% were assumed for Menangle Park and Gilead notwithstanding that currently there are no commercial centres in these localities. However, the rates were adopted for the purpose of forecasting the appropriate sizes for these centres in the future.

Some level of retail sales in the centres is expected to come from non-resident workers. A recent survey by Urbis found that workers in CBD locations like Sydney, North Sydney and Parramatta spend close to \$11,000 per annum on retail goods and services close to their workplace. CBDs have a much stronger and wider retail offer, and hence you would expect lower spend levels in the Campbelltown LGA. For the purpose of the modelling, a lower rate of \$2,000 to \$4,000 per worker based on the size of the retail offer in the centres has been adopted. The forecast number of workers was sourced from TPA. Some expenditure is also derived from visitors and residents outside the main trade area (Macarthur Region), which was assumed at around 3% of resident spend for most of the centres.

Bulky goods stores (furniture, large electrical appliances, hardware, etc) was mostly excluded from the analysis as the vast majority of this expenditure is captured by bulky goods outlets in out-of-centre locations – particularly in the Blaxland Road/Campbelltown Road area and The Crossroads. However, some allowance was made for

some capture into Campbelltown CBD given that the CBD has around 13,500sqm of bulky goods retailing. Potential retail sales from expenditure generated by residents, workers and visitors at each of the major and local centres is shown in the table below.

Table 14: Estimated Potential Retail Sales in 2019 (\$m)

Centre	Food, grocery & liquor Stores	Food and drink Services*	Department Stores	Apparel Stores	Other Non-Food Goods Stores	Selected Personal Services	TOTAL
Campbelltown-Macarthur	299.9	98.0	135.0	128.4	347.6	21.2	1,030.1
Ingleburn	75.6	24.5	0.0	6.9	15.3	5.2	127.5
Macquarie Fields	62.4	19.4	9.2	5.6	12.3	3.9	112.7
Glenfield**	27.6	8.9	0.0	2.0	4.8	1.9	45.2
Minto	70.6	22.0	20.3	8.9	21.0	4.5	147.3
Claymore & Eagle Vale	53.0	16.9	0.0	3.2	7.6	3.4	84.2
Rosemeadow	54.6	17.5	0.0	4.9	11.8	3.6	92.5
Denham Court***	2.9	1.0	0.0	0.2	0.5	0.2	4.9
Menangle Park****	0.9	0.3	0.0	0.1	0.2	0.1	1.6
Gilead****	9.7	3.1	0.0	0.9	2.1	0.7	16.4
Leumeah	13.4	4.4	0.0	1.6	3.9	0.9	24.3
Other	77.5	25.2	0.0	7.9	18.7	5.3	134.6
TOTAL	748.2	241.2	164.5	170.7	445.8	50.8	1,821.3

* Includes restaurants, cafes and take-away/fast foods, etc, but excludes pubs, taverns, RSL and sports clubs

** As Glenfield currently has a fairly poor retail offer with no reasonable sized supermarket, a fair proportion of this expenditure is currently going to Glenquarie, Casula and Liverpool.

*** Denham court was recently completed. The low turnover shown in the table is due to the low Forecast.ID population of only 440 people in Leppington East 2016 but the trading level is likely to be higher than shown in the above table – probably in the order of \$20m to \$30m which is expected to increase considerably over the next 5-10 years.

**** Given that these are future centres currently do not exist this expenditure is predominantly being captured by Campbelltown CBD.

Source: HillPDA estimate from expenditure data

6.2.1.5 Forecast potential retail sales

In forecasting expenditure, it was assumed that real expenditure per capita on food, groceries and food services would increase at 1 per cent per annum and non-food goods would increase at 0.5 per cent per annum. This generally accords with the long-term trend since 1986 (sourced from various data sources, including ABS retail sales, population and CPI rates). From population and jobs growth, the following forecast of potential retail sales in 2041 was derived.

Table 15: Forecast potential retail sales in 2041 (\$m in 2019 dollars)

Centre	Food, grocery & liquor stores	Food and drink Services*	Department stores	Apparel stores	Other non-food goods stores	Selected personal services	TOTAL
Campbelltown	583.4	190.5	228.6	239.4	646.6	38.9	1,927.5
Ingleburn	108.8	35.3	0.0	9.0	20.2	7.1	180.3
Macquarie Fields	103.9	32.5	16.8	8.4	18.6	6.2	186.4
Glenfield	97.2	31.2	0.0	6.6	15.4	6.2	156.5
Minto	99.1	30.8	22.1	11.3	26.5	5.9	195.7
Claymore & Eagle Vale	92.1	28.6	0.0	5.4	12.9	5.5	144.6
Rosemeadow	76.9	24.7	0.0	6.4	15.3	4.8	128.1
Denham Court	61.5	21.3	0.0	4.3	9.6	4.7	101.4
Menangle Park	49.3	15.9	0.0	4.1	9.7	3.1	82.1
Gilead	246.0	79.1	0.0	20.6	48.2	15.7	409.5
Leumeah	19.2	6.2	0.0	2.2	5.1	1.3	34.0
Other	169.3	54.9	0.0	15.8	37.2	10.9	288.2
TOTAL	1,706.6	550.9	267.5	333.5	865.4	110.4	3,834.2

* Includes restaurants, cafes and take-away/fast foods, etc, but excludes pubs, taverns, RSL and sports clubs

Source: HillPDA estimate from expenditure data

The above table shows that significant growth is expected in the LGA – more than double. As expected, the highest growth centres are expected to be in the high growth areas such as Denham Court as well as the future centres of Menangle Park and Gilead. High growth is also expected for Glenfield due to urban renewal and also for

Campbelltown CBD given that it is the major centre (Metropolitan Cluster) in the Macarthur region.

6.2.1.6 Required retail floorspace

Required floorspace was calculated from dividing potential retail sales by target retail turnover density (RTD) levels (\$/m²). Target RTDs are industry benchmark levels and vary depending on the size and location of centres (higher RTDs are required in areas of higher real estate values) and the type of retail store (higher RTDs are required for stores with higher cost of goods, operating costs and lower margins such as supermarkets). Average assumed RTDs are shown in Table 16.

Table 16: Target retail turnover density (\$/sqm in 2019)

Store Type	Campbelltown CBD	Other centres
Super-markets	11,500	10,350
Specialty Foods	10,500	9,450
Take-away Foods	8,000	7,200
Cafes, restaurants, clubs, etc	6,000	5,400
Department Stores	3,500	3,150
Apparel Stores	7,000	6,300
Other Non-Food Goods	6,300	5,670
Selected Personal Services	4,500	4,050

Sources: Various including ABS Retail Survey, SCN, Urbis, various consultancy studies and HillPDA

The demand for retail floorspace across the centres by 2041 is provided in the following table categorised by retail store type.

Table 17: Centre demand for leasable retail floorspace by 2041 by retail store type (sqm)

Centre	Super-markets	Specialty foods	Food services	Department Stores	Apparel Stores	Other Non-Food Goods	Selected Personal Services	TOTAL
Campbelltown	38,561	8,658	25,106	61,824	32,378	97,155	8,179	271,862
Ingleburn	7,988	1,794	5,182	0	1,356	3,365	1,659	21,344
Macquarie Flds	7,627	1,712	4,748	5,047	1,259	3,108	1,461	24,961
Glenfield	7,135	1,602	4,567	0	987	2,566	1,445	18,302
Minto	7,281	1,635	4,496	6,631	1,692	4,427	1,384	27,545
Claymore & Eagle Vale	6,765	1,519	4,157	0	815	2,159	1,282	16,697
Rosemeadow	5,646	1,268	3,593	0	956	2,552	1,133	15,148
Denham Court	4,515	1,014	3,121	0	646	1,605	1,107	12,008
Menangle Park	3,622	813	2,319	0	620	1,612	734	9,719
Gilead	18,067	4,056	11,566	0	3,092	8,042	3,660	48,482
Leumeah	1,409	316	915	0	323	857	297	4,118
OTHER	13,988	3,141	9,028	0	2,678	6,995	2,871	38,701
TOTAL	122,604	27,527	78,798	73,502	46,801	134,444	25,211	508,888

Source: HillPDA 2020

The estimate net increase in floorspace across the centre is forecast outlined in Table 18.

Table 18: Forecast ID scenario forecast demand and supply of retail floorspace by centre (sqm)

Centre	Supply in 2019	Demand in 2019	Current over/under-supply	Additional demand in 2031	Additional demand in 2041
Campbelltown	165,120	159,623	-5,497	73,566	106,742
Ingleburn	22,515	16,428	-6,087	0	0
Macquarie Fields	15,606	16,149	543	5,995	9,355
Glenfield	2,277	5,758	3,481	11,160	16,025
Minto	27,261	23,109	-4,152	0	284
Claymore & Eagle Vale	6,527	10,591	4,064	8,238	10,170
Rosemeadow	6,193	11,912	5,719	7,800	8,955
Denham Court	5,045	635	-4,410	5,988	6,963
Menangle Park	0	207	207	9,474	9,719
Gilead	0	2,115	2,115	18,911	48,482
Leumeah	1,658	3,200	1,542	2,029	2,460
OTHER	29,129	19,671	-9,458	1,204	9,572
TOTAL	281,331	269,398	-11,933	144,365	228,728

Source: HillPDA 2020

As shown in the above table, a significant increase in supply should be planned for in the centres of Campbelltown CBD (107,000sqm more), Eagle Vale (10,000sqm), Glenfield (16,000sqm). New centres should be planned for in Menangle Park and Gilead. Gilead, in particular, could justify having 3 or 4 new centres to service its population of 55,000 or more.

Please note that some of this demand could shift between centres. The construction of a new centre could shift demand away from an existing centre and so the above table should only be used as a guide to gauge approximately where retail space should be planned.

6.2.1.7 TPA scenario growth forecast

The TPA scenario population forecast is based on the Transport for NSW projections and is provided in the table below.

Table 19: TPA scenario population forecast by Trade Area 2016-2041

LGA	2016	2021	2031	2041	2016-41	% Growth
Bardia	1,676	4,228	6,418	7,035	5,359	320%
Campbelltown*	49,255	54,418	64,761	76,837	27,582	56%
Blairmount, Claymore, Eagle Vale	8,992	9,620	11,482	13,300	4,308	48%
East Leppington	440	1,280	2,298	2,567	2,127	484%
Eschol Park, Kearns & Raby	11,587	11,872	12,661	14,522	2,935	25%
Glenfield	9,931	10,608	14,865	19,065	9,134	92%
Ingleburn	15,561	17,152	19,863	22,091	6,530	42%
Leumeah	10,136	10,325	11,399	13,012	2,876	28%
Macquarie Fields – Mac' Links	15,517	15,887	16,479	17,157	1,640	11%
Menangle Park	259	398	5,380	7,071	6,812	2630%
Minto	12,856	13,543	14,653	16,315	3,459	27%
Gilead	2,835	3,140	8,197	13,427	10,592	374%
Rosemeadow & St Helens Park	14,830	15,295	16,292	18,633	3,803	26%
St Andrews - Bow Bowing	7,532	7,714	8,248	9,617	2,085	28%
TOTAL LGA	161,407	175,480	212,996	250,650	89,243	55%

*Campbelltown includes Bradbury and Ambarvale

Source: TPA 2016 and HillPDA

6.2.1.8 TPA forecast potential retail sales

From population growth and forecast growth in jobs, the following forecast of expenditure was derived.

Table 20: TPA forecast potential retail sales in 2041 (\$m in 2019 dollars)

Centre	Food, grocery & liquor Stores	Food and drinks services*	Department stores	Apparel stores	Other non-food good stores	Selected personal services	TOTAL
Campbelltown	559.5	182.9	191.4	210.1	492.0	37.3	1,673.3
Ingleburn	130.6	42.5	0.0	10.9	24.3	8.6	216.9
Macquarie Fields	95.9	29.9	14.0	7.8	17.3	5.7	170.6
Glenfield	66.1	21.2	0.0	4.5	10.5	4.2	106.4
Minto	111.8	34.8	25.4	12.9	30.4	6.7	222.0
Claymore & Eagle Vale	90.2	28.5	0.0	5.1	12.1	5.5	141.3
Rosemeadow	85.4	27.4	0.0	7.1	17.0	5.4	142.2
Denham Court	20.0	6.9	0.0	1.4	3.2	1.5	33.1
Menangle Park	32.2	10.4	0.0	2.7	6.3	2.1	53.7
Gilead	57.1	18.4	0.0	4.8	11.2	3.6	95.1
Leumeah	21.4	7.0	0.0	2.4	5.7	1.4	38.0
Other	146.2	47.6	0.0	13.7	32.2	9.4	249.1
TOTAL	1,416.5	457.4	230.8	283.3	662.3	91.5	3,141.7

* Includes restaurants, cafes and take-aways but excludes pubs, taverns, RSL, sports clubs and the like

Source: HillPDA estimate from expenditure data

The above table shows that even under the TPA scenario that projects lower growth, a significant level of growth is expected in the LGA – 77% increase. As expected, the highest growth centres are to be in the growth areas such as Denham Court as well as the future centres of Menangle Park and Gilead. High growth is also expected for Glenfield due to urban renewal and also for Campbelltown CBD given that it is the major centre (Metropolitan Cluster) in the Macarthur region. Significantly less growth is expected in Gilead compared to the high growth (Forecast.ID) scenario.

6.2.1.9 Required retail floorspace

Required floorspace was calculated from dividing potential retail sales by target retail turnover density (RTD) levels (\$/m²). Target RTDs are industry benchmark levels and vary depending on the size and location of centres (higher RTDs are required in areas of higher real estate values) and the type of retail store (higher RTDs are required for stores with a higher cost of goods, operating costs and lower margins such as supermarkets). Average assumed RTDs are shown in Table 21.

Table 21: Target retail turnover density (\$/sqm in 2019)

Store type	Campbelltown CBD	Other centres
Supermarkets	11,500	10,350
Specialty foods	10,500	9,450
Take-away foods	8,000	7,200
Cafes, restaurants, clubs, etc	6,000	5,400
Department stores	3,500	3,150
Apparel stores	7,000	6,300
Other non-food goods	6,300	5,670
Selected personal services	4,500	4,050

Sources: Various including ABS Retail Survey, SCN, Urbis, various consultancy studies and HillPDA

Demand for retail space by 2041 in each centre by retail store type is provided in the following table.

Table 22: TPA Scenario forecast demand for leasable retail floorspace by 2041 by centre by retail store type (square metres)

Centre	Supermarkets	Specialty foods	Food services	Department stores	Apparel stores	Other non-food goods	Selected personal services	TOTAL
Campbelltown	36,980	8,303	24,107	51,760	28,410	85,254	7,854	242,668
Ingleburn	9,594	2,154	6,237	0	1,640	4,065	2,000	25,691
Macquarie Fields	7,045	1,582	4,369	4,215	1,175	2,882	1,339	22,606
Glenfield	4,852	1,089	3,106	0	671	1,745	983	12,446
Minto	8,212	1,844	5,087	7,619	1,939	5,075	1,566	31,341
Claymore & Eagle Vale	6,621	1,487	4,148	0	761	2,018	1,283	16,318
Rosemeadow	6,269	1,407	3,989	0	1,062	2,834	1,258	16,818
Denham Court	1,469	330	1,016	0	215	536	360	3,926
Menangle Park	2,367	531	1,515	0	405	1,054	480	6,352
Gilead	4,196	942	2,686	0	718	1,867	850	11,259
Leumeah	1,575	354	1,023	0	361	958	332	4,602
OTHER	12,078	2,712	7,826	0	2,314	6,056	2,482	33,469
TOTAL	101,257	22,735	65,109	63,593	39,672	114,344	20,786	427,496

The net increase in floorspace is forecast as follows:

Table 23: TPA scenario forecast demand and supply of retail floorspace by 2041 by centre (sqm)

Centre	Supply in 2019	Demand in 2019	Current under-supply	Additional demand in 2031	Additional demand in 2041
Campbelltown	165,120	159,623	-5,497	50,821	77,548
Ingleburn	22,515	16,428	-6,087	-574	3,176
Macquarie Fields	15,606	16,149	543	4,010	7,000
Glenfield	2,277	5,758	3,481	6,917	10,169
Minto	27,261	23,109	-4,152	-255	4,080
Claymore & Eagle Vale	6,527	10,591	4,064	6,873	9,791
Rosemeadow	6,193	11,912	5,719	7,752	10,625
Denham Court	5,045	635	-4,410	-1,705	-1,119
Menangle Park	0	207	207	4,583	6,352
Gilead	0	2,115	2,115	6,518	11,259
Leumeah	1,658	3,200	1,542	2,171	2,944
OTHER	29,129	19,671	-9,458	-2,233	4,340
TOTAL	281,331	269,398	-11,933	84,878	146,165

As shown in the above table a significant increase in retail supply should be planned for in the centres of Campbelltown CBD (79,000sqm more), Claymore and Eagle Vale (9,700sqm – distributed across existing and emerging centre), Glenfield (10,000sqm) and new centres should be planned for in Menangle Park and Gilead.

Note that some of this demand could shift between centres. The construction of a new centre could shift demand away from an existing centre and so the above table should only be used as a guide to gauge approximately where retail space should be planned.

6.2.2 Demand for office space

This section forecasts the demand for additional employment space in offices in the commercial centres of Campbelltown LGA over the period of 2016 to 2041. Three forecasts are provided – low, medium and high.

5. TPA scenario (21,232 more jobs): The TPA scenario adopts Transport for NSW 2016 employment forecasts. This is considered a low projection because the rate of growth (37% more workers from 2016 to 2041) is actually lower than the rate of population growth forecast by Transport for NSW (55% more residents). Transport for NSW is forecasting the ratio of jobs to population to decline from 35% to 31% over that period.
6. TPA 35 scenario forecast: The TPA 35 scenario adopts the same forecast from Transport for NSW but pro-ratas the job numbers across all industry types upwards to maintain the ratio of jobs to population at 35%.
7. Forecast Id scenario: The forecast id scenario maintains the 35% ratio but adopts the higher Forecast.ID population projection.

6.2.2.1 Office demand methodology

For each scenario, the following methodology was applied to estimate the demand for jobs to be allocated to office space by broad industry sector in each commercial centre:

1. Assessed TPA employment projections by ANZSIC 1-digit codes for the LGA
2. Grouped the ANZSIC 1-digit industry codes into broad industry sectors
3. Estimate employment directed towards commercial office space, by broad industry sector, based on the current proportion generated by the combined commercial centres
4. Estimate employment directed to individual centres based on their current roles and proportion of employment by industry sector
5. Apply observed and industry standard employment densities to individual industry sectors employment to estimate floorspace.

Transport for NSW projections are provided in the table immediately below:

Table 24: Employment projections 2019-2041 – TPA scenario

Industry	2016	2031	2041	Change 2016-41	Allocated to centres	Net increase in jobs
Agriculture, Forestry and Fishing	110	86	81	-29	0%	0
Mining	121	137	141	20	0%	0
Manufacturing	9,009	10,024	10,727	1,718	5%	86
Electricity, Gas, Water and Waste	522	547	617	95	10%	10
Construction	5,008	6,572	7,706	2,698	5%	135
Wholesale Trade	1,879	2,298	2,374	495	5%	25
Retail Trade	7,000	7,938	8,610	1,610	5%	81
Accommodation and Food Services	3,909	4,930	5,506	1,597	5%	80
Transport, Postal and Warehousing	3,755	3,483	3,827	72	10%	7
Information Media and Telecomm.	440	451	448	7	20%	1
Financial and Insurance Services	766	998	1,130	364	85%	310
Rental, Hiring & Real Estate Services	1,009	1,243	1,404	395	60%	237
Professional, Scientific & Technical Services	2,039	2,838	3,375	1,336	60%	802
Administrative and Support Services	1,974	2,002	2,188	214	40%	86
Public Administration and Safety	2,490	3,428	3,908	1,419	40%	567
Education and Training	6,010	8,285	9,462	3,452	30%	1,036
Health Care and Social Assistance	8,242	10,757	12,829	4,587	30%	1,376
Arts and Recreation Services	529	640	749	220	25%	55
Other Services	2,228	2,895	3,189	961	30%	288
Total	57,040	69,552	78,272	21,232	24%	5,181

Source: TPA 2016 employment projections

At an assumed average of 25m² per worker (GFA) and a target of 5 per cent vacancy, the commercial centres in the LGA would require a further 136,000m² of additional office space by 2041 to keep up with demand.

The table below provides a forecast of jobs under the TPA35 scenario.

Table 25: Employment projections 2019-2041 – TPA35 scenario

Industry	2016	2041	Change 2016-41	Allocate to centres	Net increase in jobs
Agriculture, Forestry and Fishing	110	91	-18	0%	0
Mining	121	159	38	0%	0
Manufacturing	9,009	12,139	3,131	5%	157
Electricity, Gas, Water & Waste Services	522	699	176	10%	18
Construction	5,008	8,721	3,713	5%	186
Wholesale Trade	1,879	2,687	808	5%	40
Retail Trade	7,000	9,744	2,744	5%	137
Accommodation and Food Services	3,909	6,231	2,322	5%	116
Transport, Postal and Warehousing	3,755	4,331	576	10%	58
Information Media and Telecomm.	440	507	66	20%	13
Financial and Insurance Services	766	1,279	513	85%	436
Rental, Hiring and Real Estate Services	1,009	1,589	580	60%	348
Professional, Scientific & Tech. Services	2,039	3,819	1,781	60%	1,068
Administrative and Support Services	1,974	2,476	502	40%	201
Public Administration and Safety	2,490	4,423	1,933	40%	773
Education and Training	6,010	10,708	4,698	30%	1,409
Health Care and Social Assistance	8,242	14,518	6,276	30%	1,883
Arts and Recreation Services	529	847	318	25%	80
Other Services	2,228	3,609	1,381	30%	414
Total	57,040	88,578	31,538	23%	7,337

Source: HillPDA 2020 and TPA 2016

Under the TPA35 scenario around an additional 7,340 jobs would be allocated to office space in the commercial centres. This would result in the need for an additional 193,000sqm of office space by 2041 (assuming the 25m² per worker and 5% vacancy rate).

The table below provides a forecast of jobs under the high growth scenario.

Table 26: Employment projections 2019-2041 – Forecast id scenario

Industry	2016	2041	Change 2016-41	Allocate to centres	Net increase in jobs
Agriculture, Forestry and Fishing	110	109	-1	0%	0
Mining	121	189	68	0%	0
Manufacturing	9,009	14,433	5,424	5%	271
Electricity, Gas, Water & Waste Services	522	830	308	10%	31
Construction	5,008	10,368	5,360	5%	268
Wholesale Trade	1,879	3,194	1,316	5%	66
Retail Trade	7,000	11,585	4,585	5%	229
Accommodation and Food Services	3,909	7,408	3,499	5%	175
Transport, Postal and Warehousing	3,755	5,149	1,394	10%	139
Information Media and Telecomm.	440	603	162	20%	32
Financial and Insurance Services	766	1,521	755	85%	642
Rental, Hiring and Real Estate Services	1,009	1,890	880	60%	528
Professional, Scientific & Tech. Services	2,039	4,541	2,502	60%	1,501
Administrative and Support Services	1,974	2,944	970	40%	388
Public Administration and Safety	2,490	5,259	2,769	40%	1,108
Education and Training	6,010	12,730	6,721	30%	2,016
Health Care and Social Assistance	8,242	17,261	9,019	30%	2,706
Arts and Recreation Services	529	1,007	478	25%	120
Other Services	2,228	4,291	2,062	30%	619
Total	57,040	105,312	48,271	22%	10,839

Source: HillPDA 2020 and Forecast id.

Under the Forecast Id scenario around an additional 10,840 jobs would be allocated to office space in the commercial centres. This would result in the need for an additional 285,000sqm of office space by 2041 (assuming the 25m² per worker and 5% vacancy rate).

6.2.2.2 Existing vacancies

Currently the existing level of vacancies is around 60,000sqm (around 7% of total office supply). Almost 90% of office vacancies is in the Campbelltown Metropolitan Cluster. Vacant office space could be absorbed by growth in demand; however, it is desirable to have some level of vacancy to maintain price competition and enable tenants to move and relocate. Five per cent (around 44,000sqm) is considered a desirable target. This means that around 16,500sqm is currently available to meet future demand. In other words, the net increase in office space to 2041 under the low, medium and high growth scenarios is 120,000sqm, 177,000sqm and 269,000 respectively.

6.2.2.3 Projected commercial floorspace

The distribution of office space to the centres was assessed having regard to the following:

- The existing distribution and relative sizes of the existing centres^[1]
- Likely new centres and the level of retail space required in them as determined above
- The relative current and likely future market appetite to provide future office space between the competing centres.

Having regard to the above a suggested distribution of office space, under each of the three scenarios, the forecast demand is provided in Table 27.

^[1] Generally, office space is more attracted to larger centres. In smaller retail centres of say 30,000sqm or less the component of non-retail businesses generally comprises around 20% to 30% of total commercial floor space. The percentage is lower in stand alone shopping centres (generally 5% to 10%). However, in large commercial centres with multiple office buildings the percentage may be 70% or more.

Table 27: Forecast demand for additional office space by centre to 2041 (sqm)

Centre	TPA forecast	TPA35 forecast	Forecast id forecast
Campbelltown	93,500	138,000	204,000
Ingleburn	0	0	0
Macquarie Fields	5,000	7,000	11,000
Glenfield	7,000	10,500	16,000
Minto	0	0	0
Eagle Vale	2,500	3,500	5,500
Rosemeadow	2,500	3,500	5,500
Denham Court	0	0	0
Menangle Park	2,500	3,500	5,500
Gilead	3,500	5,500	13,500
Leumeah	2,500	3,500	5,500
Other	1,000	2,000	2,500
TOTAL	120,000	177,000	269,000

6.3 Commercial centre capacity assessment

An assessment has been undertaken to determine the theoretical capacity of centres to accommodate future demand. This then determines the centres that may need further planning intervention to accommodate growth.

The capacity for each centre to achieve its projected demand has been calculated by firstly estimating the amount of floorspace that a centre can achieve within its business zoned land, under its current planning controls (referred to a centres' maximum theoretical capacity). This maximum theoretical capacity is then subtracted from the projected demand identified in Section 6.2.

Usually, the maximum theoretical capacity of a centre is calculated by applying a lot or parcel of lands identified Floor Space Ratio (FSR) by its land area. For example, a 1,000sqm site with an FSR of 1:1 can yield 1,000sqm of floorspace (1,000sqm X 1 = 1,000sqm) while the same size site with an FSR of 0.5:1 could theoretically yield 500sqm (1,000sqm X 0.5 = 500qm).

Currently, Campbelltown LEP 2015 does not identify FSRs for its commercial centres, however, for the purpose of this strategy, we have assessed the capacity of each centre to accommodate its projected demand under two capacity scenarios, these being:

- **Ground floor scenario** | assumes that a centres ground floor is occupied by non-residential uses, that is commercial, and retail uses. As such, this scenario applies an FSR of 0.5:1 to each business zoned lot/parcel of land within a centres business zoned land. Open space lots/parcels of land, like parks and playgrounds land, are excluded from capacity calculations.
- **Ground and first floor scenario** | assume that a centres ground and first floors are occupied by non-residential uses, that is commercial, and retail uses. As such, this scenario applies an FSR of 1:1 to each business zoned lot/parcel of land within a centres business zoned land. Open space lots/parcels of land, like parks and playgrounds land, are excluded from capacity calculations.

Regarding Campbelltown-Macarthur, in addition to open space and playgrounds, heritage, Macarthur Square, Campbelltown Mall and residential flat buildings have also been excluded from Campbelltown's capacity calculations under each capacity scenario.

As the capacity scenarios assume total redevelopment of a centre, these estimates are considered high. They do not consider the feasibility of redevelopment or take-up by the market. As such, further analysis of a centre by centre or site by site case should be undertaken to take these considerations into account.

Table 28 outlines the findings from the centre capacity assessment. What the high level analysis identifies is that the centre of Campbelltown, Ingleburn, Macquarie Fields, Glenfield, Minto and Leumeah will need to consider incorporating a non-residential planning mechanism in order to meet future demand. In the case of Ingleburn, Minto and Leumeah, it is unlikely that a ground floor only solution will be appropriate, however a centre wide ground and first floor outcome is not required. This is consistent with the planning proposals for Minto and Ingleburn CBD.

In the case of Campbelltown CBD, a ground and first floor outcome would not be sufficient. Instead, a 'commercial core' that established a higher minimum non-residential component is recommended. An appropriate location for this would be around the station.

The current provision of zoned land at Macquarie Fields and Glenfield is unlikely to be sufficient to accommodate future demand. The exact size of these precincts would need to be further investigated through demand, design and feasibility testing. Gilead is likely to require a number of new centres to be released to meet future demand. If this occurs, ground floor only provision of space is likely to be enough.

Table 28: Centre maximum theoretical capacity assessment by demand and capacity scenario

Centre	Non-residential capacity by capacity scenario		Total demand by scenario*		Over/undersupply - Ground floor capacity scenario		Over/undersupply - Ground & first floor capacity scenario	
	Ground (a)	Ground and first floor (b)	TPA (c)	Forecast id (d)	TPA (e=a-c)	Forecast id (f=a-d)	TPA (g=b-d)	Forecast id (h=b-d)
Campbelltown	252,708	505,416	571,504	676,218	-318,796	-423,510	-66,088	-170,802
Ingleburn	60,848	121,697	73,109	69,615	-12,260	-8,767	48,588	52,082
Macquarie Fields	5,863	11,726	21,819	28,809	-15,956	-22,946	-10,093	-17,084
Glenfield	4,973	9,945	27,931	40,423	-22,958	-35,450	-17,986	-30,477
Minto	12,700	25,401	19,687	15,511	-6,987	-2,811	5,714	9,889
Claymore & Eagle Vale	66,284	132,567	39,465	42,082	26,819	24,202	93,103	90,486
Rosemeadow	64,049	128,098	34,816	35,179	29,233	28,870	93,283	92,920
Denham Court	16,203	32,406	4,214	13,104	11,989	3,098	28,191	19,301
Menangle Park	31,556	63,113	10,837	16,741	20,719	14,815	52,276	46,372
Gilead	1,594	3,188	18,435	68,180	-16,841	-66,586	-15,247	-64,992
Leumeah	37,376	74,752	48,759	50,427	-11,383	-13,050	25,994	24,326
Other	390,182	780,365	201,368	207,673	188,814	182,509	578,997	572,691
Total	944,337	1,888,674	1,071,944	1,263,962	-127,607	-319,625	816,730	624,712

Source: HillPDA, *includes an additional 10% to the projected demand to translate NSA into GFA

6.3.1 Possible commercial centre hierarchy

Based on the above findings, and to better conform to the Greater Sydney Commission's commercial centre classifications, the following hierarchy has been developed as explained below and outlined in Table 29 and Figure 27.

- **Metropolitan Cluster** – Metropolitan cluster is the highest order centre in Campbelltown LGA, containing major health, education, retail, community and civic services for the broader region. A metropolitan cluster is a significant employment and economic generator with a wide catchment

Relevant centres: Campbelltown-Macarthur

- **Local centre** – Local centres provide essential access to day to day goods and services close to where people live. They typically are located in proximity to public transport and transport interchanges increasing their access to for the surrounding community. Local centres provide a mix of retail, commercial and community space with retail space typically being anchored by one or two supermarkets over 1,000sqm

Relevant centres: Ambarvale Shopping Centre, Blair Athol, Eagle Vale Marketplace, Glenfield, Glenquarie Shopping Centre, Ingleburn Village, Minto Marketplace, Raby Shopping Centre, Rosemeadow Shopping Centre and Willowdale Shopping Centre

- **Neighbourhood centre** – neighbourhood centres provide retail, community facilities and other population supportive services to meet the day-to-day shopping needs of the surrounding population and workforce. Typically, these centres provide a mix of speciality retail floorspace, may contain a small neighbourhood supermarket (1,000sqm or less) and serves a local residential catchment within a five to ten-minute walking radius

Relevant centres: Airds Shopping Centre, Bradbury Shopping Centre, Bradfield Street Shops, Chamberlain Street Shops, Claymore Shopping Centre, Macquarie Fields Neighbourhood, Glen Alpine Shopping Centre, Glenfield Neighbourhood Shops, Hoddle Avenue Shopping Centre, Lagonda Village shops, Kearns Shopping Centre, Leumeah, Macquarie Fields, Minto, Leumeah Neighbourhood Shops, Raby Education, Ruse Village Shopping Centre, St Andrews Shopping Centre, St Helens Park Local Shops, St Helens Park Education, Minto Education, Waminda Local Shops East and West and Woodbine Neighbourhood Centre.

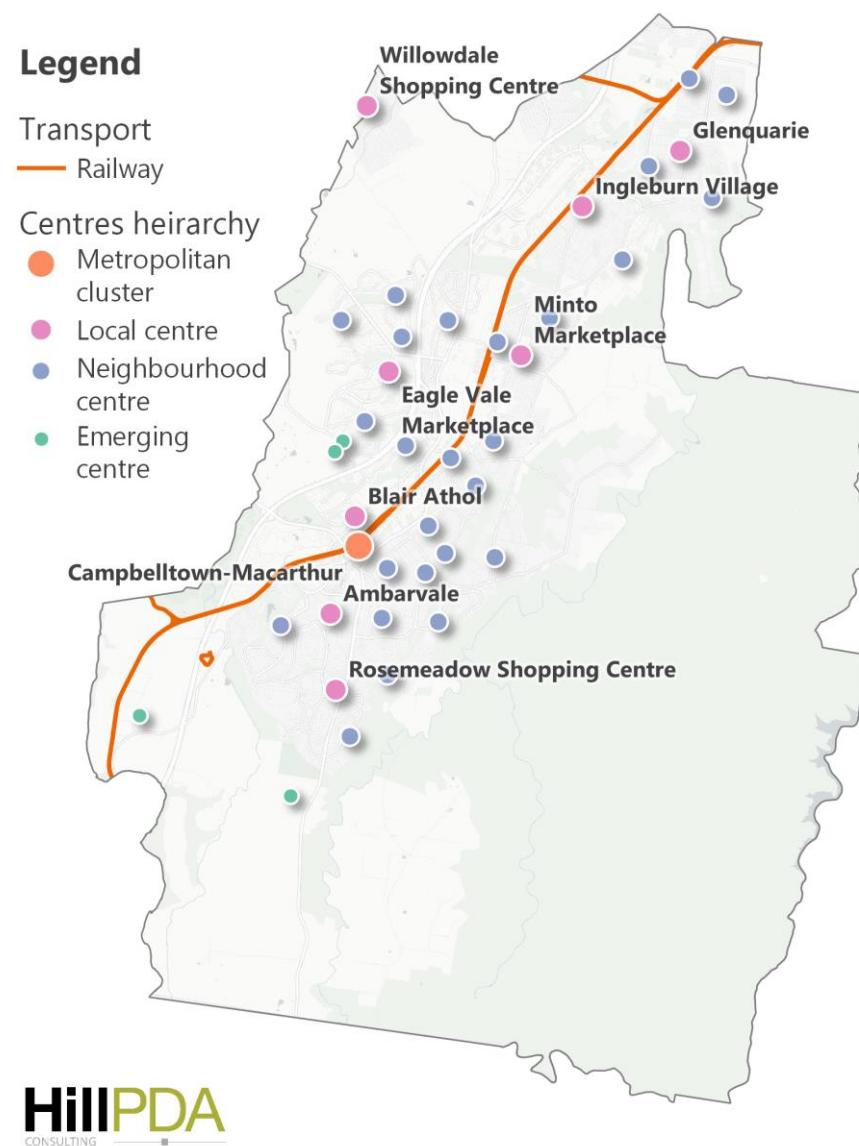
- **Emerging centre** – an emerging centre is land that has been identified and protected for future employment use. They are generally in locations that have been identified for residential growth. Development of emerging centres should be in line with residential growth, with commercial floorspace released in a manner that does not have an adverse consequence on existing centres.

Relevant centres: Blairmount (Neighbourhood Centre), Claymore Emerging Centre (Local Centre), Gilead Emerging Centre (north and south) (Local Centre), Menangle Park Emerging Centre (Local Centre)

Table 29: Potential retail hierarchy

Centre	Future role	Proposed zoning
Airds Shopping Centre	Neighbourhood centre	B1
Ambarvale Shopping Centre	Local centre	B2
Blair Athol	Local centre	B2
Blairmount	Emerging centre (Neighbourhood centre)	B1
Bradbury Shopping Centre	Neighbourhood centre	B1
Campbelltown-Macarthur	Metropolitan cluster	Part B1, B3, B4
Chamberlain Street Shops	Neighbourhood centre	B1
Claymore Shopping Centre	Neighbourhood centre	B4
Claymore Emerging Centre	Emerging centre (Local centre)	B2
Eagle Vale Marketplace	Local centre	B2
Gilead Emerging Centre	Emerging centre (Local centre)	B2 (proposed)
Glen Alpine Shopping Centre	Neighbourhood centre	B1
Glenfield	Local centre (TOD)	B4 (proposed)
Glenfield Neighbourhood Shops	Neighbourhood centre	B1
Glenquarie Shopping Centre	Local centre	B2
Hoddle Avenue Shopping Centre	Neighbourhood centre	B1
Ingleburn Village	Local centre (TOD)	B2, B4
Kearns Shopping Centre	Neighbourhood centre	B1
Lagonda Village Shops	Neighbourhood centre	B1
Leumeah (TOD)	Neighbourhood centre	B4 (proposed)
Leumeah Neighbourhood Shops	Neighbourhood centre	B1
Macquarie Fields	Neighbourhood centre	B1
Macquarie Fields Neighbourhood	Neighbourhood centre	B1
Menangle Park Emerging Centre	Emerging centre (Local centre)	B2
Minto	Neighbourhood centre (TOD)	B4 (proposed)
Minto Education	Neighbourhood centre	B1
Minto Marketplace	Local centre	B2
Raby Education	Neighbourhood centre	B1
Raby Shopping Centre	Local centre	B2
Rosemeadow Shopping Centre	Local centre	B1
Ruse Village Shopping Centre	Neighbourhood centre	B1
St Andrews Shopping Centre	Neighbourhood centre	B1
St Helens Park Local Shops	Neighbourhood centre	B1
St Helens Park Education	Neighbourhood centre	B1
Waminda Local Shops East	Neighbourhood centre	B1
Waminda Local Shops West	Neighbourhood centre	B1
Willowdale Shopping Centre	Local centre	B2
Woodbine Neighbourhood Centre	Neighbourhood centre	B1

Figure 26: Proposed commercial centre retail hierarchy



Source: HillPDA 2020 (conceptual – not to scale)

6.4 Employment precinct supply analysis

In 2019, there were nine employment precincts located within Campbelltown LGA. Combined these precincts provided around 771.5 hectares of appropriately zoned employment land, of which, 680.7 hectares or 88% was developed while around 90.9 hectares or 12% was undeveloped. Across the Western City District, Campbelltown accounted for around 13% of employment zoned land and contained 5% of identified undeveloped zoned employment land.

As identified above the LGA contains around 91 hectares of undeveloped land within its existing employment precincts. With the forecasted population and employment growth projected to occur in the LGA over the next few decades, this amount of undeveloped land may be insufficient for the LGA's needs.

Also, as additional development occurs the amount of zoned land available for future development will become increasingly constrained across the LGA. This will have the effect of increasing land values and rents. This may deter potential developers and occupiers, redirecting them to surrounding LGA's where prices are more affordable. For this reason, future land requirements and precinct capacity analysis is undertaken in Chapter 6.5.

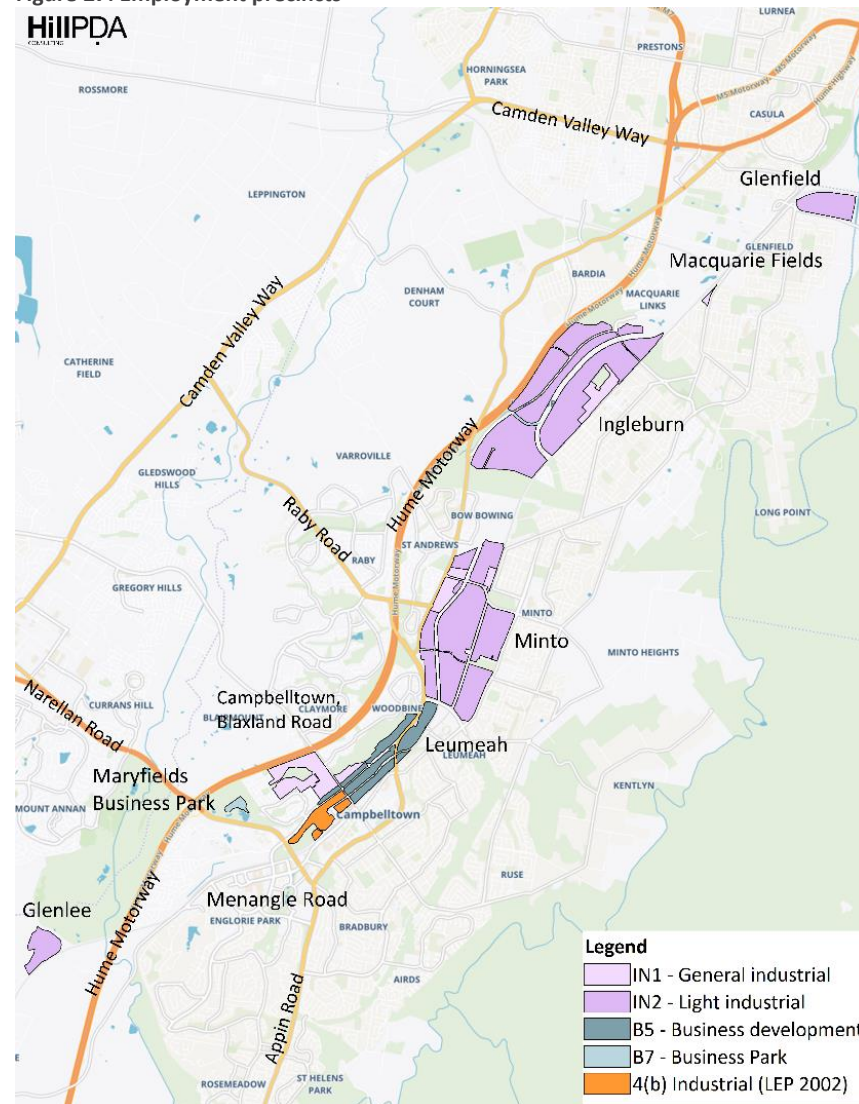
Table 30: Campbelltown LGA employment precincts (land area, hectares)

Precinct	Undeveloped	Developed	Total
Campbelltown Blaxland Road*	6.8	106.8	113.6
Maryfields Business Park	6.0	0.0	6.0
Glenfield	28.7	0.0	28.7
Glenlee	13.7	14.4	28.1
Ingleburn	10.2	306.2	316.4
Leumeah	3.6	15.9	19.5
Macquarie Fields	0.0	1.2	1.2
Menangle Road	1.7	0.0	1.7
Minto	20.2	236.2	256.4
Total	90.9	680.7	771.5
Western District	1,794.2	4,135.0	5,929.2

Source: HillPDA *includes inclusion area, ELDM 2018

To note, despite Table 30 indicating available undeveloped employment land in the LGA, it does not account for constraints including environmental conservation requirements or topography. These are considered further in the capacity assessment in Section 6.3.

Figure 27: Employment precincts



Source: HillPDA 2020

6.4.1 Employment precincts by zoned land

Of the 772 hectares of zoned employment land within Campbelltown, the majority (589 hectares or 76%) was zoned IN1 – General Industrial with a further 95 hectares or 12% of land stocks being zoned IN2 – Light Industrial. Campbelltown, Blaxland Road, Ingleburn, Minto, Glenfield and Glenlee comprised land zoned in these categories.

Around 69 hectares or 9% of the land was zoned B5 – Business Development. The precincts which contained this type of zoning included Campbelltown, Blaxland Road, Leumeah and Menangle Road.

Maryfields Business Park was the only precinct to contain B7 – Business Park zoned land with around 6 hectares while an additional 12 hectares of land in the Campbelltown, Blaxland Road is a Deferred Matter with an industrial zoning.

Table 31: Employment precinct by land zoning

Precinct	B5	B7	IN1	IN2	DM*	Total
Campbelltown Blaxland Road	47.9			53.2	12.4	113.6
Maryfields Business Park		6.0				6.0
Glenfield			28.7			28.7
Glenlee			28.1			28.1
Ingleburn			298.5	17.9		316.4
Leumeah	19.5					19.5
Macquarie Fields				1.2		1.2
Menangle Road	1.7					1.7
Minto			233.4	23.0		256.4
Total	69.1	6.0	588.6	95.4	12.4	771.5

Source: HillPDA* Campbelltown Blaxland Road inclusion area

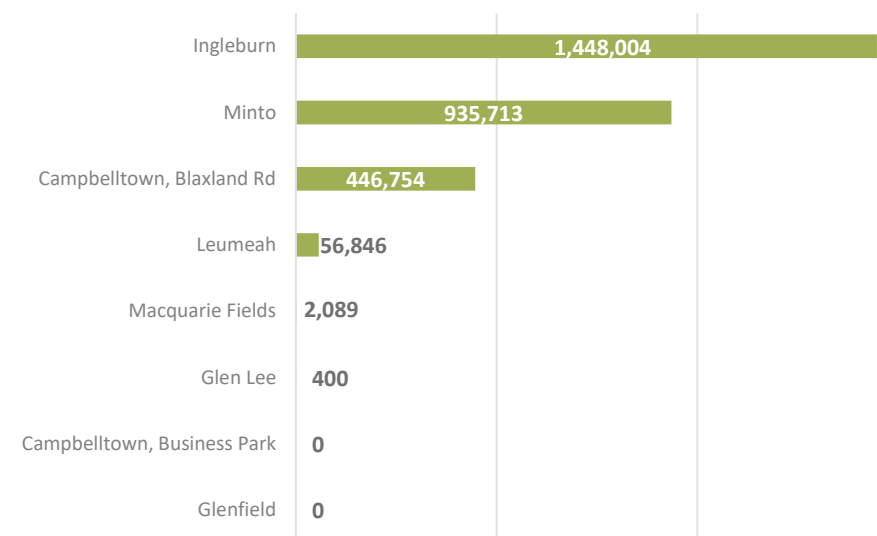
6.4.2 Employment precincts floorspace provision

It is estimated that around 2.9 million square metres of employment space is provided across the nine employment precincts.

The largest employment precinct, by total employment floorspace, was Ingleburn with around 1.5 million square metres representing 50% of the combined floorspace in the LGAs employment precincts.

This was followed by Minto with around 935,715sqm or 32% of total space, Campbelltown, Blaxland Road with 446,755sqm or 15%, Leumeah with 56,845sqm or 2% of space, Macquarie Fields with 2,090sqm or 0.1% of space and lastly Glenfield precinct with a total of 2,090sqm or 0.01% of all employment space across the eight centres.

Figure 28: Total employment space by employment precinct (sqm)



Source: HillPDA, excludes residential space

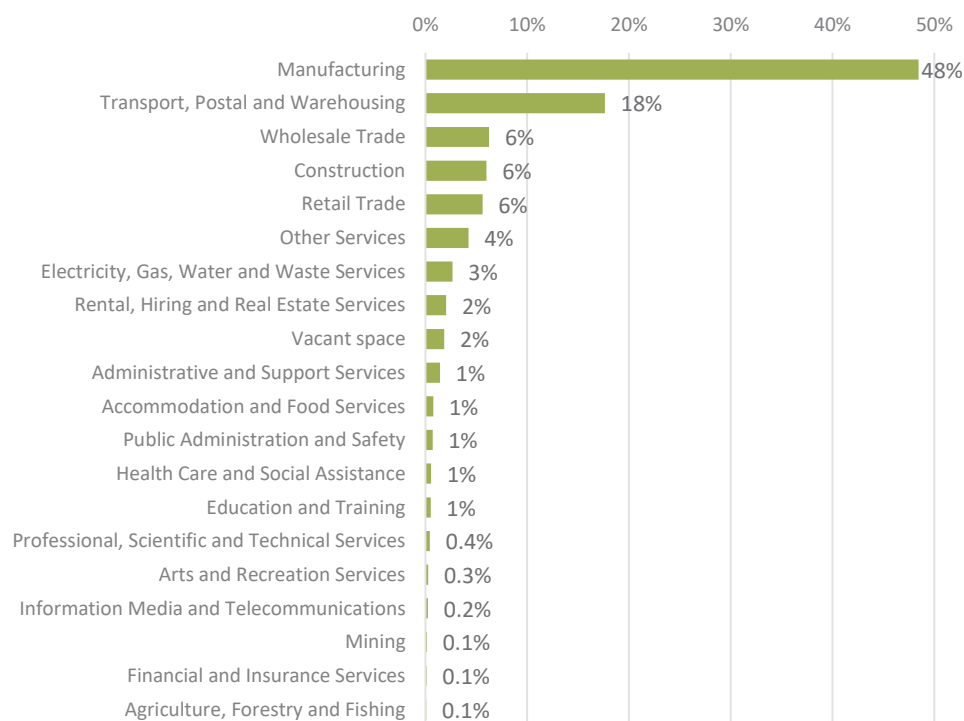
Note: Menangle Road does not contain floorspace and is considered unlikely to contain floorspace so has been excluded

6.4.3 Employment space by individual industry type

Of the total employment space across all the nine precincts, the largest amount was attributed to the industry of manufacturing with around 1.4 million square metres or 48% of all employment space. This was followed by transport, postal and warehousing with 509,610sqm or 18%, wholesale trade with 180,880sqm or 6%, construction with 173,370sqm or 6% and retail trade occupying 162,345sqm or 6% of the total employment floorspace.

The detailed breakdown of floorspace by precinct and land use can be seen in Table 32.

Figure 29: Employment precinct floorspace industry composition (by proportion)



Source: HillPDA

Table 32: Employment precinct floorspace (sqm) provision by ANZSIC 1-digit industry

Industry code ANZSIC 1-digit	Campbelltown, Blaxland Road	Campbelltown, Business Park	Glenlee	Glenfield	Ingleburn	Leumeah	Macquarie Fields	Menangle Road	Minto	Total
Agriculture, Forestry and Fishing	564	0	0	0	781	0	0	0	975	2,320
Mining	0	0	0	0	2,830	0	0	0	1,100	3,931
Manufacturing	107,266	0	0	0	724,940	3,254	0	0	564,767	1,400,228
Electricity, Gas, Water and Waste Services	7,086	0	0	400	51,421	450	0	0	17,985	77,341
Construction	27,186	0	0	0	100,877	3,541	0	0	41,763	173,367
Wholesale Trade	31,002	0	0	0	82,542	1,797	0	0	65,537	180,878
Retail Trade	72,464	0	0	0	51,113	20,662	0	0	18,107	162,346
Accommodation and Food Services	10,681	0	0	0	3,056	5,977	0	0	2,443	22,157
Transport, Postal and Warehousing	96,659	0	0	0	257,163	5,330	1,609	0	148,848	509,609
Information Media and Telecommunications	2,726	0	0	0	4,258	1	0	0	1	6,985
Financial and Insurance Services	1,952	0	0	0	804	202	0	0	108	3,067
Rental, Hiring and Real Estate Services	4,834	0	0	0	39,634	1,637	0	0	12,798	58,904
Professional, Scientific and Technical Services	2,013	0	0	0	7,531	378	0	0	2,658	12,580
Administrative and Support Services	8,172	0	0	0	26,988	360	0	0	6,037	41,557
Public Administration and Safety	1,981	0	0	0	6,300	291	0	0	11,692	20,265
Education and Training	9,441	0	0	0	3,722	590	0	0	1,227	14,980
Health Care and Social Assistance	4,356	0	0	0	7,786	953	0	0	3,111	16,206
Arts and Recreation Services	3,347	0	0	0	1,163	1,830	0	0	1,068	7,408
Other Services	47,124	0	0	0	48,095	8,533	480	0	18,040	122,271
Sub-total	438,854	0	0	400	1,421,005	55,786	2,089	0	918,266	2,836,400
Vacant space*	7,899	0	0	0	26,999	1,060	0	0	17,447	53,405
Total (floorspace sqm)	446,754	0	0	400	1,448,004	56,846	2,089	0	935,713	2,889,806

Source: HillPDA, * estimated at 1.8/9% (Eastern Seaboard Industrial Vacancy Study Q4 2018, URBIS)

6.5 Employment precinct demand analysis

The following Chapter projects the amount of additional employment space to be accommodated within Campbelltown's employment precincts. This growth in demand is required to support the surrounding resident, worker and visitor community over the period to 2041.

6.5.1 Employment forecast approach methodology

The methodology for projecting the demand for employment land needs under the employment approach is as follows:

1. Analyse State Government employment projections and Population id population projections at the LGA level
2. Identify the net growth/decline in employment at the ANZSIC 1-Digit industry level between 2019 and 2041 over five years intervals
3. Estimate the amount of employment directed towards employment precincts for each industry, based on the industry type, land zonings, land use audit and market trends. This was deduced by analysing and comparing employment generated in each Campbelltown's employment precincts at the destination zones/travel zone level
4. Translate net growth in employment directed towards employment precincts to floorspace by applying industry-standard employment densities (the amount of floorspace required per worker) to the net growth/decline by industry type
5. Convert floorspace demand into land requirements by applying various FSRs
6. Subtract land supply from demand and account for land being used for non-employment uses to deduce additional land needed to accommodate demand.

6.5.2 Employment projection scenarios

Three employment scenarios have been developed to forecast the likely demand for employment land within the LGA over the next few decades.

The scenarios included:

1. **Scenario 1** | uses the Transport Performance and Analytics (TPA) 2016 employment projections version 1.51 released in June of 2019 as base
2. **Scenario 2** | uses the Transport Performance and Analytics (TPA) 2016 employment projections version 1.51 released in June of 2019 as base. However, it was noted that employment containment rates decrease over time. This scenario maintains a static employment containment rate
3. **Scenario 3** | Revised population forecasts by Population id, project Campbelltown's population to increase by almost 104,540 people between 2019-36. This represents an additional 40,890 residents than that previously projected in the TPA's projections. This additional population would further increase the demand for services and employment to be provided locally. As such a third employment scenario based on these revised population forecasts was undertaken. Net growth in population was proportioned into each industry based on is based on TPA version 1.5 employment projections.

6.5.3 Employment projections by scenario

Under Scenario 1, employment in Campbelltown is forecast from around 59,440 jobs in 2019 to 78,270 jobs in 2041. This represents an increase of around 18,830 jobs or 32% over the period.

Under Scenario 2, employment in Campbelltown is forecast from around 60,024 jobs in 2019 to 88,580 jobs in 2041. This represents an increase of around 28,555 jobs or 48% over the period.

Under Scenario 3, employment in Campbelltown is forecast from around 61,185 jobs in 2019 to 105,310 jobs in 2041. This represents an increase of around 44,125 jobs or 72% over the period.

Table 33: Campbelltown LGA employment projections by scenario

Industry	Scenario 1			Scenario 2			Scenario 3		
	2019	2041	Change	2019	2041	Change	2019	2041	Change
Agriculture, Forestry and Fishing	100	81	-19	101	91	-9	102	84	-18
Mining	130	141	11	131	159	28	134	189	55
Manufacturing	9,411	10,727	1,316	9,504	12,139	2,635	9,688	12,637	2,949
Electricity, Gas, Water and Waste Services	497	617	120	502	699	197	511	830	319
Construction	5,197	7,706	2,509	5,248	8,721	3,473	5,349	10,368	5,019
Wholesale Trade	2,109	2,374	265	2,130	2,687	556	2,173	3,194	1,021
Retail Trade	6,991	8,610	1,620	7,058	9,744	2,686	7,190	11,585	4,394
Accommodation and Food Services	4,047	5,506	1,460	4,086	6,231	2,145	4,165	7,408	3,243
Transport, Postal and Warehousing	3,857	3,827	-30	3,894	4,331	436	3,969	4,318	349
Information Media and Telecommunications	445	448	3	449	507	58	458	603	145
Financial and Insurance Services	835	1,130	295	844	1,279	436	860	1,521	661
Rental, Hiring and Real Estate Services	1,027	1,404	378	1,037	1,589	553	1,056	1,890	833
Professional, Scientific and Technical Services	2,210	3,375	1,165	2,232	3,819	1,588	2,276	4,541	2,265
Administrative and Support Services	1,897	2,188	292	1,914	2,476	562	1,949	2,944	995
Public Administration and Safety	2,784	3,908	1,124	2,812	4,423	1,611	2,869	5,259	2,389
Education and Training	6,442	9,462	3,020	6,506	10,708	4,201	6,634	13,586	6,952
Health Care and Social Assistance	8,433	12,829	4,396	8,515	14,518	6,004	8,677	19,056	10,379
Arts and Recreation Services	536	749	213	541	847	306	551	1,007	456
Other Services	2,494	3,189	695	2,520	3,609	1,089	2,571	4,291	1,720
Total	59,442	78,272	18,830	60,024	88,578	28,554	61,185	105,312	44,126

Source: TPA, Population id, HillPDA

Note: 2019 is a growth from the 2016 base and takes into consideration the various scenario assumptions so the 2019 employment amount will differ across the scenarios.

6.5.4 Employment projections by scenario

To estimate the amount of employment directed towards employment precincts, distribution is calculated based on TPA employment projections and journey to work data at the Destination/Travel Zones level the type of industry present and industry benchmarks. The table below provides a summary of the estimated employment directed to employment precincts by industry type.

Under Scenario 1, it is estimated that Campbelltown's employment precincts contained around 23,440 jobs in 2019. Over the next 22 years, this is forecast to increase by around 6,245 jobs or 27%, reaching a total of around 28,110 jobs by 2041. This constitutes around 38% of all employment generated across the LGA in 2041.

Under Scenario 2, it is estimated that Campbelltown's employment precincts contained around 23,670 jobs in 2019. Over the next 22 years, this is forecast to increase by around 9,923 jobs or 42%, reaching a total of around 33,595 jobs by 2041. This constitutes around 38% of all employment generated across the LGA in 2041.

Under Scenario 3, it is estimated that Campbelltown's employment precincts contain around 24,130 jobs. Over the next 22 years, this is forecast to increase by around 13,480 jobs or 56%, reaching a total of around 37,610 jobs by 2041. This constitutes around 36% of all employment generated across the LGA in 2041.

Employment projections for each precinct are provided in the table below.

Table 34: Campbelltown employment precinct projections by scenario

Industry	Scenario 1			Scenario 2			Scenario 3		
	2019	2041	Change	2019	2041	Change	2019	2041	Change
Agriculture, Forestry and Fishing	25	16	-9	25	18	-7	26	17	-9
Mining	39	35	-4	40	40	0	40	47	7
Manufacturing	9,049	10,314	1,265	9,138	11,672	2,534	9,315	12,151	2,836
Electricity, Gas, Water and Waste Services	372	462	90	376	523	147	383	622	239
Construction	2,889	4,285	1,395	2,918	4,849	1,931	2,974	5,765	2,791
Wholesale Trade	1,955	2,201	246	1,975	2,491	516	2,015	2,961	946
Retail Trade	1,850	2,278	429	1,868	2,578	711	1,903	3,066	1,163
Accommodation and Food Services	600	816	216	606	924	318	617	1,098	481
Transport, Postal and Warehousing	2,692	3,444	752	2,718	3,898	1,179	2,771	3,886	1,115
Information Media and Telecommunications	220	224	4	222	253	31	226	301	75
Financial and Insurance Services	95	128	33	96	145	49	98	172	75
Rental, Hiring and Real Estate Services	385	527	142	389	596	207	396	709	313
Professional, Scientific and Technical Services	454	694	239	459	785	326	468	933	465
Administrative and Support Services	582	671	89	587	759	172	598	903	305
Public Administration and Safety	405	569	164	409	644	234	418	766	348
Education and Training	216	473	257	218	535	317	223	679	457
Health Care and Social Assistance	241	770	528	244	871	627	248	1,143	895
Arts and Recreation Services	97	150	53	98	169	72	99	201	102
Other Services	1,274	1,628	355	1,287	1,843	556	1,313	2,191	878
Total	23,441	29,686	6,245	23,672	33,594	9,923	24,130	37,612	13,482

6.5.5 Employment projections to floorspace demand

Employment is translated into floorspace by applying observed and industry standard employment densities to individual ANZSIC 1-digit level industries. Please note that employment densities in the industries of manufacturing and distribution/warehousing have been increased over the period to 2041. This was undertaken to account for the continuing trend of automation and new technologies in these industries, as discussed in Chapter 4. Please note that a more conservative target vacancy rate of 2.5% has been applied to forecast the demand for space. This is higher than the current vacancy rate of 1.8% estimated across the Sydney West region⁶⁶.

Under Scenario 1, it is estimated that Campbelltown's employment precincts will contain around 3.8 million square metres of employment space by 2041. This represents an increase of around 928,870sqm or 32% over the 2019-41 period.

Under Scenario 2 it is estimated that Campbelltown's employment precincts will contain around 4.3 million square metres of employment space by 2041. This represents an increase of around 1.4 million square metres or 50% over the 2019-41 period.

Under Scenario 3, it is estimated that Campbelltown's employment precincts will contain around 4.7 million square metres of employment space by 2041. This represents an increase of around 1.8 million square metres or 60% over the 2019-41 period.

Total floorspace projections for the LGA by scenario are provided in Table 35.

Table 35: Total floorspace demand by scenario

Industry	Current provision	Scenario 1	Scenario 2	Scenario 3
Agriculture, Forestry and Fishing	2,320	1,491	1,687	1,554
Mining	3,931	3,519	3,982	4,735
Manufacturing	1,400,228	1,701,792	1,925,862	2,004,861
Electricity, Gas, Water & Waste Services	77,341	95,991	108,630	129,151
Construction	173,367	257,078	290,927	345,887
Wholesale Trade	180,878	203,632	230,444	273,977
Retail Trade	162,346	199,958	226,286	269,034
Accommodation and Food Services	22,157	30,149	34,119	40,564
Transport, Postal and Warehousing	509,609	792,179	896,483	893,779
Information Media & Telecommunications	6,985	7,114	8,051	9,571
Financial and Insurance Services	3,067	4,150	4,697	5,584
Rental, Hiring and Real Estate Services	58,904	80,614	91,228	108,463
Professional, Scientific & Technical Services	12,580	19,215	21,745	25,853
Administrative and Support Services	41,557	47,948	54,261	64,512
Public Administration and Safety	20,265	28,450	32,196	38,278
Education and Training	14,980	32,770	37,084	47,053
Health Care and Social Assistance	16,206	51,683	58,488	76,769
Arts and Recreation Services	7,408	11,482	12,994	15,449
Other Services	122,271	156,322	176,905	210,324
Sub-total	2,836,400	3,725,539	4,216,069	4,565,401
Vacant space*	53,405	93,138	105,402	114,135
Total - Space	2,889,806	3,818,677	4,321,471	4,679,536

Source: HillPDA, target vacancy rate of 2.5%

⁶⁶ Eastern Seaboard Industrial Vacancy Study Q4 2018, URBIS

6.5.6 Floorspace projections by precinct

Employment is translated into floorspace by applying industry standard employment densities to individual ANZSIC 1-digit level industries.

Floorspace demand is distributed across the precincts based on their current floorspace composition/market share and land zonings. Please refer to Appendix B for floorspace projections by broad industry codes and individual precincts.

Total floorspace projections for each precinct is provided in the table below.

Table 36: Floorspace projections by precinct (sqm)

Precinct	Current space 2019	Total demand 2041			Total net change		
		Scenario 1	Scenario 2	Scenario 3	Scenario 1	Scenario 2	Scenario 3
Campbelltown Blaxland Road	446,754	722,604	817,747	903,450	275,850	370,993	456,697
Maryfields Business Park	0	8,571	9,700	11,900	8,571	9,700	11,900
Glenfield	400	1,122	1,270	1,638	722	870	1,238
Glenlee	0	6,464	7,315	8,855	6,464	7,315	8,855
Ingleburn	1,448,004	1,832,054	2,073,275	2,238,777	384,050	625,271	790,773
Leumeah	56,846	72,231	81,741	95,325	15,384	24,895	38,479
Macquarie Fields	2,089	4,410	4,991	5,397	2,321	2,902	3,308
Menangle Road	0	0	0	0	0	0	0
Minto	935,713	1,171,221	1,325,432	1,414,193	235,509	389,720	478,480
Total	2,889,806	3,818,677	4,321,471	4,679,536	928,872	1,431,665	1,789,730

Source: HillPDA

6.5.7 Floorspace demand to land requirements

Demand is translated into land requirements by applying average Floor space ratios (FSRs) to the net increase in floorspace between 2019 and 2041.

Of the around 780.8 hectares of employment zoned land currently within Campbelltown LGA, it is estimated that around 680.6 hectares are developed. On this land, just over 2.9 million square metres of employment floorspace is provided, equating to an average developable FSR of around 0.42:1 across the precincts.

Typically, across Sydney industrial zoned land has an average FSR of 1:1 while business zoned employment lands can have a higher FSRs of say between 1-2:1. Despite these lands having these higher FSRs, typically, the building area of industrial, business enterprise and park developments do not encompass the entirety of the developable land of the parcel they reside within (assuming shop-top housing is not permitted). This is as a result of the specific site requirements typical of these occupiers which require setbacks from property boundaries and the need for truck turning areas, large parking areas, loading and unloading areas, for example.

As such, the lower overall developable FSR observed in Campbelltown, of around 0.42:1, is in accordance with the types of developments that occur within employment lands.

Therefore, to accurately assess the likely demand for additional lands stocks resulting from the forecast demand HillPDA have applied a range of developable FSRs to the forecast demand. The FSRs applied are 0.5:1, 0.75:1 and 1:1.

Table 37: Additional employment land requirements

Precinct	Total net floorspace change			Additional land requirements (ha)								
				Developable FSR of 0.5:1			Developable FSR of 0.75:1			Developable FSR of 1:1		
	Scenario 1	Scenario 2	Scenario 3	Scenario 1	Scenario 2	Scenario 3	Scenario 1	Scenario 2	Scenario 3	Scenario 1	Scenario 2	Scenario 3
Campbelltown Blaxland Road	275,850	370,993	456,697	55	74	91	37	49	61	28	37	46
Maryfields Business Park	8,571	9,700	11,900	2	2	2	1	1	2	1	1	1
Glenfield	6,464	7,315	8,855	1	1	2	1	1	1	1	1	1
Glenlee	722	870	1,238	0	0	0	0	0	0	0	0	0
Ingleburn	384,050	625,271	790,773	77	125	158	51	83	105	38	63	79
Leumeah	15,384	24,895	38,479	3	5	8	2	3	5	2	2	4
Macquarie Fields	2,321	2,902	3,308	0	1	1	0	0	0	0	0	0
Menangle Road	0	0	0	0	0	0	0	0	0	0	0	0
Minto	235,509	389,720	478,480	47	78	96	31	52	64	24	39	48
Total	928,872	1,431,665	1,789,730	186	286	358	124	191	239	93	143	179

Source: HillPDA

Applying a developable FSR of 0.5:1 to the demand scenarios results in the requirement for between an additional 186 to 358 hectares of land.

While applying a developable FSR of 0.75:1 to the demand scenarios results in the requirement for between an additional 124 to 239 hectares of land.

While applying a developable FSR of 1:1 to the demand scenarios results in the requirement for between an additional 93 to 179 hectares of land.

The next step is to assess whether Campbelltown's existing employment land stocks can accommodate this demand or if additional land stocks are required.

6.5.8 Current vacant lands stocks within Campbelltown

Currently, there are around 91 hectares of vacant land in various states of uses and availability across Campbelltown. The table below provides a summary of vacant land stocks by various states of uses. These classifications are as follows:

1. **Vacant land:** this is land, which is vacant, not used for any other use and is available for development

2. **Unusable vacant land:** this is land that is either being used by another business which is integrally linked to its operations and cannot be redeveloped for another purposes; or is being used as an at grade car park; or is a riparian or nature strip
3. **Useable vacant land:** this is land which is being used for storage purposes or has low-grade activity on it, which is deemed not integral to a business' operations. As such this land has been classified as being available for future development.

This classification was derived from observations of recent and current developments in Ingleburn and Minto precincts, which showed land being used heavily as storage in the past being redeveloped.

Removing the unusable vacant land category reduces the amount of vacant land available for redevelopment by around 17 hectares to a total of around 74 hectares.

Table 38: Vacant land stocks across by employment precinct (ha)

Precinct	Vacant land	Unusable vacant land	Useable vacant land	Total
Campbelltown, Blaxland Road	3.4	2.6	0.8	6.8
Maryfields Business Park	6.0	0.0	0.0	6.0
Glenlee	28.7	0.0	0.0	28.7
Glenfield	13.7	0.0	0.0	13.7
Ingleburn	4.0	3.0	3.2	10.2
Leumeah	3.3	0.0	0.3	3.6
Macquarie Fields	0.0	0.0	0.0	0.0
Menangle Road	0.0	1.7	0.0	0.0
Minto	0.5	9.8	10.0	20.2
Total	59.4	17.2	14.3	90.9

Source: HillPDA audit

6.5.9 Employment land supply versus demand

Determining the need for additional land stocks is achieved by subtracting the forecast demand under each FSR scenario from the current supply.

This approach has been undertaken at the precinct level. However, it is important to note that potential developer/occupiers may look elsewhere in the LGA if there are unavailable sites for development within a particular precinct. This is assuming that the LGA contains other similarly zoned land in proximity to a preferred location and similar infrastructure and other site-specific requirements.

As such, it is important to look at the capacity at an LGA level. At the LGA level, the capacity assessment found that:

- Under the 0.5:1 developable FSR scenario: there would be an undersupply of employment land of between 112 to 284 hectares
- Under the 0.75:1 developable FSR scenario: there would be an undersupply of employment land of between 50 to 165 hectares
- Under the 01:1 developable FSR scenario: there would be an undersupply of employment land of between 19 to 105 hectares.

A conservative approach would also be to plan for the highest demand scenarios. This would ensure that there is no restriction on supply, competition between precincts and increases the variety of sites and locations for potential occupiers and developers.

Therefore, the planning around an additional 165 to 284 hectares of developed employment land would be reasonable to accommodate the forecast demand. This should be reviewed on a regular basis to ensure demand is not outpacing supply and therefore discouraging further investment and artificially increasing land prices.

Given that, the 165 to 284 hectares of additional developed employment land would likely need to be provided in the establishment of a new precinct(s) or expansion of an existing one in an appropriate location. It would be prudent to rezone a slightly larger area.

This is because as a general rule of thumb in planning for new employment precincts around 15-20% of the land is taken up by other uses such as the development of internal roads, access, pedestrian paths, other infrastructure and landscaping requirements. These requirements should be accounted for in the planning of any new precinct(s). If this were not undertaken, these other requirements would use land set aside for employment purposes and hence limit the Campbelltown ability to meet its demand projections.

Taking a conservative approach and allowing for 20% of any new precinct is taken up by other non-employment uses between an **additional 206 to 355 hectares** would be appropriate to be planned for to accommodate the projected demand. Furthermore, any employment land converted to residential uses would add to this overall shortage in employment land.

Table 39: Employment land supply versus demand

Precinct	Available land stocks	Surplus (+) / undersupply (-)								
		Developable FSR of 0.5:1			Developable FSR of 0.75:1			Developable FSR of 1:1		
		Scenario 1	Scenario 2	Scenario 3	Scenario 1	Scenario 2	Scenario 3	Scenario 1	Scenario 2	Scenario 3
Campbelltown, Blaxland Road	4.1	-51.0	-70.0	-87.2	-32.6	-45.3	-56.7	-23.4	-32.9	-41.5
Maryfields Business Park	6.0	4.2	4.0	3.6	4.8	4.7	4.4	5.1	5.0	4.8
Glenlee	28.7	28.6	28.5	28.5	28.6	28.6	28.5	28.6	28.6	28.6
Glenfield	13.7	12.4	12.2	11.9	12.8	12.7	12.5	13.0	12.9	12.8
Ingleburn	7.2	-69.5	-117.7	-150.8	-43.9	-76.1	-98.1	-31.1	-55.2	-71.8
Leumeah	3.6	0.5	-1.4	-4.1	1.6	0.3	-1.5	2.1	1.1	-0.2
Macquarie Fields	0.0	-0.5	-0.6	-0.7	-0.3	-0.4	-0.4	-0.2	-0.3	-0.3
Menangle Road	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Minto	10.4	-36.6	-67.5	-85.2	-21.0	-41.5	-53.3	-13.1	-28.5	-37.4
Total	73.7	-111.9	-212.4	-284.0	-50.0	-117.0	-164.8	-19.1	-69.4	-105.1

Source: HillPDA

A group of people are seated around a large conference table in a meeting room. The room features whiteboards with diagrams and notes on the walls. The scene is dimly lit, with a blue overlay. The text "STAKEHOLDER ENGAGEMENT FINDINGS" is centered over the image.

STAKEHOLDER ENGAGEMENT FINDINGS

7.0 STAKEHOLDER ENGAGEMENT FINDINGS

This chapter summarised the stakeholder engagement findings from previous engagement undertaken by IRIS Research and through the targeted stakeholder interviews undertaken by HillPDA. The key findings of the survey and interviews are detailed in this section.

7.1 Previous stakeholder engagement

Consultation was previously undertaken by IRIS Research in June and July 2019. The objective of the consultation was to better understand and assist businesses in the LGA with a focus on:

1. Operational performance
2. Needs and expectations of Council

The research comprised a seven minute questionnaire which was delivered through both online and Computer-Assisted Telephone Interviewing (CATI) channels. The questionnaire was designed to address Council's key objectives by collecting data relating to:

- Business profile – information relating to size, industry, employment, customers and suppliers of each business
- Business performance – assessment of trading and sales, profitability, capital expenditure, overtime, employment levels, and current and future business objectives
- Operations – operational requirements, inhibitors to growth and opinions on location and zoning
- Council's role – the key priorities for Council to achieve among the business community and demand for Council initiatives to support local businesses.

A total of 197 responses were collected from local businesses. From businesses of all sizes including microbusiness, small, medium and large.

7.1.1 Business profile summary

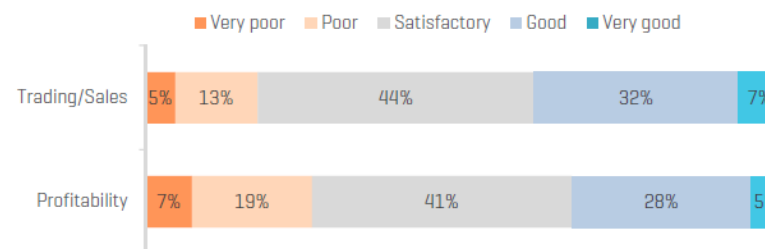
Of the 197 businesses that responded to the survey:

- 43% are sole traders, 41% proprietary limited companies
- 30% of businesses operate out of Campbelltown suburb, 9% Ingleburn and 7% Minto
- Median number of employees was 3, among companies the median rose to 5.5
- Workers who live outside Campbelltown generally work for companies rather than businesses
- On average businesses have been operating for 15 years, with 35% in operation for less than five years and 15% in operation for more than 30
- 78% of businesses participate in services, 22% participate in sales/marketing and 17% participate in retail
- Approximately 60% of customers are located in Campbelltown with 5% of customers located overseas.

7.1.2 Business performance

As shown in Figure 30, businesses reported strong trading and sales results. In total, 83 per cent rated their trading/sales results for the current financial year at least 'satisfactory'. Almost one third rated their trading/sales as 'good' while seven per cent rated their performance in this aspect as 'very good'.

Figure 30: Trading/Sales and profitability



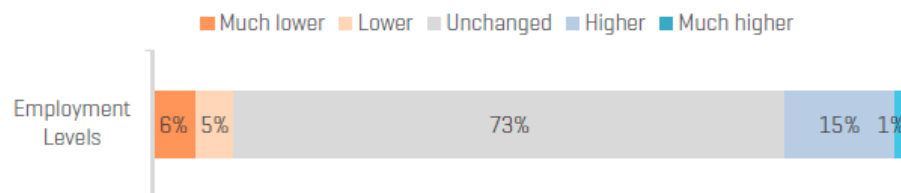
Q: Your overall trading/sales for the current financial year was: n=193

Q: Your profitability for the current financial year was: n=191

Source: IRIS Research, 2019

Most businesses (73 per cent) reported that their employment levels were unchanged over the year, whilst 16 per cent increased and 11 per cent decreased in employment numbers (Figure 31).

Figure 31: Employment levels



Q: Compared to the previous financial year, the number of staff you employed for the current financial year was: n=192

Source: IRIS Research, 2019

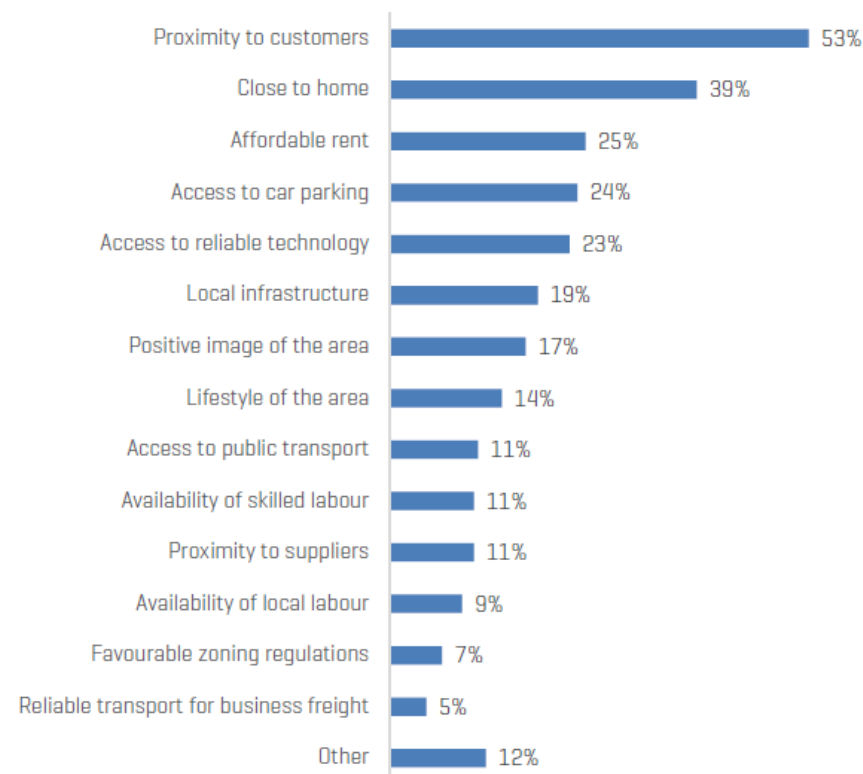
7.1.3 Operations

According to the respondents, the most significant operation requirement for businesses in Campbelltown LGA is 'proximity to customers' with 53 per cent of businesses responding with that as one of the top three requirements. This was followed by 'close to home' and 'affordable rent'. Other popular requirements were access to car parking, access to reliable technology and local infrastructure.

Sole traders noted being 'close to home' as an operational requirement significantly more often than others. Interview answers also indicated that the general sentiment is to attract people from the area with job containment a priority however, industrial doesn't necessarily see the job opportunity. These findings suggest that work-life balance is an important factor for businesses in Campbelltown LGA.

Figure 32 shows the responses in relation to this topic from the business survey in 2019.

Figure 32: Operational requirements

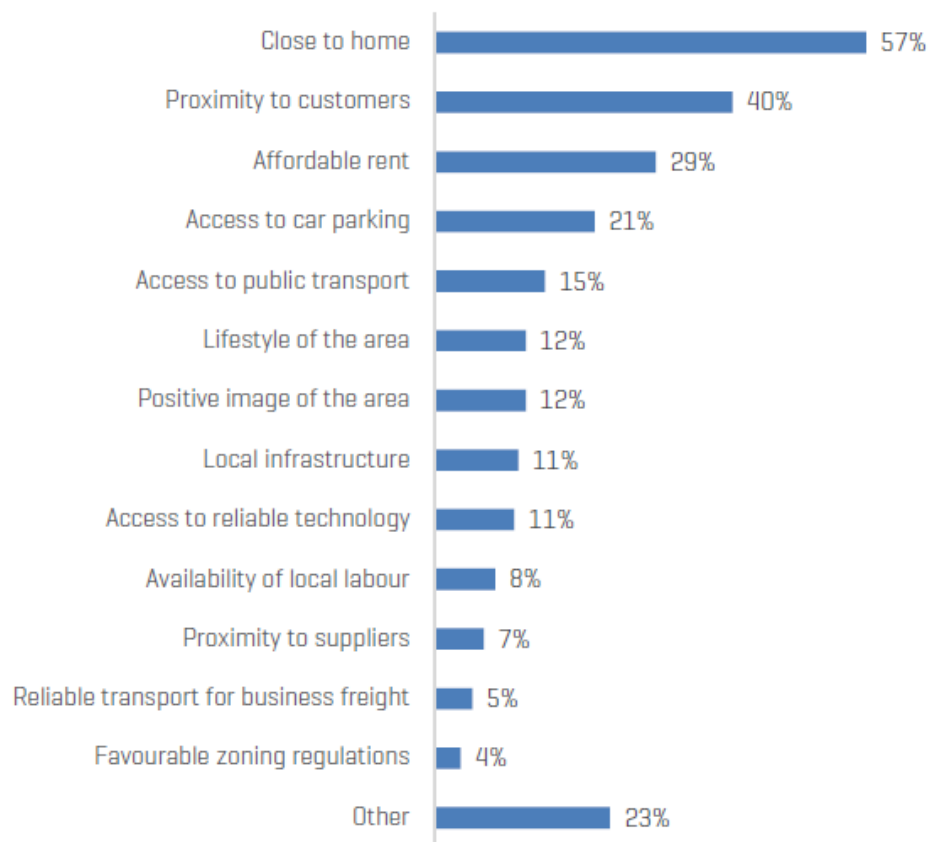


Q: Could you please indicate the three most significant operational requirements for your business? (Please indicate three) n=197

Source: IRIS Research, 2019

The respondents were also asked to name three most significant reasons for choosing their current location, with 57 per cent noting 'close to home', 40 per cent 'proximity to customers' and 29 per cent noting 'affordable rent'. Other important issues included 'access to car parking', 'access to public transport' and 'lifestyle of the area'.

Increasing the job containment rate within the LGA will support more people being able to work from home. Improved public transport services between residential and employment areas may also support job containment.

Figure 33: Reasons for choosing current location

Q: What were the three most significant reasons for choosing your current location? n=197

Source: IRIS Research, 2019

Generally, businesses in Campbelltown LGA are satisfied with their current location and intend on staying for the next three to five years.

Businesses were asked if there were any significant inhibitors to the growth of their business in Campbelltown. Of those that believed there were, answers covered infrastructure, customers, operations and Campbelltown City Council.

The key issues in each category were:

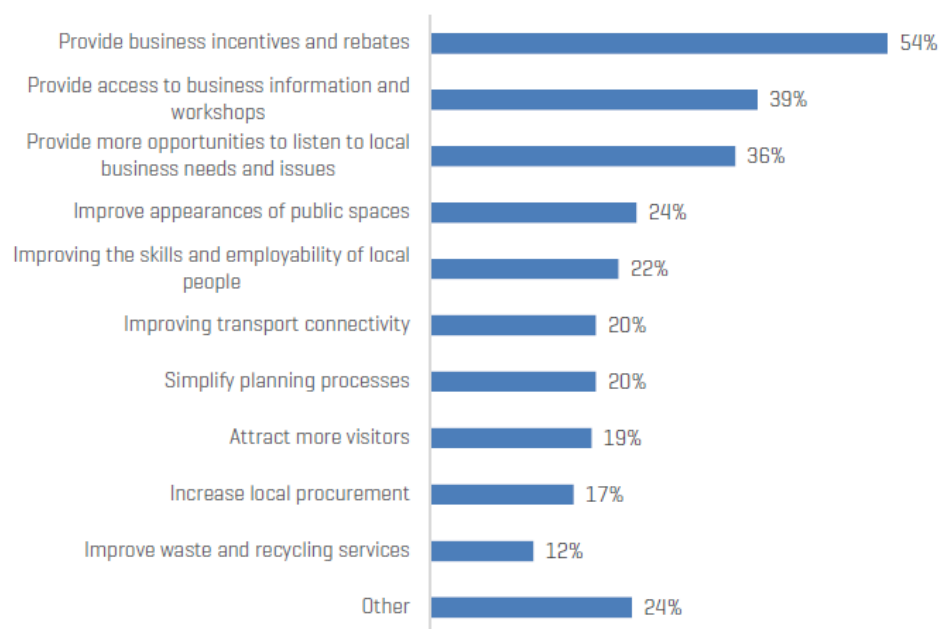
- Infrastructure:
 - Quality and supply of customer parking
 - Internet and telecommunications infrastructure
 - Transport congestion
 - Rubbish collection
- Customers:
 - Lack of awareness of businesses among customers
 - Lack of disposable income and lower spending due to higher perceived cost of living pressures
- Operations
 - Rent challenges
 - Quality and supply of labour
- Campbelltown City Council
 - Issues related to regulations in development applications
 - Council's operating hours
 - 'red tape'
 - zoning
 - licencing

The majority of businesses (94 per cent) however, noted that the zoning meets their current business needs. With those who don't feel their needs are met noting concerns around parking, noise and heavy vehicle access among other issues.

7.1.4 Council's role in supporting local business

Respondents showed the highest level of support for 'Council providing business incentives and rebates' when asked to indicate initiatives they would like to see the Council undertake to support local business. Other popular initiatives were 'providing access to business information and workshops' (39 per cent) and 'providing more opportunities to listen to local business needs and issues' (36 per cent).

Figure 34: Council Initiatives to support business



Q: What initiatives would you like to see Council undertake to support your business? n=189

Source: IRIS Research, 2019

7.2 Targeted stakeholder engagement

In addition to reviewing the outputs of this survey, several interviews were carried out with local real estate agents, business owners and investors in the region to gain additional insight into the area and what attracts employers to the area.

- Infrastructure is a major barrier for greenfield development with expensive road and rail overpasses and intersections essential to unlocking new employment lands
- Top priorities for Council to support and encourage local business included:
 - Parking; improve parking for customers and businesses
 - Appearance of public spaces; improving appearance in Campbelltown CBD would entice customers to the area and improve foot traffic
 - 'Red Tape'; simplification of rules, reduction of regulations, lowering the costs of compliance and adjusting licencing to help boost nightlife as priorities for Council
 - Support for businesses; such as providing incentives, rebates, training workshops for development of skills, hosting forums and providing grants
 - Council services; businesses will benefit from Council prioritising its existing commitments to service provisions, such as maintenance of roads, waste management, street cleanliness, parking and traffic management.
- Accessibility and proximity to the M5/Hume Highway and multi-directional intersections is a key factor for prospective industrial businesses. Those relying on transporting goods via large vehicles endeavour to have minimal distance to travel on smaller roads or businesses are restricted to a location with B-double access from the main roadways
- The topography of a land parcel can be a significant factor for industrial and employment land based developments, the ideal site for this style of development is flexible with size and configuration of lots
- Zoning and other regulations are the greatest influencers of where prospective businesses locate, noting that surrounding land zoning often governs noise restrictions and traffic movements, particularly when nearby to residential zones

- When asked about the planning controls that were considered restrictive, the following arose:
 - Building heights (industrial) – 12m is too low and frequently requires alterations. Large sheds and high bays are now reaching 20m at the ridge. Multi-storey development would potentially require more height
 - Car parking rates, particularly for office and industrial should be reconsidered – the parking rates seem overly excessive and do not necessarily match the business uses
 - The 30-metre setback for industrial development is onerous and does not result in a good design outcome
 - Permissibility of uses in B3 Commercial Core and B4 Mixed Use restrict automotive repair services despite demand.
- Increasing demand from businesses moving from inner LGA's seeking more affordable rents and land values
- Need more employment zones to support commercial and industrial demand. Residential subdivision seems to be the only thing happening
- Industrial operators are looking for locations where 24/7 operation is allowed. They are not interested in sites near residential development
- Real estate market is seeing increasing demand for office space in warehouse design, however limited market for standalone office.



PLANNING REVIEW

8.0 PLANNING REVIEW

The Campbelltown planning regime is set out in the CLEP 2015 and SCDP 2015, the relevant local environmental plan and development control plan. Specific permitted uses and built form restrictions are outlined in CLEP 2015, while SCDP 2015 provides additional guidance regarding siting, access, aesthetics, environmental management and operations. Further planning outcomes are foreshadowed in the Glenfield to Macarthur Urban Renewal Corridor Strategy.

This section reviews the controls that may constrain the effective development of employment lands and makes recommendations to promote development.

8.1 Monitor demand surrounding train stations

The Glenfield to Macarthur Urban Renewal Corridor Strategy and associated Precinct Plans identify desired planning outcomes near train stations in Campbelltown. Notably, the following changes are identified to be implemented over time:

- Campbelltown Station: Transition eastern B4 Mixed Use area to high density residential, with more commercial and retail core uses between Queen Street and the rail corridor, west of Broughton Street
- Leumeah: Transition B5 Business Development land to the west of the train station to mixed use
- Minto: Transition northern IN1 General Industrial and IN2 Light Industrial to industrial-related office uses
- Ingleburn: Transition western IN1 General Industrial and IN2 Light Industrial to a mix of high and medium density residential, mixed and business park uses.

The timing of delivery of support infrastructure is not provided in the more developed precinct plans. Delivery is to be reviewed as the precinct develops. Likewise, high level projections for dwelling and employment growth are provided at the 2021, 2031 and 2036 milestones for each precinct as a whole. Guidance is not provided on the timing of rezoning, though rezoning is tied to delivery of infrastructure and supporting technical studies.

While the Corridor Strategy identifies the potential for the western side of the rail line, currently predominantly industrial, to accommodate residential uses, the more recent District Plan specifies that employment land should be reviewed and retained. This creates inconsistencies at a strategic planning level.

As discussed in Section 6.3 and 6.5, the employment precincts around Campbelltown's train stations are functioning well, with steady demand for those employment uses expected in the future. As such, Council-led rezoning of those precincts is not recommended at this stage and should be revisited at a future LEP review. In particular, rezoning of employment lands at Leumeah, Minto and Ingleburn should await clear demand signals for higher order employment uses and commitment to infrastructure. Further planning work in the Campbelltown centre should consider the sequencing of development, particularly regarding the need for at-grade car parking.

With respect to private planning proposals near train stations, the Implementation Plan will remain a valid strategic planning consideration. Planning proposals should consider how they will contribute to future dwellings and growth projections. For example, the Ingleburn precinct plan foreshadows negligible medium and high density dwellings until 2036, with 1,260 and 1,460 additional industrial jobs in 2031 and 2036, respectively.

Infrastructure provision will also be a key consideration for assisting the growth of centres around stations. As infrastructure provisions are not clearly timed in precinct plans, delivery plans should be developed in private planning proposals in consultation with service providers prior to submission to Council.

8.2 Differentiate between B3 and B4 zones

The B3 Commercial Core is centred on the Campbelltown and Macarthur precincts. The B4 Mixed Use fills the gap between the precincts, extending north-east along Queen Street to Campbelltown Road.

A review of the planning controls relating to these zones shows that they function very similarly: a mix of commercial and local services, with residential uses permitted as part of a mixed-use development. Height controls are also similar, generally ranging between

30 and 40 m, with the exception of the Campbelltown Arts Centre and neighbouring hotel (19 m).

The effect is a 3.5 km corridor with uniform planning controls that do not communicate desired outcomes for the future character of the precincts.

Reimagining Campbelltown CBD and the Campbelltown and Macarthur precinct plans establish starting points for developing locally relevant controls to shape the precincts in the future. Next steps may include:

- Introducing envelope controls to promote the podium-and-tower built form design outcome in the Campbelltown CBD
- Identifying FSR controls that differentiate between residential and non-residential components of future development
- Preparing site-specific DCPs to promote the design outcomes foreshadowed in Reimagining Campbelltown CBD and the precinct plans.

The specifics of these design related changes should be taken in consultation with local stakeholders as part of the future LEP review.

8.3 Revisit Maryfields Urban Release Area

The B7 Business Park zone has been applied to the Maryfields Urban Release area with the goal of promoting office and light industrial uses as part of a staged development with a mix of residential and employment uses. The site is anticipated to deliver between 50,000 and 60,000 sqm of office space and supporting uses. Built form controls generally restrict development outcomes to three to four storey office blocks.

The zone was introduced to CLEP 2015 and the site in mid 2018, is the product of a series of urban activation precinct applications, a 2014 planning proposal and a 2015 revised planning proposal. Economic analysis included with the 2015 revised planning proposal suggests that there is a shortage of larger floorplate office space, with the potential for the site to accommodate 18 per cent of business park related job demand in the 'South-West Sub-Region' (approximately 1,000 of 5,600 jobs) by 2041. These jobs were primarily related to the industries of professional services, retail trade, health care, education and real estate. (Footnote: *Economic Analysis of Campbelltown Business Park*, SGS, 2015)

As detailed in Section 6.2.2.2, more detailed research and modelling has been undertaken for the Campbelltown LGA. This modelling suggests that there is currently 60,000 sqm of vacant office space in the LGA. However, between 125,500 and 280,000 sqm of additional office floorspace will be required by 2041. Therefore, while there is vacancy at the moment, it is likely that additional floorspace would be required in the future. Recent planning initiatives suggest that substantial redevelopment will occur in the Campbelltown centre, with the potential to deliver the bulk of office space demand (Source: Reimagining Campbelltown). Redevelopment on the scale foreshadowed would allow for delivery of larger contiguous tenancies such as those offered by the site, with the additional benefit of being adjacent to Campbelltown Station and established supporting uses. While this would not provide the campus-style development anticipated for the site, redevelopment offers flexibility in design to meet the needs of future tenants.

This provides an opportunity to revisit the form of employment uses associated with the site. Options for consideration include:

- Maintain existing uses and controls, relying on earlier reporting suggesting that the site can provide different and competitive uses in the longer term that will complement the university.
- Transition to uses that will take advantage of the site's road network access and large floorspace potential, such as specialised retail premises (eg a homemaker centre)
- Transition to uses that will take advantage of the site's unique zoning and relationship to adjacent anticipated residential uses, such as an integrated live/work model that caters to small businesses and services.

The second two options would advance the goal of diversifying employment and service offerings in Campbelltown and the surrounding area. The closest homemaker centre is in Casula, with the site potentially providing an alternative for the surrounding growth centre populations. Likewise, fully integrated live/work precincts have not been identified in Campbelltown. These precincts provide more intimate and smaller scale commercial, light industrial and directly-integrated residential uses that typically found in the B4 Mixed Use zone. It is noted that testing of these alternative uses for the site has not been undertaken. Any rezoning should be fully informed by supporting analysis and may be more appropriate as part of the 2025 LEP review.

8.4 Future use of Council Deferred Matter site

Land immediately to the north of Campbelltown CBD (see Figure 35) is a Deferred Matter, zoned 4(b) Industrial under the Campbelltown LEP 2002. Council currently owns a proportion of this land and is interested in establishing a clear planning framework for the location. Reimagining Campbelltown suggests that this land could serve as a Tech and City Innovation precinct centred on the Bow Bowling Creek amenity spine. The area is well located in proximity to the Campbelltown rail station and the health and education precinct and could provide a high amenity commercial outcome for businesses or a mixed zone outcome that enables both a business park and an extension of the existing Blaxland Road large format retail precinct. The underlying objective for the area would be to provide an outcome that enables the delivery of uses that would not detract from the renewal and enhancement of Campbelltown City Centre to the south of the rail line. Further details, including rezoning options are discussed in section 2.7.6 of the Strategy.

Figure 35: Deferred Matter land



Source: Mecone Mosaic 2020 and HillPDA

8.5 Increase industrial land flexibility and competitiveness

The maximum height of buildings for industrial lands in Campbelltown is 12 m, with no FSR maximum. This would typically accommodate a single storey warehouse or a two storey shopfront with an office. Typically, three storeys are difficult to accommodate due to larger commercial floor to ceiling height requirements.

A review of surrounding industrial areas at Prestons, Moorebank/Chipping Norton and Wetherill Park have shown higher height limits between 15 m and 30 m, or no height limit. FSRs are generally not imposed. The only industrial area with a lower height limit was Smeaton Grange, with 11 m. This puts Campbelltown industrial lands at a disadvantage, limiting the ability for businesses with larger built form requirements to locate in Campbelltown.

An increase in height controls to between 15 m and 20 m would bring Campbelltown's industrial lands in line with surrounding industrial areas. Council is currently seeking to amend the height to 19m as part of the LEP Review Planning Proposal. The areas identified for the increase should be limited to those where the extra height would not have a substantial visual impact on surrounding residential uses.

SCDCP Clause 7.2.1 includes certain clauses that limit internal uses in industrial lands, notably that buildings shall predominately be single storey and limits to mezzanines. These controls should be reviewed with the goal of promoting innovation and flexibility in industrial land uses and supporting building design. While it is expected that the majority of industrial uses will continue to require large single storey floorplates, the identified design controls may inhibit the ability for some businesses to function efficiently.

8.6 Variation in floorplates and tenancies

SCDCP 2015 generally promotes development outcomes that best suit the land, with variation permitted in the floorspace associated with floorplates and individual tenancies. Where CLEP 2015 set floorspace caps, these are generally reasonable and in line with the objectives of the relevant zone or the characteristics of the land use.

This is a positive outcome, as it allows for owner-occupiers to develop land as best meets their requirements and owner-investors to build to most effectively suit the market. It also allows for variation in built form and evolution of the local character over time.

The following restrictions are identified in SCDCP 2015:

- Section 6.4.1.1: GFA of any single retail premises in B1, B2 or B5 zoned land is not to exceed 500 sqm
- Section 6.5: Neighbourhood shops in R3 and R4 are not permitted within 1 km of B1 to B5 zones
- Section 7.9: Minimum industrial unit size on 400 sqm in IN1 and 100 sqm in IN2.

These restrictions would be more appropriate in CLEP 2015 as miscellaneous or local provisions

8.7 Integration of employment uses with the public domain

Employment use setbacks in Campbelltown range from 10 to 30 metres, depending on the road, with roads bordering industrial areas typically having a larger setback. The intent of the setbacks appears to be reducing visual impact and increasing landscaping/permeable areas. A desktop review of the industrial areas shows mixed outcomes:

- Larger precinct boundary setbacks tend to support landscaped areas with visual separation from surrounding uses
- Internal precinct setbacks tend to support car parking with minimal visual screening.

The effect is a built form of larger bulky industrial buildings that are alienated from the public street domain and each other, with minimal benefit to include pedestrian amenity as part of the overall design. It also encourages car parking across the entire frontage of new development due to the setbacks roughly correlating with car parking and aisle sizes.

Strict numerical controls relating to setbacks should be reviewed to encourage:

- Smaller setbacks that provide meaningful landscaping that contributes to the urban canopy
- Pedestrian access and amenity, particularly in areas in proximity to train stations.

These outcomes are consistent with rear setbacks to the Southern Railway, where reduced setbacks are permitted if suitable vegetation is provided.

8.8 Home based business

The Covid-19 pandemic, and the requirement to work from home, has highlighted a shift in the way people work. Anecdotally, people have seen the merits of working from home and operating businesses at home, including reduced commute times, greater flexibility in hours people work, more time with family and greater flexibility in the style of working. Considering this, there is merit in reviewing the permissibility of home-based businesses to respond to recent trends. In brief, home-based businesses (excluding home-based childcare) include:

- **Home occupation** which is somebody working from their own home, with no amenity impacts, displaying or retailing of goods (but you can have a sign)
- **Home business** which can include two employees working in somebody else's home, with no amenity impacts. Retail of goods produced in the home/signage is permitted.
- **Home industry** which is similar to a home business, but also allows for no-amenity-impact industrial activities.

Broadly, the SEPP (Exempt and Complying Development Codes) allows Home business, Home Industry or Home occupation as exempt development, if:

- There is no skin penetration procedures or manufacturing of food products
- It does not take up more than 30 sqm (Home business and Home industry)
- It does not change the use of a building, according to the Building Code Australia.

The Campbelltown LEP 2015 permits, with a development application, most home businesses and home occupations in the B2 Local Centre, B3 Commercial Core and B4 Mixed Use zones. It does not permit these uses in the B1 Neighbourhood Centre zone. There is merit in aligning the B1 Neighbourhood Centre zone with the other business zones.

A development application can be an expensive/complicated process for somebody that is seeking to work in their own home in two or more rooms. Enabling home occupation

to be permissible without consent would streamline the process and cost for these businesses. It would also bring Campbelltown LEP inline the approach taken in several other Western Sydney LGAs. Home business and industry should still require a development application if over and above the exempt development threshold.

A fact sheet, similar to that provided by Fairfield Council⁶⁷ would support small businesses in navigating the process.

8.9 Encourage merit-based car parking requirements

Council's development control plan generally provides sound guidance for developers. Controls are primarily performance/merit-based, with appropriate exceptions to numerical controls, when supported by reporting. This is a positive approach that allows applicants to provide innovative and appropriate responses to site constraints while ensuring that the intended outcomes of the controls are achieved.

The exception to this is the SCDCP 2015 approach to parking controls, which are prescriptive and largely based on GFA, rather than intensity, to guide controls. Controls appear to be based on the RMS *Guide to Traffic Generating Developments*, last updated in 2002. These controls are designed around surveys from as early as 1979; such is the case with offices. Likewise, the SCDCP 2015 control of one car park for 100sqm of industrial gross floor area appears to be in reference to the guide's 'Factory' land use, rather than the recommendation for warehouses of one car space per 300sqm.

These discrepancies represent the issues associated with assigning numerical controls based on guidelines that are not routinely reviewed. Instead, development applications could be required to explain the actual employee and visitor parking requirements. This would allow for consideration of alternate transport methods available, especially considering the proximity of industrial areas such as Minto and Ingleburn to train stations.

A merit-based approach would allow potentially dated parking requirements for employment generating activities and adapting to new trends (eg automation in factories

or increase part-time employment). This may lead to other benefits, such as a reduction in impermeable surfaces, increases in the urban canopy or an increase in effective employment floorspace.

⁶⁷

http://www.fairfieldcity.nsw.gov.au/info/20002/planning_and_building/226/common_development_enquiries/2

8.10 Other planning matters

A review of CLEP 2015 has shown some minor changes that would help cement the vision for employment lands in Campbelltown. Those changes are outlined in Table 40. The table builds upon CLEP 2015 changes recommended above.

Table 40: CLEP 2015 review

Control	Change	Rationale
B1 Neighbourhood Centre	Consider permitting: <ul style="list-style-type: none"> Health consulting rooms Markets Offices (subject to maximum size clause) Vehicle repair stations Include objective regarding supporting and encourage small businesses	Additional uses would potentially promote small business growth suitable for the local-service nature of the neighbourhood centres. Vehicle repair stations would allow for local alternatives for vehicle repairs.
B2 Local Centre	Consider permitting: <ul style="list-style-type: none"> Light Industry 	The light industry use would allow for low-impact employment uses suitable or active areas. Given the Local Centre's primarily indoor-shopping centre allocation, this may require a reimagining of the zone for future 'main street' greenfield developments.
B5 Business Development	Consider prohibiting: <ul style="list-style-type: none"> Visitor accommodation uses Serviced apartments Consider permitting: <ul style="list-style-type: none"> Vehicle repair station Markets 	Hotels and similar uses are not recommended land use for many Business Development areas, which are well suited for larger commercial and industrial uses. Existing uses near Harbord Road would continue, however further tourist accommodation should be encouraged in centres instead.

Control	Change	Rationale
IN1 General Industry	Consider prohibiting: <ul style="list-style-type: none"> Self-storage Landscaping material supplies 	The change would focus the IN1 General Industry zone on higher-impact uses that are best sited away from sensitive uses. These uses would be better placed in IN2 Light Industry or B5 Business Development zones, which are more suited for low-impact uses.
IN2 Light Industry	Consider permitting: <ul style="list-style-type: none"> Vehicle body repair workshop Plant nurseries 	The uses would continue the zone's focus on urban services and larger lot employment uses that are lower impact. Expanding the vehicle body repair workshop use would allow for more intensive repairs, but otherwise have low amenity impact, to relocate out of IN1 General Industry zoned land. This would allow the IN1 General Industry zone to focus on higher-impact uses.
SP1 Special Activities	Consider rezoning schools as SP1 Special Activities (Education Establishment)	Schools are generally zoned as B1 Local Centre, which misrepresents the potential uses on the land and the amount of employment lands in the LGA. Rezoning would more accurately represent employment land availability, but would require consultation with relevant State agencies.

APPENDIX A: EMPLOYMENT LAND AUDIT

To estimate the amount of employment space currently in each employment precinct HillPDA used several remotely compiled data sources from the business industry and State Government. These sources included:

- Australian Bureau of Statistics ANZSIC Place of Work data
- Greater Sydney commission employment lands floorspace data
- Geoscape building footprint and height data (figure to the left)
- Australian Business Register (ABR) data
- Google street view and business information.

Data on building footprint data for employment areas has been obtained from Geoscape and cross-checked with Nearmap. The building footprint data at the business further cross-checked and mapped against the cadastre. Total building GFA at the lot and precinct-level was then calculated. Where footprints were missing or differed aerial measuring was undertaken.

The next step was to breakdown the total floorspace estimated by the various industry types present in each precinct. This was undertaken using a two-step method.

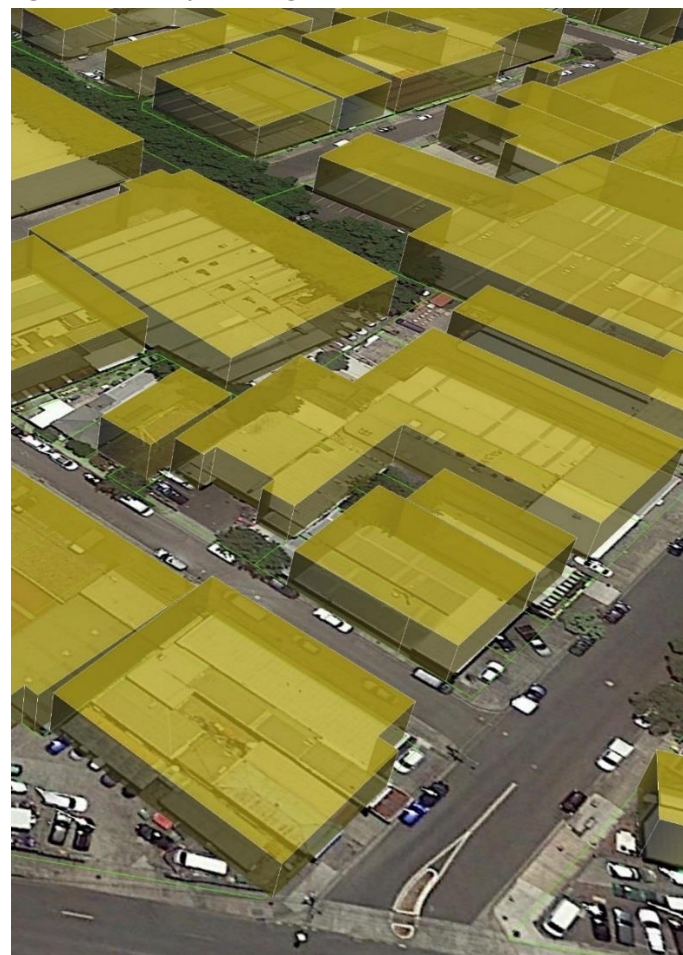
Step 1 involved using ABR data and google/other internet sources to understand the number and types of businesses at the address level in each precinct at each address. The breakdown of floorspace at each address point was then combined for each precinct. This method, however, is dependent on multiple data sets being accurate and up to date. For example, new businesses may not have updated their online presence while businesses do not need to be registered to their place of work. For this reason, the next step was also undertaken.

Step 2 involved using 2016 ABS journey to work data and average employment densities to estimate the amount of occupied floorspace in each precinct. This was cross-checked against the previous step's outcomes and the Greater Sydney Commissions employment land data, which provides an estimate on the total floorspace in each of Sydney's employment precincts.

Combined, the two methods provide a reasonable estimate on the amount of occupied floorspace in each precinct.

Vacant floorspace was calculated by applying a 1.8% vacancy rate to each precinct. This industrial property vacancy rate was the Sydney West region rate as calculated by URBIS in their Eastern Seaboard Industrial Vacancy Study Q4 2018

Figure 36: Geoscape building data



APPENDIX B: FLOORSPACE DEMAND BY PRECINCT AND ANZSIC 1-DIGIT

The following details total floorspace demand, as of 2041, for each employment precinct for each of the three employment forecast scenarios. Floorspace demand is distributed across the precincts based on their current floorspace composition/market share and land zonings. Please note a target vacancy rate of 2.5% has been included, which is slightly higher than the 1.8% currently estimated across Sydney West region.

Table 41: Scenario 1 – total floorspace demand by precinct and industry

Industry code ANZSIC 1-digit	Campbelltown, Blaxland Road	Campbelltown, Business Park	Glenlee	Glenfield	Ingleburn	Leumeah	Macquarie Fields	Menangle Road	Minto	Total
Agriculture, Forestry and Fishing	515	0	74	0	403	0	0	0	504	1,496
Mining	0	0	683	0	6,446	0	0	0	2,506	9,634
Manufacturing	139,668	1	15	0	761,165	3,275	95	0	594,274	1,498,494
Electricity, Gas, Water and Waste Services	9,219	0	923	10	66,902	585	19	0	23,400	101,058
Construction	34,694	673	458	23	128,740	4,519	367	0	53,298	222,772
Wholesale Trade	42,594	0	146	0	86,525	1,883	0	0	68,700	199,849
Retail Trade	98,862	143	654	3	58,767	23,756	0	0	20,818	203,002
Accommodation and Food Services	15,108	0	309	7	4,173	8,163	0	0	3,336	31,097
Transport, Postal and Warehousing	185,754	348	284	24	333,156	6,905	2,284	0	192,833	721,588
Information Media and Telecommunications	2,965	0	0	0	3,830	0	0	0	1	6,796
Financial and Insurance Services	2,890	0	0	24	1,151	290	2	0	154	4,510
Rental, Hiring and Real Estate Services	7,530	557	194	0	47,964	1,981	253	0	15,479	73,957
Professional, Scientific and Technical Services	2,607	2,184	9	22	9,753	490	10	0	3,442	18,516
Administrative and Support Services	9,742	756	25	14	27,551	367	10	0	6,163	44,628
Public Administration and Safety	2,881	0	8	9	8,771	406	0	0	16,278	28,353
Education and Training	21,919	554	1,847	21	5,444	863	0	0	1,795	32,444
Health Care and Social Assistance	13,242	2,742	545	909	21,645	2,648	271	0	8,648	50,650
Arts and Recreation Services	5,191	7	386	0	1,803	2,838	22	0	1,656	11,903
Other Services	65,176	12	104	4	55,469	9,841	633	0	20,806	152,046
Sub-total	660,558	7,976	6,664	1,071	1,629,659	68,810	3,965	0	1,034,091	3,412,793
Vacant space*	16,514	199	167	27	40,741	1,720	99	0	25,852	85,320
Total (floorspace sqm)	677,072	8,175	6,831	1,097	1,670,400	70,530	4,064	0	1,059,944	3,498,113

Source: HillPDA, target vacancy rate of around 2.5%

Table 42: Scenario 2 – total floorspace demand by precinct and industry

Industry code ANZSIC 1-digit	Campbelltown, Blaxland Road	Campbelltown, Business Park	Glenlee	Glenfield	Ingleburn	Leumeah	Macquarie Fields	Menangle Road	Minto	Total
Agriculture, Forestry and Fishing	513	0	74	0	402	0	0	0	502	1,491
Mining	0	0	249	0	2,354	0	0	0	915	3,519
Manufacturing	158,617	2	17	0	864,431	3,720	108	0	674,898	1,701,792
Electricity, Gas, Water and Waste Services	8,757	0	877	10	63,548	556	18	0	22,226	95,991
Construction	40,037	776	528	27	148,566	5,214	423	0	61,506	257,078
Wholesale Trade	43,400	0	149	0	88,163	1,919	0	0	70,000	203,632
Retail Trade	97,379	141	644	3	57,886	23,400	0	0	20,506	199,958
Accommodation and Food Services	14,648	0	299	6	4,046	7,914	0	0	3,235	30,149
Transport, Postal and Warehousing	203,926	382	312	27	365,747	7,581	2,507	0	211,697	792,179
Information Media and Telecommunications	3,103	0	0	0	4,009	1	0	0	1	7,114
Financial and Insurance Services	2,660	0	0	22	1,059	267	1	0	142	4,150
Rental, Hiring and Real Estate Services	8,208	607	212	0	52,281	2,159	275	0	16,873	80,614
Professional, Scientific and Technical Services	2,706	2,266	10	23	10,121	508	10	0	3,572	19,215
Administrative and Support Services	10,467	812	26	15	29,601	394	11	0	6,621	47,948
Public Administration and Safety	2,891	0	8	9	8,801	407	0	0	16,334	28,450
Education and Training	22,139	560	1,866	21	5,499	872	0	0	1,813	32,770
Health Care and Social Assistance	13,512	2,798	556	927	22,086	2,702	276	0	8,824	51,683
Arts and Recreation Services	5,007	7	373	0	1,739	2,738	21	0	1,597	11,482
Other Services	67,009	13	107	4	57,029	10,118	651	0	21,391	156,322
Sub-total	704,979	8,362	6,307	1,095	1,787,370	70,469	4,303	0	1,142,655	3,725,539
Vacant space*	17,624	209	158	27	44,684	1,762	108	0	28,566	93,138
Total (floorspace sqm)	722,604	8,571	6,464	1,122	1,832,054	72,231	4,410	0	1,171,221	3,818,677

Source: HillPDA, target vacancy rate of around 2.5%

Table 43: Scenario 3 – total floorspace demand by precinct and industry

Industry code ANZSIC 1-digit	Campbelltown, Blaxland Road	Campbelltown, Business Park	Glenlee	Glenfield	Ingleburn	Leumeah	Macquarie Fields	Menangle Road	Minto	Total
Agriculture, Forestry and Fishing	498	0	72	0	390	0	0	0	488	1,448
Mining	0	0	313	0	2,951	0	0	0	1,147	4,411
Manufacturing	174,095	2	19	0	948,783	4,083	119	0	740,755	1,867,855
Electricity, Gas, Water and Waste Services	10,976	0	1,099	12	79,658	697	23	0	27,861	120,325
Construction	50,187	973	662	33	186,228	6,536	530	0	77,099	322,250
Wholesale Trade	54,403	0	187	0	110,513	2,405	0	0	87,746	255,255
Retail Trade	122,066	176	807	4	72,560	29,332	0	0	25,704	250,649
Accommodation and Food Services	18,361	0	375	8	5,072	9,921	0	0	4,055	37,792
Transport, Postal and Warehousing	214,357	401	328	28	384,456	7,968	2,635	0	222,526	832,701
Information Media and Telecommunications	3,890	0	0	0	5,026	1	0	0	1	8,917
Financial and Insurance Services	3,334	0	0	27	1,328	334	2	0	178	5,203
Rental, Hiring and Real Estate Services	10,289	760	265	0	65,535	2,706	345	0	21,150	101,051
Professional, Scientific and Technical Services	3,392	2,841	12	28	12,687	637	13	0	4,477	24,087
Administrative and Support Services	13,120	1,018	33	19	37,105	494	14	0	8,300	60,103
Public Administration and Safety	3,624	0	10	11	11,033	510	0	0	20,475	35,662
Education and Training	29,616	749	2,496	28	7,356	1,166	0	0	2,426	43,838
Health Care and Social Assistance	18,700	3,872	770	1,283	30,565	3,740	382	0	12,212	71,523
Arts and Recreation Services	6,277	8	467	0	2,180	3,432	27	0	2,002	14,393
Other Services	83,996	16	134	6	71,487	12,683	816	0	26,814	195,951
Sub-total	821,182	10,816	8,049	1,489	2,034,913	86,645	4,905	0	1,285,416	4,253,416
Vacant space*	20,530	270	201	37	50,873	2,166	123	0	32,135	106,335
Total (floorspace sqm)	841,711	11,087	8,250	1,527	2,085,786	88,811	5,028	0	1,317,552	4,359,751

Source: HillPDA, target vacancy rate of around 2.5%