

CANTERBURY BANKSTOWN EMPLOYMENT LAND STRATEGY

SUMMARY REPORT

AUGUST 2019

PREPARED FOR
CITY OF CANTERBURY BANKSTOWN

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1.0 INTRODUCTION

Canterbury Bankstown Local Government area diverse, with a strong economy gained originally through a strong manufacturing sector. More recently multinational companies such as Volkswagen have based Australian operations in the LGA. There is also major investment by local and foreign companies in the aviation, print media and retail sectors, whilst significant investment by Government has been planned or committed to.

The biggest commercial areas in the Canterbury-Bankstown area are located at Bankstown and Campsie - both being identified by the Greater Sydney Commission as strategic centres for greater Sydney. Bankstown is the largest central business district in the region and features a large shopping centre and growing commercial office market. Leveraging these strategic centres can bring long term gains to the local economy.

The Canterbury Bankstown's strengths are its connectivity, a diverse economy, and a skilled workforce. It has a reputation for multicultural goods and cuisine, and specialised hubs such as the Bankstown Aviation and Technology hub, centred around Bankstown Airport and Milperra.

Delivering long term economic and employment growth to the LGA requires a strategic approach that capitalises on opportunities to attract investment and jobs growth. Canterbury Bankstown's strong local identity and existing businesses provide a firm foundation for the city's long term economic success.

Significant investment in Canterbury Bankston is planned by the NSW Government and other institutions, including:

- The Sydenham to Bankstown metro Line (expected delivery by 2024)
- Metro Extensions to Liverpool and Parramatta (NSW Future Transport Strategy)
- Identification of Bankstown as a Health Education Precinct
- Bankstown Collaboration Area, which takes in Bankstown City Centre and Bankstown Airport

- The relocation of Western Sydney University from Milperra into a vertical City Centre Campus
- Commitment to develop Bankstown-Lidcombe Hospital

Collectively, this infrastructure has the capacity to transform parts of the LGA.

This employment strategy seeks to leverage planning infrastructure investments and build on Canterbury Bankstown's economic strengths to meet future employment demand. The strategy aims to create an environment that supports a diversity of employment generating land uses, increased productivity and value adding of local products.

This strategy is a companion document to the Canterbury Bankstown Employment Lands Strategy Background Report and the Canterbury Bankstown Economic Development Strategy. It has informed Council's development of a Local Strategic Planning Statement for the Canterbury Bankstown LGA.

This strategy will guide Council's decision making to ensure that there is an adequate and appropriate supply of employment land the is serviced to meet the needs of businesses and employees. The Employment Lands strategy is to deliver sound policy and land use planning outcomes for the Canterbury Bankstown Local Government Area (LGA). The Strategy will be used as a key evidence base to inform:

- The Local Strategic Planning Statement (LSPS)
- A single comprehensive Local Environmental Plan (LEP) that both consolidates the existing LEPs and looks forward in line with state government and Council planning priorities.

The strategy also seeks to leverage the strategic advantages of the LGA to maximise employment opportunities and support long term economic growth.

1.1 Strategic context

The Greater Sydney Commission's *South District Plan* identifies Bankstown and Campsie as strategic centres. The Commission foreshadows that the planned metro line will deliver improved frequency and reduced travel time between both centres and the

Sydney CBD and beyond to Chatswood and Macquarie Park. This will result in a strengthening of the economic links between Bankstown and the Eastern Economic Corridor and potential to stimulate economic opportunities to attract jobs to Bankstown and Campsie.

Employment targets set by the Greater Sydney Commission

Target	Bankstown	Campsie
2016 estimate	12,100	4,800
2036 baseline target	17,000	7,000
2036 higher target	25,000	7,500

Source: South District Plan, Greater Sydney Commission

The *South District Plan* identifies a new **Bankstown Health and Education Precinct** in Bankstown underpinned by the opening of a new Western Sydney University campus and hospital which, together with the existing TAFE, will introduce a new vibrancy to the centre through an enhanced education function. Collectively, the University and TAFE will result in 18,000 students in the City Centre, in addition to 2,000-3,000 school students in six schools within the City Centre. Further investment in tertiary and vocational education could bring this figure to 25,000 by 2036. This will have an economic flow-on effect, creating opportunities for more local jobs, including knowledge-intensive jobs, as well as creating new opportunities to upskill the local workforce.

The **Bankstown Health Education Precinct** and the **Bankstown Airport and Milperra Industrial Area** have been identified as a Collaboration Area to be planned by the Greater Sydney Commission in collaboration with the NSW Department of Planning,

Industry and Environment, Canterbury– Bankstown Council, Bankstown Airport Limited and State agencies. A place-based approach is to be used to plan for the strategic transformation of the centre. This is to include resolving impediments to the delivery of coordinated investment and ensuring infrastructure alignment through a whole-of-government consideration.

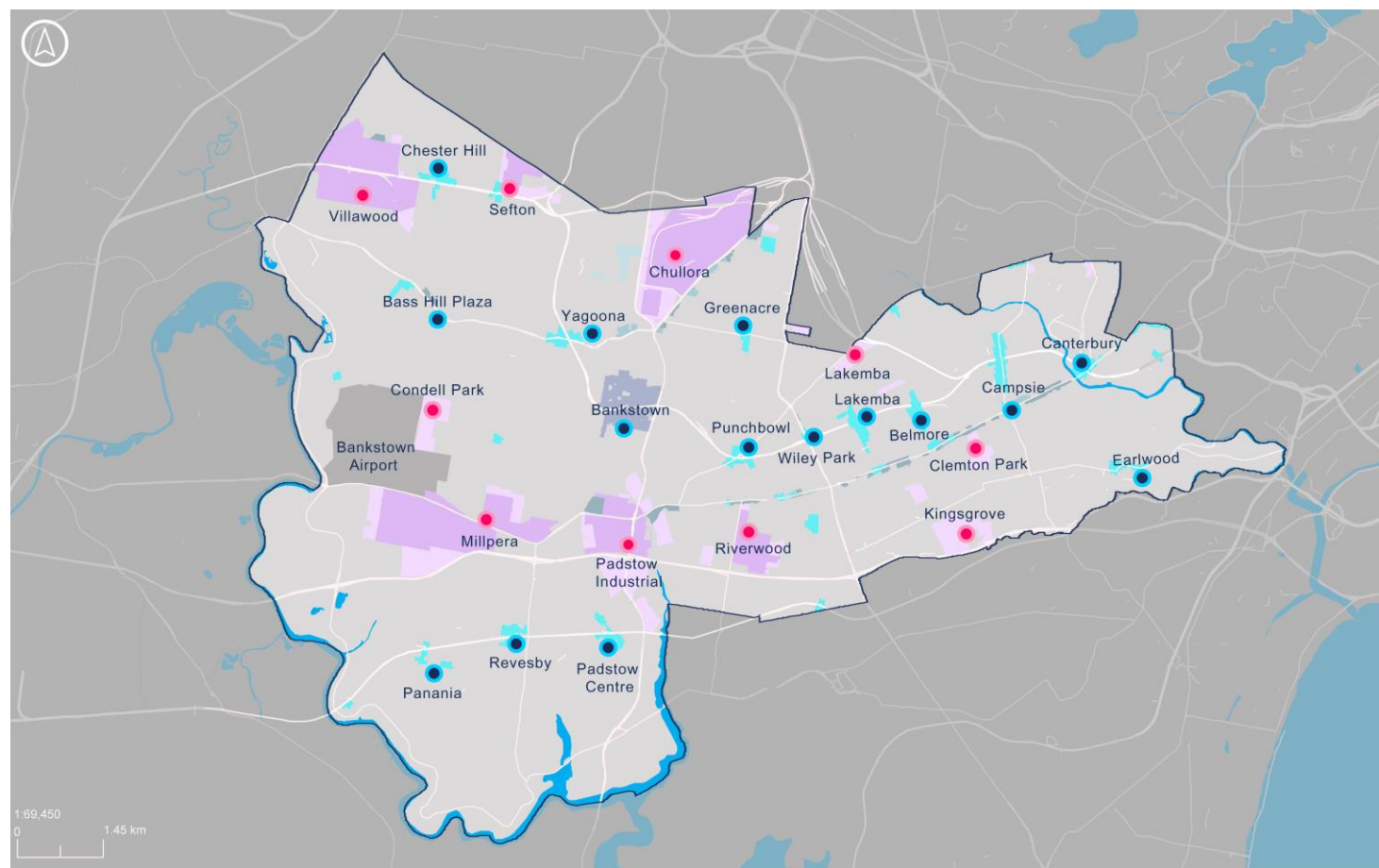
The substantial planning investment in Bankstown, combined with the joint work of Bankstown Airport, State and Local Government will be instrumental in transforming Bankstown to a vibrant mixed use central business district.

1.2 CBCity 2028

CBCity 2028 is Canterbury Bankstown Council's 10 year plan to "*guide the city of Canterbury Bankstown on its journey to become a thriving, dynamic city.*" The plan promotes embracing change to attract high value jobs and investment. The plan commits Council to support and promote private investment employment and growth to make CBCity a destination. "Buy local and employ local" is promoted and actions to support new businesses are being explored.

1.3 Employment lands

Canterbury Bankstown Local Government Area has 965.9 ha of employment land. These lands are in established employment precincts, retail centres or enterprise corridors along main roads as indicated below.



- Legend
- Employment Precincts
 - Business Precincts

Location of employment land

2.0 EMPLOYMENT GROWTH PROFILE

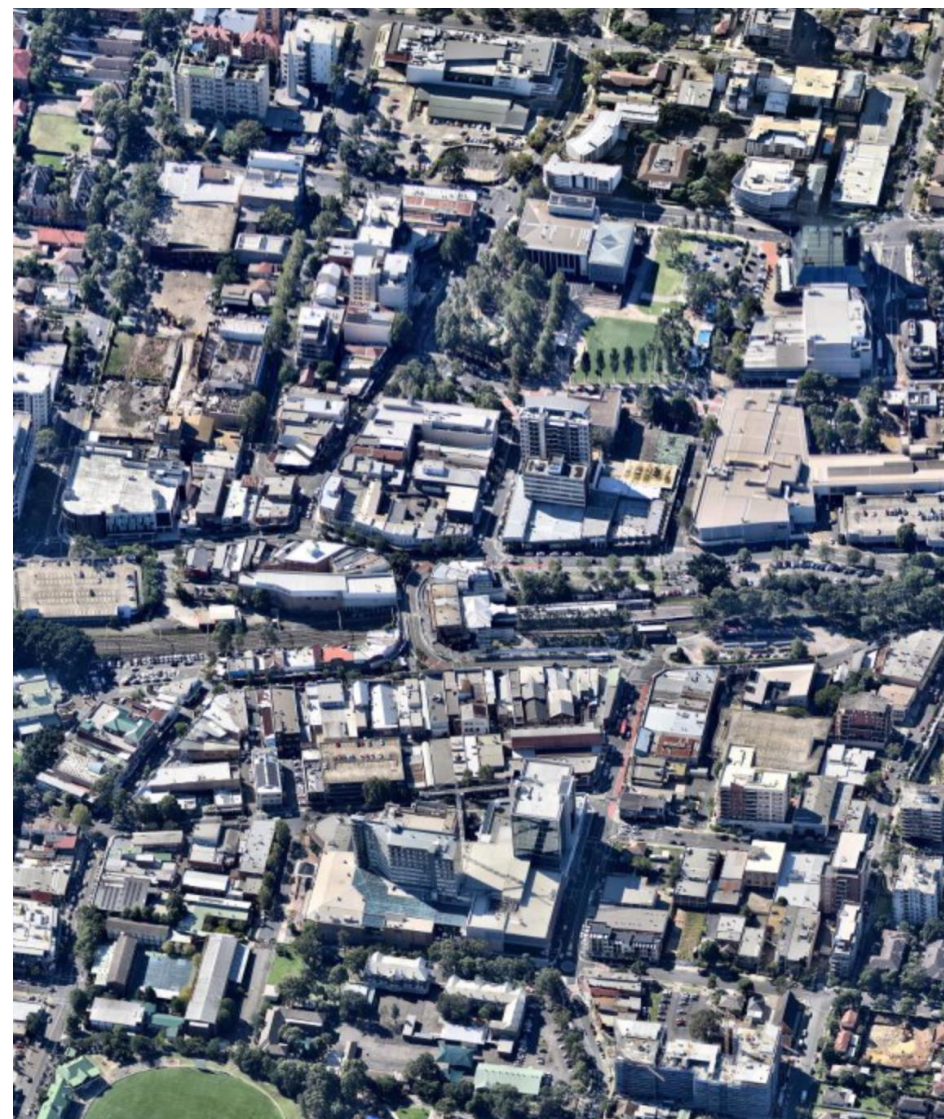
The City of Canterbury Bankstown generated \$14.48 billion in GRP in 2017/18 and supported 118,450 jobs. This represents almost 3% of the State of NSW's economy. Analysis of business counts in Canterbury Bankstown revealed that between 2014 and 2018 identified an additional 11,812 businesses were recorded. Over this period almost all industry categories experienced an increase in the number of businesses present.

In 2018, Canterbury-Bankstown's Local Residents GRP was \$16.3 billion, this was higher than local industry GRP. This indicates that residents are contributing their economic productivity to other areas.

In 2018 there were a total of 38,337 active and registered for GST businesses. Population serving industries make up the largest share.

Canterbury Bankstown Economic Indicators

	Gross regional product	Industry value added
	\$14.48 billion (2017/18)	\$1,1382.3 M (2017/18)
Local sales	Number of businesses	Output
\$18,411.0 M (2017/18)	38,337 (Dec 2018)	\$2,6735.7M (2017/18)



2.1.1 The working population

Although the total proportion of people employed within the LGA was higher than Greater Sydney the number of people in full time employment (56.8 per cent) was lower than Greater Sydney (61.2 per cent).

	Employed in full time work (2016)	Employed in part time work (2016)	Total labour force (2018)	Unemployment rate(Dec 18)	Live and work in Canterbury Bankstown (2016)	Jobs to workers ratio (2017/18)
Canterbury Bankstown	61.9%	30.9%	150,619	7.19%	28.5% (2016)	0.73
Greater Sydney	63.1%	34.9%	N/A	4.3%	N/A	N/A


2.1.2 Industries

Between 2014 and 2018 an additional 6,771 jobs were created in Canterbury Bankstown. The distribution of these jobs was not evenly spread across all industries with industrial and population serving jobs declining by 1-2 per cent whereas the number of Health and Education jobs grew by 3 per cent. The top three industry sectors for jobs growth between 2014 and 2018 were; Health Care and Social Assistance (+2.3 per cent and 3,503 additional jobs); Education and Training (+1.4 per cent and 2,248 additional jobs), Transport, Postal and Warehousing (+.6 per cent and

1,080 additional businesses) and Accommodation and Food Services (+.8 per cent and 1,358 additional jobs).

Canterbury-Bankstown LGA has a long standing specialisation in manufacturing. However, the proportion of local residents working in Manufacturing experienced a decline of 3.7 per cent between 2011 and 2016. Between 2006 and 2017 there was an increase in the proportion of residents working in construction (1.5 per cent), education and training (.7 per cent) and health care and social assistance (.4 per cent)

Employment by Industry Type

	Health Care-Social Assist.	Retail Trade	Manufacturing	Construction	Transport, Postal and Warehousing	Accommodation and Food Services	Education and training
Canterbury Bankstown	10.8%	10.4%	6.6%	9.5%	7.7	7.3%	7.3%
Greater Sydney	11.6%	9.3%	5.8%	8.2%	5%	6.7%	8%

Source: .ID Canterbury Bankstown Economic Profile

2.2 Industry trends and drivers

Local, regional and global trends, combined with future drivers, affect employment generating land uses, their success and economic productivity. Some of the trends that will impact on the City's future are outlined below.

SECTOR	INDUSTRY TRENDS
KNOWLEDGE INTENSIVE JOBS	A growing demand for knowledge intensive jobs A shift towards knowledge-intensive jobs - 80% of all new jobs over the past 20 years The fastest growth in jobs in the LGA are Health Care and Social Assistance (+2.3 per cent) and Education and Training (+1.4 per cent). The new Western Sydney University Campus in Bankstown and a new Bankstown Hospital will strengthen this trend.
	The global market Global labour and capital markets mean companies now look internationally to work, customers and employees. Global trade in knowledge-intensive goods and services is growing faster than labour or capital intensive trade. Canterbury Bankstown must remain competitive in a global market and can draw upon its young, multilingual and globally connected workforce.
	Flexible workspace boom

SECTOR	INDUSTRY TRENDS
	Shifts in technological capabilities and working habits are impacting on demand for workspaces Flexible work arrangements and spaces are increasing; workers are becoming increasingly mobile Co-working spaces are increasingly popular. There is opportunity for Canterbury Bankstown's strategic centres to facilitate more local co-working and flexible working spaces.
POPULATION SERVING	Retail and Commercial Uses In 2018 retail accounted for 6.9 per cent of the local economy and had an even larger impact on employment manufacturing, logistics and freight. Demand for retail is closely linked to population growth, wealth and associated levels of expenditure. –Steady growth in population which is predicted to continue. Online retailing has affected land use and building requirements by supporting growth in out-of-centre bulky goods retailing. A shift towards experience and convenience - engaging shopping experiences There is likely to be a shift in the format and offering of large scale retail centres to respond to these shifts, including at Bankstown, Roselands, Chullora, Bass Hill.
	New format supermarkets An increase in demand for larger format retail space and new format supermarkets

SECTOR	INDUSTRY TRENDS
	<p>An increase in demand for supermarkets of around 1,000 m² to 1,500 m² in smaller retail centres where previously smaller supermarkets or convenience stores may have prevailed. This may impact the small and local nature of some centres.</p>
	<p>Better eating experiences</p> <p>Strong growth in café culture is making eating experiences increasingly important</p> <p>“Experience” has seen increased demand for comfortable outdoor dining options within centres, particularly those with main streets, good transport accessibility and good local walking catchments.</p>
HEALTH AND EDUCATION	<p>Automation</p> <p>The creation of new kinds of jobs, which are generally more creative, less repetitive and enable more flexible labour markets.</p> <p>Local workers, of all ages, will need to continue to up skill and re-skill. This will particularly impact manufacturing and other blue collar industries in the local area.</p>
	<p>Lifelong learning</p> <p>In many occupations it has become essential to acquire new skills as established ones become obsolete</p> <p>As populations are ageing, career spans are lengthening, changing the labour market.</p>

SECTOR	INDUSTRY TRENDS
	<p>There is increasing pressure for the continuous acquisition of new skills. Working with higher and vocational education institutions may assist in providing these opportunities locally.</p>
	<p>Higher education institutions</p> <p>Employment anchor’s through research and knowledge-focused services to businesses and other employers.</p> <p>Support the labour requirements of innovative local employers.</p> <p>Provide management and leadership development to local firms.</p> <p>The Bankstown Health and Education Precinct provides a strong platform to start building relationships, employment pathways and management and leadership to local firms.</p>
	<p>Opportunities of aging</p> <p>High old-age dependency ratios put more demand on the healthcare system through longer hospital stays and more follow-up care, requiring increased staff and construction of health care facilities.</p> <p>New opportunities for business and economic development.</p>

SECTOR	INDUSTRY TRENDS
	Increased demand for healthcare products and services ¹ . Co-locating health and education and having the right housing around the hospitals will assist in realising this opportunity.
INDUSTRIAL	<p>Sector restructuring</p> <p>Globalisation and the free movement of people, goods and services have increased competition resulting in a decline in the proportion of jobs within manufacturing industries.</p> <p>Industrial floorspace used primarily for business related storage is in decline</p> <p>High throughput distribution space is in high demand essentially designed to facilitate the rapid movement of goods through the supply chain.</p> <p>Businesses with low inventory turnover are gravitating to inexpensive land and low cost buildings.</p> <p>Businesses that have high inventory turnover and high value products are more prepared to pay a premium for excellent access to a large customer base and proximity in time and space to roads, ports and airports.</p>

2.3 New and strengthened employment anchors

Anchor institutions, such as universities, hospitals and airports, play a vital role in their communities and economies. Anchor institutions are very unlikely to move location, even during adverse events like an economic downturn. They provide employment and stimulate the local economy. The stability of anchor institutions attracts local

¹ The Economist Intelligence Unit 2006, Forecast 2020

businesses, which position themselves to provide goods and services to the institution and its employees².

Canterbury Bankstown is fortunate to have two new anchor institutions in the planning phase. They along with Bankstown Airport will provide transformative opportunities.

2.3.1 Western Sydney University

The South District Plan identifies a new Bankstown Health and Education Precinct and that the Greater Sydney Commission will plan the Bankstown Airport and Milperra industrial area and Bankstown City Centre with the NSW Department of Planning, Industry and Environment, Canterbury-Bankstown Council, Bankstown Airport Limited and State agencies through the Collaboration Area process. This process takes a place based approach is for the strategic transformation of the centre. This is to include resolving impediments to the delivery of coordinated investment and ensuring infrastructure alignment through a whole-of-government consideration.

Western Sydney University's (WSU) city campus in the Bankstown CBD will bring 7,000-10,000 students and new research capability to Canterbury-Bankstown LGA in 2021/22. Canterbury-Bankstown Council should foster interaction between the universities and small businesses. This interaction may include consultancy and contract research specific to business need; continued professional development; and graduate start-ups. There is also potential for WSU to support local businesses and these relationships may assist the university to attract local students and open up opportunities for short-courses. There is also opportunity for WSU to offer, or facilitate, different types of management and leadership development support.

2.3.2 Bankstown Hospital

The NSW Government has committed \$1.3 billion budget for a new Bankstown-Lidcombe Hospital close to the Bankstown city centre. Building on this investment, private health services/facilities/hospitals could be co-located and would support the

² Maurrasse, D. Anchor Institutions and Employment, Earth Institute Columbia University, October 31, 2016

growth of an allied health and research sector which ties in with education and helps with the creation of an innovation precinct

2.3.3 Bankstown Airport

Bankstown Airport is the third busiest airport in Australia and the second busiest general aviation airport. The Airport operates on a 24/7 basis and serves as a flying base for Emergency Services, major flying schools and small to medium-size air freight, aircraft maintenance, charter and private business flights. Home to more than 160 businesses, Bankstown Airport plays an important role as a major commercial centre within the Canterbury Bankstown region. It has strong links to Sydney's major road networking, particularly the M5, Henry Lawson Drive, Milperra Road and the Hume Highway, which make it highly accessible by road to Parramatta, Sydney, Liverpool, Hurstville and Greater Sydney.

Bankstown Airport currently provides direct employment for more than 3,000 people, making this one of the key employers in the LGA. In addition, the airport also underpins significant employment in the neighbouring employment lands. Airport operations contribute almost \$1 billion annually and over 6,000 jobs to the NSW economy. This includes \$697 million and nearly 4,500 jobs to the local Canterbury-Bankstown economy.³

By 2024, on-site employment at the airport is expected to increase by more than 1,700 jobs. Current proposals include the following:

- The consolidation of existing NSW Police Force Aviation Support Branch (NSW Police Air Wing) operations into a new purpose-built integrated facility in the north-western portion of the Airport (within the Aviation Zone).
- Development of a warehouse within the south-western part of the Airport (within the Commercial Zone) to operate as a major industrial, logistics and

innovation precinct, with retail gateways. It includes a light industrial development of up to 40,000 square metres (gross leasable floor area).

The Bankstown and Bankstown Airport-Milperra Collaboration Area. This will:

- improve transport connections
- integrate planning for the airport with planning of surrounding lands
- coordinate infrastructure delivery
- facilitate advanced manufacturing and innovation
- expand opportunities stemming from Western Sydney University Bankstown Campus and the University of NSW Aviation School.

2.3.4 Population serving centres

One of the strengths of Canterbury Bankstown is its large number of commercial centres that are distributed to throughout the City, servicing the day to day needs of the local population. Collectively, these centres are a foundation for continued employment and economic growth from the bottom up.

The anchor changes outlined above will support substantial growth in Bankstown CBD. Proposals for Campsie will see the development of a lifestyle hub, offering cultural and leisure opportunities and the remaining centres will support growth of small businesses that respond to the needs of a growing population. The growth and vitality of centres can be supported through;

- The location of new housing growth to foster growing retail catchments
- Providing sufficient zoned land to allow business to expand as needed
- Encouraging a variety of floorplate sizes for a diversity of employment
- Encouraging innovation such a flexible and We Work places.
- Improving the amenity of centres – so that they are vibrant attractive places where people enjoy spending time

³ https://www.sydneyairportports.com.au/wp-content/uploads/2018/10/181018_Bankstown-Airport-Masterplan_PDMP.pdf cited on 6 July 2019.



3.0 EMPLOYMENT FLOORSPACE DEMAND

3.1 Employment lands

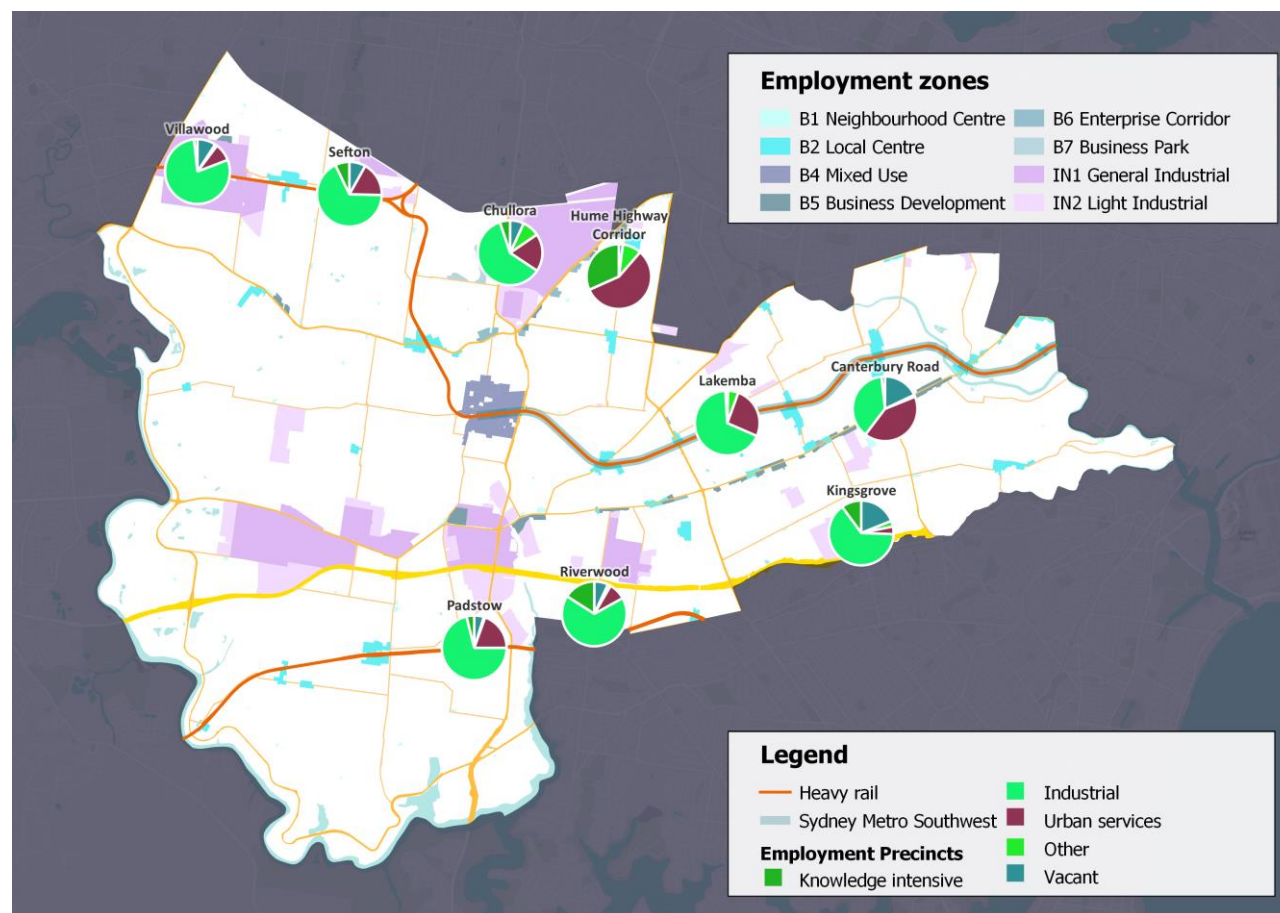
Employment precincts are land in the following zones in Bankstown Local Environmental Plan 2015 and Canterbury Local Environmental Plan 2012:

- IN1 General Industrial
- IN2 Light Industrial
- B5 Business Development
- B6 Enterprise Corridor
- B7 Business Park.

Canterbury Bankstown LGA has over 960 hectares of land in employment precincts. Within the employment precinct there is around 4,832,000 sq m of employment floorspace. The industry with the largest floorspace is manufacturing.

Employment floorspace

Precinct	Floorspace (m ²) 2016	Per cent
Chullora	786,612	15.2%
Clemton Park	190,000	3.7%
Condell Park	167,515	3.2%
Kingsgrove	319,879	6.2%
Milperra	1,283,025	24.8%
Padstow	840,712	16.3%
Riverwood	476,848	9.2%
Sefton	184,976	3.6%
Villawood	666,997	12.9%
Canterbury Road	59,447	1.1%
Lakemba	89,225	1.7%
Chapel Street	68,088	1.3%
Hume Highway Corridor	38,656	0.7%
Total	5,171,980	100.0%



The following table presents projections of floorspace requirements for different industry types located in the employment precincts. Manufacturing accounts for the largest number of jobs and this will continue to be the case in 2036. However, the greatest growth in number of jobs is expected to occur in health and education, construction and retail.

Employment projections 2019-2036

Type of Industry	Industry	Jobs		
		2019	2036	Growth 2018-36
Industrial	Agriculture, Forestry and Fishing	91	85	6
	Mining	46	56	10
	Manufacturing	17,890	17,925	34
	Electricity, Gas, Water and Waste Services	1,219	1,698	479
	Transport, Postal and Warehousing	8,211	6,553	1,658
Population serving	Construction	11,882	14,845	2,963
	Wholesale Trade	6,279	6,211	68
	Retail Trade	13,059	15,649	2,590
	Accommodation and Food Services	7,006	8,944	1,938
	Arts and Recreation Services	1,180	1,454	273

Type of Industry	Industry	Jobs		
		2019	2036	Growth 2018-36
	Other Services	5,576	6,122	546
Knowledge intensive	Information Media and Telecommunications	1,570	1,551	18
	Financial and Insurance Services	1,990	2,383	394
	Rental, Hiring and Real Estate Services	1,749	2,237	488
	Professional, Scientific and Technical Services	4,927	6,577	1,650
	Administrative and Support Services	3,060	3,431	371
	Public Administration and Safety	4,989	6,233	1,244
Health/education	Education and Training	10,191	14,042	3,851
	Health Care and Social Assistance	13,960	19,251	5,291
TOTAL		114,875	135,247	20,373

Building Successful Employment precincts: Key directions

<p>Businesses can respond to market drivers</p> <ul style="list-style-type: none"> • There is land and floorspace space available for rent / purchase on the market at any given time • Employment land and space provides for a range of floorplates sites and locational preferences • A skilled labourforce is located nearby • Businesses have access to the infrastructure and services they need • Mutually beneficial partnerships develop • Businesses can connect, collaborate and innovate. 	<p>Employment places are connected</p> <ul style="list-style-type: none"> • Mass transit connects employment places to maximise business interactions • Mass transport connects businesses to a skilled workforce • Freight transport efficiently connects businesses to regional and global markets Digital infrastructure supports global connections. 	<p>Employees needs are met</p> <ul style="list-style-type: none"> • Workers have access to a diverse choice of jobs located close to home • Commute times are within 30 minutes • Employment places offer convenience retail and personal services • Places to take a break in the working day are available, pleasant and interesting
<p>The LGA builds a strong competitive advantage</p> <ul style="list-style-type: none"> • Employment precincts are strategically placed within a typology • Business centres are strategically placed within a hierarchy • Opportunities to cluster and agglomerate are maximised. • A network of complementary centres and employment precincts is formed • Future development is aligned with and supports the strategic typology of employment places and Centres hierarchy 	<p>Business needs are serviced</p> <ul style="list-style-type: none"> • Businesses have immediate access to the services they need • High tech precincts, education and health precincts can accommodate business needs, visitors and learning experiences • Urban services precincts have an adequate supply of land and spaces to meet demand and surrounding land uses are managed to minimise risk of conflict • Precincts that provide large floorplates are protected for a sustainable industry base. 	<p>The community's needs are met</p> <ul style="list-style-type: none"> • Households have easy access to goods and urban services that meet their everyday needs • Local centres provide a convenient location for shopping and a focal point for community events, social interaction and outings • Campsie lifestyle precinct offers an exciting place for eating out, entertainment and leisure activities • Bankstown CBD provides for all higher order shopping and administration services.

3.2 Business centres

Business centres are land in the following zones in Bankstown Local Environmental Plan 2015 and Canterbury Local Environmental Plan 2012:

- B1 Neighbourhood Centre
- B2 Local Centre
- B4 Mixed Use

Within the LGA there are over 40 retail or commercial centres providing a range of retail and personal services. These centres provide for important local economic and employment opportunities that build on the distinctive local character. The Canterbury Bankstown LGA contains over 100 hectares of land zoned for centre uses. This includes land zoned as B1 Neighbourhood Centre, B2 Local Centre and B4 Mixed Use.

3.3 Bankstown CBD

An analysis of the floorspace in Bankstown in indicates that the five highest land uses as of April/March 2019 were:

- Residential – approx. 246,585 m² or 30.3 per cent
- General commercial use – approx. 54,125 m² or 6.6 per cent
- Community use – approx. 52,615 m² or 6.4 per cent
- Commercial medical and health care use – approx. 40,830 m² or 5.0 per cent
- Speciality non-food retail – approx. 39,720 m² or 4.8 per cent



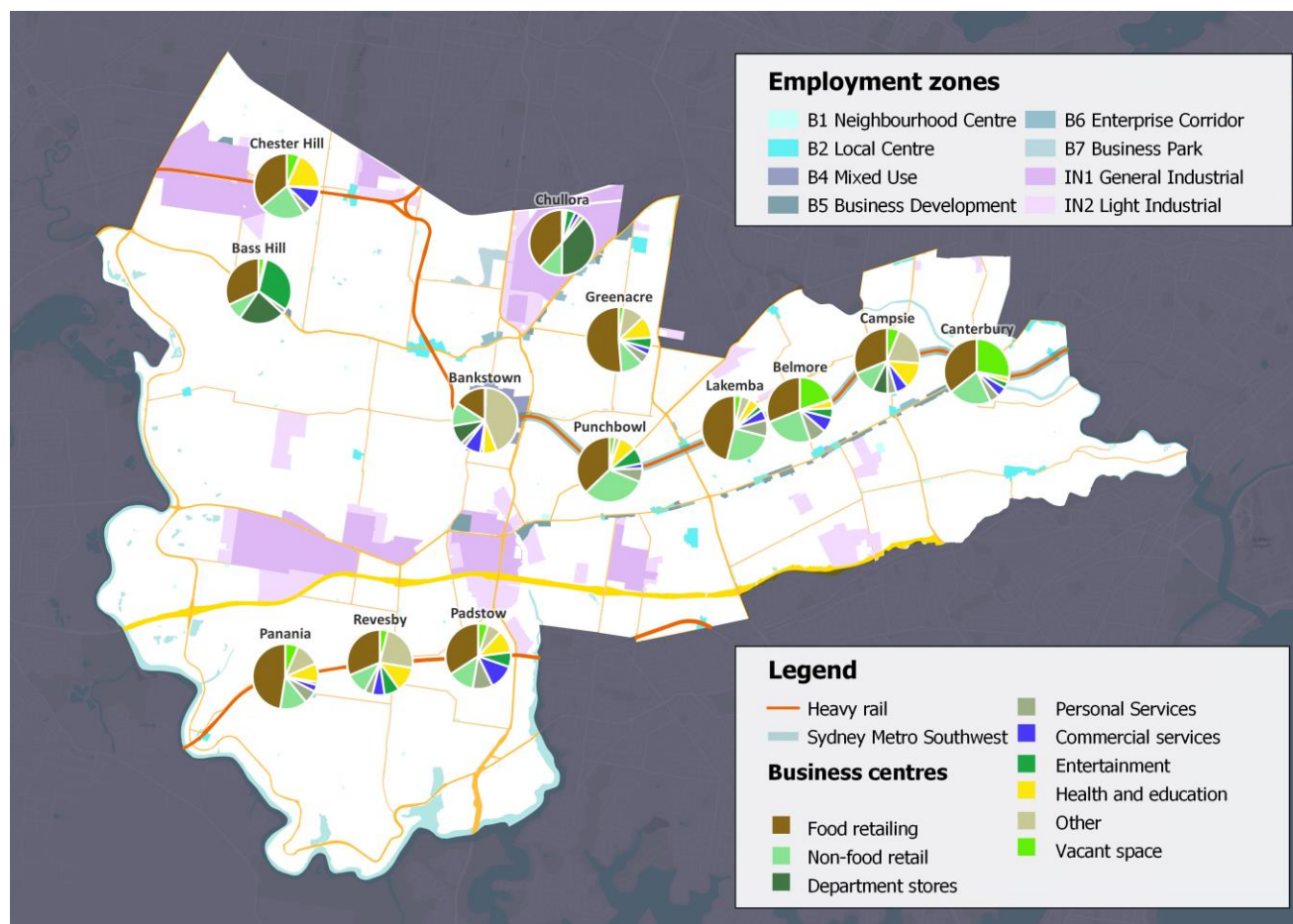
3.4 Campsie

An analysis of the floorspace in indicates that the five highest land uses as of April/March 2019 were:

- Commercial Medical – approx. 12,010m² or 6.1 per cent
- Pub/hotel – approx. 9,665 or 4.9 per cent
- Retail, Café./restaurant – approx. 9,010m² or 4.6 per cent
- Speciality non-food retail – approx. 7,290m² or 3.7 per cent
- Vacant – approx. 7,080m² or 3 per cent

Estimated retail and commercial floorspace, Canterbury Bankstown LGA, 2019

Category	Floorspace (sqm)	Per cent
Occupied Retail Floorspace		
Supermarkets & Grocery Stores	97,422	9.7%
Specialty Food Stores	38,382	3.8%
Fast-Food Stores	43,104	4.3%
Restaurants, Hotels and Clubs	66,456	6.6%
Department Stores	91,604	9.1%
Clothing Stores	44,940	4.5%
Hardware and Bulky Goods Stores	39,781	3.9%
Other Personal & Household Goods	78,006	7.7%
Selected Personal Services	42,850	4.2%
Total Retail	542,545	53.8%
Occupied Non-Retail Floorspace		
Accommodation	17,503	1.7%
Pubs, Taverns & Clubs	37,676	3.7%
Rental, Hiring & Real Estate Services	18,206	1.8%
Health Care & Social Assistance	44,450	4.4%
Financial & Insurance Services	38,335	3.8%
Administrative & Support Services	2,789	0.3%
Arts & Recreation Services	22,848	2.3%
Transport, Postal & Warehousing	4,553	0.5%
Education and Training	29,484	2.9%
Other	205,097	20.3%
Total Non-Retail Commercial Space	420,941	41.7%
Vacant Space	45,392	4.5%
Total Floorspace	1,008,878	100.0%



3.5 Overall employment outlook

Table 6 combines the job projections for commercial centres, major developments (UWS and new hospital) and employment precincts to give job projections for the LGA.

Table 1: Employment projection

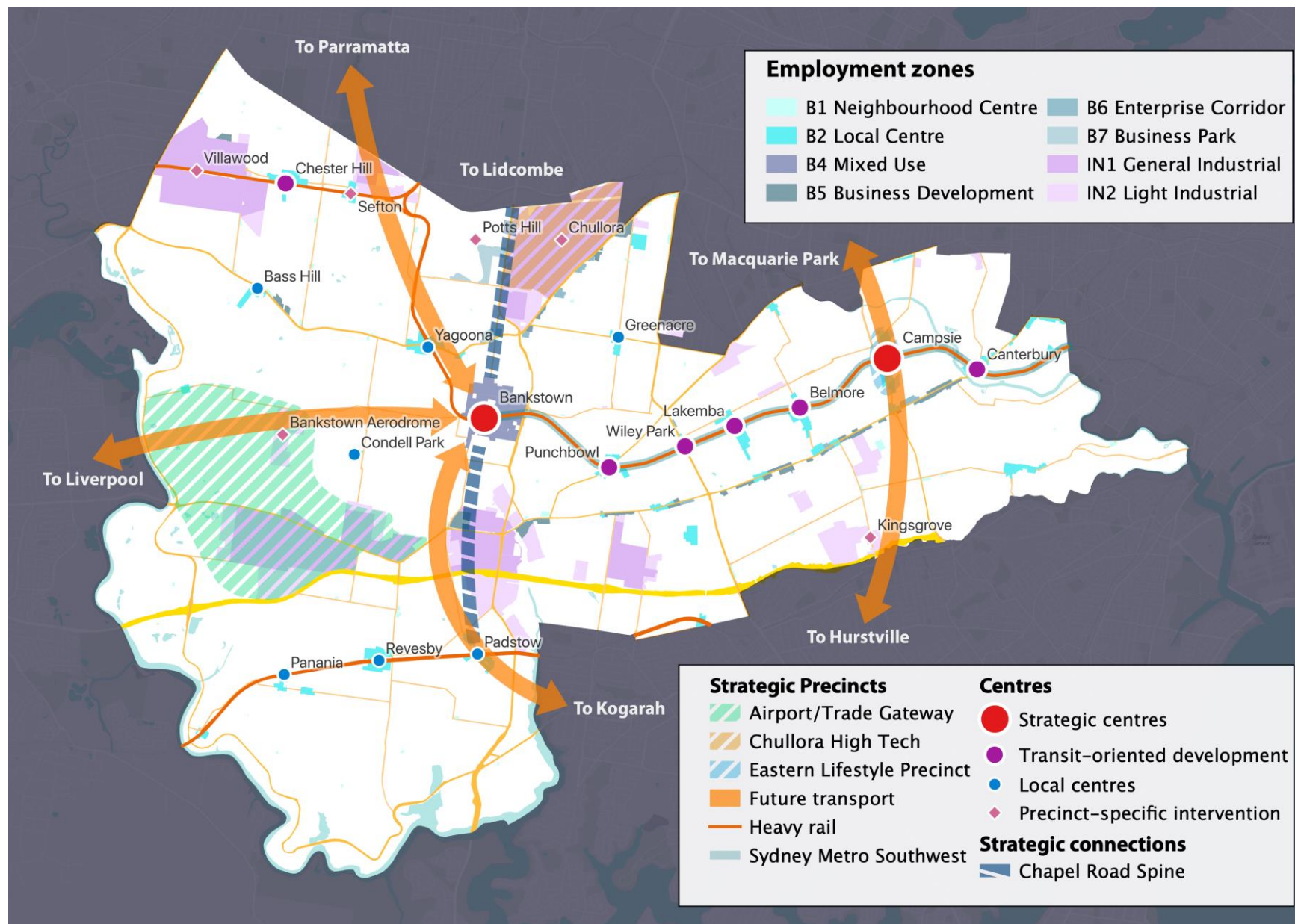
Employment scenario	2016	2026	2036	Net change	% Increase
Business as usual growth	111,034	122,985	135,247	24,214	22%
Business as usual growth including Bankstown Airport Master Plan forecast growth	111,034	127,940	140,508	29,474	27%
Growth with intervention, using low growth scenarios for Bankstown and Campsie as per the South District Plan	111,034	137,773	146,748	35,715	32%
Growth with intervention, using high growth scenarios for Bankstown and Campsie as per the South District Plan	111,034	142,023	155,248	44,215	40%

4.0 STRATEGY



4.1 Vision

By 2036 Canterbury Bankstown's employment lands will be a network of places engaged in business, production and knowledge advancement, connected to an elevated Bankstown CBD. Collectively this network will deliver a diversity of jobs in a prosperous local economy that services Australian and global markets. Ongoing renewal of employment lands will prioritise uses which generate new jobs. Thriving local centres will provide a diverse range of goods and services to meet the needs of their community and provide a high level of amenity to encourage social interaction.



4.2 Aims and objectives

Aim 1: Elevate Bankstown CBD in the centres hierarchy to encourage development of a high profile mixed use CBD

Objective	Actions
<p>Establish a commercial core as a prestige office and administration precinct comprising Council's offices, WSU site and Library.</p> <p>Establish a Health Education Precinct comprising:</p> <ul style="list-style-type: none"> ■ WSU in Bankstown ■ a new Hospital co-located with TAFE ■ Encourage further investment in private and allied health, research and institutional development. <p>Encourage an arts precinct south of the rail line.</p>	<p>Review planning controls to:</p> <ul style="list-style-type: none"> ■ Establish a commercial core zone to protect potential for long term commercial development ■ Require a minimum of two floors of commercial floorspace in all development with in the B4 zone, including at the ground floor and/or a minimum floor space requirement for non-residential development. ■ Require no loss of commercial floorspace through development ■ Establish a cultural and employment spine on Chapel Road between TAFE and Bankstown Station and onto Chullora. ■ Identify and preserve sites for university and hospital campuses and other supporting health and education uses.

Aim 2: Establish a high tech precinct in Chullora

Objective	Actions
<p>Transform Chullora Business Park into a high tech precinct hosting HQ's of major corporations</p>	<ul style="list-style-type: none"> ● Deliver open space, for informal meetings and relaxation during the working day ● Review planning controls to permit: <ul style="list-style-type: none"> — Small scale retail services and facilities such as gyms, cafes, banks, convenience retail, bars and the like — Short stay accommodation and conference/event facilities - to encourage "stickability" of businesses — An appealing public domain that's capitalises on future investment in the Heritage Transport Centre

Aim 3: Establish a lifestyle precinct in Campsie

	Actions
Encourage entertainment, leisure and retail activities in Campsie to support a growing LGA population.	<p>Establish pedestrian, cycle and shuttle bus connections from:</p> <ul style="list-style-type: none"> • Campsie to Canterbury Hospital • Campsie to Mildura Reserve and Cooks River open space <p>Implement built form controls that:</p> <ul style="list-style-type: none"> • Protect the character and fine grain • ensure a transition of building heights • Encourage shop-top housing • Maintain retail and commercial at street level. • Ensure no net reduction in commercial/retail floor space on sites • Support a health and medical precinct around Canterbury Hospital • Support a 'lifestyle precinct' underpinned by good access to the river, the green grid network and health and wellness facilities.

Aim 4: Connect workplaces within the LGA

Objective	Actions
<p>To improve productivity and efficiencies</p> <p>To create a better working environment</p>	<p>New mass transit connections:</p> <ul style="list-style-type: none"> • Bankstown to Parramatta and Kogarah via Padstow and Chullora (medium term) and Lidcombe (long term) • Bankstown to Milperra – Bankstown Airport (Medium term) <p>Connect workplaces external to the LGA with mass transit</p> <ul style="list-style-type: none"> • North – South Metro connecting to Parramatta and Kogarah • Sydenham to Bankstown Metro improving connections to Sydney CBD with extensions to Liverpool via Bankstown Airport.

Aim 5: Urbanise employment precincts

Objective	Actions
<p>Offer a high level of amenity and services in employment locations to:</p> <ul style="list-style-type: none"> Attract businesses and employers to the LGA, including major headquarters Assist corporations to attract and retain talent Provide convenience retail and services (e.g. child care, gyms, banks and the like) in employment areas, potentially in a small centre <p>Provide a pleasant location in employment areas for people to rest or interact with others during the working day.</p>	<p>Review planning controls to permit a broader range of compatible land uses in employment precincts, subject to limitations to maintain the employment priorities of the precinct</p>

Aim 6: Encourage transit oriented development in centres

Objective	Actions
<p>Encourage employment growth matched with population growth – to reduce the journey to work and service residents- in the following centre</p>	<p>Undertake place based master planning in centres to attract housing growth to deliver:</p> <ul style="list-style-type: none"> High quality commercial spaces Protect an adequate commercial floorspace for the needs of a growing population High quality civic space and amenity

Aim 7: Protect employment land from rezoning

Objective	Actions
<p>Recognise the importance of conveniently located urban services land which services the needs of the local population</p>	<p>Establish a policy position to maintain and protect urban services land which considering planning proposals in the following employment precincts:</p> <ul style="list-style-type: none"> Milperra-Bankstown Airport Industrial Precinct Bankstown-Padstow Industrial Precinct Chapel Street Industrial Other employment and urban services lands

Aim 8: Leverage Bankstown airport

Objective	Actions
Support the transition the Milperra – Bankstown employment land to a collaboration precinct	<ul style="list-style-type: none"> ■ Leverage the strategic location for specialised aviation and logistics precinct ■ Establish infrastructure finding mechanisms to support the long term transition of the precinct ■ Providing supporting infrastructure and services such as student housing for aviation training in the Bankstown City Centre

Aim 9: Support population serving centres as community hubs for small business

Objective	Actions
Support the growth of village and neighbourhood retail centres	<ul style="list-style-type: none"> ■ The location of new housing growth to foster growing retail catchments ■ Providing sufficient zoned land to allow business to expand as needed ■ Encouraging a variety of floorplate sizes for a diversity of employment ■ Encouraging innovation such a flexible and We Work places. ■ Improving the amenity of centres – so that they are vibrant attractive places where people enjoy spending time

4.3 Bankstown CBD

Establishing Bankstown as the major CBD in south west Sydney will attract investment to the LGA and deliver and larger range of jobs, services and facilities to the local population. The NSW Government has committed to establishing the Bankstown Collaboration Precinct including the establishment of University of Western Sydney Bankstown Campus by 2022 and a new hospital in Bankstown CBD by 2036. Measures to leveraging this investment to support local jobs growth include:

- Establish a commercial core in Bankstown CBD as a prestige office and administration precinct comprising Council's offices, WSU site and library
- Ensure new development does not result in a net loss of commercial floorspace
- Require a minimum of two floors of commercial floor space in all development with in the B4 zone, including at the ground floor – to provides adequate office space to meet the LGA's growing business needs or on larger sites, consolidate commercial into individual buildings.

- Establish a cultural and employment spine on Chapel Road between TAFE and Bankstown Station, and northward toward Chullora – to provide a gateway to the LGA
- Establish a Health and Education Precinct comprising WSU, a new Bankstown Hospital and TAFE, anchoring the Chapel Road spine
- Encourage an arts precinct south of the rail line.

There is an opportunity to facilitate training to equip the workforce with appropriate skills to effectively contribute to the industry. Training courses operated by the Western Sydney University or TAFE, aimed at local business, can help local business improve and grow.

- Work collaboratively to establish the new university campus in the Bankstown CBD and attract other educational and research investment in the city, which could bring the student population up to 25,000 by 2036
- Provide training spaces for the utilisation by businesses, universities and TAFE to run training courses

Undertaking engagement with local industries to determine the gap in employment skill sets and tailor training courses to suit. Non-statutory responses to support the transition of the CBD could include:

- Establish a brand for Bankstown CBD and promote the CBD across NSW
- Work with businesses to identify needs and support their operations and potential for growth
- Preparing a Master Plan for the CBD that identifies activity precincts e.g. eat street, retail core, entertainment precinct and so on.

Suggested LEP amendments

Objective	Potential LEP amendments
<ul style="list-style-type: none"> ● To deliver a commercial core for high quality commercial office and administration centres ● To provide a range of employment generating non-residential land uses on the lower levels. ● To protect employment space for future generations 	<ul style="list-style-type: none"> ● Introduction of a commercial and administrative core precinct with height and floor space controls subject to development of a place plan ● Test opportunities to increasing the permissible FSR in the B4 Mixed Use zone (excluding the commercial administrative core precinct) to increase density of both employment and residential uses through a Place Planning process ● Introduction of an LEP clause to ensure new development does not result in a net loss of commercial floor area ● In the B4 Mixed Use zone require commercial development on two lower levels (including ground floor) with housing above (or a minimum requirement for commercial floorspace of 1.4:1), to support the growing commercial function of Bankstown CBD. ● In the R4 High Density Residential zone, test an increase in height and floor space for additional residential capacity (refer to Housing Strategy) ● Identify through the master planning process, locations for activation strips in the R4 zone. ● Introduce a design and sustainability excellence clause which requires a high standard of design quality and sustainability benchmarks.

The benefits of increasing population within a centre's walkable catchment

Centre performance is intrinsically linked to the population within the trade catchment. Increasing the residential and commercial density of the walkable catchment can enhance the vitality of retail and reduces the reliance of private vehicle trips. A balance of both commercial and residential within the catchment can extend centre activation both during the day and in the evening.

Providing increased residential populations in locations with strong access to public transport and employment opportunities is encouraged by all levels of government. Increasingly, people are choosing to live in or in close proximity to centres as a lifestyle choice due to the enhanced access to services.

Increasing the permanent population of residents and workers within the 400-metre catchment of the main activity spine would boost centre vitality. It would also enable more people to live closer to jobs if additional commercial floorspace is also delivered in the catchment. The business survey indicated that an appeal of the centre was the ability to live and work in the centre. The proximity to other employment areas and the trade catchment potential (including the demographics of the surrounding residential population) were considered the greatest strengths. In Bankstown, this needs to be balanced with the protection of sites for future jobs growth.

Further opportunities to expand and grow the centre in line with future population projections and associated residential and commercial demand would benefit the centre, contributing to a lively and active place. Provisioning a variety of housing types including affordable options for key workers would encourage greater diversity. This would need to be balanced with other considerations such as heritage and local character.

Support jobs closer to homes in line with the 30-minute city concept.

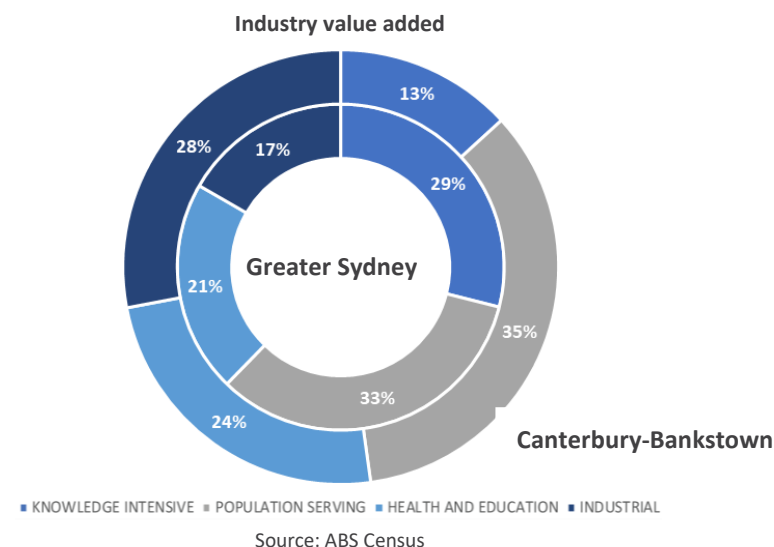
Planning considerations

- Consider allowing a greater density of residential and office space within the walkable catchment to support centre activation.
- Provision for a mix of housing (including affordable housing, student housing, executive housing and short to medium term accommodation) to cater to a diversity of age groups and incomes and support the employment function and anchor institutions of the City Centre

4.4 Increase knowledge jobs

Canterbury Bankstown has historically specialised in manufacturing and logistics based industries. While these industries make a substantial contribution to the local economy, they are declining while other sectors such as health and education are growing.

The LGA has a relatively low proportion of knowledge intensive industries compared to Greater Sydney with total industry value added for knowledge intensive industries (25 per cent) being the only industry category that was less than Greater Sydney at (44 per cent). Only 13 per cent of were in jobs in knowledge intensive industries in the LGA compared to 29% in Greater Sydney. The LSPS aims to attract more knowledge intensive jobs to Canterbury Bankstown.



Attracting a greater diversity of employment and learning opportunities can assist in unlocking jobs and upskilling local residents. The Bankstown Health and Education Precinct will provide new learning opportunities for local residents as well as increasing knowledge jobs in the Bankstown CBD. Fostering an environment of learning and

collaborating can be attractive to businesses and encourage greater investment and business establishment. Tailoring education courses and formulating pathways into local industries can boost the jobs containment rate of the LGA.

Increasing the number of knowledge intensive jobs in the LGA would:

- Provide greater choice of jobs types in the LGA
- Protect the LGA against a downturn in one sector
- Attract increased investment in the LGA, in sectors such as health, education, research and technology
- Generate employment growth – “one knowledge job creates 5 local jobs.”

Chullora already hosts a number of major corporations. In engagement with existing corporations in Chullora, they told us they need additional services to meet their needs such as a hotel for visiting business people, conference facilities, convenience retail and services. Council will support these businesses by encouraging improvements to the Chullora Business Park and enhancing connectivity between Chullora and Bankstown via the Chapel Road spine. This investment will support the longer term transition of Chullora Business Park into a high tech precinct hosting HQ’s of major corporations – delivering more knowledge intensive jobs and raising the profile of the Canterbury Bankstown LGA.

The proposed transition of Chullora Business Park to a high tech centre will attract major corporation and corporate headquarters to the LGA, contributing to a growing knowledge economy. Similar to Macquarie Park, Chullora offers large lots and floorplates with good road access. Planning controls will be amended to allow the development of services and complementary uses, such as hotel, conference facilities and urban services, to ensure major corporations will have access to the services they need. Planned improvements to Yana Badu Wetlands will provide a pleasant location for workers and visitors to spend time during the working day. Facilities for meetings to support collaboration of businesses will be encouraged.

The review of planning controls will provide for:

- Open space, for informal meetings and relaxation during the working day

- Small scale retail services and facilities such as gyms, cafes, banks, convenience retail, bars and the like
- Short stay accommodation and conference/event facilities - to encourage “stickability” of businesses
- An appealing public domain that’s capitalises on future investment in the Heritage Transport Centre

Suggested LEP amendments

Objective	Potential LEP amendments
<ul style="list-style-type: none"> ■ To allow land uses that support high profile corporate headquarters ■ To provide a high level of amenity for the precinct workforce. 	<ul style="list-style-type: none"> ● Review the range of permissible land uses and ensure permitted uses include short stay accommodation for visiting executives and services e.g. hotel/conference facilities, convenience retail, restaurants/cafes, gyms, child care and the like – the service the needs of businesses and employees within the business park.

Non-statutory responses to support the long term vitality of the high tech business park include:

- Promotion of the business park to major corporations and supporting businesses
- Improving pedestrian network and safety within the business park
- Managing truck movements to minimise amenity impacts
- Establishing high amenity open space area for informal gatherings and relaxation during the working day
- Improving transport connections to Chullora Market Place through shuttle bus services
- Improving transport connections to Bankstown CBD through high frequency mass transit, with high frequency buses considered in the short and medium term which can connect Bankstown Metro Station, future hospital and university developments in the City Centre, schools, TAFE and Chullora. .

Engaging with partners to develop solutions – Macquarie Park

HackMacPark involved over 70 participants from corporate partners, students and entrepreneurs. This unique mix included equal parts students and professionals. Teams addressed one of two challenges: solutions to improve mobility and connectivity in Macquarie Park or solutions to enhance the vibrancy of Macquarie Park.

40 partners attended an ideation workshop to formulate the challenge focus. Consultation occurred with over 400 employees, students and residents in Macquarie Park via an online survey.

A 2-day “Hackathon” involved the formation of 11 teams that designed, built and pitched solutions

11 teams pitched solutions on the final day including peak-shifting apps, ride-share apps, sustainable food-truck platforms, district engagement platforms and active travel platforms.

Engage with businesses in Chullora business park

Planning considerations

- Survey business to identify current barriers, issues and needs.
- Test solutions with local business before implementing for the greatest chance of success

4.5 Connect places of work

Building good public transport connections between places of work will benefit businesses and employees by improving the efficiency of moving people and goods throughout the LGA and to other places of employment (e.g. Parramatta and Sydney CBD). Improving the connections between Chullora and Bankstown will benefit businesses and workers – making the journey to work easier and providing businesses in Chullora with easy access to the range of services on offer in the growing Bankstown CBD. Proposals to connect workplaces are:

- Within the LGA, a new B-Line express frequent bus service connecting:

- Bankstown to Chullora (medium term) and Lidcombe (long term)
- Bankstown to Milperra – Bankstown Airport (Medium term)
- Bankstown to Padstow (long term)
- Connecting workplaces external to the LGA
 - North – South Metro connecting to Parramatta
 - Sydenham to Bankstown Metro improving connections to Sydney CBD.
- Replace B-Line buses with light rail in the longer term

These propositions and transport connectivity have been tested and discussed as part of the Integrated Transport Management Strategy by GTA.

Businesses rely on efficient communication services to operate. Poor internet connections can be a deterrent for businesses establishing in the area.

Suggested LEP amendments

Objective	Potential LEP amendments
<ul style="list-style-type: none"> • To protect future transport corridors 	<ul style="list-style-type: none"> • Working with NSW Government authorities may assist in early identification of suitable corridors for mass transit, which can be protected for future use through zoning controls.

Non-statutory actions could include:

- Establishing a working relationship with NSW transport and planning authorities
- Advocate for early delivery of cross-city mass transit projects
- Advocate, on behalf of the community, for the timely delivery of improved internet and mobile services. Consider incentives for early delivery.

Connected employment precincts

People innately crave connection – to each other, to culture, and to a sense of home. Human interaction has and will always be an essential piece of our DNA. While we are developing and utilising ways to be productive remotely, we still naturally gravitate towards and thrive on interaction. This is why we live and work in dense environments and why often the most highly desired locations are in our cities.

Well-connected employment precincts enhance cities and help them thrive. But it's important not to limit thinking only of large-scale precincts. Clusters of activities occur at a number of levels, all adding value to our economy and enriching the lives of those who live in, work in and visit them. But as our cities and regions grow, we must also make strategic decisions about where to direct resources. For example, the Greater Sydney Commission (GSC) has set out precincts and their priorities within metropolitan-scale planning.

The Bennelong Bridge connecting two of Sydney's fastest growing communities, Wentworth Point and Rhodes, demonstrates the immense benefits from innovative funding of public infrastructure that can generate significant value for all stakeholders. The proposal was by an alliance of private developers and landowners, who entered into an agreement to deliver the Bennelong Bridge in return for receiving additional development rights on the Wentworth Peninsula. Opened in 2016, the Bennelong Bridge allows for pedestrian, cycling and public bus and emergency vehicle traffic, but not private vehicles. Constructed at no cost to government, this \$63 million public asset was privately-funded and handed over to the Roads and Maritime Services. government, the community and landowners through amenity increase, ease of mobility, sustainability, land value uplift and further development opportunities. In the case of Bennelong Bridge, the \$63 million investment is estimated to have generated a total of \$2.1 billion in value across a range of beneficiaries from 2014 to 2025. (<https://www.pwc.com.au/agendas/cities/connected-cities-nov17.pdf>)

In the first instance a mass transit connection between Chullora Business Park and Bankstown CBD is proposed – to encourage growth and collaboration.

4.6 Urbanisation of employment places

Companies are keen to provide a good working environment for their employees as it helps them to attract and retain talent. Employees like to eat out during meal breaks and have access to basic services such as a bank or gym, and convenience retail services. Businesses benefit from having services nearby. For example, major corporations need to have a hotel or function centre nearby while medium sized business benefit from service such as printers.

Work places that have access to services and facilities will meet the day to day needs of employees as well as being pleasant working environments. Council can support businesses and employees by having planning controls that encourage services and facilities to establish in employment precincts.

The LGA offers a diversity of employment locations. Improving the amenity of employment locations will attract businesses and employers to the LGA, including major headquarters. It will also support businesses to attract and retain talent. Council can support businesses and workers by providing a planning framework that encourages:

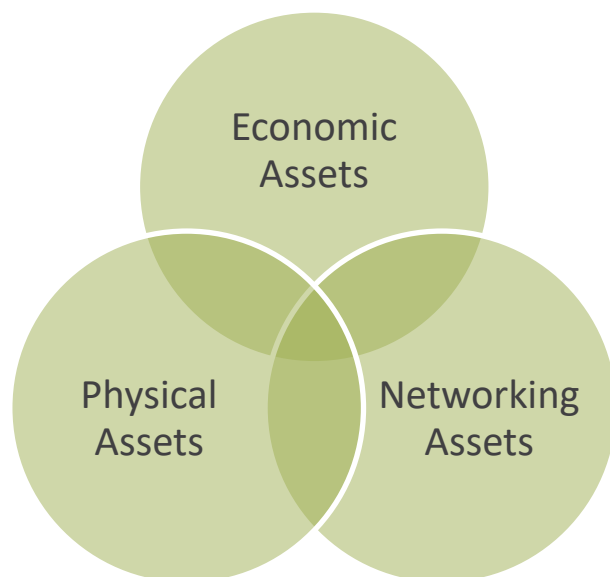
- Convenience retail and services (e.g. child care, gyms, banks and the like) in employment areas, potentially in a small centre
- A pleasant location, such in employment areas for people to rest or interact with others during the working day.

However, such uses should not detract from or compromise the importance of precinct as places of employment. The potential for land use conflicts to arise would also need to be evaluated although, in many instances this may be managed to the location of commercial services and appropriate buffer uses.

Suggested LEP amendments

Objective	Potential LEP amendments
<ul style="list-style-type: none"> ■ To provide pleasant and productive employment precincts 	<ul style="list-style-type: none"> ● Council could consider broadening the range of permissible land uses in IN1 and IN2 zones, subject to size restrictions through Clause 5.4.

Effective employment precincts



What makes it appealing is a combination of excellent food, great transport access, and urban amenity.

<https://urbis.com.au/insights-news/global-trends-in-mixed-use-development-the-new-paradigm-in-urban-placemaking-2/>

4.7 Enhance business centres as places - a community focus

Focussed employment growth matched with population growth, can be encouraged in a small number of centres through carefully managing development to retain local character and support local communities. Transit oriented development can focus population growth in selected centres where there is a good range of retail services. This supports local retail businesses by increasing the population in the local catchment and increasing demand for their services. This will encourage employment growth matched with population growth through an expanded retail sector in local centres and strategic centres. Transit oriented development will deliver jobs closer to homes to reduce the journey to work and service, allowing workers to spend more time with their family and leisure activities.

Council will:

- Lead work to carefully manage growth arising from the Sydenham to Bankstown Metro Line and ensure that the character of each local centre is retained for the benefit of local communities. Initial centres for investigation are Bankstown, Campsie, Canterbury, Belmore and Lakemba.

Business centres are important locations for economic activity mainly through retail, personal service activities and night time economy. They are also important places for the local populations as they provide a place for social interaction and a focus for community life.

As centres grow it is necessary to protect and build on each centres' unique characteristics. Places that meet the diverse needs and aspirations of all community

Boston Seaport transition to a modern industrial precinct

Fifteen years ago, the precinct was a run-down, ageing docks area, separated from downtown by a major freeway. The Big Dig buried the freeway and connected the docks back to the city. Now it's emerging as a thriving tech hub, that is giving fierce competition to nearby Kendall Square, located next to Cambridge and MIT, which was historically the area where the best of the best in the tech sector would cluster:

The rise of the millennials has seen these companies moving out of the traditional tech hubs, in search of more appealing urban locations that enable them to attract the best talent. The Innovation District is the fastest growing start-up area in the greater Boston metroplex, and maybe the fastest growing anywhere in the nation.

members no matter their age, culture, interests or economic position will provide a choice of experiences. Creating places that people connect with and feel a part of requires a holistic approach to managing, enhancing and activating places that reflect the local context. Government, business and community investment in the centres can deliver improved civic spaces and community benefits.

■ Vibrant town centres can be enhanced by :

- Reducing the car dominance of the main street environments by undertaking public domain works that create opportunities for footpath dining and street trees through car park buildouts
- Encouraging mixed use redevelopment at that incorporates ground floor retail and podium business and office space to increase the worker and resident population in the catchment
- Encouraging more local events such as markets, street festivals etc. that bring people into the area
- Actively marketing and promoting the centres as places to establish businesses
- Facilitating the establishment of co-working spaces in the town centre.
- Facilitate development of a night time economy

Active street frontages

Active street frontages can increase the perceived vibrancy of a centre and optimise surveillance. Where commercial floorspace is over delivered, however, tenancies can be left vacant, having the opposite effect.

Encouraging outdoor dining along street frontages can enhance the activation of streets and encourage community interaction. The visibility of outdoor dining invites and attracts passing trade, benefiting not only the restaurant but the surrounding retail precinct.

The transition of service laneways into more pedestrian friendly activated spaces is ideal for retail uses that desire higher pedestrian traffic and more pleasant amenity. A finer grain floor plate should be encouraged along laneways to cluster businesses and enhance the visitor appeal. Dining and small bar opportunities are also encouraged in laneways to extend the hours of operation and enhance passive surveillance for longer durations.

Laneway programs need to be appropriately balanced with business servicing, delivery and parking requirements. If these essential business functions become too cumbersome, businesses can be deterred from operating in an area.

Uses that have higher levels of customer interaction, such as retail and dining, should be encouraged along the main pedestrian thoroughfares, where amenity is stronger. These uses are encouraged to maximise their hours of operation to facilitate vibrant pedestrian thoroughfares for longer periods. Encouraging bars and restaurants that operate after hours can also create more vibrant night time economy and contribute to safer environments.

Objective

Encourage active and dynamic frontages along the main pedestrian thoroughfares.

Planning considerations

- Optimise activation by encouraging more active uses such as retail and dining along the high pedestrian thoroughfares with strong amenity. Uses that do not generate active trade should be encouraged to locate above ground level.

4.8 Deliver a lifestyle precinct at Campsie

Campsie has been identified by the Greater Sydney Commission as a strategic centre. In recent years the Campsie has attracted considerable residential development which is supporting a thriving high street based centre. Its location on the existing rail network and proposed future Sydenham to Bankstown Metro

There is opportunity to consider the broader Campsie to Kingsgrove Spine, which takes in Canterbury Hospital as a ‘spine’ which links the strategic centre and Beamish Street, Bankstown Hospital and strategic employment lands around Kingsgrove.

Encourage entertainment, leisure and retail activities in Campsie to support a growing LGA population. This lifestyle precinct will retain the existing character of Campsie while offering a broader range of facilities

Establish pedestrian, cycle and shuttle bus connections from:

- Campsie to Canterbury Hospital
- Campsie to Mildura Reserve and Cooks River open space

Implement built form controls that:

- Protect the character and fine grain
- Ensure a transition of building heights
- Encourage shop-top housing
- Maintain retail and commercial at street level.
- Ensure no reduction in retail or commercial floor space
- Encourage night time economy
- Establish an ‘Eastern Lifestyle Precinct’ from Campsie to Kingsgrove, supported by north south mass transit connectivity.

Active street frontages

Active street frontages can increase the perceived vibrancy of a centre and optimise surveillance. Where commercial floorspace is over delivered, however, tenancies can be left vacant, having the opposite effect.

Encouraging outdoor dining along street frontages can enhance the activation of streets and encourage community interaction. The visibility of outdoor dining invites and attracts passing trade, benefiting not only the restaurant but the surrounding retail precinct.

The transition of service laneways into more pedestrian friendly activated spaces is ideal for retail uses that desire higher pedestrian traffic and more pleasant amenity. A finer grain floor plate should be encouraged along laneways to cluster businesses and enhance the visitor appeal. Dining and small bar opportunities are also encouraged in laneways to extend the hours of operation and enhance passive surveillance for longer durations.

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Uses that have higher levels of customer interaction, such as retail and dining, should be encouraged along the main pedestrian thoroughfares, where amenity is stronger. These uses are encouraged to maximise their hours of operation to facilitate vibrant pedestrian thoroughfares for longer periods. Encouraging bars and restaurants that operate after hours can also create more vibrant night time economy and contribute to safer environments.

Objective

Encourage active and dynamic frontages along the main pedestrian thoroughfares.

Planning considerations

- Optimise activation by encouraging more active uses such as retail and dining along the high pedestrian thoroughfares with strong amenity. Uses that do not generate active trade should be encouraged to locate above ground level.
- Encourage night time economic activity

4.9 Leveraging infrastructure that supports current needs and future growth

The LGAs significant manufacturing, transport and logistics industries rely on access to the road network and to a lesser extent, Bankstown Airport. Maintaining an efficient road network is appropriate to service industries and to accommodate future growth. Extensive congestion, which affects commute times and the efficiency of freight and commercial vehicle movements. Council could consider

- Undertake a Transport and Traffic Study for the broader LGA to identify the immediate priorities for investment
- Work with Transport for NSW to free up capacity on the priority road networks and enhance their efficiency as major freight and movement corridors for Greater Sydney.

Industrial and urban service areas are major employment locations and need to be connected with efficient public transport. While the areas are known to be car dependent, improving public transport connectivity would encourage higher usership and reduce parking pressures. The current connection from the rail stations to Chullora and Milperra industrial area in particular is poor.

Investigate the implementation of a high frequency bus service or a shuttle bus to circulate from the Bankstown station to the precincts during peak times and test mass transit and Light Rail connectivity from Bankstown to Chullora (via Kogarah to Parramatta metro link) and to Bankstown Airport (via Bankstown to Liverpool metro extension).

The delivery of infrastructure is a substantial cost for Council and needs to be effectively planned for and managed.

- Review contribution plans to capture the costs of infrastructure improvement works and community facilities in employment lands.

- Where feasible, VPA's could be used to encourage greater provision of community facilities in employment lands.
- Advocate for the delivery of new mass transit connections including the Kogarah to Parramatta link and Bankstown to Liverpool extension.

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6. This report does not constitute a valuation of any property or interest in property. In preparing this report HillPDA has relied upon information concerning the subject property and/or proposed development provided by the Client and HillPDA has not independently verified this information except where noted in this report.
7. In relation to any valuation which is undertaken for a Managed Investment Scheme (as defined by the Managed Investments Act 1998) or for any lender that is subject to the provisions of the Managed Investments Act, the following clause applies:

This valuation is prepared on the assumption that the lender or addressee as referred to in this valuation report (and no other) may rely on the valuation for mortgage finance purposes and the lender has complied with its own lending guidelines as well as prudent finance industry lending practices, and has

considered all prudent aspects of credit risk for any potential borrower, including the borrower's ability to service and repay any mortgage loan. Further, the valuation is prepared on the assumption that the lender is providing mortgage financing at a conservative and prudent loan to value ratio.

8. HillPDA makes no representations or warranties of any kind, about the accuracy, reliability, completeness, suitability or fitness in relation to maps generated by HillPDA or contained within this report.

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