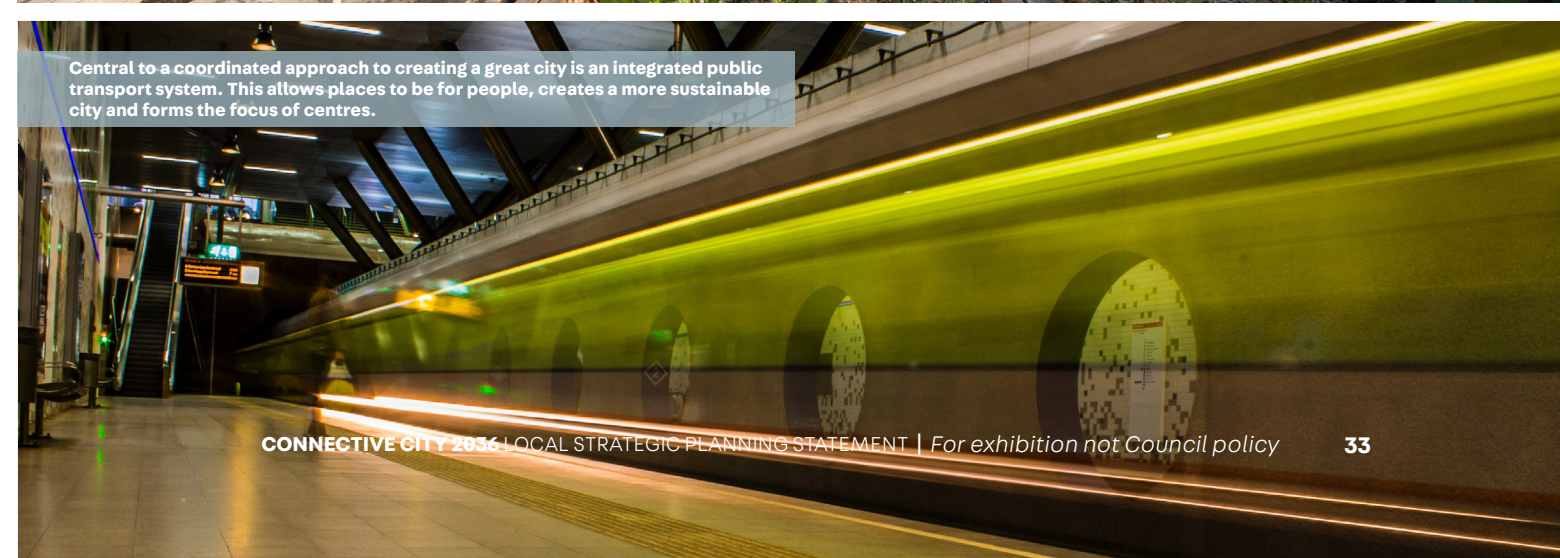


**Achieving great cities requires design ideas, based on an understanding of place and context, generated and refined through drawing.**



# Coordination, Community, Collaboration and Context

**Planning for great cities must respond to the existing physical, social and economic features of places. Design-based processes uncover new solutions by considering the broader urban ecology – suburban and natural – when making metropolitan, city, place, space, street or building-scale decisions, and by focusing on engagement with the community and collaboration across government.**





Building a great city also involves future thinking, creativity, good governance and collaboration between the many private and public stakeholders who live, work, govern and invest in the City.

**Building a great city takes an enormous amount of money, time and effort stretching across millions of decisions, many years and thousands of people.**

**All urban places, including Canterbury-Bankstown, are changing. Every year hundreds of choices are made on how private and public land, buildings, roads, landscapes and parks will change.**

As places change and become more urbanised, creating great places requires a broader view and the level of coordination needed to make good decisions increases dramatically.

Where individual interests dominate in land ownership and development decision-making, parts of the City may be disconnected or not function well between different land uses. Better coordination will make sure that all impacts and opportunities are considered – for example, new major road works will consider the people, local shopping areas, parks or houses.

At a statutory level, decisions are governed through a formalised planning process that to a large extent focuses on managing change on individual sites. *Connective City 2036* addresses this by taking a strategic approach and considers the City in relation to the whole of Sydney – its geographic and population size and location demands – to ensure that we do not plan for the City in isolation.

Sites must be considered in terms of the broader context: the street, neighbouring buildings, parks and the overall urban structure, as well as the desired future of it as a place. Analysing, understanding and responding to this broader context will help to build a common future vision for the City.

Coordination ensures that the hundreds of choices have a line of sight to the broader picture, the greater benefit of the whole City, its future potential and its potential within Greater Sydney.

Councils are the leaders in this space. They are best positioned to manage competing interests and drive solutions that benefit the present and future population.

*Connective City 2036* acknowledges that change is continuous, particularly in centres where business will always seek to grow and thrive. Changes in urban centres can have broader impacts – not just for the people who live there, but the people who shop, do business and work there. All can be affected by just one development or changes to a street or a park.

Our aim is to involve the community and stakeholders in decision-making so that these places suit their needs and aspirations and reflect their intimate knowledge of a place.

We have established a 20-year timeframe for *Connective City 2036* so that we can test our proposals and decisions to consider and facilitate future growth and improvement while also preserving and protecting suburbs and natural areas. This allows us to set the right urban conditions and protect well located sites for major investments such as Sydney Metro extensions, road upgrades, universities or hospitals.

We must also consider the context in which our planning and design exists. Context considers aspects of sites and precincts such as the 20-year future form of a place or the future character of a street. Contextual decision-making ensures that all items that make up a city are designed and planned to relate to one another and to realise the synergies or opportunities available through co-location and juxtaposition.

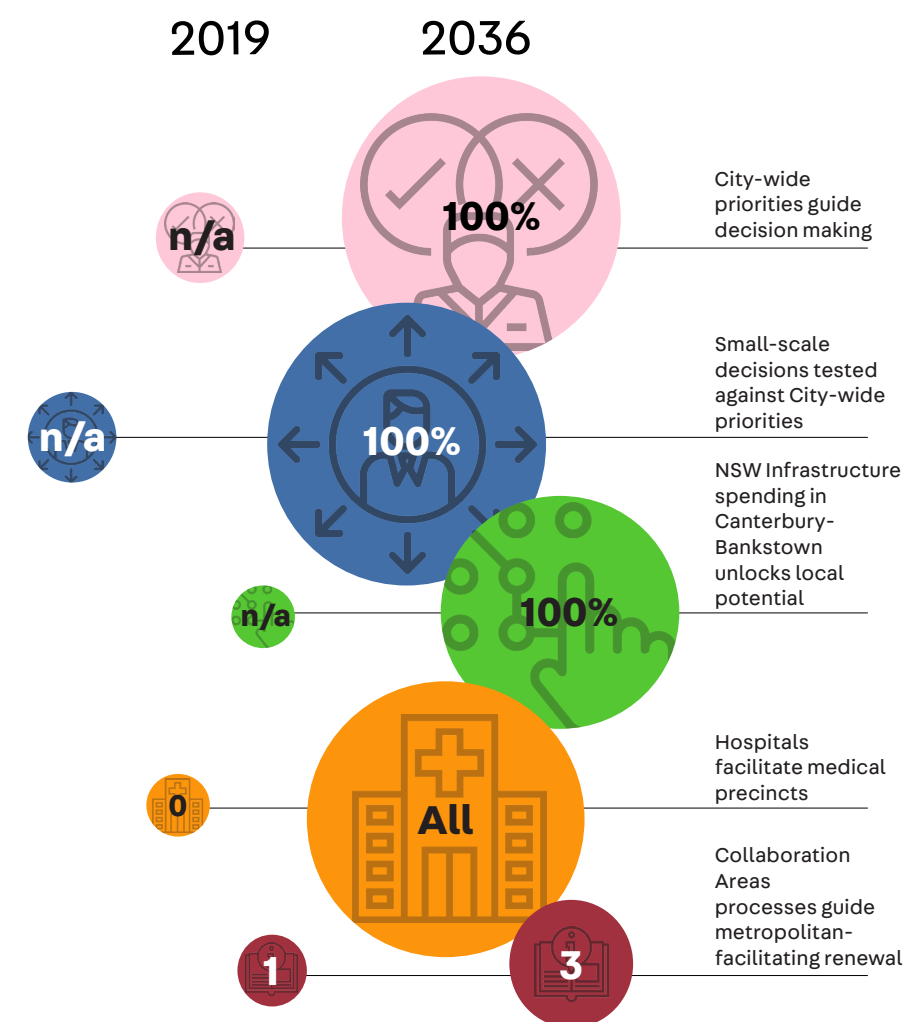
Co-location of land uses and activities can in many situations realise opportunity and create a more vibrant, interesting, economically viable and unique city.

Co-location is also key to the liveability priorities of the *South District Plan*, which emphasises the benefits of co-locating social infrastructure such as schools with other services and transport. This reduces the need for people to travel and will help create community hubs across the City.

## PRIORITIES

- Support the success of the Three City Vision
- Transform employment places in key locations
- Undertake the City's evolution through a well-tested design-led process.
- Embed community and stakeholders in decision-making
- Create a well-connected, integrated city
- Co-locate land uses and activities and optimise performance of State assets
- Drive consumer-centric services

## Indicators



Icon made by Freepik, Mynamepong, Wichai.wi, Kiranshastry from www.flaticon.com



Coordinated decision-making takes into account a broad range of scales and a variety of perspectives.

## Coordination

Coordinating all parts of the city as a whole requires us to consider the wider context of planning and design decisions. For example, a well-considered house renovation can improve the whole street, or shopfronts lining a city street can make it an attractive destination. When looking at parts of the city, considering the wider context will always reveal new and relevant aspects that are not readily visible when looking solely at any given part.

A common example is how large glass shopfronts work logically along busy pedestrian streets, so that shops can benefit from passing trade. This also creates a vibrant and attractive city destination.

By contrast, a shop that has a blank wall to the street does not benefit the street as a whole and does not entice people to walk past. There are some examples of this kind of design in Canterbury-Bankstown; *Connective City 2036* is the opportunity to change, improve and renew, and provide the urban setting.

Some growth and change is organic; other, such as the urban renewal along Chapel Road, comes about from the strategic planning approach detailed in *Connective City 2036*, structured policy decisions, or detailed transport and master planning.

Regardless, any change is not isolated and is not simple. A new transport initiative must be coordinated with supporting land uses; a new residential development must be coordinated with suitable electricity, water or energy requirements, and must consider and integrate with the character and feel of the street and place in which it is located.

A coordinated approach makes the most of growth and change so that it enhances the City. It also aims to optimise investment so that one city element – for example, Sydney Metro – brings about far greater benefits than just a new transport route, and is instead the basis for place-making.

In this regard, *Connective City 2036* is also about considering the whole City and broader aims – for example, how we can embed greater sustainability outcomes in a new development, or what economic or educational benefits can be drawn from investment in the City's hospitals. It considers the overall impacts of a decision in order to minimise or avoid negative elements such as congestion, noise pollution or out of character design.

It also starts to set the City up for new and emerging economies through disruptors such as the smart city movement, sharing economy or incubator and collaboration spaces. We need to plan for these disruptors to leverage the benefits they can provide and balance them with the more conventional needs of the City.

## Smart Cities

We have recently started the journey to becoming a smart city.

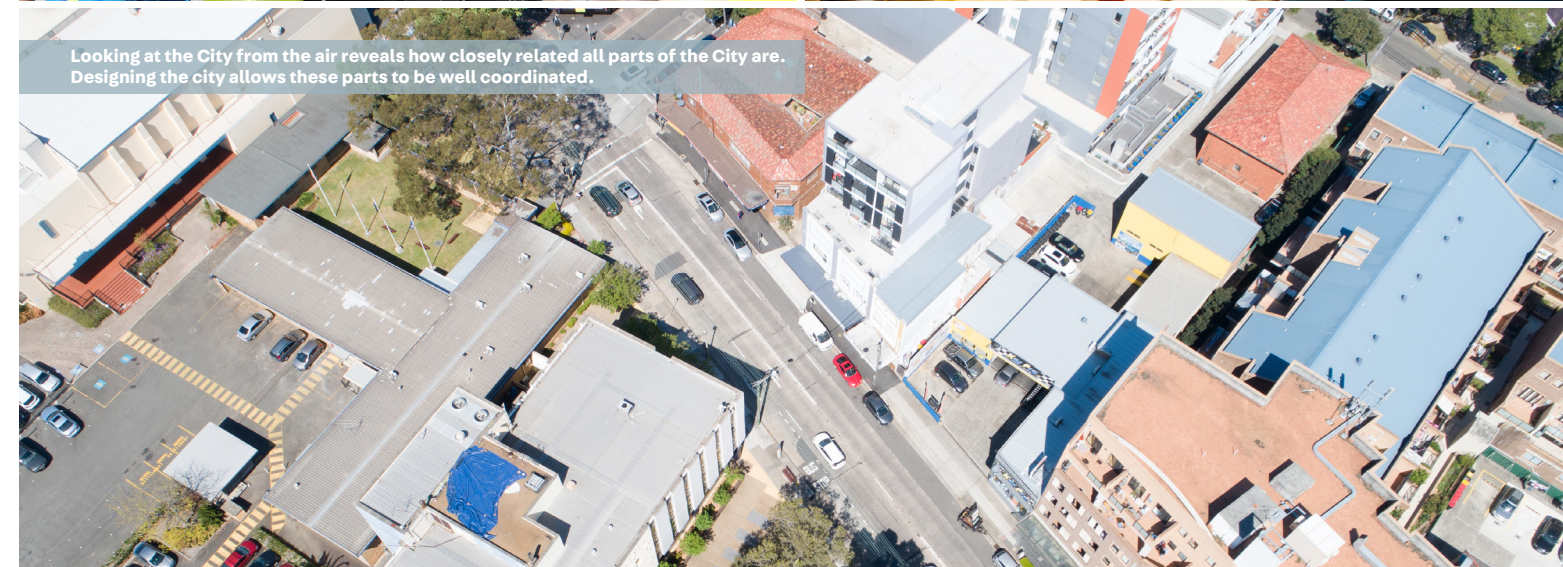
That means using technology, connectivity and data to evolve our city and make real improvements. While growth will bring many challenges for our city, it will also present a great opportunity to find smart solutions to urban issues. We want to use technology and data to deliver more responsive and effective services and facilitate resilient and informed decision making.

Council has developed a SmartCity Roadmap to guide its progress towards becoming a smart city.

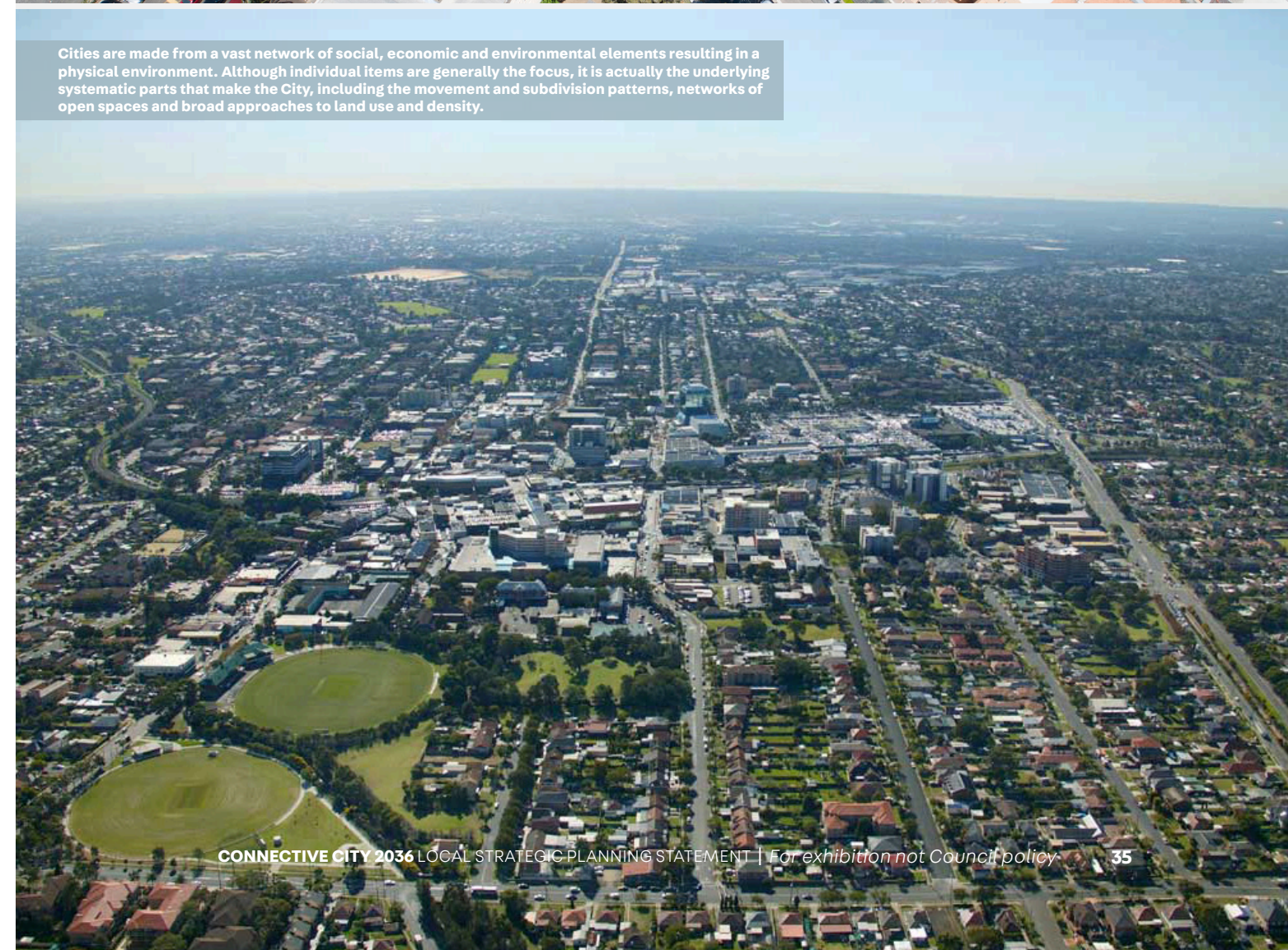
We will work together with the community, government agencies, and local businesses to strategically align our vision and efforts to deliver on its goals and priorities.



Cities are places for people.



Looking at the City from the air reveals how closely related all parts of the City are. Designing the city allows these parts to be well coordinated.



Cities are made from a vast network of social, economic and environmental elements resulting in a physical environment. Although individual items are generally the focus, it is actually the underlying systematic parts that make the City, including the movement and subdivision patterns, networks of open spaces and broad approaches to land use and density.





A design-led and place-based plan will be prepared for each precinct and each centre. These will address the future form and infrastructure required to support high quality places in a way that works with existing, individual character.

### Community

Involving the community is essential – as noted earlier, we want our decisions to reflect the aspirations of the community, especially in centres where so many people and businesses experience the broader impacts of change.

We are committed to consulting with the community as the City grows and changes – this might relate to community input to an individual development or asking the community to help us to shape the future of a broader area. We also involve the community in the many elements that make a City great, from economic development strategies, to open space planning and arts and culture initiatives.

We connect with the community in many ways, from our Online ‘Have your say’ portal, to our Residents Panel, community forums, and public exhibition of strategies. For planning matters such as development applications and planning proposals, our Community Participation Plan sets processes to lock in certainty and transparency in decision-making.

As *Connective City 2036* is implemented – through structure planning, master planning, Complete Streets Program or other park and public domain improvements – our considered, timely and extensive consultation will give everyone a chance to be involved in the development of plans and policies.

Businesses and investors will also be invited to participate and guide planning and design decision.

### Collaboration

Both the Greater Sydney Region Plan and the South District Plan emphasise collaboration. In Canterbury-Bankstown, we will work within a Greater Sydney Commission-led Collaboration Area process for Bankstown City Centre and Bankstown Aviation and Technology Precinct, whereby every public organisation involved in the renewal of a place sits at the same table.

This means utility providers, health providers, educational institutions, transport planners, urban designers, town planners and other partners within government understand each party’s objectives. This helps us to understand the constraints that each organisation faces and work and negotiate within these constraints to consider the opportunities on offer.

We want to continue this approach outside a formal process and make sure that as the City develops we are collaborating with as many relevant organisations as possible, including the community who will benefit from the development and the landowners we must partner with to achieve better outcomes.

### Context

For Canterbury-Bankstown, at the very heart of a growing, changing Greater Sydney, decisions need to be taken in the context of the entire metropolis. The South District Plan sets out immediate housing targets for Canterbury-Bankstown that consider the expected extent of population and housing growth for the whole of Greater Sydney. We have then moved to consider what this means and what is feasible for Canterbury-Bankstown, to achieve the vision of Greater Sydney as a 30-minute city.



















































































































































































Job targets for Bankstown, Campsie and Canterbury are established in the context of overall economic growth in Greater Sydney and the important economic connections to growing places outside Canterbury-Bankstown such as Greater Parramatta and Liverpool. Further, the focus on Bankstown Airport is expected to also shift as the planning for and delivery of Western Sydney International Airport and its surrounds evolves.

*Connective City 2036*, as a local strategic planning statement, is informed by the higher-level strategic planning and helps to bring a broader context into our efforts to develop the New Planning Framework, including the South District Plan and the Greater Sydney Region Plan.

This acknowledges that context in a metropolitan sense has implications for the City’s local context. Where we know that broader context, we then want our decisions to reflect Canterbury-Bankstown’s places, character, economy and community. This work requires coordination, collaboration and the community to ensure a mix that retains everything people love about the City, within the context of contributing to the broader ambitions for Greater Sydney as a Metropolis of Three Cities.



# EVOLUTION 1 - CONTEXT, COORDINATION, COMMUNITY AND COLLABORATION

	PRIORITY	ACTIONS	CBCITY 2028	SOUTH DISTRICT PLAN	COLLABORATION	RESPONSIBILITY	TIME FRAME
METROPOLITAN	Support Greater Sydney as a Metropolis of Three Cities	Coordinate across government and collaborate with GSC early on for key intercity projects		  	CBC, GSC	GSC	
		Establish a coalition with Central Sydney councils including City of Parramatta, Cumberland, Strathfield, Burwood and Georges River councils		  	Councils, GSC, CBC	GSC	  
		Enable the coalition to advocate and realise the north-south synergies between council areas		   	GSC, CBC	GSC	
		Enable the coalition to advocate for a more coordinated approach to infrastructure, the Green and Blue webs particularly from north to south		  	GSC, CBC, Sydney Water	GSC	  
		Establish a City Deal for Central Sydney that prioritises <i>Connective City 2036</i>		   	GSC, CBC, PCC	GSC	 
		Support the transformation of key employment areas		  	GSC, DPIE, CBC	GSC	 
	Transform employment places in key locations	Prioritise Chullora within the Chapel Road Precinct and the Eastern Lifestyle and Medical Precinct to unlock economic potential for commerce and job growth	  	  	GSC, CBC, Sydney Water	CBC	 
		Advocate for the expansion of Sydney Metro infrastructure to support job growth in precincts.		  	TfNSW, CBC	TfNSW, CBC	 
	Create a well-connected, integrated city	Integrate land use and infrastructure on all road, rail and metro projects, large and small.	  	   	TfNSW, CBC	TfNSW, CBC	 
		Formalise engagement with TfNSW on all City projects through all stages from decision making, business case development to detailed design and construction.	  	   	TfNSW, CBC	TfNSW, CBC	 
		Formalise partnerships with TfNSW to ensure the City is at the forefront of decision making on city shaping and place planning		  	TfNSW, CBC	TfNSW	 
		Ensure road, rail and metro projects unlock local infrastructure		  	TfNSW, CBC	TfNSW	 
		Ensure the Sydenham to Bankstown linear green space and cycle route is delivered		   	TfNSW, CBC	TfNSW	 
		Ensure integrated station developments at Campsie, Bankstown, Padstow and Kingsgrove		   	TfNSW, CBC	TfNSW, CBC	 
		Implement Evolution 3 and ensure that place function is established throughout streets/roads in precincts and centres		   	TfNSW, CBC	TfNSW, CBC	 
		Ensure road, rail and metro projects unlock investment in social and local infrastructure		   	TfNSW, CBC	TfNSW	 
	Co-locate land uses to activate and optimise performance of State assets	Work with Health Infrastructure NSW to ensure hospital developments unlock integration and create health precincts.	  	  	CBC, HI	HI	 
		Work with Department of Education and Create NSW to ensure places and spaces are multi-use to maximise the use of land and building assets	  	   	CBC, DoE, CreateNSW	DoE, CreateNSW	 
CITY SHAPING	Embed community and stakeholders into decision-making.	Implement the Draft Canterbury-Bankstown Community Participation Plan on all <i>Connective City 2036</i> projects	  	   	DPIE	CBC	 
		Utilise existing community voice panel and community technical reference groups and set up new ones for Collaboration Areas		   	DPIE DPIE	CBC	 
	Undertake the City's evolution through a well-tested, design-led process	Explore and deliver solutions in 2 and 3 dimensional drawings		   	DPIE	CBC	 
		Ensure strategic urban design and place-based thinking drives all decision making		   	DPIE	CBC, DPIE	 
		Develop Place Plans for all Precincts and growing centres		   	DPIE	CBC, DPIE	 
		Establish Collaboration Areas for the Chapel Road Precinct and the Eastern Lifestyle and Medical Precinct to develop a growth compact, a structure plan and built form plans		   	DPIE	CBC, GSC	 
	Drive consumer-centric services	Ensure Collaboration Areas, growth compacts, structure plans and built form plans for the Chapel Road Precinct and the Eastern Lifestyle and Medical Precinct are underpinned by community needs analysis, land economic modeling and environmental performance		   	DPIE	CBC, GSC	 

Delivery:
  By 2021 (0–2 years)
  By 2021 and 2024 (2–5 years)
  Beyond 2025 (more than 5 years)

South District Plan Directions: Please refer to pages 13-15.
 CBCity2028 Transformations: Please refer to pages 13-15.