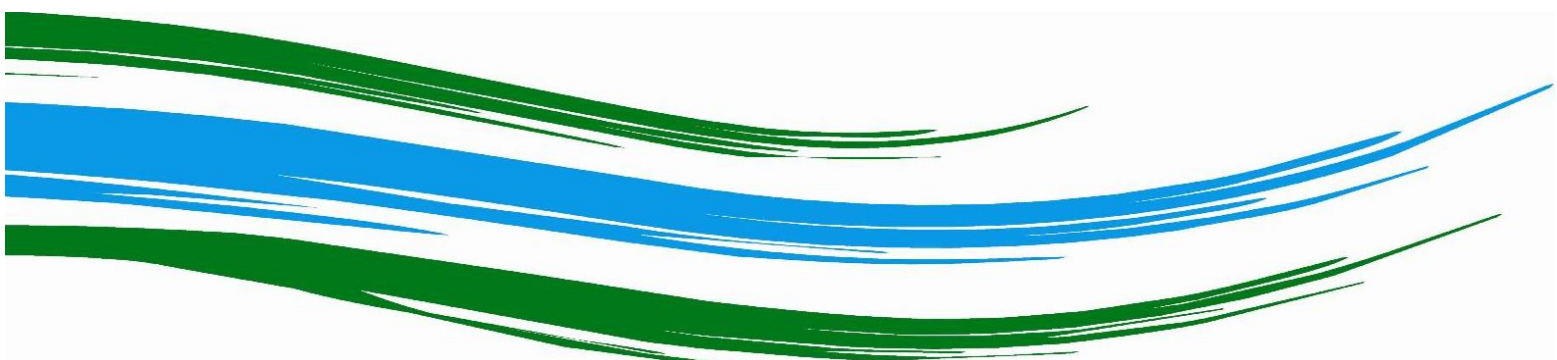


Camden Council

Attachments

Ordinary Council Meeting
9 July 2019

Camden Council
Administration Centre
70 Central Avenue
Oran Park



ORDINARY COUNCIL

ATTACHMENTS - ORDINARY COUNCIL

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Draft Local Strategic Planning Statement

2019



Camden Council

Council acknowledges the Dharawal people as the traditional custodians of this land and pay our respect to their Elders both past and present.



Theresa Fedeli
Mayor

Message from the Mayor

The Camden area is the fastest growing local government area in Australia, welcoming more than 100 new residents every week. Having lived here for more than 25 years, I can understand why – Camden is a place of terrific opportunity. People look at this area and see the opportunity to buy or build their dream home, spend time at state-of-the-art facilities, send their children to new and exciting schools and turn their passion into their business.

Our magnificent patch of earth has a significant role to play in Greater Sydney's future. This is why Council has prepared the Local Strategic Planning Statement (LSPS), so we are able to set in motion the community's 20-year planning vision for Camden.

Over three months of extensive community engagement in the preparation of this document, we heard our residents share their aspirations and ideas for the Camden area. Among other priorities, we heard you want our existing heritage, rural and natural assets protected; public transport connections, pedestrian and cycle networks; the opportunity to work locally; as well as well-designed, inclusive and family-friendly public spaces.

I am proud of the Camden we are creating, and I look forward to watching our vision continue to unfold while respecting our unique heritage.

Camden Council



Local Strategic Planning Statement

Published **XXX** 2019

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Acknowledgments

Council acknowledges and extends appreciation to all contributors.

For further information contact LEP Review Team:

✉ Camden Council
70 Central Avenue
Oran Park NSW 2570

Availability



The Camden Local Strategic Planning Statement is available on Council's website:
www.camden.nsw.gov.au

☎ 4654 7777

✉ mail@camden.nsw.gov.au



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Abbreviations

CSP	Community Strategic Plan
DCP	Development Control Plan
DPE&I	Department of Planning, Environment and Industry
EP&A	Act Environmental Planning and Assessment Act 1979
GSC	Greater Sydney Commission
GSRP	Greater Sydney Region Plan
HAC	Heritage Advisory Committee
IP&R	Integrated Planning and Reporting
LALC	Local Aboriginal Land Council
LEP	Local Environmental Plan
LGA	Local Government Area
LG Act	Local Government Act 1993
LSPS	Local Strategic Planning Statement
DoT	Department of Transport
WCDP	Western City District Plan

About the Plan

The Local Strategic Planning Statement (LSPS) is a 20-year planning vision, emphasising land use, transport and sustainability objectives to demonstrate how Camden Local Government Area (Camden) will change to meet the community's needs over the next 20 years. The LSPS implements the strategic direction of The

Greater Sydney Region Plan and Western City District Plan at the local level by setting clear local priorities for the jobs, homes, services and parks that the Camden community will require over the next 20 years. The LSPS sets short, medium and long-term actions linked to the local priorities, to deliver on the community's future vision.

The purpose of the LSPS is to:

- Provide a 20-year land use vision for the LGA
- Outline the characteristics which shape our local identity
- Identify our shared values to be enhanced and maintained
- Direct how future growth and change will be managed
- Implement the Western City District Plan where relevant to our area
- Identify where further detailed strategic planning may be needed



Camden Council

Community Engagement

Camden Council developed the LSPS in close consultation with the community. In November 2018 Council sought feedback on community views and priorities by attending various events, local pop up stalls, school visits and promoted

feedback via an online community survey and digital ideas wall. The community engagement was structured around the four themes of this Plan, and what we heard from the community is outlined below.

Engagement	Dates	Location	Participants
Phase 1 – Understanding community views and priorities			
Pop-up events	Nov 2018 – Jan 2019	13 events; 6 locations	252
Online Survey	Nov 2018 – Feb 2019	Online	346
Digital Ideas Wall	Dec 2018 – Feb 2019	Online	90
Primary school visits	Nov 2018 – Dec 2018	4 local primary schools	200
Phase 2 – Exploring and discussing ideas			
Central Ward Workshop	Febr 2019	Narellan Library	13
South Ward Workshop	Feb 2019	Narellan Library	27
North Ward Workshop	Feb 2019	Oran Park Library	30
Productivity Workshop	Feb 2019	Council Chambers	60
Phase 3 – Public exhibition feedback			
Public Exhibition	TBC	TBC	TBC

Draft Local Strategic Planning Statement



Infrastructure and Collaboration

The planning and delivery of transport infrastructure to meet growth was seen as an important factor in supporting the creation of local jobs, and the introduction of rail was seen as both an opportunity for improved connections and a catalyst for growth.

Liveability

Fresh local food production and access to the natural environment and local open spaces were consistently considered the highest priority in relation to the liveability of Camden. The local community spirit is also highly valued, and people want to remain engaged in decision making for their LGA.

The relationship between local jobs and transport was highlighted by the business community as a major barrier to connectivity between housing, jobs and services.

Productivity

People perceive opportunities across the LGA to grow and diversify the health and education industries, especially around new growth areas. Participants also identified tourism as having the potential to grow and further align to the rural heritage of the region.

Newer suburbs and centres like Oran Park and Leppington have large potential to house economic growth and are ideal locations for offices and professional hubs. The business community saw opportunities for innovation in youth employment, business collaboration and the local agricultural industry.

Sustainability

Rural landscapes are considered among the most valuable in the LGA and inherently tied to the local identity. The Nepean River was consistently identified as a key natural landmark to be protected and promoted. The presence of local native bushland is a significant feature of the area which should be preserved. Pedestrian access to the environment, such as access to waterways and open space was prioritised by all participants.

Camden Council

Policy Context

The LSPS has been prepared in accordance with clause 3.9 of the Environmental Planning and Assessment Act 1979 (the EP&A Act) and will be used for land use decision making in Camden. The EP&A Act requires that the LSPS identify the basis for strategic planning in Camden, having regard to economic, social and environmental matters, the local priorities for Camden, actions required to achieve those priorities, and the basis

on which Council is to monitor and report on the implementation of those actions.

The LSPS brings together and builds on planning work found in Council's other plans, studies and strategies and will be used to update other key components of these plans.

Camden Community Strategic Plan

The LSPS works with Council's Community Strategic Plan (CSP), which has a similar but broader purpose on how Council will work to meet the community's needs. The LSPS's planning priorities, strategic directions and actions provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

The LSPS aligns to the Key Directions of the CSP, as reflected in the implementation table.



Figure 1: Camden Council Community Strategic Plan – Key Directions

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A Metropolis of Three Cities – The Greater Sydney Region Plan

In March 2018, the Greater Sydney Commission released the Metropolis of Three Cities – the Greater Sydney Region Plan (the Region Plan) and the Western City District Plan (the District Plan). The two plans are framed around 10 Directions based on the themes of Infrastructure and Collaboration, Liveability, Productivity and Sustainability.

It is built on a vision of three cities – the Western Parkland City, the Central River City and the Eastern Harbour City – where most residents live within 30 minutes of jobs, education and health facilities, services and great places.

The Region Plan sets a 40-year vision and establishes a 20-year plan to manage growth and change for Greater Sydney in the context of social, economic and environmental matters.

The Region Plan aims to rebalance economic and social opportunities to deliver a more equitable Greater Sydney and establishes 10 Directions to guide future land use planning across Sydney and achieve the vision of three cities.



Figure 2: The 10 Directions for Greater Sydney

Camden Council

Western City District Plan

The Western City District Plan builds on the 10 Directions of the Sydney Region Plan and sets priorities and actions for achieving the strategic direction for the Western City District, which includes the Council areas of Camden, Wollondilly, Campbelltown, Liverpool, Fairfield, Penrith and The Blue Mountains. The District Plan provides a 20-year plan to manage growth.

The District Plan acknowledges that the Western Parkland City will experience significant growth

in housing, jobs, infrastructure and social and recreational amenities over the next 40 years. This growth will be underpinned by the once-in-a-generation investment in the Western Sydney Airport and Aerotropolis.

Most notably for Camden, the District Plan acknowledges existing strengths and highlights opportunities to leverage these to improve liveability, productivity and sustainability of the area.

The key components from the District Plan which relate to Camden are:

- Promoting north south and east west transport connections and matching population growth with infrastructure
- Leveraging opportunities presented by the Western Sydney Airport and the Aerotropolis to build the local economy by increasing agricultural production and strengthening Camden's visitor economy by promoting tourism
- Recognising Narellan and Leppington as Strategic Centres which will provide the focus for commercial and retail investment, and provide local employment
- Setting a housing supply target for Camden of 11,800 new dwellings over the next 0-5 years
- Recognising the value of the Metropolitan Rural Area and requiring its protection
- Recognising the importance of heritage for an area's identity
- Focusing on the delivery of urban tree canopy cover and the Blue and Green Grid
- Creating a continuous open space corridor along the entirety of South Creek that provides ecological protection and enhancement, better stormwater treatment and a regionally significant corridor for recreation uses.

The LSPS provides a local response to the priorities and actions of the District Plan. The relationship between the documents is outlined in the implementation and Monitoring Section of this document.

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Western Sydney City Deal

The Western Sydney City Deal, signed on 4 March 2018, brings together the Australian and New South Wales governments and the eight local councils in the Western District to deliver transformative change to the region over the next 20 years.

The three tiers of government are working collaboratively and contributing resources to deliver the 38 commitments within the City Deal and create quality outcomes for Western Sydney as described in the Western Sydney City Deal Implementation Plan (Table 1).

Vision	A thriving future-focused city that is highly connected, innovative and liveable					
Objectives	1. Realising the 30-minute city by delivering public transport for the Western Parkland City		2. Creating 200,000 jobs by supercharging the Western Parkland City		3. Skilling our residents in the region and initiating new education opportunities	
	4. Respecting and building on local character, enhancing liveability and improving the quality of the local environment		5. Innovative approaches to planning and delivery of housing		6. Getting on with delivering the Western Parkland City through enduring tri-level governance	
Initiatives	Connectivity	Jobs for the Future	Skills and Education	Liveability and Environment	Planning and Housing	Implementation and Governance

Table 1: Western Sydney City Deal Implementation Plan Summary

Camden Council

Camden Context

Camden in the Western City District

The Camden Local Government Area covers a total land area of 206 square kilometres and is renowned for its rural and heritage character set in landscapes of scenic and natural beauty.

Camden is located in the southern portion of the Western City District, which also covers the local government areas of the Blue Mountains, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly. The Western City District is known as the Western Parkland City.

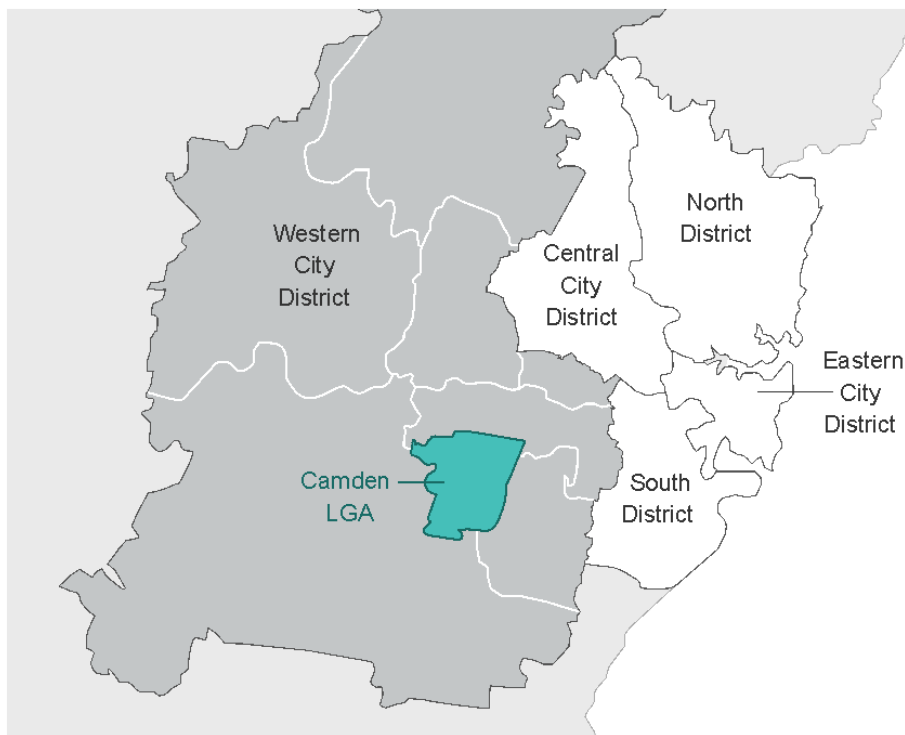
As a rapidly growing area with a population forecasted to grow to 233,950 by 2036, Camden contains a mix of agricultural land, country towns and villages, new residential areas, commercial and industrial development. In the context of the Western Sydney Airport, Camden offers unique opportunities presented by urban development and population growth.

A significant portion of the northern part of Camden has been identified for future urban development by the NSW Department of Planning, Industry and Environment and is known

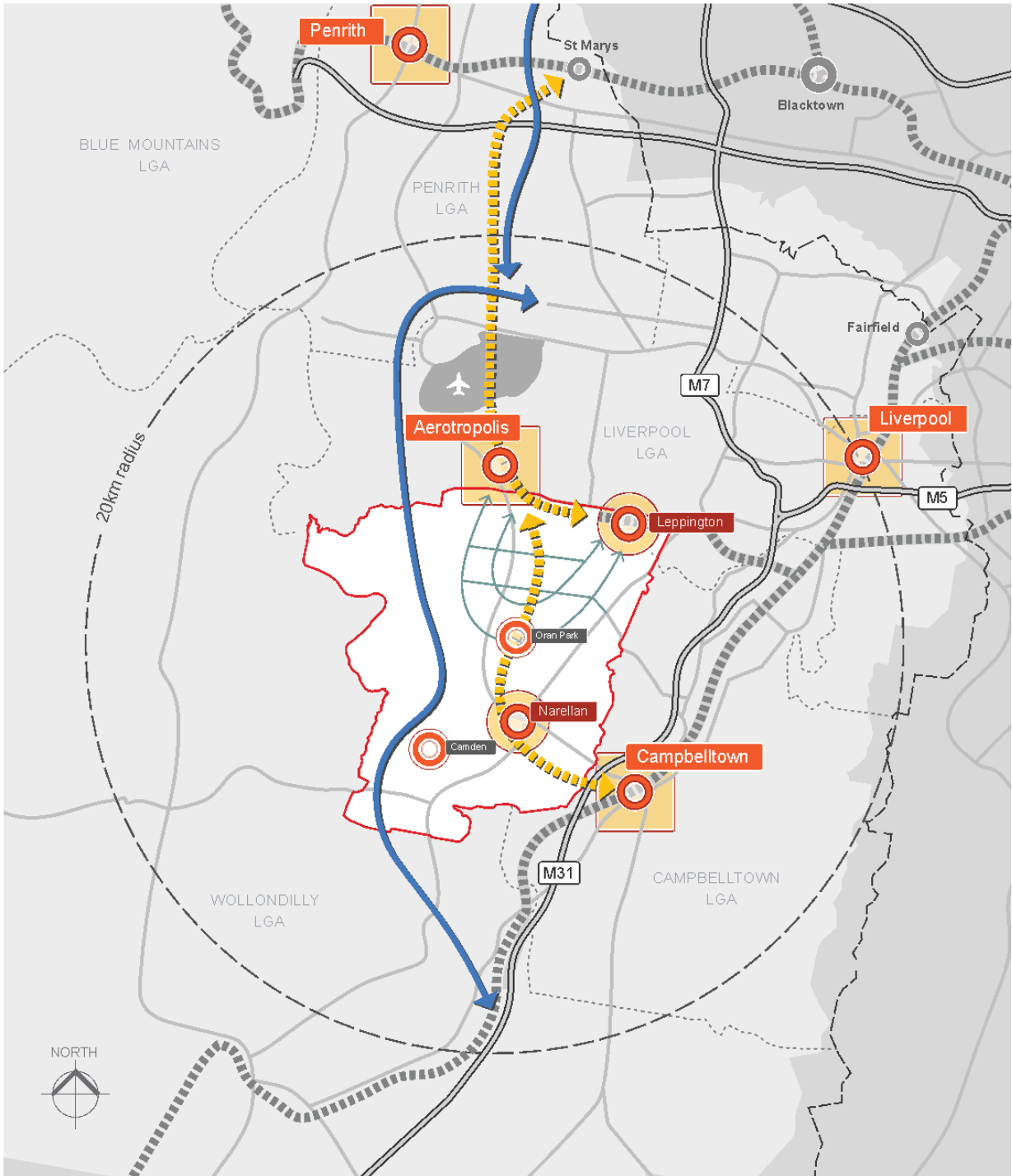
as the South West Growth Area (SWGA). Most of the residential growth for Camden is being planned to occur with the SWGA boundary with associated infrastructure required to be delivered in this area. As the SWGA continues to develop, new centres will be delivered to provide a diversity of employment and housing for future residents.

Camden Town Centre was established as part of the agricultural expansion of the early settlement of Sydney, being one of Sydney's oldest towns. The local community holds the Camden Town Centre in high regard for its attractive streets, beautiful heritage buildings, and rural village feel. Leppington and Narellan are identified to be the principal future retail and commercial hubs in Camden, with higher-order, strategic centres envisaged for these locations.

Over the next 20 years, Council will need to plan for new homes, jobs and services for an additional 140,000 people, while protecting and enhancing Camden's distinctive local character and natural environment.



14

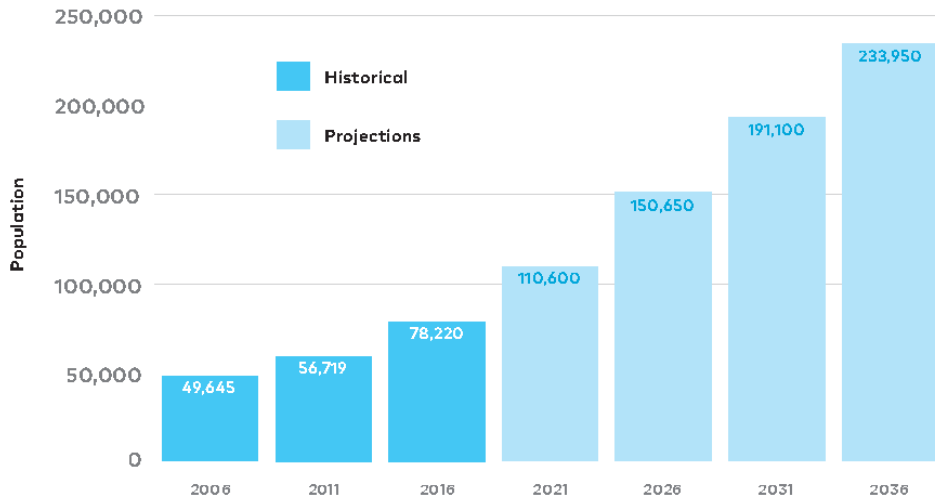


- | | | | |
|--|------------------------------------|--|--------------------------------|
| | Metropolitan Cluster | | Existing Motorway |
| | Strategic Centre (Camden LGA) | | Existing Major Road |
| | Town Centre (Camden LGA) | | Western City District Boundary |
| | Proposed Outer Sydney Orbital (M9) | | Surrounding LGA Boundary |
| | Proposed Train Line | | Camden LGA Boundary |
| | Existing Train Line | | |

Camden Council

Demographics

Population Growth (2006 to 2036)

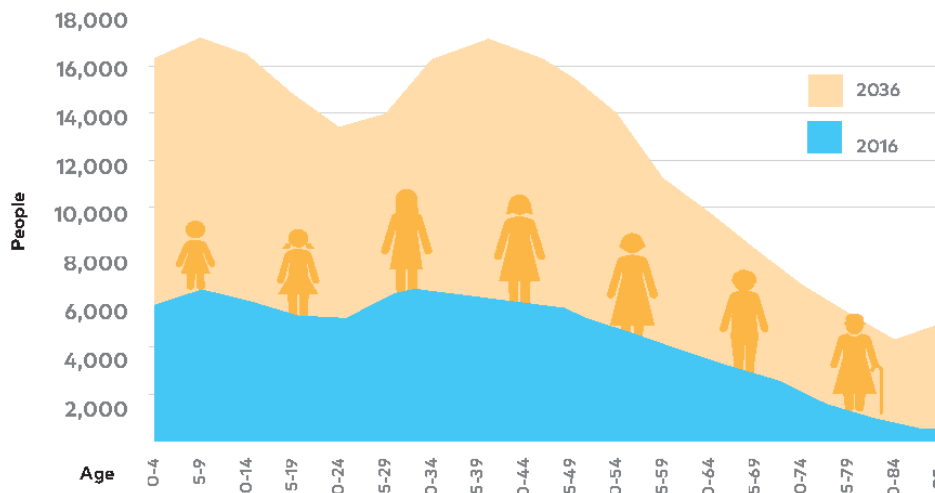


Fastest growing LGA in Australia

199% increase (2016 - 2036)

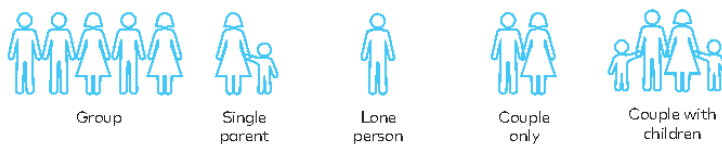
5.63% forecast average annual growth rate to 2036

Age Profile (2016 & 2036)



In 2036 Increased percentage of Mature Adults (45 - 65) and Retirees (65+)

Projected Household Structure (2016 & 2036)



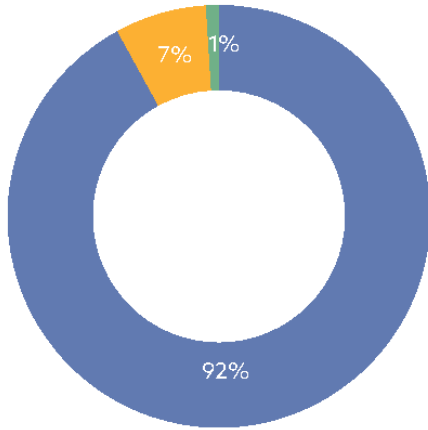
	Group	Single parent	Lone person	Couple only	Couple with children
2016	5.90%	10.60%	13.70%	23.50%	46.20%
2036 projected change	↓	↑	↑	↑	↓

2016 24,019 households

2036 77,350 projected households

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Housing Type (2016)

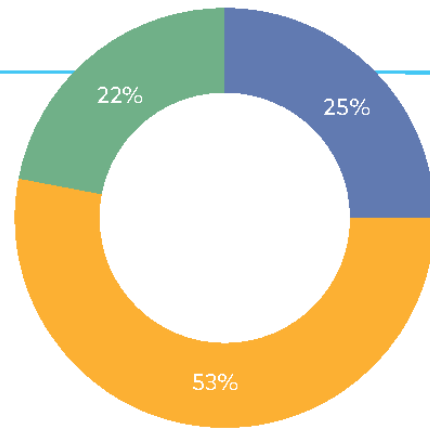


	Camden	Camden Trend*	Western City
Detached house	92%	↓	81%
Semi or attached house	7%	↑	11%
Unit/Apartment	1%	↓	8%

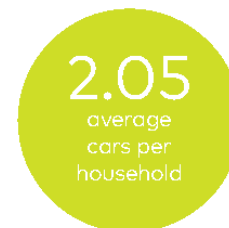
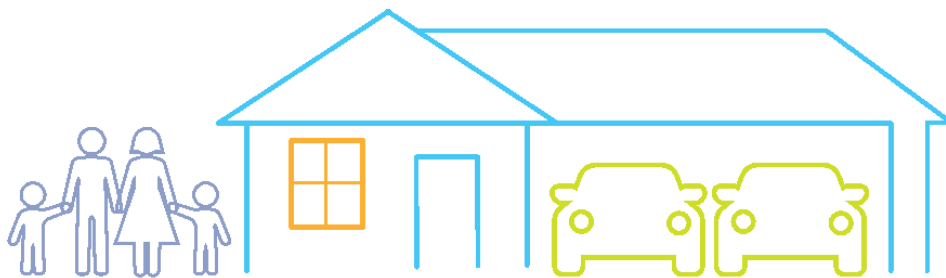
Tenure (2016)



	Camden	Camden Trend*	Western City
Owned with a mortgage	53%	↑	41%
Owned Outright	25%	↓	29%
Rented	22%	↑	30%

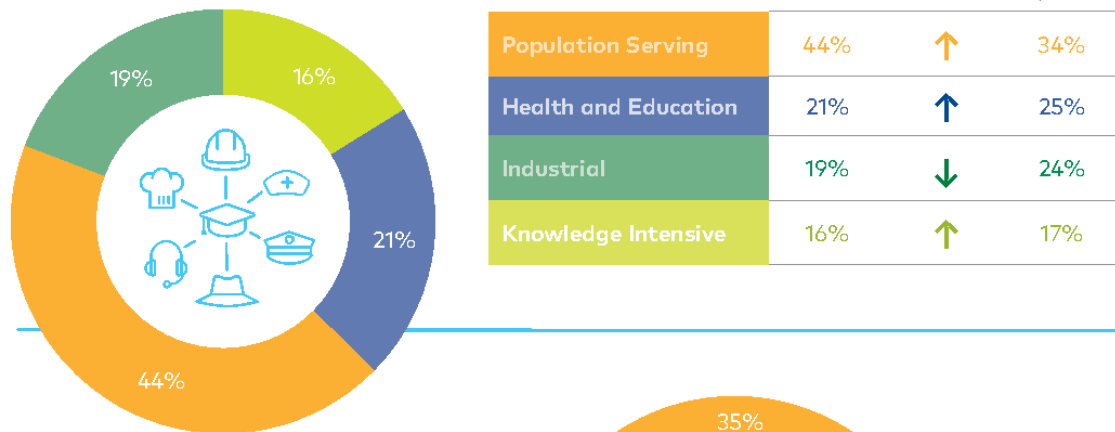


Household Statistics (2016)

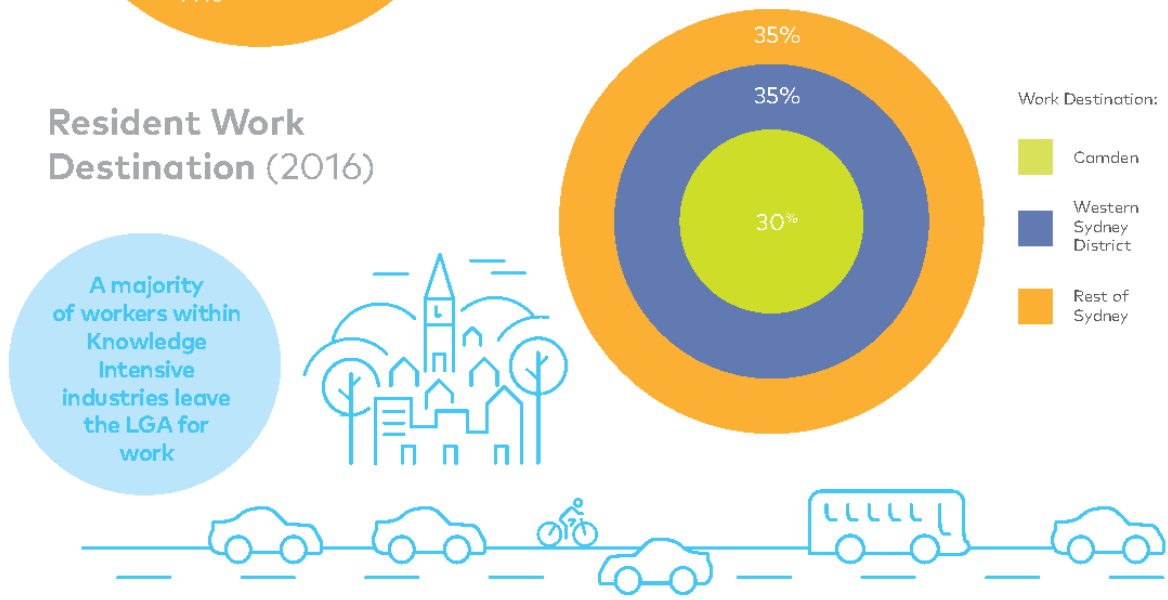


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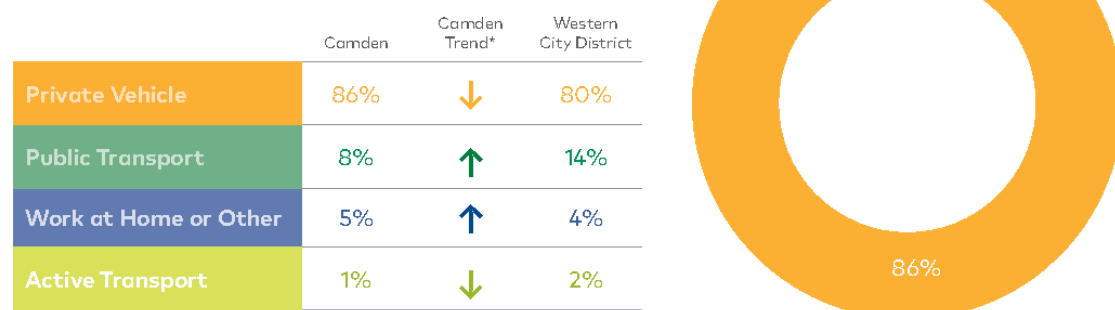
Employment by Sector



Resident Work Destination (2016)

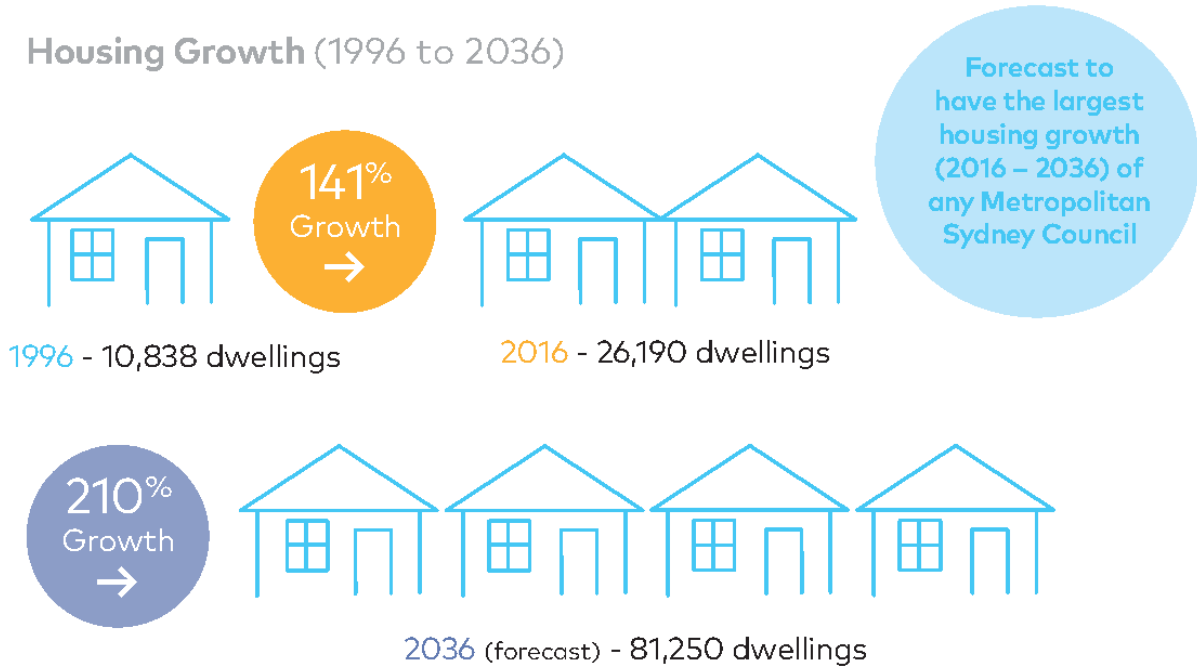


Method of Travel to Work (2016)

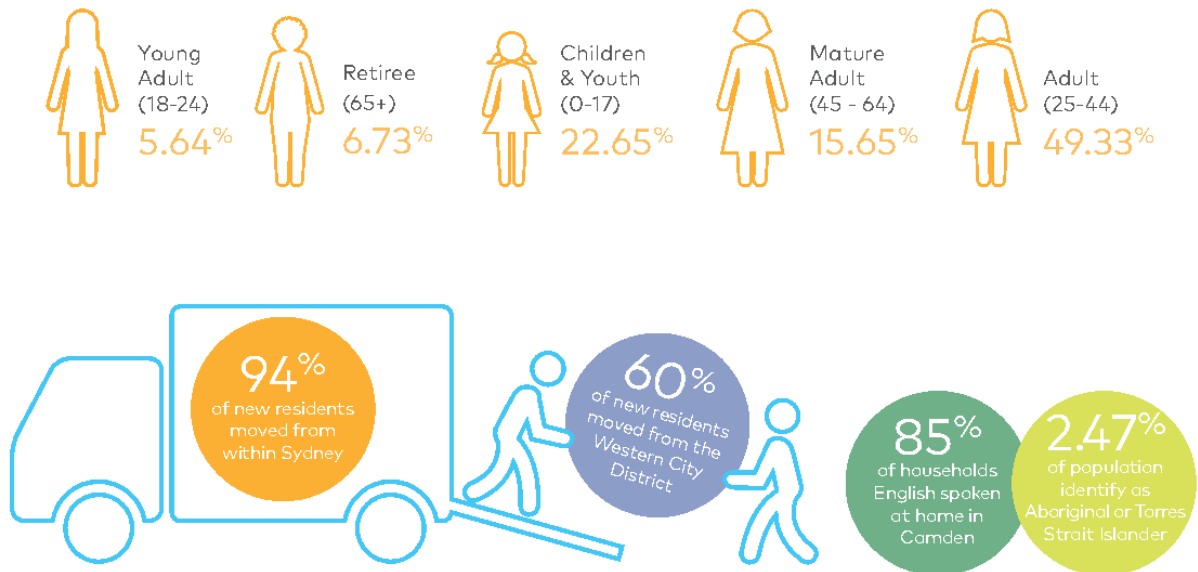


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Housing Growth (1996 to 2036)



New Residents (net 2011-2016)



*Camden Trend = 2011-2016 19

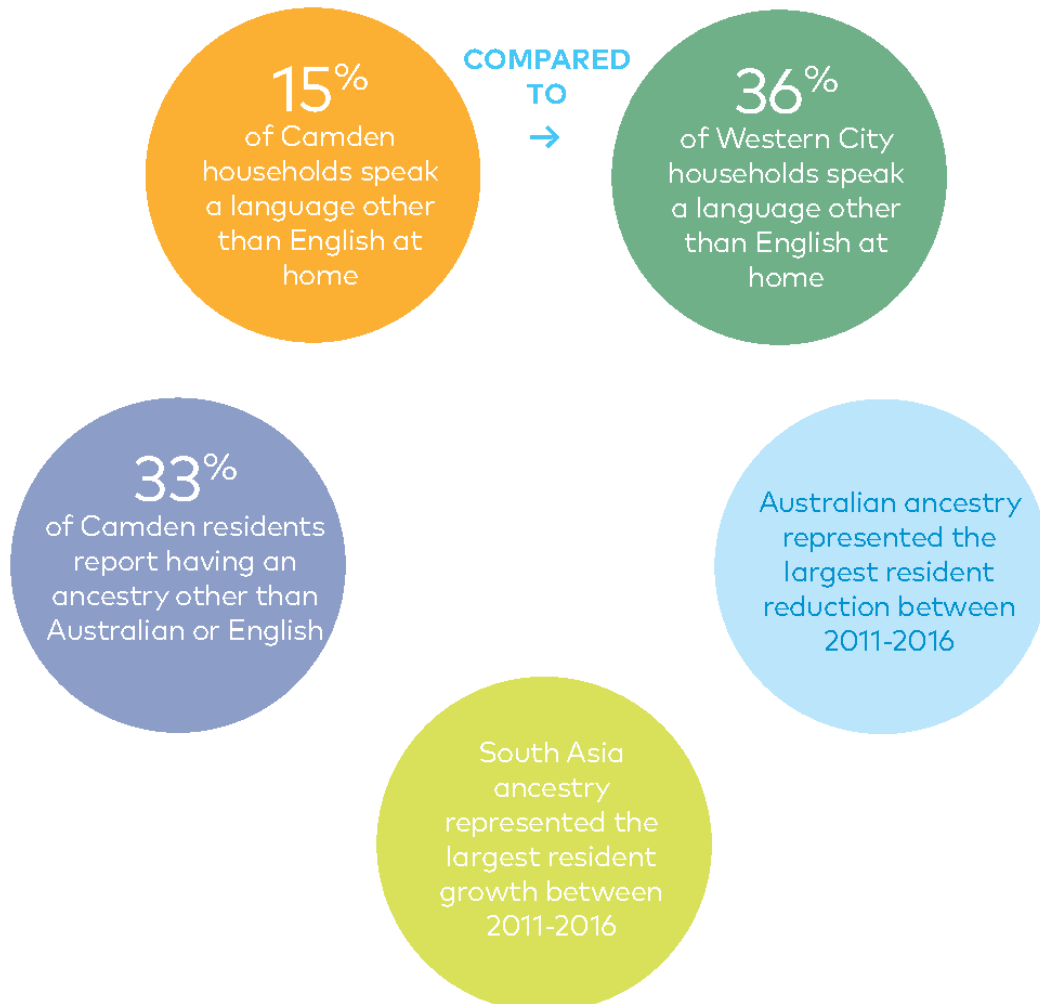
Camden Council

Education (2016)



	Camden	Camden Trend*	Western City District
University Qualification	12.4%	↑	11%
Vocational Educational Training	26.4%	↑	23%

Diversity



*Camden Trend = 2011-2016

Our Strengths and Opportunities

Camden's rapidly growing population presents many opportunities. New centres to be delivered within the SWGA can promote sustainability and liveability from the very early stages, adopting best-practice planning and design principles to encourage vibrant public spaces and promoting pedestrian walkability and social connection. The population growth will also bring new skills and diversity to Camden, which will help to diversify the local employment opportunities and further strengthen the local economy. There will be opportunities to grow the health and education sector, with potential for these facilities to be located within future precincts within the South West Growth Area. The success of existing industrial precincts can be leveraged to facilitate the expansion of the manufacturing sector and population serving industries.

The same elements which create an attractive place to live and work, also have the potential to attract visitors in increasing numbers. As Sydney continues to urbanise, Camden's natural landscapes will be highly valued and sought after. An emerging visitor economy, attracted primarily to Camden's historic and scenic character, presents opportunities to further diversify the local economy as well as protect those attributes that make Camden so special.

Camden Town Centre with its unique heritage and cultural facilities provides a key opportunity for further enhancement to celebrate Camden's unique and culturally rich local history. Opportunities to protect and further promote the rural villages and historical homesteads within Camden will strengthen the local identity for current and future generations. Investment in green infrastructure will further help retain Camden's scenic landscapes and green corridors, promoting a cool and sustainable city whilst also protecting environmentally sensitive land from any conflict with urban development. Increased tree cover will combat the effects of increasing urban heat, and the protection and increased accessibility of the Nepean River will connect the community to this important environmental feature.

The Western Sydney Airport and surrounding Aerotropolis, as well as the Western City Deal, will provide numerous opportunities for Camden. Investment in key transport infrastructure and a renewed focus from government to align infrastructure with growth will lead to a better-connected Camden. Potential links from the industries located around the airport also lead to economic opportunities within Camden, such as an expanded agricultural industry as a response to new domestic and international markets made accessible through the development of the Airport.





Camden Council

Our Vision

In 2040, Camden is renowned as a liveable, inclusive, family friendly and community-focused place. The Camden community is highly engaged, passionate and proud of their home, and are empowered to play their role in making Camden a better place to live. Camden is a place of opportunity, built on a foundation of respect for the environment, a well-managed approach to growth, social inclusion and economic innovation.

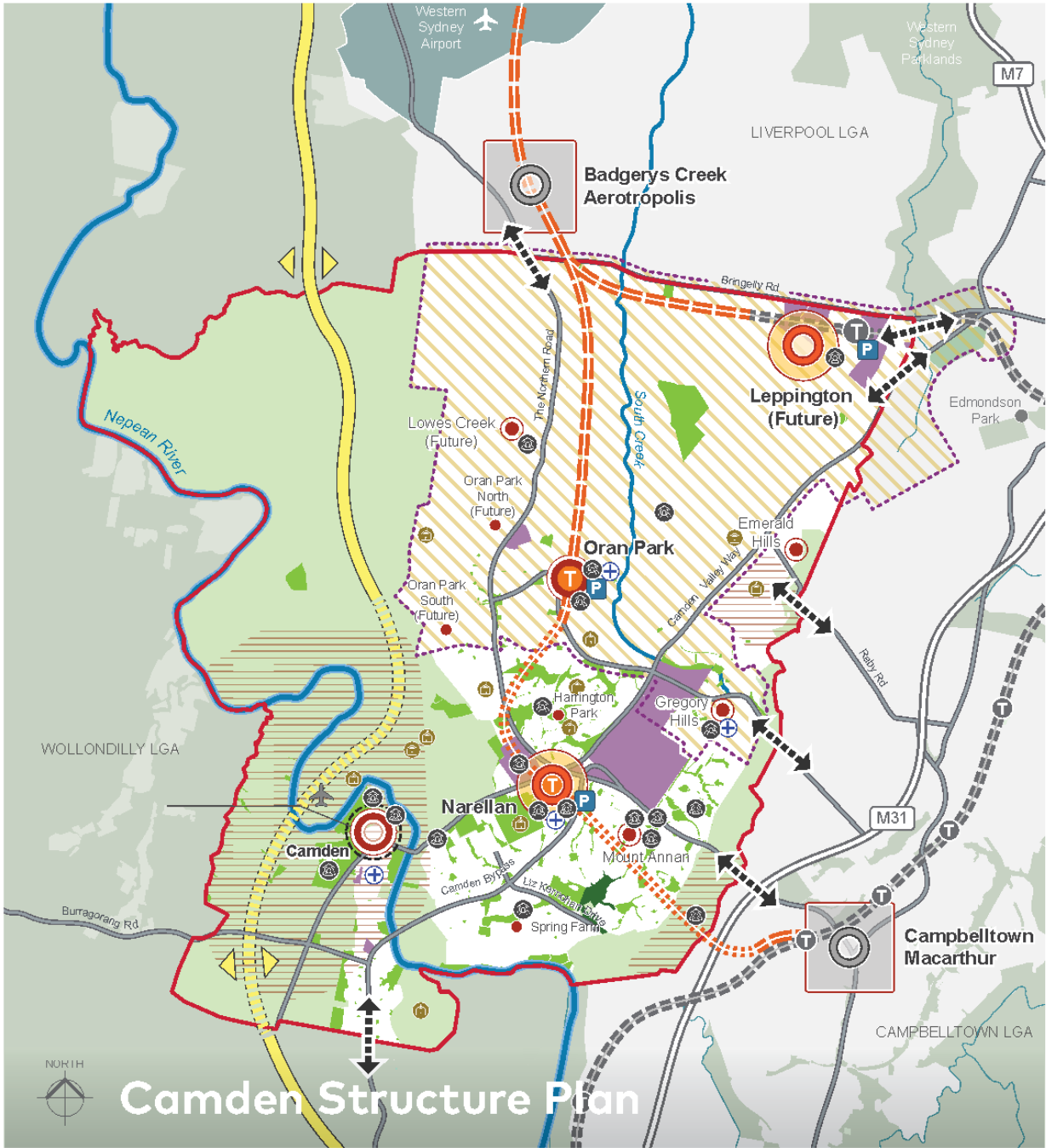
Camden residents benefit from living and working in a 30-minute Western Parkland City that is well serviced and connected by sustainable transport, including rail and rapid buses, both within the Camden LGA and surrounding areas. Pedestrian and cycle networks are well established and highly connected, encouraging an active and healthy lifestyle for residents.

Camden's valued rural and natural assets are protected and celebrated. The Nepean River plays a prominent role within Camden and is a key natural landmark treasured by the local community and visitors. Open space is high quality and easily accessible, and tree cover across the LGA enhances the natural amenity of the area. Important biodiversity and bushland is protected from the impacts of urban development.

Camden's centres and employment lands offer a range of local job opportunities for residents, and those who choose to work outside the LGA are well-connected to other centres across Sydney. The Western Sydney Airport has been a catalyst for providing opportunities for both residents who work in the surrounding employment lands, and for local supporting industries that have located within Camden. The local rural economy has leveraged opportunities to export produce and promote fresh local food production. Tourism is thriving, with Camden capitalising on its heritage and rural values and offering a strong local food scene, cultural festivals and events.

Housing in Camden is diverse and accessible to all, responding to the changing needs of the community while still reflecting the characteristics that make Camden so special. Heritage sites are protected and promoted, helping to engage the community on the importance of Camden in Australia's European and Indigenous history. Town centres and streets encourage social connection across a diverse range of people, with facilities and services located to ensure they are accessible, inclusive and user-friendly for all age groups. Cultural and creative spaces are well utilised and are dynamic incubators for aspirational and innovative ideas.

22



- Metropolitan Cluster
- Strategic Centre
- Town Centre
- Local Centre
- Neighbourhood Centre
- Art/ Culture/ Community Facility
- Medical
- State-listed Heritage Item
- Future Urban Area (SWGA) - Housing Capacity
- National Park
- Reserve/ Parkland
- Scenic Land (Metropolitan Rural Area)
- Scenic Viewscape
- Proposed M9 Alignment/ Tunnel
- Proposed M9 Entry/ Exit
- Proposed Train Line/ Tunnel
- Proposed Train Station
- Existing Train Station
- Proposed Commuter Carparking
- Key Transport Connection
- Tourism
- Existing Employment Area
- Camden LGA Boundary

Camden Council

Plan on a Page

The LSPS is made up of four themes, which mirror the four themes of the Sydney Region Plan and the District Plan.

The four themes are Infrastructure and Collaboration, Liveability, Productivity and Sustainability. These four themes will be implemented through 22 local priorities, which are outlined below. The planning priorities will be delivered through strategies to guide land use decisions and actions to be undertaken by Council.

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 <p>Infrastructure</p>	 <p>Liveability</p>	 <p>Productivity</p>	 <p>Sustainability</p>
<p>Local Priority I1</p> <p>Aligning infrastructure delivery with growth</p>	<p>Local Priority L1</p> <p>Providing housing choice and affordability for Camden’s growing and changing population</p>	<p>Local Priority P1</p> <p>Increasing the quantity and diversity of local jobs, and improving access to jobs across the Western City District</p>	<p>Local Priority S1</p> <p>Improving the accessibility and connectivity of Camden’s Green and Blue Grid and delivering high quality open space</p>
<p>Local Priority I2</p> <p>Connecting Camden through integrated transport solutions</p>	<p>Local Priority L2</p> <p>Celebrating and respecting Camden’s proud heritage</p>	<p>Local Priority P2</p> <p>Encouraging successful centres through a clearly defined centres hierarchy</p>	<p>Local Priority S2</p> <p>Protecting and enhancing the health of Camden’s waterways, and strengthening the role and prominence of the Nepean River</p>
<p>Local Priority I3</p> <p>Planning for the delivery of the North South Rail and South West Rail Link Extension</p>	<p>Local Priority L3</p> <p>Providing services and facilities to foster a healthy and socially connected community</p>	<p>Local Priority P3</p> <p>Strengthening the Strategic Centres of Narellan and Leppington</p>	<p>Local Priority S3</p> <p>Protecting Camden’s rural land</p>
<p>Local Priority I4</p> <p>Working in partnership to deliver a more liveable, productive and sustainable Camden</p>	<p>Local Priority L4</p> <p>Encouraging vibrant and connected centres which reflect Camden’s evolving character</p>	<p>Local Priority P4</p> <p>Ensuring a suitable supply of industrial and urban services land</p>	<p>Local Priority S4</p> <p>Protecting and restoring environmentally sensitive land and enhancing biodiversity</p>
	<p>Local Priority L5</p> <p>Supporting cultural infrastructure to promote cultural and creative spaces</p>	<p>Local Priority P5</p> <p>Leveraging industry opportunities created by Camden’s proximity to the Western Sydney Airport and Aerotropolis</p>	<p>Local Priority S5</p> <p>Reducing emissions, managing waste and increasing energy efficiency</p>
		<p>Local Priority P6</p> <p>Leveraging Camden’s natural and cultural assets to promote local agricultural production and increase tourism</p>	<p>Local Priority S6</p> <p>Improving Camden’s resilience to natural hazards and extreme weather events</p>

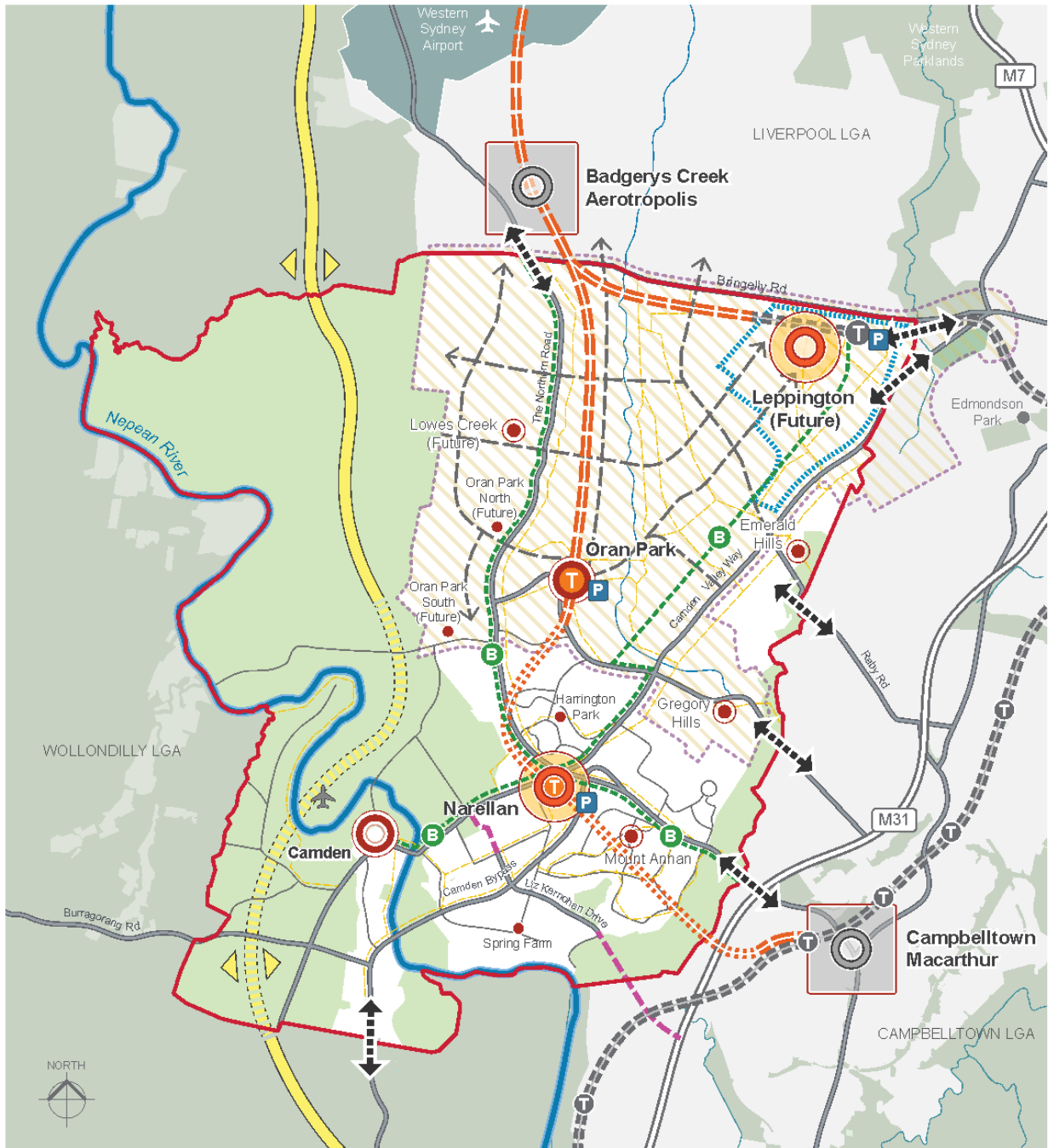
Camden Council



Infrastructure & Collaboration

This theme acknowledges that if Camden is to become more liveable, productive and sustainable, it needs additional infrastructure and services in the right places and at the right time. Infrastructure planning requires collaboration between all levels of government, industry and the community. This section of the LSPS focuses on the key infrastructure required to support Camden's growing population and identifies opportunities to collaborate with stakeholders to assist in infrastructure delivery.

- **Local Priority I1** Aligning infrastructure delivery with growth
- **Local Priority I2** Connecting Camden through integrated transport solutions
- **Local Priority I3** Planning for the delivery of the North South Rail and South West Rail Link Extension
- **Local Priority I4** Working in partnership to deliver a more liveable, productive and sustainable Camden



- | | | | | | |
|--|------------------------|--|--------------------------------------|--|--------------------------------|
| | Metropolitan Cluster | | Proposed Train Station | | Existing Collector Road |
| | Strategic Centre | | Existing Train Station | | Metropolitan Rural Land (MRA) |
| | Town Centre | | Proposed Commuter Carparking | | South West Growth Area (SWGGA) |
| | Local Centre | | Proposed Rapid Bus Route | | Camden LGA boundary |
| | Neighbourhood Centre | | Cycleway - Existing & Proposed | | |
| | Proposed M9 Alignment | | Indicative Future Connector Roads | | |
| | Proposed M9 Tunnel | | Committed Roads | | |
| | Proposed M9 Entry/Exit | | Key Transport Connection | | |
| | Proposed Train Line | | Leppington Infrastructure Focus Area | | |
| | Proposed Train Tunnel | | Existing Motorway | | |
| | Existing Train Line | | Existing Major Road | | |

Camden Council

Local Priority I1 Aligning infrastructure delivery with growth

As Camden grows and accommodates change, we must ensure that this growth is supported by the necessary infrastructure. Council recognises the need to work with industry, State agencies and other partners to deliver infrastructure that is aligned with growth.

A lack of certainty regarding the delivery of district level and city-shaping infrastructure can reduce the liveability of an area, entrench car dependency and restrict housing delivery and commercial investment. Timely delivery of supporting and transformative infrastructure has the potential to make a place.

Most of Camden’s residential growth will be provided on previously undeveloped land within the SWGA, and it is fundamental that this growth is supported by the delivery of key infrastructure.

The delivery of significant or key state infrastructure within Camden is currently delivered

via the Western Sydney Special Infrastructure Contribution (SIC). DPE are currently reviewing this contribution and Council will work with State government to ensure key state infrastructure is included in the new SIC.

The delivery of future local infrastructure required for the Leppington area is a priority for Council.

The Western Sydney City Deal (The City Deal) contains commitments for various forms of city-shaping infrastructure for the Western Sydney City District such as the North South Rail Line, rapid bus services and digital connectivity and smart infrastructure. Whilst the infrastructure investment delivered by the City Deal will bring opportunities for Camden, Council must also review its planned local infrastructure identified within the adopted S7.11 Development Contributions Plans to determine how future infrastructure is delivered at a local scale.



Actions

- Council will finalise the review of the s7.11 development contributions plans to:
 - o ensure planning instruments reflect future identified infrastructure – **Short Term**
 - o investigate appropriate programs for delivery of infrastructure – **Medium Term**
- Council will work with infrastructure service providers to ensure timely delivery of essential services and infrastructure – **Ongoing advocacy**
- Council will prioritise the delivery of infrastructure in Leppington – **Short Term**
- Council will work with the Department of Planning, Industry and Environment to prepare the South West Growth Area Special Infrastructure Contribution (SIC) – **Short Term**
- Council will work with the Department of Planning, Industry and Environment to investigate the impact of lot fragmentation on the delivery of development in the South West Growth Area and investigate potential planning controls to encourage lot amalgamation – **Short Term**
- Council will advocate to establish a Growth Infrastructure Compact to co-ordinate planning and delivery of growth in the Western City District which includes the Camden LGA, in accordance with Western Sydney City Deal Commitment P5 – **Short Term**
- Council will work with Department of Planning and Environment to ensure that the SWGA Land Use and Infrastructure Implementation Plan is finalised and advocate for clear sequencing of land release to ensure orderly infrastructure delivery – **Short Term**

Infrastructure



Camden Council

Local Priority I2

Connecting Camden through integrated transport solutions

Integrated transport involves the linkage of all forms of transport to connect residents within the Camden area, ranging from public transport via bus and rail to private modes of transport including vehicles, bikes and walking options. It is vital that local, district and regional transport infrastructure is planned and delivered to ensure connections within Camden and the Western City District, and to establish greater connections across Greater Sydney. This connectivity is key to making Camden a liveable and sustainable area.

The Campbelltown and Camden Integrated Transport Strategy, adopted in 2006, was developed to provide improved transport options for residents of Camden and Campbelltown, reduce the dependence on private vehicles and align transport and land use planning strategies. This Strategy will be reviewed to respond to the growth that Camden is experiencing and the announcement of the North South Rail Line since it's finalisation in 2006.

Camden is currently poorly connected by public transport, with the timing for delivery of the North South Rail Line yet to be announced by the State government. In the interim, integrated transport options must be delivered to connect Camden residents to other areas within the Western City District and Greater Sydney. The City Deal commitment C2 identifies the need for the delivery of rapid bus services from the metropolitan centres of Penrith, Liverpool and Campbelltown to the Western Sydney Airport prior to its opening in 2026. Council will advocate for the rapid bus service to connect Camden's key centres to the Western Sydney Airport.

In planning for a more integrated transport network, it is important that future transport corridors and locations of new stations and centres are safeguarded to inform future infrastructure investment and enable efficient land use planning and considerations such as appropriate locations for residential density.

Commuter carparking provision must also be planned for the future rail and other connecting transport solutions. Commuter parking should ideally be located outside of major centres to discourage congestion in these areas. Further investigation is required to determine the commuter carparking needs of the Camden area.

Planning for the SWGA is being undertaken progressively on a precinct basis. There is currently an absence of clear guidance on the location and timing of future key connecting road corridors throughout the SWGA. A strategic route study will enable a review of future road alignments and identify the preferred location of these connections within the precincts for which detailed planning has not yet commenced.

Freight movement throughout the Camden area is of vital importance for many industries in Camden. Council is committed to providing adequate access and road alignments for freight movement and will investigate opportunities to support freight movement inside the Camden area and key linkages to major road infrastructure outside of the local government area.



Draft Local Strategic Planning Statement

Actions

- Council will review the Campbelltown and Camden Integrated Transport Strategy (2006) with surrounding Councils and the State Government – **Medium Term**
- Council will investigate opportunities to support freight movement on state and regional roads within the Camden LGA – **Short Term**
- Council will undertake Town Centre Parking Strategies including commuter parking for Narellan, Oran Park, Leppington and any future train stations – **Medium Term**
- Council will work with Transport for NSW to ensure the Outer Sydney Orbital takes into consideration the submission endorsed by Council on 22 May 2018 with an alternative underground route and appropriate east/west connections within the Camden LGA – **Ongoing Advocacy**
- Council will ensure that the Corridor preservation of the M9 Orbital are included in relevant planning instruments when confirmed by the State Government – **Short Term**
- Council will work in collaboration with the Department of Planning, Industry and Environment to undertake a strategic route study identifying major road alignments and upgrades to facilitate the staged delivery of the South West Growth Area, as future infrastructure items – **Short - Medium Term**
- Council will work with Transport for NSW to advocate that a rapid bus service route is delivered to connect key Camden centres with the Western Sydney Airport and Aerotropolis, building on Western Sydney City Deal Commitment C2 – **Short Term**
- Council will review and update the Pedestrian Access and Mobility Plan 2014 to ensure connectivity of Camden's established areas – **Short Term**
- Council will review and update the Camden Council Bike Plan 1996 – **Medium Term**
- Council will work with Transport for NSW to ensure cycling connectivity between Camden's centres and surrounding strategic centres – **Short Term**





Local Priority 13

Planning for the delivery of the North South Rail and South West Rail Link Extension

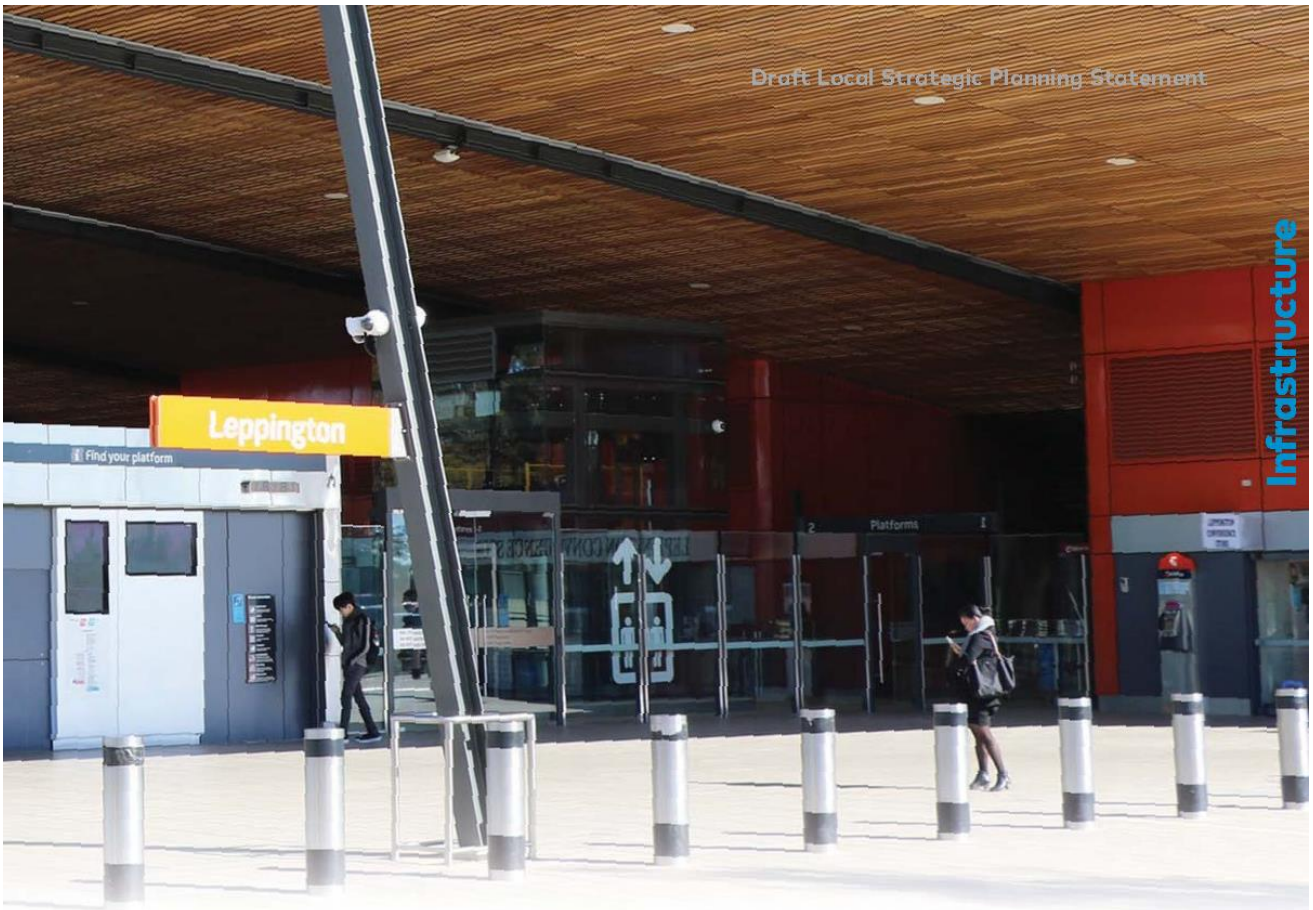
The State and Federal Governments have committed through the City Deal to jointly fund Stage 1 of the North South Rail Link which will connect the Western Line at St Marys through to the Western Sydney Airport in time for its opening in 2026. The State and Federal Governments have also committed funding to investigate the further extension of the North South Rail from the Airport through to Campbelltown/Macarthur via Oran Park and Narellan, including a South West Rail Link Extension connecting Leppington to the Western Sydney Airport.

Future Transport 2056 identifies the North South Rail Link from Western Sydney Airport to Campbelltown Macarthur via Narellan to be investigated for potential commitment or implementation within the next 0-10 years. Detailed investigation is required to determine if the rail is required in the next decade.

The construction of rail is one of the most important and transformative infrastructure investments that Camden will experience over the next 20 years.

Its construction will connect residents with opportunities in employment, housing, health, education and leisure within the Western City and across Greater Sydney, helping to deliver a 30-minute city for residents. Rail has the potential to act as a place maker by transforming the public domain, activating centres and unlocking Camden's future potential, and will also decrease car dependency, contributing to a healthier and more sustainable Camden.

In the interim years before the rail line is delivered, it is important that Council work with the State government to plan for the future rail line and future stations by ensuring their location is identified through appropriate land use controls. The reservation of the rail line corridor prior to its construction will allow Council to determine where future urban density to be serviced by the future rail is most appropriately located, including where new centres within the SWGA should be located to take advantage of rail access.



Actions

- Council will advocate for the delivery of the North South Rail Line and South West Rail Line extension in accordance with the submission endorsed by Council on 22 May 2018 – **Ongoing Advocacy**
- Council will ensure that the Corridor preservation for the North South Rail Line is included in relevant planning instruments when confirmed by State Government – **Short Term**
- Council will continue to advocate for a commitment by the State Government for the delivery of the North South Rail Line and other key transport linkages to the centres of Campbelltown, Liverpool, Greater Penrith and the Aerotropolis, to achieve a 30-minute city – **Ongoing advocacy**
- Council will work with the Department of Planning, Industry and Environment and Transport for NSW to identify future centres around planned railway stations – **Short term**
- Council will work with Transport for NSW to confirm the future station locations within the Camden LGA – **Ongoing**

Camden Council

Local Priority 14

Working in partnership to deliver a more liveable, productive and sustainable Camden

Council recognises that greater coordination in the planning and delivery of infrastructure is required, in collaboration with all levels of government, industry and the community, to ensure that growth is managed appropriately and Camden's unique characteristics are protected. A key action of the LSPS is for Council to develop a strategy which will be used to advocate for key infrastructure to support growth in the Camden LGA.

Camden Council along with Blue Mountains, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly Councils have developed a partnership with the Australian and NSW Governments to deliver the Western Sydney City Deal (The City Deal). The City Deal will allow a tri-level government partnership to deliver a vision for a productive and liveable Western Parkland City. The key catalyst for the City Deal is the Western Sydney Airport which will be operational by 2026.

Whilst the City Deal is a key partnership for Council, there are many other partnerships and collaborations that Council is involved in. With the SWGA being located almost entirely within the Camden LGA there is an important partnership between Council and the DPE to deliver new urban development for the local community. Council will continue to work closely with DPE to plan and deliver the SWGA.

The Camden LGA is within the Tharawal Local Aboriginal Land Council (LALC) region along with Campbelltown, Wollondilly and Liverpool Councils. Council will work in collaboration with Tharawal LALC to support their self-determination, as required.

Council has initiated an independent business taskforce, known as the Camden Regional Economic Taskforce (CRET), to drive the economic development and commercial appeal of the area. CRET consists of Councilors, professional experts and local business leaders and will work together to promote Camden's economic growth.

Collaboration	Agency	Focus
South West Growth Area	NSW Department of Planning and Environment	Remainder of the SWGA Precinct Release and Planning
Western Sydney City Deal	Australian government, NSW government and Campbelltown, Liverpool, Wollondilly, Fairfield, Penrith, Blue Mountains and Hawkesbury Councils	Delivering on the commitments of the City Deal
	Western Sydney Planning Partnership assumptions – City Deal Commitment P4	Engineering and Liveability standards and Common Planning Assumptions
Leppington Planned Precinct	Department of Planning and Environment	SWGA Precinct Review
Western Sydney Health Alliance	South West Sydney Local Health District, and South West Sydney Primary Health Network	Delivering improved access and services to the Camden community
Tharawal region	Tharawal Local Aboriginal Land Council	Support self determination of aboriginal land holdings and identify indigenous culturally significant areas in Camden

Draft Local Strategic Planning Statement

Actions

- Council will continue to implement the Western Sydney City Deal Commitments – **Medium Term**
- Council will work with State agencies to align growth and infrastructure – **Ongoing**
- Council will work with the Western Sydney Planning Partnership to deliver a partnership approach to planning in accordance with Western Sydney City Deal Commitment P6 – **Short Term**
- Council will work with the Western Sydney Planning Partnership to develop uniform local government engineering and liveability standards in accordance with Western Sydney City Deal Commitment P4 – **Short Term**
- Council will work with the Department of Education to investigate the co-location and shared used of facilities – **Ongoing**
- Council will continue to work with the Camden Regional Economic Taskforce to support economic development within the Camden LGA – **Ongoing**
- Council will prepare a strategy to advocate for key infrastructure to support growth in the Camden LGA – **Short Term**
- Council will work with Tharawal Local Aboriginal Land Council to collaborate and provide support should they chose to prepare a Development Delivery Plan in accordance with State Environmental Planning Policy (Aboriginal Land) 2019 – **Medium Term**

Infrastructure



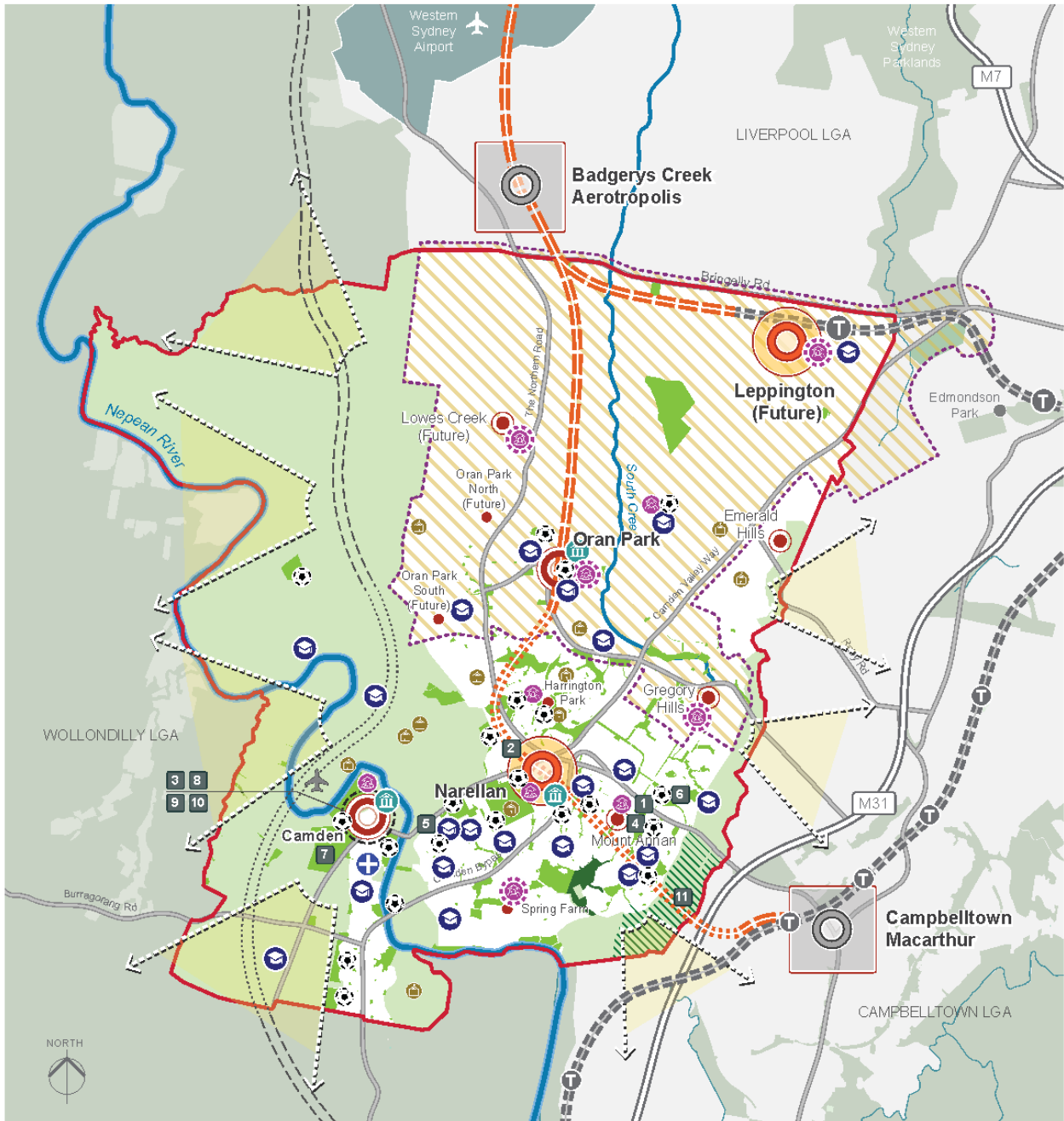
Camden Council



Liveability

Liveability is about people's quality of life. Maintaining and improving liveability means providing housing, infrastructure and services that meet people's needs, and the provision of a range of housing types in the right locations with measures to improve affordability. This enables people to stay in their neighbourhoods and communities as they transition through life.

- **Local Priority L1** Providing housing choice and affordability for Camden's growing and changing population
- **Local Priority L2** Celebrating and respecting Camden's proud heritage
- **Local Priority L3** Providing services and facilities to foster a healthy and socially connected community
- **Local Priority L4** Encouraging vibrant and connected centres which reflect Camden's evolving character
- **Local Priority L5** Supporting cultural infrastructure to promote cultural and creative spaces



- | | | | | | |
|--|---|--|---|--|---------------------------------------|
| | Metropolitan Cluster | | State-listed Heritage Item | | 1 Mt Annan Leisure Centre |
| | Strategic Centre | | Camden Town Centre Conservation Area | | 2 Narellan Sports Hub |
| | Town Centre | | Future Urban Area (SWGA) - Housing Capacity | | 3 Camden Pool |
| | Local Centre | | National Park - William Howe | | 4 Bimwa Reserve |
| | Neighbourhood Centre | | Reserve/ Parkland | | 5 Curry Reserve Water Play Space |
| | Proposed Art/ Culture/ Community Facility | | Mount Annan Botanic Gardens | | 6 Sedwick Reserve Youth Play Space |
| | Existing Art/ Culture/ Community Facility | | Scenic Land (Metropolitan Rural Area) | | 7 Camden Bicentennial Equestrian Park |
| | Library | | Scenic Viewscapes | | 8 Camden Civic Centre |
| | Education | | Proposed M9 Alignment/ Tunnel | | 9 Alan Baker Art Gallery at Macaria |
| | Hospital | | Proposed Train Line/ Tunnel | | 10 Camden Town Farm |
| | Sportsground/ Sportsground & Playground | | Camden LGA Boundary | | 11 Mount Annan Botanic Gardens |

Camden Council

Local Priority L1

Providing housing choice and affordability for Camden's growing and changing population

Camden is currently the fastest growing council area in Australia, with a population that is expected to grow to 233,950 by 2036. Council must accommodate this growing population while preserving those qualities which make Camden such an attractive place to live and to visit – our rural and scenic environment and our unique local character.

Housing delivery in Camden has been strong – between 2011 to 2015 there were 8,168 dwellings approved, whilst approvals are on track for over 12,000 dwellings between 2016 to 2020, which is above Camden's 0-5 year Western City District Plan target of 11,800. Camden's 6-10 year target (2021 to 2025) will be developed through the Local Housing Strategy. Approximately 10% of dwellings approved in the past 5 years have been attached dwellings or apartments, increasing Camden's housing diversity.

Most of Camden's housing growth will be accommodated within new residential areas developed in the SWGA. The precincts within the SWGA are at different stages of identification,

planning, rezoning and development. The SWGA has been planned and designed to cater for a range of housing needs, from detached housing to higher density housing around town centres. Whilst the existing areas of Camden are mostly fully developed, there is opportunity to provide infill development and a greater diversity of housing types in these locations.

The District Plan identifies that Council must prepare a Local Housing Strategy which will identify how and where Camden will grow to support an increased population, ageing community, and a change in housing structure.

Whilst Camden remains a popular location to raise a family, it is forecast that there will be a growing population of smaller households and ageing households. This changing demographic profile increases the demand for different housing types. Major infrastructure investments such as the Western Sydney Airport and the North South Western Rail Link also have the potential to impact on how Camden will develop and what form of housing will be required into the future.



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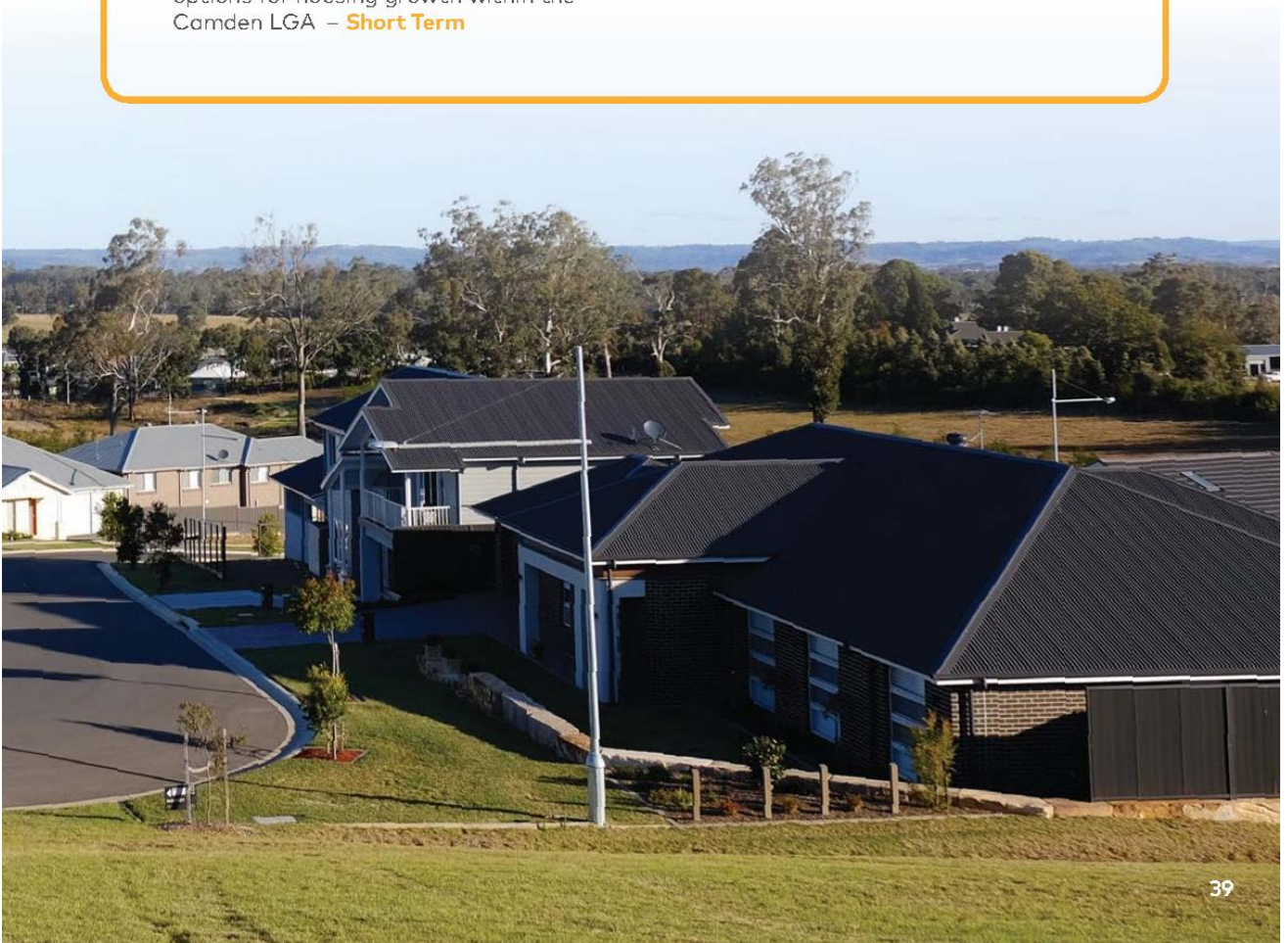
Liveability

Rental stress is defined as households spending more than 30% of their income on rent. Currently approximately 20% of rental households are experiencing rental stress. The rental stress of Camden residents is forecast to increase over the next 20 years. Continuing affordability pressures will lead to an increased demand for affordable rental housing - it is forecast that demand will grow from 2,041 dwellings in 2014 to 6,923 dwellings by 2036.

The increasing demand for affordable housing must be considered as part of the broader review of housing supply and demand in Camden. The development of an Affordable Housing Contribution Scheme will set out how, where, and at what rate development contributions can be collected by Council for the purposes of affordable rental housing, as well as provide the community with greater clarity about the affordable rental housing planned for their area.

Actions

- Council will finalise the Camden Housing Market Analysis which will provide the evidence base analysis of the existing Camden housing market supply and potential demand - **Short Term**
- Council will develop a Housing Strategy which will use the Camden Housing Market Analysis to develop the vision and evaluate options for housing growth within the Camden LGA - **Short Term**
- Council will investigate the development of an Affordable Housing Strategy and Affordable Housing Contribution Scheme - **Short Term**



Camden Council

Camden Housing Snapshot

To assist planning the future of housing in LGA, Camden's suburbs have been categorised into areas that have similar characteristics, geographies and capacity for growth.

<p>Camden</p> <p>Mainly detached housing with some attached housing close to Camden Town Centre. Minimal expected housing growth.</p> <ul style="list-style-type: none"> - 91% detached dwellings - 80% owned with a mortgage - 60% households with children 	<p>New Urban South</p> <p>Council led new release areas, mainly detached housing with increasing presence of attached housing. Maturing suburbs with small capacity for housing growth over the next 5 – 10 years.</p> <ul style="list-style-type: none"> - 91% detached dwellings - 80% owned with a mortgage - 45% households with children
<p>Narellan</p> <p>Mainly detached housing with some attached housing close to Narellan. Opportunities for attached housing and unit growth within the Town Centre.</p> <ul style="list-style-type: none"> - 89% detached dwellings - 51% owned with a mortgage - 52% households with children 	<p>New Urban North</p> <p>State Government led new release precincts. Growing and evolving suburbs of primarily detached housing. Main area for growth over the next 5 – 10 years utilising remaining capacity, including opportunities for attached dwellings and units in Oran Park.</p> <ul style="list-style-type: none"> - 98% detached dwellings - 75% owned with a mortgage - 63% households with children
<p>Established Suburbs</p> <p>Primarily detached housing in established suburbs. Minimal expected housing growth.</p> <ul style="list-style-type: none"> - 84% detached dwellings - 72% owned with a mortgage - 62% households with children 	<p>Future Urban</p> <p>Currently small and large lot agricultural land but planned for change through State Government led growth precincts. Will be the primary area to accommodate housing growth of all types over the next 20 years. Leppington precinct is most suitable precinct to accommodate growth of detached, attached dwellings and units in the next 5-10 years as New Urban South & New Urban North become fully built out.</p>
<p>Rural Living</p> <p>Housing in a rural setting and primary agricultural production. Little to no housing growth.</p> <ul style="list-style-type: none"> - 84% detached dwellings - 43% owned with a mortgage - 46% households with children 	

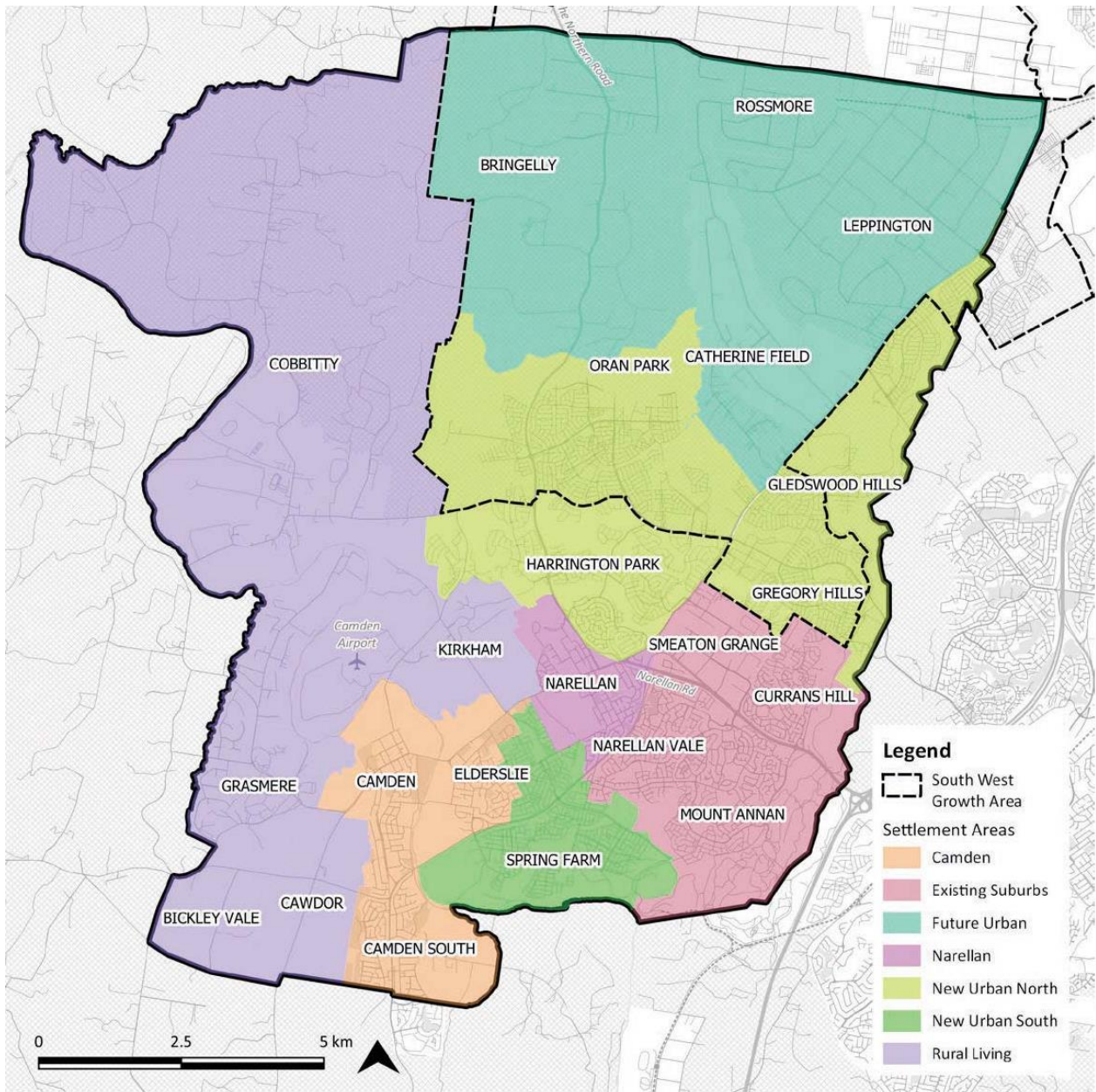


Figure 2 : Settlement Areas use in the analysis of housing issues in the Camden LGA



Camden Council

Local Priority L2

Celebrating and respecting Camden's proud heritage

Camden's heritage is an important component of the local identity. Identifying, conserving, interpreting and celebrating heritage values leads to a better understanding of history and respect for the experiences of diverse communities. As Camden grows, heritage identification, management and interpretation are important so that heritage places and stories can be experienced by current and future generations.

In recognition of the value of Camden's heritage, Council has established a Heritage Advisory Committee (HAC) to help inform strategic heritage directions and community education around the importance of heritage to our unique identity. The HAC will continue to play an important role in managing heritage into the future.

Council acknowledges Aboriginal people as the traditional custodians of Camden's land and recognises their spiritual and cultural connection to the land. This connection long pre-dates European settlement, and despite modification

of the land through urban development, many places of significance remain. Council will work with Tharawal Local Aboriginal Land Council, elders and local knowledge holders to map culturally sensitive areas to identify, protect and maintain objects and places of Aboriginal cultural significance.

With the significance of the Camden region to the history of Sydney, Council will undertake a review of local non-indigenous heritage items and conservation areas within the Camden LGA and update the listings within the LEP and DCP. This review will include a visual analysis of scenic landscapes, including ridgelines, which all contribute to Camden's identity and heritage. Council will ensure that the importance of Camden's NSW State Heritage items is reflected in future precinct planning. These initiatives will ensure that Camden's valued heritage is protected from the impacts of development and can continue to be celebrated by the community.



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Actions

- Council will review non-indigenous heritage items and update the Camden LEP and DCP – **Short Term**
- Council will continue to promote and provide community education about the importance of Camden’s unique heritage through it’s Heritage Advisory Committee – **Ongoing**
- Council will continue to implement the Public Domain Manual within the Urban Design Framework for Camden Town Centre – **Short Term**
- Council will work with the Tharawal LALC to undertake a review of Indigenous Heritage in relation to places and cultural identity – **Medium Term**
- Council will ensure the State Heritage items are protected through the development of future growth area precincts – **Ongoing advocacy**
- Council will undertake a scenic and visual analysis with neighbouring Councils to identify and protect ridgelines, scenic and cultural landscapes, and enhance and protect views of scenic and cultural landscapes from the public realm – **Short Term**

Liveability



Camden Council

Local Priority L3

Providing services and facilities to foster a healthy and socially connected community

Improving liveability in urban environments requires planning for a mix of high-quality spaces that engage and connect people and communities of all ages and ability.

Age structure forecasts indicate that between 2016-2036 there will be a 33% proportional increase in Camden residents aged 65 and over. Camden's rapid growth and this expanding ageing population will place pressure on the existing network of social infrastructure and services.



The built and social environment can significantly influence health outcomes. Healthy placemaking, such as promoting walkable centres and neighbourhoods, encourages greater physical activity and social connection. Co-locating health and social services within town centres improves and encourages access to these services which can lead to the prevention of, and early intervention in, serious health conditions. These services also connect people with each other and build social networks, combatting social isolation, which can be experienced by a high number of people in new or establishing communities.

Currently, many Camden residents requiring access to health and social services need to leave the LGA and travel to the surrounding centres of Liverpool and Campbelltown. Council will continue to work with local health providers to ensure that there are suitable services available to meet the needs of the community. City Deal Commitment L5 commits to establish the Western Sydney Health Alliance which will improve the coordination and effectiveness of health services across Western Sydney. This initiative will provide an opportunity for Council to advocate that those services most needed by the Camden community are delivered close to home.

As well as meeting the functional recreational needs of the community, having access to high quality and accessible public open spaces can support a range of health benefits including contributing to mental health and social connectivity and a sense of place. Camden has a strong sporting community and continuing to plan for and provide high quality open space is important to ensure this is maintained.

The Western Parkland City Liveability Program, which forms Commitment L1 of the City Deal, has provided funding for Council to deliver three projects to improve liveability and accessibility to sport and recreation facilities. These projects will make an important contribution to fostering a healthy and socially connected community.

Camden's valued heritage is protected from the impacts of development and can continue to be celebrated by the community.

Draft Local Strategic Planning Statement

Actions

- Council will develop a strategy which identifies gaps in the provision of open space, play spaces and community facilities to project future demand and need for facilities, and provide a plan and priorities to meet the needs of current and future populations – **Short Term**
- Council will continue to implement the recommendations and actions of the Active Ageing Strategy – **Ongoing**
- Council will continue to implement the recommendations and actions of the Camden Children and Families Strategy – **Ongoing**
- Council will continue to implement the recommendations and actions of the Camden Disability Inclusion Action Plan – **Ongoing**
- Council will investigate opportunities to attract and encourage the delivery of social services and infrastructure within the Camden LGA – **Short Term**
- Council will deliver the three projects committed to under the Western Parkland City Liveability Program – **Short Term**
- Council will act on the Western Sydney City Deal Commitment L5 to establish the Western Sydney Health Alliance to improve coordination and effectiveness of health services in the region, supporting health and wellbeing of neighbourhoods – **Short Term**

Liveability



Camden Council

Local Priority L4

Encouraging vibrant and connected centres which reflect Camden's evolving character

Camden is made up of a variety of different places, each with their own distinctive characteristics and potential. Local character is seen as an important element for the community and provides acknowledgement of the past with the potential growth of Camden being harnessed appropriately. A place-based planning approach recognises that great places include all parts of the public realm such as open space, streets, and centres, and that these places have walking, cycling and public transport connections. Arts and creative expression are supported, and retail and commercial floorspace is protected, encouraging the night time economy and accommodating local festivals and events.

A night time economy encourages a vibrant centre by promoting uses such as cafes and restaurants, pubs and bars, and entertainment premises. When coupled with place-making, a strong night time economy has both economic and social benefits and activates a centre by enticing people to visit an area which would otherwise be deserted after dark. To encourage a night time economy within Camden's centres, Council must consider the existing design of the public domain as well as ensure that the planning controls provide for and support the above uses.

The Camden Town Centre Urban Design Framework provides a structure for the future direction of the Camden Town Centre which focuses on revitalising the centre through placemaking. The Framework recognises that the town centre is unique and highly valued by the community, and the provisions within the Framework reflect this value by focusing on enhancing the attributes that make Camden unique. Through adopting a place-based planning approach like that used for the Framework, Council can ensure that Camden's other centres and streets are designed in a way which reflects local character whilst also creating vibrant, comfortable and connected places that the community want to spend time in.

The SWGA has several identified future centres and neighbourhoods that are yet to be planned and built. This presents a unique opportunity for Council and the DPIE to ensure that new centres are designed in a way which focuses on a people-friendly public realm and exhibits best-practice placemaking. This will include ensuring that those precincts adjacent to South Creek adopt the urban design principles to deliver a cool and green city.



Actions

- Council will investigate the development of local character statements to be incorporated within planning controls
- **Short Term**
- Council will implement the Camden Town Centre Urban Design Framework
- **Ongoing**
- Council will investigate planning controls that encourage the activation of public spaces for civic, community and cultural uses - **Short Term**
- Council will review public domain controls for the Narellan Town Centre - **Short Term**
- Council will consider the principles of the Better Places Strategy- Government Architects within the Camden DCP
- **Short Term**
- Council will continue to work with the Department of Planning, Industry and Environment to ensure that new precincts within the South West Growth Area demonstrate best-practice placemaking in the design of centres and streetscapes
- **Short Term**
- Council will consider the South Creek urban design principles contained within the District Plan for all future development areas around South Creek - **Short Term**
- Council will review existing planning controls to support a Night Time Economy within Camden’s centres - **Short Term**



Camden Council

Local Priority L5

Supporting cultural infrastructure to promote cultural and creative spaces

Cultural infrastructure and creative spaces are an essential part of a community's social fabric and support enhanced liveability. They help maintain local character and amenity in rapidly growing and changing communities whilst providing opportunities for residents to express themselves and to engage with the people around them.

As Camden continues to grow, it is important to foster these cultural spaces and experiences to ensure Camden develops as a vibrant and exciting place to live and visit. Camden will require cultural spaces and hubs for both literary, visual and performing arts, staging major entertainment

events, festivals, local and touring productions as well as conference rooms and forums. Council will advocate for a multi-arts facility within the SWGA to ensure that the new areas have equitable access to cultural facilities.

There is an opportunity to build upon the existing cultural assets within the Camden Town Centre, such as the Camden Civic Centre and the Alan Baker Art Gallery, to develop a cultural and creative precinct. Further opportunities to promote cultural experiences will be identified through a Cultural Development Strategy.





Actions

- Council will work with Create NSW to ensure culture is recognised as a driver for creating vibrant places – **Ongoing**
- Council will develop a Cultural Development Strategy which will provide Camden Council with a framework that supports arts and culture and high quality experiences to ensure that Camden LGA is a culturally vibrant place to study, work and play – **Short Term**
- Council will develop a Cultural and Social Infrastructure Plan to determine the cultural and social infrastructure needs of the Camden community – **Medium Term**
- Council will audit the s7.11 development contributions plans to identify the planned cultural facilities and consider the timing of delivery and funding for these works – **Short Term**
- Council will continue to implement the Camden LGA Destination Management Plan – **Ongoing**

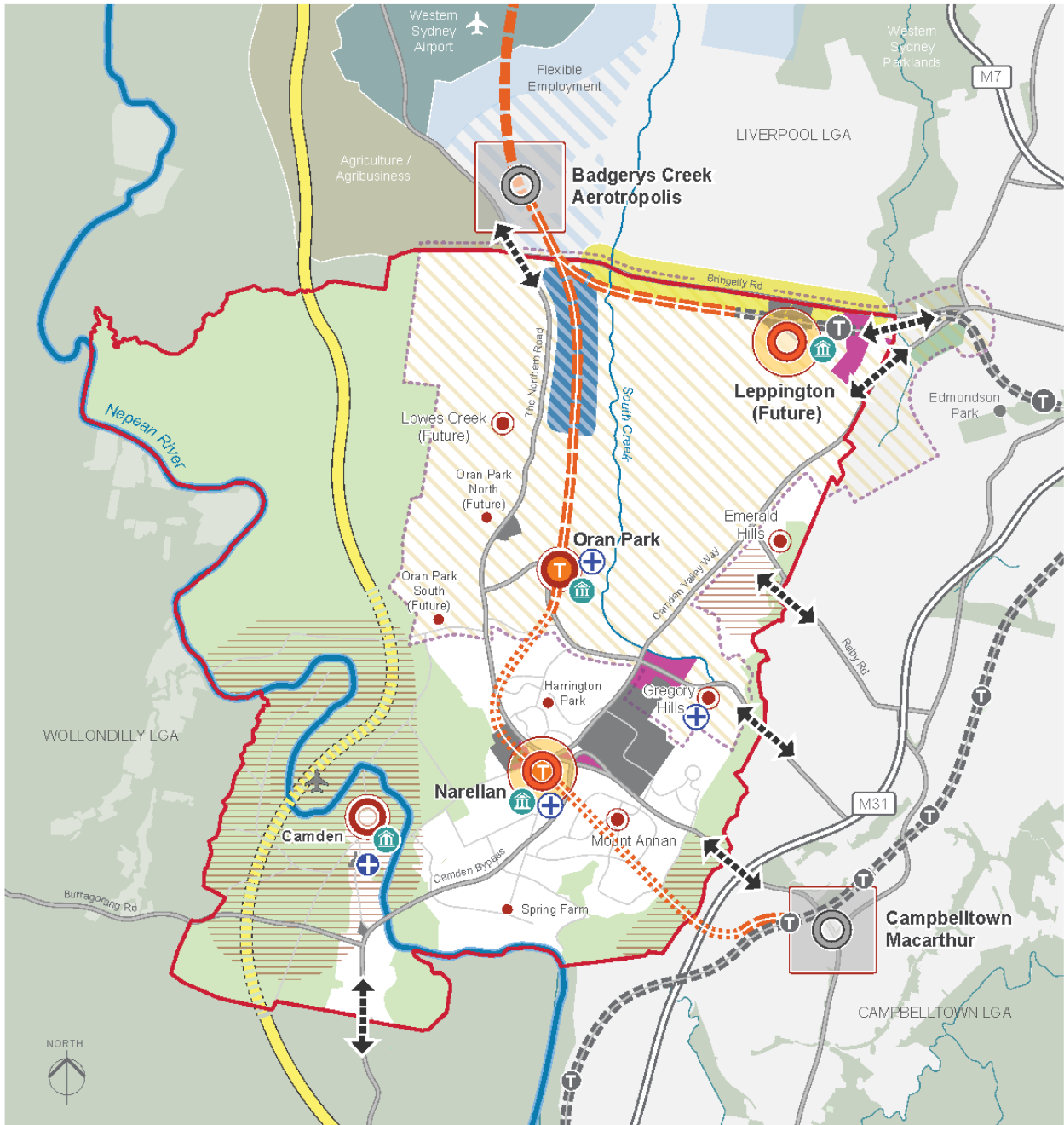
Camden Council



Productivity

The vision of a 30-minute city seeks to deliver a more productive region by driving opportunities for investment, business and jobs growth; supporting economic diversity; supporting internationally competitive industry sectors and rebalancing Sydney's economic focus towards the west so that all of Sydney benefits. Cities must be planned to ensure that people have access to a large number and range of jobs and services.

- **Local Priority P1** Increase the quantity and diversity of local jobs, and improve access to jobs across the Western City District
- **Local Priority P2** Encouraging successful centres through a clearly defined centres hierarchy
- **Local Priority P3** Strengthening the Strategic Centres of Narellan and Leppington
- **Local Priority P4** Ensuring a suitable supply of industrial and urban services land
- **Local Priority P5** Leveraging industry opportunities created by Camden's proximity to the Western Sydney Airport and Aerotropolis
- **Local Priority P6** Leveraging Camden's natural and cultural assets to promote local agricultural production and increase tourism



- | | | | |
|--|---|--|--|
| | Metropolitan Cluster | | Mixed Employment Land |
| | Strategic Centre | | Industrial Land |
| | Town Centre | | Tourism |
| | Local Centre | | Metropolitan Rural Area (MRA) - Agricultural Opportunity |
| | Neighbourhood Centre | | South West Growth Area (SWGA) |
| | Primary Medical Facility | | Proposed M9 Alignment/ Tunnel |
| | Supporting Medical Facility | | Proposed Train Line/ Tunnel |
| | Civic Precinct | | Proposed Train Station |
| | Enterprise Corridor Investigation Area | | Existing Train Station |
| | SWGA Future Urban Land | | Key Transport Connection |
| | Future Employment Land - Investigation Area | | Camden LGA Boundary |

Camden Council

Local Priority P1

Increase the quantity and diversity of local jobs, and improve access to jobs across the Western City District

Like many emerging urban areas, most jobs within Camden are in population serving industries that cater to the needs of local residents, such as construction and retail.

Analysis of the 2016 census shows that almost 30% of working Camden residents are employed within the LGA, a further 35% work in the surrounding Western City District, with the remaining 35% of workers distributed across Sydney (of which 5.9% travel to Central Sydney). This reflects greater job opportunities in more established commercial centres outside of the Camden LGA. It also demonstrates a positive employment dynamic where the skills of Camden residents are generally well-suited to the broader South-Western Sydney employment market, as 65% of working residents either work in Camden or the Western City District, leading to shorter commute times and demonstrating a healthy Western Sydney economy.

In the last 10 years, Camden's local economy has grown at an average rate of 7.6% per annum. Council's Economic Development Strategy outlines ways to continue this growth by identifying a range of target industries to maximise Camden's economic strengths and opportunities for growth. This Strategy will be reviewed and updated by Council and developed into a Economic Development Plan. The Plan will work to ensure that Camden continues to retain

and grow vital population serving employment, whilst also attracting knowledge-intensive professional services jobs, which will diversify the job opportunities within Camden.

The Camden Region Economic Taskforce supports the economic prosperity of the region through leadership, advocacy and coordination. The four key focus areas for CRET are:

- **job creation**
- **securing investment**
- **infrastructure development**
- **creation of an environment that supports the growth of industry and business**

Despite the many opportunities presented by high population growth, the Camden economy faces structural challenges owing to its evolving nature and geographical location. These challenges underline the importance of investment in major transport infrastructure such as the North South Rail Line which will provide district-scale transport connections. Delivery of such city-shaping infrastructure can create connected employment clusters that simultaneously create economic opportunities for Camden and the Western City and increase Camden residents' access to jobs in the centres of Campbelltown, Liverpool, Penrith and the Western City Airport and Aerotropolis.



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Actions

- Council will prepare and finalise an Economic Development Plan – **Short Term**
- Council will advocate to retain and grow existing population serving employment opportunities, and to investigate ways in which knowledge-intensive jobs can be delivered in Camden – **Short/Medium Plan**

Productivity

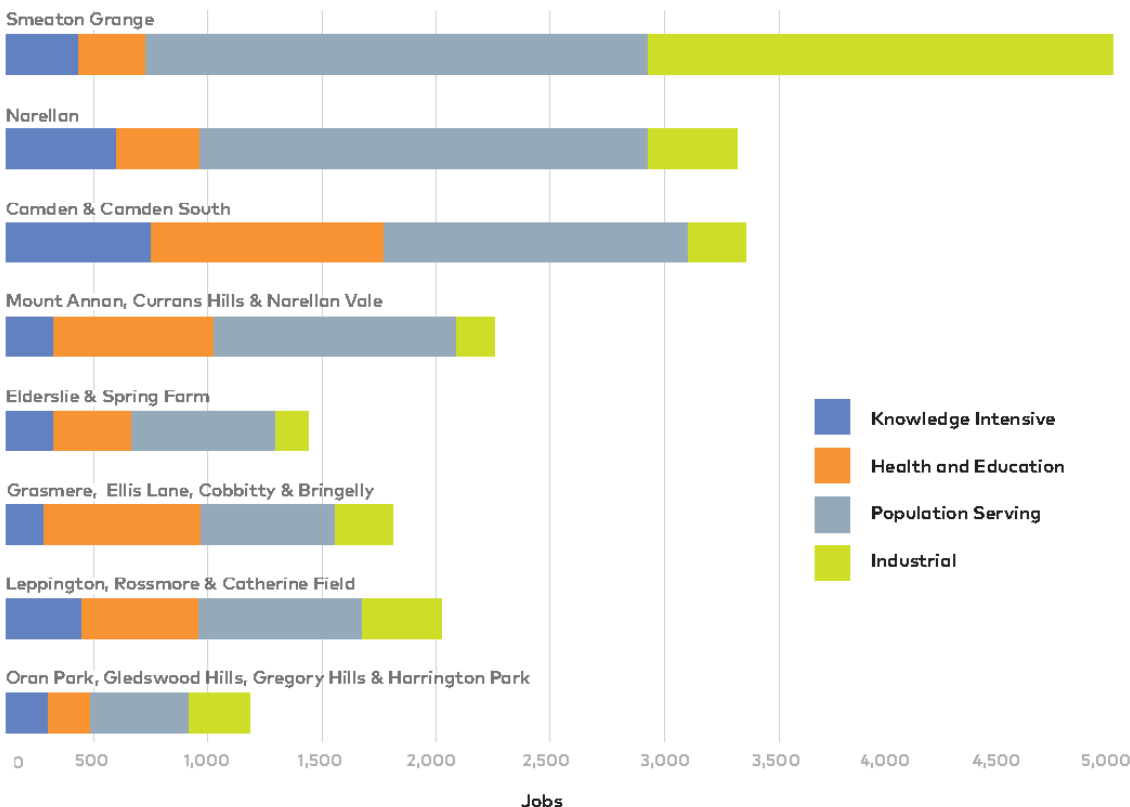


Camden Council

Employment Snapshot

- The 29,000 jobs in the LGA are distributed across the following industry categories:
 - 44% Population Serving
 - 21% Health and Education
 - 19% Industrial
 - 16% Knowledge Intensive
- The majority of Industrial jobs are located in Smeaton Grange
- Population Serving jobs are evenly distributed across the LGA
- Health and Education jobs are evenly distributed across the LGA, with a large cluster of Health jobs in and around Camden
- Camden and Narellan have the largest share of Knowledge Intensive jobs of any centre, however they are generally distributed across the LGA with no predominate location
- Employment within Camden is very dispersed. Nearly 50% of jobs are located outside of the key employment areas/ centres of Smeaton Grange, Narellan and Camden Town Centre

Camden Jobs - by Location & Industry Category



Camden's Centre Hierarchy

Strategic Centres Major centres with a wide mix of co-located uses including shopping centre-based retail, residential dwellings, commercial offices and civic. They serve regional catchments and are connected by public transport and regional roads and support strong job growth across numerous sectors.

Town Centres Locally important centres with a mix of co-located uses including retail, civic, commercial office and some residential. They serve an LGA-wide catchment, have a high-quality public domain and pedestrian amenity and support strong job growth for certain sectors.

Local Centres Serve a group of suburbs and are anchored by a large supermarket with a limited mix of supporting co-located uses such as medical services and restaurants and cafes.

Neighbourhood Centres Serve a single suburb and offer a convenience function to local populations, often anchored by a small supermarket and supported by a very limited mix of other uses such as a café.

Centre	Floor Space	Primary Role	Supporting Functions
Strategic Centres			
Narellan	132,000m ² retail 9,000m ² commercial	Regional retail	Everyday retail; Medical services; Professional services
Leppington	<i>Future centre</i>		
Town Centres			
Camden	40,000m ² retail 11,000m ² commercial	Specialty & everyday retail; Food and hospitality; Professional services	Medical services; Art & culture; Civic
Oran Park	10,000m ² retail 4,000m ² commercial	Everyday retail; Civic	Professional services; Medical services
Local Centres			
Mount Annan	21,140m ² retail 4,000m ² commercial	Everyday retail	Professional services; Medical services
Emerald Hills	10,000m ²	Everyday retail	Medical services
Gregory Hills	10,000m ²	Everyday retail	Medical services
Lowes Creek	<i>Future centre</i>		
Neighbourhood Centres (3000m²+) 			
Spring Farm	5,000m ²	Everyday retail	Medical services
Harrington Park	5,000m ²	Everyday retail	Professional services;
Oran Park (Southern NC)	<i>Future centre</i>		
Oran Park (Northern NC)	<i>Future centre</i>		

Camden Council

Local Priority P2 Encouraging successful centres through

Accessible, diverse and high-amenity centres generate local retail and office development, bringing jobs and services closer to where people live and supporting a thriving local economy. To attract investment and create successful centres in Camden, it is important that Council leverage the existing strengths of each centre and ensure that the broader centres network develops in a complementary way with clear identities and functions.

Camden currently has a unique network of centres that range in size and function, however this hierarchy is expected to evolve over time due to the growing population in the SWGA and the delivery of rail. Whilst this growth is mostly expected to occur in Leppington and Oran Park initially, there will be additional centres identified within future precincts which are yet to be planned. It is expected that these centres will accommodate a large percentage of the business serving office space.

Productive centres rely on accommodating the needs of different types of floorspace. Most of Camden's existing centres are underpinned by population serving jobs and it is important that this floorspace is retained and appropriately located. To capture a higher percentage of business serving jobs, it is important that suitable centres have a strategic vision, supporting infrastructure, a mix of uses that create diverse activity and a high-amenity public domain.

In addition to the Strategic Centres of Narellan & Leppington (further detailed under Local Priority P3), Camden has two unique Town Centres that have many strengths and offer various opportunities.

Camden Town Centre is a regionally unique centre with a traditional small-town layout focused around a pedestrian-friendly high street. It currently accommodates a diverse range of jobs and supports the highest number of Knowledge Intensive and Health and Education jobs of any centre in Camden. To ensure Camden Town Centre continues to function as a strong centre in the long term, it is important that appropriate growth is planned in a way that protects and enhances the town's valued and distinct character.

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ORD01

Attachment 1



Oran Park is an establishing centre with a developing retail offering, civic precinct and emerging office floorspace. The centre is planned to accommodate a mix of residential and commercial uses, high-quality public open space, recreation opportunities and pedestrian-friendly connective infrastructure. Over the medium-term the planned railway station could elevate the centre's significance and further its potential.

Supporting the higher order centres is a network of established, emerging and planned local and neighbourhood centres. These centres cater to resident's everyday retail and service needs and create a focal point for suburbs and communities. It is important that these local centres provide amenity and services to communities whilst remaining at a size that supports the broader centres hierarchy.

Actions

- Council will finalise the Camden Centres Study, which will evaluate the role and hierarchy of centres, and analyse the capacity and viability for different centres to adopt a place-based approach and accommodate local jobs and commercial services, additional housing and recreational infrastructure – **Short Term**
- Council will investigate the recommendations of the Camden Centres Study – **Short Term**
- Council will continue to implement the initiatives in the Camden Town Centre Urban Design Framework – **Ongoing**
- Council will prepare an Employment Lands Strategy which will inform future land use controls in the Camden LEP to ensure that there is a sufficient amount of zoned and serviced employment land available to meet demand – **Short Term**

Camden Council

Local Priority P3 Strengthening the Strategic Centres of Narellan and Leppington

The District Plan identifies Leppington and Narellan as Strategic Centres due to their potential to provide growth and a range of employment, including knowledge-intensive jobs, to support the local population. Facilitating the growth of these two centres is an important step in providing jobs close to home and creating a solid foundation for economic activity within Camden. The District Plan provides a target of 7,000 – 12,500 jobs for Leppington, and 14,000 – 16,500 jobs for Narellan by 2036.

Leppington Town Centre

Leppington Town Centre is located within the South West Growth Area. The land was originally rezoned for urban development in 2014, with the Leppington train station opening in 2015. The DPIE has designated Leppington Town Centre as a Planned Precinct.

The DPE is reviewing the land use controls for the Leppington Town Centre, including investigating the scope for new homes and jobs to be delivered within close proximity to the train station.

With a rail connection to Sydney's main employment districts of Sydney CBD and Parramatta, and with Bringelly Road to serve as one of the major gateways to the Western Sydney Airport and Aerotropolis, Leppington has the potential to develop as a prominent town centre in the future.

In developing Leppington Town Centre, it is important that a considered and evidence-based approach is taken that forms a clear strategic vision for the centre that outlines its role within the network of strategic centres in the Western City and its relationship with the Aerotropolis. It is also important that a suitable balance between commercial and residential floorspace is achieved.

Narellan Town Centre

Narellan Town Centre is an established centre and the largest in the LGA. In 2017, the Narellan Town Centre shopping centre underwent a significant expansion which has increased Narellan's retail prominence within Camden and the Western City.

The full potential of Narellan as a centre is not currently realised. This is in part due to the limitations of the current road network, fragmented land, limited pedestrian and cycle connectivity, and the general design of the public domain. Narellan has the potential to grow and diversify into a mixed-use centre with expanded office and residential floorspace which is supported by high-quality civic spaces and pedestrian connections.

A holistic review of Narellan's future vision and its capacity to support additional growth is restricted by the lack of certainty around the delivery, timing and location of the proposed rail line to Narellan. Council will therefore investigate a staged approach to the master planning of Narellan.



Draft Local Strategic Planning Statement



Productivity

Actions

- Council will prepare a vision for Narellan, which considers Narellan’s role as a Strategic Centre – **Short – Medium Term**
- Council will continue to work with Transport for NSW to confirm the future station location for Narellan – **Ongoing**
- Council will investigate a staged approach to the master planning of the Narellan Town Centre, with the staging dependent upon the confirmation of timing for the delivery of the North South Rail, in particular the location of the Narellan Train Station.
 - o Stage 1 – **Short Term**
 - o Stage 2 – **Medium Term**
- Council will continue to work with the Department of Planning, Industry and Environment on the Leppington Town Centre Planned Precinct – **Short term**
- Council will investigate opportunities to overcome challenges presented by land fragmentation and its limitations on delivering enabling infrastructure – **Short term**

Camden Council

Local Priority P4

Ensuring a suitable supply of industrial and urban services land

Industrial and urban services land plays a crucial role in the local economy. In addition to providing local jobs, Camden's industrial, warehousing and distribution facilities play an important operational role by providing services to residents, and local and regional businesses.

The table below summarises the industrial and urban services precincts within the LGA.

Precinct	Land Area (% of industrial land LGA)	Floor space % - by Broad Industry Category			
		Industrial	Population Serving	Health & Education	Knowledge Intensive
Smeaton Grange	68%	55%	34%	6%	5%
Narellan	12%	30%	64%	1%	5%
Gregory Hills (B5)	10%	7%	77%	10%	6%
Gregory Hills (IN1)	8%	57%	42%	-	1%
Little Street & Ironbark Avenue (Camden)	2%	17%	73%	7%	3%

The general decline of manufacturing across Sydney has seen the percentage of industrial jobs within Camden drop from 24% in 2006 to 20% in 2016. Despite this, there is still a strong demand for industrial and urban services land in Camden. Representative of this strong demand is Camden's primary industrial area Smeaton Grange, which has seen jobs grow by 46% between 2011 and 2016. The demand for industrial land is coming from businesses across a wide spectrum that have certain floorspace, operational or accessibility requirements which can be provided within industrial areas.

The evolving and diversifying nature of industrial land is an important trend to be monitored and managed in Camden. In addition to the traditional forms of industrial uses such as manufacturing and freight and logistics, the term 'urban services' describes industries that are increasingly present in industrial lands which provide essential services that enable a local economy to function and operate efficiently and require close proximity to customers.

The Aerotropolis is anticipated to reshape the Western Sydney economy and attract businesses across aerospace and defence, manufacturing and freight and logistics. This will have positive flow-on effects to economic activity within Camden and it is important that a sufficient supply of industrial land is planned within the SWGA to accommodate the demand created by high population growth, and the opportunities that the Aerotropolis creates. It is important that any future industrial areas are planned to have appropriate transport connectivity and minimal impact on surrounding residential areas.

Council will undertake an industrial lands study to assess Camden's short and long-term supply and demand balance of industrial land, the functionality and capacity of existing industrial areas and existing or future impacts on surrounding areas. It is important that Camden's industrial and urban service areas are recognised and evaluated for their long-term economic, operational and functional contribution to the local and regional economy.

Actions

- Council will undertake an Industrial and Employment Lands Study which aims to retain the economic viability of industrial and urban services land, manage Camden’s industrial lands, and if necessary identify potential new precincts – **Short Term**
- Council will continue to work with the Department of Planning, Industry and Environment to ensure new precincts within the South West Growth Area contain an adequate supply of industrial and urban services land, with a focus on locating these areas close to transport corridors – **Ongoing**
- Council will prepare an Employment Lands Strategy which will inform future land use controls in the Camden LEP to ensure that there is a sufficient amount of zoned and serviced employment land available to meet demand – **Short Term**

Productivity



Camden Council

Local Priority P5

Leveraging industry opportunities created by Camden’s proximity to the Western Sydney Airport and Aerotropolis

Set to open in 2026, the Western Sydney Airport (WSA) will generate economic activity and provide employment opportunities for people in the Western Sydney region. The Airport is expected to deliver up to 3,200 jobs during construction and around 9,000 airport jobs during operation over the next 20 years. The Airport is expected to support around 28,000 jobs by 2031, which will grow to nearly 48,000 by 2041. This will include direct and indirect jobs in manufacturing; retail and professional, and scientific and technical services. This growth will create substantial employment opportunities for the workforce across the Western City.

Whilst many of the industries within the Aerotropolis will align with the existing skillset of Camden residents, the attraction of industries

which foster innovation such as engineering and advanced technologies will develop highly-skilled jobs which will further diversify the employment opportunities within the Camden LGA.

The development of the Airport will lead to flow-on effects within Camden through the potential to locate supportive industries within the LGA. Given the early stages of the WSA and Aerotropolis planning, it is too early to identify the exact manner in which these flow-on effects will play out in Camden. It is important that future iterative studies are conducted that investigate the opportunities created by the WSA and Aerotropolis, how they can be best capitalised on within the LGA and what the land use implications will be.

Actions

- Council will work with the Camden Regional Economic Taskforce to investigate opportunities to leverage off the future industrial and commercial hub of the Aerotropolis, and to capitalise on new industry opportunities created by Camden’s proximity to the Western Sydney Airport – **Short Term**



Local Priority P6

Leveraging Camden's natural and cultural assets to promote local agricultural production and increase tourism

Camden's rural lands form an important part of the area's identity. In addition to the economic contribution to the LGA, they provide highly valued scenic amenity and rural character. Camden's Rural Lands Strategy identifies the need to enhance Camden's rural economy by identifying potential activities through which Council can support and promote viable and sustainable agriculture.

The Western Sydney Aerotropolis Land Use and Infrastructure Implementation Plan identifies an agribusiness precinct to be located on the western edge of the Aerotropolis Precinct, which is contiguous with Camden's primary rural lands. The proximity to domestic and international markets by air freight is envisaged to create an integrated fresh food precinct on Sydney's doorstep which includes diverse agribusinesses - from primary production to high-tech agricultural innovation - and provide local jobs and local fresh food. It is important that the opportunities created by the development of the agribusiness precinct are identified and capitalised on within the LGA.

Camden's rural setting, rich heritage and proximity to Sydney present several opportunities to grow

the visitor economy. Camden Town Centre's traditional main street layout that is framed by an extensive selection of historic buildings, and the burgeoning food and hospitality scene offer a unique visitor experience. The retention and preservation of urban and rural heritage items that tell nationally important stories offer the potential for heritage-based tourism across the LGA.

Within the LGA there are some areas that can develop into tourism hubs in their own right such as Mount Annan Botanic Garden, Camden Airport and the Nepean River, whilst numerous civic, cultural, natural and sporting spaces provide the platform for the events sector to grow.

Council will investigate opportunities to build on these assets and promote them widely, as well as look at opportunities for other development that support the visitor economy, such as appropriate land zoned to permit a range of visitor accommodation, food and hospitality and events. A key challenge for Camden is ensuring the right balance is found between the positive effects of tourism on the economy, and the protection of the natural and heritage qualities of the LGA.

Actions

- Council will continue to implement the actions in the Rural Lands Strategy – **Ongoing**
- Council will review how Camden's rural lands relate to future agribusiness precincts within the Aerotropolis – **Short Term**
- Council will work to implement the recommendations in the Macarthur Destination Management Plan and Camden Destination Management Plan – **Medium Term**
- Council will investigate the appropriate types of visitor accommodation for Camden and identify the appropriate location for future accommodation – **Short Term**



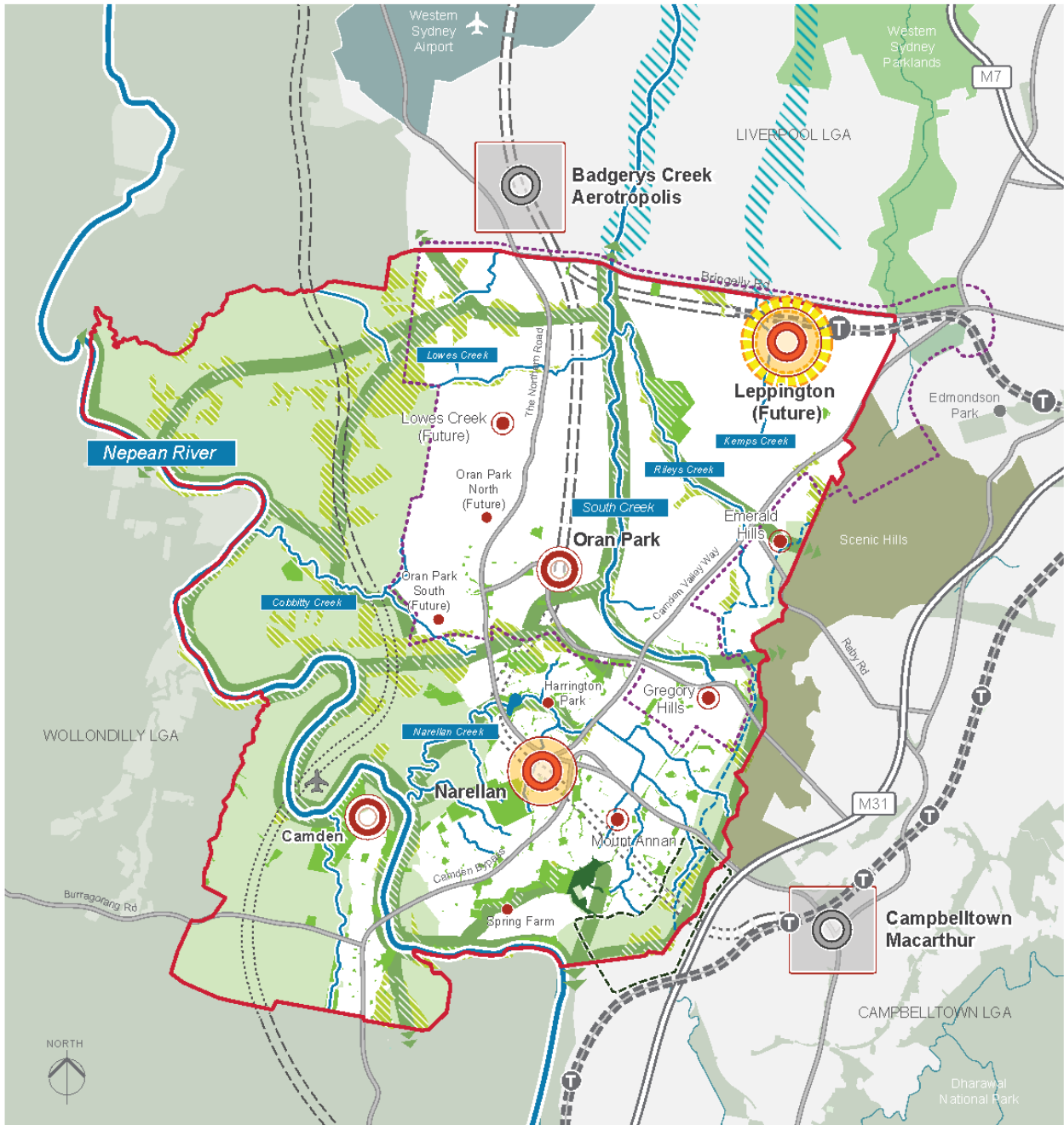
Camden Council



Sustainability

Improving sustainability will involve incorporating Camden's natural landscape features into the urban environment; protecting and managing natural systems; cooling the urban environment; innovative and efficient use and re-use of energy, water and waste resources; and building the resilience of communities to natural hazards.

- **Local Priority S1** Improving the accessibility and connectivity of Camden's Green and Blue Grid and delivering high quality open space
- **Local Priority S2** Protecting and enhancing the health of Camden's waterways, and strengthening the role and prominence of the Nepean River
- **Local Priority S3** Protecting Camden's rural land
- **Local Priority S4** Protecting and restoring environmentally sensitive land and enhancing biodiversity
- **Local Priority S5** Reducing emissions, managing waste and increasing energy efficiency
- **Local Priority S6** Improving Camden's resilience to natural hazards and extreme weather events



- | | | | |
|--|--|--|--------------------------------|
| | Metropolitan Cluster | | Biodiversity Corridor |
| | Strategic Centre | | South Creek Investigation Zone |
| | Town Centre | | Upper Canal System |
| | Local Centre | | River/ Creek |
| | Neighbourhood Centre | | Metropolitan Rural Land (MRA) |
| | Leppington Town Centre Low Carbon Precinct Investigation Area | | South West Growth Area (SWGA) |
| | National Park - William Howe | | Proposed M9 Alignment/ Tunnel |
| | Reserve/ Parkland | | Proposed Train Line/ Tunnel |
| | Mount Annan Botanic Garden | | Existing Train Line |
| | Environmentally Sensitive Land (Core Habitat) - Regionally Significant | | Camden LGA Boundary |

Camden Council

Local Priority S1

Improving the accessibility and connectivity of Camden's Green and Blue Grid and delivering high quality open space

The Green and Blue Grid is a network of open space which includes parks, playing fields, urban tree canopy, bushland, creeks, lakes and rivers. When protected and enhanced, these areas provide biodiversity and habitat corridors, help cool the urban environment, provide opportunities for community recreation, support walking and cycling connections and contribute to cleaner air and waterways. As the population grows, the connectivity and accessibility of Camden's Green and Blue Grid will become increasingly important to support a liveable and sustainable Camden.

Tree-lined streets, urban bushland and tree cover on private land form the urban tree canopy and are an important component of the Green Grid. Urban surface temperatures can be 10°C to 20°C higher than air temperatures because buildings, roads and other hard surfaces absorb and store heat. Unlike hard surfaces, trees and vegetation reflect heat whilst also cooling and cleaning the air.

Clearing for agriculture and urban development has reduced the extent of tree cover across Camden. Council will investigate opportunities to increase urban tree cover in new and established areas, as well as improve connectivity and accessibility to high quality open space and waterways to mitigate urban heat and contribute to the amenity of neighbourhoods.

The Camden Green and Blue Grid will contribute to a greater grid of open space across Sydney and will feed into District-scale projects. The District Plan identifies the South Creek corridor from Narellan to Hawkesbury as an important environmental spine for the Western Parkland City. Through the commitments of the City Deal, Council will work with the Australian and State Government to develop a strategy for South Creek that will investigate its restoration and protection as part of the broader strategy of integrating land use and water management within the catchment.





Actions

- Council will prepare a Green and Blue Grid Analysis for Camden and identify mechanisms to implement the Green and Blue Grid – **Short Term**
- Council will investigate opportunities to provide physical and visual connections to waterways and green spaces – **Short Term**
- Council will advocate for the retention of established trees in the masterplanning of new residential subdivisions – **Ongoing**
- Council will investigate the State Government's Canopy Cover targets and identify opportunities to implement improved canopy cover in line with these – **Short Term**
- Council will develop a Street and Public Tree Masterplan to inform a LGA-wide tree planting program – **Short Term**
- Council will review and amalgamate the existing Plans of Management for public land to ensure a consistent approach is adopted for the management of open space – **Short Term**
- Council will support the State Government in developing a strategy to restore and protect South Creek, in accordance with Western Sydney City Deal commitment L3 – **Short Term**

Camden Council

Local Priority S2

Protecting and enhancing the health of Camden's waterways, and strengthening the role and prominence of the Nepean River

Camden's waterways including the Nepean River are key landscape elements and contribute to an overall natural system that cools and greens the LGA. Waterways support groundwater dependent ecosystems and threatened ecological communities and accommodate the disposal of stormwater and wastewater. Council's recognition of the importance of healthy waterways and their contribution to a sustainable Camden is reflected in its logo, the platypus. The presence of platypus in Camden's waterways is an important indicator of the general health of the aquatic ecosystem.

As parts of Camden urbanise, there will be greater pressure on our waterways. In natural environments rainwater is mostly absorbed into the ground, used by plants or evaporated back into the atmosphere. Urban development and the clearing of vegetation increases hard surfaces, which are unable to absorb water. This results in increased urban stormwater runoff, which is directed to local waterways through stormwater drains. During rain events the increased volume of fast-moving stormwater carries a range of pollutants into waterways.

Water Sensitive Urban Design (WSUD) is an approach to water management which aims to improve the ability of urban environments to capture, treat and re-use stormwater on site before it has the chance to pollute and degrade waterways. WSUD can reduce the volume and improve the quality of the stormwater runoff, improve and provide wildlife habitats, and cool the urban environment. Council currently requires WSUD on public land, such as raingardens, constructed wetlands and swales, and will continue to ensure that the design of these systems is undertaken to the highest standard.

The health of waterways is impacted by factors which extend beyond the beds of rivers and creeks. Riparian corridors provide a transition between the land and water and perform a range of important environmental functions. They provide bank stability and reduce erosion, protect water quality by trapping sediments and contaminants, provide habitat for animals and plants, and

provide connectivity and passive recreational uses. The protection and enhancement of vegetated riparian corridors is important for maintaining or improving the shape, stability and ecological functions of a watercourse.

The Nepean River runs through the Western City District and is a key landscape element which is highly valued by the Camden community. There is opportunity for the river to play a more prominent role within Camden which reflects its importance. Improving access to the river and its activating banks will support this vision. Whilst much of the Nepean River within Camden runs through private property, Council will investigate opportunities to provide greater connections to the river on public land.

Camden's waterways extend beyond the limits of the LGA and water quality can be affected because of pollution and other factors further upstream. To enable an effective catchment-wide approach for improving water quality, Council will work with relevant stakeholders to ensure that a whole-catchment approach is adopted to manage the health of waterways.

Actions

- Council will undertake a review of Camden's waterways and riparian areas and investigate opportunities to incorporate protections into planning instruments
- **Medium Term**
- Council will develop a program for ongoing water quality monitoring – **Short Term**
- Council will work with water service providers to design and deliver infrastructure, water servicing and development approaches that best contribute to local and regional water supply, and water cycle management
- **Short Term**
- Council will continue to implement Water Sensitive Urban Design on public land
- **Short Term**
- Council will work with stakeholders to develop a whole of catchment land use policy and statutory planning mechanisms that improve water quality – **Medium Term**
- Council will undertake a review of the DCP to incorporate best-practice Water Sensitive Urban Design principles
- **Short Term**
- Council will maintain, improve and create new habitats for threatened flora and fauna species identified in waterways
- **Ongoing**
- Council will investigate opportunities to activate and enhance the Nepean River
- **Short Term**
- Council will work with relevant stakeholders, including neighbouring Councils within the Hawkesbury-Nepean catchment, to investigate the establishment of a joint body to manage and facilitate a coordinated approach to the management of the Nepean River
- **Medium Term**

Camden Council

Local Priority S3 Protecting Camden's rural land

Camden has historically been known as a highly productive rural region and forms part of Greater Sydney's Metropolitan Rural Area. Camden's rural land is highly valued by the community, not only because of its role in providing Sydney with fresh food, but also other benefits such as tourism and cultural and landscape values which provide a positive contribution to Camden's identity.

Camden's rural lands are located at the urban fringe of Sydney and managing this urban-rural interface will be a key challenge for Council. Increased urban development not only reduces the overall amount of land suitable for productive agriculture, but also creates other pressures such as land use conflicts which have the potential to significantly impact on Camden's rural lands. It is therefore important that Camden's growth

is managed carefully and effectively to ensure the retention of the places, landscapes and characteristics of Camden's rural heritage and background.

Council's Rural Lands Strategy was adopted in 2018 and guides land use planning decision making on and adjacent to rural zoned land to ensure that Camden's rural lands are protected as an important local and district feature. The recommendations and actions of the Strategy will continue to be implemented by Council to protect Camden's rural land, and Council will work with Wollondilly Council to investigate opportunities for the sustainable and productive use of rural land across the Western City District.

Actions

- Council will continue to implement the recommendations and actions within the Camden Rural Lands Strategy – **Ongoing**
- Council will review existing planning instruments to minimise and manage rural land conflicts – **Short Term**
- Council will work with Wollondilly Council and the Sydney Peri-Urban Network (SPUN) to explore options to protect agricultural land and encourage local food production – **Short Term**



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Local Priority S4

Protecting and restoring environmentally sensitive land and enhancing biodiversity

Camden lies within the Cumberland Plain, and has rich Nepean River flats and undulating Wianamatta Shale hills. The main vegetation community is Cumberland Plain Woodland which is a Critically Endangered Ecological Community under the Commonwealth Environment Protection and Biodiversity Act 1999 and the NSW Biodiversity Conservation Act 2016. There are five other endangered ecological communities found in Camden, being River Flat Eucalypt Forest, Cumberland Swamp Oak Riparian Forest, Moist Shale Woodland and Elderslie Banksia Scrub Forest, Western Sydney Dry Forest.

Vegetation clearing as a result of agriculture and urban development has had an impact on biodiversity in Camden. In 2013, 10% of land in the LGA was remnant woodland, with the majority of endangered ecological communities located on private land. This presents challenges for the ongoing maintenance and protection of these environmentally sensitive areas, and it is important that Council work with the community

to build awareness of biodiversity issues and ways in which residents can help to enhance and protect these areas.

Most of the bushland currently in Council's ownership is in the southern half of the LGA. Future urban development in the north of the LGA may potentially increase the amount of bushland in Council's ownership. Council will continue to plan for the maintenance of bushland areas and identify ways in which to build upon conservation programs in the future.

Maximising ecological connectivity, consolidating existing larger habitat 'patches' and protecting and recovering threatened species, populations or ecological communities are some ways in which environmentally sensitive land can be protected and restored and biodiversity enhanced. Council will consider amending its Local Environmental Plan to identify and protect biodiversity and environmentally sensitive land from the impacts of urban development.

Actions

- Council will continue to monitor the extent and condition of Council owned and managed bushland areas and identify additional funding opportunities to deliver a high-quality conservation and restoration program – **Ongoing**
- Council will increase the use of native flora to extend habitat connectivity corridors in the urban environment – **Short Term**
- Council will continue biodiversity precinct masterplanning to identify key actions to protect and enhance biodiversity across the LGA – **Ongoing**
- Council will develop a fauna pest management strategy to address risks to biodiversity – **Short Term**
- Council will develop a community education program to build awareness and understanding of biodiversity issues – **Short Term**
- Council will investigate opportunities to expand the Bushcare Program – **Short Term**
- Council will investigate amending its Local Environmental Plan to protect biodiversity and environmentally sensitive land – **Short Term**

Camden Council

Local Priority S5

Reducing emissions, managing waste and increasing energy efficiency

The significant growth and development planned for Camden will mean that the demand for energy and water and the generation of waste will increase. Without new approaches to the use of energy and water and the management of waste, greenhouse gas emissions are likely to increase. Potential ways to reduce emissions and increase energy efficiency include new building standards that prioritise the efficient use of energy and water in residential and non-residential buildings and precinct-scale renewable energy solutions. Designing high-efficiency and incorporating renewable energy generation into new buildings will reduce emissions and costs over time. This means improving the energy and water efficiency of buildings and reducing waste.

The Building Sustainability Index (BASIX) is implemented under the Environmental Planning & Assessment Act 1979 (EP&A Act) and applies to all residential dwelling types and forms part of the development application process in NSW. BASIX aims to reduce water and energy consumption in

homes across NSW by ensuring that the design of homes meet certain sustainability targets. The BASIX targets were last updated in 2017. High growth areas such as Camden present an opportunity to achieve further energy savings by using economies of scale across a whole precinct. This could also be extended to facilitating increased energy saving requirements for high-growth areas. With the amount of development proposed in Camden in the future, it is important that homes are designed in a way that maximises energy efficiency.

As Camden continues to grow and the population increases, there will be less space to accommodate and manage waste. It is important that less waste is produced for landfill, and that the waste that is generated does not exceed the capacity of available facilities and services. Council must ensure that adequate planning, services and infrastructure are in place to manage the waste generated by the growing population.



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Actions

- Council will work with local builders and developers to provide education and opportunities to improve the sustainability of buildings and development – **Short Term**
- Council will investigate opportunities such as electric vehicle charging stations throughout Camden LGA – **Short Term**
- Council will work with stakeholders to advocate for a review of the Building and Sustainability Index (BASIX) and the sustainability of built form outcomes within the Exempt and Complying Development Codes SEPP – **Short Term**
- Council will monitor and report on Council's emissions and energy use and investigate targets – **Short Term**
- Council will develop an education and engagement program for the community to raise awareness on ways to reduce emissions, manage and reduce waste, and increase energy efficiency – **Short Term**
- Council will advocate for the development of low carbon precincts within the South West Growth Area, with Leppington Town Centre as a pilot precinct – **Short Term**
- Council will investigate opportunities for infrastructure to support the management of waste at a local and regional level – **Medium Term**
- Council will continue to implement the Camden Waste Education Strategy – **Short Term**
- Council will develop and implement a Camden Council Waste Strategy to deliver improved strategic waste management outcomes – **Short Term**
- Council will participate in a regional procurement approach for future waste disposal and processing solutions – **Short Term**
- Council will advocate for State government support for Regional/State waste infrastructure projects – **Short Term**
- Council will develop a consistent approach within planning instruments to better manage and reduce waste – **Short Term**
- Council will continue to work with the Environmental Protection Agency and NSW Police to investigate and reduce illegal dumping – **Ongoing**

Camden Council

Local Priority S6

Improving Camden's resilience to natural hazards and extreme weather events

The climate of New South Wales is changing. Over the coming years, Camden is likely to experience higher temperatures, fewer frosts, altered rainfall patterns, and changes in the frequency and intensity of natural hazards like bushfires, flooding and heatwaves. These hazards and extreme weather events have the potential to impact not only built assets such as roads, stormwater drains and buildings, but also increase demand for services such as water supply and community support. In planning for a sustainable and liveable Camden, it is important that Council identifies the potential risks associated with a changing climate. By better understanding these risks, Council can work to establish a framework to manage climate risk and increase resilience.

Traditional methods of farming are water intensive and are susceptible to natural hazards such as extreme heat and drought. Through the engagement undertaken for the LSPS, the Camden community highlighted access to fresh, local food as a key priority for Camden. Urban farming and community gardens are a low impact way of supplying fresh, local, organic produce that increase resilience by providing other

options for how people access their food. Urban farming can take many forms, from the backyard vegetable garden to rooftop greenhouses and vertical gardens. Urban farming uses less space, requires fewer inputs and uses fewer natural resources than traditional methods of farming, protecting these important natural resources for the generations to come.

The Camden Town Farm and associated Community Garden is a popular destination for the community, and there is opportunity for this model to be implemented elsewhere within Camden so that the community can enjoy the health and social benefits from growing their own food.

The Nepean River, South Creek, their tributaries and associated floodplains are a predominant feature of the Camden LGA. Flooding along these waterways impacts upon properties within the floodplain to varying degrees. Council has a responsibility to manage development within floodplains to ensure the safety of residents and will review planning controls related to flood prone land to ensure development is appropriate.

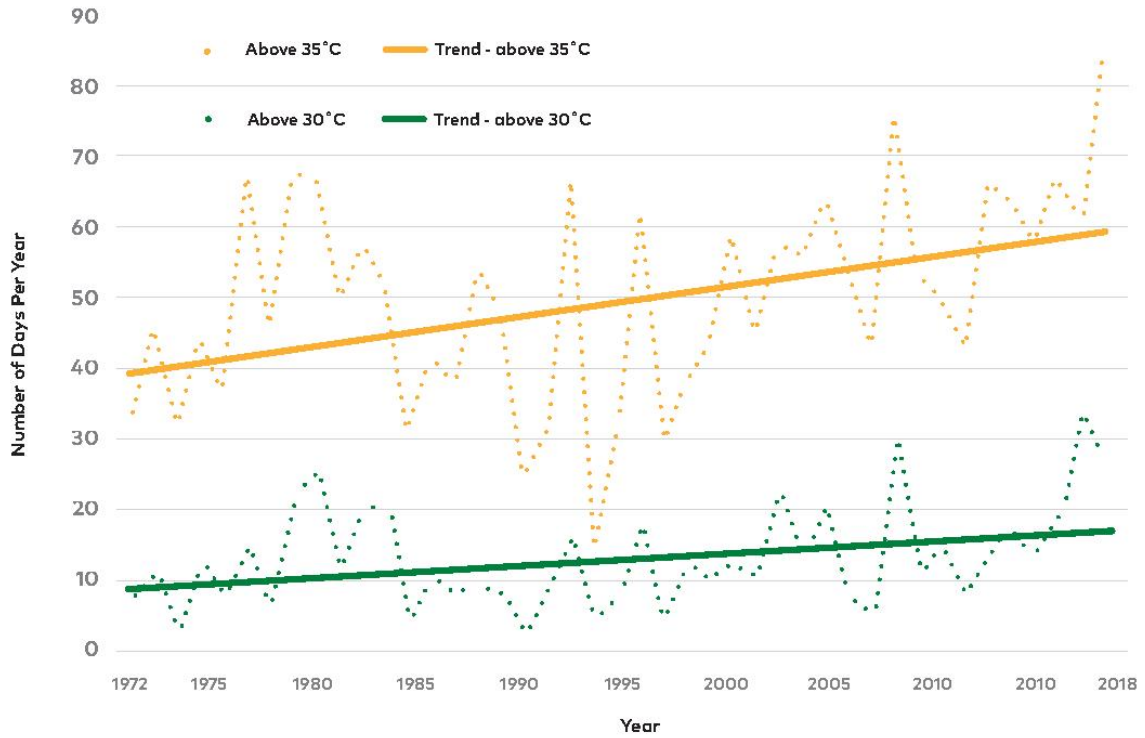
Extreme Heat Data

Annual number of days ▼	2014	2015	Year			Average for all years of data	Average past 5 years
			2016	2017	2018		
Sydney (Observatory Hill)						1859 - 2018	2014 - 2018
Days above 30°C	18	23	28	30	26	14.8	25
Days above 35°C	2	7	6	12	4	3.1	6.2
Days above 40°C	0	1	0	0	1	0.3	0.4
Camden (Camden Airport)						1972 - 2018	2014 - 2018
Days above 30°C	64	59	68	61	87	50.1	67.8
Days above 35°C	18	13	18	34	25	13	21.6
Days above 40°C	2	2	1	12	2	2	3.8

Source: Bureau of Meteorology

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Number of days in the Camden LGA above 30°C and 35°C



Sustainability

Actions

- Council will undertake a climate risk assessment and identify priority issues for Council and the community – **Short Term**
- Council will investigate a Community Garden and Urban Food Policy to encourage local food production – **Short Term**
- Council will review planning controls related to flood prone land – **Short Term**



Camden Council

Implementation, Monitoring and Reporting

Implementation

The LSPS will communicate the long-term land use strategy for Camden LGA over a 20-year planning horizon and will outline local priorities and actions for implementation. Council has designated the following implementation timeframes for the actions outlined in the LSPS:

Short term actions (0-5 years)
Medium term actions (5-10 years)
Ongoing Advocacy

To realise the 20-year vision, a series of amendments to other Council plans which provide the delivery framework for Council's strategic planning will be required. These plans and their functions are described below:

- **Local Environmental Plan (LEP)**
LEPs are the principal statutory document which establish the planning controls for an LGA. Through zoning, development standards and other local provisions the LEP provides the legal framework to ensure development is appropriate and reflects the communities vision for land use in the LGA.
- **Development Control Plan (DCP)**
DCPs are non-statutory plans that provide detailed planning and design guidelines, and development controls to support the LEP.
- **Contributions Plan**
Division 6 of Part 4 of the EP&A Act 1979 gives Council the power to collect contributions from developers toward public infrastructure required as a consequence of their development.

LEP amendments

Proposed developments which align to the strategic planning direction in the LSPS may require changes to development controls or land use zoning to occur before a development application can be submitted. In this case, an amendment to the LEP would be required.

Amendments to the LEP are subject to planning proposals in accordance with section 3.4 of the EP&A Act 1979. Planning proposals to amend the LEP may either be prepared by Council or by proponents. Alignment to the strategic direction within the LSPS will be a significant consideration when determining whether an LEP amendment will proceed.

More information on amendments to the LEP can be found in DPE's A Guide to Preparing Planning Proposals.

Monitoring and review

Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved. Council will use the existing Integrated Planning and Reporting (IP&R) framework under the Local Government Act 1993 for the purpose of monitoring implementation of the LSPS.

Council will commence its first full review of the LSPS in 2023 and again every four years to align the review period with Council's overarching community strategic planning and IP&R under the Local Government Act.

Regular reviews will ensure that the LSPS reflects the vision the community has for the future of Camden and is aligned to the latest trends and information available about the environment and the community's social and economic needs

Implementation for Infrastructure and Collaboration

Local Priority I1

Aligning infrastructure delivery with growth



Relationship to other plans and policies	Local Priority I1 is consistent with Camden’s CSP Key Directions:	
	1. 'Actively Managing Camden LGA's Growth' and	
	4. 'Effective and Sustainable Transport'	
Relationship to other plans and policies	Local Priority I1 also gives effect to the Sydney Region Plan Directions:	
	1. A city supported by infrastructure	
	Local Priority I1 also gives effect to the Western City District Plan Priorities:	
Relationship to other plans and policies	W1 Planning for a city supported by infrastructure	
	W7 Establishing the land use and transport structure to deliver a liveable, productive and sustainable Western Parkland City	
	Actions and timeframes	Council will finalise the review of the s7.11 development contributions plans to:
o ensure planning instruments reflect future identified infrastructure		Short Term
o investigate appropriate programs for delivery of infrastructure		Medium Term
Council will work with infrastructure service providers to ensure timely delivery of essential services and infrastructure		Ongoing advocacy
Council will prioritise the delivery of infrastructure in Leppington		Short Term
Council will work with the Department of Planning, Industry and Environment to prepare the South West Growth Area Special Infrastructure Contribution (SIC)		Short Term
Council will work with the Department of Planning, Industry and Environment to investigate the impact of lot fragmentation on the delivery of development in the South West Growth Area and investigate potential planning controls to encourage lot amalgamation		Short Term
Council will advocate to establish a Growth Infrastructure Compact to co-ordinate planning and delivery of growth in the Western City District which includes the Camden LGA, in accordance with <u>Western Sydney City Deal Commitment P5</u>		Short Term

Camden Council

Local Priority I2

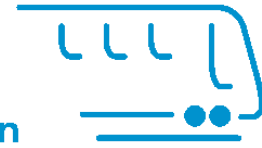
Connecting Camden through integrated transport solutions



Relationship to other plans and policies	Local Priority I2 is consistent with Camden's CSP Key Directions: 2. Actively Managing Camden LGA's Growth' and 4. 'Effective and Sustainable Transport'	
	Local Priority I2 also gives effect to the Sydney Region Plan Directions: 1. A city supported by infrastructure	
	Local Priority I2 also gives effect to the Western City District Plan Priorities: W1 Planning for a city supported by infrastructure W7 Establishing the land use and transport structure to deliver a liveable, productive and sustainable Western Parkland City	
Actions and timeframes	Council will review the Campbelltown and Camden Integrated Transport Strategy (2006) with surrounding Councils and the State Government	Medium Term
	Council will investigate opportunities to support freight movement on state and regional roads within the Camden LGA	Short Term
	Council will undertake Town Centre Parking Strategies including commuter parking for Narellan, Oran Park, Leppington and any future train stations	Medium Term
	Council will work with Transport for NSW to ensure the Outer Sydney Orbital takes into consideration the submission endorsed by Council on 22 May 2018 with an alternative underground route and appropriate east/west connections within the Camden LGA	Ongoing Advocacy
	Council will ensure that the Corridor preservation of the M9 Orbital are included in relevant planning instruments when confirmed by the State Government	Short Term
	Council will work in collaboration with Department of Planning, Industry and Environment to undertake a strategic route study identifying major road alignments and upgrades to facilitate the staged delivery of the South West Growth Area, as future infrastructure items	Short - Medium Term
	Council will work with Transport for NSW to advocate that a rapid bus service route is delivered to connect key Camden centres with the Western Sydney Airport and Aerotropolis, building on <u>Western Sydney City Deal Commitment C2</u>	Short Term
	Council will review and update the Pedestrian Access and Mobility Plan 2014 to ensure connectivity of Camden's established areas	Short Term
	Council will review and update the Camden Council Bike Plan 1996	Medium Term
	Council will work with Transport for NSW to ensure cycling connectivity between Camden's centres and surrounding strategic centres	Short Term

Local Priority I3

Planning for the delivery of the North South Rail and South West Rail Link Extension



Relationship to other plans and policies	Local Priority I3 is consistent with Camden's CSP Key Directions:	
	2. 'Actively Managing Camden LGA's Growth' and	
	4. 'Effective and Sustainable Transport'	
Actions and timeframes	Local Priority I3 also gives effect to the Sydney Region Plan Directions:	
	A city supported by infrastructure	
	Local Priority I3 also gives effect to the Western City District Plan Priorities:	
Actions and timeframes	Council will ensure that the Corridor preservation for the North South Rail Line is included in relevant planning instruments when confirmed by the state government	Ongoing Advocacy
	Council will continue to advocate for a commitment by the State government for the delivery of the North South Rail Line and other key transport linkages to the centres of Campbelltown, Liverpool, Greater Penrith and the Aerotropolis, to achieve a 30-minute city	Short Term
	Council will continue to advocate for a commitment by the state government for the delivery of the North South Rail Line and other key transport linkages to the centres of Campbelltown, Liverpool, Greater Penrith and the Aerotropolis, in order to achieve a 30-minute city	Ongoing advocacy
	Council will work with Department of Planning, Industry and Environment and Transport for NSW to identify future centres around planned railway stations	Short Term
	Council will work with Transport for NSW to confirm the future station location within the Camden LGA	Ongoing



Camden Council

Local Priority I4

Working in partnership to deliver a more liveable, productive and sustainable Camden



Relationship to other plans and policies	Local Priority I4 is consistent with Camden's CSP Key Directions: 6. 'Strong Local Leadership'	
	Local Priority I4 also gives effect to the Sydney Region Plan Directions: 2. A collaborative city	
	Local Priority I4 also gives effect to the Western City District Plan Priorities: W2. Working through collaboration	
Actions and timeframes	Council will continue to implement the Western Sydney City Deal Commitments	Medium Term
	Council will work with State agencies to align growth and infrastructure	Ongoing
	Council will work with the Western Sydney Planning Partnership to deliver a partnership approach to planning, Western Sydney City Deal Commitment P6	Short Term
	Council will work with the Western Sydney Planning Partnership to develop uniform local government engineering and liveability standards Western Sydney City Deal Commitment P4	Short Term
	Council will work with the Department of Education to investigate the co-location and shared used of facilities	Ongoing
	Council will continue to work with the Camden Regional Economic Taskforce to support economic development within the Camden LGA	Ongoing
	Council will prepare a strategy to advocate for key infrastructure to support growth in the Camden LGA	Short Term
	Council will work with Tharawal Local Aboriginal Land Council to collaborate and provide support should they chose to prepare a Development Delivery Plan in accordance with State Environmental Planning Policy (Aboriginal Land) 2019	Medium Term

Implementation for Liveability

Local Priority L1 Providing housing choice and affordability for Camden’s growing and changing population



Relationship to other plans and policies	Local Priority L1 is consistent with Camden’s CSP Key Directions: ‘Actively Managing Camden LGA’s Growth’	
	Local Priority L1 also gives effect to the Sydney Region Plan Directions: 4. Housing the city	
	Local Priority L1 also gives effect to the Western City District Plan Priorities: W5. Providing housing supply, choice and affordability, with access to jobs, services and public transport	
Actions and timeframes	Council will finalise the Camden Housing Market Analysis which will provide the evidence base analysis of the existing Camden housing market supply and potential demand	Short Term
	Council will develop a Housing Strategy which will use the Camden Housing Market Analysis to further develop the vision and evaluate options for housing growth within the Camden LGA	Short Term
	Council will investigate the development of an Affordable Housing Strategy and Affordable Housing Contribution Scheme	Short Term



Camden Council

Local Priority L2

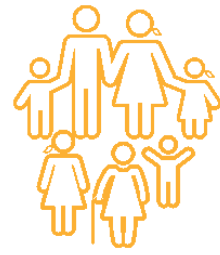
Celebrating and respecting Camden's proud heritage



Relationship to other plans and policies	Local Priority L2 is consistent with Camden's CSP Key Directions: 'Healthy Urban and Natural Environment'	
	Local Priority L2 also gives effect to the Sydney Region Plan Directions: 5. A city of great places	
	Local Priority L2 also gives effect to the Western City District Plan Priorities: W6. Creating and renewing great places and local centres, and respecting the District's heritage	
Actions and timeframes	Council will review non-indigenous heritage items and update the Camden LEP and DCP	Short Term
	Council will continue to promote and provide community education about the importance of Camden's unique heritage through its Heritage Advisory Committee	Ongoing
	Council will continue to implement the Public Domain Manual within the Urban Design Framework for Camden Town Centre to ensure that the public domain reflects Camden Town Centre's heritage	Short Term
	Council will work with Tharawal LALC to undertake a review of Indigenous Heritage in relation to places and cultural identity	Medium Term
	Council will ensure State Heritage items are protected through the development of future growth area precincts	Ongoing advocacy
	Council will undertake a scenic and visual analysis with neighbouring Councils to identify and protect ridgelines, scenic and cultural landscapes, and enhance and protect views of scenic and cultural landscapes from the public realm	Short Term



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Local Priority L3

Providing services and facilities to foster a healthy and socially connected community

Relationship to other plans and policies	Local Priority L3 is consistent with Camden’s CSP Key Directions:	
	2. ‘Healthy Urban and Natural Environment’ and ‘An Enriched and Connected Community’	
	Local Priority L3 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	A city for people	
	Local Priority L3 also gives effect to the Western City District Plan Priorities:	
	W3. Providing services and social infrastructure to meet people’s changing needs	
	W4. Fostering healthy, creative, culturally rich and socially connected communities	
	Council will develop a strategy which identifies gaps in the provision of open space, play spaces and community facilities to project future demand and need for facilities, and provide a plan and priorities to meet the needs of current and future populations	Short Term
	Council will continue to implement the recommendations and actions of the Active Ageing Strategy	Ongoing
	Council will continue to implement the recommendations and actions of the Camden Children and Families Strategy	Ongoing
	Council will continue to implement the recommendations and actions of the Camden Disability Inclusion Action Plan	Ongoing
	Council will investigate opportunities to attract and encourage the delivery of social services and infrastructure within the Camden LGA	Short Term
	Council will deliver the three projects committed to under the Western Parkland City Liveability Program	Short Term
Council will act on the Western Sydney City Deal Commitment L5 to establish the Western Sydney Health Alliance to improve coordination and effectiveness of health services in the region, supporting health and wellbeing of neighbourhoods	Short Term	

Camden Council

Local Priority L4

Encouraging vibrant and connected centres which reflect Camden's evolving character



Relationship to other plans and policies	Local Priority L4 is consistent with Camden's CSP Key Directions:	
	'A Prosperous Economy' and	
	5. 'An Enriched and Connected Community'	
Relationship to other plans and policies	Local Priority L4 also gives effect to the Sydney Region Plan Directions:	
	5. A city of great places; and	
	6. A well connected city	
Relationship to other plans and policies	Local Priority L4 also gives effect to the Western City District Plan Priorities:	
	W6. Creating and renewing great places and local centres, and respecting the District's heritage	
	Actions and timeframes	Council will investigate the development of local character statements to be incorporated within planning controls
Council will implement the Camden Town Centre Urban Design Framework		Ongoing
Council will investigate planning controls that encourage the activation of public spaces for civic, community and cultural uses		Short Term
Council will review public domain controls for the Narellan Town Centre		Short Term
Council will consider the principles of the Better Places Strategy- Government Architects within the Camden DCP		Short Term
Council will continue to work with the Department of Planning, Industry and Environment to ensure that new precincts within the South West Growth Area demonstrate best-practice placemaking in the design of centres and streetscapes		Short Term
Council will consider the South Creek urban design principles contained within the District Plan for all future development areas around South Creek		Short Term
Council will review existing planning controls to support a Night Time Economy within Camden's centres		Short Term

Local Priority L5

Supporting cultural infrastructure to promote cultural and creative spaces



Relationship to other plans and policies	Local Priority L5 is consistent with Camden’s CSP Key Directions:	
	5. 'An Enriched and Connected Community'	
	Local Priority L5 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	3. A city for people	
	Local Priority L5 also gives effect to the Western City District Plan Priorities:	
	W4. Supporting healthy, creative, culturally rich and socially connected communities	
	Council will work with Create NSW to ensure culture is recognised as a driver for creating vibrant places	Ongoing
	Council will develop a Cultural Development Strategy which will provide Camden Council with a framework that supports arts and culture and high quality experiences to ensure that Camden LGA is a culturally vibrant place to study, work and play	Short Term
	Council will develop a Cultural and Social Infrastructure Plan to determine the cultural and social infrastructure needs of the Camden community	Medium Term
Council will audit the s7.11 development contributions plans to identify the planned cultural facilities and consider the timing of delivery and funding for these works	Short Term	
Council will continue to implement the Camden LGA Destination Management Plan	Ongoing	



Camden Council

Implementation for Productivity

Local Priority P1

Increase the quantity and diversity of local jobs, and improve access to jobs across the Western City District



Relationship to other plans and policies	Local Priority P1 is consistent with Camden’s CSP Key Directions: 3. ‘A Prosperous Economy’	
	Local Priority P1 also gives effect to the Sydney Region Plan Directions: 7. Jobs and skills for the city	
	Local Priority P1 also gives effect to the Western City District Plan Priorities: W7. Establishing land use and transport structures to support the Western Parkland City W8. Growing and strengthening the metropolitan cluster W10. Planning & managing industrial and urban services land	
Actions and timeframes	Council will prepare and finalise an Economic Development Plan	Short Term
	Council will advocate to retain and grow existing population serving employment opportunities, and work with the Camden Regional Economic Taskforce to investigate ways in which knowledge-intensive jobs can be delivered in Camden	Short Term



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Local Priority P2

Encouraging successful centres through a clearly defined centres hierarchy



Relationship to other plans and policies	Local Priority P2 is consistent with Camden’s CSP Key Directions: 3. 'A Prosperous Economy'	
	Local Priority P2 also gives effect to the Sydney Region Plan Directions: 7. Jobs and skills for the city	
	Local Priority P2 also gives effect to the Western City District Plan Priorities: W7. Establishing land use and transport structures to support the Western Parkland City W11. Growing investment and jobs in strategic centres	
Actions and timeframes	Council will finalise the Camden Centres Study, which will evaluate the role and hierarchy of centres, and analyse the capacity and viability for different centres to adopt a place-based approach and accommodate local jobs and commercial services, additional housing and recreational infrastructure	Short Term
	Council will investigate the recommendations of the Camden Centres Study	Short Term
	Council will continue to implement the initiatives in the Camden Town Centre Urban Design Framework	Ongoing
	Council will prepare an Employment Lands Strategy which will inform future land use controls in the Camden LEP to ensure that there is a sufficient amount of zoned and serviced employment land available to meet demand	Short Term



Camden Council

Local Priority P3

Strengthening the Strategic Centres of Narellan and Leppington

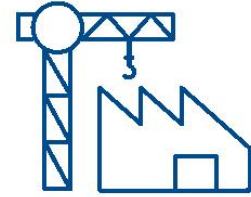


Relationship to other plans and policies	Local Priority P3 is consistent with Camden's CSP Key Directions:	
	3.'A Prosperous Economy'	
	Local Priority P3 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	7. Jobs and skills for the city	
	Local Priority P3 also gives effect to the Western City District Plan Priorities:	
	W7. Establishing land use and transport structures to support the Western Parkland City	
	W11. Growing investment and jobs in strategic centres	
	Council will prepare a vision for Narellan, which considers Narellan's role as a Strategic Centre	Short-Medium Term
	Council will investigate a staged approach to the master planning of the Narellan Town Centre, with the staging dependent upon the confirmation of timing for the delivery of the North South Rail, in particular the location of the Narellan Train Station	Stage 1 – Short Term Stage 2 – Medium Term
Council will continue work with Transport for NSW to confirm the future station location for Narellan	Ongoing	
Council will continue to work with the Department of Planning, Industry and Environment on the Leppington Town Centre Planned Precinct	Short Term	
Council will investigate opportunities to overcome challenges presented by land fragmentation and its limitations on delivering enabling infrastructure	Short Term	



Local Priority P4

Ensuring a suitable supply of industrial and urban services land



Relationship to other plans and policies	Local Priority P4 is consistent with Camden's CSP Key Directions:	
	3.'A Prosperous Economy'	
	Local Priority P4 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	7. Jobs and skills for the city	
	Local Priority P4 also gives effect to the Western City District Plan Priorities:	
	W7. Establishing land use and transport structures to support the Western Parkland City	
	W10. Planning & managing industrial and urban services land	
	Council will undertake an Industrial and Employment Lands Study which aims to retain the economic viability of industrial and urban services land, manage Camden's industrial lands, and if necessary identify potential new precincts	Short Term
	Council will prepare an Employment Lands Strategy which will inform future land use controls in the Camden LEP to ensure that there is a sufficient amount of zoned and serviced employment land available to meet demand	Short Term
Council will continue to work with the DPE to ensure new precincts within the South West Growth Area contain an adequate supply of industrial and urban services land, with a focus on locating these areas close to transport corridors	Ongoing	



Camden Council

Local Priority P5

Leveraging industry opportunities created by Camden's proximity to the Western Sydney Airport and Aerotropolis



Relationship to other plans and policies	Local Priority P5 is consistent with Camden's CSP Key Directions: 3.'A Prosperous Economy'	
	Local Priority P5 also gives effect to the Sydney Region Plan Directions: 7. Jobs and skills for the city	
	Local Priority P5 also gives effect to the Western City District Plan Priorities: W8. Leveraging industry opportunities from the Western Sydney Airport & Aerotropolis	
Actions and timeframes	Council will work with the Camden Regional Economic Taskforce to investigate opportunities to leverage off the future industrial and commercial hub of the Aerotropolis, and to capitalise on new industry opportunities created by Camden's proximity to the Western Sydney Airport	Short Term



Local Priority P6

Leveraging Camden’s natural and cultural assets to promote local agricultural production and increase tourism



Relationship to other plans and policies	Local Priority P6 is consistent with Camden’s CSP Key Directions: 3. ‘A Prosperous Economy’	
	Local Priority P6 also gives effect to the Sydney Region Plan Directions: 7. Jobs and skills for the city	
	Local Priority P6 also gives effect to the Western City District Plan Priorities: W7. Establishing land use and transport structures to support the Western Parkland City W17. Better managing rural areas	
Actions and timeframes	Council will continue to implement the actions in the Rural Lands Strategy	Ongoing
	Council will review how Camden’s rural lands relate to future agribusiness precincts within the Aerotropolis	Short Term
	Council will work to implement the recommendations in the Macarthur Destination Management Plan and Camden Destination Management Plan	Medium Term
	Council will investigate the appropriate types of visitor accommodation for Camden and identify the appropriate location for future accommodation	Short Term

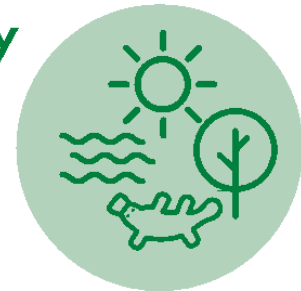


Camden Council

Implementation of Sustainability

Local Priority S1

Improving the accessibility and connectivity of Camden’s Green and Blue Grid and delivering high quality open space



Relationship to other plans and policies	Local Priority S1 is consistent with Camden’s CSP Key Directions: 2. ‘Healthy Urban and Natural Environment’	
	Local Priority S1 also gives effect to the Sydney Region Plan Directions: 8. A city in its landscape	
	Local Priority S1 also gives effect to the Western City District Plan Priorities: W12. Protecting and improving the health and enjoyment of the District’s waterways W13. Creating a Parkland City urban structure and identity, with South Creek as a defining spatial element W15. Increasing urban tree canopy cover and delivering Green Grid connections W18. Delivering high quality open space	
Actions and timeframes	Council will prepare a Green and Blue Grid Analysis for Camden and identify mechanisms to implement the Green and Blue Grid	Short Term
	Council will investigate opportunities to provide physical and visual connections to waterways and green spaces	Short Term
	Council will advocate for the retention of established trees in the masterplanning of new residential subdivisions	Ongoing
	Council will investigate the State Government’s Canopy Cover targets and identify opportunities to implement improved canopy cover in line with these	Short Term
	Council will develop a Street and Public Tree Masterplan to inform a LGA-wide tree planting program	Short Term
	Council will review and amalgamate the existing Plans of Management for public land to ensure a consistent approach is adopted for the management of open space	Short Term
	Council will support the State Government in developing a strategy to restore and protect South Creek, in accordance with <u>Western Sydney City Deal</u> commitment L3	Short Term

Local Priority S2

Protecting and enhancing the health of Camden's waterways, and strengthening the role and prominence of the Nepean River



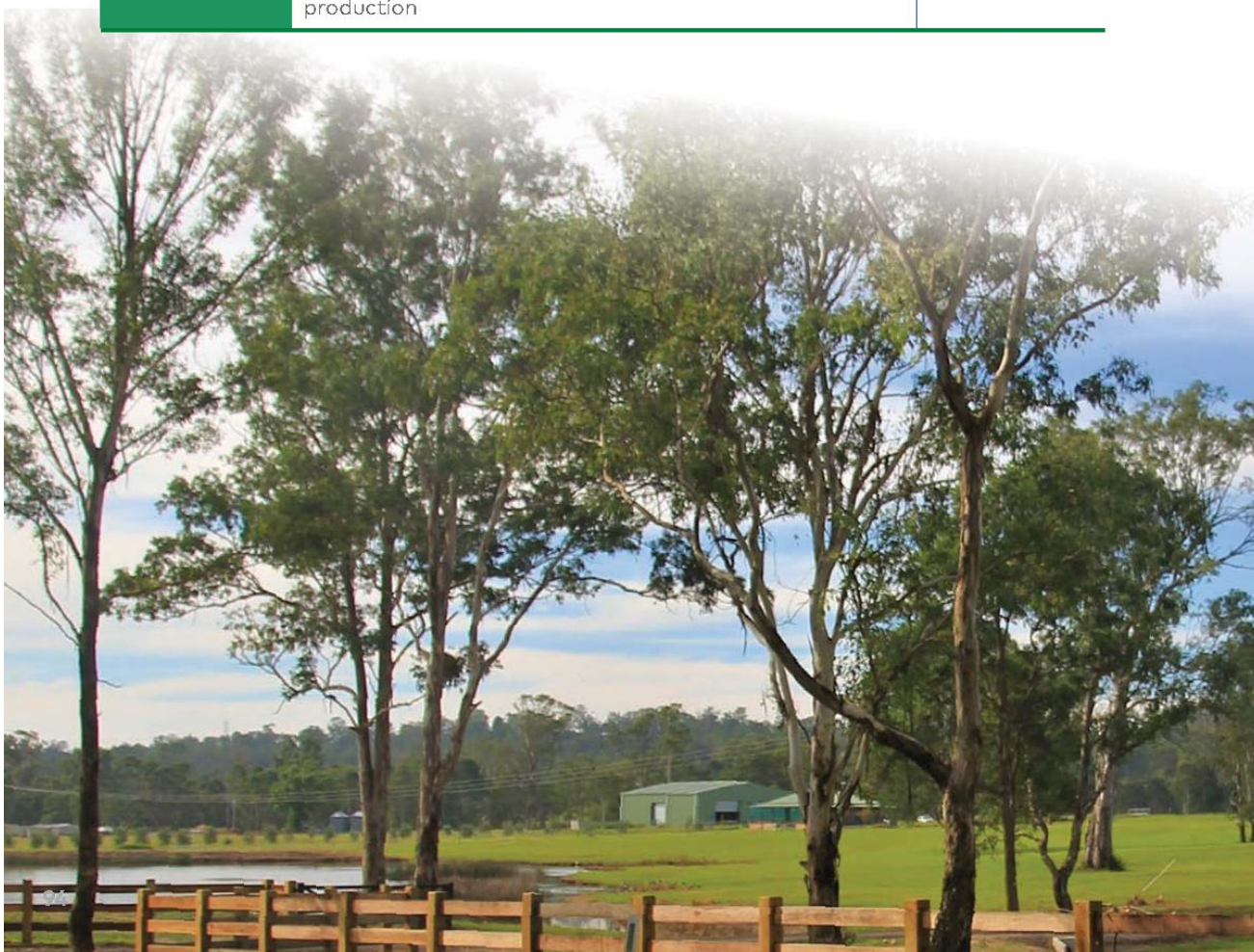
Relationship to other plans and policies	Local Priority S2 is consistent with Camden's CSP Key Directions:	
	2.'Healthy Urban and Natural Environment'	
	Local Priority S2 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	8. A city in its landscape	
	Local Priority S2 also gives effect to the Western City District Plan Priorities:	
	W12. Protecting and improving the health and enjoyment of the District's waterways	
	Council will undertake a review of Camden's waterways and riparian areas and investigate opportunities to incorporate protections into planning instruments	Medium Term
	Council will develop a program for ongoing water quality monitoring	Short Term
	Council will work with water service providers to design and deliver infrastructure, water servicing and development approaches that best contribute to local and regional water supply, and water cycle management	Short Term
	Council will continue to implement Water Sensitive Urban Design on public land	Short Term
	Council will work with stakeholders to develop a whole of catchment land use policy and statutory planning mechanisms that improve water quality	Medium Term
	Council will undertake a review of the DCP to incorporate best-practice Water Sensitive Urban Design principles	Short Term
	Council will maintain, improve and create new habitats for threatened flora and fauna species identified in waterways	Ongoing
Council will investigate opportunities to activate and enhance the Nepean River	Short Term	
Council will work with relevant stakeholders, including neighbouring Councils within the Hawkesbury-Nepean catchment, to investigate the establishment of a joint body to manage and facilitate a coordinated approach to the management of the Nepean River	Medium Term	

Camden Council

Local Priority S3 Protecting Camden's rural land

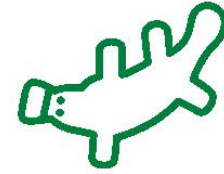


Relationship to other plans and policies	Local Priority S3 is consistent with Camden's CSP Key Directions:	
	2.'Healthy Urban and Natural Environment'	
	Local Priority S3 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	8. A city in its landscape	
	Local Priority S3 also gives effect to the Western City District Plan Priorities:	
	W17. Better managing rural lands	
	Council will continue to implement the recommendations and actions within the Camden Rural Lands Strategy	Ongoing
	Council will review existing planning instruments to minimise and manage rural land conflicts	Short Term
	Council will work with Wollondilly Council and the Sydney Peri-Urban Network (SPUN) to explore options to protect agricultural land and encourage local food production	Short Term



Local Priority S4

Protecting and restoring environmentally sensitive land and enhancing biodiversity



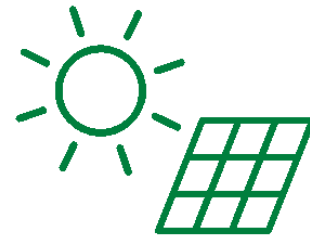
Relationship to other plans and policies	Local Priority S4 is consistent with Camden’s CSP Key Directions:	
	2. 'Healthy Urban and Natural Environment'	
	Local Priority S4 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	8. A city in its landscape	
	Local Priority S4 also gives effect to the Western City District Plan Priorities:	
	W14. Protecting and enhancing bushland and biodiversity	
	Council will continue to monitor the extent and condition of Council owned and managed bushland areas and identify additional funding opportunities to deliver a high-quality conservation and restoration program	Ongoing
	Council will increase the use of native flora to extend habitat connectivity corridors in the urban environment	Short Term
	Council will continue biodiversity precinct masterplanning to identify key actions to protect and enhance biodiversity across the LGA	Ongoing
	Council will develop a fauna pest management strategy to address risks to biodiversity	Short Term
	Council will develop a community education program to build awareness and understanding of biodiversity issues	Short Term
Council will investigate opportunities to expand the Bushcare Program	Short Term	
Council will amend its Local Environmental Plan to protect biodiversity and environmentally sensitive land	Short Term	



Camden Council

Local Priority S5

Reducing emissions, managing waste and increasing energy efficiency



Relationship to other plans and policies	Local Priority S5 is consistent with Camden's CSP Key Directions: 2.'Healthy Urban and Natural Environment'	
	Local Priority S5 also gives effect to the Sydney Region Plan Directions: 9. An efficient city	
	Local Priority S5 also gives effect to the Western City District Plan Priorities: W19. Reducing carbon emissions and managing energy, water and waste efficiently	
Actions and timeframes	Council will work with local builders and developers to provide education and opportunities to improve the sustainability of buildings and development	Short Term
	Council will investigate opportunities such as electric vehicle charging stations throughout Camden LGA	Short Term
	Council will work with stakeholders to advocate for a review of the Building and Sustainability Index (BASIX) and the sustainability of built form outcomes within the Exempt and Complying Development Codes SEPP	Short Term
	Council will monitor and report on Council's emissions and energy use and investigate targets	Short Term
	Council will develop an education and engagement program for the community to raise awareness on ways to reduce emissions, manage and reduce waste, and increase energy efficiency	Short Term
	Council will advocate for the development of low carbon precincts within the South West Growth Area, with Leppington Town Centre as a pilot precinct	Short Term
	Council will investigate opportunities for infrastructure to support the management of waste at a local and regional level	Medium Term
	Council will continue to implement the Camden Waste Education Strategy	Short Term
	Council will develop and implement a Camden Council Waste Strategy to deliver improved strategic waste management outcomes	Short Term
	Council will participate in a regional procurement approach for future waste disposal and processing solutions	Short Term
	Council will advocate for State government support for Regional/State waste infrastructure projects	Short Term
	Council will develop a consistent approach within planning instruments to better manage and reduce waste	Short Term
	Council will continue to work with the Environmental Protection Agency and NSW Police to investigate and reduce illegal dumping	Ongoing

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Attachment 1

Local Priority S6

Improving Camden’s resilience to natural hazards and extreme weather events



Relationship to other plans and policies	Local Priority S6 is consistent with Camden’s CSP Key Directions:	
	2. ‘Healthy Urban and Natural Environment’	
	Local Priority S6 also gives effect to the Sydney Region Plan Directions:	
Actions and timeframes	10. A resilient city	
	Local Priority S6 also gives effect to the Western City District Plan Priorities:	
	W20. Adapting to the impacts of urban and natural hazards and climate change	
	Council will undertake a climate risk assessment and identify priority issues for Council and the community	Short Term
	Council will investigate a Community Garden and Urban Food Policy to encourage local food production	Short Term
	Council will review planning controls related to flood prone land	Short Term



Camden Council

Glossary

Broad Industry Categories (BIC)

In line with the Greater Sydney Commission (GSC), Camden Council has categorised ANZSIC divisions into four Broad Industry Groups: Knowledge Intensive, Health and Education, Population Serving and Industrial.

The ANZSIC classification is used by ABS and the aggregated Broad Industry Categories used by the GSC, together they provide a framework for organising and comparing data about businesses by enabling grouping of business units carrying out similar productive activities. The following table summarises the classifications:

ANZSIC 2006 Division Title	Broad Industry Category (BIC)
Information Media and Telecommunications	Knowledge Intensive
Financial and Insurance Services	Knowledge Intensive
Rental, Hiring and Real Estate Services	Knowledge Intensive
Professional, Scientific and Technical Services	Knowledge Intensive
Administrative and Support Services	Knowledge Intensive
Public Administration and Safety	Knowledge Intensive
Education and Training	Health and Education
Health Care and Social Assistance	Health and Education
Construction	Population Serving
Retail Trade	Population Serving
Accommodation and Food Services	Population Serving
Arts and Recreation Services	Population Serving
Other Services	Population Serving
Agriculture, Forestry and Fishing	Industrial
Mining	Industrial
Manufacturing	Industrial
Electricity, Gas, Water and Waste Services	Industrial
Wholesale Trade	Industrial
Transport, Postal and Warehousing	Industrial

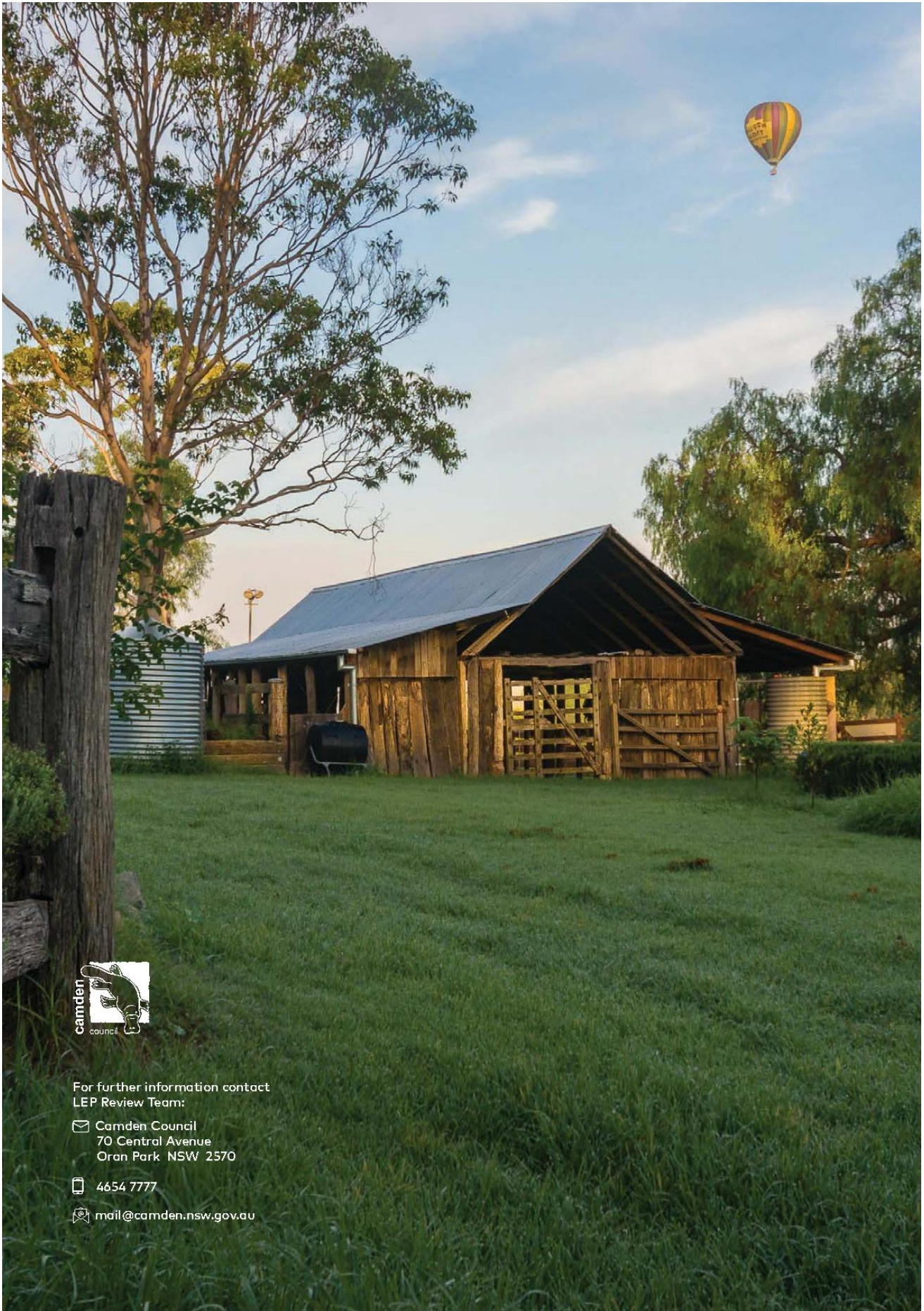
Population serving commercial activity that is linked to the demand from local residents and therefore location dependent. This is primarily retail and food and beverage, but also consists of office space for accounting, legal services and medical services;

Business serving commercial activity that can choose to locate in areas that suit their business requirements. These requirements include proximity to customers, access to a suitable labour force and connectivity to markets.

ORD01

Attachment 1

Draft Local Strategic Planning Statement



For further information contact
LEP Review Team:

✉ Camden Council
70 Central Avenue
Oran Park NSW 2570

☎ 4654 7777

✉ mail@camden.nsw.gov.au

Greater Sydney
Commission



SF18/108265

Mr Ron Moore
General Manager
Camden Council
Email: ron.moore@camden.nsw.gov.au

Assurance Phase 1: Local Environmental Plan Review

The LEP Update – Camden Council – Western City District

Thank you for undertaking a review of the Camden Local Environmental Plan (LEP). Your LEP Review provides an important foundation for the next phase of Council's program to give effect to the Western City District Plan and the Greater Sydney Region Plan (GSRP). For the first time this will create a line of sight across Greater Sydney's hierarchy of plans.

The Greater Sydney Commission has considered your LEP Review as part of the Phase 1 Assurance and can confirm that Camden Council has complied with the requirements as set out in Action 91 of the Western City District Plan.

Assurance Phase 2: Draft LSPS

This letter now provides advice regarding the next stages of the program, namely the preparation of a vision for your area, your draft Local Strategic Planning Statement (LSPS) and subsequent LEP update. To assist, **Attachment A** provides additional information and matters to better align with the District Plan and **Attachment B** provides a guide to preparing the draft LSPS¹.

In summary the guide identifies the LSPS as the core strategic planning document for your local government area. It requires the LSPS to include:

- a vision in the context of the Western City District, that addresses the vision for a metropolis of three cities and each of the 10 Directions of the Region and District Plan including the three to five key priorities for council
- a structure plan or plans showing key productivity, liveability and sustainability features that provides greater detail on the Structure Plan on page 7 of the Western City District Plan and recognises significant infrastructure and places including the role of centres

¹ Also available at www.lep-update.planning.nsw.gov.au



- a 'plan on a page' summary of the LSPS priorities and actions
- important inter-relationships across local government boundaries, with agency programs and projects and the alignment of local programs and projects for a 30-minute city
- the overarching program to give effect to the Western City District Plan in the short, medium and longer term.

The creation of a diversity of jobs across the three cities is core to achieving one of the cornerstones of the GSRP – the 30-minute city. Employment will therefore need to be an essential part of your LSPS together with improved travel connections and access to a range of education opportunities. Please refer to the LEP Update Portal for a template to assist your review of industrial and employment activities.

The connection between jobs and a diversity of housing opportunities is another critical component of the GSRP. Your draft LSPS is therefore to include an assessment of existing planning controls (together with any proposed amendments) and their capacity to provide additional dwellings. The assessment should consider the feasibility of development, the capacity of existing or proposed infrastructure as well as recent development activity. You may also consider it appropriate to identify new areas for renewal.

This assessment will provide an important input into the development of the 6-10 year housing targets with indicative targets to be discussed as part of the Phase 2 assurance in late March – early April 2019. Consideration of affordable housing needs and the pathway to identify affordable rental housing targets should also be included in this body of work.

The vision for a more sustainable Greater Sydney also requires the adaption of current planning processes to better identify and protect connections between natural systems and the creation of green infrastructure. The LSPS is to identify where and how environmental outcomes can be improved through more integrated approaches.

Next Steps

Whilst the preparation of your LSPS must reflect the specific vision you create with your community for your area, it is important that it also aligns with, and reinforces the broader priorities and actions of the Western City District Plan. This is particularly important for the Western City District in relation to delivering at least 200,000 jobs, supporting key growth industries: aerospace and defence, advanced manufacturing and agri-business, and building infrastructure to deliver cool and green communities in the South Creek Catchment. On this basis, we encourage your Council to collaborate with others in the Western City District over the next stages including the joint commissioning of studies relevant to cross-border issues.



Our review of your LEP also reinforced the need for a more co-ordinated, integrated and collaborative approach to planning across State and local government. To this effect the Commission will continue to work in close collaboration with the Department of Planning and Environment (DPE) as set out in the *LEP Roadmap* guideline.

The Commission will also be designing and hosting a series of forums we refer to as 'expos' over two days from 13 to 14 February 2019. The expos will provide councils with direct access to relevant State agencies in order to support the development of their LSPS. A detailed program of the event will be sent to you in mid-January 2019.

In conclusion, please pass on our thanks to all the members of your team who assisted in achieving this significant milestone. We look forward to continuing our work together creating a more liveable, productive and sustainable Greater Sydney.

If you have any questions about local planning matters please contact DPE Director Regional Planning Ms Ann-Maree Caruthers on 9274-6270. If you have any questions in relation to this assurance letter or district planning processes described above, please contact Mr Andrew Jordan, Team Leader, City Strategy at andrew.jordan@gsc.nsw.gov.au or on 8289-6242.

Yours sincerely,

Geoff Roberts
Deputy Chief Commissioner

Elizabeth Dibbs
Western City District Commissioner

21 December 2018



Attachment A

Additional information and considerations for Camden Council's draft Local Strategic Planning Statement

As Council progresses preparation of the draft LSPS, further matters may be identified to ensure alignment with the Region and District Plans.

Theme	Issue	Considerations
Infrastructure and Collaboration	Infrastructure	<ul style="list-style-type: none"> Provide an overview of the implications of major projects and infrastructure in your LGA including: <ul style="list-style-type: none"> Transformational Projects: <ul style="list-style-type: none"> Western Sydney Aerotropolis Western Sydney City Deal State Projects: <ul style="list-style-type: none"> South West Growth Area – including South Creek West Precinct South Creek Corridor Project and implementation of urban design principles Transport Infrastructure: <ul style="list-style-type: none"> South West Rail Link Extension Sydney Metro Western Sydney Airport (SMWSA) Outer Sydney Orbital Corridor Investigation. Identify the key considerations for better alignment between housing development and infrastructure delivery on greenfield sites.
	Sydney Metro Western Sydney Airport - North South Rail	<ul style="list-style-type: none"> Councils that may be influenced by the Sydney Metro Western Sydney Airport - North South Rail project should reflect any preferred outcomes with respect to new train stations that they have adopted as a result of their initial discussions with TfNSW and have released publicly, e.g. through Council resolutions. They should include a summary of the justification for their position, including any growth potential and/or alignment with wider transport or land use initiatives, and acknowledge that the final Local Strategic Planning Statement (LSPS) may need to be amended when the actual route is finalised by the NSW Government.
	Collaboration	<ul style="list-style-type: none"> Identify where planning collaborations and partnerships are key to delivery of Council's priorities. This should include where State agency advice is critical to the delivery of liveable, productive and/or sustainable outcomes such as: <ul style="list-style-type: none"> Expanding on the 'movement and place' approach in centres Working with the Office of Sport (District Sport Facility Plans for Greater Sydney) when considering sporting

		<p>facilities/playing fields as part of an infrastructure review</p> <ul style="list-style-type: none"> ○ Integrating approaches to green infrastructure including open space, urban tree canopy, bushland and waterways.
Liveability	Local housing	<ul style="list-style-type: none"> ● Develop the local housing strategy in accordance with the Planning Priority W5 <i>Providing housing supply, choice and affordability, with access to jobs, services and public transport</i>. This work is consistent with Steps 1 and 2 in the <i>Local Housing Strategy Guideline</i> provided by the Department of Planning and Environment. Affordable rental housing needs and targets should be addressed as part of the housing strategy. ● Components common to both the local housing strategy and the LSPS include: <ul style="list-style-type: none"> ○ Local government area snapshot and housing vision. ○ Demographic overview and housing demand. ○ Housing supply over the past 10 years and existing supply gaps. ○ Housing supply capacity under current planning controls. ● To inform the 10 year targets a number of scenarios should be considered in relation to the development pipeline for housing supply, for example, different take-up rates for major infrastructure delivery. At a minimum the LSPS should identify the program for establishing and refining future housing options as part of a local housing strategy. ● Consider the housing potential in the LGA (under current controls and committed projects) in regard to feasibility of development, the capacity of existing or proposed infrastructure, recent development activity and the housing demand areas that cross LGA boundaries.
	Housing delivery	<ul style="list-style-type: none"> ● The DPE's housing supply forecast confirms that the Western City District's housing supply is on track to deliver 40,770 new dwellings between 2016/17 to 2020/21 which is above the minimum 0-5 year target of 39,850. This has been established by adding completions from July 2016 - September 2018 and a pro-rata of the annual average of DPE's housing supply forecast from 2017/18 to 2021/22 (average of 7,860 per year). ● The DPE's housing supply forecast confirms that Camden Council's housing supply is on track to deliver 12,200 new dwellings between 2016/17 to 2020/21 which is above the minimum 0-5 year target of 11,800. This has been established by adding completions from July 2016 - September 2018 and a pro-rata of DPE's housing supply forecast from 2017/18 - 2021/22 (12,350 dwellings).
	Social infrastructure	<ul style="list-style-type: none"> ● Highlight key demographic and spatial challenges that have implications for planning and delivery of health and education services into the future. This could also include opportunities for shared use and/or colocation of facilities.

	Local centres	<ul style="list-style-type: none"> Identify local centres where a place-based approach will provide opportunities for additional housing and local jobs and where walking and cycling can be increased, and car dependency reduced.
Productivity	Metropolitan centres and 30-minute city	<ul style="list-style-type: none"> Respond to the city-shaping and city-serving network in Future Transport 2056 and identify approaches to achieve a 30-minute city at a district and local level and where there are interdependencies between land use and transport planning, including planning for walking and cycling.
	Centres	<ul style="list-style-type: none"> Expand on the vision, roles and priorities for economic corridors, and metropolitan and strategic centres and large local centres, including job growth and improved opportunities for walking and cycling. Prepare a centres strategy to evaluate role and hierarchy of centres and address potential of new centres resulting from rail projects SMWSA; including the two strategic centres: Narellan and Leppington.
	Freight	<ul style="list-style-type: none"> Catering for freight and servicing in the local area is an essential transport task to enable business to operate as well as provide the services residents require. As urban centres grow, so too does the demand for freight and servicing. By 2036, the freight task in Sydney is expected to grow by 50 per cent (for example, supermarkets receive between 5 and 10 deliveries per day, unit blocks receive approximately 15 deliveries per 100 units per day and some commercial properties require more than one waste collection per day). Identify freight and servicing needs in the LGA and any relevant approaches to address future increases.
	Industrial and urban services land	<ul style="list-style-type: none"> Expand the industrial land audit and undertake a strategic review of industrial lands to plan and manage industrial lands, creating additional industrial and urban services land in release areas to service the growing population and to retain and manage existing industrial lands. Refer to the template on the LEP Update Portal.
Sustainability	Western Parkland City	<ul style="list-style-type: none"> Expand on the vision for a cool and green parkland city, by focussing development along waterways and connected open space corridors and considering how the South Creek Urban Design Principles can be applied across the LGA.
	Waterways	<ul style="list-style-type: none"> Identify priorities for protecting environmentally sensitive waterways and improving the overall catchment health.
	Biodiversity and bushland	<ul style="list-style-type: none"> Identify priorities for protecting biodiversity and consider the need for additional local controls to protect biodiversity.
	Urban tree canopy cover	<ul style="list-style-type: none"> Identify approaches to expand urban tree canopy cover that address the low levels of existing canopy cover in parts of the District, the high levels of exposure to heat,

		and the vulnerability to extreme heat and heatwaves. In addition, council is to consider how this is best supported by the updated LEP and DCP, and other whole-of-council programs.
	Green Grid	<ul style="list-style-type: none"> Confirm the status of delivery of Green Grid priorities and identify how these could be best supported by the updated LEP and DCP. This should include the priority corridors outlined in the District Plan, as well as any other Green Grid connections important to the local area. Council is to note that larger setbacks along tree lined streets can form part of the Green Grid.
	Scenic and cultural landscapes	<ul style="list-style-type: none"> Work with Campbelltown Council to identify approaches to protect and enhance the visual qualities of the Scenic Hills.
	Rural lands	<ul style="list-style-type: none"> Adopt a place-based approach to identifying locality specific priorities for rural lands within the context of the Metropolitan Rural Area.
	Carbon emissions and efficiency	<ul style="list-style-type: none"> Identify approaches/opportunities that support reducing carbon emissions and managing energy, water and waste efficiently, in line with the pathways to net-zero emissions identified the District Plan.
	Hazards and resilience	<ul style="list-style-type: none"> Respond to urban and natural hazards, particularly bushfire, flooding and the urban heat island effect, as well as climate change, and identify how the resilience of important community assets and infrastructure can be strengthened. This should include updated mapping of bushfire and flooding hazards in recently developed areas within Growth Areas.



LOCAL STRATEGIC PLANNING STATEMENTS

Guideline for Councils

ORD01

Attachment 3



The Department of Planning and Environment acknowledges the Traditional Custodians of the land and pays respect to all Elders past, present and future.

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 **2 Local Strategic Planning Statements | Guideline for Councils**

Overview

In March 2018, amendments to the *Environmental Planning and Assessment Act 1979* (EP&A Act) introduced new requirements for councils to prepare and make local strategic planning statements.

Local strategic planning statements (LSPS) will set out

- the 20-year vision for land use in the local area
- the special characteristics which contribute to local identity
- shared community values to be maintained and enhanced
- how growth and change will be managed into the future.

Councils will show how their vision gives effect to the regional or district plan, based on local characteristics and opportunities, and the council's own priorities in the community

strategic plan it prepares under local government legislation.

Informed by the strategic and community planning work undertaken across regions, districts and local government areas, the LSPS will be the key resource to understand how strategic and statutory plans will be implemented at the local level.

Please visit www.planning.nsw.gov.au/Policy-and-Legislation/Environmental-Planning-and-Assessment-Act-updated for more information on local strategic planning statements and other planning legislation updates.

Purpose of this guideline

This guideline provides information for councils, the community and other stakeholders on the contents of a local strategic planning statement, how it is made, and how it is implemented.

The guideline provides councils with a suggested process to help develop their first statement. Whilst the guideline applies across the state, different councils and regions have different resources and needs.

The Department will support regional councils with their technical or practical needs. The Greater Sydney Commission will assist councils in the Greater Sydney region.

Councils will be provided with supplementary information on the tools, data and resources available.

Contents

Purpose of an LSPS

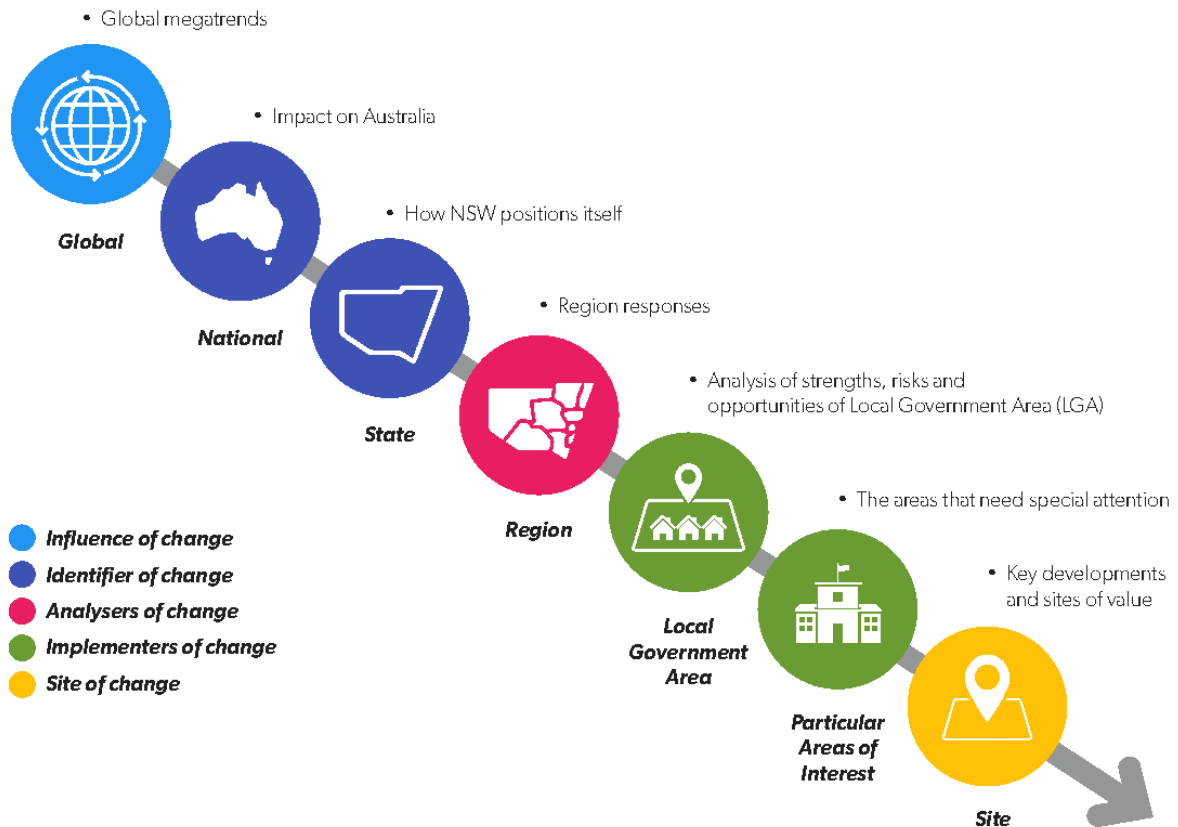
Local strategic planning statements will be a pivotal tool for local strategic planning in NSW. They will inform local statutory plans and development controls, and give effect to regional and district plans. The LSPS can also identify where further strategic planning effort may be needed.

The statements will act as a unifying document. Drawing together and summarising planning priorities identified through State, regional, district and local strategic work. They provide the local context and local-scale expression of actions and priorities from these plans.

In practice, the statements will shape how the local environmental plan (LEP) and development control plans (DCP) evolve over time.

Councils, in consultation with their communities, will determine the priorities for their area, informed by and consistent with other applicable strategic plans. Developing actions that respond to and build on the place and community's strengths and potential.

The LEP will deliver the council and community's plan and actions from the district and regional plans. This is supported by other tools such as contributions plans, place based planning strategies, growth management strategies and investment in infrastructure.



Strategic-led planning

Local strategic planning statements will shift the NSW planning system into a **strategic-led planning framework**. The statements provide a clear **line-of-sight** between the key strategic priorities identified at regional or district spatial scales and the finer-grained planning at local, centre and neighbourhood scales.

The statements provide a **bridging point** to ensure that regional and district priorities are placed within a clear local context and tailored to the unique economic, social and environmental characteristics of the local government area.



The statements will be the primary resource to express the desired future for the LGA as a whole and for specific areas. This will guide and indicate what significant changes are planned for the LEP and DCP to deliver the vision. The LSPS will identify the need for further local strategic planning effort such as precinct and master planning, local character statements, and local housing and infrastructure strategies. Thus an LSPS should be seen as evolutionary where identified actions result in future refinements to the plan.

Lessons learnt through local strategic planning can strongly influence the planning and delivery of infrastructure and services, and patterns of planned growth at the broader district and regional scales.

Importantly, the LSPS allows councils to translate their strategic planning work into local priorities and actions. In turn this informs the review and development of future strategic plans at the district and regional level. This **feedback cycle from local to regional planning** ensures that the **line-of-sight** between the different levels of spatial planning **works both ways**.

The LSPS will assist councils in their consideration of infrastructure needs to support growth. This will promote transparency and clarity by identifying upfront the strategic infrastructure priorities for an area, which can then be delivered through a range of methods such as government funding or planning agreements.

The LSPS will also assist regional councils to plan for needs associated with significant population change or transformation in local employment opportunities.

What should the LSPS include

20-year vision

An LSPS will be a succinct and easy to understand document that will allow community members to contribute to and understand the future direction of land use in their area. This future direction should be framed in the LSPS as a **20-year vision** for the LGA, which builds on the 10-year vision in council's Community Strategic Plan.

Importantly, it must be a **planning vision**, emphasising strategic land use, transport and

environmental planning, clearly demonstrating how the area will change to meet the community's needs in 20 years' time.

The 20-year vision may be derived from a community strategic visioning process conducted as part of the Community Strategic Plan prepared under the *Local Government Act 1993*, or from a separate engagement process.

Legal requirements

The statements are to identify the planning priorities for an area and explain how these are to be delivered and implemented.

The legal requirements for an LSPS outlined in section 3.9 of the EP&A Act include:

(a) **Context** - the basis for strategic planning in the area, having regard to economic, social and environmental matters

(b) **Planning priorities** - the planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under section 402 of the Local Government Act

(c) **Actions** - the actions required for achieving those planning priorities

(d) **Implementation** - the basis on which the council is to monitor and report on the implementation of those actions.



Scope and structure

The statements may be simple or more complex depending on the requirements of the LGA, but should be in plain English with images, graphics and maps to assist in explaining the outcomes. They are envisaged to be relatively short, succinct documents, with the detailed analysis in the relevant informing strategies.

The LSPS should not simply repeat all the actions from a region/district plan, but present council's priorities and give guidance to the LEP.

Each statement will include a **20-year vision** of future land use and address the **legal requirements** listed above. Depending on council's priorities and actions, the statement could be structured around:

- economic, social and environmental matters
- land use themes such as housing, employment, infrastructure, agriculture, transport / connectivity, tourism, social, cultural and community facilities, open space and recreation, and the environment
- objectives and priorities identified in council's Community Strategic Plan relevant to land use planning
- strategic goals and directions / actions identified in the relevant regional plan
- district priorities (in Greater Sydney) or directions such as infrastructure and collaboration, liveability, productivity and sustainability

Visualising priorities

The LSPS is an important messaging document for councils and their communities, in that it provides the 20-year vision for planning in the LGA and the direction to achieve that. It should clearly demonstrate what the planning priorities and actions are, how they fit within a local context and where they are located.

A map should present an overview of where the planning priorities lie within the LGA and indicate where future strategic planning work and potential change may occur.

- local geography, including wards, suburbs or other spatial distinctions.

The table at Attachment A provides a suggested outline of the content for the LSPS and how the document could be structured.

Councils should develop their local strategic planning statement as a single document for the whole council area.

The context for a ward based approach will become apparent from the scoping stage. If needed, the LSPS will outline why a fine grained approach is necessary and appropriate, based on the circumstances relevant to the area, such as distinctive features or character, significant industry or agriculture.

For council areas that are divided into wards, each Councillor of a ward is to be given the opportunity to engage and participate in the shaping of the planning priorities and actions relevant to their ward. Any ward-based priorities and actions must align with the planning priorities relevant to the whole council area, as expressed in the higher-order strategic plan/s and the local strategic planning statement.

It should identify those areas that require a finer grain analysis, such as a town centre, precinct or other area requiring further strategic planning investigation, development control plan or other tailored response.

Individual elements, such as housing or particular wards, could be indicated in additional maps and diagrams.





LSPS process – Aligned and Collaborative

The legislation does not prescribe a set process for councils to prepare and make their LSPS, however, the Secretary may issue such requirements in future.

The following pages suggest a process which councils may follow to develop and implement their LSPS. It is intentionally flexible to allow councils to develop their own process based on their needs, the currency and availability of source material and the resources they have.

In general, the LSPS process comprises four stages:

- Scoping
- Testing
- Finalisation
- Implementation.

Each stage involves **alignment** with other strategic planning activities at the local, regional and state-level. The LSPS should ‘give effect to’ the regional or district plan. It delivers the actions in the relevant regional or district plan through councils’ local plans.

The context for a ward based approach, as part of the planning system, should come from the process followed during the scoping stage. The LSPS will outline why a fine grained approach is necessary and appropriate, based on the circumstances relevant to the area, for instance distinctive features or character, significant industry or agriculture.

The LSPS is supported by **collaboration** across regions, between local and state government, and between different agencies, and engaging with the community and stakeholders.

.....

Next steps

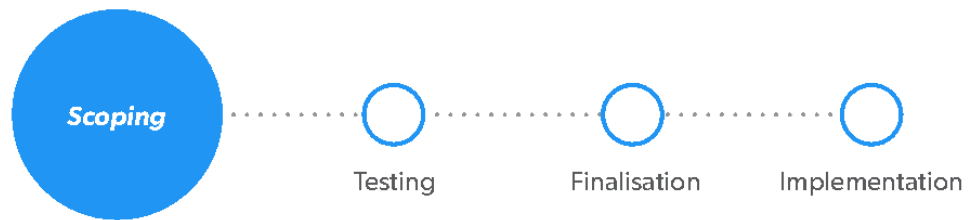
The Department and in the Sydney metropolitan region, the Greater Sydney Commission, will work closely with councils throughout the process to assist with the development of their LSPS.

Councils will be advised of the resources and data available to support preparation of the first LSPS, for example strategic planning tools, datasets and mapping.

Councils should contact the Department at legislativeupdates@planning.nsw.gov.au for further information on local strategic planning statements or specific requests.

Please visit the Department’s website at www.planning.nsw.gov.au/Policy-and-Legislation/Environmental-Planning-and-Assessment-Act/updated for information.

Stage 1 – Scoping



The scoping stage should commence as soon as practical and involves:

1. **Collation** – assembling the relevant strategic and community plans applying to the LGA. This includes consideration of:

- regional and/or district plans
- community strategic plans
- council's strategies and policies such as local housing, growth, infrastructure and employment strategies
- council's LEP and its review
- growth plans and other strategic planning studies
- council's demographic profile, ABS or Department of Planning data.

2. **Issue identification** – understanding local issues for consideration in the LSPS. This may include engagement with key stakeholders and the wider community, dependent on council's consultation arrangements to understand community preferences and aspirations.

3. **Analysis, synthesis and gap assessment** – understanding how the strategic inputs apply in the local context. How they relate to each other, their currency, and identifying any tensions or inconsistencies between each piece of strategic work, with a particular focus on how local economic, social and environmental characteristics affect their relevance and importance.

4. **Vision setting** – identifying the main strategic initiatives that resonate across each piece of strategic work. Identifying areas within the LGA that are a key focus for change (or projected change), and identifying knowledge gaps that require further investigation.

It is crucial that this draws on the knowledge and views of councillors, community leaders and stakeholders to directly inform the community vision and key priorities during the scoping stage.

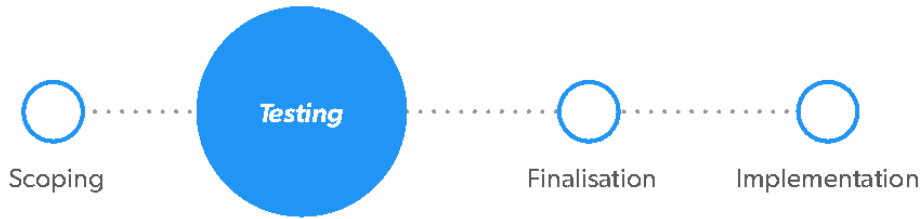
Councils should plan and if possible, commence the community consultation and engagement activities needed to develop the vision and LGA planning priorities.

As part of this, councils should consult with the Local Aboriginal Land Council to understand and incorporate relevant future strategic land use planning outlined in the Community Land and Business Plan.

5. **Prioritisation** – The main outcomes from this stage should include a preliminary list of planning priorities for further investigation at the next stage, and identification of additional strategic work necessary to inform and support the development of the LSPS.

Relevant actions, gaps and inconsistencies can be laid out using a simple table.

Stage 2 – Testing



This stage develops, tests and refines the preliminary findings from the scoping stage, including the local vision, planning priorities and actions. Councils will develop a draft LSPS addressing the legal requirements. This may include a number of different options or scenarios depending on the relevant priorities.

This involves:

1. **Targeted analysis** – undertaking essential strategic work identified through the gap analysis to inform the development of specific priorities in the LSPS.
2. **Strategy development and assessment** – the development of a draft LSPS and assessment of options (scenarios) as required. Tasks will likely include:
 - preparation of a local housing or employment strategy
 - establishment of 6-10 and 20-year housing targets for councils in Greater Sydney
 - industrial and urban services land review
 - growth and change management plans, relevant to the key changes projected for the next 20 years based on demographic change such as housing, retail, industrial and commercial needs, jobs and centres, accessibility, tourism, social, cultural or community infrastructure, environment, rural or agricultural uses.

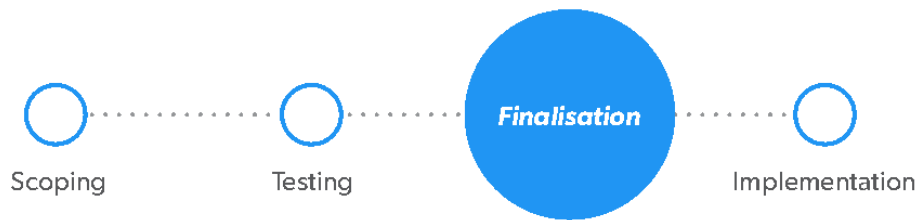
3. **Local infrastructure assessment** – councils should identify the infrastructure response to projected population change such as additional education facilities, health, transport and open space needs.

4. **Consultation** – testing preliminary findings, assumptions and options with the community and a broad range of stakeholders. This may include seeking specific feedback on targeted priorities and actions, such as options to identify possible future growth areas or options for revitalisation in key localities.

5. **Prepare draft LSPS for exhibition** – revising the draft LSPS by incorporating feedback of targeted strategy work, consultation and exhibition activities, narrowing options and isolating key areas of local priority.

The main outcome from this stage is a draft LSPS.

Stage 3 – Finalisation



To assist finalisation of the LSPS, councils may develop supporting material to explain the priorities identified in the draft, options considered and reasons for final choices.

This stage involves:

1. **Approval of draft LSPS and exhibition** – councils will need to resolve to exhibit their draft LSPS, with the minimum exhibition time of 28 days. Councils may choose to increase the exhibition period depending on the complexity of the proposed changes and other associated studies / timeframes.
2. **Finalisation of draft** – council reviews submissions and makes modifications to planning priorities and actions for the LGA as required. Any incomplete strategic work or unresolved planning issues can be identified in the final LSPS as further work to be undertaken in the LSPS action plan.
3. **Making the LSPS** – the final LSPS is to be approved and made by council. The EP&A Act includes provisions for ward-based councils to seek endorsement by councillors of a ward on provisions in the LSPS relating to their ward.

The Department may issue guidelines in the future prescribing how an LSPS must be made. Guidelines or Secretary's Requirements may also be issued to outline processes for having an LSPS endorsed by the relevant strategic planning authority in the event that ward councillors do not endorse the statement. That is the Greater Sydney Commission for Greater Sydney councils and the Department for all other councils.

Once an LSPS is made, it becomes a consideration when preparing LEPs. Of note, planning proposals must justify any proposed changes to LEPs, including indicating whether the changes will give effect to the relevant LSPS.

Stage 4 - Implementation



Implementation of the LSPS will be an ongoing program of works until it is reviewed, which must occur at least every seven years from it being made.

Implementation includes:

1. **Implementing priorities and actions** – of the LSPS including necessary changes to statutory plans and development controls, council's infrastructure funding and delivery programs and finer grained strategic planning (e.g. DCPs, masterplans etc).
2. **Alignment with related work** – LSPS used to inform the basis of any amendment to the LEP, CSP review, and review of regional and district plans. Future strategic planning work by councils should support priorities within the LSPS and address knowledge gaps.
3. **Monitoring and review** – undertaking monitoring and reporting as outlined in the LSPS, regularly seeking community feedback and identifying continuous improvement opportunities, and reviewing the LSPS within seven years.

The LSPS is intended to be a live policy – rather than a static document, fixed at one point-in-time. In addition to being reviewed at least every seven years, the statement should be revised on an ongoing, as-needs-basis, to ensure that it continues to reflect the community's views on the future desired state for the local area and ensure it remains responsive, relevant and local.

Revisions to the LSPS may be required in response to significant changes within the LGA, such as announcements on centre revitalisation, new infrastructure investment and employment opportunities, significant changes in projected population growth or changes to the relevant higher order strategic plan.

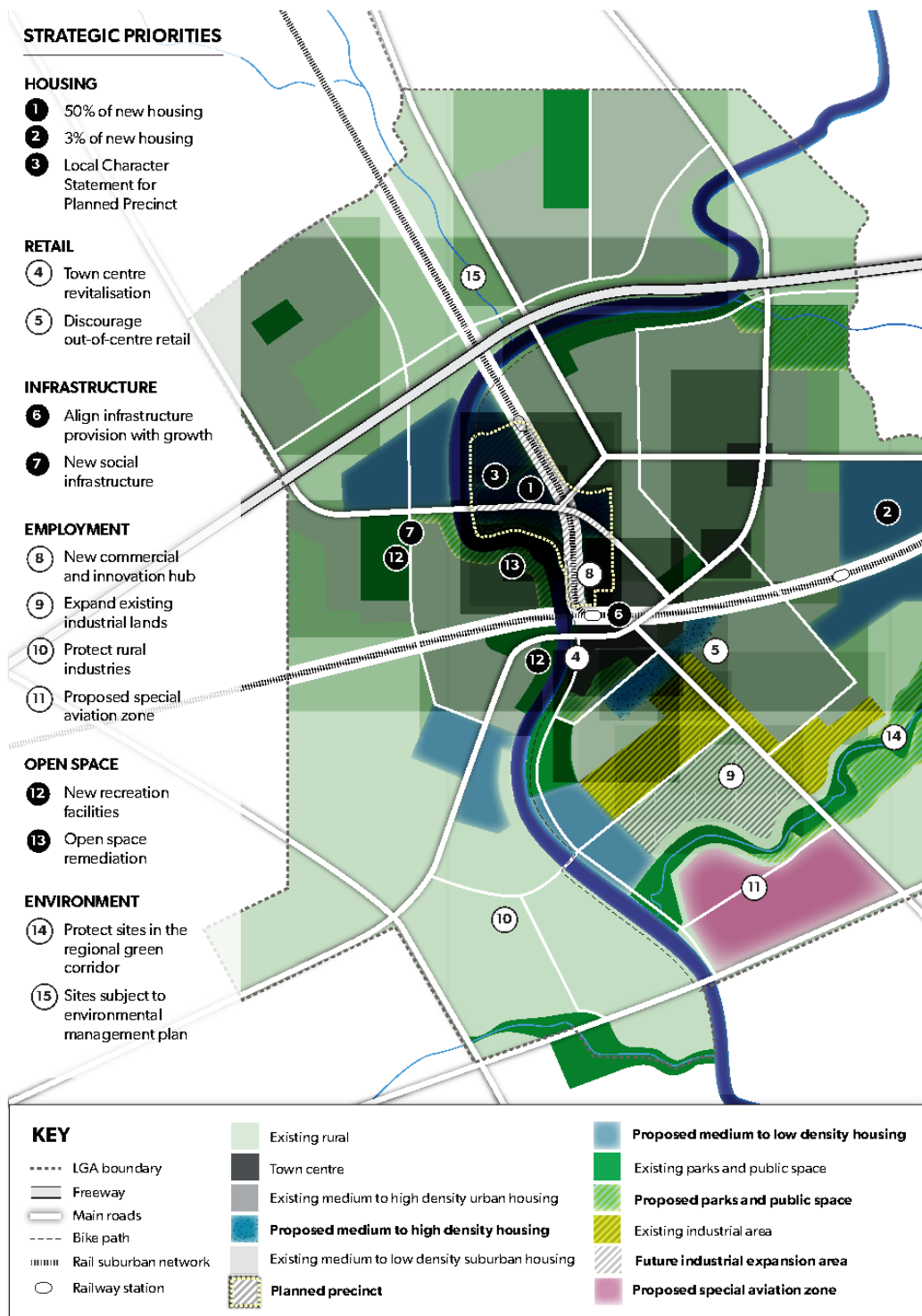
**Attachment A -
Suggested structure for a Local Strategic Planning Statement**

	LSPS Content	Possible sources and inputs
20 Year Vision	<p>Vision captures the future desired state for the local area and high-level outcomes that give effect to the higher order strategic plan.</p> <p>Planning priorities and actions in the LSPS should aim to achieve the future desired state and outcomes stated in the vision.</p>	<p>Community participation / engagement activities to articulate the local vision.</p> <p>Community strategic visioning process conducted as part of the Community Strategic Plan could help inform the 'planning vision'.</p> <p>The relevant district or regional plans.</p>
Strategic Context	<p>Explain the basis for strategic planning in the area, having regard to economic, social and environmental matters.</p> <p>Recommendation: This section should introduce the LGA, including the impact of local geography, profile and defining characteristics, regional context, the key economic, social and environmental issues, and the key opportunities and challenges to achieving the 20-year vision.</p> <p>The strategic context should include a temporal discussion of the issues, that is past, present and future.</p>	<p>Inputs to help inform context include:</p> <ul style="list-style-type: none"> • relevant regional strategic plan and district plan, including vision statements and objectives • aspirations for the future of the LGA and the strategic objectives identified in the council's Community Strategic Plan • other endorsed public documents identifying or supporting strategic planning for the LGA • demographic, housing, transport and economic trends. <p>Opportunities for regional / district collaborations of research / assessments should be considered.</p>
Planning priorities	<p>Local planning priorities are to be consistent with:</p> <ul style="list-style-type: none"> • strategies identified in regional plans (relevant to LGA) • planning priorities in district plans (relevant to LGA) • main priorities for the future of the LGA identified in council's Community Strategic Plan. <p>Recommendation: Local planning priorities can be grouped within the document around themes, to provide structure and context.</p> <p>Themes should cover the key issues identified by the council to deliver the 20-year vision as outlined in the strategic context.</p>	<p>The council should also have regard to:</p> <ul style="list-style-type: none"> • identified areas of State, regional or district significance, relevant to the LGA (eg. planned precincts and growth areas) • other public documents endorsed by council identifying planning priorities for the LGA (eg. local housing and infrastructure strategies, centres plans, industrial strategies, growth plans, retail, etc) • housing outcomes including the local housing strategy and in Greater Sydney 0-5, 6-10 and 20-year housing targets • any updated / new State Government policies. <p>Theme groupings may be around key areas of action related to land uses, transport and infrastructure, directions identified in strategic and community plans, or under broader economic, social and environmental headings.</p> <p>Sub-themes may assist in identifying the actions necessary to implement the planning priorities (eg. 'Environment' theme may be broken into sub-themes such as biodiversity, climate, natural resources, resilience and risks etc).</p>



	LSPS Content	Possible sources and inputs
Action plan	List actions required to achieve planning priorities, having regard to: <ul style="list-style-type: none"> • strategies and actions for achieving regional objectives identified in regional plans (relevant to the LGA) • actions to achieve planning priorities identified in district plans (relevant to the LGA) • strategies for achieving strategic objectives (as they relate to land use planning) identified in council's Community Strategic Plan. 	The action plan provides the strongest link between strategic and statutory planning, and should indicate how council's LEP and DCP work will accommodate the planning priorities for the LGA. The statement should also include planning-related actions arising from the community visioning work undertaken for the CSP. LSPSs identify planning tools and levers that can give effect to the planning priorities. Examples include: <ul style="list-style-type: none"> • LEP amendments to provide for projected housing and employment needs, open space, heritage and local character protections etc • Master planning processes for specific centres and locality-based DCPs • Further research and preparation of local housing or infrastructure strategies • Develop local character statements and/or urban design frameworks • Local infrastructure priorities • Coordinate community input to planning work for planned precincts within the LGA.
	<p>Recommendation: These actions may be grouped together as an action plan within the statement, or they may sit with the associated planning priority under the various themes within the document.</p> <p>In either case, there must be a clear relationship between the identified planning priorities and the related actions.</p>	
Implementation	The statement must set out the basis on which the council is to monitor and report on the implementation of those actions.	The development, monitoring and review of LSPS should be aligned to other council planning processes including the LEP review and IP&R framework under the Local Government Act.
	<p>Recommendation: The LSPS could include:</p> <ul style="list-style-type: none"> • Implementation strategy (with timeframes) • Performance indicators and other success measures • Monitoring and reporting methods for implementing actions • LSPS Review (at least 7-year review) • Community feedback and continuous improvement opportunities (ie. measures the council will take to ensure the LSPS remains responsive, relevant and local) • Assumptions eg any government funding needed / secured. 	Of note, the LSPS should: <ul style="list-style-type: none"> • inform the review of the council's LEP, including directing key changes to the instrument • be recognised within the council's CSP as the primary tool for implementing the CSP strategic objectives related to land use planning • inform the development of local infrastructure plans and management of contributions schemes.
Mapping	<p>Recommendation: Include a structure plan for the LGA depicting key areas and themes, and locations where the priorities and actions are to be implemented.</p> <p>Indicative sub-maps and illustrative images, graphics, tables etc.</p>	Statements could include finer detailed maps focussing on key initiatives, such as: <ul style="list-style-type: none"> • localities where land use changes are proposed • areas affected by other major actions • images derived from the strategic housing tool • quotes / images from other community consultation, other documents, aspirational future images etc.

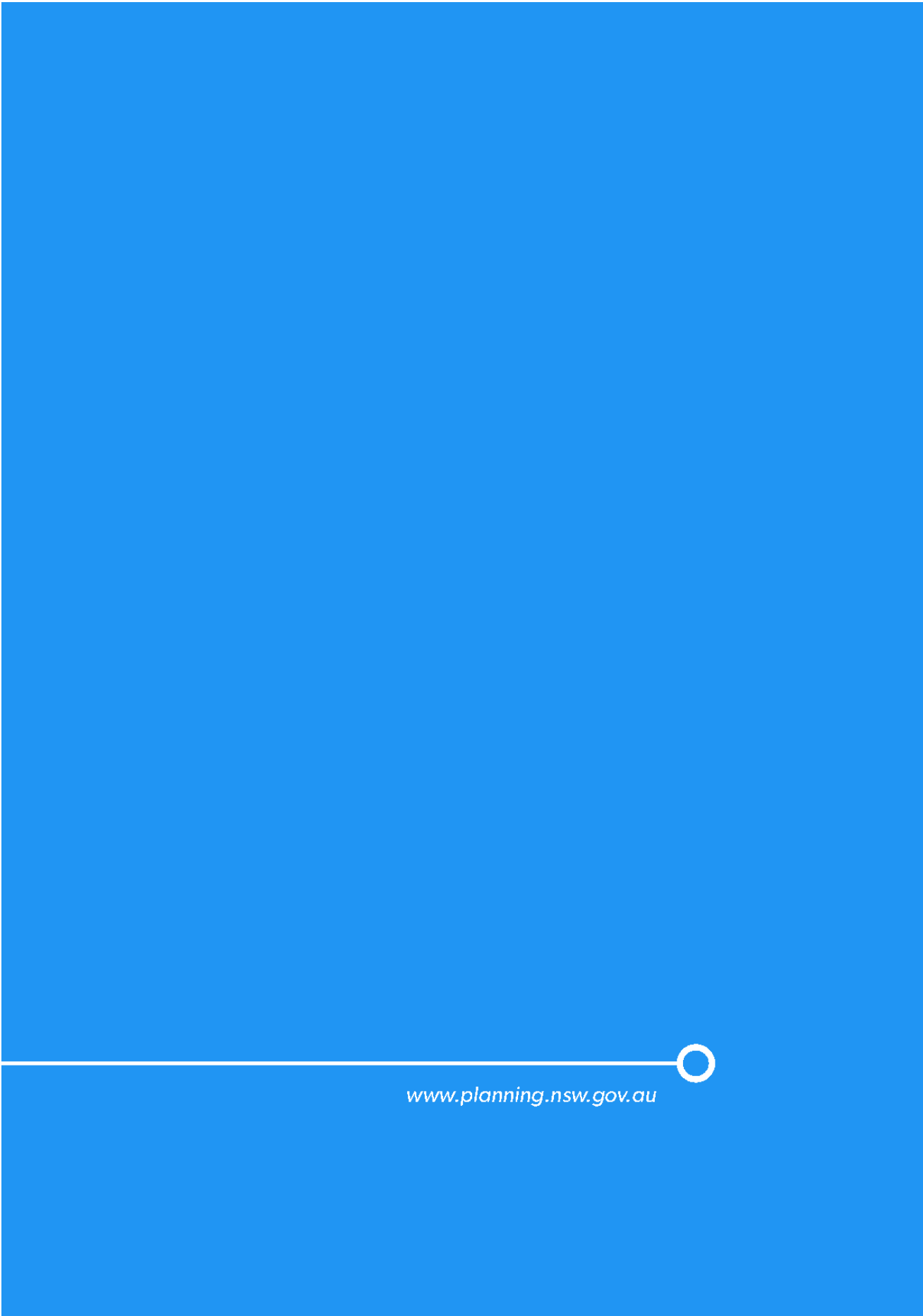
Attachment B - Sample Map



For illustrative purposes only.

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Attachment 3



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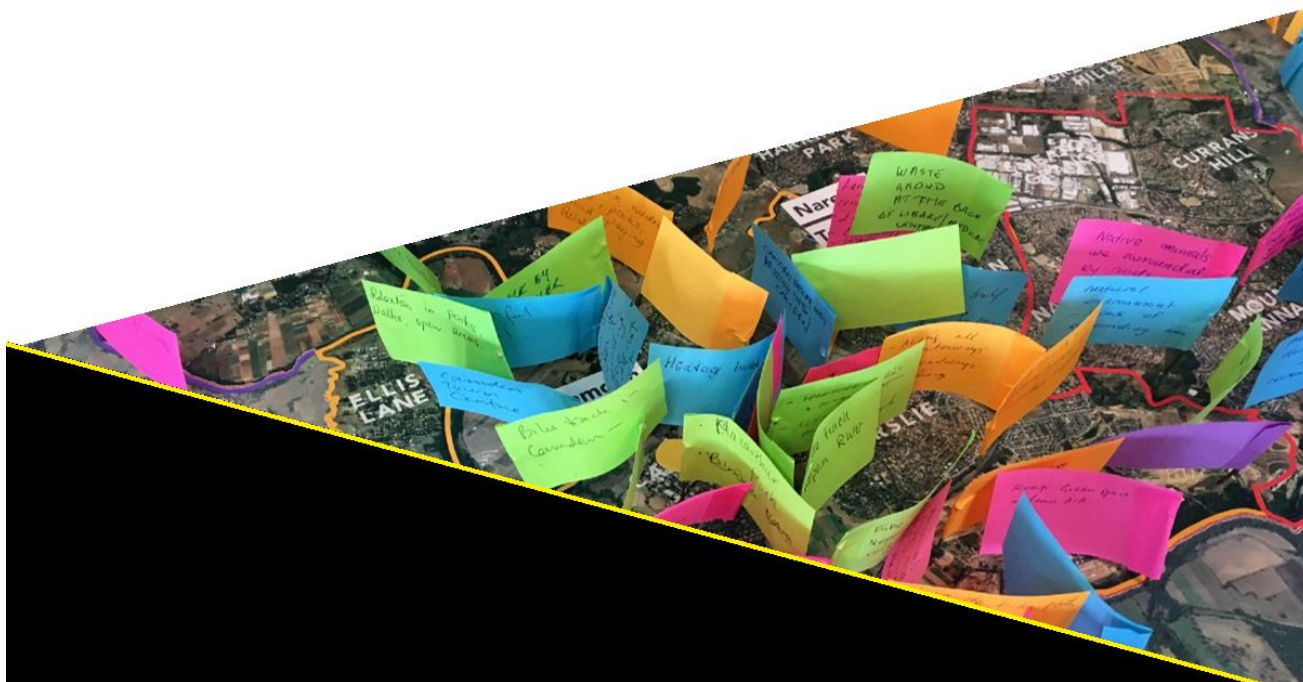
Preparation of a Local Strategic Planning Statement (LSPS)

Engagement Report

Phase 1 | Phase 2

March 2019

Report prepared by People, Place and Partnership Pty Ltd for Camden Council



Project: Preparation of Local Strategic Planning Statement Client: Camden Council

Revision	Status	Date	By	Checked
A	Draft	18 March 2019	AD, MS, JN	JK
B	Draft	17 May 2019	AD, MS, JN	JK
C	Draft	19 June 2019	MS, AD, JL	JK



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not be used or disclosed to any party without the written permission of People, Place and Partnership Pty Ltd. This project and its attached appendices are based on estimates, assumptions and information sourced and referenced by People, Place and Partnership and its sub consultants. We present these estimates and assumptions as a basis for the reader's interpretation and analysis. With respect to forecasts we do not present them as results that will actually be achieved. We rely upon the interpretation of the reader to judge for themselves the likelihood of whether these projections can be achieved or not. In undertaking this project we have relied upon information concerning the study area provided by the client and we have not independently verified this information except where noted in any documentation.



PLACE PLANNING



STRATEGIC FACILITATION



COMMUNITY ENGAGEMENT



PLACE ACTIVATION

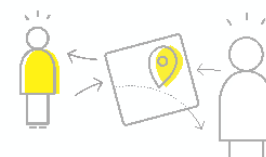


PLACE TRAINING



PLACE MANAGEMENT

We are passionate about connecting people to place and place to people to create long lasting change.



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Executive Summary

This Engagement Report has been prepared as part of the preparation of a Local Strategic Planning Statement (LSPS) for Camden Council and outlines the approach and results of a comprehensive engagement program undertaken together with the local community and key stakeholders.

Camden Council's engagement process in developing the draft LSPS is ongoing and has used a range of tailor made techniques to engage the community and provide insights into the key issues and priorities for the future of Camden LGA. The feedback obtained from the community will be used to shape the LSPS for Camden LGA and help to set its 20 year vision for land use, characteristics and strategic planning.

This document includes key sections reflecting the project background and phases of engagement, as well as key findings reflecting the outcomes of major face to face engagement in Phase 2 of the project:



The project background provides the history and scope of LSPS engagement and demonstrates how engagement aligns to the aims of the Western City District Plan, as well as outlining the key engagement phases.

Phase 1 Engagement represents key findings of the engagement activities undertaken by Camden Council from November 2018 to January 2019 including the Digital Ideas Wall, Pop Up and School Engagement, and an online survey. These findings are the foundation of the development of Phase 2 Engagement as they provide a broad view of the priorities and issues raised by Camden LGA's community.

Priorities raised in Phase 1 were further explored in the community workshops in the Phase 2 Engagement. A curated engagement program featured interactive activities to build a profile of detailed community priorities and gain ideas and opportunities for the LSPS.

A targeted stakeholder workshop was held to understand the perspective and priorities of key industry representatives, business operators and local stakeholders in the LGA, building on the understanding gathered through community engagement in Phases 1 & 2.

Key findings for Phase 2 Engagement are aligned with the four pillars of the Western City District - Infrastructure and Collaboration, Sustainability, Productivity and Liveability, as well as with future sentiment and local character.

Executive Summary

Phase 1 Engagement

The purpose of Phase 1 Engagement was to introduce the project to the community and obtain a broad cross section of views and priorities on key concepts outlined in the Western City District Plan and the Camden Community Strategic Plan.

Key Findings:

- Key priorities highlighted the need to retain the rural character, food production and natural environment of the LGA
- Areas for future improvement included services and accessibility to further enable sustainable growth

Key Findings:

- Key priorities highlighted the need to retain the rural character, food production and natural environment of the LGA
- Areas for future improvement included services and accessibility to further enable sustainable growth

Phase 2 Engagement

Community Workshops

People, Place and Partnership was commissioned to assist Council in the design and delivery of phase 2 engagement. Three community workshops were undertaken that addressed in further detail the pillars of the Western City District Plan (Infrastructure & Collaboration, Liveability, Sustainability and Productivity) with an emphasis in providing community members with dynamic interactive opportunities to plan for the future both in the short and long term.

At each workshop a series of interactive activities were undertaken as individual and group experiences. Individual activities included; short ideas on what community members were Optimistic and Concerned about, a detailed response matrix to provide views on the Liveability Priorities and Performance within the LGA. Small group activities undertaken by each workshop attendee including an interactive creative session exploring local character, a discussion on a series of future scenarios, identifying on a LGA map a series of responses to Sustainability key questions and identifying where future growth sectors could be when considering Productivity.

Productivity Workshop

An additional workshop was held directly with business and local industry to specifically address the fourth pillar of the Western City District Plan, Productivity. Activities were duplicated to be able to compare and contrast with feedback from the community sessions however additional small group activities were only undertaken in this session to more comprehensively explore where future jobs growth may occur both by sector and location.

Key Findings:

- Managing development, planned and appropriate infrastructure and protection of the natural environment are clear priorities for the LGA
- A balance between the visual character of historic, rural and new developments is key to retaining the appeal of the LGA as an aspirational residential location for current and future communities
- LGA-wide transport links and connectivity are key to the continued vitality of the area and should be well planned with future growth in mind
- Liveability is inherently connected to the provision of effective services, infrastructure, and the preservation of the local heritage, environment, community and character for which the LGA is known
- Opportunities for economic and industry growth align closely to residential growth and the need to both support new communities and increase local jobs
- Environmental protection is a clear priority and should encapsulate both native bushland and iconic rural landscapes, as well as the Nepean River

Project Background



Introduction

Camden Council is preparing a Local Strategic Planning Statement outlining a 20 year vision for land use and planning priorities for Camden LGA.

Project Background

In March 2018, the State Government released the Greater Sydney Region Plan – A Metropolis of Three Cities, and the Western City District Plan, which includes the Camden LGA. In accordance with the District Plan and changes to the Environmental Planning and Assessment Act 1979 (the Act), all councils are required to review and update their Local Environmental Plans and prepare Local Strategic Planning Statements (LSPS). This project will be known as the Comprehensive LEP Review 2020 and will be undertaken over the next two years.

The LEP review process requires Council to prepare a Local Strategic Planning Statement (LSPS) which will draw together planning priorities identified through State, regional, district and local strategic work. The LSPS will include a 20-year vision of future land use for the entire LGA (including land contained within the South Western Growth Area). The Statement will specifically address:

- The special characteristics which contribute to local identity
- Shared community values to be maintained and enhanced
- How growth and change will be managed into the future

Camden Council has engaged People Place and Partnership to undertake the community engagement necessary to support the creation of the LSPS. This process includes:


- facilitating and delivering face to face community engagement to directly inform the LSPS
- preparing a comprehensive report which includes engagement findings and analysis across three engagement phases, including the findings of engagement undertaken independently by Council

Priority Areas:


Community engagement for this project has been tailored to meet the needs of the LSPS and the key themes of the Western City District Plan, which identifies broader regional planning priorities for Council areas and key centres in the Western City region.

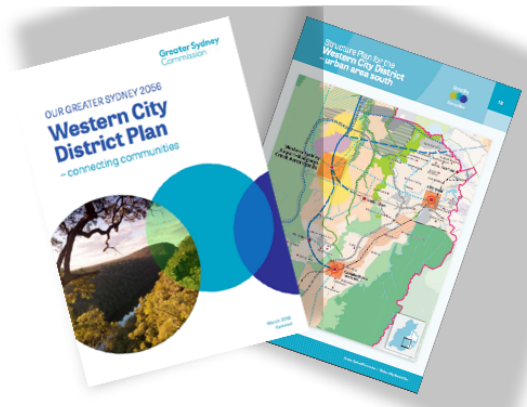
The Western City District Plan is based around four key pillars or themes which are carried into the LSPS:

 **Liveability**

 **Productivity**

 **Sustainability**

 **Infrastructure & Collaboration**



Site Context

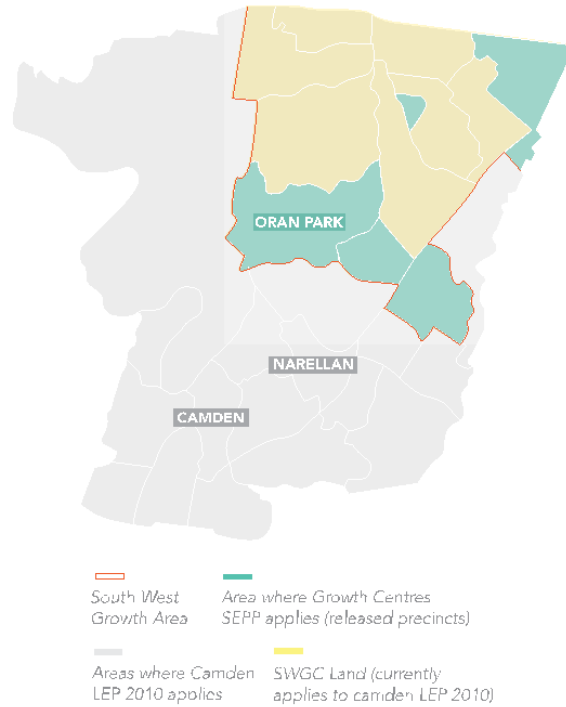
Camden LGA

The LGA covers a total land area of 206 square kilometres and is bounded by Liverpool City Council in the north, Campbelltown City Council in the east, and Wollondilly Shire Council in the south and west.

Camden LGA is a dynamic, modern, urban place which is defined by its unique history and a rural backdrop. Many opportunities are locally presented by urban development and population growth and as a rapidly growing area containing a mix of agricultural land, country towns and villages, new residential areas, rapid commercial and industrial development and in the context of a new major airport, the Camden LGA offers unique opportunities for investment.

There are a number of major projects that have the potential to have a significant impact on how Camden will develop in the future including the Western Sydney Airport, South West Rail Link extension, North South rail and the Outer Sydney Orbital. Further, Council understands that the NSW Government is currently working on the South West Growth Area Land Use and Infrastructure Implementation Plan (LUIIP).

These projects will have a direct impact on how the residential areas of Camden will develop, especially in terms of the intensity of residential development around emerging centres and transport connections.



Ward Areas

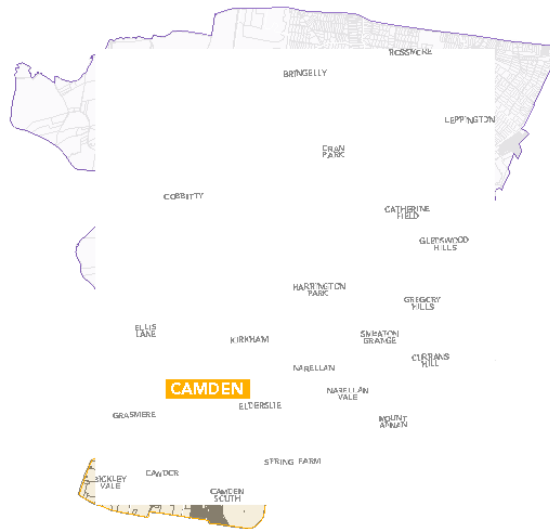
Camden LGA is divided between three wards: North, South and Central.

The South Ward features more established centres including Camden and Narellan as well as Spring Farm and Elderslie.

The North Ward is home to a number of new release areas featuring new residents and communities, including Leppington, Oran Park, Harrington Park, Gregory Hills, Catherine Park, Emerald Hills and Gledswood Hills.

The Central Ward is home to the key industrial precinct Smeaton Grange and the established suburbs of Narellan Vale, Mount Annan and Currans Hill.

In order to effectively engage with a cross section of the Camden LGA and provide a balanced output of community opinion between new and established areas, one community workshop was held in each of the ward areas during Phase 2 Engagement in February 2019.



Ward Areas

North Ward

Cr Cindy Cagney
 Cr Michael Morrison
 Cr Lara Symkowiak

South Ward

Cr Eva Campbell
 Cr Paul Farrow
 Cr Peter Sidgreaves

Central Ward

Cr Ashleigh Cagney
 Cr Therese Fedeli
 Cr Rob Mills

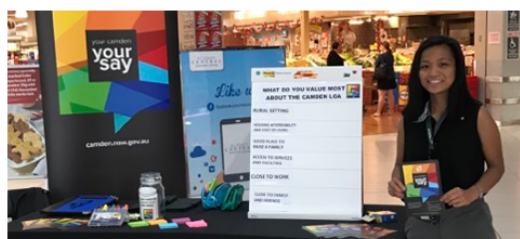


Engagement Approach

Overview of Phases:

Phase 1 Engagement

The purpose of Phase 1 Engagement was to introduce the project to the community and obtain a broad cross section of views and priorities on the areas included in the Western City District Plan and the Camden Community Strategic Plan. This phase included an online community survey which was completed by 346 people, as well as a digital ideas wall outlining feedback and opportunities in the LGA. Representatives from Camden Council also undertook face-to-face pop up engagement across centres in the LGA and flyer handouts to promote the digital survey.



Phase 2 Engagement

Community Workshops

A total of three community workshops were held in February 2019, with each session targeting one of the three Camden LGA wards and providing a geographical basis for attendance and data comparison. Each community workshop addressed in further detail the pillars of the Western City District Plan (Infrastructure & Collaboration, Liveability, Sustainability and Productivity) with an emphasis in providing community members with dynamic interactive opportunities to plan for the future both in the short and long term.

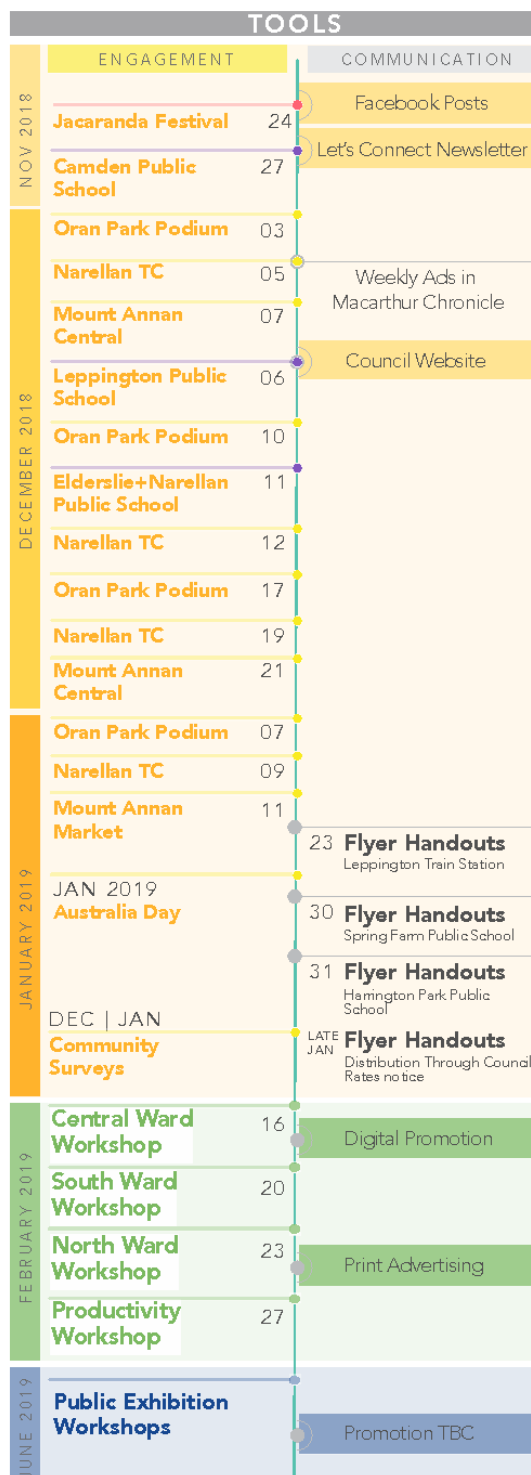
Business & Industry Productivity Workshop

An additional workshop was held directly with business and local industry to specifically address the fourth pillar of the Western City District Plan, Productivity. The workshop featured activities and discussion points which addressed the role of centres in the LGA, as well as topics and inherent opportunities in housing, jobs and industry growth, local character, and the relationship between business and the environment.

Phase 3 Engagement

Public Exhibition Workshops

Phase 3 Engagement has yet to be undertaken and will include workshop/s gaining feedback on the draft LSPS.



PHASE 1

Community Engagement



Digital Ideas Wall

Camden Council hosted an online ideas wall through their website which allowed community members to share their ideas regarding a range of themes about Camden LGA. Respondents could share their thoughts while viewing comments made by other participants, divided by theme. A total of 90 comments were shared through this platform.



Many participants shared thoughts about housing that were based on the contrast between recent growth and the rural setting of the LGA. Overdevelopment and high rise concern the community.

Key Ideas

- Improve housing diversity regarding bigger dwellings
- Align built form with the LGA's local character
- Improve design of new developments
- Avoid over development



Protecting natural assets such as the Nepean river, bushland and green spaces are key priorities. Maintenance and management are needed to keep the LGA's natural feel.

Key Ideas

- Avoid high rise to maintain natural atmosphere
- Improved tree cover in public areas
- Manage water run off
- Waste management
- Improve walkability



Transport and infrastructure had the most responses in the ideas wall, in which the key priorities were parking provision, improving public transport and walkability.

Key Ideas

- Improve footpaths and cycling paths to promote walkability in the LGA
- Public transport links to connect the different centres in the LGA
- Commuter parking



The main thoughts shared about employment in the LGA regarded the provision of a greater number and range of local jobs that reduced the need for residents to commute out of the LGA and travel times.

Key Ideas

- Employment zones to accommodate local employment needs
- Diverse employment opportunities



The protection of the LGA's heritage and promotion of its rural character are highly valuable for the community.

Key Ideas

- Green corridors to enhance rural feel
- Maintain village atmosphere
- Protect historic sites



Infrastructure should accommodate growth and many participants feel the need for improved recreation opportunities, cultural and open spaces.

Key Ideas

- Education facilities to accommodate growing population
- Facilities for the arts
- Recreational centre
- Sports facilities
- Open space

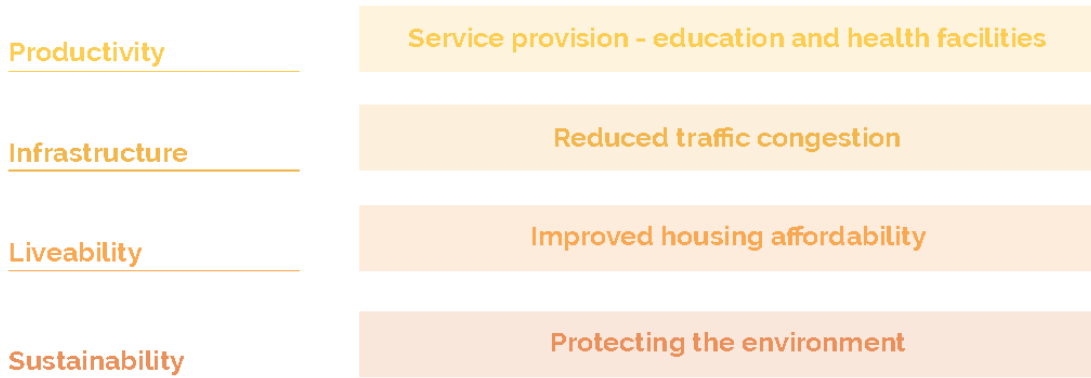


School Engagement

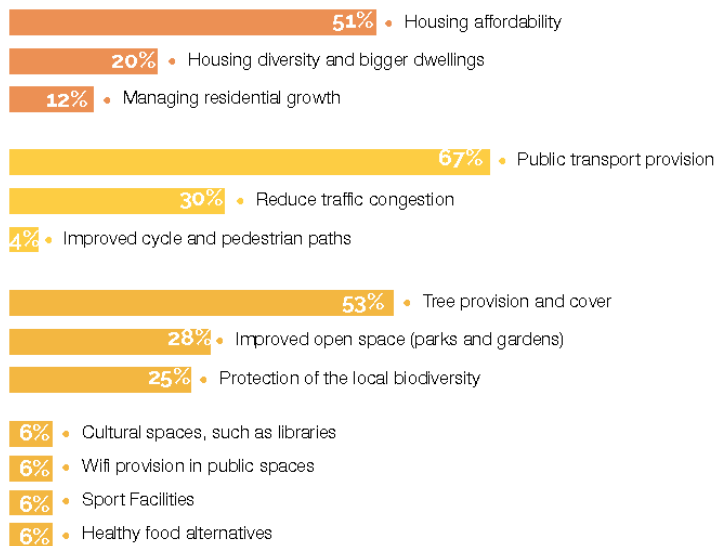
Camden Council held multiple engagement activities in Camden, Leppington and Elderslie Public Schools throughout November/December 2018. During engagement, students were given two dots and asked to place them to represent their priorities for Productivity, Infrastructure, Liveability and Sustainability. They were also asked to provide ideas to improve the LGA in the areas of transport, environment and housing. School engagement consulted approximately 200 students.



Top Priorities



Ideas for Improvement



Pop Up Engagement

Camden Council undertook face-to-face pop up engagement in economic centres in the LGA. During pop up engagement, participants were given three dots to identify what they value the most in the LGA, as well as provide their ideas for improvement on a sticky note. A total of 110 visions for the future were shared.



Ideas for Improvement

liveability

- Public domain (toilets, accessibility, facilities for seniors)
- Improved open space and sporting facilities
- Improved housing affordability and diversity
- Engaged and family friendly community
- Urban management

infrastructure

- Improved public transport between the centres and to major towns
- Proximity to the future Airport
- Improved parking facilities
- Road connections

productivity

- Education facilities to accommodate population growth
- Local and diverse employment opportunities
- Health care and hospital provision

sustainability

- Protection of rural setting
- Protection of local heritage

Community Survey

Camden Council hosted an online community survey through their website which allowed community members to provide feedback on their priorities and perceptions of Camden LGA as a whole.

The community survey was promoted digitally and face to face at pop-up events at key locations across the LGA.

The survey was live between Friday the 23rd of November 2018 until Monday the 4th of February 2019 and a total of 346 community members took part overall. Participants were asked a mixture of multiple choice and open ended questions about what they prioritised and valued about the LGA.

Survey Overview

Introduction

1. *Do you live or work in the Camden Local Government Area (LGA)?*

- Live
- Live and work
- Work
- Visitor

2. *What do you value most about the Camden LGA? (select up to 3)*

- Rural setting
- Housing affordability and cost of living
- Good place to raise a family
- Close to work
- Close to family and friends
- Access to services and facilities

3. *What do you see as the biggest challenges for the Camden LGA over the next 20 years? (select up to 3)*

- Retaining Camden's rural character
- Reducing vulnerability to extreme heat/climate change
- Delivering a diverse range of local jobs for a growing population
- Housing options and affordability
- Impacts of development on the surrounding natural areas
- Sufficient open recreation spaces
- Entertainment/things to do

4. *How important are the following options to help make the Camden LGA more liveable? (rated from 'very important' to 'not important')*

- Support local fresh food production
- More local parks and open space
- Improve facilities in public places and improve disability access
- More entertainment/things to do
- More social/cultural opportunities
- Affordable housing
- Housing options (diversity of housing)

5. *How important are the following options to help make the Camden LGA more productive? (rated from 'very important' to 'not important')*

- Advocate for State investment to grow health and education facilities

- Enhance Camden's rural economy
- Providing access to jobs, goods and services
- Managing provision of employment land and residential amenity
- Innovative working environments for commuters and small businesses (e.g. smart work hubs)
- Enhancing the tourist and visitor economy

6. *How important are the following options to help make the Camden LGA more sustainable? (rated from 'very important' to 'not important')*

- Protecting Camden's rural lands
- Enhancing and protecting views of scenic and cultural landscapes
- Investigating further options to protect environmentally sensitive areas
- Making buildings and homes more energy efficient/sustainable
- Improve recreational access to waterways and bushland
- Reducing vulnerability to extreme heat/climate change

7. *How important are the following options to help make the Camden LGA more connected? (rated from 'very important' to 'not important')*

- Easing traffic congestion
- Ensuring early delivery of rail and improved public transport
- Recreation and open space improvements
- Improving bike paths and pedestrian access
- Social and community infrastructure
- Creating opportunities for shared use of community facilities (such as schools, halls and creative spaces)

20 Year Vision

8. *Provide three words to describe your vision for the Camden LGA in 20 years*

Respondent Profile

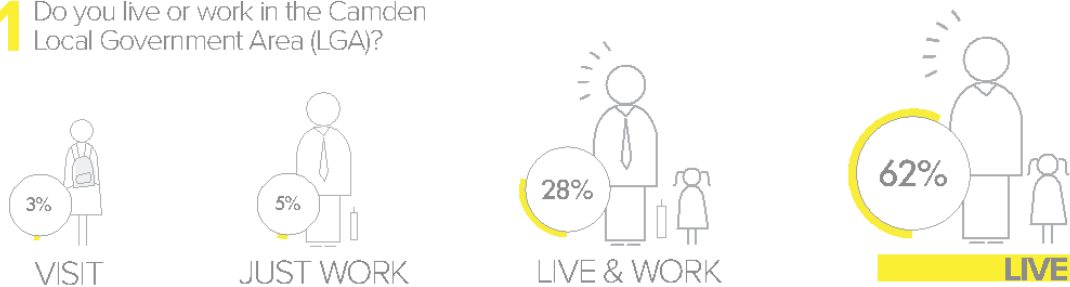
9. *What suburb do you live in?*

10. *What is your age bracket?*

11. *Would you like to be involved in a future workshop to provide input into Camden's vision for 20 years?*

Community Survey | Key Findings

1 Do you live or work in the Camden Local Government Area (LGA)?



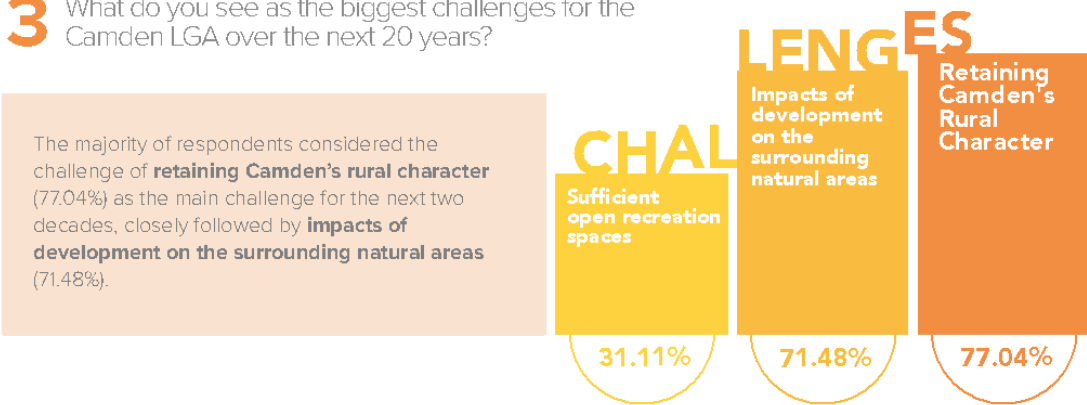
The majority of survey respondents **reside in the Camden LGA** (62%) with around another one third of respondents **living and working in the LGA** (28%). The data reflects a lower percentage of people both living and working the area.

2 What do you value most about the Camden LGA?



For around three quarters of respondents (76.25%), **Camden's rural setting** was valued most, followed by two thirds of respondents who considered the area family friendly and **a good place to raise a family** (66.28%). **Access to services and facilities** rated significantly lower, while **close to work** was considered least valuable out of the options provided at 15.8%.

3 What do you see as the biggest challenges for the Camden LGA over the next 20 years?



The majority of respondents considered the challenge of **retaining Camden's rural character** (77.04%) as the main challenge for the next two decades, closely followed by **impacts of development on the surrounding natural areas** (71.48%).

Community Survey | Key Findings



For most respondents, support for **local fresh food production** was considered the highest priority (60.93%) followed by **more local parks and open space** (50.87%). The third highest priority was considered **improved disability facilities and access** (38.78%), reflecting a desire for a healthy and active community, with sufficient support for disability.

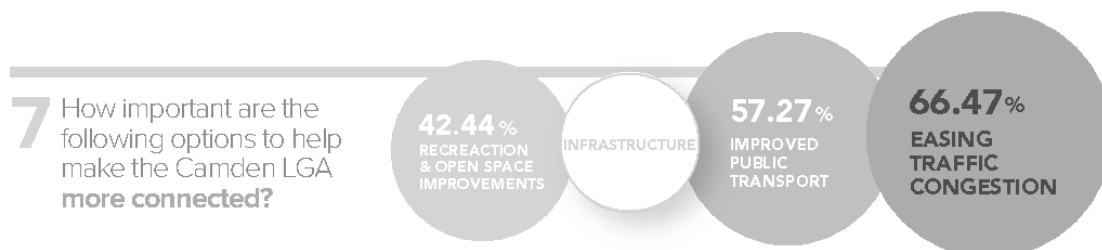


Over half of respondents considered **enhancing the rural economy** as the highest priority (58.55%), as well as **advocating for state government investment in health and education facilities** (54.65%). **Access to jobs, goods and services** was also highly prioritised (50.72%), reflecting an emphasis on supporting the community through services, facilities and preserving the existing rural identity.

Community Survey | Key Findings



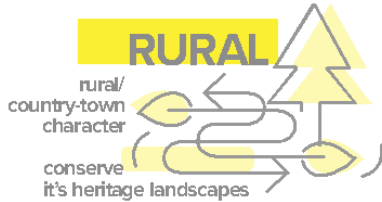
Respondents considered both the **protection of cultural landscapes** and **Camden's cultural lands** to be of equally high importance (71.59%) while just under 60% (59.3%) felt that **protecting sensitive areas** was also highly important. These priorities demonstrate the importance of the connection between local history, culture and heritage and the natural environment for survey respondents.



Around two thirds (66.47%) of respondents considered **easing traffic congestion** to be the highest priority for improving connectivity, with **improved public transport** (52.27%) and **recreation/open space improvements** (42.44%) also prioritised. These preferences reflect a desire to resolve current connectivity issues, as well as the importance of introducing new or enhancing older infrastructure.

Community Survey | Key Findings

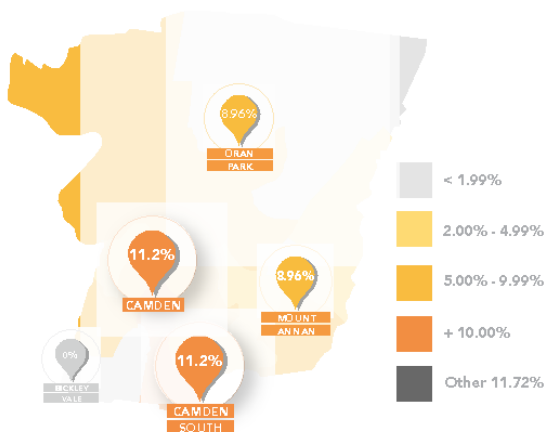
8 Provide three words to describe your vision for the Camden LGA in 20 years



family friendly **green** **heritage** **community**

For the overwhelming majority of respondents, **rural** was considered the most important term to describe the LGA, with the adjective used 143 unique times in responses relating to local character, heritage and landscapes. The term **sustainable** was also popular to describe the area, in a range of contexts including environmental, infrastructure and managing growth. Other key descriptions included the LGA's characteristics such as **family friendly**, **community focused** and **green**.

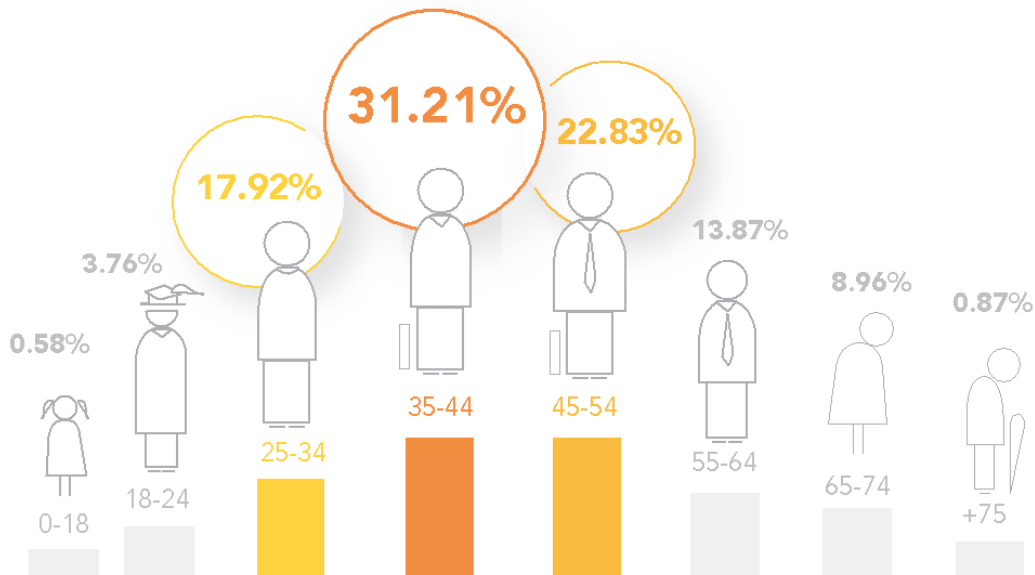
9 What suburb do you live in?



Most survey respondents resided in established areas of the LGA including **Camden** and **Camden South** (11.2% for each area) and **Mount Annan** (8.96%) while a number participants were also based in **Oran Park** (8.96%). These resulting numbers align with the population density in the LGA, which is higher in Mount Annan, Camden and Camden South.

Community Survey | Key Findings

10 What is your age bracket?



The majority of survey participants were aged between **35 to 44 years old** (31.21%) followed by participants aged from **45 to 54** (22.83%). The total number of respondents aged **25 years or under** was less than 5%, while the total percentage of respondents **above 65 years old** was just below 10%.

11 Would you like to be involved in a future workshop to provide input into Camden's vision for 20 years?

no
41%

yes
59%

Close to two thirds of respondents were **open to taking part in further engagement** on the future of Camden (59%), while 41% **preferred not to take part**.

Key Findings

Phase 1 Engagement activities helped Council to identify key community priorities and concerns that could be further explored and developed in more tailored engagement opportunities during Phase 2 Engagement. Between information gathered through onsite, short term engagement in centres and schools, and more detailed feedback provided in the online survey, key themes emerged to be further explored in a tailored interactive workshop program for both general community and key stakeholders and industry representatives.

Infrastructure and Collaboration

- Interconnectivity of different centres through public transport is an issue that people feel needs to be solved
- Commuter parking also needs improvement
- Walkability in the LGA is a priority
- Traffic congestion is a recurrent issue throughout all Phase 1 Engagement activities
- The proximity to the airport should be considered an opportunity for the LGA

Productivity

- The rural economy should be prioritised and seen as an opportunity
- Local, diverse employment opportunities are needed
- Education and health facilities need to accommodate growth and provide for the community
- The LGA's accessibility is directly connected to productivity

Liveability

- Promoting housing diversity and affordability is a key priority for the LGA
- Overdevelopment and high rise are concerns, along with housing affordability
- Management of urban areas is needed to mitigate any potential negative growth impacts
- The rural and village feel is a key feature of the LGA's identity and maintaining it is perceived as a major challenge
- Supporting fresh, locally-sourced food production is a key priority to maintain liveability
- The family-friendly and strong community atmosphere of the area are highly valuable
- Sporting facilities are needed to provide recreation opportunities

Sustainability

- Protecting the natural surroundings is a key priority and should be balanced with growth
- Protecting rural lands is a high priority, since it is a distinctive reflection of the LGA's identity
- Heritage and history are important to preserve



PHASE 2 A
Community Engagement



Community Workshops

Camden Council hosted a series of three community workshops facilitated by People, Place and Partnership.

The workshops comprised a series of interactive dynamic activities aimed at understanding what the community considers priorities and challenges for the future of Camden LGA.

Camden Council invited community groups, sporting groups and local residents to attend a 90 minute workshop for each Ward area of the LGA.

- The Central Ward session took place at Narellan Library and was attended by 13 people.
- The South Ward session took place at Narellan Library with 27 people in attendance.
- The North Ward workshop took place in Oran Park Library and was attended by 30 community members.



Workshop Approach

Camden Council has undertaken a thorough and robust engagement process to inform the creation of a Local Strategic Planning Statement which responds to local needs.

In accordance with the new requirements within the EP&A Act, Council must prepare a Local Strategic Planning Statement (LSPS). The LSPS will be framed around the four key themes from the Western City District Plan which are Infrastructure and Collaboration, Liveability, Productivity and Sustainability, as informed by community and stakeholder engagement.

A tailored workshop approach has been created in order to provide an insight into the feedback, priorities and ideas of the local community for each theme area. Feedback from Phase 1 Engagement enabled the identification of key priorities and issues for the community that were further explored in Phase 2, specifically examining key aspects of liveability local food production, exploring potential future infrastructure changes and improvements to accessibility.

An additional activity was provided to address local character in the LGA as a way to better understand community priorities and perceptions. The importance of the local rural setting, community and family-focused aspects of the Camden LGA were identified in Phase 1 through survey and face-to-face engagements and the workshops provided a valuable opportunity to expand on these features to understand the localised identity of the LGA.



Workshop Sessions

Introduction

An overview of the LSPS and LEP review process was provided by the Coordinator LEP Review from Camden Council and an overview of the workshop activities was provided by Jo Kelly of People Place and Partnership.

Individual Activities:

- Optimistic and Concerned
- Liveability Priorities and Performance

Small Group Activities (four rotating stations):

- Local Character
- Future Scenarios
- Sustainability Flagging
- Productivity Flagging

Wrap Up and Workshop Close

Key Objectives

- Gain a deeper understanding of issues raised in Phase 1 Engagement
- Explore opportunities and ideas for the LSPS



FEB 16	CENTRAL WARD WORKSHOP
FEB 20	SOUTH WARD WORKSHOP
FEB 23	NORTH WARD WORKSHOP

• Central Ward | 16 Feb



• South Ward | 20 Feb



• North Ward | 23 Feb



Workshop Activities

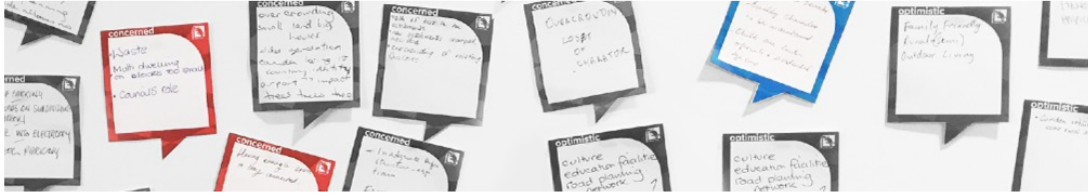
ACTIVITY A OPTIMISTIC & CONCERNED	ACTIVITY B LIVEABILITY PRIORITIES & PERFORMANCE	ACTIVITY C LOCAL CHARACTER	ACTIVITY D SUSTAINABILITY FLAGGING & ASPIRATIONS	ACTIVITY E FUTURE SCENARIOS	ACTIVITY F PRODUCTIVITY
<ul style="list-style-type: none"> • Obtain a broad understanding of issues and opportunities • Provide a medium to express pressing comments that were not directly related to the workshop themes 	<ul style="list-style-type: none"> • Identify how core aspects of liveability are performing in the LGA and opportunities or ideas to build on these areas • Understand which areas are of a higher priority, and whether the importance of each area correlated with its current performance 	<ul style="list-style-type: none"> • Provoke a conceptual conversation around local character • Examine local character laterally using metaphors and visual aids • Providing an opportunity to reflect on the qualities and physicality of the LGA 	<ul style="list-style-type: none"> • Understand key sensitive areas and places for protection • Understand opportunities and priorities for sustainability 	<ul style="list-style-type: none"> • Provoke conversation about future change and potentially divisive issues • Understand where participants stand on key issues and how open they were to change 	<ul style="list-style-type: none"> • Understand the growth potential of different industry types • Explore the location and nature of industry growth






ACTIVITY A

Phase 2A | Community Engagement

Optimistic and Concerned



At each community workshop participants were asked 'what are you most optimistic and concerned about for the future of Camden?'. Participants were asked to share their thoughts and raise specific issues on small notes 'optimistic' (blue) and 'concerned' (red). Identified below is an overview of the 3 most consistent issues for each of the workshop locations.

	OPTIMISTIC	CONCERNED
 <p>Central Ward</p>	<ul style="list-style-type: none"> Protecting and celebrating Camden LGA's character A sense of community Preserving the environment and local wildlife 	<ul style="list-style-type: none"> Loss of trees and open space Infrastructure not aligning to growth Housing density and overdevelopment
 <p>South Ward</p>	<ul style="list-style-type: none"> Unique heritage being recognised and maintained Community ability to engage in the LGA's issues Protection of the area's natural environment 	<ul style="list-style-type: none"> Public transport Pressure on infrastructure due to growth Loss of environment and bushland
 <p>North Ward</p>	<ul style="list-style-type: none"> Growth potential of the area and the chance to plan for the LGA Protection of open spaces and waterways Community priorities in planning for the future 	<ul style="list-style-type: none"> Loss of natural habitats and environments Overcrowding of infrastructure Overdevelopment

ACTIVITY A

Phase 2A | Community Engagement

Optimistic | Key Findings

The following key themes emerged from the three community workshops to reflect the areas that people raised most frequently under 'optimistic'.



Many people were optimistic about the preservation of the local rural identity and heritage, protection of the natural environment and the community spirit in the region.

Participants were primarily optimistic about protecting the unique local identity of the LGA and its foundation in rural history, as well as seeing opportunities for collaboration in the community around decision making for the future.



Local Identity

- Preventing development from impacting on existing local character
- Promoting and celebrating history
- Rural identity as an attraction
- Local rural character



Community

- Community actively engaged in planning
- Family friendly and full of opportunities
- Improved relationship with Council
- A range of ages



Open Space and Parks

- Amenities and improved parks and gardens
- Play spaces for families



Infrastructure

- Thoughtful planning and design for the future
- Improved roads and road networks



Environment

- General protection of the environment
- Sustainable green spaces
- Rubbish management
- Flood control

ACTIVITY A

Phase 2A | Community Engagement

Concerned | Key Findings

The following key themes emerged from the three community workshops to reflect the areas that people raised most frequently under 'concerned'.



Infrastructure and Planning

- Infrastructure timing and provision for new communities
- Lack of paths and walkways for pedestrians
- Insufficient forward thinking in planning
- Overcrowding and population growth



Housing and Development

- Rate and insufficient planning of development
- Increased traffic and pressure on roads and facilities
- Density and crowding of new developments
- Small lot sizes

Many people were concerned about loss of natural environment, growth and infrastructure changes, and overdevelopment.

Participants were mainly concerned about the impact of increased population on infrastructure and the implications of planning decisions making.

People were also concerned about how housing and development can damage the natural environment through things like bushland clearing and lack of waste / water management.



Environmental Damage

- Urban heat and land clearing for development
- Loss of trees and natural habitats
- Loss of agricultural land
- Waste management
- Water quality



Transport

- Lack of transport connections and infrastructure
- Impact of public transport on the area
- Traffic impacts and increases
- Lack of parking facilities

ACTIVITY B

Phase 2A | Community Engagement

Liveability Priorities and Performance

Participants were given a coloured worksheet with 5 themes relating to liveability. Using a scale from low to high, participants were asked to rate each theme according to how it was currently performing. They were also asked to rate the priority of each between low to high of each theme and provide comments on ideas for improvement. The purpose of this activity was to identify priorities for the future and perceive gaps in provision and need.

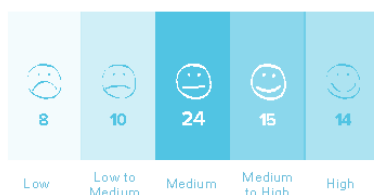


The following key results emerged from the three community workshops to reflect areas of priority and an indication of existing performance.

Local Fresh Food Production

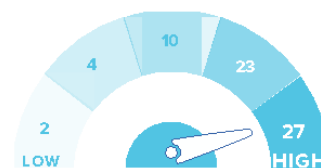
While local fresh food production was considered a high priority overall, a need for management and support of agriculture was identified

performance



- The current performance of fresh food production across the LGA was considered by most people to be medium to high
- Current provision is considered by some people to be threatened by residential development
- Some people raised the cost, access to local produce, competition from major supermarkets and management of agricultural land as impacting on performance

priority



- The provision of local fresh food was considered to be a high priority for the majority of participants
- Some people reflected that the management and support of the local agricultural industry and farming land was of high importance, as well as the positive social impacts of fresh food production

Local Parks and Open Space

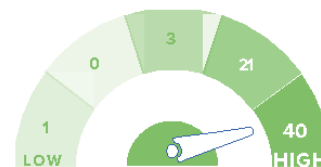
Local parks and open space were rated as a high priority that currently performs very well

performance



- Parks and open space were considered to be performing between medium to high for most people
- While some people reflected that parks were in need of more maintenance, especially in Cobbitty, many others felt that they were kept in good condition
- Some people specifically considered newer parks, dog parks and water play facilities to be performing well
- Areas impacting on performance included parking, connection and access and sports field maintenance

priority



- Almost half of the total respondents for this theme rated parks and open space as a high priority
- The role of exercise and open space was cited by some people as a key reason for its importance, as well as smaller backyards and more built up residential areas
- Preserving native bushland open space and passive spaces was also considered to be an important priority



ACTIVITY B

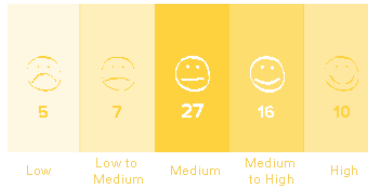
Phase 2A | Community Engagement

Liveability Priorities and Performance

Improved Access for people with disabilities

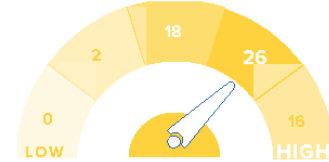
Disability access was considered a high priority, with few workshop participants needing to use disability facilities

performance



- Most people rated the performance of this topic between medium to high
- Participants cited footpath quality especially in Camden, as well as a lack of accessible transport options, as impacting on performance

priority

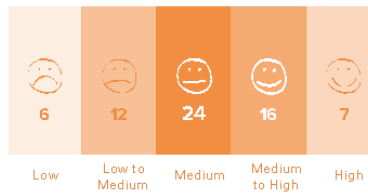


- For most people, disability access was considered a medium priority
- Some participants commented that it is hard to reflect on the experiences of people with a disability as they are able bodied

More Entertainment Options

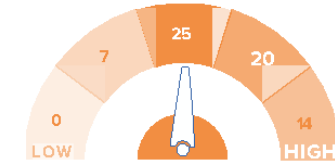
Entertainment options were mostly of an average performance and priority for the majority of people, with many ideas for improvement

performance



- Most people rated the current performance of entertainment options as medium to high
- Many people raised a range of ideas to improve or add to entertainment options in the area, suggesting a desire for variety in provision for different ages and interests

priority

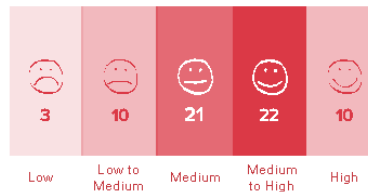


- Entertainment options were rated as medium to high priority for most participants
- Some people reflected that this theme was not as high of a priority as other areas, such as natural areas and family facilities

More Social/Cultural Opportunities

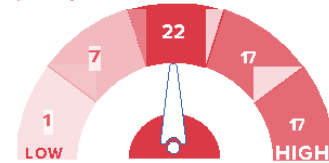
Social and cultural opportunities were of medium to high priority and above average performance, with promoting local history an important feature

performance



- Many people rated this area to be performing between medium and high
- Some people cited the provision of facilities to be inadequate and a lack of awareness of cultural opportunities to detract from performance

priority



- Most people felt that this social and cultural opportunities were of medium to high priority
- The importance of maintaining and celebrating local culture and providing social opportunities for families, individuals and older people were raised by some participants

ACTIVITY B

Phase 2A | Community Engagement

Liveability | Key Findings

Fresh local food production and local open spaces and parks were consistently considered the highest priorities and performing the best.

Overall, entertainment was not considered as important in comparison to other aspects of liveability.

Participants were also asked to provide ideas or actions to help to improve the performance of each theme area in the future.

KEY IDEAS

- Organic and healthy local food options
- More locally available produce and land for farming
- Supporting the agricultural industry
- Protection of water for farming
- Local fresh food markets and local shops stocking produce
- Community gardens and backyard gardens
- Using flood zones for farming

KEY IDEAS

- Spaces for celebrating local culture and history
- Promotion of existing heritage attractions
- Performance and night time entertainment venues
- Community based social opportunities for the elderly, individuals and families to combat isolation

KEY IDEAS

- Theatre and performance venues
- Entertainment for all ages and particularly young people
- Large outdoor entertainment venues for festivals and performance
- Nature and lifestyle based options
- Promoting local heritage

KEY IDEAS

- Improved footpaths
- Local transport options and access for disabled people
- Pavement access for disability and ageing population
- Extended services and service hours
- Reduced entry fee to Mount Annan pool

KEY IDEAS

- An increase in trees and bushland corridors/habitats
- Improved amenities, lighting and sporting facilities
- Improved maintenance of parks and facilities
- Walking and cycling tracks
- Parks and open space near the Nepean River
- Access to bushland and vegetation



ACTIVITY C

Phase 2A | Community Engagement

Local Character

Participants were given a set of image cards of different desserts and asked 'to select 2 cards that represent the character of Camden to you'. They were then asked to provide reasoning for their choices. This activity provides insights into how participants perceive Camden's current and future character.

Central Ward

- The desserts chosen represented the connection to the area's natural environment and rural history
- The family-friendly qualities of the area were frequently mentioned



- Connection to nature
- Rural and healthy



- European heritage
- Traditional



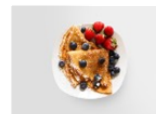
- Historic
- Sophistication

South Ward

- Food culture was consistently referred to as people felt that cafes and restaurants bring the community closer together
- The local character considered to be highly rural and perceived by many people as a village lifestyle that should be preserved



- Distinctiveness of the area
- Natural suburb in the Sydney region
- Fresh food production



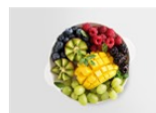
- Richness of the heritage
- Fundraising



- Australian town
- Country style
- Heritage

North Ward

- Uniqueness in the LGA is felt to be based on heritage, a family-friendly community and natural feel
- Key place based issues raised by participants included higher density, the need for improved connectivity and the fragmented character of centres



- Agricultural character
- Food bowl
- Freshness















- Traditional look and values
- Historic village

ACTIVITY C

Local Character | Key Findings

The key attributes identified below were consistent themes raised relating to the character of the LGA. The images included below reflect common associations to the recurring themes raised by participants, rather than the frequency that each card was raised.

<p>Agriculture</p>  <p>Healthy, market, connection to nature</p>	<p>Heritage</p>  <p>Country Womens, Association, Camden Show, Heritage</p>	<p>Housing</p>  <p>Americanised, stacked, commercialised</p>	<p>Dairy</p>  <p>Historic connection to dairy industry, wealth</p>
<p>Values</p>  <p>Aspirational, aesthetic, historical</p>	<p>Local Focus</p>  <p>Local food products, socialising</p>	<p>Food Culture</p>  <p>Evolution of cafe culture, tourism, classic</p>	<p>Welcoming</p>  <p>Traditional values, welcoming people, interconnected</p>
<p>Family</p>  <p>Family friendly, attractions</p>	<p>Landscape</p>  <p>Connection to nature, landscape values</p>	<p>Growth</p>  <p>Growth, old and new, higher density</p>	<p>Variety</p>  <p>Diversity, uniqueness</p>

ACTIVITY D

Phase 2A | Community Engagement

Sustainability Aspirations

Participants were asked to provide two 'sustainability aspirations' or priorities for the future that they considered important.

Central Ward

- Protection of waterways and native fauna and flora
- Management of waste disposal

South Ward

- Tree replanting in new development areas
- Sustainable infrastructure to face the region's growth
- Maintaining the rural character of the LGA

North Ward

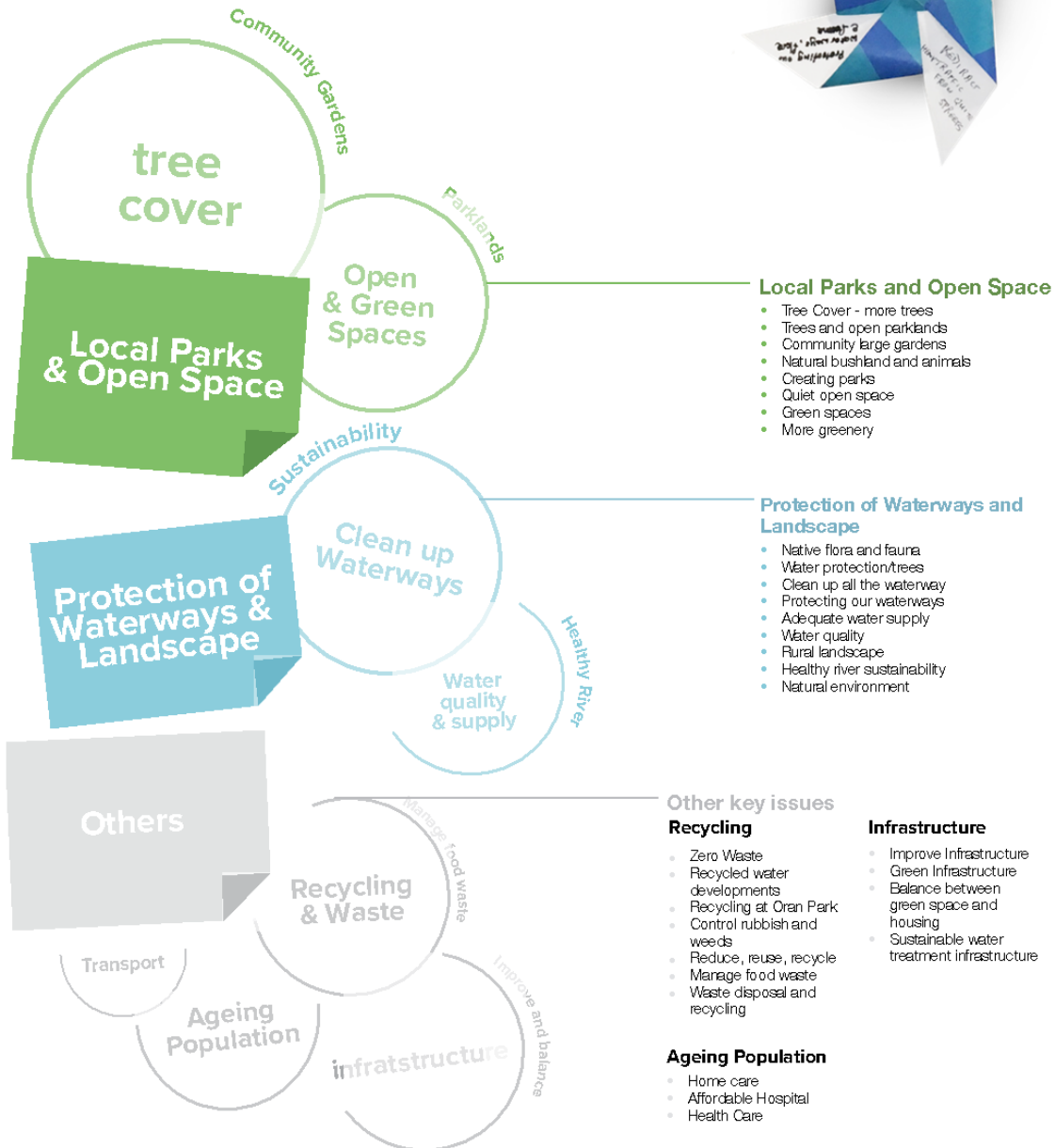
- Preserve natural bushland and trees
- Control waste disposal and weeds from damaging the area
- Appropriate infrastructure for ageing population



Sustainability Aspirations | Key Findings

The key themes raised from the activity are outlined below.

Environmental sustainability is a clear priority for participants, who showed a deep sense of protection for the LGA's indigenous fauna and flora. The existence of parks and open spaces in the future of Camden and the focus on comprehensive waste planning outlines the importance of sustainable development in the LGA. Sustainability was considered a pressing issue due to population growth in the area - participants advocated for sustainable infrastructure, specifically transport and health care, that serves the needs of the community.



ACTIVITY D

Phase 2A | Community Engagement

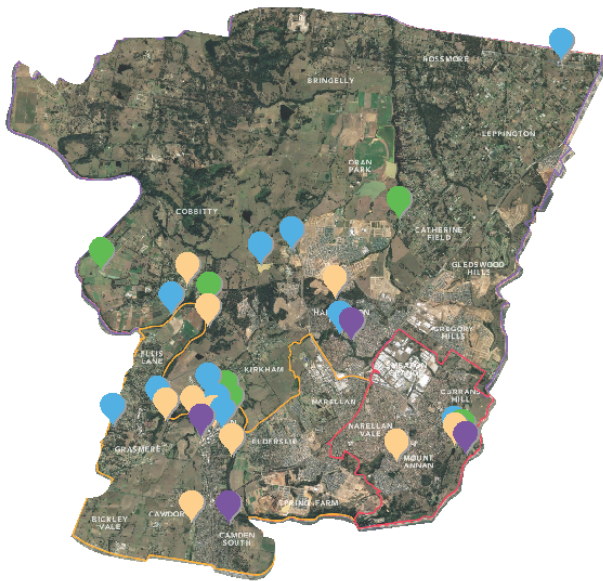
Sustainability Flagging | Key Places

Participants were given coloured flags on which they answered specific questions and added them to a map of the LGA.

Some participants' answers were not towards a specific pinned location, but represented instead a broader interest across the LGA, for example the waterways - referred by the community as a whole system; or the tree cover, that is insufficient in all new development areas.



- Q1 Important landscapes and waterways
- Q3 Tree cover
- Q2 Scenic view corridors and landscapes
- Q4 Passive or quiet relaxation



Central Ward

- Landscapes and Waterways**
 - Nepean River and all LGAs waterways
 - Mount Annan Botanic Gardens
 - Harrington Park Lake
- Tree Cover**
 - Camden South along cycle track
 - Mount Annan Botanic Gardens
 - Older suburbs
- Passive Relaxation**
 - Bike track along the Nepean River
 - Harrington Park
 - Cobbitty Markets
 - Macarthur Park
 - Equestrian Park
- Scenic Views and Corridors**
 - St John's
 - Camden Town Centre
 - University Land in Cobbitty
 - Mount Annan Botanic Gardens

South Ward

- Landscapes and Waterways**
 - Nepean River and all LGAs waterways
 - Sickles Creek
 - Flood Plain
 - St John's Precinct
 - Camden town farm
 - Macarthur Park
- Tree Cover**
 - Bush corridors
 - All road corridors
 - Trees needed in all new developments
- Passive Relaxation**
 - Tigers fields
 - Botanic Gardens
 - Nepean River
 - Little Sandy near bridge
 - Camden walking track
- Scenic Views and Corridors**
 - Mount Annan Botanic Gardens
 - Douglas Park
 - John Street, Camden
 - Rural views
 - South Creek bushland

North Ward

- Landscapes and Waterways**
 - Nepean River and all LGAs waterways
 - Cumberland Plain Forest
 - Cobbitty Hills
 - Cobbitty Farming Land
- Tree Cover**
 - Along the river banks
 - All road corridors
 - Trees needed in all new developments
- Passive Relaxation**
 - Bike trails
 - Harrington Park
 - Botanic Gardens
 - Nepean River
 - Small cafes in Mt Annan
 - Camden walking track
- Scenic Views and Corridors**
 - Kirkham Paddocks
 - Douglas Park
 - Camden Town Precinct
 - Bushland
 - Oakdale



Sustainability Flagging | Key Findings

Which landscapes and waterways are important to protect? Why?

Participants perceive the LGA's landscape as a whole system centred on the Nepean River, as it serves the indigenous fauna and flora as well as providing community recreational options

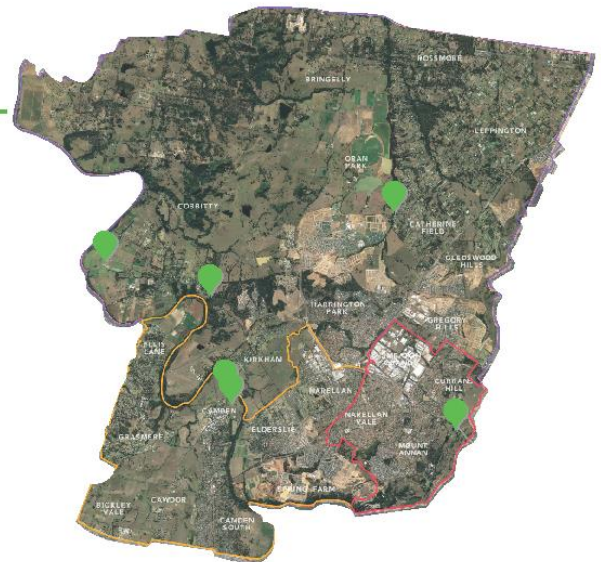
- Participants considered local waterways to be a valuable local feature, and particularly considered the Nepean River to be a key landmark, as well as small creeks such as South Creek and Cobbitty Creek
- Waterways are seen to help to balance the area as a system, avoiding flooding, providing for indigenous fauna and flora and overall a valuable resource
- Issues such as the lack of access to those landscapes they wish to enjoy and protect were raised specifically Nepean River and the bushland
- Participants also deemed traditional, rural landscapes with historical significance as important to maintain the area's "village-like" identity



Which scenic view corridors and landscapes are valuable? Why?

The unique heritage and the rural character of the LGA is highly valued by the community, paired with natural landscapes and the bushland that align with the area's identity.

- Landscapes were considered important to protect particularly where they provide habitats for wildlife. Key landscapes also included areas with high tree cover including Razorback Hills and local bush corridors
- Scenic corridors with a rural character or aspect were considered highly valuable priorities to maintain, especially in rural areas surrounding Camden and Mount Annan
- Landscaping within new housing developments is also valuable to provide a natural feel for residents, as well as the importance of maintenance (eg weeds treatment) in housing developments), which was raised by participants



ACTIVITY D

Phase 2A | Community Engagement

Sustainability Flagging | Key Findings

Where is tree cover best provided in the LGA? Why?

Tree cover is provided in well established areas, whereas there is a clear need for tree cover across all new development areas.

- Key areas where tree cover was considered sufficient included both the Australian Botanical Gardens Mount Annan and Harrington Park Lake for many participants
- Tree cover is also provided in older, established areas of Camden and in bush corridors
- Participants reflected a strong need for increased tree cover in new development areas to replace tree cover which has been removed
- Tree cover was considered vital due not only to its role in offsetting urban heat, but also in providing ecological benefits such as reducing water runoff and improving soil structure



Where do you go for passive or quiet relaxation? How important is this to you?

Most participants find quiet relaxation in natural, open spaces or tracks along the river. Encounters with native animals, peaceful ambience and contact with nature are the main reasons why these areas are important to the community.

- Participants reflected a preference for natural, open spaces for passive relaxation
- Areas that provide opportunities to interact with native flora and fauna were particularly prioritised
- Waterways and well maintained parks - such as Harrington Park Lake - that are accessible and close to home were popular amongst participants
- The lack of access to some places that provide quiet experiences, for example Nepean River and bushland in the LGA was a key issue raised by participants



ACTIVITY E

Phase 2A | Community Engagement

Future Scenarios | Key Findings

Participants were asked to consider scenarios for the future and respond with 'I could see that here' or 'Not for us' to indicate whether they think these scenarios could happen in the LGA. If they were unsure, they were instructed to place their paddles down. This activity was designed to provoke thought around possible future change. The images displayed below show the future scenarios most participants could see in the LGA for the next 20 years, along with the total number of participants who voted 'I could see that here' across all three community workshops.



People were most able to see proactive responses to climate change and rising urban heat, empowering opportunities for young people and businesses, and providing facilities for the elderly.

Central Ward

Participants welcomed scenarios that aligned with the importance of the LGA's natural environment and its sense of community.

'Ageing population' received 100% support as people felt that planning for senior services should start now.

South Ward

Individuals supported future scenarios that could provide facilities for the whole community, expressing the need for improved technology and interaction in public spaces.

'Urban heat and climate change' facilities and rooms were considered relevant as climate change impacts are already being felt by participants.

North Ward

The most popular future scenarios reflected a strong sense of community within Camden's LGA - North Ward participants said 'yes' consistently to urban heat and climate change facilities, education and collaboration precincts, support for ageing population and shared community facilities.



ACTIVITY E

Phase 2A | Community Engagement

Future Scenarios | Key Findings

The images displayed below show the future scenarios most participants do not consider suitable for the future of the LGA, along with the total number of participants who voted 'not for us' across all three community sessions.



People felt most strongly that density changes, household diversity and drone usage were unsuitable for this area, as well as drone usage and paying extra for waste management. Many fewer participants were opposed to change, than in support of it

Central Ward

Few scenarios were rejected by participants, however waste collection fees and urban heat facilities were among the two future scenarios that were disagreed with by some participants.

South Ward

Participants were most opposed to ideas that might impact on the LGA's community, such as drone deliveries or co-living housing, as well as waste collection changes.

North Ward

Individuals were most opposed to scenarios that could impact on the character and amenity of the LGA and were consistently against the idea of increased density.

Expected POPULATION GROWTH 19

As the population continues to grow and we use more land for development, should we consider increasing density with options that allow more height and dwelling types?

unexpected CLIMATE MIGRATION 14

As some people begin to have to move long distances - sometimes overseas - due to sudden or long term climate changes where they live, should the LGA have a role in housing these climate refugees?

CO-LIVING housing 13

As our population grows and changes, should we be encouraging intentional co-living hubs with shared amenities, which house different communities?

DRONES 13

As drones become more popular, can you see drone deliveries happening in your neighbourhood?

WASTE Management 12

As more people advocate for a waste free future, should Council take the lead and consider limiting the amount of rubbish collected from residents and businesses in order to reduce waste?

POPULATION changes 10

As the demographic profile of the LGA, should we provide higher density housing for those in most need?

DRIVERLESS cars 8

As we seek to reduce car usage and carbon emissions, can you see driverless cars being used in this region?

PEDESTRIAN streets 7

As the LGA becomes home to more people and families, should we open our streets and roads to people for temporary events and celebrations?

Future Scenarios | Key Themes



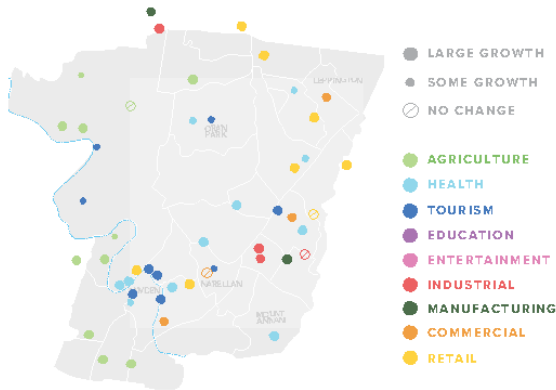
- **Ageing Population**
Facilities for the ageing population received no 'Not for us' responses throughout all the workshops. The importance of providing adequate services for the already ageing population was raised.
 - **Natural Environment**
Participants in all three community workshops agreed that protecting the natural environment was important. As seen in other activities, the creation of spaces for quiet relaxation is a huge priority for the community in Camden LGA. This is a multi-layered scenario as the current issue is not a lack of passive relaxation spaces but lack of access to those spaces - particularly Nepean River and local bushland.
 - **Interim Transport**
Participants could assuringly see interim road based transport networks taking place, but discussion was raised regarding whether infrastructure development could sustain additional future transport. Structural road and existing traffic issues were considered to require solving prior to this taking place. The arrival of a heavy railway to Oran Park/Narellan was seen by participants as useful.
 - **Urban Heat**
Urban heat solutions for the LGA were welcomed by all participants. Urban heat amongst new developments is an already existing problem - participants consider land sites for housing too small for trees to be planted, which combined with dark rooftops throughout the new developments substantially increases urban heat.
 - **Tree Cover**
Participants agreed on the need to increase tree cover throughout the LGA in the future, especially around bus stops, as well as maintaining existing trees. However, some participants consider that the responsibility of increasing tree canopies should not be placed on landowners.
-
- **Expected Population Growth**
Expected Population Growth was felt to be "not for us" by many people. Although, there is currently strong and rapid population growth, many workshop participants did not want to consider higher density development options for the LGA. Instead, participants expressed a wish to maintain the rural identity of the area based on a community atmosphere that protects the local environment.
 - **Waste**
Even though waste management is considered by some to be a sustainability priority, people felt that the future should be built based on waste education instead of Council limiting the amount of rubbish collected from residents and businesses.
 - **Population Changes**
Similarly to changes in density to accommodate growth, participants felt that providing higher density housing options for those in need proved unpopular. Some participants encouraged 2/3 storey houses for greater private space.

ACTIVITY F

Phase 2A | Community Engagement

Productivity Flagging

Participants were asked to pin different-sized images representing common industry types onto a regional base map, in order to show where each industry should be concentrated. The sizes of each image reflected the scale of growth desired or expected for each industry, between no change, some growth and large scale growth. The purpose of the Productivity Flagging activity was to understand individual aspirations for each industry and opportunities for the future economic role of Camden LGA. The following industry categories were considered:

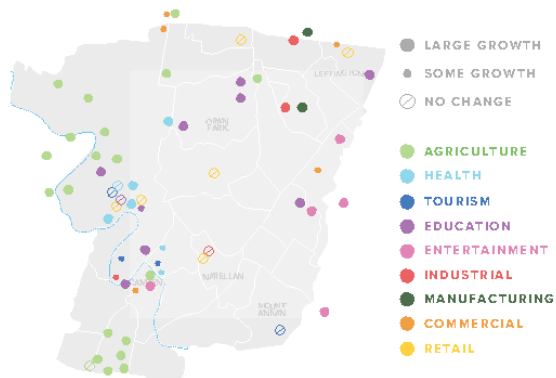
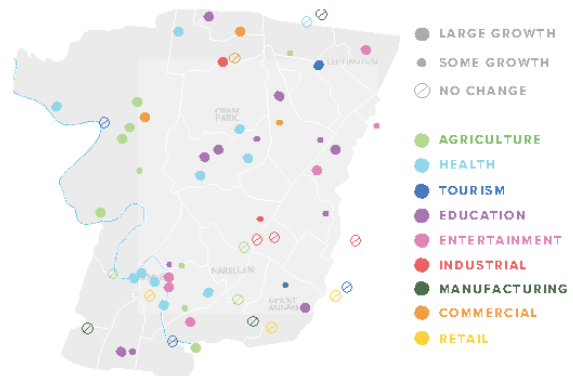


Central Ward

- Participants were concentrated on growth within and around Camden Town Centre in the tourism and health sectors
- Growth was also considered in new residential areas such as Gregory Hills and Leppington, to support new communities
- The agricultural sector was particularly prioritised as participants saw opportunities in the south-west and north-west of the LGA for increased fresh food production

South Ward

- Participants prioritised growth in the health industry around both Camden and Oran Park, as well as growth in the education sector in newer areas around Oran Park and Leppington
- Growth in the agricultural industry was supported around Cobbitty and near to the Nepean River
- Some participants believed that no growth was needed in the industrial sector in Smeaton Grange, as well as being opposed to adding new manufacturing areas to rural parts of the LGA's south

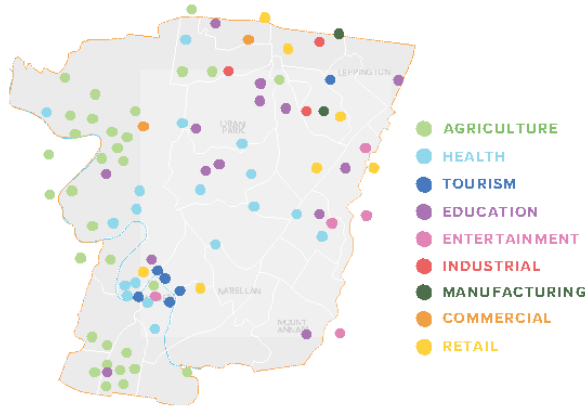


North Ward

- Participants in the North Ward workshop were strongly in favour of increasing growth in the agricultural industry in the north-east and south-east of the LGA
- Strong growth in education across all levels was favoured around newer areas such as Oran Park, Leppington and Gregory Hills, as well as Camden
- The need for entertainment opportunities was identified around Gregory Hills and the east of the LGA to support new communities and suburbs
- While growth in the health sector was proposed around Cobbitty, growth in retail was discouraged here in order to preserve the village feel

Productivity Flagging | Key Findings

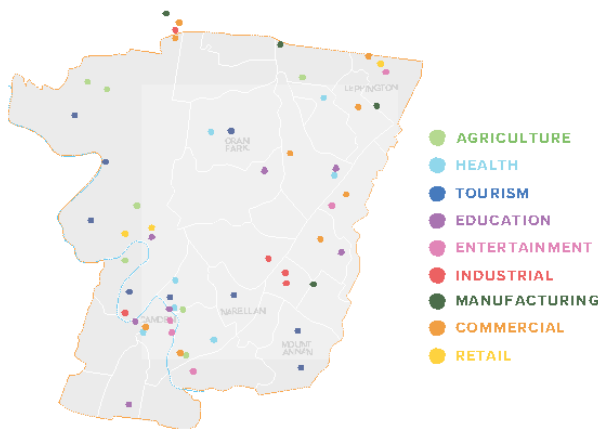
Participants were asked to indicate the scale to which they expected or wanted each industry to grow. Across each session, more participants chose to represent large scale growth across a variety of industry types, over choosing to show some growth or no change, signifying that they are prepared for increased economic activity across a range of sectors in the future.



Large Scale Growth

Agriculture and health were the main industries in which people could see large scale growth occurring across the LGA

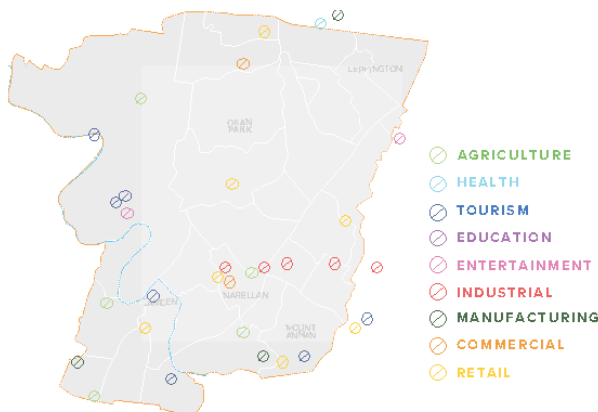
- While large scale growth was well spread across the northern half of the LGA to support the largely undefined suburbs in the area, strong growth in the southern half of the LGA was restricted mainly to Camden and Cawdor
- The growth potential identified around Oran Park, Leppington and surrounding areas reflects the potential of these new precincts to provide services and facilities to support the communities living there, as well as the LGA as a whole



Some Growth

The key industries recommended to experience some limited growth include the commercial and tourism sectors, which are both spread across the LGA in relation to opportunity areas

- Limited commercial growth is proposed around key emerging residential communities including Leppington, Gregory Hills and adjacent to the airport at the northern border of the LGA



No Change

Many participants reflected no need for growth around the existing industrial area at Smeaton Grange

- Some people sought no further growth in tourism in key natural areas around Camden, Cobbity and Mount Annan
- Change in retail growth was also discouraged by some participants across a range of areas including Narellan, Camden and Mount Annan

ACTIVITY F

Phase 2A | Community Engagement

Productivity Flagging | Key Findings

A series of key industries emerged as significant across the workshop sessions and were consistently concentrated around certain locations or opportunity areas.

Key Industries



Agriculture

- Growth opportunities in the agricultural industry were commonly identified in the south-west, west and north-west of the LGA
- Proposed opportunities included local organic food available for residents of the LGA, an enhanced link between tourism and agriculture based on the rural history of the area such as fruit picking, and a tertiary education centre focusing on agriculture based around Cawdor



Health

- While growth in the health industry was proposed in a range of locations across the LGA, a need to for large scale health facilities was identified around Camden, Oran Park or Cobbity
- Participants raised the need for larger facilities with reduced waiting times, specialist facilities and services such as paediatric and maternity care
- Other opportunities included growing Camden Hospital into a major health hub, and upgrading existing health facilities



Education

- Many participants across all sessions proposed the introduction of more primary and secondary schools across the LGA, particularly in areas to support new residential communities such as Leppington and Gregory Hills
- Opportunities and ideas for education facilities included a bush or nature school, tertiary education branches with speciality agricultural education around Cawdor, and a private non-religious school.



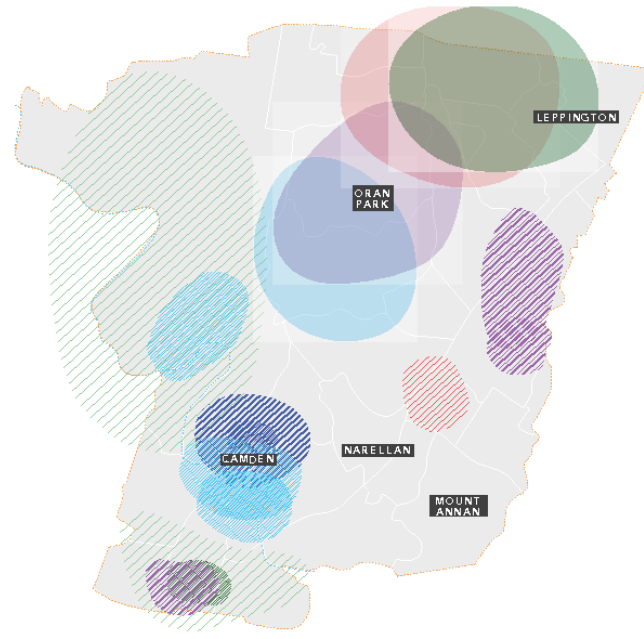
Tourism

- Growth in the tourism industry was mainly targeted around Camden and Camden Town Centre and the enhancement of natural assets throughout the LGA
- Key opportunities and ideas for tourism attractions included making better use of the river and its access, ecotourism and rural tourism, promoting the Mount Annan Botanic Gardens and creating new cultural and sporting performance spaces



Industrial

- While many people did not want to see more growth in the existing industrial area at Smeaton Grange, some people saw opportunities for large or limited growth in the area as industrial business is already its primary use
- Some people also suggested a place for both industrial activity and manufacturing in the north of the LGA around Leppington, as this area is closer to the airport and therefore more suitable



SUPPORTING EXISTING AREAS

PROVIDING FOR GROWTH

PHASE 2B

Productivity Workshop



Productivity Workshop

Camden Council hosted a targeted stakeholder workshop facilitated by People, Place and Partnership with local business and industry representatives.

The workshop comprised a series of interactive dynamic activities aimed at understanding the current productivity of the LGA from an industry perspective, as well as priorities and challenges for the future.

Camden Council invited local businesses, business groups and industry representatives, including Camden Regional Economic Taskforce (CRET), to attend a 120 minute workshop at Oran Park Library on February 27th 2019. Elizabeth Dibbs, Western City District Commissioner attended the session.



Workshop Approach

Camden Council has undertaken a thorough and robust engagement process to inform the creation of a Local Strategic Planning Statement which responds to local needs.

The Greater Sydney Commission has identified four theme areas through the Western City District Plan which are considered key priorities: Infrastructure and Collaboration, Liveability, Productivity and Sustainability. The Local Strategic Planning Statement is asked to directly respond to each of these themes.

A separate workshop focusing solely on Productivity was proposed in order to examine the existing local economy and identify opportunities and priorities for the LSPS. A tailored workshop program was created based around connecting the themes of the LSPS as they apply to business and industry in the LGA.

An opportunity was provided to address local character in the LGA as a whole as a way to better understand the priorities and perceptions of the business community.

A new activity was added that focused exclusively on employment, industry growth and centres to better understand key priorities for the local economy as seen by the local business community. This activity sought to understand more about themes arising from Phase 1 Engagement, including opportunities in rural economy, centres and local jobs.



Workshop Session

Introduction

Camden Council Mayor Peter Sidgreaves opened the session and an overview of the workshop activities was provided by Jo Kelly of People Place and Partnership.

Individual Activities:

- Optimistic and Concerned
- Priorities and Performance

Small Group Activity:

- Jobs Growth

Rotating Small Group Activities:

- Local Character
- Future Scenarios
- Sustainability Flagging

Wrap Up and Workshop Close



Key Objectives

- Gain a deeper understanding of issues raised in Phase 1 Engagement
- Explore opportunities and ideas for the LSPS

Workshop Activities



- | | | | | | |
|---|--|--|--|---|--|
| <ul style="list-style-type: none"> • Obtain a broad understanding of issues and opportunities • Provide a medium to express pressing comments that were not directly related to the workshop themes | <ul style="list-style-type: none"> • Identify how core aspects of the LGA are performing and opportunities or ideas to build on these areas • Understand which areas are of a higher priority, and whether the importance of each area correlated with its current performance | <ul style="list-style-type: none"> • Identify which industries and locations hold potential for industry growth and increased jobs • Understand the current role of centres, as well as the industries needed to support growth in and around each • Understand which industries are priorities and how they may be supported and grown | <ul style="list-style-type: none"> • Provoke a conceptual conversation around local character • Examine local character laterally using metaphors and visual aids • Provide an opportunity to reflect on the qualities and physicality of the LGA | <ul style="list-style-type: none"> • Understand key sensitive areas and places for protection • Understand the relationship between business and the environment • Understand priorities for improvement | <ul style="list-style-type: none"> • Provoke conversation about future change and potentially divisive issues • Understand where participants stand on key issues and how open they were to change |
|---|--|--|--|---|--|

PRODUCTIVITY WORKSHOP: ACTIVITY A

Phase 2B | Productivity Engagement

Optimistic & Concerned | Key Findings

Participants were asked to share their thoughts and raise specific issues on what they were 'optimistic' (blue) and 'concerned' (red) about in Camden's future.

OPTIMISTIC

Many people were optimistic about business opportunities alongside population growth, local employment and the chance to invest early in infrastructure to accommodate the community.

Population growth was considered by most participants as something optimistic, especially in regards to a younger and more engaged community, which will highly benefit infrastructure, business and employment opportunities as well as the area's identity.

CONCERNED

Many people were concerned by infrastructure not enduring the LGA's growth, over restrictive planning and transport and traffic issues.

Timing was considered by some participants as a key feature in planning for the future, so that foundations for the LGA's growth can be placed in time to meet needs. Some individuals raised the issue of overpopulation and its impact on environmental issues and loss of community bonds.

Key Themes

Infrastructure



- Opportunities created by the Western Sydney Airport
- Planning ahead of time
- Connecting communities

Infrastructure



- Ensuring infrastructure mirrors growth to accommodate community needs
- Timing and efficiency for infrastructure to grow alongside the population
- Infrastructure sustainability in the future growth was questioned by one individual

Business



- By attracting people and services, the whole LGA will benefit from new business opportunities
- Population growth in the area is an essential driver for business growth

Environment



- Loss of trees
- Air pollution
- Waste and recycling services

Employment



- Employment opportunities for the local community
- Some individual ideas included:
- Creation of CBDs in the LGA
 - Local employment will mean residents no longer need to travel outside the LGA to work

Transport



- More variety and efficiency of means of transport needed
- Management of traffic issues

PRODUCTIVITY WORKSHOP: ACTIVITY B

Phase 2B | Productivity Engagement

Priorities & Performance

Participants were given a worksheet with five themes (shown below) and asked to rate the priority and current performance for each individually, and discuss opportunities for improvement in pairs.

'Housing connectivity' and 'centres and local services' were outlined as the highest priorities for the LGA as the highest percentage of participants considered both a high priority. Even though 'centres and local services' had an average to good performance, housing connectivity was considered the lowest performing area.

Housing connectivity to jobs, services & infrastructure

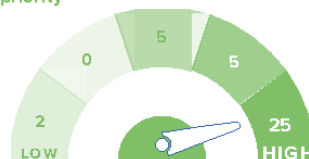
Participants considered this area to be the highest priority and one of the lowest performing areas

performance



- Overall performance was considered to be low to very low
- Transport was considered by most to be the key issue regarding housing connectivity: lack of public transport, supporting parking at stations and traffic matters
- Leppington station was mentioned by many people as a clear example of lack of parking in train stations

priority

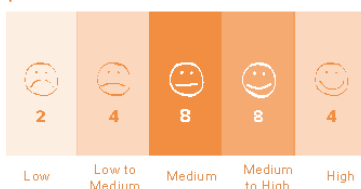


- Connectivity of housing to jobs, services and infrastructure was a very high priority area
- Most participants focused on discussing the urgent need for public transport and for essential services

Centres & Local Services

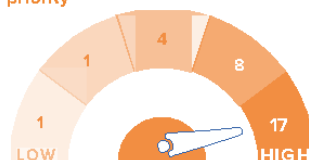
Centres were considered to be of a very high priority and performing between average and good by most participants

performance



- Most participants agree that service availability across town centres is performing well and improving
- Some individuals reflected that there should be a clearer strategy around centres as there is an abundance of town centres but their individual roles are scattered

priority



- Centres were considered to be of a very high priority by most individuals
- During group discussion, many participants reached the conclusion that centres should complement each other



PRODUCTIVITY WORKSHOP: ACTIVITY B

Phase 2B | Productivity Engagement

Priorities & Performance

Housing choice & Affordability

Participants rated housing choice and affordability between average to very high for both priority and performance

performance



- Housing affordability was still deemed as average to good by many people, as compared to Greater Sydney's housing market
- Some participants perceived planning and bureaucracy as a cause for the lack of diversity in housing

priority

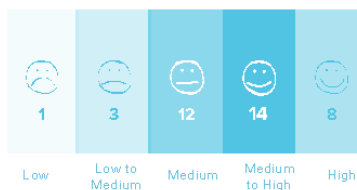


- Most participants agree with the need for diversity in the housing mix and that the lack of choice is impacting affordability
- In group discussions around choice and affordability, participants were consistent in considering the need for more diverse housing choice, clearly stating the need for larger lot sizes

Housing Supply

Housing supply was largely considered to be of both average to high priority and performance

performance



- Although the demand for housing is slowing down, it is still considered high and workshop participants felt that housing supply should keep up to avoid future affordability issues
- The sizing of lots was an issue raised by most participants along the need to plan for infrastructure to support housing supply

priority

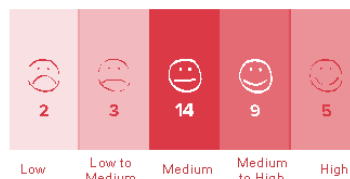


- Housing supply was considered to be between average to high priority
- When discussing this theme in pairs, some participants concluded that housing supply should align with the LGA's character in combining suburban and country living

Accessibility to Urban Services

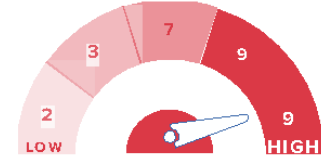
Though a high priority, people felt that access to urban services was of average current performance

performance



- Most participants considered this area to be performing at an average level
- Established areas are considered to be performing better, but newer areas require service and business zoning

priority



- This theme was felt by most participants to be a high to very high priority



PRODUCTIVITY WORKSHOP: ACTIVITY B

Phase 2B | Productivity Engagement

Priorities & Performance | Key Findings

Participants were asked to provide ideas or actions to help to improve the performance of each theme area in the future.

The key actions represented below summarise suggestions made by participants to provide a pathway to reach higher performance in areas that are prominently prioritised.

KEY IDEAS

- Increase local employment
- Retain talent within the LGA by providing corporate business parks such as Norwest
- Infrastructure planning including tertiary education, train station parking and roads
- Justice precinct
- Medical specialist centres
- Train service including rail links to surrounding areas

KEY IDEAS

- Consistent zoning in new growth areas
- Improve road planning (for example, building M9)
- Improve public transport, especially the train network

KEY IDEAS

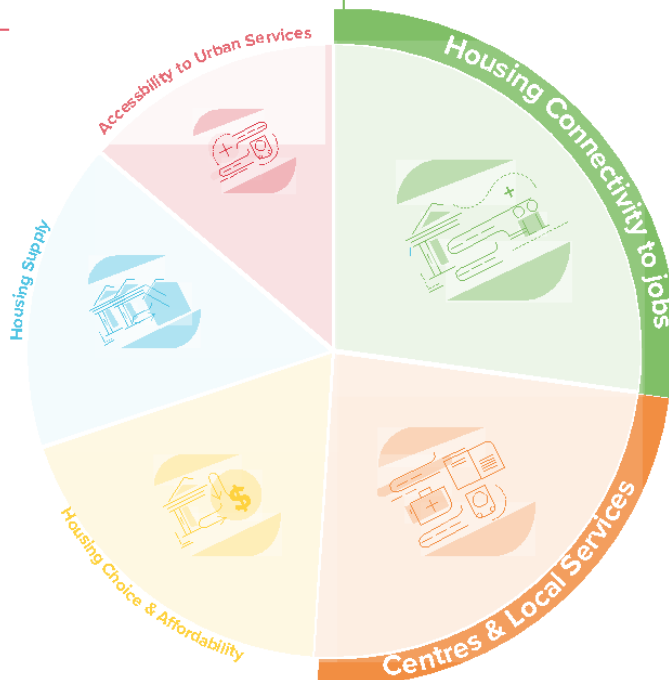
- Housing supply to keep up with demand
- Increase supply of larger sized housing
- Further planning in growth centres

KEY IDEAS

- Supply different housing types
- Attracting young families
- Reducing fees would increase affordability

KEY IDEAS

- Develop services based on demand
- Local libraries
- Function centres and meeting places for the community
- Strategic planning so the different centres complement each other
- Clarify the role of the different town centres



PRODUCTIVITY WORKSHOP: ACTIVITY C

Phase 2B | Productivity Engagement

Jobs Growth

Participants were asked to outline the role, function and industries needed in key centres across the LGA. The key centres discussed are outlined below.

Leppington

Leppington is considered to have potential to be an educational and technological centre based on a future university or technology park as both of these features attract the IT industry

Industries to drive job growth

- Education providers, particularly university
- IT industries

Oran Park

Oran Park was felt to be a professional centre and a business and service hub, with potential to take on government and education providers, office based industries and education providers, as well as possibly providing cultural, sporting or recreational opportunities

Key Industries

- Government industries and services
- Justice and legal precinct
- Education centre
- Retail industry based in shopping centres
- Health industry

Gregory Hills

Participants perceived Gregory Hills as a consistent mixed use centre

Key Industries

- Medical precinct
- Retail industry
- Industrial and manufacturing industries

Camden Town Centre

Camden's main role is as a cultural centre that showcases the unique character and heritage of the whole area, attracting tourism and providing retail and entertainment opportunities which leverage the local landscape

Key Industries

- Entertainment industry which includes the hospitality industry, performance arts and live music and cultural initiatives
- Retail industry based on boutique fashion, niche industry and specialty commerce
- Tourism, leveraged by entertainment and retail industries
- Health industry, particularly medical specialties
- Creative and technology industries that will benefit from the airport and road links

Narellan Town Centre

Narellan was perceived by most people to be the retail and commercial centre for the LGA which can be complemented with entertainment precincts and business services, such as conference centres

Key Industries

- Retail industry based in large scale shopping centres
- Entertainment and dining industries aligning with the large retail industry
- Office-based professional services
- Health care

Mount Annan

Participants consider Mount Annan as tourism centre that attracts visitors and provides entertainment options like festivals and markets

Key Industries

- Retail industry
- Tourism industry to take advantage of the Botanical Gardens potential

Smeaton Grange

Smeaton Grange is considered by participants to be an industrial centre based on logistics and manufacturing as it will benefit from the access provided by the airport and M9

Key Industries

- Small and medium scale industrial
- Sporting industry

PRODUCTIVITY WORKSHOP: ACTIVITY C

Phase 2B | Productivity Engagement

Jobs Growth

Participants were also asked to consider two key industries and in small groups discuss the opportunities, barriers and actions inherent in each. The key industries raised were education and health.



Education

- Opportunities**
- Tertiary education providers are desired considering the growth of young population
 - Exchange programs
 - Education based on agriculture
 - Specialist study related to airport could work
- Barriers**
- Lack of infrastructure and transport
 - Zoning and allocation for education locations and accommodation
- Actions**
- Develop infrastructure, including internet
 - Develop collaborative spaces, conference and study areas
 - Provide suitable accommodation for students



Health

- Opportunities**
- Aged care facilities needed
 - Improve health care quality
 - Opportunity for paediatrics considering growing population
- Barriers**
- Health industry to keep up with the area's growth
 - Competition from other centres has prevented the introduction of a public hospital and a maternity facility in the area
 - Lack of connectivity and transport
- Actions**
- Collaboration and communication are key solutions
 - Improve transport and connectivity



Construction

- Opportunities**
- Population growth
 - Land availability
- Barriers**
- Policy changes
 - Time-frames
- Actions**
- State-supported planning and facilities such as hospitals and schools can foster growth



Transport & Logistics

- Opportunities**
- Population growth attracting younger people and professionals
 - Airport and industrial belt would improve connectivity
- Barriers**
- Overdevelopment in the area without accompanying infrastructure
 - Political challenges and bureaucracy causing delays
 - Environmental degradation
- Actions**
- Infrastructure planning
 - Development of high speed rail



Tourism

- Opportunities**
- Building on the areas assets: heritage and natural resources
 - 'Glamping' potential
 - Improving food culture
- Barriers**
- Lack of facilities and accommodation
 - Lack of advertising about the areas potential
- Actions**
- Cutting red tape
 - Leverage local attractions and history, particularly the Nepean River and Camden town
 - Promote adventure tourism



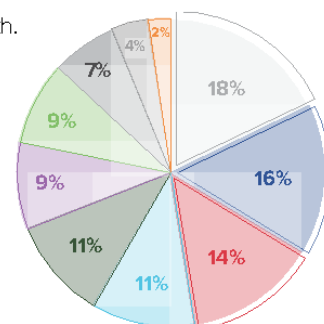
Professional Services

- Opportunities**
- Population growth leading to the increase of skilled population
 - Specialisation in niche industries
 - Business hub to cause local jobs growth
 - Justice precinct
- Barriers**
- Transport infrastructure
 - Governance barriers
- Actions**
- Improve public transport
 - Implement 5G
 - Develop business park

Participants were asked to outline their three overall priority industries for growth.

The key priority industries for growth were professional services, including business and technology, tourism and entertainment, as well as industrial, including light industrial.

- Professional Services (18%)
- Tourism + Entertainment (16%)
- Industrial (14%)
- Health (11%)
- Manufacturing & Warehousing (11%)
- Education & Research (9%)
- Agriculture (9%)
- Transport (7%)
- Residential & Development (4%)
- Commercial (2%)



PRODUCTIVITY WORKSHOP: ACTIVITY D

Phase 2B | Productivity Engagement

Local Character

By picking up a dessert to represent Camden and explaining the links between the dessert and the area, participants shared their thoughts on what is unique and of most value for them in the LGA. Participants individually explained why their choice represented Camden followed by a lateral thinking group exercise. In this activity, the whole group discussed together how selected desserts represented Camden. Shown below are the key findings about Camden's local character provided by the productivity workshop participants.

Heritage



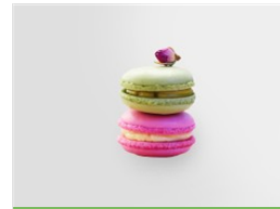
Traditional area; Old fashioned style; Historic buildings; Recognisable branding with the aim to create a trademark for the LGA; Agricultural past; Handmade character; Strong food culture

Growth



Combines old and new, rural and urban; Fast-paced changes; Growth based on innovation and opportunities; Housing options moving towards high rise and simple layouts

Community Friendly



People's sweetness; Different cultures combined together; Strong sense of community; Inclusive integration

Landscape



Fragile nature of landscapes; Quality of views and landscapes; Richness of the land

Infrastructure



Disconnected between different town centres ; Communities are boxed by major roads

PRODUCTIVITY WORKSHOP: ACTIVITY E

Phase 2B | Productivity Engagement

Future Scenarios

Participants are given a 'paddle' with 'Yes' on one side and 'No' on the other, then presented with hypothetical future scenarios and asked to use their paddle to indicate whether they think these scenarios should happen in Camden. The 'Future Scenarios' activity aims to provoke discussion around the community's key issues and priorities in future challenges.



The images displayed below show the future scenarios most participants could see in the LGA for the next 20 years, along with the total number of participants who voted 'I could see that here'

Productivity workshop participants hypothetical scenarios proposed different situations compared to the community workshops. Individuals consistently agreed on improving opportunities for the **young population** of the LGA, particularly regarding access to the workforce but also acknowledging the importance of education precincts as a priority.

Participants found **'fresh local food'** scenario interesting from an innovation point of view as a way of combining urban and agricultural character and welcomed the need to think about agriculture differently.

This aligns with the bespoke adhesion for **'natural heritage'** that can be leveraged in the LGA by:

- Activating the Nepean river
- Providing community gardens
- Taking advantage of the scenic hills in the area



PRODUCTIVITY WORKSHOP: ACTIVITY E

Phase 2B | Productivity Engagement

Future Scenarios



The images displayed below show the future scenarios most participants do not consider suitable for the future of the LGA, along with the total number of participants who voted 'not for us'.

The 'main street decline' scenario got a 'No' from almost half of the productivity workshop participants.

The development of 'freight centres' in the community was rejected by a third of the participants, even though the airport was acknowledged as a big opportunity to develop freight centres in Camden's LGA.

Main Street Decline 17

With the increased growth in online and centre based shopping, will main street retail continue in its current form?

Freight Centres 14

As distribution and freight corridors become more important, could Camden LGA become a key freight connector to other centres?

Co-Living Housing 12

As our population grows and changes, should we be encouraging intentional co-living hubs with shared amenities, which house different communities?

Expected Population Growth 5

As the population continues to grow and we use more land for development, should we consider increasing density with options that allow more height and dwelling types?

Fresh Local Food 4

Responding to a loss of rural land, will urban farming be appropriate for Camden?

Low Carbon Precincts 4

Could the Camden LGA support low-carbon business precincts?

Sustainability Flagging

Which areas are important to protect? Why?

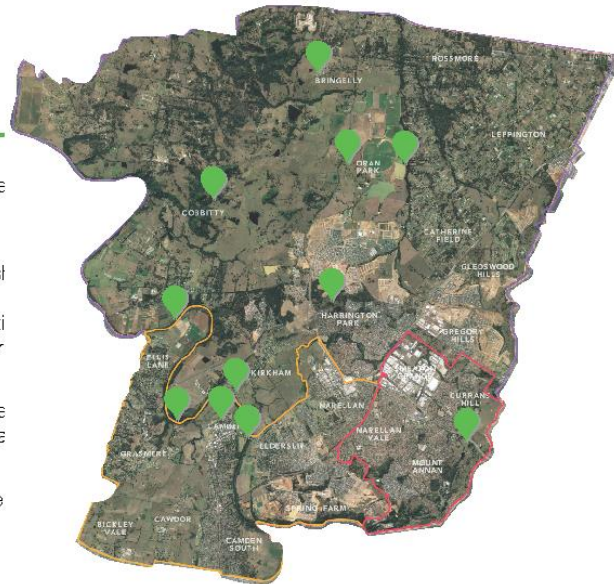
Participants considered the LGA's natural character should be protected, based on its rural identity, charming heritage and abundance of natural landscapes.

Camden and Cobbitty provide good examples of areas that sh be protected due to their historic value and unique character. area's heritage can be leveraged to attract tourism opportuniti combined with the predominant agricultural landscape and gr views.

Oran Park is flagged by many participants as an area that nee intervention and as a case study for all new development area Participants suggested measures to protect the area:

- Improve tree cover for environmental benefits - shading, he reduction, encouraging wildlife
- Regenerate cow pastural lands
- Redevelop South Creek and provide amenities

The Nepean River, similarly to community workshop findings, is considered a key natural environment for the whole LGA by providing recreational activities that attract locals and tourists, as well as promoting water and air quality.

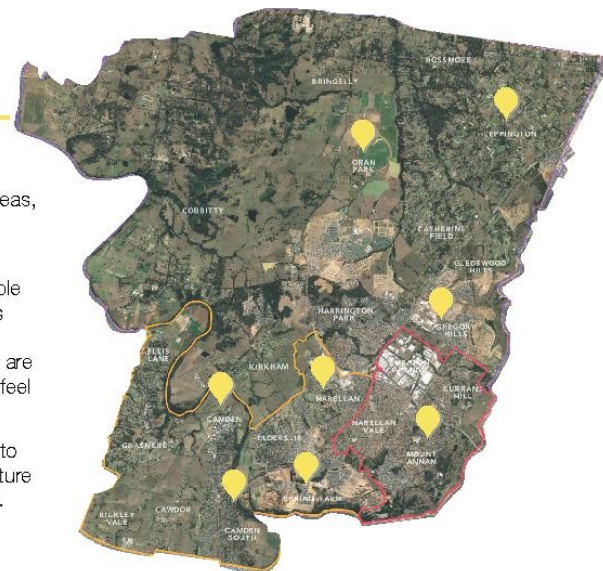


Where should tree cover be increased? Why?

Tree cover should be increased across all new development areas, both to improve ambience and mitigate the heating effect of housing.

Participants mostly referred to Oran Park as the biggest example of why new residential areas require abundant tree cover: trees provide nature engagement and ambience for residents, while improving air quality, reducing heat and providing shade. Trees are equally important in Gregory Hills as to present a more natural feel in an industrial area.

Some participants also identified Camden as an area in which to improve tree cover, mostly to further improve rainfall for agriculture in the river areas and also to attract tourism in the town centre.



PRODUCTIVITY WORKSHOP: ACTIVITY F

Phase 2B | Productivity Engagement

Sustainability Flagging

Where and how does industry manage the relationship between built form and environment?

This question allowed participants to provide key information about which areas are already performing well in managing built form and environment.

Participants consider that industries have a good management between built form and environment when they combine development and building with open spaces and natural landscapes.

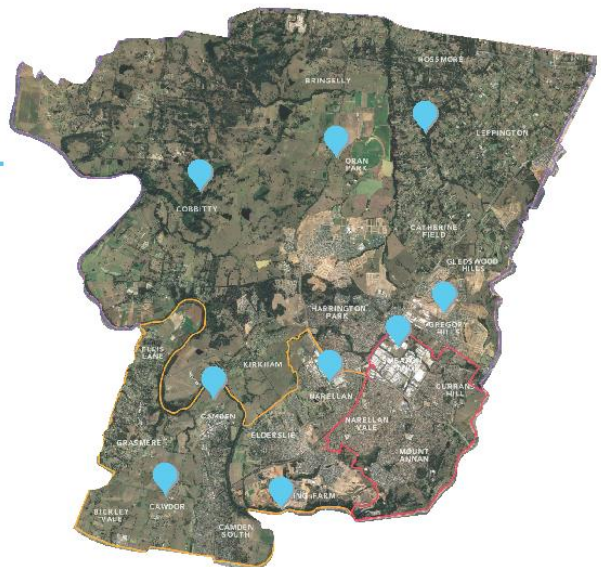
Relevant examples of a good relationship between built form and environment, provided by participants, were Harrington Park, Harrington Grove and Camden Town Centre. In these areas, industry managed to keep a balanced blend of buildings, parks and landscaping, and improve walkability. Mount Annan is also referred as having balanced built form and environment in combining a residential area with the Botanical Gardens.



Where are there issues that industries need to respond to?

Participants agree that industries should have a proactive role regarding the protection of heritage and small businesses along with environment protection. The main issues raised by most participants were:

- Waste disposal and recycling - participants agree on the need for education on waste and placing procedures for waste management
- Impacts of the poultry industry on the surrounding population
- Tree and open space removal
- Air and water quality
- Small business and agribusiness deterioration



PHASE 2

Conclusions & Key Findings



Key Conclusions

The Greater Sydney Commission has required Council to prepare a Local Strategic Planning Statement which responds to the four key themes identified in the Western City District Plan: Infrastructure and Collaboration, Liveability, Productivity and Sustainability, as informed by community and stakeholder engagement.

Council has taken this opportunity to undertake in-depth strategic work and explore perceptions and priorities of the LGA at a community level to support the creation of the LSPS. Engagement was undertaken with community and key stakeholders in digital and face to face contexts between November 2018 and February 2019.

The Phase 2 Engagement program was tailored to build an understanding of priorities identified in Phase 1 and explore community perceptions and tangible future opportunities in depth. The resulting outcomes reflect that the LGA is currently experiencing change in the face of widespread growth, which needs to be planned for and managed in order to preserve the unique appeal of the area.

The following pages provide key insight collected in community and stakeholder engagement aligned with the four pillars of the Western City District Plan as well as the outcomes of additional activities addressing future sentiment and local character.

Optimistic and Concerned

- Many people were optimistic about the preservation of the local rural identity and heritage, protection of the natural environment and the community spirit in the region
- Optimism around business opportunities alongside population growth, local employment and the chance to invest early in infrastructure to accommodate the community also emerged
- Many people were concerned about loss of natural environment, growth and infrastructure changes, and overdevelopment
- Participants were also concerned by infrastructure not enduring the LGA's growth, over restrictive planning and transport and traffic issues

Key Considerations for the LSPS:

Managing development, planned and appropriate infrastructure and protection of the natural environment protection are clear priorities for the LGA.



Local Character

In reflecting on the LGA as a whole, community and businesses raised a number of key themes when considering local character:

- Camden is the jewel in the crown of the LGA and has strong visual character and a cultural role based on its rural heritage
- Newer centres and suburbs are beginning to develop their own characteristics, however most are open to being shaped as the LGA grows
- The contrast between new and traditional places and the need to preserve the old and integrate the new across the LGA is a recurring discussion point which people perceive is yet to be resolved
- The identity of the community is aligned to connections to nature and healthy lifestyles
- The mixed identity of the LGA and increasing diversity, variety and change within the character and population of the LGA are ongoing conversations which have the power to shape the LGA
- Interconnectivity and disconnection between suburbs is an ongoing issue
- Higher density and high rise buildings are considered unappealing and mass produced housing is seen as visually unsuitable for the area
- A sense of local opportunity and entrepreneurship is part of the business community and industries such as agriculture have a part to play in the identity of the LGA
- The family-friendly aspect of the LGA should be promoted in public spaces and cultural opportunities

Key Considerations for the LSPS:

A balance between the visual character of historic, rural and new developments is key to retaining the appeal of the LGA as an aspirational residential location for current and future communities.

Key Conclusions

Infrastructure and Collaboration

- Connections within, into and throughout the LGA are seen as intermittent
- People were most able to see social infrastructure changes such as proactive responses to climate change and rising urban heat, empowering opportunities for young people and businesses, and facilities for the elderly
- The introduction of a local heavy rail network is seen as both an opportunity for improved connections and a catalyst for population growth
- People were consistently opposed to increases in housing density across the LGA
- The appropriate planning of infrastructure to meet demand and population change is considered a high priority and dependent on good governance
- The introduction of transport infrastructure is seen as an important factor in supporting the creation of local jobs.
- Infrastructure and public transport provision are clear priorities in building the future of Camden LGA

Key Considerations for the LSPS:

LGA-wide transport links and connectivity are key to the continued vitality of the area and should be well planned with future growth in mind.

Liveability

- Fresh local food production and local open spaces and parks were consistently considered the highest priority aspects of liveability and performing very well
- The relationship between local jobs and transport was highlighted by the business community as a major barrier to connectivity between housing, jobs and services.
- Access to open space and the natural environment were considered to be highly important in relation to the liveability of the LGA
- The local community spirit is highly valuable and people want to remain engaged in decision making for their LGA
- The LGA's rich heritage is highly valuable for the liveability of the area
- Connectivity is key for the growth of the different centres, along with providing access to services and cultural opportunities

Key Considerations for the LSPS:

Liveability is inherently connected to the provision of effective services, infrastructure, and the preservation of the local heritage, environment, community and character for which the LGA is known.



Key Conclusions

Productivity

- Health, agriculture and education were considered the highest priority industries for growth across the region
- People perceive opportunities across the LGA to grow and diversify the health and education industries, especially around new growth areas
- Tourism has the potential to grow and further align to the rural heritage of the region, the unique qualities of Camden and the local agricultural industry
- Newer suburbs and centres like Oran Park and Leppington have large potential to house economic growth and are ideal locations for offices and professional hubs, providing local work for residents
- Business workshop participants were open to opportunities for innovation, particularly in youth employment, business collaboration and the local agricultural industry

Key Considerations for the LSPS:

Opportunities for economic and industry growth align closely to residential growth and the need to both support new communities and increase local jobs.

Sustainability

- Rural landscapes are considered among the most valuable in the LGA and inherently tied to the local identity
- The Nepean River is consistently identified as a key natural landmark to be protected and promoted
- The presence of local native bushland is a significant feature of the area which should be preserved
- Pedestrian relationship and access to the environment was prioritised by all participants
- Future planning should be based on the protection of Camden LGA's natural assets, which should be accessible and promoted

Key Considerations for the LSPS:

Environmental protection is a clear priority and should encapsulate both native bushland and iconic rural landscapes, as well as the Nepean River.



The need for quality local health facilities at a large scale was raised consistently by all groups



The role and potential of Camden as a tourist destination to be supported was also demonstrated by all groups



Quality education facilities at all levels were consistently proposed, especially in new growth areas and in the form of specialised tertiary studies



Fresh food and agricultural production was desired, especially around the outskirts of the region



Most Participants did not want industrial activity to grow in Smeaton Grange, while some saw opportunities closer to the airport



Important landscapes and waterways

Participants perceive the LGA's landscape as a whole system centred on the Nepean River as it serves the indigenous fauna and flora as well as providing community recreational options



Scenic view corridors and landscapes

The unique heritage and the rural character of the LGA is highly valued by the community, paired with natural landscapes and the bushland that align with the area's identity



Tree cover

Tree cover is best provided in well established areas, whereas there is a clear need for tree across all new development areas



Passive or quiet relaxation

Most participants find quiet relaxation in natural, open spaces or tracks along the river. Encounters with native animals, peaceful ambience and contact with nature are the main reasons why these areas are important to the community





ABORIGINAL
PROTOCOLS
POLICY
P4.0185.1

ABORIGINAL PROTOCOLS

DIVISION: SPORT, COMMUNITY & RECREATION

BRANCH: COMMUNITY DEVELOPMENT

CATEGORY: 2

PART 1 - INTRODUCTION

1. BACKGROUND

- 1.1 The Camden Local Government Area (LGA) sits in traditional Dharawal lands and is a historically significant area in relation to local Aboriginal culture and heritage.
- 1.2 Acknowledgment of Aboriginal community and associated protocols demonstrates Council's commitment to Aboriginal people.
- 1.3 Working with the Aboriginal community requires sensitivity to history and culture.

2. OBJECTIVES

- 2.1 To guide Council interactions with the local Aboriginal community by outlining some acceptable protocols.
- 2.2 To recommend and explain simple protocols that can be used to acknowledge the local Aboriginal community.
- 2.3 To promote inclusive best practice that will assist understanding of and responsiveness to the local Aboriginal community.
- 2.4 To promote a greater understanding and acceptance of general cultural awareness.

3. SCOPE

- 3.1 These Protocols apply to all Council staff, consultants, contractors, volunteers and delegates.

4. DEFINITIONS

- 4.1 **Council** means Camden Council.
- 4.2 **Protocols** means "appropriate ways of behaving, communicating and showing respect for diversity of history and culture" (Working with Aboriginal communities, NSW Board of Studies).
- 4.3 **Aboriginal Communities** means the Aboriginal and Torres Strait Islander population of the Camden LGA.

- 4.4 **Intellectual property** means intangible, personal knowledge, understandings and assets of a cultural or creative nature.
- 4.5 **Traditional Custodian** means an Aboriginal person born on local lands.

PART 2 - POLICY STATEMENT

5. PROTOCOLS

- 5.1 Cultural protocols are customs, values, and codes of behaviour that are important to the identity of a cultural group. Protocols are an important part of all cultures and provide guidance on how to treat and work with people in a respectful and useful way.

Aboriginal and Torres Strait Islander peoples, are the original inhabitants of Australia. Observing Aboriginal and Torres Strait Islander cultural protocols at meetings, events, conferences and forums demonstrates respect and appreciation for the cultural traditions, history, diversity and contribution made by the Aboriginal and Torres Strait Islander community as the first peoples of this nation.

- 5.2 Following are some simple protocols that can provide an opportunity to pay respect, build relationships and share in Aboriginal culture. The main protocols that can be easily adopted are the Welcome to Country or Acknowledgement of Country, the appropriate utilisation and representation of the Aboriginal Flag and traditional smoking ceremonies.

6. WELCOME TO COUNTRY OR ACKNOWLEDGMENT OF COUNTRY

- 6.1 A Welcome to Country or an Acknowledgment of Country should be included at Council and civic events and meetings as a sign of inclusion and respect. The purpose is to welcome people to visit and meet on Dharawal lands and recognise Aboriginal people as traditional custodians of the land. Council officers are encouraged to include an Acknowledgment of Country at the beginning of meetings, trainings and consultations.
- 6.2 **A Welcome to Country** can only be provided by a Traditional Custodian of the local land or other Aboriginal person granted permission by a Traditional Custodian. A non-Aboriginal person, or an Aboriginal and Torres Strait Islander person from a different community, cannot do a Welcome to Country. They should do an Acknowledgement of Country/traditional custodians.
- 6.3 A Welcome to Country should be performed at all significant or major Council and community events, including but not limited to Australia Day and festivals, as well as openings, launches or where it is appropriate to welcome people into the local community.
- 6.4 **An Acknowledgement of Country** can be delivered by any Aboriginal person present. This is the option if there is not a Traditional Custodian present. An Acknowledgement of Country can also be delivered where there is no Aboriginal person present (or by permission of those present).
- 6.5 Either a Welcome or an Acknowledgment can take various forms and may be

formal or informal. An acceptable example is:

"I would like to acknowledge that this meeting is being held on the traditional lands of the Dharawal people and pay my respect to Elders both past and present."

Council currently uses the following statement at Council meetings:

"I would like to acknowledge the traditional custodians of this land on which we meet and pay our respect to elders both past and present."

7. THE ABORIGINAL FLAG

- 7.1 The Aboriginal flag should be flown in the appropriate manner. Council permanently displays the Aboriginal flag. This flag should also be flown at half-mast at appropriate times to recognise periods of significance to the Aboriginal community.

8. SMOKING CEREMONIES

- 8.1 Smoking Ceremonies are to be conducted by Aboriginal people with specialised cultural knowledge. These ceremonies aim to cleanse the space in which the ceremony takes place, for example a new building. Smoking ceremonies are usually only performed at major events. It is recommended that appropriate advice be sought before considering undertaking a smoking ceremony.

9. FEES FOR SERVICE

- 9.1 Fees for service or appropriate acknowledgement should be granted when Aboriginal or Torres Strait Islander people conduct cultural services that utilise intellectual property. A respectful conversation should be initiated to establish fees for service or acknowledgement upon engagement.

10. EVENTS

- 10.1 Council can further acknowledge the local Aboriginal community by observing and celebrating culturally significant dates and events such as NAIDOC (National Aborigines and Islanders Day Observance Committee) where protocols can be incorporated.

11. DOCUMENTS

- 11.1 High level Council documents can include an Acknowledgement. An acceptable example is:

"Council acknowledges the Dharawal people as the traditional custodians of this land and pay our respect to their Elders both past and present."

□ * * *

RELEVANT LEGISLATIVE INSTRUMENTS: *Anti-Discrimination Act 1977*
Flags Act 1953

RELATED POLICIES, PLANS AND PROCEDURES: Camden CSP, Key Direction 5
Community Wellbeing Policy
Civic and Ceremonial Functions and Representation Policy

RESPONSIBLE DIRECTOR: Sport, Community & Recreation

APPROVAL: Council

HISTORY:

Version	Approved by	Changes made	Date	EDMS Number
1	Approved by Council	New policy	Insert date	Insert EDMS number

ABORIGINAL PROTOCOLS POLICY
Adopted by Council:

Next Review Date: dd/mm/yyyy
EDMS #:

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PUBLIC ART POLICY
P0.0000.0

PUBLIC ART POLICY

DIVISION: SPORT, COMMUNITY & RECREATION

BRANCH: COMMUNITY DEVELOPMENT

CATEGORY: 2

PART 1 - INTRODUCTION

1. BACKGROUND

- 1.1 Council's Public Art Policy provides a framework for integrating art and design in the public domain. Public art plays an integral role in expressing and valuing Camden's rich natural, cultural and urban heritage.
- 1.2 Camden Council is committed to the sustainable development of a dynamic region that values and celebrates the unique diversity of our people, places and environment and its contemporary culture.

2. OBJECTIVE

- 2.1 To facilitate the provision of public art within the Camden Local Government Area (LGA).
- 2.2 To develop, preserve and celebrate Camden's history and the strengths, achievements and diverse cultures that make up the community including Aboriginal and Torres Strait Islander culture.
- 2.3 To enhance community and cultural wellbeing by providing opportunities for the community to participate in and tell their stories through arts and cultural activities and creative expression.
- 2.4 To reflect Camden's diverse culture and communities for the enjoyment and engagement of local residents, and regional and international visitors.
- 2.5 This policy is in alignment with Council's Community Strategic Plan (CSP) addressing the objectives in the following:

Key Direction 3 - A Prosperous Economy

- Economic contribution to cultural tourism
- Employment opportunities for artists
- Lifestyle attraction and activation of public spaces.

Key Direction 5 - An Enriched and Connected Community:

- People Feel They Belong
- There is Community Pride
- People Feel Safe
- People are Healthy.

3. SCOPE

- 3.1 This policy applies to the development and management of public art commissioned by Council or acquired by purchase, donation or transfer.
- 3.2 This policy also applies to public art projects that are commissioned, acquired, purchased, donated or otherwise provided by developers and/or under a Voluntary Planning Agreement (VPA).

4. DEFINITIONS

- 4.1 **Public Art** refers to any artistic works or activities in the public domain, designed and created by professional arts practitioners. It is defined in the broadest sense as artistic works or activities accessible to the public. The work may be of a temporary or permanent nature.
- 4.2 **Public Art** may be located in or be part of public open space, building or facility, including façade elements provided by either the public or private sector.

PART 2 - POLICY STATEMENT

5. PRINCIPLES

- 5.1 Council will use its best efforts to:
 - a. Ensure public art is:
 - Relevant to the vision and objectives of the Community Strategic Plan
 - Of a high standard
 - Innovative and contemporary
 - Relevant and appropriate to the context of its site
 - Non-offensive
 - Consistent with current planning, heritage, safety and environmental policies and any applicable plans of management and legislation
 - Safe and accessible for the public
 - Robust and durable (if intended as a permanent fixture)
 - Financially viable and maintainable
 - Unique
 - Not commemorating similar events unless in a different artform or art media to existing monuments or public art works for those events.
 - b. Assist in the promotion, preservation and maintenance of Council's public art assets (e.g. permanent art collections, outdoor monuments, memorial and artworks) for the enjoyment of future generations.
 - c. Support the creation of dynamic places in Camden's local suburbs reflecting their unique communities.
 - d. Advocate for the incorporation of quality public art work and integrated design in projects in Council, public and commercial developments. Public art strategies are encouraged to be developed for specific sites and precincts.
 - e. Support the needs of local communities in specific precincts or spaces

especially in new growth areas. This will be through the commissioning of temporary and permanent public art and projects in consultation with relevant target groups where necessary.

- f. Support creativity and innovation.
 - g. Provide employment opportunities for artists especially for local and regional public artists in building the creative industries as part of Camden’s diverse economy.
 - h. Support local and regional artists, interested stakeholders and partnerships in the community to facilitate public art opportunities.
 - i. Support the development of a procedural document for planning, designing and maintaining public art works for Camden LGA.
- 5.2 Council will use its best efforts to ensure that other relevant stakeholders involved in the provision of public art are informed of and abide by these principles.

□ * * *

RELEVANT LEGISLATIVE INSTRUMENTS: Local Government Act 1993
Environmental Planning and Assessment Act 1979

RELATED POLICIES, PLANS AND PROCEDURES: Camden Council Community Strategic Plan
Council’s Capital Works Program
Camden Local Environmental Plan (LEP) 2010
Camden Development Control Plan (DCP) 2011

RESPONSIBLE DIRECTOR: Director Sport, Community and Recreation

APPROVAL: General Manager through the Executive Leadership Group.

HISTORY:

Version	Approved by	Changes made	Date	EDMS Number
1	ELG	New	Insert date	Insert EDMS number

POLICY TITLE
Adopted by Council/ELG date

Next Review Date: dd/mm/yyyy
EDMS #:

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EXHIBITED MASTERPLAN
 Landscape Concept Master Plan - Stage 1 Layout

Fergusons Land Premier Cricket Facility

SCALE 1:1000 (A)



PROJECT DIRG NO 02718-019-00_DA-101
 REV 05
 DRAWN JR
 CHKD AL
 APPROV AL
 DATE 18.06.2018





Landscape Concept Master Plan - Ultimate Layout

Fergusons Land Premier Cricket Facility

EXHIBITED MASTER PLAN

PROJECT DRG NO 0218-0119-00_DA-102 REV 05 DRWN JR CHKD AL APPROV AL DATE 18.06.2018

Tract

FERGUSONS LAND MASTERPLAN - REGISTER OF ISSUES

Name	Issue	Council Response
	Delivery of 2 synthetic and 1 turf wicket in place of the proposed 1 synthetic and 2 turf wickets	Not supported. A turf wicket will be delivered as part of stage 1 works as part of Council's commitment to a premier cricket facility.
Camden Cricket Club	Delivery of 5 synthetic training nets in place of the turf training nets as part of Stage 1	Supported. Delivery of synthetic training nets will be included in the detailed design for Stage 1 works.
	Inclusion of a clubhouse facility	A cricket pavilion is included in Stage 1 works including changerooms, amenities, an umpire room and storage. The ultimate facility includes the provision of a second storey to the pavilion to provide additional amenity and facilities.
	Clarity around the maintenance and operation of the facility	Management of the facility requires further analysis and discussion.
Pony Club Association NSW	Questions whether other sports are being given priority over an equestrian sport on an equestrian park	Delivery of a separate vehicle access will significantly reduce the impacts on the equestrian park with no loss of grounds or need to relocate the Cobbitty Pony Club clubhouse.
	Concerns with the relocation of the Cobbitty Pony Club clubhouse	Delivery of a separate vehicle entry will remove the need to relocate the Cobbitty Pony Club clubhouse.
	No direct contact made to advise of exhibition	Council consulted with the BEP Committee regarding the Masterplan. Camden Show Society Inc. has a representative on the Committee
Camden Show Society Inc.	The staged development does not consider impacts on existing users and will lead to reduced security, safety issues and possible biosecurity issues.	Delivery of a separate vehicle entry will result in access to the BEP will remain unchanged.
	Changes to access for the site are needed with an access point off Ferguson Lane supported	Delivery of a separate vehicle access point is supported, however this will be located on Exeter Street in line with the location identified in the ultimate Masterplan.
	Previous commitments were made by Council to investigate multi-use facilities for the site	Noted.
Camden Residents Action Group	Request that the community be informed of potential impacts of existing uses of the Park and be given an opportunity to respond	All organisations and individuals that provided a submission will be provided with a copy of the Council report and provided with details of the Council meeting.

Name	Issue	Council Response
	A less disruptive access point for the proposed facility be located	Delivery of a separate vehicle access point is supported.
County of Cumberland Campdra	Feasibility study into a purpose built bridge and road spanning Matahil Creek to provide a dedicated access Concerned with the need to relocate the Cobbitty Pony Club clubhouse and construct a road through their grounds. Loss of the large turning circle on Exeter Street will create safety issues if access to the equestrian facility is not available.	Delivery of a dedicated vehicle access point is supported and a feasibility study has been completed. Delivery of a dedicated vehicle access point will remove the need to relocate the Cobbitty Pony Club clubhouse. Noted: This will be considered as part of the detailed design stage.
	Increased need for parking around Exeter Street and the BEP grounds will create issues with access for larger vehicles	Parking will be provided in accordance with DCP requirements and Council's Sportsground Strategy. Special event considerations with overflow parking will be employed as needed.
	Modifications requested through the consultation process have not been incorporated into the Masterplan	Significant changes have been made to the draft Masterplan based on submissions from the community.
	Demolition of the Pony Club is unreasonable and significant disruption	Delivery of a dedicated vehicle access point is supported and will remove the need to relocate Cobbitty Pony Club clubhouse.
BEP Management Committee	Causeway will become a bottleneck due to the new access gate. Additional traffic from the cricket facility and reduced roadway access will be unable to be managed.	Delivery of a dedicated vehicle access point will remove the need for people accessing the cricket facility to travel over the existing causeway. Additional traffic will be managed and addressed through the detailed design stage.
	Location of the roadway alongside the equestrian arenas presents a safety risk for horses and riders	Safety issues have been minimised by the provision of a dedicated access road. Other opportunities to minimise sight and noise issues, e.g. screening with vegetation, will be addressed through the detailed design stage.
	Feasibility of closing the facility during Camden Show and other large events is questioned	The cricket facility will be closed in line with existing arrangements for BEP and Onslow Oval for Camden Show and other large events on an as needs basis.
	Safety of recreational riders and pedestrian users will be put at risk	Safety issues have been minimised by the provision of a dedicated access road. Other opportunities to minimise sight and noise issues, e.g. screening with vegetation, will be addressed through the detailed design stage.

Name	Issue	Council Response
	Request a new causeway or bridge across Matahil Creek downstream from the existing causeway	Delivery of a dedicated vehicle access point over Matahil Creek is supported.
Multiple residents	Relocation of Cobbitty Pony Club clubhouse not supported	Delivery of a dedicated vehicle access point will remove the need to relocate the Cobbitty Pony Club clubhouse.
Multiple residents	Loss of BEP grounds and Cobbitty Pony Club grounds not supported including loss of float parking and unloading area	Delivery of a dedicated vehicle access point will result in no loss of grounds for BEP and the Cobbitty Pony Club.
Multiple residents	Security issues for the site through unmanaged vehicular access	Delivery of a dedicated vehicle access point will mean that access to BEP remains unchanged.
Multiple residents	Safety issues for horses, riders and pedestrians due to being in close proximity	Safety issues have been minimised by the provision of a dedicated access road. Other opportunities to minimise sight and noise issues, e.g. screening with vegetation, will be addressed through the detailed design stage.
Multiple residents	Construction of an alternate permanent and separate access point for the cricket facility	Delivery of a dedicated vehicle access point is supported and will be included in the detailed design stage.
Multiple residents	Proposed cricket facility is incompatible with existing uses	Noted.
Multiple residents	Excessive capital expenditure for single season sport with limited weekly usage	Noted.
Multiple residents	Negative impact of temporary road and construction activities on existing operations	Impacts will be managed as part of the operational delivery of the project
Multiple residents	Negative impact of project on existing and future operations - loss of events	Delivery of a dedicated vehicle access point will mean that usage of the BEP remains unchanged with no loss of grounds.
Multiple residents	Economic loss for Camden associated with a decrease in usage of the BEP	Delivery of a dedicated vehicle access point will mean that usage of the BEP remains unchanged with no loss of grounds.
Multiple residents	Equestrian use of the site should be protected and preserved	Delivery of a dedicated vehicle access point will mean that usage of the BEP remains unchanged with no loss of grounds.
Multiple residents	Cricket should go elsewhere	Noted.

Name	Issue	Council Response
Multiple residents	Facility will generate increased traffic	A dedicated entry and access to the cricket facility will reduce traffic impacts for BEP
Multiple residents	Noise during construction	Impacts will be managed as part of the operational delivery of the project
Multiple residents	No respect for pony club investment	A dedicated entry and access to the cricket facility will remove the need to relocate the Cobbitty Pony Club clubhouse.
Multiple residents	Equestrian facilities should be expanded	Noted.
Multiple residents	Dust during construction	Impacts will be managed as part of the operational delivery of the project
Resident	No shade in the float area	Alternate entry and access will result in float area remaining unchanged
Resident	No timelines for the work have been provided	Timelines for the delivery of the project will be communicated following adoption of the Masterplan and confirmation of the scope of Stage 1 works
Resident	Location of parking and potential impact on the adjoining property	The site is constrained by the riparian corridor and the facility has been designed to take into consideration the location of the parking area and the impact on adjoining properties
Resident	Location of proposed walking track and potential impact on the adjoining property	The route of the walking track will be determined during detailed design stage
Resident	Location of grass swale and potential impact on the adjoining property	The design of the grass swale will be considered during detailed design stage
Resident	Use of sports lighting and potential impact on the adjoining property	Sports lighting is proposed to be provided to the premier field as part of later stages with no sports lighting proposed in Stage 1
Resident	Design and materials of clubhouse and storage shed	Design and materials to be considered in detailed design stage
Resident	Use of clubhouse and potential noise impacts	The club house will be constructed as part of later stages and will be managed to minimise noise impacts



Legend

- 1 STAGE 1 CRICKET PAVILION TO INCLUDE CHANGE ROOMS, AMENITIES AND STORAGE AREA
- 2 BUS PARKING (2 X 12.5M SPACES)
- 3 VISITOR PARKING (64 STANDARD SPACES)
- 4 ACCESSIBLE MOBILITY PARKING (8 SPACES)
- 5 UNDERGROUND RAINWATER HARVESTING TANKS
- 6 MAINTENANCE AND EMERGENCY FIELD ACCESS POINTS
- 7 ELECTRICAL SUBSTATION (Proposed pole-mounted 200kVA substation with architecturally designed enclosure elevated above 100 yr flood level)
- 8 CRICKET TRAINING NETS (5 No. synthetic pitches)

- SITE BOUNDARY
- TOP OF BANK LINE
- CAT B. NEPEAN RIVER STATE PROTECTION BOUNDARY 20M SETBACK LINE
- DPI RIPARIAN ZONE 40M SETBACK LINE
- PROPOSED POST AND WIRE RIPARIAN AND BOUNDARY FENCE
- 3M HIGH CYCLONE FENCING TO PROTECT VEHICLES IN CARPARK
- PROPOSED SEWER LINE (REFER TO ARCADIS DOCUMENTATION)
- RELOCATED POTABLE WATER MAIN SUPPLY (REFER TO ARCADIS DOCUMENTATION)
- STORMWATER DRAINAGE PIPES (REFER TO ARCADIS DOCUMENTATION)
- EXISTING TWO-WAY VEHICLE ACCESS CONTROL GATE
- INDICATIVE LOCATION ONLY NEW PROPOSED TWO-WAY VEHICLE BRIDGE WITH 2.5M WIDE FOOTPATH
- NEW SCREENING VEGETATION TO BOUNDARY WITH BELP.

- STAGE 1 CRICKET PAVILION TO INCLUDE CHANGE ROOMS, AMENITIES AND STORAGE AREA
- BUS PARKING (2 X 12.5M SPACES)
- VISITOR PARKING (64 STANDARD SPACES)
- ACCESSIBLE MOBILITY PARKING (8 SPACES)
- UNDERGROUND RAINWATER HARVESTING TANKS
- MAINTENANCE AND EMERGENCY FIELD ACCESS POINTS
- ELECTRICAL SUBSTATION (Proposed pole-mounted 200kVA substation with architecturally designed enclosure elevated above 100 yr flood level)
- CRICKET TRAINING NETS (5 No. synthetic pitches)
- EXISTING POST AND WIRE RIPARIAN FENCE RETAINED
- PROPOSED 1.5M HIGH POST AND WIRE RIPARIAN FENCE
- PROPOSED 1M HIGH ALUM. PICKET FENCE SURROUNDING OVAL
- 40M MAINTENANCE SHED FOOTPATH COVERS AND ROLLERS

- EXISTING TWO-WAY VEHICLE ACCESS CONTROL GATE
- INDICATIVE LOCATION ONLY NEW PROPOSED TWO-WAY VEHICLE BRIDGE WITH 2.5M WIDE FOOTPATH
- NEW SCREENING VEGETATION TO BOUNDARY WITH BELP.
- EXISTING BOUNDARY FENCE
- PROPOSED 1.5M WIDE GRASS SWALE ALONG BOUNDARY
- PROPOSED SECONDARY EMERGENCY EGRESS AND VEHICLE CONTROL GATES

- EXISTING BOUNDARY FENCE
- PROPOSED 1.5M WIDE GRASS SWALE ALONG BOUNDARY
- PROPOSED SECONDARY EMERGENCY EGRESS AND VEHICLE CONTROL GATES

REVISSED MASTER PLAN
Landscape Concept Master Plan - Stage 1 Layout

Fergusons Land Premier Cricket Facility



PROJECT DIRG NO 0218-0119-00_DA-101 REV 07 DRAWN JR CHKD AL APPROV AL DATE 17/05/2019





Landscape Concept Master Plan - Ultimate Layout

REVISED MASTER PLAN

Fergusons Land Premier Cricket Facility
 PROJECT DRG NO 0218-0119-00_DA-102
 REV 07 DRWN JR CHD AL APPROV AL
 DATE 27/06/2018



SCALE 1:1000 (A1)
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