



COLLABORATION AREA

# Campbelltown- Macarthur

## Place Strategy



## Acknowledgement of Country

The Greater Sydney Commission acknowledges the Dharawal people, the traditional owners of the lands that include the Campbelltown-Macarthur Collaboration Area, and the living culture of the traditional custodians of these lands.

The Commission recognises that the traditional owners have occupied and cared for this Country over countless generations and celebrates their continuing contribution to the life of Greater Sydney.

## List of shortened terms

AECG	Aboriginal Education Consultative Group
City Centre	Refers to the three centres of Campbelltown, Macarthur and Leumeah, which comprise the Collaboration Area
City Deal	Western Sydney City Deal
DPC	NSW Department of Premier and Cabinet
DPIE	NSW Department of Planning, Industry and Environment
EPA	Environmental Protection Authority
GANSW	Government Architect NSW
GSC	Greater Sydney Commission
LGA	local government area
NIAA	National Indigenous Australians Agency
NSW Education	Representing the Education cluster including Schools Infrastructure NSW
NSW Health	Representing the Health Cluster, including: <ul style="list-style-type: none"> <li>• Campbelltown Hospital</li> <li>• South Western Sydney Local Health District</li> <li>• Health Infrastructure NSW</li> <li>• NSW Ministry of Health</li> </ul>
SSE	Sydney School of Entrepreneurship
TfNSW	Transport for NSW – representing the Transport Cluster including Roads and Maritime Services and others
WSA	Western Sydney Airport
WSU	Western Sydney University

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# Foreword

Lucy Turnbull AO  
Chief Commissioner



This Place Strategy represents the culmination of our collaborative work with Campbelltown City Council and other partners to boost prosperity, quality of life and environmental sustainability in Campbelltown-Macarthur for the decades ahead.

It aligns the strategic planning priorities for Greater Sydney with the vision for Campbelltown set by Council and the community.

The Greater Sydney Commission recognises that no single agency, or layer of government, can deliver great places alone. The Collaboration Areas program, which has been the foundation for this Place Strategy, has brought together state government, local councils and key anchor institutions to collectively solve complex urban challenges.

Campbelltown-Macarthur, as the southern metropolitan centre in the Western Parkland City's Metropolitan Cluster, is well-placed to lead and benefit from opportunities and innovation as the Western Parkland City evolves.

The release of this Place Strategy signals a turning point in the planning for the future of Campbelltown-Macarthur as our focus shifts to implementation. Continued collaboration between the region's stakeholders will maximise the area's many opportunities and address complex challenges.

I would like to thank and congratulate everyone who has contributed to this Place Strategy and look forward to working together to achieve this bold vision for Campbelltown-Macarthur.

Elizabeth Dibbs  
Western City District  
Commissioner



Rapid population growth and significant infrastructure investment present a once-in-a-generation opportunity for the Western Parkland City. Within this context, Campbelltown-Macarthur is building on its already strong foundations, community and wonderful scenic setting and natural assets.

The Collaboration Area process highlighted the investment already underway. The redevelopment of Campbelltown Hospital and establishment of the Macarthur Medical Research Centre will strengthen the existing health and education cluster and catalyse the development of a thriving innovation precinct.

Other opportunities in sectors such as plant and animal sciences, agribusiness and high-tech manufacturing will increase the number of knowledge-intensive jobs.

Elevating the Campbelltown Arts Centre precinct and other cultural opportunities, and establishing the Campbelltown Billabong Parklands, the Macarthur Bulls Football Club and the Campbelltown Centre of Sport and Health Excellence will boost the local economy and make Campbelltown-Macarthur an even greater place to live.

These strong foundations and opportunities are underpinned by important sustainability and connectivity strategies.

This Place Strategy sets out how we can work, plan and invest collaboratively as Campbelltown-Macarthur transforms into the southern centre of opportunity and culture for the Western Parkland City. I congratulate Campbelltown Council on its leadership and the bold vision it has set in Reimagining Campbelltown. I look forward to this Place Strategy contributing to the realisation of that vision.



## 1

# Introduction

A high rate of population growth and major infrastructure investment in Campbelltown-Macarthur is creating opportunities to fulfil the area's metropolitan potential. This Place Strategy represents a collective effort of the many stakeholders who are working together to meet that potential.

Specifically, this Place Strategy:

- articulates a vision for the Campbelltown-Macarthur Collaboration Area, based on the community's vision expressed through the Western City District Plan and Campbelltown City Council's Reimagining Campbelltown City Centre project
- identifies impediments and opportunities
- sets priorities for Campbelltown-Macarthur
- identifies actions to deliver the vision.

This Place Strategy has been developed alongside Phase 2+ of Reimagining Campbelltown, led by Campbelltown City Council, and its primary output, the Campbelltown City Centre Master Plan.

The Place Strategy represents a flexible framework for decision-making.

The Place Strategy adopts the City Centre boundary identified in Reimagining Campbelltown. While there is necessarily some overlap between the two documents, the priorities and actions in both are largely delineated as follows:

- The Place Strategy captures actions requiring a high degree of multi-stakeholder collaboration.
- Reimagining Campbelltown includes actions to be led by Council with limited input from other agencies.

This Place Strategy is more than a land use planning document; it identifies the complex, place-specific priorities and actions required to realise a sustainable, resilient and prosperous Campbelltown-Macarthur. It summarises the priorities for Campbelltown-Macarthur at the time it was written. These priorities are likely to change as different opportunities and challenges arise.

## 1.1 Places within the Campbelltown-Macarthur Collaboration Area

The Collaboration Area process that informed this Place Strategy covered the area shown in Figure 1. The Collaboration Area boundary aligns with Reimagining Campbelltown and includes:

- Campbelltown-Macarthur: the key south-west metropolitan centre described in the Western City District Plan as part of the Metropolitan Cluster that also includes Liverpool, Greater Penrith and Western Sydney Aerotropolis
- Leumeah: a centre that is a regional hub of sports and events and the home of Campbelltown Stadium.

This Place Strategy describes the City Centre as the three centres of Campbelltown, Macarthur and Leumeah.

With the train line forming the central spine, the three centres are set within a valley, connected by Bow Bowing Creek. Each centre also has a distinct identity and function, based around discrete clusters of facilities and activity.

### Campbelltown

Campbelltown is the civic, commercial and cultural heart of the City Centre. It contains:

- A cluster of civic, cultural and commercial activities along Queen Street in Campbelltown CBD. This section of Queen Street presents a traditional main street with easy pedestrian connections, retail shops, arcades and local streets. The cluster runs from Council's offices and Campbelltown courthouse complex to the cultural area that contains Campbelltown Arts Centre, Campbelltown Heritage Precinct, Koshigaya Park and the Billabong Parklands.
- A mixed use area north east along Queen Street towards Leumeah with a mix of medium to high

density housing, shops, services, short-term accommodation, and some educational uses including Campbelltown Performing Arts High School.

- An industrial and urban services centre west of Campbelltown Rail Station with large-scale industrial facilities, showrooms, warehouses and various smaller-scale light industrial and urban services. The area also includes big-box retail and recreational places such as mini golf and an indoor skatepark.

### Macarthur

Located in the City Centre south, Macarthur contains a cluster of health, education, and retail uses including:

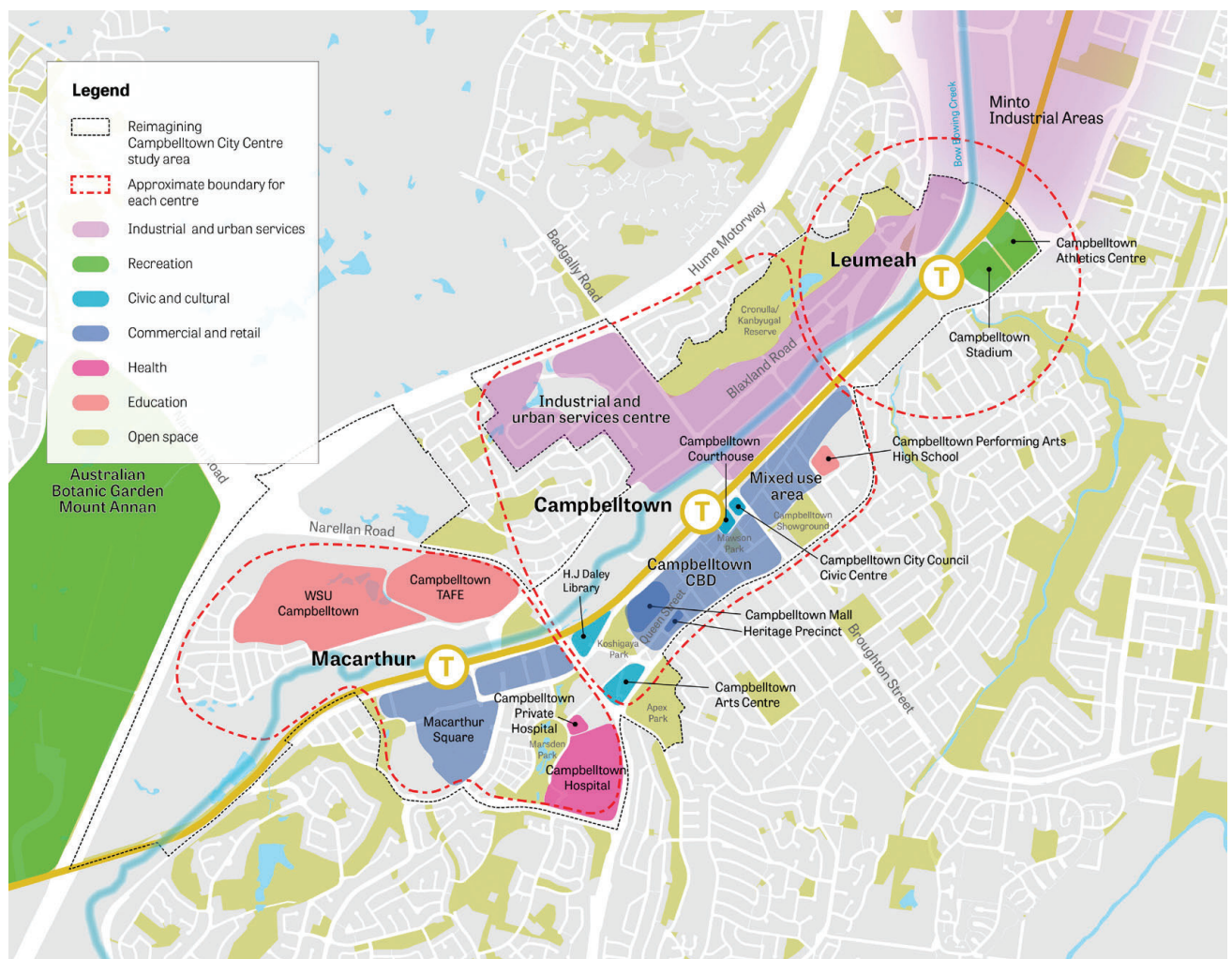
- Campbelltown Hospital, a major tertiary and teaching hospital, and a range of associated medical uses including Campbelltown Private Hospital and allied health services
- the Western Sydney University and TAFE NSW Campbelltown campuses
- a commercial and retail area adjacent to the rail station, containing Macarthur Square, the largest shopping centre in south west Sydney.

The 416-hectare Australian Botanic Garden at Mount Annan across the Hume Motorway just outside the City Centre contains scientific, recreational, conservation and other facilities and programs.

### Leumeah

Leumeah is the northern gateway to the City Centre, containing regional facilities including Campbelltown Sports Stadium, Campbelltown Athletics Centre, Wests Leagues Club and Wests Tennis Club. Industrial areas in its west connect to Campbelltown and extend north through to Minto, Ingleburn and beyond.

Figure 1: Key places within the Campbelltown-Macarthur City Centre (GSC, 2019)



## 2

# Vision for Campbelltown-Macarthur Collaboration Area

This vision builds on that established in Phase 1 of Reimagining Campbelltown, which was unanimously adopted by Council in 2018.

In 2036, Campbelltown City Centre is the attractive capital of opportunity, creativity and culture for the Macarthur region. Designed for people, ambition and innovation, Campbelltown City Centre accommodates walkable and well-connected clusters of intense activity, nestled in a green valley and united by the Bow Bowing Creek spine.

## 2.1 Shared objectives to achieve the 2036 vision

The stakeholders who came together during the Collaboration Area process developed and agreed on seven shared objectives that will guide the way the City Centre grows and changes. These objectives act as markers to test that future projects contribute to realising the vision.

Campbelltown City Centre is a place:

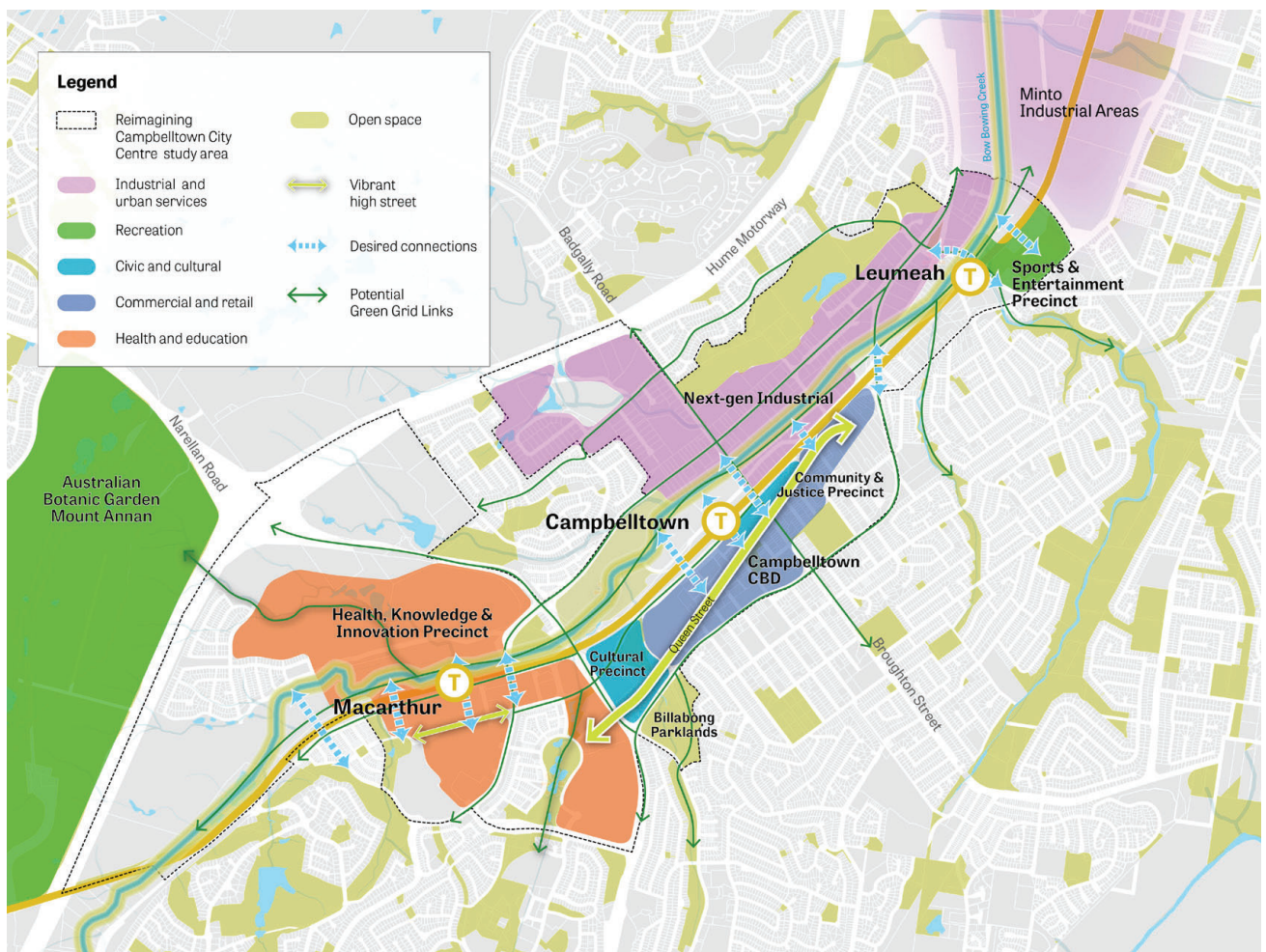
- on Dharawal land, that celebrates its rich Aboriginal heritage, diverse communities, and contemporary culture and creativity in myriad ways
- that leverages its strengths and new opportunities around health, education, research, justice, plant and animal science, agribusiness, high-tech manufacturing industries, and sport, arts and entertainment, to attract investment and provide knowledge and skilled jobs for the local community
- with three well-connected, compact and mixed-use centres that offer jobs and amenity within easy reach of communities across the Western Parkland City
- where blue-green infrastructure forms an integrated ecosystem and sustainability is

embedded into all planning decisions and developments, creating a resilient future and honouring the natural landscape

- that prioritises people to create safe, lively and inclusive centres, and healthy neighbourhoods to foster social connections, active recreation and wellbeing
- where people choose to walk, cycle and use public transport instead of travelling by car
- supported by collaboration and leadership that embraces innovation, and boldly seeks out and acts on opportunities to deliver great outcomes for Campbelltown's community, environment, and economy.



Figure 2: Place Strategy for Campbelltown Macarthur Collaboration Area (GSC, 2019)



## 2.2 Strategic framework and context

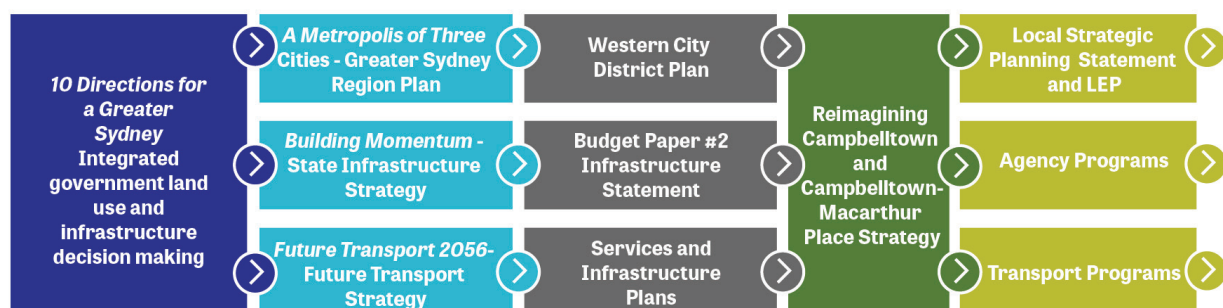
This Place Strategy is part of a broader strategic framework, shown in Figure 3, that should be consulted to understand the wider policy context for the Collaboration Area's future, including:

- Greater Sydney Region Plan - A Metropolis of Three Cities: the NSW Government's 40-year vision and 20-year plan to rebalance growth and deliver benefits more equitably to residents across Greater Sydney.
- Future Transport Strategy 2056: focusing on the transport-related decisions the NSW Government needs to make now to address Greater Sydney's growth and change over the next 40 years.
- State Infrastructure Strategy 2018-2038: setting out the NSW Government's priorities for the next 20 years and, combined with the Future Transport Strategy 2056 and the Greater Sydney Region Plan, bringing together infrastructure investment and land use planning for cities.
- Western City District Plan: translating the metropolitan-level objectives set out in the

Greater Sydney Region Plan to inform local planning.

- Western Sydney City Deal: setting priorities from a partnership for Western Sydney between the Australian Government, NSW Government, and Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly councils.
- Glenfield to Macarthur Corridor Strategy and precinct plans: guiding land use decisions in Campbelltown, Leumeah and Macarthur.
- Local Strategic Planning Statement (in draft): sets the 20-year vision for land use in Campbelltown Local Government Area (LGA), the special character and values to be preserved and how change will be managed.
- Reimagining Campbelltown and Campbelltown City Centre Master Plan (in development): a strategic framework to guide future development of the City Centre.

Figure 3: Strategic framework for Campbelltown-Macarthur Collaboration Area (GSC, 2019)



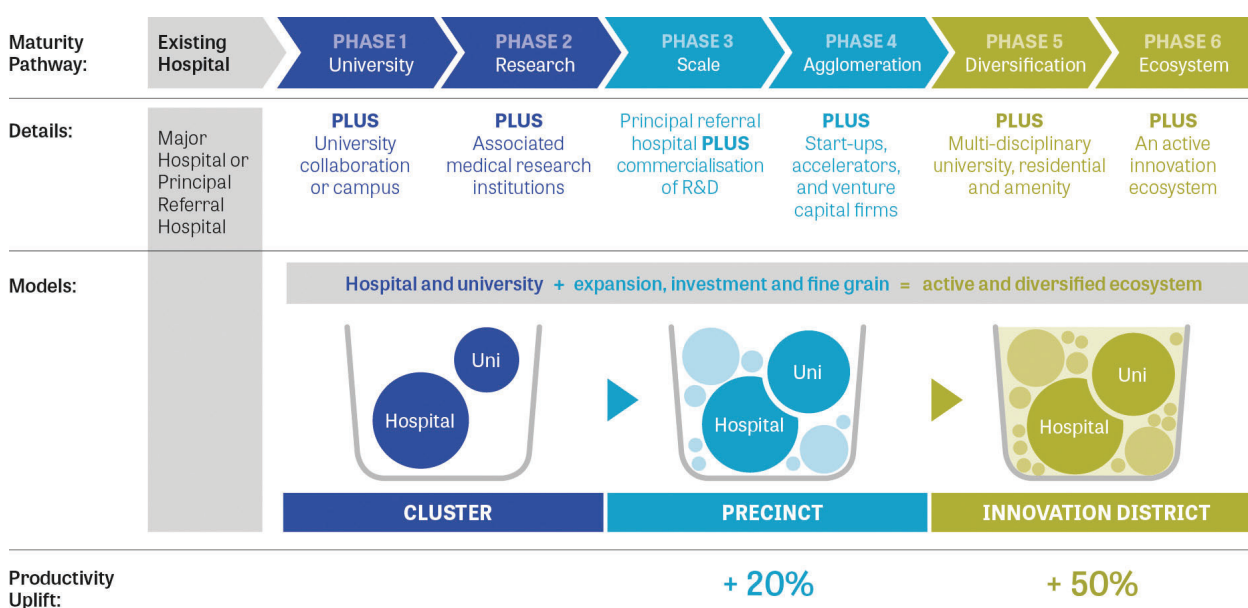
The Greater Sydney Region Plan identifies Campbelltown-Macarthur as:

- Part of the metropolitan cluster, along with Liverpool, Greater Penrith and the Western Sydney Aerotropolis, that will be the strategic focus for investment in the Western Parkland City. This cluster will provide several centres with concentrations of higher order jobs and a range of goods and services across the Western Parkland City. This metropolitan cluster will help to meet the ambition of a 30-minute city, where more people live within 30 minutes by public transport of their nearest strategic centre.
- A health and education precinct, reflecting its major hospitals and tertiary education

institutions that connect people to health and education services and provide local employment hubs. As health and education precincts evolve and mature, their economic productivity increases substantially, described as a 'maturity pathway' (see Figure 4). The Western City District Plan identifies Campbelltown as at the cluster stage.

- A Collaboration Area – an area that is subject to a place-based, multi-stakeholder approach to solving complex urban issues, facilitated by the Commission. This Place Strategy reflects the outcomes of the Collaboration Area process.

Figure 4: Maturity pathway for health and education precincts (GSC, 2019)



## 2.3 Urban challenges and opportunities

This Place Strategy is a framework that many stakeholders will use to address complex challenges and optimise many opportunities as Campbelltown-Macarthur grows and changes. This includes:

- improving public transport, walking and cycling connections in the City Centre and addressing the physical barriers created by the rail line and major roads
- reducing reliance on car travel and commuter car parking by improving public transport options and connections across the Western Parkland City
- reducing urban heat, and expanding blue-green infrastructure, tree canopy and vegetation cover throughout the City Centre
- improving the attractiveness, quality and level of activity along streets and in public spaces
- managing flows of freight and through traffic and their impacts on the City Centre
- boosting existing businesses and attracting new businesses to provide a greater diversity of jobs, including skilled jobs, in the City Centre
- improving how employment and commercial activities interact to foster innovation and increase the number of jobs
- developing health and education networks including a medical research centre and a wider private health offer to leverage research and development and attract local, regional and global business investment
- matching the skills of residents to local employment needs
- managing and restoring Bow Bowing Creek as part of a comprehensive blue-green grid
- increasing the diversity of housing types, sizes, tenures and affordability, and providing a range of appropriate aged care facilities
- better integrating sustainable technologies, interventions and thinking to support a transition to a low carbon, low waste and low resource future
- planning for and building new regional-scale social infrastructure that reflects the City Centre's metropolitan role
- managing complex governance arrangements to maximise the benefits of infrastructure investment in the City Centre.



Figure 5: Campbelltown CBD (Campbelltown City Council, 2019)



Figure 6: Campbelltown hospital (Campbelltown City Council, 2019)





## 3

## Summary of priorities and actions

	Connectivity			Liveability		
Priorities:	Priority 1: Improve connectivity and increase the share of walking, cycling and public transport trips within the City Centre	Priority 2: Increase the share of trips into the City Centre made by public transport	Priority 3: Future-proof Campbelltown-Macarthur's transition to become a smart, connected city	Priority 4: Create a lively City Centre that encourages health and wellbeing, and activity day and night	Priority 5: Celebrate, promote and nurture local culture, arts and creative industries	Priority 6: Facilitate inclusive accommodation options within the City Centre
Actions:	<p>Action 1: Develop a Place-Based Integrated Transport Strategy, that applies the Movement and Place Framework in the City Centre</p> <p>Action 2: Explore opportunities to improve connections across the rail line and major roads</p> <p>Action 3: Develop a pilot program to measure and improve walking, cycling and public transport in the City Centre</p>	<p>Action 4: Undertake detailed planning to support rapid bus connections</p> <p>Action 5: Develop a City Centre Parking Strategy that reduces reliance on commuter car parking</p> <p>Action 6: Investigate opportunities to improve public transport services</p>	<p>Action 7: Develop a future technologies and data policy</p> <p>Action 8: Develop a City Centre Last-mile Strategy for deliveries and freight</p>	<p>Action 9: Develop a City Centre Healthy Streets Strategy and staged implementation plan</p> <p>Action 10: Progress urban amenity, public spaces and activation priorities identified in Reimagining Campbelltown</p> <p>Action 11: Develop a staged plan to realise Leumeah Live as a vibrant precinct for entertainment, sport and active recreation participation, spectators, visitors and locals</p>	<p>Action 12: Work with local Aboriginal and Torres Strait Islander communities to celebrate local Aboriginal culture and promote social inclusion</p> <p>Action 13: Explore opportunities to build a unique and iconic Aboriginal Cultural Centre, as determined by the local community</p> <p>Action 14: Stage the expansion and enhancement of Campbelltown Cultural Precinct, including Campbelltown Arts Centre</p> <p>Action 15: Explore opportunities for students to contribute to local cultural events and programs and creative industries</p> <p>Action 16: Promote creative industries by investing in creative practice, business upskilling and infrastructure</p>	<p>Action 17: Review planning controls and liaise with key housing providers to enable a diverse range of accommodation options for identified target groups</p> <p>Action 18: Develop a strategy to enable a range of aged care options across the City Centre</p>
<div> <p><b>Immediate imperatives</b></p> <p>Action 1: Develop a Place-Based Integrated Transport Strategy, that applies the Movement and Place Framework in the City Centre</p> <p>Action 9: Develop a City Centre Healthy Streets Strategy and staged implementation plan</p> <p>Action 27: Develop a City Centre Blue-Green Grid Strategy and staged implementation plan</p> <p>Action 31: Develop an Integrated Water Solutions Plan for the City Centre</p> <p>Action 34: Establish an enduring governance structure and group to achieve the actions in the Place Strategy and report to the GSC annually on progress.</p> </div>						

Productivity		Sustainability		Governance
Priority 7: Grow the health and education cluster into a Health, Knowledge, and Innovation Precinct	Priority 8: Expand and diversify target sectors to create a thriving Centre of Opportunity	Priority 9: Cool the City Centre with blue-green infrastructure and other interventions	Priority 10 Support the transition to a carbon neutral City Centre with a circular economy	Priority 11: Establish precinct-wide governance to deliver the vision and ensure the Collaboration Area's success into the future
<p>Action 19: Undertake and implement a Private Health Study and Development Plan to expand the private health services offering in the City Centre</p> <p>Action 20: Develop a master plan for the Health, Knowledge and Innovation Precinct with all key partners</p> <p>Action 21: Develop a Macarthur Medical Research Centre</p>	<p>Action 22: Deliver priorities from Council's Economic Development Strategy, with a focus on growing target markets and local businesses</p> <p>Action 23: Develop agribusiness research and innovation uses to leverage targeted opportunities from the Western Sydney Airport</p> <p>Action 24: Explore opportunities for an expanded Community and Justice Precinct</p> <p>Action 25: Identify synergies and develop future courses, work experience, placement and traineeship opportunities, and reskilling programs across target sectors and anchor institutions</p> <p>Action 26: Support and grow Aboriginal education, employment and businesses</p>	<p>Action 27: Develop a City Centre Blue-Green Grid Strategy and staged implementation plan</p> <p>Action 28: Deliver priority Blue-Green Grid connections</p> <p>Action 29: Develop an integrated Urban Heat, Air Quality and Population Health Strategy and Management Plan</p> <p>Action 30: Develop a priority program to increase the uptake of interventions that reduce urban heat, including:</p> <ul style="list-style-type: none"> <li>• addressing regulatory and other barriers</li> <li>• focusing on town centres, areas with high pedestrian activity and vulnerability to urban heat</li> <li>• exploring partnerships with the private sector and community</li> </ul>	<p>Action 31: Develop an Integrated Water Solutions Plan for the City Centre</p> <p>Action 32: Develop a carbon neutral City Centre strategy</p> <p>Action 33: Explore opportunities for precinct and site-based circular economy projects</p>	Action 34: Establish an enduring governance structure and group to achieve the actions in the Place Strategy and report to the GSC annually on progress.

## 4

# A collaborative process

The Collaboration Area process brought multiple and diverse stakeholders together to identify challenges, opportunities and priorities.

The Greater Sydney Commission led seven substantive workshops and a range of smaller meetings between April and November 2019. The following agencies and organisations identified and refined the priorities and actions reflected in this Place Strategy:

- AusIndustry
- Campbelltown City Council
- Create NSW
- Destination NSW
- Endeavour Energy
- Ingham Institute
- National Indigenous Australians Agency
- NSW Department of Education including School Infrastructure NSW
- NSW Department of Planning, Industry and Environment including:
  - Environment, Energy and Science
  - Place, Design and Public Spaces
  - NSW Government Architect
  - Land and Housing Corporation
- NSW Health including:
  - the Campbelltown Hospitals' Campus
  - South West Sydney Local Health District
  - Health Infrastructure NSW
- NSW Treasury including Jobs for NSW
- NSW Stronger Communities cluster
- NSW Department of Premier and Cabinet
- NSW Office of Sport
- Sydney Water
- Transport for NSW
- TAFE NSW
- The Australian Botanic Gardens Mount Annan
- Western City & Aerotropolis Authority
- Western Sydney University
- Western Sydney Planning Partnership
- Western Sydney City Deal Delivery Office
- Yarpa Hub

Feedback from local businesses, industry and non-government organisations was obtained through Reimagining Campbelltown workshops, led by Council. The Commission also attended a meeting of the Campbelltown Aboriginal Community Reference Group to gain input from local Aboriginal and Torres Strait Islander communities.

The Place Strategy draws on community consultation that informed:

- Reimagining Campbelltown Phases 1 and 2
- Campbelltown 2027 – Community Strategic Plan
- Western City District Plan.



## 4.1 Understanding the context

In addition to the strategic context outlined in [Section 2.2](#), other policy directions will inform collaboration.

### Premier's Priorities 2019 – 2022

The NSW Premier's updated Premier's Priorities aim to tackle the complex problems that require State agency collaboration to meet the NSW Government's policy agenda. The Premier's Priorities shown in Table 1 are relevant to planning for Campbelltown-Macarthur.

### Other key documents

Beyond those already listed, Council has developed strategies and assessments that establish the context for and have informed the development of this Place Strategy. These are:

- Campbelltown 2027 – Community Strategic Plan (2017)
- Draft Economic Development Strategy (in development 2019)
- Reconciliation Action Plan (2019)
- Our Voice, Our Place - Aboriginal interpretation Strategy (2019)

Other relevant NSW Government plans and strategies include:

- Create NSW: Cultural Infrastructure Plan 2025+ (2019)
- Government Architect NSW: Better Placed (2017)
- Government Architect NSW: Greener Places - Draft Policy (2017)
- Greater Sydney Commission: Exploring Net Zero Emissions for Greater Sydney (2017)
- NSW Department of Communities and Justice: Human Services Outcomes Framework
- NSW Office of Sport: Strategic Plan 2018-2022 (2017)
- South Western Sydney Local Health District: Strategic Plan 2018-2021: Leading care, healthier communities (2018)
- South Western Sydney Local Health District: Our Health in 2019 (2019).

Table 1 : Premier's Priorities most relevant to the Campbelltown - Macarthur Collaboration Area

Theme	Priority	Description
Better Environment	Greener Public Spaces	Increasing the proportion of homes in urban areas within 10 mins walk of quality green, open and public space by 10 per cent by 2023
	Greening our City	Planting 1 million trees by 2022
Improving the Health System	Improving service levels in hospitals	100 per cent of all triage category 1, 95 per cent of triage category 2 and 85 per cent of triage category 3 patients commencing treatment on time by 2023.
	Improving outpatient and community care	Reduce preventable visits to hospital by five per cent through to 2023 by caring for people in the community.
	Towards zero suicides	Reduce the rate of suicide deaths in NSW by 20 per cent by 2023.
Lifting education standards	Increasing the number of Aboriginal young people reaching their learning potential	Increase the proportion of Aboriginal students attaining year 12 by 50 per cent by 2023, while maintaining their cultural identity

## 5

# Framework and response

## 5.1 Alignment of priorities and actions in this Place Strategy

This Place Strategy aligns with the Greater Sydney Region Plan and the Western City District Plan by setting priorities and actions around five themes:

- connectivity
- liveability
- productivity
- sustainability
- governance.

Participants to the Collaboration Area process reiterated how these themes interrelate and how the process creates opportunities to simultaneously address multiple issues and areas. For example, strengthening Greater Sydney Green Grid connections in Campbelltown can make it easier for people to get around locally, while also improving the ecology, Aboriginal heritage, recreational opportunities and local economy.

Priorities and actions that span multiple themes have been allocated to the chapter aligned with the structure of the Western City District Plan. For example, while actions to support to Greater Sydney Green Grid will benefit the area's connectivity, liveability and productivity, it is discussed in the sustainability chapter.

Priorities, outcomes and actions outlined in the following chapters should be considered in addition to those in the Greater Sydney Region Plan and Western City District Plan. Current legislation and NSW Government-endorsed policies will apply to all projects and initiatives.

## 5.2 Alignment with Reimagining Campbelltown City Centre

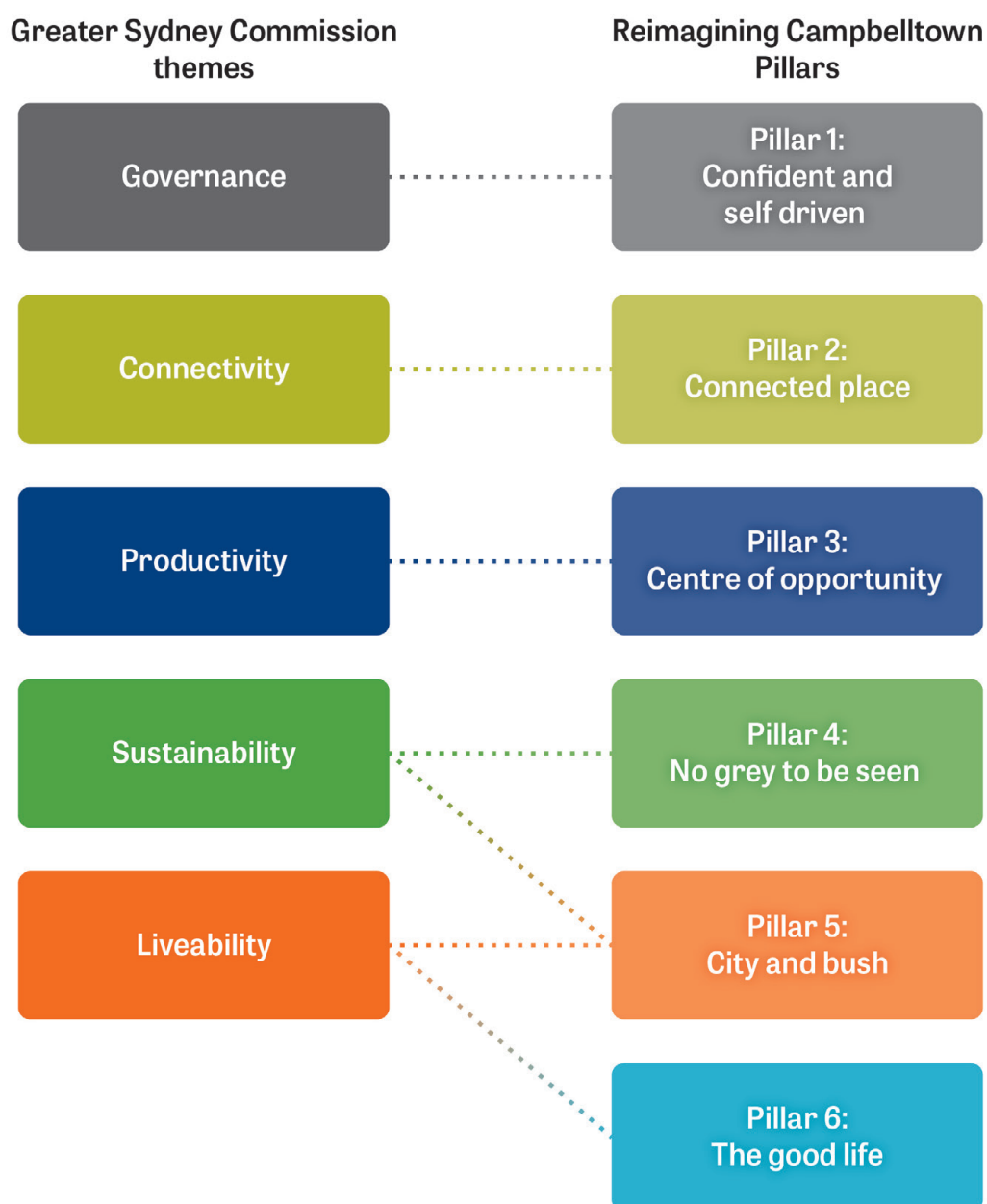
Reimagining Campbelltown is guided by the six strategic growth pillars that inform the city's evolution:

1. Confident and self-driven
2. Connected place
3. Centre of opportunity
4. No grey to be seen
5. City and bush
6. The good life

Each pillar is underpinned by commitments - projects, programs and studies to catalyse momentum. These commitments will be reviewed as they are delivered.

The District Plan and Reimagining Campbelltown correspond as shown in Figure 7.

Figure 7: Correspondence between regional and district plan themes (left) and Reimagining Campbelltown pillars (right).



### 5.3 Terms used in this Place Strategy

This Place Strategy requires a governance arrangement that gives Council, anchor institutions, State agencies, industry and other partners a gateway for interactions, investment and development. This Place Strategy will guide ongoing governance using the following terms:

- **Priority:** the most important focus areas to progress the vision for Campbelltown as it aligns with the Greater Sydney Region Plan and the Western City District Plan
- **Outcome:** what the priority will achieve by 2036
- **Actions:** initiatives and projects that stakeholders will lead to realise the outcome
- **Immediate Imperatives:** actions to be undertaken as the first steps
- **Lead:** Stakeholders that provide project management, resourcing and expertise to implement the action
- **Partner:** Stakeholders that collaborate with leads and assist with integration through agency programs, and technical assistance and advice
- **Key considerations and next steps:** guidance on potential next steps, described in [Appendix A](#).

### 5.4 Immediate imperatives

The following actions are immediate imperatives for the Campbelltown-Macarthur Collaboration Area:

- **Action 1:** Develop a Place-Based Integrated Transport Strategy, that applies the Movement and Place Framework in the City Centre
- **Action 9:** Develop a City Centre Healthy Streets Strategy and staged implementation plan
- **Action 27:** Develop a City Centre Blue-Green Grid Strategy and staged implementation plan
- **Action 31:** Develop an Integrated Water Solutions Plan for the City Centre
- **Action 34:** Establish an enduring governance structure and group to achieve the actions in the Place Strategy and report to the GSC annually on progress.



## 6

# Connectivity

## 6.1 Analysis of opportunities and challenges

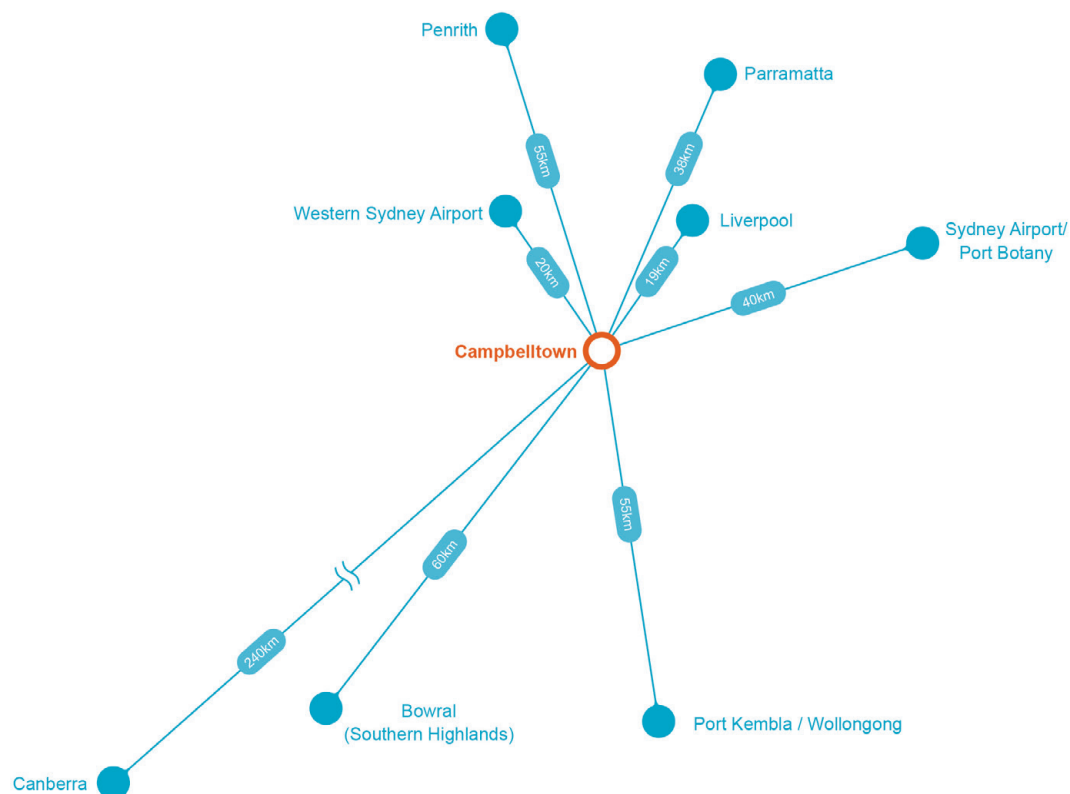
### Strategic location

Campbelltown-Macarthur is well connected in relation to Port Botany, Western Sydney Airport and Port Kembla and adjacent to the Hume Motorway (M31), with excellent freight and passenger access to the Southern Highlands, Canberra and Melbourne.

### Future transport 2056 priorities and projects

Future Transport 2056 plans for 'city-shaping corridors and major regional transport routes, supported by flexible or on-demand service offerings'.<sup>1</sup> It identifies two city-shaping corridors between Campbelltown-Macarthur and the north of the Western Parkland City through Liverpool and Parramatta and through Western Sydney Airport and Greater Penrith as well as two regional corridors from Campbelltown-Macarthur to the Illawarra, and to the Southern Highlands and Canberra.

Figure 8: Key regional connections (GSC, 2019)



<sup>1</sup> Transport for NSW, Future Transport 2056 p.79

Other projects that will influence growth and change in Campbelltown-Macarthur include:

- North-South Rail Link from Western Sydney Airport and Western Sydney Aerotropolis to Campbelltown-Macarthur for investigation within the next 10 years
- infrastructure to support rapid bus transit and better bus connections between the Airport and Aerotropolis to Campbelltown-Macarthur before the Airport opens in 2026 as part of the City Deal
- a new bus interchange to improve connections between Campbelltown-Macarthur and the Airport and Aerotropolis
- a Principal Bicycle Network for Campbelltown-Macarthur
- the More Trains, More Services program
- rail improvements between Sydney and Canberra
- better bus connections between south-west Sydney and the Illawarra
- improvements to the Southern Sydney Freight Line.

### Walking and cycling

In 2015-16, just 1.6 per cent of kilometres travelled within the City Centre were on foot (Kinesis CCAP Platform). Pedestrian infrastructure is limited. Walkers are confronted by physical barriers including the rail line, major roads and Bow Bowing Creek. Stitching the city back together, providing frequent crossings for walking, cycling and public transport and optimising access to stations will encourage more people to walk in the City Centre.

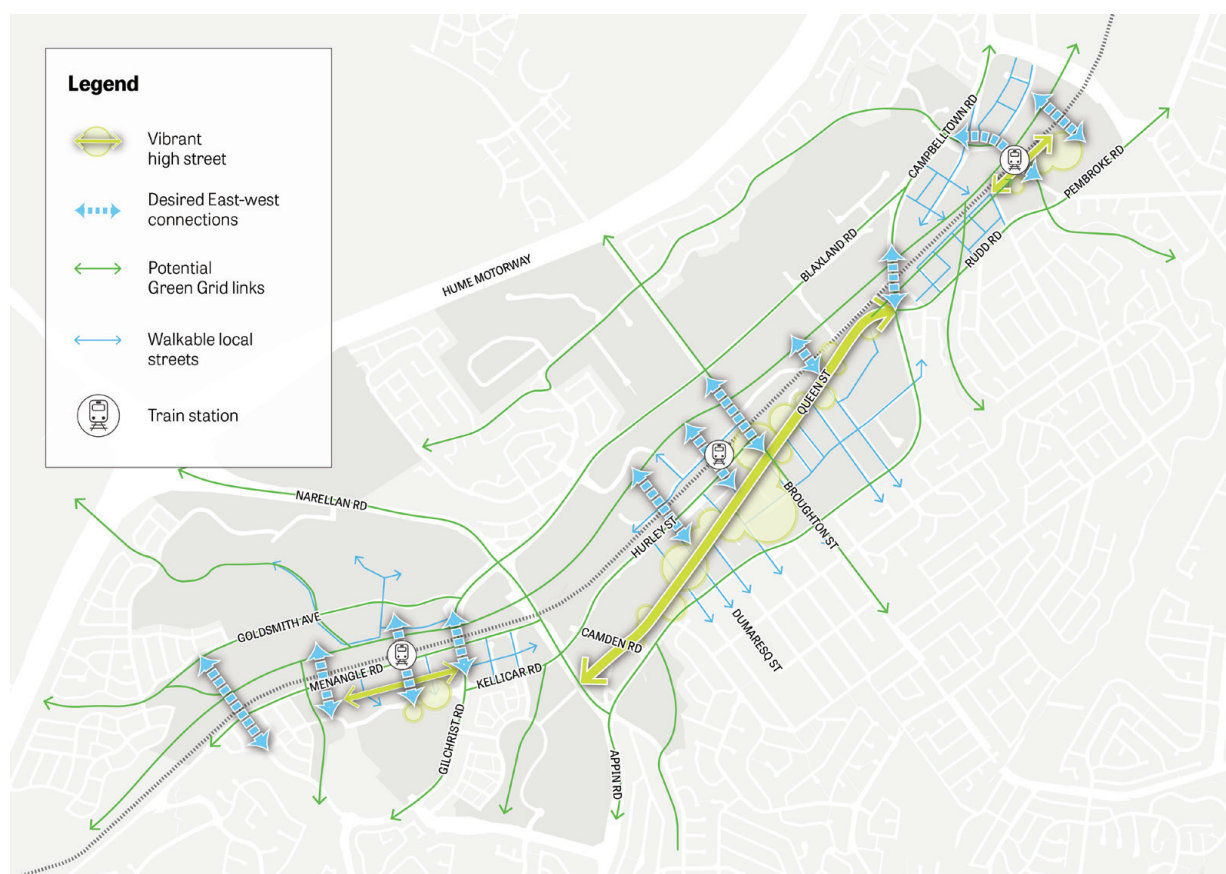
Current land use patterns and urban amenity impede people's ability to walk. Precincts are generally single use and contained, and surrounded and separated by major roads, which restricts movement between them. There are few trees and limited embellishment in streets and public spaces, which reduces the appeal of the urban environment to pedestrians.

Queen Street, at the heart of Campbelltown CBD, is a traditional main street that can be reinvigorated into a civic spine for the City Centre with a greater mix of commercial uses and upgrades to public places.

The Western City District Plan emphasises how the Georges River and tributaries such as the Bow Bowing Creek can improve connectivity, liveability and ecology. Opportunities to increase green infrastructure, green links and tree canopy could also increase pedestrian and cycling activity. These are discussed in the [sustainability chapter](#).

Campbelltown LGA's bicycle network is highly fragmented, with most paths shared with parking or travel lanes, and rated medium to high in difficulty. Upgrades to cycleways and better street design near rail stations will rejuvenate public spaces and optimising existing cycling infrastructure.

Figure 9: Opportunities to improve connectivity within the City Centre (GSC, 2019)



### Public transport

Three rail stations at Campbelltown, Leumeah and Macarthur provide good rail access to the Harbour CBD and Sydney Airport on the T8 Airport and South Line and more limited north-south connections to Liverpool and Parramatta on the T2 and T5 lines, with interchange at Glenfield. Campbelltown rail station is the northern terminus of most Southern Highlands intercity services and is an interchange for regional trains connecting south.

Campbelltown's rail-bus interchange focuses bus activity along Hurley Street. This could be relocated west of the rail station so that road space can be reallocated to pedestrian areas or other activities.

Campbelltown's local bus network of 21 routes provides access to Campbelltown CBD for customers from surrounding suburbs and centres not on the rail line, such as Camden and Narellan. However, the low frequency of services and lack of direct routes make bus services a less attractive option.

Figure 10 shows the 30-minute city catchment for public transport to Campbelltown-Macarthur. It is concentrated along the rail line and close to Narellan Road. There are just 67,000 dwellings in this catchment, making 30-minute access to Campbelltown-Macarthur relatively limited compared to other Collaboration Areas; Randwick and Bankstown, for example, are 226,000 and 184,000 dwellings, respectively.

Improving public transport services will increase their use by the community. However, a carefully considered and staged approach is needed to support this shift long term.

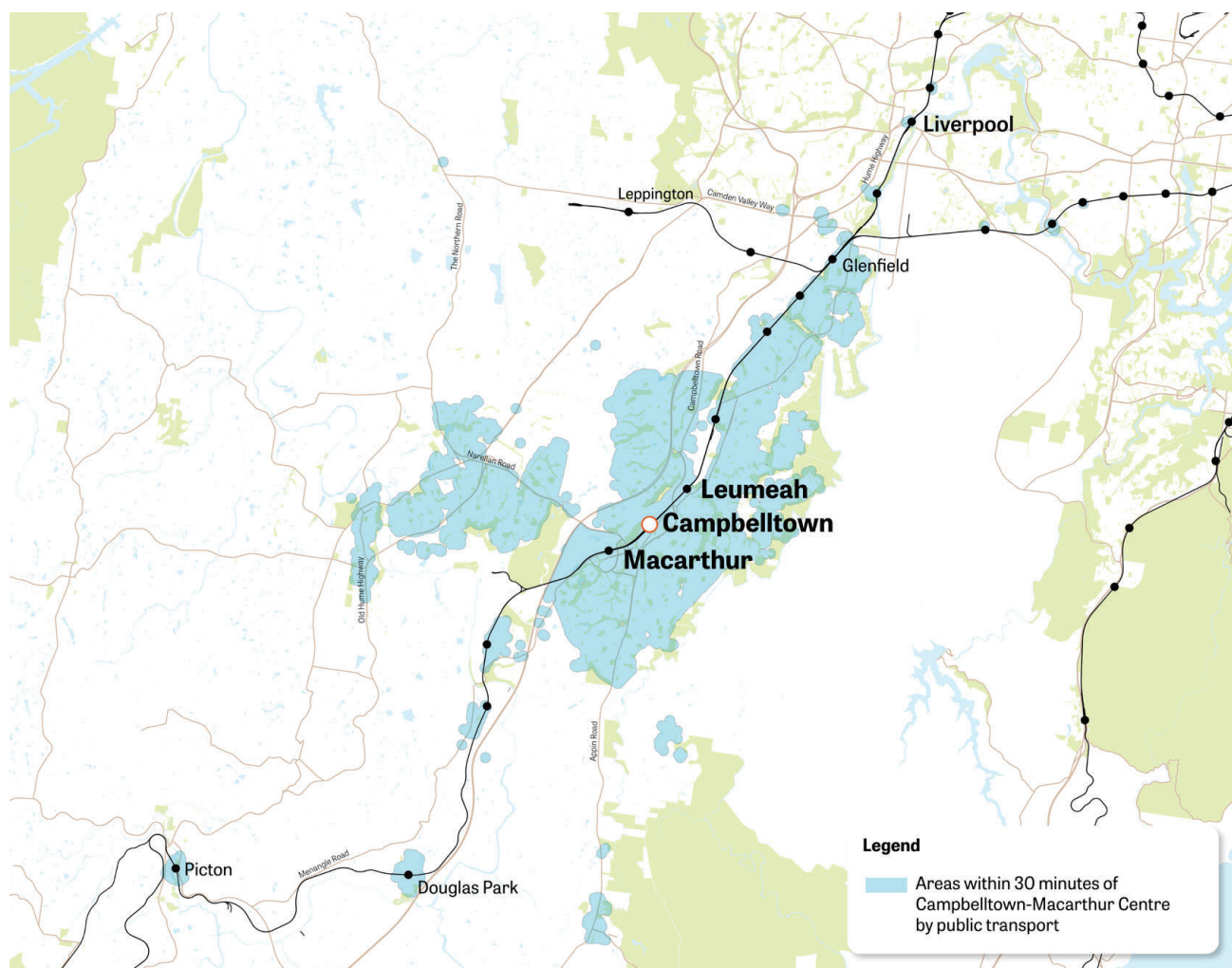
At the time of writing this Place Strategy, Transport for NSW is planning for a program of transport initiatives for the Western Parkland City, including:

- Sydney Metro Greater West:
  - northern extension from St Marys to Schofields
  - southern extension from Aerotropolis Core to Macarthur or Campbelltown
- Sydney Metro North West extension from Tallawong to Schofields
- South West Rail Link extension from Leppington to the Aerotropolis Core
- Sydney Metro West extension from Westmead to the Aerotropolis Core.

Transport for NSW is also considering three rapid bus lines committed under the City Deal, including the route from Campbelltown to the Western Sydney Airport, and is working with stakeholders through the City Deal process to inform project options.



Figure 10: 30 minute city catchment for Campbelltown City Centre by public transport, adapted from data provided by Transport for NSW (TfNSW, 2019)



### Private vehicle use and carparking

Nearly 80 per cent of all kilometres travelled in the City Centre in 2015-16 were by private car (Kinesis CCAP Platform). Major roads that surround and flow into the City Centre include:

- the Hume Motorway (M31) is a major connector linking Campbelltown with Liverpool and Greater Sydney, Sydney Airport and Port Botany to the north, via the M5, and the Southern Highlands, Canberra, and Melbourne to the south
- Campbelltown Road, Moore Oxley Street and Appin Road are north-south arterial roads that connect across Campbelltown LGA, with Appin South connecting south to Greater Macarthur Growth Area, Wollongong and the Illawarra.
- Narellan Road extends east-west from the City Centre to Narellan and beyond Narellan, The Northern Road connects Macarthur to Western Sydney Airport and Penrith.

Si ing at the intersection of these networks, the City Centre benefits from good freight and passenger connectivity. However, connections from surrounding regions through the City Centre contribute to congestion without contributing to the local economy.

Overall road safety performance is below the Greater Sydney average compared to similar road types, with crash clusters occurring on Moore Oxley Street, Narellan Road, Kellicar Road and Menangle Road.<sup>2</sup> Safety must be improved as movements for all road users are maintained.

Free commuter car parking is provided across the City Centre to access rail services. Many of these car parks are reaching full capacity. In 2016, Council found the overwhelming use of Leumeah and Campbelltown car parks was for residents to catch trains to work outside the LGA.<sup>3</sup> This research should be updated to understand current demand.

Commuter car parks create a number of challenges and opportunities for the City Centre. Their location immediately adjacent to rail stations does not create a welcoming entry statement for visitors arriving by train. It can also encourage commuters to bypass City Centre businesses.

Council owns most commuter car park sites and could use these as a strategic opportunity for future development in key City Centre locations.

<sup>2</sup> Information provided by Transport for NSW

<sup>3</sup> Micromex 2016 Campbelltown carparking research, provided by Council

## Freight

Local freight activity includes:

- road freight routes from the Illawarra, from Appin Road to the Hume Motorway at Narellan Road, and on Narellan Road from Smeaton Grange to access the Illawarra
- freight and logistics traffic along Blaxland Road to access the Industrial Precinct west of the rail line
- rail freight along the Southern Sydney Freight Line
- Macarthur Intermodal Shipping Terminal in Minto, around two kilometres north of Leumeah Station, is a freight rail terminal and warehousing centre where companies ship goods via rail around Australia.

These routes will support the ongoing growth of businesses in the City Centre, especially those engaged in export-oriented activities. However, freight trips can negatively impact local places, feelings of safety and other activities.

Future freight planning must maximise connections to Western Sydney Airport, Port Botany, the Illawarra and Canberra, while managing the safety, noise and other impacts of freight activity on the liveability and amenity of the City Centre.

## Digital connectivity

Digital connections support knowledge-intensive jobs and enable adaptation to future technologies. The City Deal contains commitments related to digital connectivity, including:

- Western City Digital Action Plan
- Smart City Program
- 5G Strategy
- openly available data sets.


Digital connectivity can also support physical connectivity through technologies such as smart city sensors that help to manage parking and generate data on how spaces are being used. Integrating real-time information on public transport services into new developments and public spaces can also build awareness of services and increase their use.

## 6.2 Connectivity priorities and actions

The following priorities and actions underpin the vision for Campbelltown-Macarthur, while also giving effect to the Greater Sydney Region Plan and the Western City District Plan.

**Priority 1**  
Improve connectivity and increase the share of walking, cycling and public transport trips within the City Centre

**Outcome**  
The future allocation of space within the City Centre street network will balance movement and place by prioritising the efficient movement of people and goods, making the most of available capacity and improving safety, creating places and delivering amenity. Walking, cycling and public transport will be the easiest way for people to travel within the City Centre.


 Actions	Lead	Partners
<b>Action 1:</b> Develop a Place-Based Integrated Transport Strategy, that applies the Movement and Place Framework in the City Centre	TfNSW, Council	DPIE , GSC
<b>Action 2:</b> Explore opportunities to improve connections across the rail line and major roads	Council, TfNSW	
<b>Action 3:</b> Develop a pilot program to measure and improve walking, cycling and public transport in the City Centre	Council, TfNSW	DPIE , GSC, NSW Health, Spatial Services



**Priority 2**  
Increase the share of trips into the City Centre made by public transport

**Outcome**


Reliable, high frequency public transport connections will connect people to jobs, education and services in the City Centre within 30 minutes. Public transport will be prioritised to achieve reliable and efficient services that are more convenient than people's cars. On-demand transport solutions will complete the network, satisfying demand and creating a good customer experience from door to door.

 Actions	Lead	Partners
<b>Action 4:</b> Undertake detailed planning to support the delivery of rapid bus connections	Council, TfNSW	City Deal Delivery Office
<b>Action 5:</b> Develop a City Centre Parking Strategy that reduces reliance on commuter car parking	Council	TfNSW
<b>Action 6:</b> Investigate opportunities to improve existing public transport services	TfNSW	Council, City Deal Delivery Office

**Priority 3**  
Futureproof Campbelltown-Macarthur's transition to a smart, connected city

**Outcome**

Planning and investment consider emerging technologies that promote sustainable travel choices, connectivity for employees and residents, and improve places.

 Actions	Lead	Partners
<b>Action 7:</b> Develop a future technologies and data policy	Council, TfNSW	City Deal Delivery Office, Spatial Services
<b>Action 8:</b> Develop a City Centre Last-mile Strategy for deliveries and freight.	Council, TfNSW	Australia Post, private sector partners

## 7

# Liveability

## 7.1 Analysis of opportunities and challenges

### Place characteristics

The City Centre currently requires enhancement to its urban amenity. The lower density and high dispersion of uses, prevalence of busy roads and commuter car parking, and limited connected urban canopy tree cover can make the City Centre's public spaces feel unwelcoming. Combined with poor perceptions of safety, this fosters negative perceptions of the area and impedes local business and investment attraction.

However, the urban structure and surrounds offer a strong foundation for future revitalisation. Queen Street has many heritage buildings that form part of the area's character. Green spaces and views to the scenic hills create a distinctive setting.

Reimagining Campbelltown and Campbelltown's draft Economic Development Strategy identify place-making, activation and support for the night-time economy as critical to liveability and productivity. Reimagining Campbelltown identifies projects and measures to achieve this, from revitalising Queen Street and developing new community and cultural facilities, to a City Centre Activation Program.

Applying the Healthy Streets Approach<sup>4</sup> to the City Centre can improve people's experience of streets and public spaces, delivering a healthier, more inclusive place.

### Aboriginal community and heritage

The Dharawal people are the traditional custodians of Campbelltown LGA and surrounding lands. With one of the largest and fastest growing populations of people identifying as Aboriginal and Torres Strait Islander (hereafter Aboriginal) in NSW, Campbelltown LGA has a strong Aboriginal heritage and future and a community of Aboriginal people. Council's Aboriginal Interpretation Strategy (2019) guides how local Aboriginal culture should be reflected in future development.

Council's Reconciliation Action Plan aims to support the social inclusion, economic development and cultural protection for local Aboriginal communities; a Premier's Priority aims to improve Aboriginal education; and the City Deal includes targets for Indigenous employment and procurement. This represents a strong foundation for future government projects and programs to build on.

<sup>4</sup> The Healthy Streets Approach is a system of policies and strategies to deliver a healthier, more inclusive city where people choose to walk, cycle and use public transport pioneered by Transport for London.

### Community and cultural infrastructure

The City Centre contains several community and cultural facilities, yet none are located within walking distance of a major transport hub, which limits access and encourages car use.

Campbelltown Arts Centre contains a variety of exhibition, creative arts and performance spaces, as well as a Japanese Garden and sculpture garden. It provides many regional-scale programs and events, engaging widely to support the arts and culture.

Its Arts Health Research Project is conducted with South West Sydney Local Health District, Health Infrastructure NSW and WSU. Artists are encouraged to bring in ideas to inform the design of the new hospital and several arts projects will be incorporated into the hospital's design and public art program, as well as future health services and programs.

The Arts Centre also has a collection of Aboriginal artwork and facilitates programs for Aboriginal people, including Yirran Miigaydhu – women's weaving group, Wiritjiribin – young women's dance group and Elders ceramic workshops, among others.

HJ Daley Library is an older facility that has undergone some recent minor renovations. It includes multipurpose meeting and training rooms, and a senior citizen's centre co-located with Council's offices in Campbelltown CBD. Council is investigating the feasibility of a new city library in Campbelltown CBD.

Figure 11: Campbelltown Arts Centre (Campbelltown City Council, 2019)



### Local community characteristics and services

Campbelltown LGA has a relatively young population compared to the rest of Greater Sydney. Its median age is 34 and there are higher proportions of children under five, primary and high school aged children and people aged 18 to 24 than the Greater Sydney average. The proportion of residents over 15 that attained a Bachelor or higher degree increased from 11.5 per cent to 15.3 per cent between 2011 and 2016.

The proportion of the population born overseas increased from 28 per cent to 31 per cent between 2011 and 2016 – an increase that comprised 75 per cent of the total the population growth in the LGA over that time. The 2016 Census recorded 104 countries of birth for residents, excluding Australia. Campbelltown LGA residents' most common birthplace other than Australia is the United Kingdom. However, the fastest growing immigrant communities include residents from India, Bangladesh, Nepal, and China.

This younger and diverse community is serviced by a cluster of community and non-government organisations in the City Centre. New developments in the City Centre could potentially displace these organisations, which operate in well-located, low-cost office space.

Sustaining a co-located presence, particularly in Campbelltown CBD, and expanding the types of services offered will reinforce Campbelltown as a regional services hub. Space could be provided for not-for-profit service providers as part of planning and delivering new facilities. Models for shared spaces and consulting rooms should be explored with Council and State agencies, as well as the community and private sectors.

The proportion of older people in the area is growing. In 2017, 10.3 per cent of the population was over 70. Australian Institute of Health and Welfare identifies this will increase to 12.7 per cent in 2032, with the largest projected increase for people over 85.<sup>5</sup>

This will drive demand for retirement, aged care, and health facilities, as well as townhouses and apartments for downsizers. The existing cluster of health and social assistance facilities, and potential to provide a diversity of housing types, will service this growing market.

Anecdotally, there are reports that a lack of appropriate aged care in the area can extend hospital stays, as patients can't be released without adequate community care in place. This constrains hospitals' ability to efficiently treat patients and can increase overall health system costs.

<sup>5</sup> Australian Government 2019 Population projections, 2017 (base) to 2032 for all states and territories at Statistical Area Level 2 (SA2) by sex and age, available at: [https://www.gen-agedcaredata.gov.au/Resources/Access-data/2019/September/Population-projections,-2017-\(base\)-to-2032-for-a](https://www.gen-agedcaredata.gov.au/Resources/Access-data/2019/September/Population-projections,-2017-(base)-to-2032-for-a) [accessed 12/10/2019]



## Sport and recreation

The City Centre contains regional-scale sports and recreation uses around Leumeah rail station, including Campbelltown Sports Stadium, Campbelltown Athletics Centre, Wests Leagues Club and Wests Tennis Club. Campbelltown Sports Stadium will be home of the new Macarthur FC A-League team, with plans for future upgrades.

Campbelltown has a large catchment for regional sports compared to other Greater Sydney centres, making it an ideal place to co-locate regional-scale facilities in a consolidated hub. Reimagining Campbelltown proposes Leumeah Live, an integrated Sports and Entertainment precinct that would create local recreation opportunities and contribute to the visitor economy, which can boost other small businesses.

A \$21 million Campbelltown Centre of Sport and Health Excellence is under construction at WSU Campbelltown Campus. It will provide high quality sporting facilities, a pathway to elite sport for aspiring athletes and individual and inter-professional health and medical facilities. It will be a Centre of Excellence in service provision and clinical training across many of the WSU disciplines.

## Housing and accommodation

Data from the 2016 Census showed the City Centre contained 2,273 dwellings, of which 48 per cent were high density, 31 per cent were medium density, 19 per cent were separate houses, and two per cent other housing types.<sup>6</sup> The City Centre is higher density than the rest of the LGA, which in 2016 comprised 78 per cent separate houses, 20 per cent medium density and less than three per cent high density housing.

Council is developing a Local Housing Strategy to consider how to meet housing targets and needs. The Collaboration Area process has identified the continued need for diverse and affordable housing for moderate-income earners, key workers and students close to the Campbelltown, Leumeah and Macarthur centres. Enabling diversity in the types and tenure of dwellings in the City Centre helps people to feel more included in their community, and allows older people to stay in their local area as they age.

Short to medium-term visitor accommodation is also needed to support the future Health, Knowledge and Innovation Precinct and Sports and Entertainment Precinct, including:

- out-of-area patients receiving treatments or tests and not requiring hospitalisation
- visiting friends and families of patients
- visiting academics, athletes and students
- people attending conferences and events.

<sup>6</sup> Australian Bureau of Statistics 2019. Table builder – custom geography – <https://auth.censusdata.abs.gov.au/webapi/jsf/tableView/tableView.xhtml>


## 7.2 Liveability priorities and actions

The following priorities and actions underpin the vision for Campbelltown-Macarthur, while also giving effect to the Greater Sydney Region Plan and the Western City District Plan.

### Priority 4 Create a lively City Centre that encourages health and wellbeing, and activity day and night

#### Outcome

Campbelltown City Centre will be an active and lively place with streets and public spaces that encourage social interaction, physical activity, curiosity and excitement. Queen Street will be an entertainment, dining and retail precinct with a diverse night-time economy. Public spaces will be event-ready stages that host an array of activities, including music, performance, markets and food trucks.


 Actions	Lead	Partners
<b>Action 9:</b> Develop a City Centre Healthy Streets Strategy and staged implementation plan	Council, NSW Health	City Deal Health Alliance, GANSW, DPIE, TfNSW
<b>Action 10:</b> Progress urban amenity, public spaces and activation priorities identified in Reimagining Campbelltown	Council	Create NSW, DPIE, NSW Health, WSU, TfNSW, NSW Department of Education, utility providers, private sector and community partners
<b>Action 11:</b> Develop a staged plan to realise Leumeah Live as a vibrant precinct for entertainment, sport and active recreation participation, spectators, visitors and locals	Council	NSW Office of Sport, Venues NSW, private sector and community partners


### Priority 5 Celebrate, promote and nurture local culture, arts and creative industries

#### Outcome

The story and culture of Campbelltown starts with its Aboriginal communities, whose voices are ever present in the City Centre. Campbelltown's landscapes, buildings, public spaces and programs also tell stories that are meaningful for people from a range of cultures, religions and backgrounds.

The Campbelltown Arts Centre forms the heart of a cultural precinct with a concentration of creative activity, such as performing arts, visual arts, film and new media, literature and cultural heritage spaces. Creative industries will flourish, supporting culture, innovation and activation across the City Centre.


 Actions	Lead	Partners
<b>Action 12:</b> Work with local Aboriginal and Torres Strait Islander communities to celebrate local Aboriginal culture and promote social inclusion	Council	Local Aboriginal organisations, groups and communities, Australian Botanic Garden Mount Annan, Create NSW, TAFE NSW, DPC, NIAA, AECG

 Actions	Lead	Partners
<b>Action 13:</b> Explore opportunities to deliver a unique and iconic Aboriginal Cultural Centre, as determined by the local community	Council	Local Aboriginal groups, organisations, and communities, NIAA, Create NSW, DPC, City Deal Delivery Office, private sector partners
<b>Action 14:</b> Develop a staged plan to expand and enhance the Campbelltown Cultural Precinct, including Campbelltown Arts Centre	Council	Create NSW, TAFE NSW, DPIE, WSU
<b>Action 15:</b> Explore opportunities for students to contribute to local cultural events and programs and creative industries	Council, TAFE NSW, WSU, NSW Education	Other universities, Create NSW, National Arts School, AECG, Catholic Education Office
<b>Action 16:</b> Grow and promote the creative industries through investment in creative practice, business upskilling and infrastructure	Council	Create NSW, WSU and other universities, TAFE NSW, DPIE, National Arts School, private sector partners

#### Priority 6 Facilitate inclusive accommodation options within the City Centre

##### Outcome

The City Centre is home to people from diverse age groups, household types, economic circumstances and cultural backgrounds. Young families, professionals, older people, students and people with disabilities will all be able to find a high quality home with different housing tenures (such as key worker housing, social housing, build to rent and student housing) spread throughout City Centre. New development will be encouraged to offer diverse housing options by price, density and tenure.

 Actions	Lead	Partners
<b>Action 17:</b> Review planning controls and liaise with key housing providers to enable a diverse range of accommodation options for identified target groups	Council	WSU, NSW Health, Other universities, NSW Stronger Communities, DPIE, private and community sector partners
<b>Action 18:</b> Develop a strategy to enable a range of aged care options across the City Centre	Council	NSW Health, TfNSW, TAFE NSW, NSW Stronger Communities, DPIE

## 8

# Productivity

## 8.1 Analysis of opportunities and challenges

### Economic profile

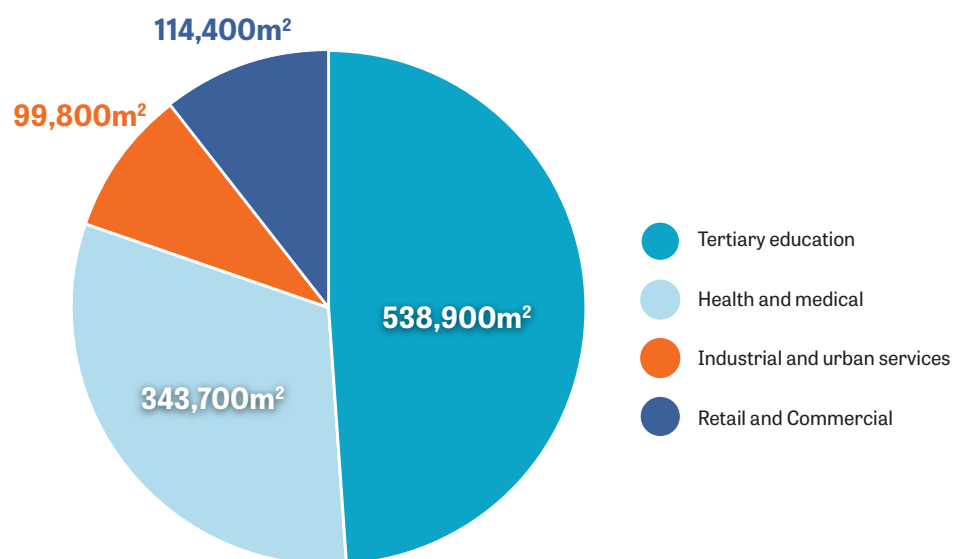
Council's draft Economic Development Strategy shows there were 18,670 jobs in the City Centre in 2016, representing around 39 per cent of total jobs in the LGA. Employment in the City Centre has increased by approximately 4,330 jobs or 5.4 per cent per annum since 2011. This equates to 57 per cent of total employment growth in the LGA since 2011.<sup>7</sup>

The City Centre contains over one million square metres of employment floor space as shown in Figure 12.

Major employment industries in the City Centre include health care and social assistance, retail trade, and education and training. The City Centre also contains concentrations of employment in accommodation and food services, and public administration and safety.

The number of jobs in health care and social assistance, retail trade, and accommodation and food services grew by around 2,460 jobs between 2011 and 2016,<sup>8</sup> representing nearly 60 per cent of total jobs growth in the City Centre since 2011. With investment in the regional infrastructure that underpins these sectors, they are expected to continue to drive jobs growth in the City Centre.

Figure 12: Employment floorspace in Campbelltown City Centre (Campbelltown City Council, 2019)



<sup>7</sup> Campbelltown City Council. Draft Economic Development Strategy, (2019) provided by Council

<sup>8</sup> Ibid



Immediately north of the City Centre, Minto and Ingleburn are major industrial precincts with a combined 2,174,000 square metres of industrial and urban services floor space, and 117,070 square metres of retail and commercial floor space.<sup>9</sup> These areas contain concentrations of jobs and specialisation in manufacturing, construction, transport, postal and warehousing, and wholesale trade sectors. The number of jobs increased in all these sectors since 2011.<sup>10</sup>

#### Jobs deficit and skills mismatch

There is a jobs deficit in Campbelltown LGA and only 34 per cent of employed residents work in the area. The LGA also has a relatively low self-sufficiency rate of 48.6 per cent, indicating less than half of the jobs based in the LGA are filled by Campbelltown residents. This suggests a mismatch between the skills of Campbelltown residents and jobs currently available.<sup>11</sup>

Providing opportunities and programs to upskill residents in emerging sectors and in-demand occupations could benefit local businesses and residents while also reducing the number of trips that people have to take outside the LGA for work.

#### Target sectors

Council's draft Economic Development Strategy outlines that Council should focus its efforts on opportunity sectors and markets where it has existing strengths and/or competitive advantages. Health and education, manufacturing, agribusiness, and plant and animal sciences are identified as target sectors for future growth.

#### Health and education

In 2016, health care and social assistance (23 per cent) and education and training (nine per cent) comprised almost a third of all jobs in the City Centre.<sup>12</sup> The cluster of health and education facilities around Macarthur includes:

- Campbelltown Hospital, which is undergoing a \$632 million investment in an expanded emergency department, new clinical services building, birthing suites and maternity ward, nuclear medicine and dental services
- Campbelltown Private Hospital, as well as smaller private and allied health and medical services
- specialist health services including Traxside Youth Health Centre, Wilma Women's Health Centre, Campbelltown Sexual Health Clinic, and the Macarthur Community Mental Health service at Browne Street
- WSU Campbelltown Campus, with academic, research and ancillary facilities and a medical and allied health presence that includes:
  - courses across the Schools of Medicine, Science & Health, Nursing & Midwifery, Law and Business
  - Translational Health Research Institute
  - Centre for Health Research
  - cancer, cardiovascular disease, maternal & child health, and molecular medicine & neuroscience research
  - UniClinic, Paramedicine Immersion Lab

<sup>9</sup> Campbelltown City Council, Draft Economic Development Strategy, (2019) provided by Council

<sup>10</sup> Ibid

<sup>11</sup> Ibid

<sup>12</sup> Ibid

- Macarthur Clinical School, the inaugural clinical school of WSU's School of Medicine
- TAFE NSW Campbelltown Campus, containing:
  - operational training restaurant and commercial kitchens
  - panel beating and finishing facilities
  - photography studio
  - state-of-the-art graphic arts and digital media computing facilities
- public schools including Campbelltown Performing Arts High School, and Beverley Park and Lomandra schools for specific purposes
- St Peter's Anglican Primary School.

Uplift in new services coming with the hospital redevelopment offers an opportunity to accelerate specialisation, with new equipment and facilities.

Encouraging private health services and uses will support Campbelltown Hospital as it grows into a tertiary facility for Greater Macarthur and the Southern Highlands. Private health services are currently limited; co-located private practices with the public hospital could attract general practices.

WSU, South Western Sydney Local Health District, the Ingham Institute and UNSW Sydney have recently announced a partnership to deliver the Lang Walker Macarthur Medical Research Centre.

The Centre will be a cutting-edge facility bringing together clinical expertise, research and innovation, focused on some of the region's most pressing health conditions such as diabetes, mental health, Indigenous health, paediatrics and cancer.

The range of higher education opportunities at WSU will increase as existing facilities are renewed and expanded, and new facilities built. WSU and Council have signed a Memorandum of Understanding to explore opportunities in Campbelltown CBD including a CBD campus as part of an expanded Civic, Community and Justice Precinct.

WSU and TAFE NSW are looking to better integrate their campuses to build a vibrant, compact campus that is easy to navigate on foot and open to the community, with education and research partnerships integrated with surrounding land uses.

TAFE NSW has identified opportunities to increase education and training, placement and other pathways into paid work as part of the Collaboration Areas process. The development of the TAFE NSW Skills Exchange at the Aerotropolis and TAFE Construction Hub in Western Sydney are major projects that will require significant capital investment that may take precedence.

TAFE NSW is preparing the TAFE NSW 20 Year Infrastructure Strategy. This will inform the direction of their assets in the City Centre.

Figure 13: Campbelltown Hospital Redevelopment (NSW Health, 2019)



### Plant and animal sciences

The broader area is home to an emerging cluster of plant and animal science.

The National Herbarium of NSW, which will be relocated to the Botanic Gardens as part of a \$60 million package from the City Deal and will become Australia's premier international botanic research facility.

The Elizabeth Macarthur Agricultural Institute in Menangle to the south of the City Centre, which is a Centre of Excellence for Plant and Animal Health and NSW's premier quarantine and biosecurity facility. The Department of Primary Industries and the University of Sydney will work together to create a global hub for veterinary science, agriculture and soil research, agribusiness and training at the Institute.

Attracting quality researchers and funding is competitive at the national and global levels. Investing in specialist facilities and equipment, strengthening links to industry and partnerships across anchor institutions can increase the appeal of Campbelltown's offering.

### Agribusiness

The Western City & Aerotropolis Authority (WCAA) is leading planning for an agribusiness precinct in the Aerotropolis. Planning for Campbelltown could leverage this investment in agribusiness by focusing on:

- research and innovation, building on the emerging cluster of plant and animal sciences
- agritourism and bushfoods, including those run by Aboriginal people
- the potential for new agribusiness industries, such as additive manufacturing, in commercial and industrial areas
- natural medicines, including opportunities through the National Institute in Complementary Medicines at WSU
- other links between health and food.

### Industrial lands and manufacturing

Blaxland Road Industrial Precinct and industrial lands in Minto and Ingleburn create opportunities to build on existing sector strengths, as well as transition to advanced manufacturing and precision engineering.

Council's draft Economic Development Strategy emphasises opportunities for specialisation in technology-based products to radically reshape the City Centre's industrial precincts. A small number of traditional manufacturers in Campbelltown are transforming into advanced manufacturing enterprises; for example, one business is developing facial and other prostheses through 3D printing.

Local advanced manufacturing could create competitive advantages in goods that support the transition to technologies such as health-related devices, driverless cars and renewable energy. As with research, developing these industry specialisations will require the space and amenity to attract and retain highly skilled workers.

### Justice

The existing Campbelltown courts complex provides local, children's and district court services. While crime rates as a percentage of the population are generally stable, population growth in Western Sydney places pressure on courts, justice and legal services, with long wait times for cases to be heard. As there is no court of federal jurisdiction in the Western Parkland City, residents must travel further to access federal court services.

A multi-jurisdiction Community and Justice Precinct could meet this need by co-locating expanded court and associated justice facilities with complementary social, justice and support services.

### Local community and non-government organisations and services

As described in the [liveability chapter](#).

Campbelltown contains a cluster of community and non-government organisations. A number of these provide employment, education and training services which support the local economy. All organisations in the cluster also have an indirect impact on productivity by providing services that support social and economic inclusion such as mental health services, or by supporting activity and agglomeration within the City Centre.

Additional office space is required if Campbelltown is to maintain its role as a regional services hub. Co-located service hubs should be considered to support agglomeration and provide other benefits.<sup>13</sup>

### Place, culture and creative industries

Place, culture and creative industries drive local economic development. Interesting places attract knowledge-intensive jobs and highly skilled workers. Place-making can attract talent, renew Campbelltown's brand, and communicate local identity, strengths and points of difference.

Place-making and branding will help to attract start-ups and accelerate the benefits of agglomeration. An expanded Cultural Precinct, Leumeah Live, new events, or places for domestic and international visitors will have flow on effects through the local economy and support an activated core City Centre.


Figure 14: Campbelltown Arts Centre (Campbelltown City Council, 2019)



<sup>13</sup> Bond, S. 2010. Integrated service delivery for young people: A literature review

## 8.2 Productivity priorities and actions

The following priorities and actions underpin the vision for Campbelltown-Macarthur, while also giving effect to the Greater Sydney Region Plan and the Western City District Plan.

Priority 7 Grow the health and education cluster into a Health, Knowledge, and Innovation Precinct		
<b>Outcome</b> 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.		
 Actions	Lead	Partners
<b>Action 19:</b> Undertake and implement a Private Health Study and Development Plan to expand the private health services offering in the City Centre	Council	NSW Health, City Deal Health Alliance, WSU and other universities, TAFE NSW, private sector partners
<b>Action 20:</b> Develop a master plan for the Health, Knowledge and Innovation Precinct with all key partners	Council, NSW Health, WSU, TAFE NSW, Ingham Institute	TfNSW, NSW Education, private sector partners, other universities
<b>Action 21:</b> Develop a Macarthur Medical Research Centre	WSU, Ingham Institute, NSW Health	Council, TAFE NSW, other universities, private sector partners, Tharawal Aboriginal Corporation, Aboriginal Medical Service



## 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.

 Actions	Lead	Partner
<b>Action 22:</b> Deliver priorities from Council's Economic Development Strategy, with a focus on growing target markets and local businesses	Council	City Deal Delivery Office, WCAA, NSW Health, TAFE NSW, AusIndustry, WSU, other universities, private sector and industry partners
<b>Action 23:</b> Develop agribusiness research and innovation uses to leverage targeted opportunities from the Western Sydney Airport	Council, WCAA	City Deal Delivery Office, Australian Botanic Garden Mount Annan, Universities, Elizabeth Macarthur Agricultural Institute, AusIndustry, private sector and industry partners
<b>Action 24:</b> Explore opportunities for an expanded Community and Justice Precinct	Council, City Deal Delivery Office	Stronger Communities NSW, NSW Police and other emergency services
<b>Action 25:</b> Identify synergies and develop future courses, work experience, placement and traineeship opportunities, and reskilling programs across target sectors and anchor institutions	TAFE NSW, NSW Health, WSU, Council, NSW Education	Yarpa Hub, other universities, SSE, Australian Botanic Garden Mount Annan, Create NSW, Elizabeth Macarthur Agricultural Institute, Stronger Communities NSW, Apprenticeships Australia, Catholic Education Office, private sector and industry partners, arts and cultural organisations
<b>Action 26:</b> Support and grow Aboriginal education, employment and businesses	Council, Yarpa Hub	Local Aboriginal community and organisations, TAFE NSW, Campbelltown Opportunity Hub, WSU, Other universities, NSW Health, City Deal Delivery Office, NIAA, AECG, NSW Education, Catholic Education Office, Private sector and industry partners

# Sustainability

## Green infrastructure

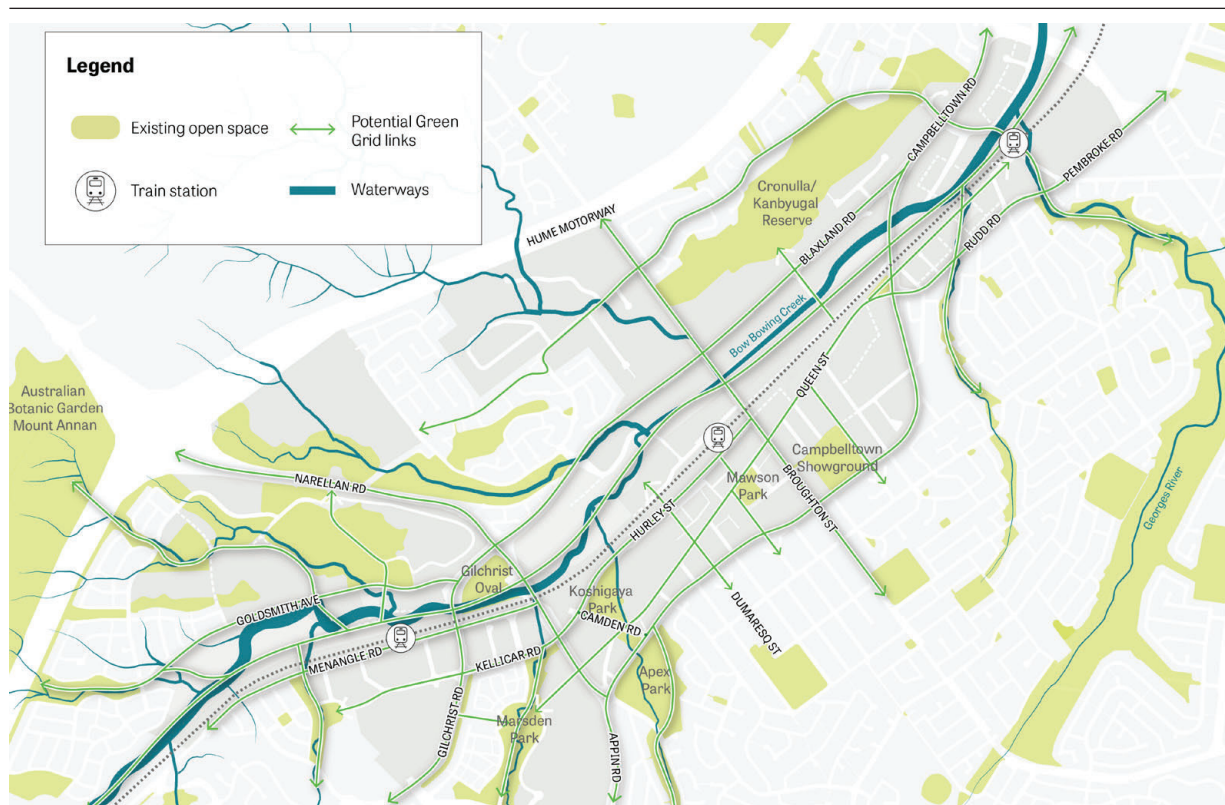
Green infrastructure includes the network of green and blue spaces such as waterways, bushland, parks and open spaces and the tree canopy, including street trees and private gardens. Green infrastructure has ecosystem, recreation and connectivity functions. Green infrastructure of varying quality is found in the City Centre.

The Bow Bowling creek corridor flows through the City Centre in formalised channels and natural creek lines, discharging to the Georges River at Glenfield. It is one of the major tributaries of the Georges River and drains many of Campbelltown LGA's development areas. Council is responsible for local planning and land management in its catchment, including managing flood-prone land.

The transformation of Bow Bowling Creek is identified in Reimagining Campbelltown to create an enriched and multifunctional green-blue spine and improve flood management, connectivity, community access to open space and ecosystem health.

Parks and public spaces in the City Centre include the high quality Koshigaya Park, Mawson Park and Marsden Park. Other green open spaces have a low level of embellishment and generally do not facilitate shared or varied use. Improving the flexibility and appeal of these spaces is a key priority for the City Centre.

Figure 15: Key opportunities to improve blue-green infrastructure in the City Centre





Campbelltown Billabong Parklands has received a \$15 million grant under the City Deal Liveability Program. This will in part fund recreational water play facilities over a four-hectare site at Apex Park.

Urban tree canopy cover is only seven per cent in the City Centre, compared to a Greater Sydney average of 21 per cent current average<sup>14</sup> and 40 per cent target.<sup>15</sup> Increasing tree canopy and access to quality green space across Greater Sydney are Premier's Priorities. Planning for Campbelltown should leverage this focus and investment from the NSW Government.

Large infrastructure projects, public spaces, and buildings like the hospital, WSU, TAFE NSW, Macarthur Square and industrial warehouses offer opportunities to increase tree canopy and vegetation cover through interventions such as green roofs.

Most land and buildings in the City Centre are privately owned; meaning active involvement from private sector and community partners will be

essential. Engagement, education and support will build on projects such as the Rosemeadow Demonstration Project, part of the 5 Million Trees program. Programs to increase tree canopy and vegetation cover must consider and plan for future vegetation management issues.

The Australian Botanic Garden at Mount Annan provides scientific, community and cultural uses. It holds a range of events including AnnanROMA, a food, beer and wine festival held the last weekend of each season. This unique destination could be better leveraged to advantage Campbelltown CBD. Improved access from the City Centre and surrounds is a priority.

The City Centre also benefits from nearby open space and recreation facilities such as the Gordon Ferriplace Aquatic Centre, Ambarvale Sports Complex, Eaglevale Central, Campbelltown Golf Club, Macquarie Links Golf Club, Milton Park, Georges River Bushland Area, Macquarie Fields Indoor Sport and Leisure Centre and Dharawal National Park.

Figure 16: Australian Botanic Garden Mt Annan (Australian Botanic Garden Mt Annan, 2020)



<sup>14</sup> Greater Sydney Commission 2019. The Pulse of Greater Sydney

<sup>15</sup> Government Architect NSW 2018. Urban Tree Canopy Guide Draft for Discussion Issue No-1

## Urban heat

During the summer of 2018, the City Centre was consistently recorded as one of the hottest areas in Campbelltown LGA. Figure 17 maps the urban heat island effect in Campbelltown, highlighting the variation of land surface temperatures across Greater Sydney. Much of the City Centre is warmer than nine degrees over baseline temperatures.

In terms of the heat vulnerability index, which utilises indicators for exposure, sensitivity and adaptive capacity to monitor where populations are more vulnerable to heat, Figure 18 shows that most of the City Centre is categorised as either most or second-most vulnerable.

Monitoring and mitigating urban heat can benefit the power grid, which is most stressed during extreme heat because air-conditioning demand increases and the capacity of network infrastructure decreases with high ambient temperatures.

Endeavour Energy observes that an increase in ambient temperature from around 30 to 40 degrees Celsius in Campbelltown increases maximum power demand by around 25 per cent.

Heat stress can be managed through urban greening, green infrastructure and a fuller tree canopy in built-up areas, while appropriate building and pavement materials and the integration of water into public spaces can cool urban areas.

## Carbon emissions

The NSW Government is working to achieve net-zero emissions by 2050. The Western City District Plan (Action 81) supports this objective by establishing low-carbon precincts in Collaboration Areas.

The Kinesis CCAP Platform indicates that carbon emissions in the City Centre for 2015-16 were 353,800 tonnes CO<sub>2</sub>-e. Electricity accounted for 77 per cent of emissions; waste (14 per cent), transport (six per cent) and gas (three per cent) accounted for the remaining emissions. In that year, the largest sector CO<sub>2</sub>-e contributors for the Collaboration Area were:

- non-residential – population-serving 156,233 tonnes CO<sub>2</sub>-e (44 per cent)
- non-residential – health 89,690 tonnes CO<sub>2</sub>-e (25 per cent)
- residential – detached 28,704 tonnes CO<sub>2</sub>-e (eight per cent).<sup>16</sup>

The high proportion of emissions from electricity highlights opportunities for renewable energy for high electricity consumers to reduce overall emissions.

## Air quality

The City Centre's location in a valley means air pollution, particularly from road, rail and back burning activities, can settle over the area, missing winds that blow overhead. Acute and ongoing exposure to pollutants can impact human health.

## Precinct-level interventions

The Western City District Plan also emphasises opportunities for 'precinct-level and other place-based sustainability initiatives to reduce carbon emissions and manage energy, water and waste efficiently'.<sup>17</sup> Reimagining Campbelltown aims to integrate sustainability into all aspects of future development and identifies precinct-level projects and programs including a decentralised water plan, sustainability and resilience program, waste management program and community recycling centre.

The private sector's involvement will be critical. The redevelopment of large sites offers adequate scale to integrate new technologies and approaches that foster a circular economy. Master planning can also provide an opportunity to understand demand and plan for shared interventions among smaller developments.

<sup>16</sup> Kinesis 2019. CCAP Platform

<sup>17</sup> Greater Sydney Commission 2018. Western City District Plan, p.132



Figure 17: Urban Heat Island Effect 2015-2016, Source: SEED Portal

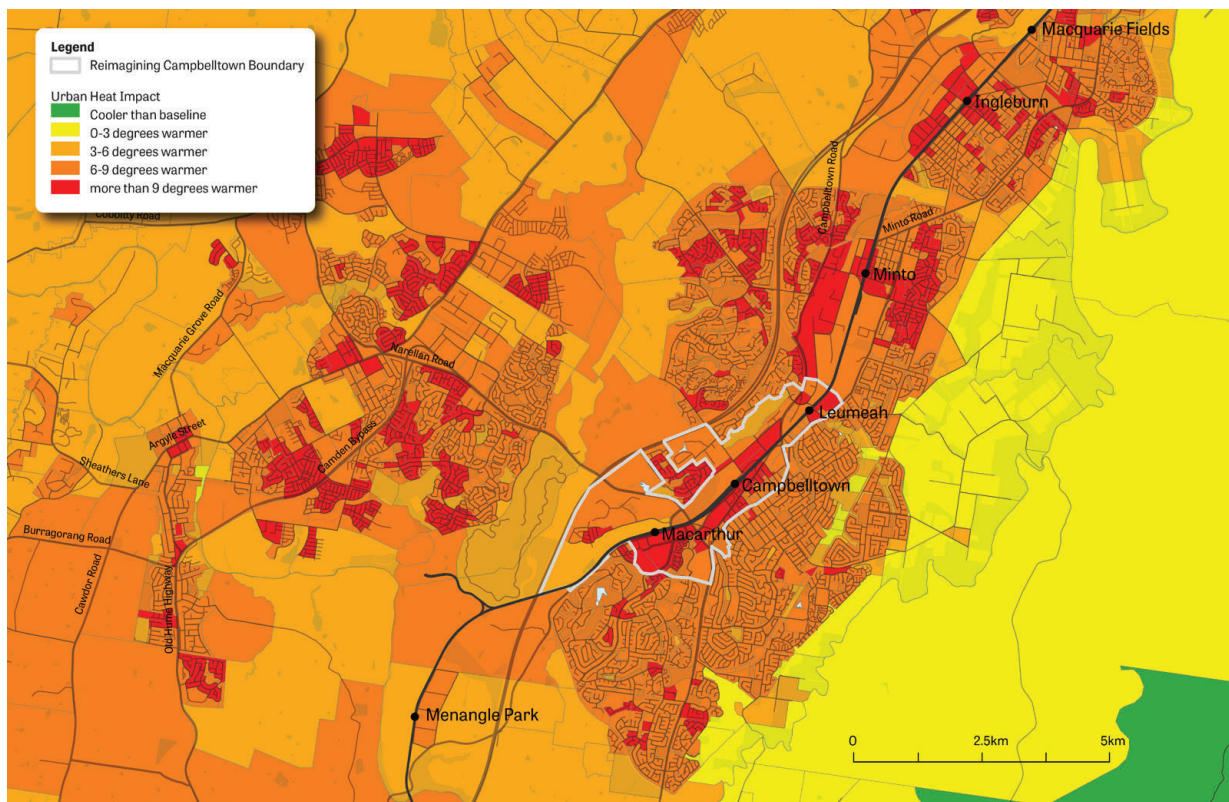
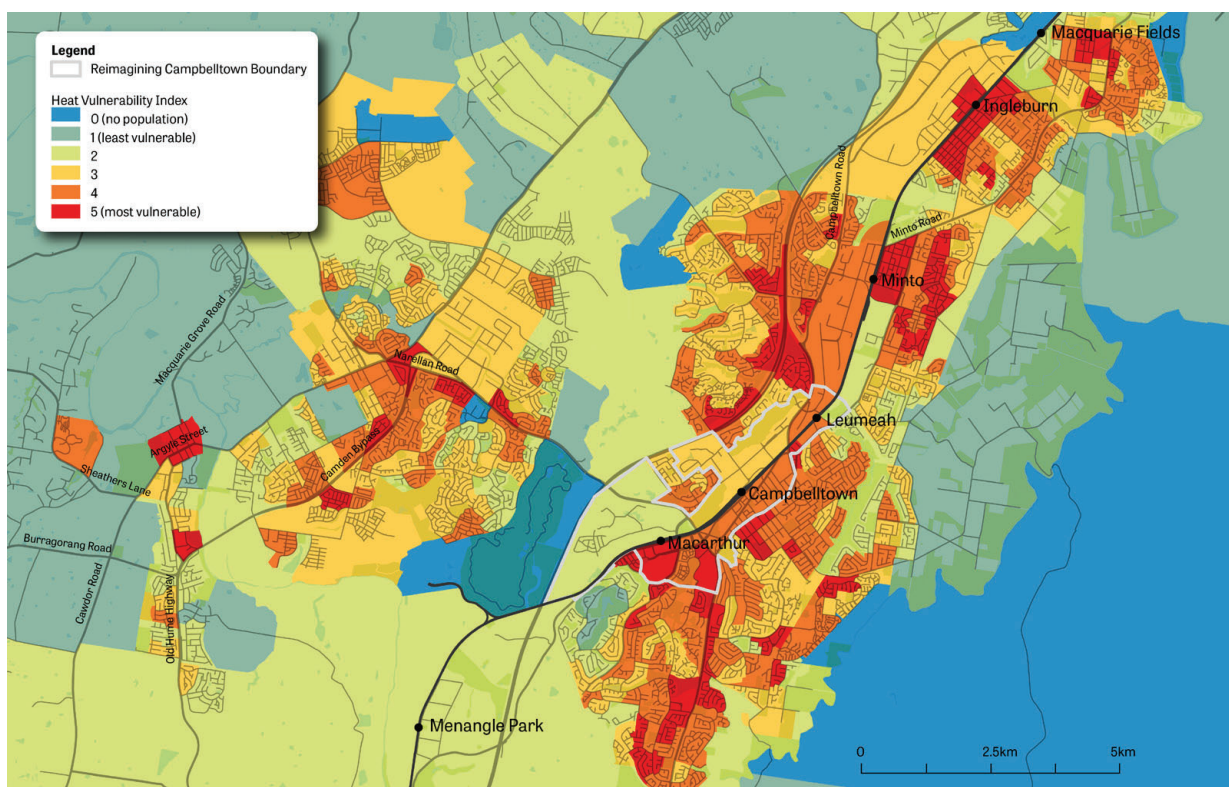



Figure 18: Urban Heat vulnerability Index 2015-2016, Source: SEED Portal





## 9.2 Sustainability priorities and actions


The following priorities and actions are important to achieving the vision for the Campbelltown-Macarthur Collaboration Area, while also giving effect to the Greater Sydney Region Plan and the Western City District Plan (including its planning priorities and actions).

Priority 9 Cool the City Centre with blue-green infrastructure and other interventions		
<b>Outcome</b> The Blue-Green Grid brings together hydrological, recreational and ecological components of green infrastructure, linking social infrastructure, public transport hubs and residential neighbourhoods across the City Centre. The health and biodiversity of the Bow Bowing Creek are improved. Urban greenery is seen everywhere and plays an important role in reducing the urban heat island effect.		
 Actions	Lead	Partners
<b>Action 27:</b> Develop a City Centre Blue-Green Grid Strategy and staged implementation plan	Council	Australian Botanic Garden Mount Annan, GANSW, TfNSW, DPIE, Sydney Water
<b>Action 28:</b> Deliver priority Blue-Green Grid connections	Council	TfNSW, Anchor institutions, Sydney Water, private sector partners
<b>Action 29:</b> Develop an integrated Urban Heat, Air Quality and Population Health Strategy and Management Plan	Council	DPIE, NSW Health, NSW Environmental Protection Authority (EPA), City Deal Health Alliance, Sydney Water
<b>Action 30:</b> Develop a priority program to increase the uptake of interventions that reduce urban heat, including: <ul style="list-style-type: none"> <li>• addressing regulatory and other barriers</li> <li>• focusing on town centres, areas with high pedestrian activity and vulnerability to urban heat</li> <li>• exploring partnerships with the private sector and community</li> </ul>	Council	Sydney Water, TfNSW, DPIE, Australian Botanic Garden Mount Annan, Utility providers, Western Sydney Planning Partnership, private sector and community partners

**Priority 10**  
Support the transition to a carbon neutral City Centre with a circular economy

**Outcome**

Precincts within the City Centre are developed to consider and respond to the limitations and constraints associated with climate change, resource use and depletion and environmental harm. New infrastructure and technologies lead to constant reductions in emissions and improvements in resource use efficiency. Precincts provide complementary industries and uses for local sourcing, procurement and eventual reuse of materials.

 Actions	Lead	Partners
<b>Action 31:</b> Develop an Integrated Water Solutions Plan for the City Centre	Council, Sydney Water	DPIE, Australian Botanic Garden Mount Annan, NSW EPA, Utility providers, private sector and community partners
<b>Action 32:</b> Develop a carbon neutral City Centre strategy	Council, DPIE	Utility providers
<b>Action 33:</b> Explore opportunities for precinct and site-based circular economy projects	Council	Sydney Water, NSW EPA, DPIE, Utility providers, Landcom, private sector partners

## 10

## Governance

## 10.1 Analysis of opportunities and challenges

The Collaboration Area process has reiterated that there is no single governance structure for Campbelltown-Macarthur as a 'place' – many government and non-government partners are responsible. A viable and efficient governance structure will nurture the area and drive the City Centre vision.

Investment and population growth in the Western Parkland City is bringing about rapid change. This creates opportunities for employment growth and new infrastructure. This can, however, take years of planning and organisational focus. Better collaboration will align strategic directions and projects.

This high level of investment and activity also creates resourcing and capacity constraints for large projects and programs as well as many smaller and specialist agencies. Any governance approach must respond to the various needs of stakeholders. This could include the distinction between core and supporting partners.

Campbelltown City Council is proactively focused on the City Centre vision through Reimagining Campbelltown, their draft Local Strategic Planning Statement, and draft Economic Development Strategy, and associated projects and programs. The engagement by teams across the organisation places Council in good stead to meet priorities and actions across the themes.

NSW Health is investing in upgrades to Campbelltown Hospital and other health facilities and services across the City Centre. Agencies within NSW Health collaborate with anchor institutions and stakeholders such as WSU and Campbelltown

Arts Centre. This demonstrates a commitment to the area and foundation for future collaboration.


NSW Health is establishing a group to progress the Campbelltown Health and Education Precinct. This group will need to work with the Collaboration Area governance group.

WSU and TAFE NSW work with partners across the City Centre, including as part of the group brought together by NSW Health. WSU is exploring a new campus in Campbelltown CBD, the Macarthur Medical Research Centre, and ways to integrate its campus with the co-located TAFE NSW site.

The City Deal Delivery Office coordinates the three levels of government responsible for key projects across Western Sydney.

### 10.1 Governance priorities and Actions

The following priorities and actions underpin the vision for Campbelltown-Macarthur, while also giving effect to the Greater Sydney Region Plan and the Western City District Plan.

<div>Priority 11</div> <div>Establish a place-based governance arrangement to achieve the City Centre vision</div>		
<div>Outcome</div> <div>A precinct wide governance unites multiple stakeholders and anchor institutions to realise the vision for the City Centre and provides clarity and transparency around roles, resourcing approach and integration with related projects and processes.</div>		
<div> Actions</div>	Lead	Partner
Action 34: Establish an enduring governance structure and group to achieve the actions in the Place Strategy and report to the GSC annually on progress.	Council, NSW Health, WSU, TAFE NSW, Ingham Institute	GSC, TfNSW, City Deal Delivery Office, Other State and Australian Government agencies and anchor institutions as relevant

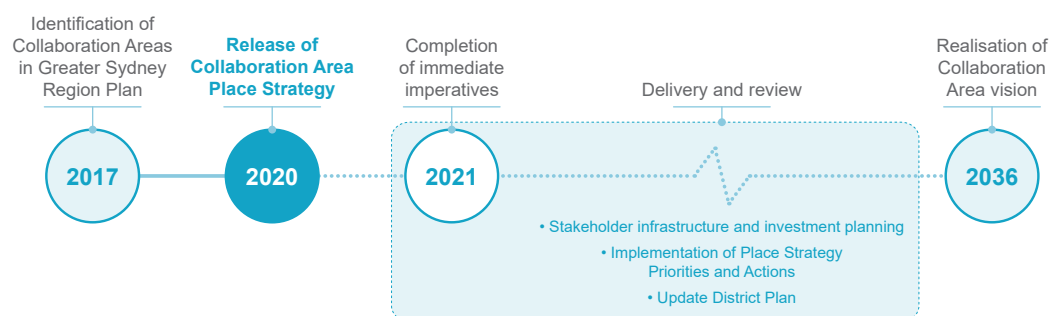
## 11

# Next steps

Implementing the Campbelltown-Macarthur Collaboration Area Place Strategy requires collective action and resources from all the stakeholders, various levels of government and the private sector.

This Place Strategy is a tool for stakeholders to guide decisions to achieve the vision.

Figure 19: Next steps for the Collaboration Area



## 11.1 The role of the NSW Government

The Place Strategy identifies several projects that can only be implemented with the support of the NSW Government. The Collaboration Area process directly involves State agencies to understand issues, articulate the vision and identify projects that might address the impediments to growth. The NSW Government will:

- consider the timing, costs and benefits of the projects and initiatives to achieve the vision in the context of the State Infrastructure Strategy, Future Transport 2056, the Greater Macarthur State Infrastructure Contribution, and respective programs
- where necessary, consider the preparation of business cases to support investment
- continue to collaborate with the Commission, Campbelltown City Council and State agencies to identify investment decisions that will fund the infrastructure required to achieve the vision
- align and contribute to meeting the Premier's Priorities for 2019-2023.



## 11.2 The role of the Commission

The Greater Sydney Commission facilitates whole-of-government coordination, partnerships with councils and the stakeholder-driven governance arrangement to oversee the implementation of place strategies. The Commission will assist by:

- supporting the immediate imperatives, including the Collaboration Area governance group
- introducing a statutory mechanism to include the Place Strategies priorities and actions in updates to district plans
- contributing to actions where identified as a partner
- assuring progress and continued collaboration around the vision and associated projects via local planning processes such as the updated local environment plan
- elevating strategic issues and/or decision-making to the Infrastructure Delivery Committee if needed
- working with Council and the City Deal Delivery Office to coordinate planning and governance
- as an agency within the DPC cluster, implementing the Premier's Priorities
- administering an implementation framework and annual report to the Commission's Infrastructure Delivery Committee.

## 11.3 The role of Campbelltown City Council

Campbelltown City Council's ongoing leadership in the Collaboration Area is critical. Council will:

- act as the key point of contact for coordinating and implementing the Place Strategy
- help establish the Collaboration Area Governance Group
- help identify and facilitate opportunities for partnerships, particularly with the business community
- lead the strategic planning process, at the local level, in collaboration with State agencies and anchor institutions
- provide opportunities for community engagement as the Place Strategy is implemented
- encourage community and local stakeholder input to decision-making
- help implement the Strategy's actions through place-making, funding mechanisms and advocacy with the Collaboration Area Governance Group
- align the Place Strategy with initiatives such as the Campbelltown City Centre Master Plan, the draft Economic Development Strategy, the Local Strategic Planning Statement and updates to local environmental plans and development control plans.

## 11.4 The role of anchor institutions

As large employers, landowners and drivers of growth and investment in the City Centre, it is essential that anchor institutions are active in the Collaboration Area Governance Group. They include WSU, TAFE NSW, Campbelltown Hospital, NSW Department of Communities and Justice, Campbelltown Arts Centre, Campbelltown Stadium and the Australian Botanic Garden in Mount Annan.

Since anchor institutions are spread across the City Centre, they may exert influence on one part of the City Centre but have limited effect on other areas. Anchor institutions will:

- help establish the Collaboration Area Governance Group and identify their preferred role or whether smaller working groups are required for particular projects or focus areas
- promote partnerships to leverage assets and opportunities, share facilities and resources, or jointly work on priority projects
- help achieve the Place Strategy's objectives and actions, subject to funding
- share information with partners and consider the impacts of decisions on the broader City Centre, to achieve efficiencies and deliver the vision where possible.

## 11.5 The role of private sector partners

The private sector's involvement is essential to realise the City Centre vision. Key private sector partners include:

- facilities and organisations such as Macarthur Square shopping centre, Campbelltown Catholic Club, Campbelltown Mall, Wests Leagues Club and Campbelltown RSL
- property developers, especially those developing large sites in the City Centre
- local businesses, industry partners and emerging sectors or industries that can contribute to and benefit from realising the vision.

Private sector partners will be engaged as the Campbelltown City Centre Master Plan is finalised and through the delivery of many actions in this Place Strategy.

Some private sector partners may form part of a reference group as the actions in this Place Strategy are implemented. Others may form working groups with other stakeholders to help deliver actions. This will be determined as the Collaboration Area Governance Group is established and actions are progressed.

## 11.6 The role of the community

This Place Strategy reflects the community's input into Reimagining Campbelltown, the Western City District Plan, and Council's community strategic plan. The community will be offered further opportunities to have their say through:

- the finalisation of Campbelltown City Centre Master Plan
- future updates of the Western City District Plan
- Council's Community Strategic Plan, Local Strategic Planning Statement and Local Environmental Plan
- individual government programs and projects.

The community has also been identified as a partner to help deliver some of the actions in this Place Strategy.

## 12

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## 13

# Appendix A - Transition to implementation

This appendix provides guidance on what the core focus and potential next steps to deliver on the action might be. These were identified through the consultation process.

## Considerations and next steps

The development of each action incorporated various considerations and next steps as noted below.

### Action 1

Develop a Place-Based Integrated Transport Strategy, that applies the Movement and Place Framework in the City Centre

- Identify preferred movement and place outcomes and apply the framework to achieve these outcomes.
- Develop place-based solutions to address transport that must be addressed to meet the vision, shared objectives and expected growth.
- Manage conflicts between different transport users and improve safety.
- Set the foundation for future studies and developments, including:
  - Green Grid Strategy and staged implementation plan
  - Local Environmental Plan (LEP) and Development Control Plan (DCP) review
  - last-mile freight strategy.
- Identify and protect key places and corridors to streamline future planning and development.
- Consider reallocating road space on Hurley Road Boulevard to prioritise cycling and bus movements.

### Action 2

Explore opportunities to improve connections across the rail line and major roads

- Prioritise the funding and delivery of pedestrian, cycling and bus connections in consultation with Council, Transport for NSW and private property owners.
- Investigate opportunities to connect across Bow Bowing Creek in the industrial area.
- Consider the delivery of links to the Green Grid and key public spaces across the City Centre.
- Ensure over-rail developments still allow free movement of double stacked containers
- Improve walking, cycling and public transport to and around Campbelltown, Leumeah and Macarthur rail stations.
- Explore how future development could enable better connections across the rail line.



### Action 3

Develop a pilot program to measure and improve walking, cycling and public transport in the City Centre

- Work collaboratively on data analytics, including pilots across organisations to test data collection and monitoring and to inform decision-making for walking, cycling and public transport improvements.
- Identify data inputs suitable for standardised statistical analytical techniques to generate a walkability assessment that can be used for all of Greater Sydney.
- Visualise a publicly available data set through the Digital Twin.
- Prioritise investment in public spaces and streetscape improvements.
- Consider data inputs such as the street network and travel distances, key destinations, tree canopy cover, urban heat hotspots, crime and safety information, topography, footpath condition and others.
- Engage disability and other priority groups to understand and advise on access needs.

### Action 4

Undertake detailed planning to support rapid bus connections

- Consider findings of the current feasibility/needs study.
- Identify priority connections, interchange locations and potential upgrades.
- Identify flexible interim and longer-term solutions as roads and growth areas develop.
- Identify interchanges with other modes, especially walking and cycling.
- Improve public spaces and link to the Green Grid strategy and implementation plan.
- Links to places such as the hospitals, university and TAFE campuses, Campbelltown Stadium, Campbelltown Arts Centre and the ABGMA.

### Action 5

Develop a City Centre Parking Strategy that reduces reliance on commuter car parking

- Develop a Strategy informed by the Place-based Integrated Transport Strategy and tailored to service individual functions of each centre
- Consider on-and off-street parking, how to optimise current parking assets and demand management approaches.
- Consider smart parking to manage demand and communicate other modes of transport.
- Consider the needs of less mobile transport users.
- Consider adaptable parking structures that can transition to commercial and community uses.
- Include communications mechanisms to address community and business expectations.
- Link to the Council's strategic sites program and on-demand transport and City Centre loop pilots.

### Action 6

Investigate opportunities to improve public transport services

- Increase the frequency and reliability of connections to rail stations to increase public transport use and reduce the reliance on commuter parking.
- Consider end-to-end customer experience and uses.
- Explore opportunities to increase the capacity of T8 services.
- Understand opportunities arising from Sydney Metro Southwest.
- Consider links to Wollongong, Southern Highlands and the Metropolitan Cluster.

**Action 7**

## Develop a future technologies and data policy

- Hold a scoping workshop to identify existing and required data inputs. Some may include:
  - commuter parking demand – quantity, locations of origin and destination
  - public transport demand including school students
  - numbers of people travelling by different modes (rather than focus on individual vehicles)
- Identify information to be collected and how it can be used, including links to the internet of things, smart parking and transport, sensor arrays and others to support future transport.
- Consider links to the City Deal Digital Strategy and Connectivity commitments.
- Consider electric vehicle charging stations when planning for future infrastructure.
- Use the future technologies and data policy to inform broader transport, tourism, circular economy and cultural strategies.
- Identify digital connectivity needs for Campbelltown-Macarthur.

**Action 8**

## Develop a City Centre Last-mile Strategy for deliveries and freight

The Strategy should:

- be informed by the Place-based Integrated Transport Strategy
- consider needs and demands for deliveries and freight
- explore different models for last-mile freight
- engage with local service providers including Australia Post, UberEats and others
- identify delivery hub locations, in accordance with desired movement and place outcomes.

**Action 9**

## Develop a City Centre Healthy Streets Strategy and staged implementation plan

The Strategy and Plan should:

- build on the Place-based Integrated Transport Strategy
- make recommendations to inform local planning controls and development contributions to support the delivery of identified priorities.

**Action 10**

## Progress urban amenity, public spaces and activation priorities identified in Reimagining Campbelltown

To be confirmed following the finalisation of Reimagining Campbelltown.

**Action 11**

## Develop a staged plan to realise Leumeah Live as a vibrant precinct for entertainment, sport and active recreation participation, spectators, visitors and locals

To be confirmed following the finalisation of Reimagining Campbelltown.

#### Action 12

Work with local Aboriginal and Torres Strait Islander communities to celebrate local Aboriginal culture and promote social inclusion

- Prioritise the cultural protection, social wellbeing and economic development of Aboriginal communities.
- Support local Aboriginal artists as entrepreneurs with creative businesses.
- Showcase local Aboriginal culture and artists to domestic and international tourists.
- Consider links to agritourism, bush foods and natural heritage including nearby national parks.
- Consider opportunities for an Aboriginal Cultural Centre (see Action 13).

#### Action 13

Explore opportunities to build a unique and iconic Aboriginal Cultural Centre, as determined by the local community

- Develop Aboriginal cultural infrastructure under the agency of the Aboriginal community and ensure it is culturally appropriate.
- Develop a keeping place as part of any Aboriginal cultural infrastructure.
- Consider links to the Campbelltown Arts Centre to complement the offering in the emerging cultural precinct.
- Identify funding opportunities and focus areas for future cultural information and infrastructure.
- Explore private sector involvement.
- Incorporate with the planning for Council's target markets, economic development and tourism programs.

#### Action 14

Stage the expansion and enhancement of Campbelltown Cultural Precinct, including Campbelltown Arts Centre

- Explore the audience base and practitioner needs to expand Campbelltown Arts Centre into a cultural precinct.
- Develop a master plan that enables modular, staged delivery.
- Consider needs and opportunities for creative spaces such as a new gallery, program and specific-use spaces, repurposed spaces and pop-up spaces.
- Consider links with the Aboriginal Cultural Centre (see Action 13), library services and nearby developments such as the Billabong.
- Consider links with local creative industries, incubator spaces and cultural programs.
- Incorporate with the planning for Council's target markets, economic development and tourism programs.

#### Action 15

Explore opportunities for students to contribute to local cultural events and programs and creative industries

- Consider student links to start-up hubs and incubator spaces.
- Facilitate student access to different arts facilities, creative spaces and public spaces.
- Consider programming and links to the library, Campbelltown Arts Centre and education institutions.
- Consider broader creative fields such as film, stage, festivals, design, music and photography.
- Explore partnerships with local businesses as venues, including cafes, restaurants and others.

**Action 16**

Promote creative industries by investing in creative practice, business upskilling and infrastructure

- Work with TAFE NSW, universities, National Arts School and Create NSW to identify training and networking opportunities for start-up creative industries.
- Council to investigate underutilised property/buildings that might be made available to start up creative industries.

**Action 17**

Review planning controls and liaise with key housing providers to enable a diverse range of accommodation options for identified target groups

- Explore housing needs for different groups as part of Council's Local Housing Strategy
- Liaise with community housing providers to explore opportunities to support housing for priority groups.
- Consider identified priority groups:
  - single young people aged 16 to 24
  - students
  - single people over 55
  - large families (more than five household members) which may include kin
  - people escaping domestic and family violence
  - key workers
  - people with disability.

**Action 18**

Develop a strategy to enable a range of aged care options across the City Centre

- Explore models of residential aged care and service provision to support wellbeing and opportunities for people to stay in the same place as they get older.
- Engage with people from different backgrounds to ensure culturally appropriate care.
- Identify services and models to improve community care and reduce hospital stays for older people.
- Consider planning for priority infrastructure near aged care facilities, such as footpath improvements.
- Explore links to industry development and associated education and training options for work in aged care and related fields

**Action 19**

Undertake and implement a Private Health Study and Development Plan to expand the private health services offering in the City Centre

- Explore opportunities to expand the private health offering, including psychiatry, psychology, broader allied health and consultancy services, as well as natural, alternative and complementary health offerings.
- Explore partnerships with Primary Health Network, general practice, non-government organisations and other health services.
- Use the study and development plan to identify supportive spaces, facilities and services that should be considered in the Health, Knowledge and Innovation Precinct Master Plan (see Action 20).
- Engage with private health providers.

### Action 20

Develop a master plan for the Health, Knowledge and Innovation Precinct with all key partners

- Support the inclusion of a range of health, medical, research, education, supportive commercial and other uses.
- Align with Place-based Integrated Transport Strategy and directions from the Private Health Study and Development Plan (to be developed).
- Consider means to deliver short term accommodation for patients, students, visiting lecturers and others in the precinct core.
- Consider longer-term student accommodation within the City Centre.
- Explore needs and opportunities to deliver shared incubator spaces across organisations.
- Continue to jointly explore opportunities to integrate art and creativity into the precinct to support health, wellbeing, inclusion and placemaking.
- Consider current allied health gaps and potential providers.
- Consider establishing high-tech health, education and innovation industries in or near the precinct to strengthen the cluster.
- Identify potential siting and requirements of the Macarthur Medical Research Centre (see Action 21).
- Consider the availability of land and required changes to planning controls to support the foregoing.
- Identify priority urban amenity improvements that align with the Reimagining Campbelltown Master Plan.

### Action 21

Develop a Macarthur Medical Research Centre

- Incorporate the Health, Knowledge and Innovation Precinct Master Plan and Council's Economic Development Strategy into planning for the research centre.
- Build on specialisations with nearby institutions including the National Institute of Complementary Medicine (WSU) and Centre for Innovation in Plant Sciences (ABGMA).

### Action 22

Deliver priorities from Council's Economic Development Strategy, with a focus on growing target markets and local businesses

- Work in partnership to enable new business development and establish an entrepreneurial ecosystem in Campbelltown.
- Consider establishing precinct network groups to focus on employment growth and facilitate opportunities in each centre.
- Deliver priorities that support new business attraction and development, such as urban amenity improvements and opportunities to use Council land, among others.



**Action 23**

Develop agribusiness research and innovation uses to leverage targeted opportunities from the Western Sydney Airport

- Build on local specialisations in plant and animal sciences and promote innovative practices.
- Identify and promote existing food production, manufacturing and related businesses and industries.
- Develop high-level criteria to assess opportunities for new industries and, identify potential sites and crossover with existing businesses.
- Create stronger links between health and food including new research and medicines.
- Explore opportunities to grow the agritourism and bush foods industries.
- Focus on value-add industries rather than primary production.

**Action 24**

Explore opportunities for an expanded Community and Justice Precinct

- Identify opportunities and funding to develop a master plan that considers::
  - requirements for court access and security, remand, links to NSW Police
  - opportunities for modular design and staged delivery
  - safe and seamless connectivity to Campbelltown Rail Station and other public transport.
  - a mix of ancillary uses such as cafes, shopping, workspace for jurors, lounge areas or respite courtyards
  - federal court services, specialised legal and other support services.
- Engage with Aboriginal communities and organisations, community service providers and education providers to develop a broader community and social service hub and education, training, and work experience opportunities.

**Action 25**

Identify synergies and develop future courses, work experience, placement and traineeship opportunities, and reskilling programs across target sectors and anchor institutions

- Develop a program to provide work experience, placement and traineeship opportunities for local TAFE and university students at Campbelltown public and private hospitals, Council and in other industries.
- Consider opportunities for training and reskilling programs across medicine, nursing, corporate roles, business administration, allied health, clinical coding, apprenticeships, aged care, Council departments and others.
- Identify local skill gaps and reskilling opportunities and link the findings to local economic development, target markets and other programs.
- Explore scholarships, philanthropy and other funding opportunities to support local students and workers undertaking training.
- Explore opportunities for local high schools to connect with TAFE, universities, the Centre of Sport and Health Excellence, Campbelltown Arts Centre and others.

#### Action 26

##### Support and grow Aboriginal education, employment and businesses

- In all activities, prioritise the cultural protection, social wellbeing and economic development of Aboriginal communities.
- Provide support through procurement processes and targets to increase Aboriginal business participation.
- Explore opportunities for cultural and creative industries, tourism and events, agribusiness (including bush foods and healing), and others.
- Explore opportunities for Aboriginal people and businesses presented by the Yarpa Hub and Campbelltown Opportunity Hub.
- Work to meet the City Deal targets for Indigenous employment, social employment and procurement.
- Identify programs to support the Premier's Priority of increasing the number of Aboriginal young people reaching their learning potential while maintaining their cultural identity.
- Consider scholarships for Aboriginal students to pursue higher education opportunities and potentially secure employment in the target sectors.

#### Action 27

##### Develop a City Centre Blue-Green Grid Strategy and staged implementation plan

- The Strategy and implementation plan should:
  - prioritise projects including multimodal connections identified in the Place-based Integrated Transport Strategy, areas of high pedestrian use, key social infrastructure, urban heat hotspots, and others
  - consider multiple benefits from green infrastructure including improving biodiversity and urban habitat
  - identify funding opportunities and governance
  - identify priorities for waterway health
  - identify relevant species selection and planting locations
  - consider links to the:
    - » Georges River Coastal Management Plan (in development)
    - » City Centre Place-based Integrated Transport Strategy
    - » City Centre Integrated Water Solutions Plan (to be developed)
    - » Recreation Needs Study being prepared by DPIE Green and Resilient Places team.

#### Action 28

##### Deliver priority Blue-Green Grid connections

To be identified through Action 27.

## Action 29

## Develop an integrated Urban Heat, Air Quality and Population Health Strategy and Management Plan

- Facilitate a scoping workshop to identify outputs and outcomes of the Strategy and Plan.
- Engage with CSIRO's Urban Living Lab and the City Deal Health Alliance to understand opportunities to leverage current work being undertaken in this space.
- The Strategy and Management Plan should:
  - look at opportunities to incorporate and present existing datasets on urban heat, air quality, tree canopy and population health
  - consider a range of health and liveability indicators including thermal comfort, pedestrian movement and others
  - identify key pollutants, sources of pollution and opportunities to minimise exposure
  - identify hot spots and priority areas for investment
  - identify short term actions and longer-term interventions to mitigate urban heat and provide guidance on cool building materials, community information/education programs, transport, urban design and others.

## Action 30

## Develop a priority program to increase the uptake of interventions that reduce urban heat, including:

- addressing regulatory and other barriers
  - focusing on town centres, areas with high pedestrian activity and vulnerability to urban heat
  - exploring partnerships with the private sector and community
- Consider public and private pilot projects to understand opportunities, share learnings and understand barriers to implementation of projects.
  - Develop a target for tree canopy increases in the City Centre along with funding options for implementation of the target

## Action 31

## Develop an Integrated Water Solutions Plan for the City Centre

- The Plan should:
  - consider water as a valuable and finite resource, that can be used for a variety of interconnected health and environmental services
  - identify issues and demands for water-related products, including drinking water, wastewater, stormwater and reuse, considering quality and quantity for the right need
  - explore opportunities for decentralised, precinct-scale infrastructure and other interventions
  - leverage the Western Sydney Strategy and Greater Macarthur Subregional Water Servicing Plan being prepared by Sydney Water
  - prioritise flood mitigation projects
  - consider links to the Green Grid and other green infrastructure such as green roofs
  - be developed in consultation with larger water users including industrial users in Blaxland Road and outside Campbelltown-Macarthur and partners in the Health, Knowledge and Innovation Precinct
  - recommend updates to Council's planning and development controls
  - identify funding opportunities, governance arrangements and other mechanisms to support implementation.

#### Action 32

Develop a carbon neutral City Centre strategy

To be identified.

#### Action 33

Explore opportunities for precinct and site-based circular economy projects

- Leverage existing studies and research such as work by the CRC for Low Carbon Living, University of Wollongong, Sydney Water Circular Economy team, and existing demonstration projects to identify potential pilot projects in the City Centre.

#### Action 34

Establish an enduring governance structure and group to achieve the actions in the Place Strategy and report to the GSC annually on progress.

- Establish the purpose of the governance group and members.
- Select actions that can be worked on collaboratively including Immediate Imperatives.
- Develop a Memorandum of Understanding and terms of reference.
- Develop a Place Strategy Implementation Plan.
- Establish alignment and joint advocacy for projects that affect Campbelltown.

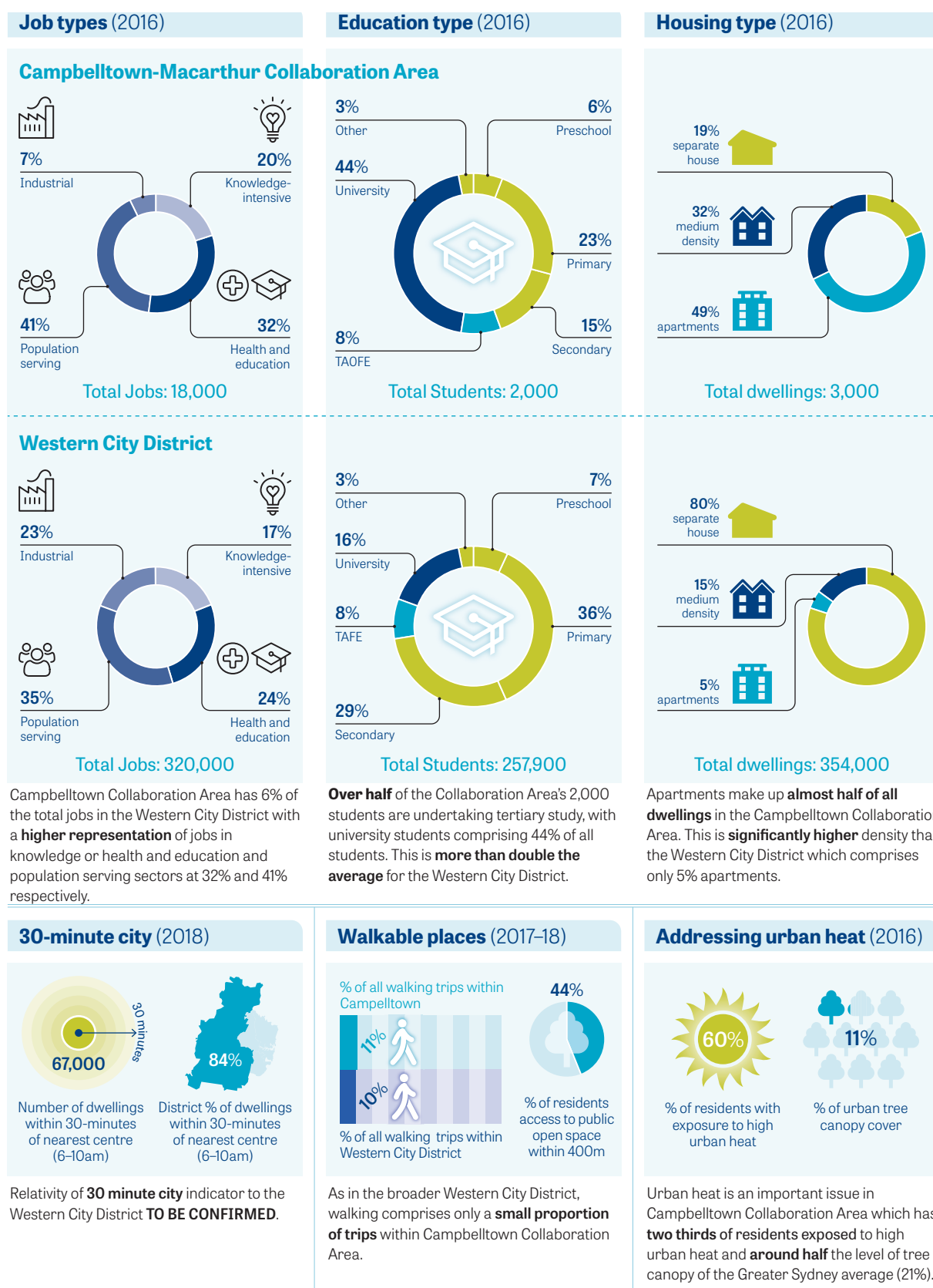
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## Appendix B - Indicators for the Campbelltown- Macarthur Collaboration Area

This appendix provides a baseline set of indicators for the Campbelltown-Macarthur Collaboration Area process that can be measured against over time. This will assist in understand benefit realised from the actions in this Place Strategy.



Figure 20: Indicators for the Campbelltown-Macarthur Collaboration Area (GSC, 2019)



For information on source data refer to Greater Sydney Dashboard on the Commissions website [www.greater.sydney](http://www.greater.sydney)  
Comparison data for Collaboration Areas is approximated for job type using ABS Destination Zones; for education, housing, urban heat using ABS Mesh blocks; and for transport using Strategic Centres, LGA or District areas.



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