

Evolution 10

Governance and Funding

The world's best cities provide people with access to infrastructure, services and utilities that support a quality of life and enhance productivity. For the first time, *Connective City 2036* aligns the growth of this new City with the provision of supporting infrastructure. It aims for the effective management and funding of infrastructure through coordination, collaboration and advocacy across government and the private sector.





Connective City 2036 will plan for, create and then manage great places throughout the City in order to achieve a high quality of life for everyone.

All levels of government and, at times, the private sector, are responsible for the provision of infrastructure – water and energy infrastructure; roads, streets and public transport; regional open space and protected ecological areas; and public buildings, hospitals, universities, schools and other community infrastructure.

Great places and supporting infrastructure do not happen by accident. They require vision, careful planning and effective partnerships across government and private providers. Providing great infrastructure requires an effectively managed, long-term and sustainable funding model.

Cities are complex, with thousands of individuals and organisations making decisions that reflect varying aspirations and priorities. As cities evolve, they constantly change to meet the requirements of the population and to realise opportunities to improve social, economic and environmental aspects. As cities like Canterbury-Bankstown grow, so too does the complexity in planning and managing urban areas.

Opportunities

Canterbury-Bankstown’s natural areas, employment lands and cultural diversity are a strong foundation to provide greater opportunities for businesses, more and better jobs, better services and a greater choice in housing.

This requires infrastructure investment in the right locations at the right time. The NSW Government is responding to the City’s infrastructure challenges, with commitments including a new hospital in Bankstown, the Sydney Metro line and funding to upgrade Canterbury Hospital.

In the longer term, we are planning for Sydney Metro connections from Bankstown to Liverpool and Parramatta, the NewM5, NewM4 and Link motorway projects and freight improvements including upgrades to the Chullora and Enfield intermodal terminals and better freight connections to the south-west of Sydney.

These large projects can bring investment in local improvements to offset and resolve the impacts and opportunities of large infrastructure projects on streets, parks, suburbs and centres.

For example, at a more localised level, we are working with Sydney Metro to improve the areas around stations, and to improve walking and cycling facilities. This puts us in a central position to guide and advocate for design solutions that suit each place and the community.

Determining factors

Collaboration across all relevant agencies allows integrated decision-making that works towards a common, agreed outcome and makes better use of funds to maximise benefits to the community.

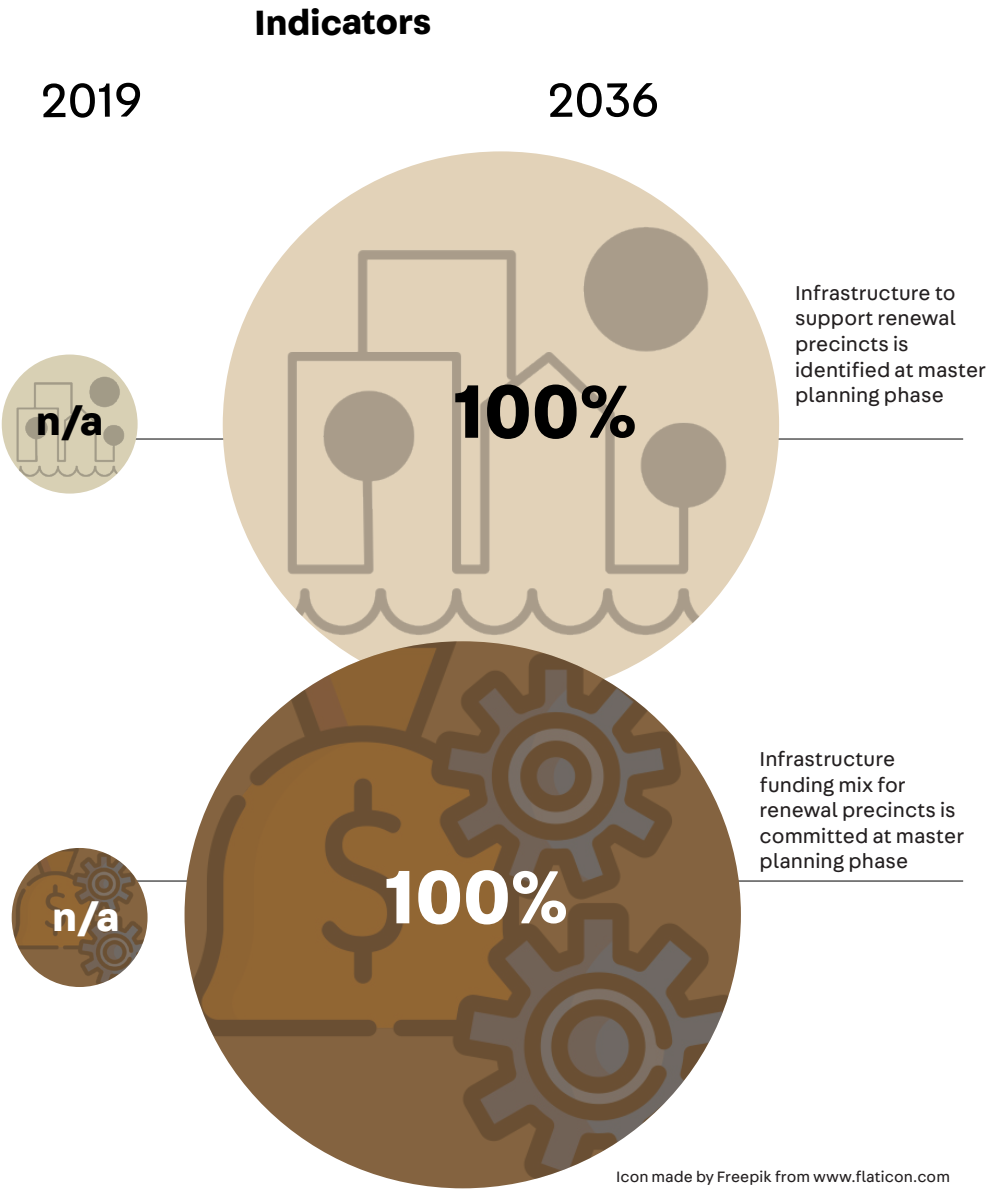
This is essential to address growing community concern that development and population growth has raced ahead of the infrastructure needed on a local and city-wide scale.

This misalignment has, in some areas, caused school over-enrolments, road congestion, public transport overcrowding and competition for space at parks. Greater coordination, community engagement and an integrated planning approach can counter this.

Planning for large infrastructure projects must not ignore local issues; it must respond to the existing urban fabric and include the community as infrastructure is developed. For example, the planning for necessary infrastructure such as roads must also protect open space and connections, avoid noise and pollution and ensure community safety.

We will continue to advocate for the highest standards for redesigning the areas that surround infrastructure projects. These must be at the same high level as other locations within Sydney.

We want the NSW and Australian governments to understand why, what, when and where infrastructure is needed in Canterbury-Bankstown. This gives us a platform to advocate for the right infrastructure, in the right location and designed to the highest standards to unlock the City’s potential.



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Connective City 2036 provides a strategic growth platform from which to advocate to other levels of government for increased spending on infrastructure.

Infrastructure is the foundation of *Connective City 2036* and can be found on nearly every page of the plan from transport, to roads, freight rail, and streetscape improvements, great architecture, green and sustainable infrastructure.

Metropolitan, city shaping and community supporting infrastructure

We categorise infrastructure as either metropolitan, city-shaping or community-supporting.

Any changes to the annual infrastructure budget adopted by Canterbury-Bankstown Council occur via the quarterly review process and is subject Council decision.

Metropolitan infrastructure is supplied by State and Commonwealth agencies and includes rail lines, Sydney Metro services, major arterial roads, water and electricity. We have a role in advising, place-testing and collaborating with State agencies on these large infrastructure projects.

The provision of infrastructure in Canterbury-Bankstown requires us to work with a range of agencies, including Transport for NSW, Infrastructure NSW, Sydney Water, Ausgrid, Greater Sydney Commission, Department of Planning, Industry and Environment, NSW Health, NSW Department of Education, Department of Finance, Services and Innovation and the Department of Premier and Cabinet. The Australian Government may also be involved large or nationally significant projects.

City-shaping infrastructure are places or spaces that will be used by everyone in the City – they have an influence beyond their immediate areas. These include the Green Web, new aquatic, cultural/arts facilities, or major street improvements in areas like the Chapel Road Precinct and Eastern Lifestyle and Medical Precinct.

Community-supporting infrastructure includes the hundreds of parks, buildings, facilities, road and other improvements that we plan, build and manage every day.

Connective City 2036 coordinates all scales of infrastructure, yet is primarily focused on city-shaping infrastructure. Our planning will align the provision of community-supporting projects to achieve the objectives of city-shaping projects, and our collaborative approaches with State agencies will align metropolitan-scale projects with city-shaping projects.

City-shaping infrastructure

Our most important infrastructure needs are:

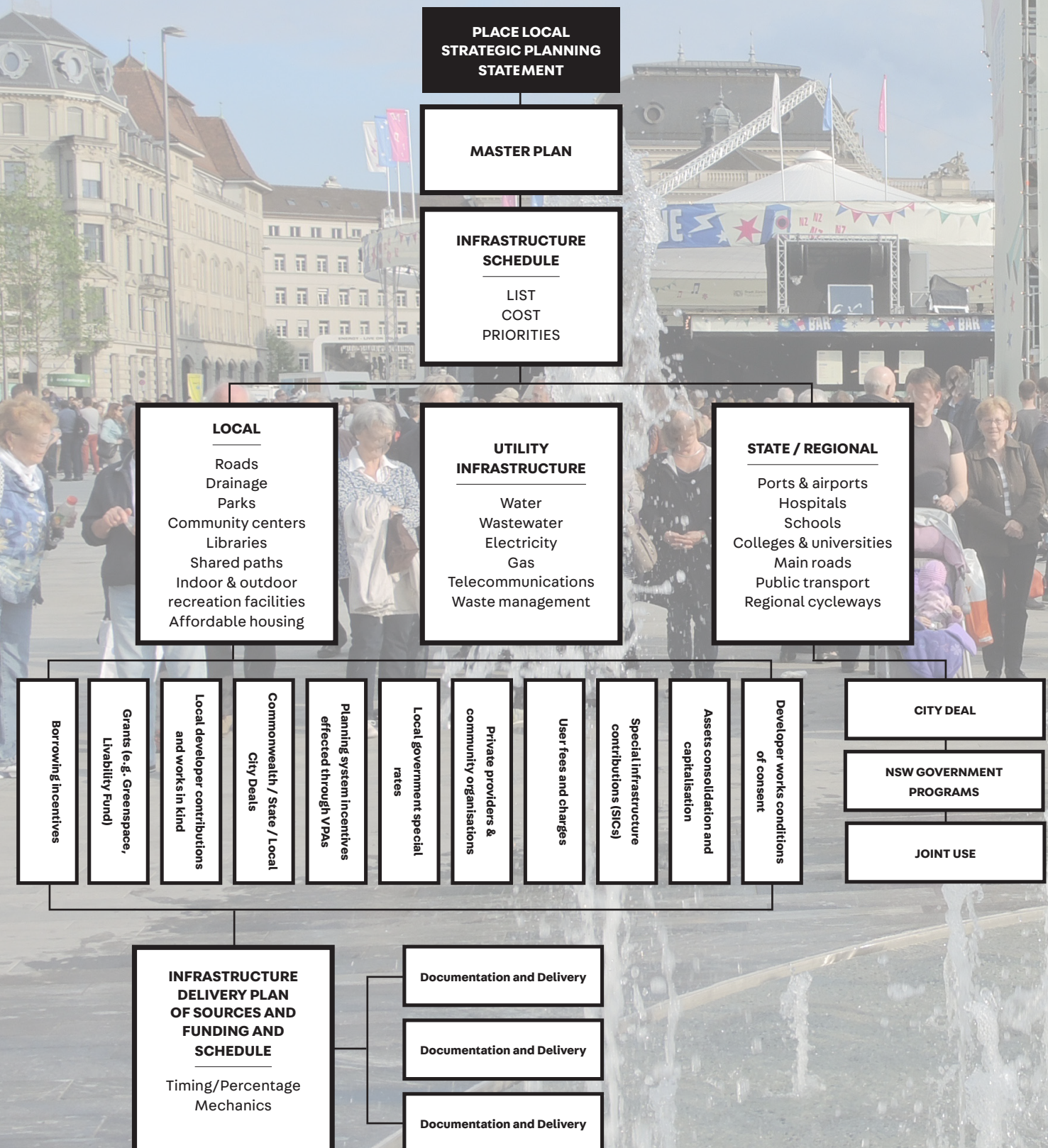
- A genuine interconnected Sydney Metro network;
- A Sydney Metro station at Chullora to support a business park;
- The Chapel Road Precinct and Bankstown City Centre with civic, cultural, community places for a City of 500,000 people;
- A new hospital in Bankstown and the upgrade of Canterbury Hospital;
- Schools, universities and TAFE in Bankstown and Campsie;
- Improvements to metropolitan road infrastructure;
- A lifestyle precinct at Campsie to Kingsgrove including a hospital precinct and urbanised industrial area;
- Protecting and restoring river corridors and ecological places and a whole of system approach to open space planning through Green and Blue Webs components of *Connective City 2036*; and
- Multi-functional regional parks across the City.

Governance and funding

We will utilise governance and funding structures to harness and allocate resources to support *Connective City 2036*. We will continue to build relationships with the different players that make decisions about the allocation of resources that will:

- Make the economy flourish and increase job opportunities;
- Unlock infrastructure impediments to enable a sustainable level of growth;
- Improve the wellbeing of the population;

Funding Process





- Conserve and celebrate the City’s natural assets; and
- Realise the potential of how the City relates to the rest of Greater Sydney.

Our city governance and funding model:

- Focuses on creating great places through the coordinated effort of many, rather than providing services in isolation;
- Effectively involves and engages residents and the broader community;
- Enables genuine collaboration between federal, state and local government, and city-shaping institutions and businesses;
- Effectively aligns infrastructure delivery with development and population growth; and
- Includes a logical road map to travel from plan to reality, including multiple funding and delivery mechanisms to provide required infrastructure.

Collaboration and partnerships

Major infrastructure priorities as well as many smaller projects require a collaborative approach that brings the community, State agencies and cross-boundary technical and professional disciplines together to coordinate, discuss and input into the planning and design of infrastructure. This tests the benefits of infrastructure investment early.

Our city-shaping projects will require collaboration with neighbouring councils, Transport for NSW, Ministry of Health, NSW Department of Education, Greater Sydney Commission, Department of Planning, Industry and Environment, Sydney Water, the Commonwealth Department of Infrastructure, Regional Development and Cities and Sydney Metro.

Local organisations such as Western Sydney University, Bankstown Hospital, Bankstown Airport, Sydney Airport, and major businesses have the size will be active partners in the City’s development.

We will regularly engage and collaborate with other agencies and stakeholders to promote strategic planning (for example, reserving land for transit corridors and other network infrastructure) and leverage and align infrastructure programs with their investment plans as much as possible.

Advocacy

While city-shaping infrastructure has the biggest impact on the City’s future prosperity and residents’ quality of life, we are not the responsible agency for major and utility infrastructure; much of this infrastructure relies on State and Commonwealth decisions, asset management plans and budgets. We will proactively advocate for major and transformational infrastructure to be provided in the right place by:

- Logging blockages and inefficiencies in the existing networks;
- Demonstrating need and long-term forecasts and planning through *Connective City 2036*;
- Demonstrating innovative ways to resolve land use challenges;
- Working to understand infrastructure planning and delivery to work better with infrastructure providers;
- Developing ongoing, positive relationships with agencies and communicating well to ensure timely and viable advice;
- Sharing information with other levels of government about *Connective City 2036* and the community’s needs;
- Advocating to government to accelerate provision of transformational projects (such as Sydney Metro services) that will underpin growth and radically improve connections between the City and the rest of Greater Sydney; and
- Demonstrating a quality designed approach to the future character of places across the City.

A city-shaping and place management approach

Our management approach will consider, plan for and seek out all viable funding options. We will focus on the 10 Directions and 10 Evolutions as set out in this plan.

Place-based and design-led structure planning and master planning

Where required, precincts and places will be structure planned, underpinned by urban economics and a thorough understanding of the physical, social and environmental attributes of each precinct and place.

The community, stakeholders and infrastructure agencies will help to establish a vision and an intended outcome that draws on an evidence-based understanding of the place.

Infrastructure scheduling, responsibilities and priorities

A prioritised schedule of State, regional, utility, local and other infrastructure will identify the facilities we will advocate for and collaborate with other stakeholders to program and fund. This will be established against a schedule of the local infrastructure to be delivered by Council.

Place infrastructure funding and delivery

We will coordinate the planning, prioritisation, programming, budgeting, procurement and delivery of local infrastructure linked to life cycle asset management systems. We will tailor the funding mix to suit each class of infrastructure.

Responsive programming

Place infrastructure projects will be incorporated into our Delivery Plan, meaning that they will be regularly reviewed and adapted to:

- Reflect the latest trends in where growth is occurring in the City;
- Align with latest Australian and NSW Government infrastructure commitments which may require us to redirect our focus to support that major infrastructure; and
- Accord with available funding resources.

A sustainable funding mix

To fund infrastructure provision, different funding sources are available for different projects. We need a mix of funding that can be applied on an item-by-item basis to ensure there is sufficient money to plan, build and maintain these items. Funding sources include:

- Council special rates;
- Value sharing;
- NSW Government grants;
- Joint use project funding;
- Developer contributions;
- Commonwealth funding;

- Public/private partnership;and
- Build, own, operate and transfer model.

Developers can help to fund local infrastructure through contributions and value capture where rezoning occurs.

Value capture

While a growing population increases the demand for parks, civic squares and the like, the cost of the land needed for these places is prohibitively expensive.

Capturing and reinvesting the value derived from the development process can occur when land value increase follow planning decisions to increase densities or in locations that benefit from new or improved infrastructure.

Value capture schemes actively involve land developers in creating great developments and great places.

We will develop a value capture scheme to accompany planning in the Chapel Road Precinct, Bankstown, Chullora and the Eastern Lifestyle and Medical Precinct. Value capture schemes may also be pursued in other growth locations such as the Sydenham to Bankstown Corridor.

The schemes will allow for the collection of viable and reasonable development contributions that provide the necessary infrastructure to support the increase in density.

Our place-based land use planning strategies will be designed so that open space and public domain areas are integral to new developments. This could include mechanisms such as lot consolidation, transfer of development rights and bonus floor space schemes to encourage generously-sized ground level public spaces in new developments.

Council lands

Council has the opportunity to consolidate and use its land holdings to create central civic, cultural and community precincts in centres.

Where appropriate, Council should utilise its lands to generate income to support and fund service and infrastructure delivery to the community. This includes land holdings across the City, in centres and drainage reserves.

EVOLUTION 10 - GOVERNANCE AND FUNDING

	PRIORITY	ACTIONS	CBCITY 2028	SOUTH DISTRICT PLAN	COLLABORATION	RESPONSIBILITY	TIME FRAME
METROPOLITAN	Support the creation of great places through an infrastructure funding framework	Develop and deliver a City-wide infrastructure funding framework which includes guiding principles for place-based plans, strategies and planning proposal infrastructure planning and mechanisms for funding				CBC	
	Establish a clear picture of future places and their infrastructure needs	Support all place-based plans, strategies or major planning proposals with an evidence-based infrastructure needs analysis			Relevant State Agencies	CBC	
	Effectively align infrastructure funding and delivery with growth	Undertake staged approach to growth to ensure alignment with infrastructure delivery.			DPIE	CBC	
	Use the land development process as a funding mechanism for quality infrastructure	Advocate for development and implementation of State Infrastructure Contributions in growth centre and areas			DPIE	CBC	
	Advocate and collaborate with State agencies and the private sector to coordinate infrastructure	Work with NSW Government to test and implement infrastructure needs identified in Movement for Commerce and Place Plan 2036 and the Metropolitan Interconnectivity Plan 2036			TfNSW, DPIE	CBC	
CITY SHAPING	Use the land development process as a funding mechanism for quality infrastructure	Prepare a value-capture based strategy for the funding of infrastructure in growth centres				CBC	
		Prepare / update the Canterbury-Bankstown 7.11 Plan upon completion of Place Plans for each centre based infrastructure needs to respond to planned growth				CBC	
	Effectively align infrastructure funding and delivery with growth	Align capital works priorities across council with staging of place-based planning for centres			DPIE, TfNSW	CBC	
		Reclassify drainage reserves from Community to Operational land to allow flexibility in use.				CBC	
	Advocate and collaborate with State agencies and the private sector to deliver infrastructure	Work with NSW Government to identify opportunities to co-deliver new infrastructure			DPIE, Department of Education, other relevant State agencies	CBC	
		Work with NSW State Agencies and private stakeholders and institutions on joint and shared use of infrastructure and facilities			Department of Education, other school providers (Catholic and Independent School sectors), Universities and other institutions	CBC	

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.