



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

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

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

We acknowledge the strength and welcoming spirit of the Campbelltown Aboriginal community. Together they are creating a new shared culture of contemporary Campbelltown - one that honours the past and its people while looking towards the future. They create strength through their connections to each other.

In agreeance with the Dharawal people, they welcome all new people to Campbelltown. We acknowledge the future Aboriginal community of Campbelltown.

Always was, always will be, Dharawal land.

//
ALWAYS
WAS,
ALWAYS
WILL BE,
DHARAWAL
LAND, //

A close-up, profile view of an Indigenous Australian person's face, looking down. The person has traditional body paint, including yellow dots on the cheek and a beaded headband with red, yellow, and black beads. The background is blurred, showing more of the person's body and traditional attire.

ACKNOWLEDGEMENT OF COUNTRY

MAYOR'S MESSAGE



Mayor

Councillor George Brtcevic

Campbelltown is transforming into a strong and distinctive city. We are embracing new technology, and capitalising on our strengths and strategic location.

We are evolving into the economic, cultural and lifestyle capital of the region. Led by a progressive Council, we are delivering the best possible outcomes for our city.

Strong business, government and community partnerships are at the heart of many of the major city shaping projects underway across our city. We are strengthening existing relationships and forging new ones.

We are focused on developing great places and a dynamic economy where businesses, families and neighbourhoods thrive.

We are here to make sure that people throughout Australia and beyond, are aware of the opportunity that is our city.

Our outlook has never been so strong.

Come and be a part of our vibrant future.



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WE ARE GAMPBELL TOWN





OUR STORY

We are a city at the heart of things. A place that's naturally welcoming, where paths and people of the world come together to write their own stories.

This Dharawal land has always been a place united by strong ties of kinship and compassion, caring for one another and for the landscape we're deeply connected to.

Our people, culture, nature and the way we do business inspires all those who engage with us – and surprises those who discover us afresh.

We are already a place for opportunity. Supported by our natural landscape, connected location, inventive spirit and vibrant community we will strengthen that role.

We are a wide open, straight up and onto it community that looks to new possibilities with positive determination. We are about actions over words and real progress over promises. We're doing what it takes to make the most of opportunities that lie ahead and we're doing it now.

Image: Urngai Pool

A photograph of two young children in a park. The child on the left is wearing a blue and red striped beanie and a grey jacket, holding a stick. The child on the right is wearing a pink and blue striped beanie and a light blue jacket, holding a small plant. The background shows trees and a person sitting on the grass.

REIMAGINING CAMPBELLTOWN CITY CENTRE

Campbelltown is driving change and innovation. The Reimagining Campbelltown City Centre Masterplan - focussed on the key centres of Campbelltown, Macarthur and Leumeah - is Council's commitment to a game-changing approach to planning for the city's future growth and prosperity. The masterplan was developed in conjunction with the Campbelltown Economic Development Strategy.

Six growth pillars provide guidance for the place and delivery framework that make up the masterplan. They capture the values of our city and our community, and provide direction for growth, investment and a more prosperous future.



1 CONFIDENT AND SELF DRIVEN

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

2 CONNECTED PLACES

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

3 CENTRE OF OPPORTUNITY

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

4 NO GREY TO BE SEEN

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

5 CITY AND BUSH

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

6 THE GOOD LIFE

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

WHERE DO WE WANT TO BE?

Campbelltown is changing. With significant population growth and large-scale development underway both across the local government area and western Sydney more broadly, the Reimagining Campbelltown Master Plan presents exciting economic opportunities to utilise our existing strengths and assets to evolve into a socio-economic dynamo.

This evolution is the ultimate goal of the Campbelltown Economic Development Strategy. It is key to ensuring that Campbelltown's economy reaches its full potential and the city is transformed into a productive, attractive and highly liveable place, bursting with opportunity.

CAMPBELLTOWN CURRENT STATE

- INSUFFICIENT LOCAL JOB OPPORTUNITIES
- UNDERDEVELOPED AGGLOMERATIONS
- TRANSITIONING MANUFACTURING INDUSTRY

CAMPBELLTOWN FUTURE STATE

- DIVERSE LOCAL JOB OPPORTUNITIES
- HIGHER VALUE INDUSTRY
- KNOWLEDGE AND HIGH SKILL JOBS
- RESKILLED AND UPSKILLED WORKFORCE

HOW DO WE GET THERE?

**Better cluster and
connect businesses
to achieve economic
benefits**

**Intensify land
use to promote a
more efficient and
productive economy
that optimises
infrastructure
investment**

**DRIVE
GREATER
ECONOMIC
GROWTH**

**Increase local job
opportunities by
attracting and
creating more
knowledge and
high-skilled jobs**

**Build on our
educational, health
and industry
strengths to upskill
the local resident
workforce**

REGIONAL CONTEXT

Campbelltown sits within a large and complex regional context which has significant implications on our growth and development.

Greater Sydney Region and Western City District Plan

Adopted by the NSW Government in 2018, the Greater Sydney Region Plan and the Western City District Plan provide a high-level blueprint to guide the coordinated development within Sydney over the next 20-40 years.

Within the Western City District, the **NSW Government identified Campbelltown as one of four major Metropolitan Centres**, recognising the important role our city plays in servicing the rapidly increasing population of the Macarthur region and, more broadly, the Western Parkland City.

// NSW Government identified Campbelltown as one of four major Metropolitan Centres. //

WESTERN CITY DISTRICT

Blue Mountains
Camden
Campbelltown
Fairfield
Hawkesbury
Liverpool
Penrith
Wollondilly



The Western City District Plan strategic directions for Campbelltown LGA

CAMPBELLTOWN LGA

The plans provide a number of key directions for Campbelltown, including:

- Continue developing into a **health and medical hub**
- Plan vibrant strategic centres and attract health and education facilities, cultural, entertainment, arts and leisure activities
- Support commercial development, **aerospace and defence industries** and the innovation economy
- Support internationally competitive **freight and logistics** sectors
- Improve **transport connections** to the centres from across the District
- Provide concentrations of **higher order jobs**
- Support a variety of housing opportunities
- Mature the health and education precinct by:
 - Providing **new research facilities** and commercial premises
 - Creating the conditions for the continued co-location of facilities and services
 - Attracting associated businesses, industries and **commercialisation of research**
 - Enhancing interdependencies between health and education to **grow innovation, start-up and creative industries**
- Consider office development in industrial zones
- Facilitate the contemporary adaptation of industrial and warehouse buildings through increased floor to ceiling heights



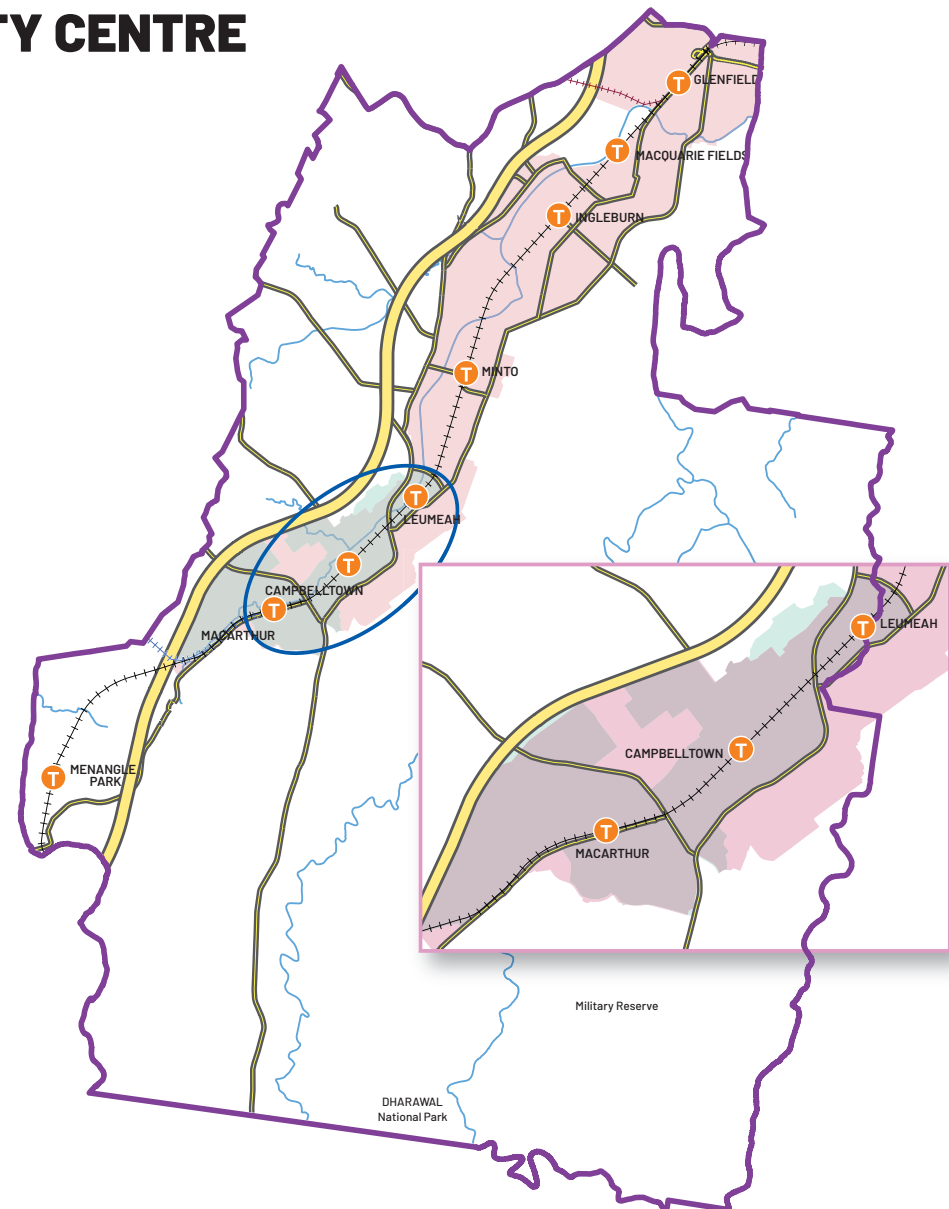
The Western City District Plan strategic directions for Campbelltown City Centre

The plans also provide a number of key directions specifically for the Campbelltown City Centre including:

- Encouraging new **lifestyle and entertainment** uses to activate streets and grow the night-time economy
- Protecting, developing and **expanding the commercial core**
- Protecting and growing the **health, medical and education** core precincts
- Investigating opportunities for the growth of allied health and medical related businesses, research, science and **advanced manufacturing**
- Enhancing the centre's civic, cultural and heritage role
- Increasing opportunities for **creative, digital and technology businesses** and employees
- Supporting **mixed-use development** and surrounding high quality apartment and medium density residential development
- Capitalising on the **Western Sydney Airport** and Western Sydney City Deal initiatives.

The table opposite summarises the key implications for Campbelltown, specifically the key sectors for future growth and planned transport infrastructure.

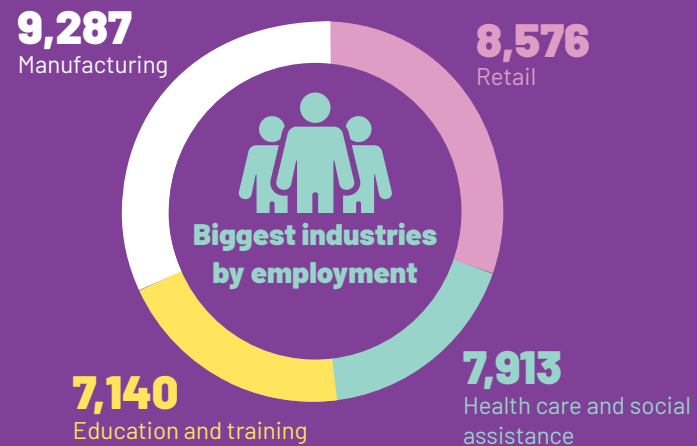
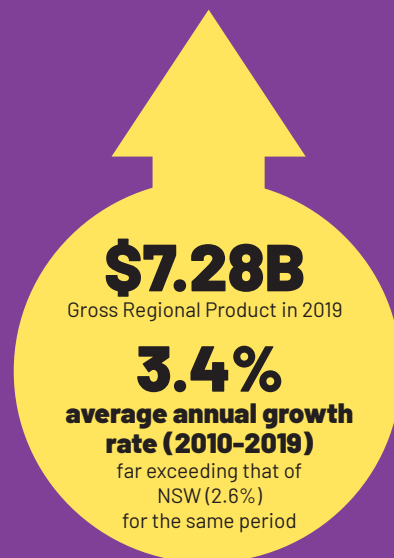
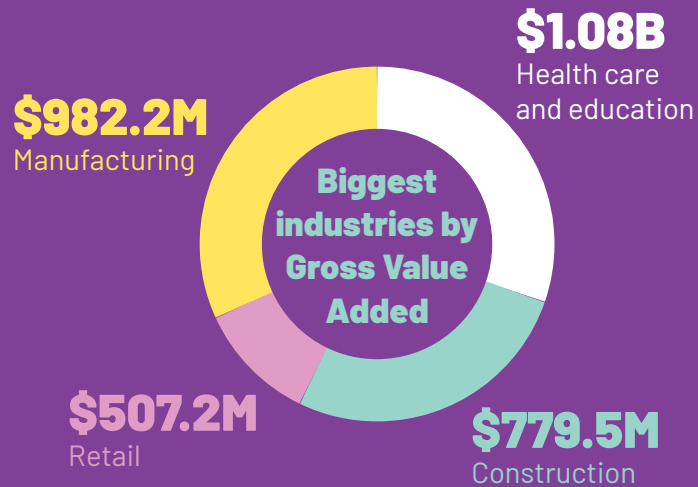
CAMPBELLTOWN CITY CENTRE



Strategies and plans	Key sectors for future growth	Planned transport infrastructure
Greater Sydney Region Plan	<ul style="list-style-type: none"> • Health • Education 	<ul style="list-style-type: none"> • North-South Rail • Outer Sydney Orbital • Active transport networks (walking and cycling)
Western City District Plan	<ul style="list-style-type: none"> • Aerospace • Defence • Technology and innovation • Freight and logistics • Health • Education • Retail • Cultural, entertainment, arts and leisure 	<ul style="list-style-type: none"> • North-South Rail • New road infrastructure • Outer Sydney Orbital • Active transport networks (walking and cycling) • Rapid bus services
Western Sydney City Deal	<ul style="list-style-type: none"> • Indigenous business • Plant and animal sciences 	<ul style="list-style-type: none"> • North-South Rail • South West Rail Link Extension • Rapid bus services
Western Sydney Airport and Aerotropolis	<ul style="list-style-type: none"> • Agribusiness • Manufacturing • Logistics • Tertiary education • Tourism 	<ul style="list-style-type: none"> • Upgrades to The Northern Road and Bringelly Road • New road infrastructure
Greater Macarthur 2040	<ul style="list-style-type: none"> • Health • Education • Sports • Retail • Commercial • Public sector • Freight and logistics • Urban services 	<ul style="list-style-type: none"> • North-South Rail • New road infrastructure • Outer Sydney Orbital • Active transport networks (walking and cycling) • South-West Rail • Cambridge Avenue
Campbelltown Local Strategic Planning Statement	<ul style="list-style-type: none"> • Tourism • Creative and cultural • Sports • Health 	<ul style="list-style-type: none"> • North-South Rail • Active transport networks (walking and cycling) • New road infrastructure
Greater Sydney Commission Campbelltown-Macarthur Place Strategy	<ul style="list-style-type: none"> • Creative, cultural and entertainment • Health • Indigenous business 	<ul style="list-style-type: none"> • Active transport networks (walking and cycling) • Rapid bus connections

WE ARE CAMPBELLTOWN

Campbelltown is Sydney's southern gateway, located at the epicentre of one of the most significant growth corridors in NSW. With this growth comes opportunity, and we are leveraging this to transform our city into the economic, cultural and lifestyle capital of the wider Macarthur region.





Most popular jobs by residents who live in the region, but work outside Campbelltown LGA

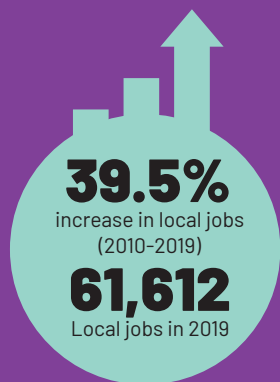
- Health care and social assistance
- Construction
- Transport, postal and warehousing
- Retail trade
- Manufacturing



The most popular jobs for people who work in Campbelltown LGA, but live outside the region are:

- Manufacturing
- Healthcare and social assistance
- Education and training
- Retail trade
- Construction

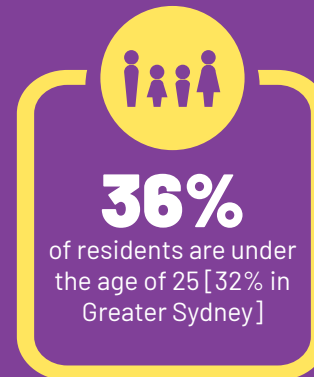
The large number of people working in these fields is indicative of the regionally significant employment facilities within the LGA including Campbelltown public and private hospitals, Western Sydney University, TAFE NSW facilities at Campbelltown and Macquarie Fields, major industrial precincts at Minto and Ingleburn, and a regional shopping centre at Macarthur Square, Lend Lease.



The occupations within the Campbelltown LGA which attract the largest share of workers from outside the area include:



These white collar occupations reflect the number of regionally significant employment facilities within the LGA.



HELLO

ဟယ်လို

SLAV

哈囉

BONJOUR

CIAO

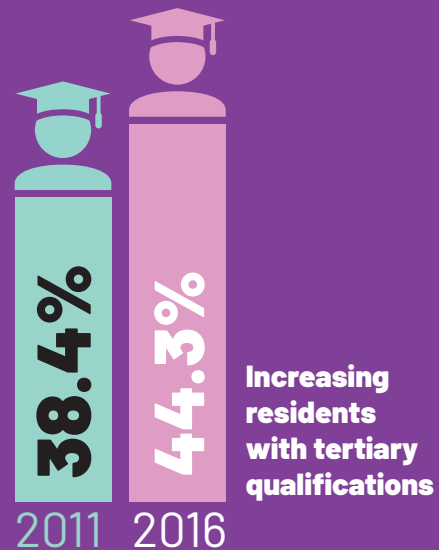
HALO

XIN CHÀO

G'DAY

79
languages spoken

WE ARE CAMPBELLTOWN



Most popular fields of study for residents



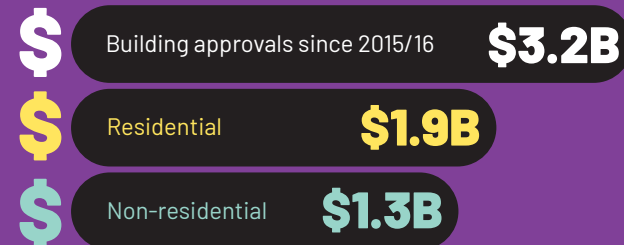
Management and Commerce



Engineering and Related Technologies



Society and Culture



A CONNECTED CITY

As the southern gateway to Sydney, Campbelltown is perfectly positioned at the junction of major transport corridors.

Our city has extensive road and rail linkages to Sydney CBD, Sydney International Airport, Western Sydney Airport, Port Kembla, Canberra and beyond.

23km

Western Sydney Airport

30km / 30 minutes

Sydney International Airport

45km / 45 minutes

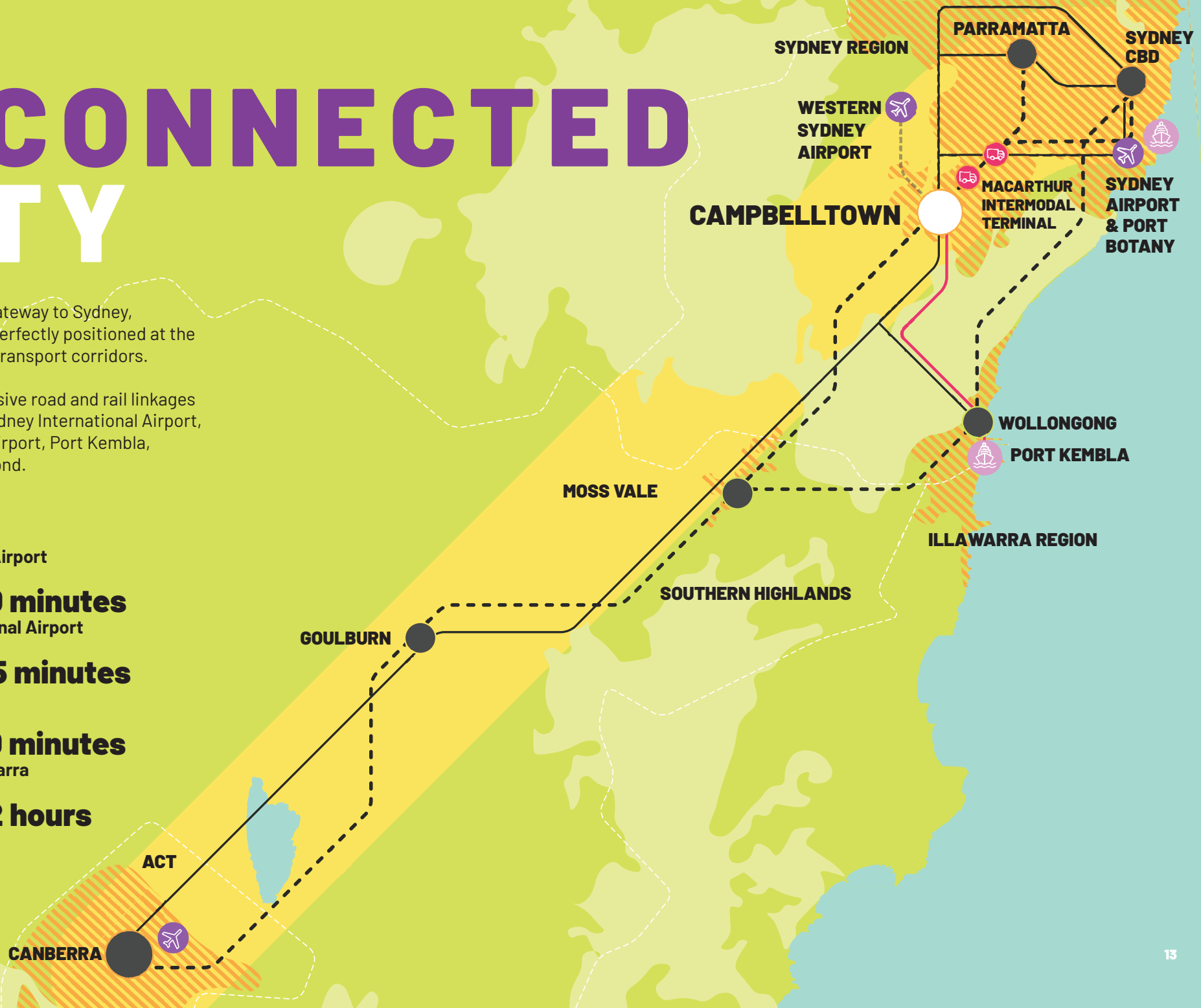
Sydney CBD

58km / 50 minutes

Wollongong/Illawarra

230km / 2 hours

Canberra



MEGA-TRENDS AND DEMAND DRIVERS

World changing trends are impacting on all global cities and equally bring opportunities and challenges for growing cities such as Campbelltown.

There are six key **mega-trends** likely to have significant implications for the economic development of Campbelltown:

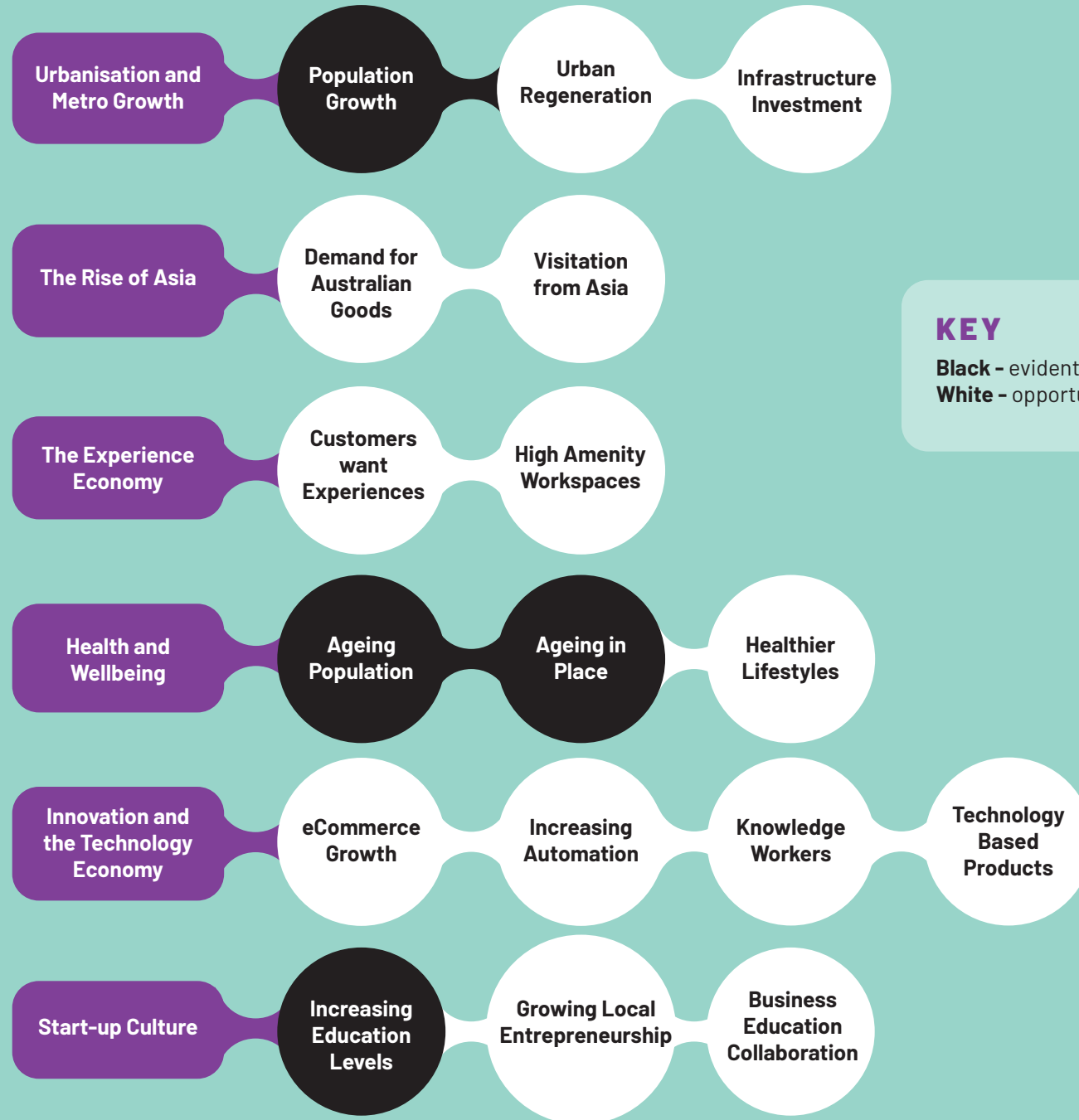
1. Urbanisation and Metropolitan Growth
2. The Rise of Asia
3. The Experience Economy
4. Health and Wellbeing
5. Innovation and the Technology Economy
6. Start-up Culture.

Demand drivers are forces that are already shaping, or will shape, the development of Campbelltown. These drivers have been further identified as either evident drivers or opportunity drivers. **Evident drivers** are those already shaping the urban landscape in Campbelltown.

Opportunity drivers have not yet been leveraged widely, with Campbelltown's industries, business, and Government yet to respond and capture the opportunity these drivers present.

MEGA-TRENDS

DEMAND TRENDS



KEY

Black - evident drivers
White - opportunity drivers

Campbelltown LGA is already a key economic centre, with an existing – and growing – large resident population and significant employment hubs. Its economic value to the Macarthur region and western Sydney more broadly, has been recognised by the State Government in the Greater Sydney Region Plan and Western City District Plan.

Campbelltown-Macarthur is identified as both a **Metropolitan Cluster** and **Health and Education Precinct**. As the newest health and medical hub in western Sydney, there are many opportunities to improve connections and collaboration between education and health providers, and allied services. The LGA is also home to eight Local Centres – Ambarvale, Blair Athol, Bradbury, Eagle

Vale, Ingleburn, Macquarie Fields, Minto and Rosemeadow which service the local resident population. Glenfield has also been identified as a key emerging centre which will be subject to state-led rezoning. At the time of publication, the draft Glenfield Precinct Plan was still to be released by the State Government for public exhibition.

There are three key economic centres which currently, and will continue to, drive the majority of employment and economic activity in the LGA:

- Campbelltown City Centre (comprising Campbelltown, Macarthur and Leumeah),
- Ingleburn
- Minto

KEY ECONOMIC CENTRES





CENTRE SNAPSHOT CAMPBELLTOWN CITY CENTRE

MACARTHUR | CAMPBELLTOWN CBD | LEUMEAH

Campbelltown City Centre is the heart of the LGA, providing the **highest order** retail, health, and education services in the area, in addition to substantial employment opportunities. This role is reinforced in the **Reimagining Campbelltown City Centre Master Plan** which guides the future development of the city centre.

Existing City Centre Land Use Mix

- Commercial / Retail – 538,900sqm
- Industrial / Urban Services – 343,700sqm
- Health and Medical – 99,800sqm
- Tertiary Education – 114,400sqm

Under the reimagining Campbelltown masterplan the draft Campbelltown City Centre has capacity support in excess of 300,000 sq.m of additional commercial floorspace.

Reimagining Campbelltown City Centre Master Plan

In Reimagining Campbelltown City Centre Master Plan, four future mixed use economies have been defined for this economic centre:

- Campbelltown Core CBD and Next-Gen Industrial Precinct
- Macarthur Health, Knowledge and Innovation District
- Leumeah Sports and Entertainment Precinct.

These precincts are each intended to have a clear role and function, and include ancillary land uses to promote diversity and drive greater integration and connectivity with neighbouring precincts.



KEY FACTS FOR CAMPBELLTOWN CITY CENTRE



Employment

20,718 jobs (2016)

37% of total employment in the LGA



\$2.2B

Gross Value Added

8.7%
Education
and training

6.6%
Public
administration
and safety

8.6%
Public
administration
and safety

8.6%
Education and
training

11.9%
Accommodation
and food
services

**Top five
industry
employers
(2016)**

22.9%
Healthcare and
social assistance

8.1%
Financial
and insurance
services

**Top five
industry by
Gross Value
Added
(2018)**

14.2%
Healthcare and
social assistance

19.9%
Retail trade

17.3%
Retail

TOP FIVE STRENGTHS

- 1** Well connected by road (Hume Highway) and rail (three train stations)
- 2** Cluster of regionally significant health, education and retail infrastructure (eg Campbelltown Public and Private Hospitals, Western Sydney University, TAFE, Macarthur Square, Local and State Jurisdiction Courts)
- 3** Regionally significant sporting infrastructure – Campbelltown Sports Stadium and Athletics Track
- 4** Significant government and Council owned land
- 5** Cluster of industrial, urban services, and showroom uses.

TOP FIVE OPPORTUNITIES

- 1** There is significant opportunity to work with the private sector to deliver catalytic developments on Council owned underutilised sites
- 2** Expansion of the medical offering to focus on whole of population health and wellbeing, including delivery of the Lang Walker Macarthur Medical Research Centre, and expanded range of complementary services and specialist facilities
- 3** Student accommodation and short-term accommodation for visiting doctors/specialists and patient families
- 4** Establishment of a business incubator and/or co-working space – potentially co-located with a library, university, child care and large floorplate office space
- 5** Provide a high level of amenity and quality facilities to attract and retain skilled workers.

CENTRE SNAPSHOT INGLEBURN

Ingleburn, situated around Ingleburn train station, is a major employment and economic centre located 4km north-east of the Campbelltown City Centre. Designated a local centre within the Western City District Plan, it also serves a metropolitan function as a major industrial precinct.

Existing City Centre Land Use Mix

- Industrial / Urban Services – 1,286,300sqm
- Retail / Commercial – 58,330sqm



KEY FACTS FOR INGLEBURN



Employment

13,485 jobs (2016)

24% of total employment in the LGA



\$1.47B

Gross Value Added

6.5%
Retail trade

34.4%
Manufacturing

4.1%
Administration and
support service

37.1%
Manufacturing

7%
Wholesale trade

12.7%
Construction

10.8%
Wholesale
trade

13.4%
Construction

**Top five
industry
employers
(2016)**

10.9%

Transport, postal and warehousing

**Top five
industry by
Gross Value
Added
(2018)**

11.7%

Transport, postal and warehousing

TOP FIVE STRENGTHS

1

Highly connected industrial uses are centred around a train line, but separated from residential uses

2

B-Double truck access

3

Proximity to Minto intermodal shipping terminal and access to Hume Highway

4

Low constraints to industrial uses including low slope and high buffering to surrounding residential uses

5

Low cost industrial land relative to Greater Sydney.

TOP FIVE OPPORTUNITIES

1

Potential to drive development of advanced manufacturing and precision engineering uses

2

Leverage existing specialisation in food product manufacturing and expand links to rural areas to realise agribusiness opportunities for food production, processing and export

3

The planned Western Sydney Airport and North South Rail Link will provide improved connectivity

4

Capacity to build and occupy modern facilities suitable for long-term needs

5

Establish industry complementary to Minto's focus to grow and diversify the supply chain.

CENTRE SNAPSHOT MINTO

Similar to Ingleburn, Minto is a major employment and economic centre situated around the Minto train station, immediately north-east of the Campbelltown City Centre. It is designated as a local centre within the Western City District Plan, provides local retail and services to residents and also serves a metropolitan function as a major industrial precinct.

Existing City Centre Land Use Mix

- Industrial / Urban Services – 884,900sqm
- Retail / Commercial – 58,740sqm



KEY FACTS FOR MINTO



Employment

9,102 jobs (2016)

16% of total employment in the LGA



\$980M

Gross Value Added

6.9%
Wholesale
trade

35.9%
Manufacturing

11%
Wholesale
trade

40.1%
Manufacturing

8.1%
Construction

**Top five
industry
employers
(2016)**

11.7%
Transport, postal
and warehousing

9.5%
Construction

**Top five
industry by
Gross Value
Added
(2018)**

14.3%
Transport, postal
and warehousing

8.6%
Retail trade

5.6%
Retail trade

TOP FIVE STRENGTHS

- 1** Connected to the Minto intermodal shipping terminal
- 2** Highly connected industrial uses are centred around a train line, but separated from residential uses
- 3** B-Double truck access
- 4** Low constraints to industrial uses including low land cost relative to Greater Sydney, low slope, low flood risk and high buffering to surrounding residential uses
- 5** Accessible from the Hume Highway with little traffic congestion.

TOP FIVE OPPORTUNITIES

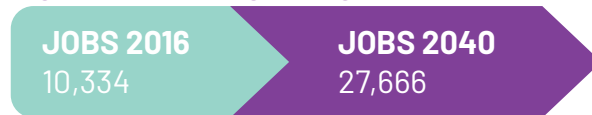
- 1** Intensify at-grade car storage sites to free up developable land
- 2** Expand intermodal terminal to service north-bound traffic and allow access to additional users
- 3** The planned Western Sydney Airport and North South Rail Line will make Minto even more attractive to businesses
- 4** Continuing eCommerce growth will drive demand for high clearance warehousing and logistic centres
- 5** Potential to complement Minto Marketplace and create a lively and active hub around the train station.



JOBS TARGET

CAMPBELLTOWN CITY CENTRE

CAMPBELLTOWN CBD



MACARTHUR CENTRE



LEUMEAH CENTRE



TOTAL



**THIS
REPRESENTS
AN INCREASE OF
179%**

**OF THIS TOTAL,
29,171
ARE PROPOSED TO
BE KNOWLEDGE
INTENSIVE OR HIGH
SKILLED JOBS**

OPPORTUNITY TARGET SECTORS

Health and Education
Industrial
Agribusiness

OPPORTUNITY TARGET SECTORS

Our future opportunity target sectors have been identified by assessing the current strengths of the city and considering key competitors.

Our opportunity target sectors are:

- **Health and Education**
- **Industrial**
- **Agribusiness.**

It is important for Campbelltown to leverage synergies between these sectors to further strengthen the potential of the city.

HEALTH AND EDUCATION

One of the most important opportunities for economic development in Campbelltown is the further development and maturation of the Health, Education and Innovation District in Campbelltown.

Campbelltown's current strengths

Campbelltown has a number of strengths and advantages in the health and education space, including being **designated a health and education precinct under the Greater Sydney Region Plan**.

A further strength is the number of key health and education facilities which sit within the Health, Education and Innovation District in Campbelltown. This **existing cluster of facilities** is a key competitive advantage which will attract additional organisations and facilities to drive economic growth.

Campbelltown Hospital, currently the main health facility servicing the broader Macarthur region, is undergoing a **\$632m redevelopment** which will expand and integrate key clinical and support services to meet the needs of the growing south-west Sydney population by providing:

- a new clinical services building with modern wards and patient facilities
- an expanded emergency department
- state-of-the-art operating theatres and intensive care unit

- new women's health services including birthing suites and maternity ward
- enhanced paediatric services
- modern, centrally located mental health units
- increased access to outpatient and ambulatory care services
- upgraded medical imaging equipment.

This is in addition to the \$160m stage one redevelopment, completed in 2016, which created a new acute services building housing inpatient wards, ambulatory, outpatient, allied health services, and pathology.

Additional key health and education organisations in Campbelltown include Western Sydney University School of Medicine, Macarthur Clinical School, Campbelltown Private Hospital (Healthscope), Macarthur Clinic (Ramsay Health Care), and Bresmedical Advanced Manufacturing.

Locational advantages

Campbelltown has a number of locational advantages including the significant undeveloped and underdeveloped landholdings in and around the Health, Education and Innovation District.

The District is situated around a train line and station, providing convenient public transport links.

Opportunities for Campbelltown

It is critical to focus on our strengths and unique selling points, and fill gaps in the market – replicating what has been done elsewhere will not deliver an optimal outcome for our city.

The key opportunities to drive business attraction, development and expansion include:

- Tertiary education facilities (new and existing campuses and providers)
- Private health facilities and services
- Greater connectivity between medical research, education and health services focused on (but not limited to):
 - Paediatrics
 - Diabetes
 - Health equity
 - Mental health
 - Complementary medicine
 - Indigenous health
 - Immunology
 - Respiratory
 - Sleep.

LANG WALKER MACARTHUR MEDICAL RESEARCH CENTRE

In December 2019, it was announced that a world-class medical research centre would be built in Campbelltown, adjacent to the Campbelltown public and private hospitals, to meet the needs of the rapidly expanding community.

The research centre will investigate some of the state's most urgent health problems including diabetes, mental health, indigenous health and paediatrics. The centre will also foster greater collaboration and innovation between clinicians, researchers and students.

The research centre is an alliance between multiple funding partners including the Ingham Institute of Applied Medical Research, University of NSW, South West Sydney Local Health District, the Walker Group and Western Sydney University.

INDUSTRIAL

Underpinned by continuing urbanisation and metropolitan growth, and the rise of the technology economy, the industrial sectors are becoming increasingly important drivers of economic growth across Sydney. In particular, significant opportunities are emerging in the manufacturing and logistics industries.

Campbelltown's current strengths

Campbelltown already possesses a **strong industrial sector**, with a significant concentration of manufacturing jobs, particularly in polymer product manufacturing and paper product manufacturing industries. These concentrations are strengths which can be leveraged and further developed to improve Campbelltown's manufacturing proposition and drive greater economic growth in the future.

Campbelltown also has specialisations in textile floor coverings, prepared animal and bird feed manufacturing, cosmetic and toiletry preparation manufacturing, and confectionary manufacturing.

Locational advantages

Campbelltown's primary advantage is the **clustering of manufacturing firms and activities** with highly connected, large-scale industrial precincts that are insulated from residential and other incompatible uses. Minto, Ingleburn and Campbelltown City Centre each contain large industrial

precincts (totalling 622ha of industrial land) which benefit from **easy access** to the M31 Hume Motorway and are well-served by public transport. Minto also benefits from the Minto Intermodal Shipping Terminal (MIST), currently operated by Qube Logistics.

The proximity of the industrial precincts to the Health, Education and Innovation District is an advantage for manufacturing activities. The road and rail connections to the Western Sydney Airport and Sydney Airport, and the proximity to Holsworthy Barracks, are also a benefit to **aviation, aeronautical and defence product manufacturing activities**.

Opportunities for Campbelltown

Given Campbelltown's strengths and competitive positioning relative to key competing industrial precincts, the main opportunities relate to manufacturing, specifically the sub-sectors of:

- Higher value health and medical manufacturing – linking to the Campbelltown Health, Education and Innovation District
- Polymer and additive manufacturing – building on current specialisation and growth in 3D printing technology
- Construction product manufacturing – catering to the significant construction activity underway in the Macarthur region and Western Sydney more broadly
- Aviation, aeronautical and defence product manufacturing – building on current specialisation and to cater to the current and future demand from Holsworthy Barracks and the Western Sydney Airport.

AGRIBUSINESS

The development of Western Sydney Airport has seen the NSW and Commonwealth governments identify the potential for an agribusiness precinct within the Aerotropolis.

However, the opportunities for agribusiness stretch beyond the development of this single precinct. The key to maximising this opportunity is to foster the development of a diverse agribusiness ecosystem across western Sydney – each with a different focus area. The Greater Sydney Commission has identified that south west Sydney (including Campbelltown) will **specialise in plant and animal sciences**.

Campbelltown's current strengths

Campbelltown's proposed focus on plant and animal sciences is already underpinned by the current and proposed presence of a number of key facilities within Campbelltown and the surrounding areas.

The Australian Botanic Garden, Mount Annan is the largest botanic garden in the southern hemisphere. In addition to a significant native flora and fauna collection, the garden also houses the **Australian PlantBank** – an international centre for plant research and learning, and the largest native plant conservation seedbank in Australia. **The National Herbarium of NSW** will also soon be relocated here to a new purpose built facility. Already one of the most significant botanic resources in

Australia, housing more than 1.43 million plant specimens, the Herbarium's growing collection is essential for informing directions for conservation and management of the natural environment.

The **Elizabeth Macarthur Agricultural Institute (EMAI)** at Menangle is the NSW Department of Primary Industry's (DPI) **Centre of Excellence for Plant and Animal Health**. It is also NSW's premier quarantine and biosecurity facility, housing critical infrastructure and world recognised research scientists. EMAI is also set to expand with the development of a global hub for veterinary science, agriculture and soil research and training centre – a partnership between DPI and the University of Sydney.

In addition to these existing and proposed facilities, Campbelltown also benefits from its existing Western Sydney University and TAFE campuses.

Locational advantages

Further to the growing cluster of facilities focused on plant and animal sciences, Campbelltown also has an advantage of a **semi-rural location**, providing close proximity to existing agricultural activities and facilities and allowing research to be easily undertaken and applied in the field.

The future road and rail links to Western Sydney Airport will also ensure that southwest Sydney is **connected** to the broader agribusiness ecosystem, including the agribusiness precinct at the Aerotropolis.

Opportunities for Campbelltown

Campbelltown's existing food production industry, which forms part of the agribusiness value chain, presents new opportunities for food-based research – especially in native and indigenous foods.

Synergies of the existing facilities, including the:

- Australian Botanic Garden
 - Australian PlantBank
 - National Herbarium of NSW
 - Elizabeth Macarthur Agricultural Institute
 - University of Sydney and Department of Primary Industry's proposed global hub for veterinary science, agriculture and soil research, agribusiness and training
 - Western Sydney University, Campbelltown campus
 - TAFE NSW, Campbelltown campus
- have the potential to attract investment, create jobs, and drive significant economic growth in Campbelltown.

THE ROLE OF COUNCIL

Campbelltown City Council has an important role to play in creating a local environment that facilitates and drives greater economic growth. Underpinned by our city's existing economic anchors of health, education, justice, arts, sport and industry, we are building on these strengths to harness the significant opportunity they present.

To help create the right environment for economic growth, we are committed to:

- **Good economic governance** – developing an economic governance framework that provides structure, reduces red tape and guides interactions and engagement within Council, with the private sector and other government agencies.
- **Building on our amenity and public domain** – already blessed with significant amenity, we are invested in ensuring liveability outcomes and healthy lifestyles are embedded into the future fabric of our city.
- **Unlocking the potential of our strategic land holdings** – so much of the city centre is yet to be developed, we will make the most of our extensive land area to facilitate greater development opportunities, resident population and jobs. This will be delivered consistent with the long term needs of the people of Campbelltown.

- **Enhancing connections** – we are working on integrated transport solutions to capitalise on the potential of Campbelltown to be a 30 minute city.
- **Collaboration** – we recognise that economic development and strategic planning requires collaboration and coordination between all levels of government, as well as the private sector.

Additionally, there are other ways that we can not only contribute to, but drive, economic development growth in Campbelltown, by utilising our spheres of control, influence and concern.

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We will work together to ensure Campbelltown's economy reaches its full potential.
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CONTROL

Core business, statutory responsibilities, service provision, Council facilities and services, buildings, strategic landholdings and other assets

Direct decision-making and action is possible.

INFLUENCE

Areas of partial or shared responsibility or influence

Advocacy, lobbying, education and communication are possible.

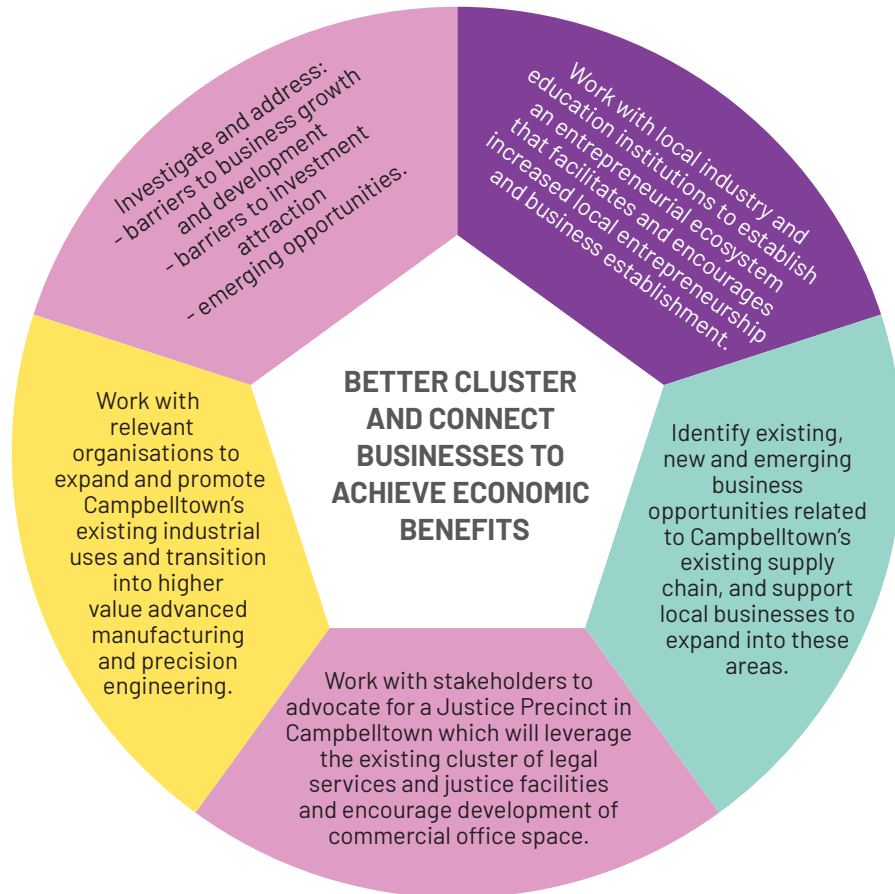
Action may be possible through collaboration with other organisations and Government agencies.

CONCERN

Wide range of issues important to the community

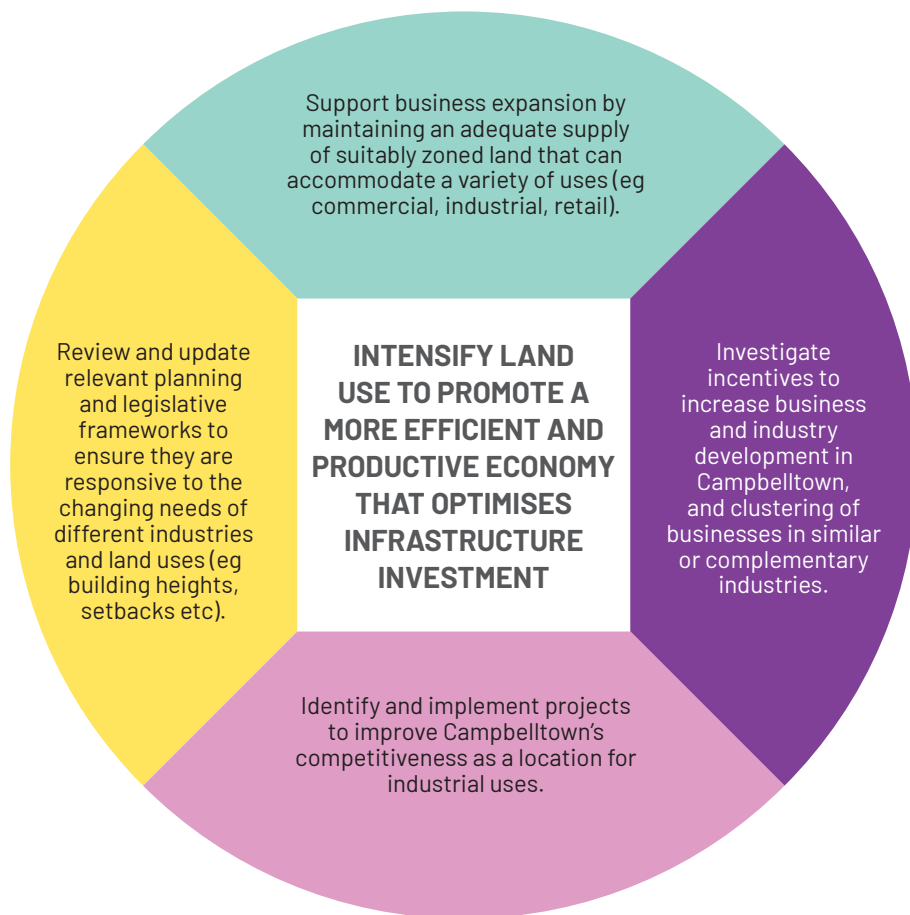
Critical to be aware of and respond to but limited ability to control or influence.

OUR PATH FORWARD



KEY OUTCOMES

- Campbelltown's Core CBD is the commercial and civic heart of the city. Government and education institutions are co-located to benefit from synergies and partnerships. Ancillary retail services the worker, student and visitor population and activates the precinct into the evening.
- An integrated world class health, knowledge and innovation district has public and private health facilities, research centres and state-of the art education institutions. A range of commercial and accommodation uses drive innovation, synergies, networking and enhanced business development opportunities.
- Leumeah Sports and Entertainment hub, anchored by Campbelltown Stadium, plays a key role in Campbelltown's liveliness, appeal and attraction for residents, workers and visitors alike.
- The cultural precinct, centred around Campbelltown Arts Centre, will create an opportunity for the community to access a diverse range of high-quality artistic works and play a key role in the development of the creative economy.
- The technology and city servicing innovation precinct accommodates a range of tech, advanced and additive manufacturing and city servicing uses, as well as accommodation uses in the longer term. This mix of higher value industrial uses benefits from its high worker amenity, public space, ease of access to the Core CBD, and high public transport accessibility.



KEY OUTCOMES

- Campbelltown Core CBD is home to higher intensity commercial buildings, tertiary education campuses, and civic facilities (e.g. libraries). Complementary retail and non-retail uses provide amenity to residents, students and workers, as well as activate the street.
- Macarthur's Health, Knowledge and Innovation District cross-pollinates business, research and ideas through higher intensity mixed use developments that co-locate health, education, retail, and ancillary residential and minor commercial uses.
- Campbelltown Hospital is the centre of high intensity health within the broader Macarthur Health, Knowledge and Innovation District. Health facilities, research institutes, clinical schools, aged care and retirement living, and accommodation uses are located in vertical campus buildings which complement the hospital.
- Campbelltown has an array of medium intensity development in suitable locations incorporating residential, retail, commercial, health, education and industrial uses. This ensures land is fully maximised while managing the interface between the centres and the lower density uses beyond.



KEY OUTCOMES

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



KEY OUTCOMES

- The Campbelltown City Centre contains a substantial tertiary education and education related offer that provides extensive opportunities for local residents to study, upskill, and continuously learn and develop. These facilities are state-of-the-art with the operators having strong links to the local and broader business community. Collaboration between businesses, educational and research institutes also helps provide job ready graduates.
- Campbelltown has capitalised on its historical strengths in manufacturing, retail, education and health. The city is home to highly regarded operators in these sectors who are committed to growing Campbelltown's reputation through ongoing training and development of their employees and the local workforce more broadly.
- Campbelltown City Centre offers exciting pathways to progress through the education system and upskill. There are strong links between early learning, primary, secondary and tertiary education operators, facilities and local industry through co-location as well as digital.



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References

Data used in this publication is from publically available data sources including Australian Bureau of Statistics, National Institute of Economic and Industry Research, and Profile .ID the Population Experts.

Disclaimer

This document contains general information about the Campbelltown Local Government Area and does not constitute investment advice. Every reasonable effort has been made to ensure this document is correct at the time of publication (December 2019). Campbelltown City Council and its councillors and employees will not accept liability for any loss, damage, cost or expense that may be incurred as a result of the use of or reliance on the information in this document.

WELLBROOK